



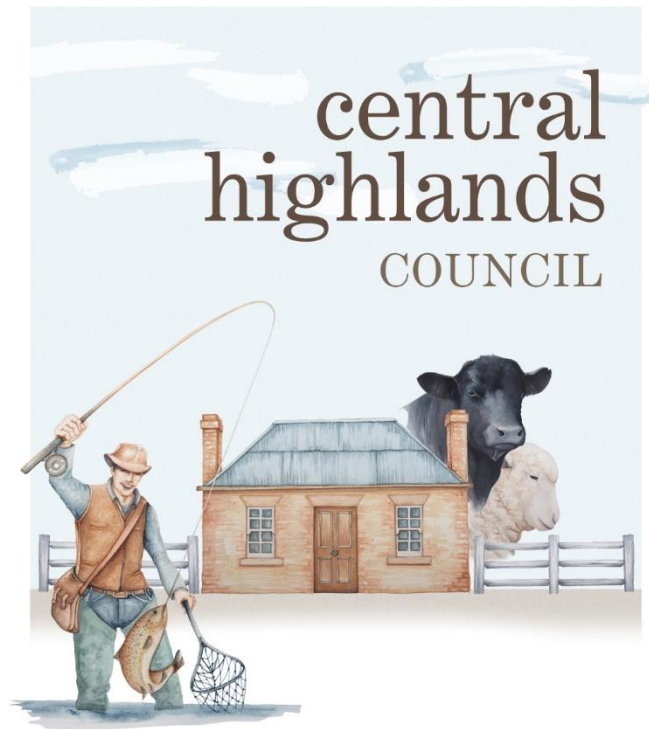
Agenda Attachments

9 December 2025

Ordinary Council Meeting
Bothwell Council Chambers

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Council Meeting Minutes

18th November 2025

Hamilton Council Chambers

Notice of Meeting of Council – Tuesday 18th November 2025

To Councillors,

In accordance with the Local Government (Meeting Procedures) Regulations 2025, Notice is hereby given, that an Ordinary Meeting of Central Highlands Council is scheduled to be held in the Council Chamber, **Hamilton** on **Tuesday 18th November 2025**, commencing at **9.00am** with the business of the meeting to be in accordance with the following agenda paper.

In accordance with the Local Government (Meeting Procedures) Regulations 2025 Part 2, Division 1, a notice of the meeting was published on the Council website on 1 August 2024.

General Manager's Certification

PURSUANT to Section 65 (1) of the Local Government Act 1993, I hereby certify, with respect to the advice, information and/or recommendation provided for the guidance of Council in this Agenda, that:

- A. such advice, information and/or recommendation has been given by a person who has the qualifications or experience necessary to give such advice; and
- B. where any advice is given by a person who does not have the required qualifications or experience, that person has obtained and taken into account the advice from an appropriately qualified or experienced person.

Section 65(2) forbids Council from deciding any matter which requires the advice of a qualified person without considering that advice.

Dated at Bothwell this **13th** day of **November 2025**.



Stephen Mackey
Acting General Manager

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The meeting commenced at 9.00a.m.

AUDIO RECORDING DISCLAIMER

As per *Regulation 43 of the Local Government (Meeting Procedures) Regulations 2025*, audio recordings of meetings will be made available to Councillors, staff and members of the wider community including Government Agencies at no charge and will be made available on Council's website as soon as practicable after each Council Meeting. Unlike Parliament, Council meetings are not subject to parliamentary privilege, and both Council and the individual may be liable for comments that may be regarded as offensive, derogatory and/or defamatory.

The Mayor advises the meeting and members of the public that Council Meetings, not including Closed Sessions, are audio recorded and published on Council's Website in accordance with Council's Policy 2017-50.

The Mayor also advises, that members of the public are not permitted to make audio recordings of Council Meetings without prior approval being granted.

ACKNOWLEDGEMENT OF COUNTRY

I acknowledge and pay respect to the Tasmanian Aboriginal Community as the traditional and original owners and continuing custodians of this land on which we gather today and acknowledge and pay respect to Elders, past, present and emerging.

CONDUCT OF COUNCIL MEETING

Central Highlands Council takes safety seriously. We have a duty to ensure that we provide a safe workplace for our Employees, Councillors, Contractors and members of the public while present at Council's workplaces.

These premises form part of the Council's workplace, and it is expected that everyone who attends Council meetings will behave in a polite and respectful manner. People should refrain from using offensive or derogatory language or comments and not be aggressive, threatening or speak in a hostile manner.

1. PRESENT

Mayor L Triffitt; Deputy Mayor J Allwright; Cr A Archer (attended at 9.13 am); Cr R Cassidy; Cr J Hall; Cr J Honner; Cr Y Miller; Cr D Meacheam and Cr S Triffett

1.1 IN ATTENDANCE

Mr Stephen Mackey (Acting General Manager), and Mrs Katrina Brazendale (Minute Secretary).

1.2 APOLOGIES

Nil

2. CONSIDERATION OF SUPPLEMENTARY ITEMS TO THE AGENDA

Nil

3. DECLARATION OF PECUNIARY INTEREST AND CONFLICT OF INTEREST BY COUNCILLORS AND STAFF

PURPOSE

In accordance with the requirements of Part 2 Regulation 10 of the Local Government (Meeting Procedures) Regulations 2025, the chairperson of a meeting is to request Councillors to indicate whether they have, or are likely to have, a pecuniary interest or conflict of interest in any item on the Agenda.

The following declaration was recorded:

Closed Item 4.2 and Closed Item 4.3 - Stephen Mackey Acting General Manager

4. MINUTES

4.1 CONFIRMATION OF DRAFT ORDINARY COUNCIL MEETING MINUTES – 21 OCTOBER 2025

RESOLUTION 02/11.2025/C

Moved: Cr J Honner

Seconded: Cr J Hall

THAT the Draft Minutes of the Ordinary Meeting of Council held on Tuesday 21 October 2025 be confirmed.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffett

Attachment – Draft Minutes

PURPOSE

The purpose of the report is to confirm the Council Minutes of the previous month. Copies of the minutes have been previously circulated to Councillors prior to the meeting.

5. NOTIFICATION OF COUNCIL WORKSHOP(S) HELD

<i>Date</i>	<i>Attendance</i>	<i>Purpose</i>
11/11/2025	<p><i>Present:</i> Mayor L Triffitt; Deputy Mayor J Allwright; Cr R Cassidy; Cr J Hall; Cr J Honner; Cr D Meacheam and Cr Y Miller.</p> <p>Mr Stephen Mackey (Acting General Manager), Damian Mackey (Consultant Planner).</p> <p><i>Apologies:</i> Cr A Archer and Cr S Triffett</p>	<ul style="list-style-type: none">• <i>Structure Plans</i>• <i>Regional Precincts and Partnerships Program</i>• <i>Dark Sky Policy</i>

5.1 FUTURE WORKSHOP(S)

PURPOSE

The purpose of the report is for Councillors to note the Council Workshop date(s).

The proposed next Council Workshop will be held on the following date(s).

TBC

6. PUBLIC QUESTION TIME

In accordance with the *Local Government (Meeting Procedures) Regulations 2025*, the Council conducts questions by member of the public to enable members of the public to ask question on Council related matters.

Questions by member of the public

- (1) The chairperson of an ordinary council meeting must ensure that, if required, at least 15 minutes of that meeting is made available for questions by members of the public.
- (2) A question asked by a member of the public under regulation 37 or 38 , and the answer given to that question, is not to be debated at the ordinary council meeting.
- (3) A council is to determine any other procedures to be followed in respect of public question time at an ordinary council meeting.

Questions without notice by member of the public

- (1) A member of the public may, on invitation by the chairperson of an ordinary council meeting, ask a question without notice at the meeting.
- (2) A public question without notice must relate to the activities of the council.
- (3) The chairperson of an ordinary council meeting may require a public question without notice to be –
 - a) put on notice in writing; and
 - b) answered at a later ordinary council meeting.

Questions on notice by member of the public

- (1) A member of the public may, at least 7 days before an ordinary council meeting, give written notice to the general manager of a question to which the member of the public seeks an answer at the meeting.
- (2) A public question on notice must relate to the activities of the council.
- (3) The chairperson of an ordinary council meeting may address a public question on notice.
- (4) The period referred to in subregulation (1) includes Saturdays, Sundays and statutory holidays, but does not include –
 - a) the day on which notice is given under that subregulation; or
 - b) the day of the ordinary council meeting.

Members in the gallery:

Damian Bester, Stephen Loring and Dierdre Loring

The following question was raised

Stephen Loring – Point of clarification, at the conclusion to the last council meeting I had an occasion to address a Councillor over a motion that was moved and passed during the meeting, I was subsequently advised after the meeting was closed that I should not address matters to councillors or Council staff without first asking permission or seeking approval from yourself as the Mayor, can I ask do you still hold to that view and if you do, I would like input from Council as to why.

The Mayor provided the following comments in reply to the question – You are able to speak with any Councillors, we must have had our wires crossed. Cr R Cassidy advised that he had spoken with Tasmania Police to advise them. Cr Y Miller asked Cr R Cassidy had Mr Loring been advised that the Tasmanian Police had been contacted. The Mayor closed the debate.

7. PETITIONS / DEPUTATIONS / PRESENTATIONS

7.1 PETITIONS

Nil

7.2 DEPUTATIONS

Nil

7.3 PRESENTATIONS

Nil

8. NOTICE OF MOTIONS

PURPOSE

Under Regulation 19 of the Local Government (Meeting Procedures) Regulations 2025 relating to Motions on Notice. It states the following:

- (1) *A Councillor may give to the general manager, at least 7 days before a meeting, give written notice of a motion, together with supporting information and reasons, for the inclusion of the motion on the next meeting.*

8.1 NOTICE OF MOTION TO OVERTURN DECISION CR D MEACHEAM**RESOLUTION 03/11.2025/C****Moved:** Cr D Meacheam**Seconded:** Cr Y Miller

THAT Council overturn the decision of *"THAT Council revert back to the original meeting agenda, with the in committee section first followed by morning tea then the main part of the meeting to follow on at 10.00 am."*

LOST 4/4**For the Motion**

Deputy Mayor J Allwright, Cr J Hall, Cr Y Miller and Cr D Meacheam

Against the Motion

Mayor L Triffitt, Cr J Honner, Cr R Cassidy and Cr S Triffett

Cr D Meacheam has requested that under section 22 of the *Local Government (Meeting Procedures) Regulations 2025* to overturn the decision of the Motion 8.4 from the meeting of 21st October 2025, as follows:

8.4 NOTICE OF MOTION – CR J HONNER**RESOLUTION 07/10.2025/C****Moved:** Cr J Honner**Seconded:** Cr R Cassidy

THAT Council revert back to the original meeting agenda, with the in-committee section first followed by morning tea then the main part of the meeting to follow on at 10.00 a.m.

CARRIED 5/4**For the Motion**

Mayor L Triffitt; Cr R Cassidy; Cr J Hall; Cr J Honner; and Cr S Triffett.

Against the Motion

Deputy Mayor J Allwright; Cr A Archer; Cr D Meacheam and Cr Y Miller.

NOTICE OF MOTION

Under Division 2 – Motions, Section 16 (5) of the Local Government (Meeting Procedures) Regulations 2015, a Councillor may give to the General Manager, at least 7 days before a meeting, written notice of a motion, together with supporting information and reasons, to be included on the agenda of that meeting.

Date of Meeting:	October 21, 2025
Councillor Name:	Julie Honner
Proposed Motion:	That Council revert back to the original meeting agenda, with the in committee section first followed by morning tea then the main part of the meeting to follow on at 10.00 a.m..
Background Details:	<p>This was to be a trial, and it is obvious that it does not work properly, with anyone in the gallery thinking that it is their right to have morning tea as well.</p> <p>The Mayor is the person to invite people for the morning tea and lunch not people just helping their selves to it. If it was reverted back, then we have a set time for morning tea then continue with the open meeting.</p>
Signature:	<i>Julie Honner</i>
Date:	13 October 2025

Cr A Archer attended the meeting at 9.25 p.m.

8.2 NOTICE OF MOTION – CR J HALL AND CR D MEACHEAM

RESOLUTION 04/11.2025/C

Moved: Cr J Hall

Seconded: Cr R Cassidy

THAT Council commencing from the first meeting of Council in January 2026, the open session of Council commences from 5.00 pm on a weekday evening.

CARRIED 5/4

For the Motion

Deputy Mayor J Allwright, Cr A Archer, Cr J Hall, Cr Y Miller, Cr D Meacheam

Against the Motion

Mayor L Triffitt, Cr R Cassidy, Cr S Triffett and Cr J Honner

Date of Meeting:	November 18, 2025
Councillor Names:	John Hall , David Meacheam
Proposed Motion:	That commencing from the first meeting of Council in January 2026, the open session of Council commences from 5.00 pm on a weekday evening.
Background Details:	<p>Our present arrangement of meeting at 9.00 am on a Tuesday is contrary to the norm across Tasmanian local government areas and is inherently anti-democratic on 3 counts:</p> <ol style="list-style-type: none"> 1. It is hostile to the interests of those of us who are self-employed and who at least once monthly step away from their businesses. 2. If we make this move to 5.00 pm meetings (or later) we open the way for local farm and business employees who don't have an option to take one Tuesday a month off work, or cannot afford the loss of pay involved, to nominate for election to Council in 2026. Look around the table now, most of us are either self-employed or retired. 3. Moving our meetings to evenings will make it more possible for members of the community to attend our meetings. That ease of their attendance is central to democratic functioning. <p>The Local Government (Meeting Procedures) Regulations 2025 Statutory Rules 2025, No. 25 Part 2 states:</p> <p>"Meetings 7. Times of meetings (1) A meeting is not to start before 5:00 p.m. unless otherwise determined by the council by absolute majority or by the council committee by simple majority. (2) After each ordinary election, a council and a council committee are to review the times of commencement of their meetings."</p> <p>The motion proposes weekday meetings rather than weekends to avoid disruptions to the lives of Council staff members. On the days Council meet, the staff required to attend can commence work after midday, so that they aren't fatigued before meetings commence.</p> <p>Having worked through recruitment of a new general manager and doing all we can to achieve success over the next 5 years, this motion will enable further success on the governance front of Council.</p> <p>This motion recognizes the fact that the existing meetings of Council are already advertised up to the end of year as being held at 9.00 am on a Tuesday. The least instability of process we project to our community, the better.</p>
Signature:	<i>John Hall, David Meacheam</i>
Date:	6/11/25

8.3 NOTICE OF MOTION – CR D MEACHEAM

RESOLUTION 05/11.2025/C

Moved: Cr D Meacheam

Seconded: Cr J Hall

1. **THAT** Council establish a working group to progress the improvement of phone and internet services on the Central Plateau.
2. **THAT** the group established has a 'sunset' date of March 2026.
3. **THAT** Kate Triebe of Tods Corner and Michael Walls be invited as community members of the working group. Both were central to the work in the leadup to the Miena forum
4. **THAT** as Central Plateau residents Councillors Honner and Meacheam constitute the Councillor representation on the working group.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

Date of Meeting:	November 18, 2025
Councillor Name:	David Meacheam
Proposed Motion:	<ol style="list-style-type: none"> 1. That Council establish a working group to progress the improvement of phone and internet services on the Central Plateau. 2. That the group established has a 'sunset' date of March 2026. 3. That Kate <u>Triebe</u> of Tods Corner and Michael Walls be invited as community members of the working group. Both were central to the work in the leadup to the Miena forum. 4. That as Central Plateau residents Councillors Honner and Meacheam constitute the Councillor representation on the work group.
Background Details:	<p>Following the very successful and well attended forum with Telstra on November the 1st at the Great Lake Community Centre, it is important that we continue to metaphorically hold Telstra's' feet to the fire' in relation to improving mobile phone and Internet coverage to the Central Plateau communities.</p> <p>Local resident Kate <u>Triebe</u> has very well documented proceedings on that day and has already created a very detailed forward plan for progressing the issue. She has indicated her willingness to join this working group. Michael Walls of Miena would bring to the group a useful depth of technical knowledge.</p> <p>The working group could generate progress reports to Council meetings, for noting.</p>
Signature:	<i>David Meacheam</i>
Date:	12/11/25

CENTRAL HIGHLANDS COUNCIL

TELECOMMUNICATIONS WORKING GROUP CHARTER

(Draft prepared by Tods Corner resident, Kate Triebe, of Relevancy)

1. Background

Following the well-attended community forum with Telstra held on 1 November 2025 at the Great Lake Community Centre, Council resolved to establish a working group to coordinate ongoing advocacy and accountability regarding the improvement of mobile phone and internet services across the Central Plateau.

This Working Group recognises the importance of consistent and reliable telecommunications for community safety, economic activity, and resident wellbeing.

2. Purpose

The Working Group will:

- Coordinate follow-up actions from the Telstra community meeting.
- Monitor progress on commitments made by Telstra and other service providers.
- Identify priority issues and gaps in service affecting Central Plateau residents.
- Prepare concise progress reports and recommendations for Council consideration.
- Facilitate transparent, ongoing engagement between residents, Council, Telstra, and relevant agencies.

3. Authority and Scope

The Group operates as an **advisory body** to Council under Section 24 of the *Local Government Act 1993 (Tas)* and is bound by Council's meeting procedures and code of conduct.

It has **no delegated decision-making or financial powers**.

Recommendations from the Group are presented to Council for noting or adoption.

4. Composition

Membership is as follows:

- **Councillor Representatives:** Cr David Meacheam and Cr Honner (as nominated in the Notice of Motion).

- **Community Representatives:** Two Central Plateau residents to be appointed following public expression of interest through Council's Facebook page and website.
- **Stakeholders (by invitation):** Representatives from Telstra, NBN Co, and emergency services as required.
- **Council Officer:** General Manager or delegate (Secretariat/Administrative Support).

Additional technical or agency representatives may attend by invitation for specific agenda items.

5. Term (Sunset Clause)

The Working Group will operate from **November 2025 until March 2026**, unless extended by Council resolution.

6. Roles and Responsibilities

Chair:

A Councillor member (to be elected at the first meeting) will chair meetings and ensure orderly conduct.

Community Members:

Provide local knowledge, identify service issues, and contribute constructively to recommendations.

Secretariat:

Council staff will record minutes, circulate agendas, maintain records, and prepare reports for Council.

7. Meetings

- Meetings will be held **monthly or as required**.
- A quorum will comprise **two Councillors and one community representative**.
- Minutes and action items will be submitted to the next available Council meeting.
- Meetings may be held in person or via videoconference to ensure accessibility.

8. Reporting

The Working Group will:

- Submit **written progress reports** to Council meetings for noting.

- Provide a **final summary report** to Council in March 2026 recommending further actions, partnerships, or funding opportunities.
- Maintain transparent public communication through Council's website and community pages.

9. Governance and Conduct

Members must:

- Act with integrity, objectivity, and courtesy.
- Declare any conflicts of interest.
- Respect confidentiality of discussions.
- Adhere to Council's **Code of Conduct** and relevant provisions under the *Local Government Act 1993 (Tas)*.

10. Review

This Charter will automatically lapse upon the sunset date unless extended.

A review of achievements and recommendations will form part of the final report to Council.

8.4 NOTICE OF MOTION – CR A ARCHER

RESOLUTION 06/11.2025/C

Moved: Cr A Archer

Seconded: Cr R Cassidy

THAT Council adopt a policy of externally advertising senior staff positions as well as the current internal advertising to fill these positions, under the *Local Government Act 1993, section 63*.

LOST 4/5

For the Motion

Cr A Archer, Cr J Hall, Cr Y Miller and Cr S Triffett

Against the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr R Cassidy, Cr J Honner and Cr D Meacheam

8.5 NOTICE OF MOTION – CR Y MILLER**RESOLUTION 07/11.2025/C****Moved:** Cr Y Miller**Seconded:** Cr R Cassidy

THAT the Mayor table all written correspondence including emails to and from Government Departments, Government Agencies and Parliamentary members at the next Council meeting. This should also include legal consultation. In the case of sensitive information these are to be tabled in the “Closed Session”.

CARRIED 5/4**For the Motion**

Deputy Mayor J Allwright, Cr A Archer, Cr J Hall, Cr Y Miller and Cr D Meacheam

Against the Motion

Mayor L Triffitt, Cr R Cassidy, Cr J Honner and Cr S Triffett

Date of Meeting:	18/11/25
Councillor Name:	Yvonne Miller
Proposed Motion:	That the mayor table all written correspondence including emails to and from Government Departments, Government Agencies and Parliamentary members at the next Council meeting. This should also include legal consultation. In case of sensitive information these are to be tabled in the “Closed Session”.
Background Details:	There have been times when the Mayor has been asked for details concerning correspondence at the meeting not giving the mayor time to table it. All correspondence should be tabled so that council is informed in what is happening.
Signature:	<i>Yvonne Miller</i>
Date:	18/11/2025

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

Nil

10. ORDINARY COUNCIL MEETING RESUMED

Nil

11. MONTHLY MAYORAL AND ELECTED MEMBERS ACTIVITY

Kat Cullen, Community Development Officer attended the meeting at 10.19 a.m

RESOLUTION 08/11.2025/C

Moved: Cr J Honner

Seconded: Cr J Hall

THAT the Council notes the Mayoral and Elected Members Activities.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

IMPLICATIONS AND FINANCIALS

Strategic Plan	6.2 Ensure that Council members have the resources and skills development opportunities to effectively fulfil their responsibilities
Council Policy	Councillor Code of Conduct Policy
Legislative Context	Local Government Act 1993 Local Government (General) Regulations 2025 Local Government (Model Code of Conduct) Order 2024
Consultation	The community and stakeholders.
Impact on Budget/Resources	Not applicable.
Risk	Allocations for Councillor Conference attendance are included in the operational budget.

PURPOSE

This report aims to provide an overview of the Mayor and Elected Member's monthly activities.

BACKGROUND

The Mayor and Elected members can provide an activity report each month summarising any civic events they attend.

DISCUSSION

The Mayor and Elected Members represent the council at public and civic events and are the political interface between other bodies, governments, and the Council. In accordance with the Local Government Act 1993, the Mayor is designated as the spokesperson for the Council as well as a representative for the Council on regional organisations and at intergovernmental forums at regional, state, and federal levels. Reports below are provided outside the general functions of a Councillor, whereby Councillors meet with ratepayers and attend workshops.

Mayor Loueen Triffitt

16 October 2025	Tele meeting with Council's Solicitor
16 October 2025	Meeting with Diocese (Bothwell)
21 October 2025	Radio Interview
21 October 2025	Ordinary Council Meeting (Bothwell)
22 October 2025	Radio Interview
24 October 2025	Tele meeting with Council's Solicitor
27 October 2025	GM Interview Selection Panel matters
29 October 2025	Tele meeting with Council's Solicitor
16 October 2025	Tele meeting with Council's Solicitor
30 October 2025	GM Interview Selection Panel matters
1 November 2025	Telstra & NBN forum at Miena
3 November 2025	Radio Interview
4 November 2025	Radio Interview
11 November 2025	Remembrance Day Service
11 November 2025	Dark Sky Park Policy Creation
11 November 2025	Regional Precincts and Partnerships Program with Damian Mackey
11 November 2025	GM Interview Selection Panel matters

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- Elected Members - communications **41**
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Deputy Mayor J Allwright

21 October 2025	Ordinary Council Meeting (Bothwell)
27 October 2025	GM Interview Selection Panel matters
31 October 2025	GM Interview Selection Panel matters
11 November 2025	Regional Precincts and Partnerships Program with Damian Mackey
11 November 2025	GM Interview Selection Panel matters
14 November 2025	Regional Precincts and Partnerships Program Consultation

Cr A Archer

21 October 2025	Ordinary Council Meeting (Bothwell)
27 October 2025	GM Interview Selection Panel matters
31 October 2025	GM Interview Selection Panel matters
11 November 2025	GM Interview Selection Panel matters

Cr R Cassidy

21 October 2025	Ordinary Council Meeting (Bothwell)
27 October 2025	GM Interview Selection Panel matters
31 October 2025	GM Interview Selection Panel matters
1 November 2025	Telstra & NBN forum at Miena
4 November 2025	Local Government Learning Module
5 November 2025	Local Government Learning Module
7 November 2025	Local Government Land-use Planning Module and completion of Modules 1, 2, and 3
11 November 2025	Remembrance Day Service
11 November 2025	Dark Sky Park Policy Creation
11 November 2025	Regional Precincts and Partnerships Program with Damian Mackey
11 November 2025	GM Interview Selection Panel matters (confidential)
14 November 2025	Regional Precincts and Partnerships Program Consultation

Cr J Hall

21 October 2025	Ordinary Council Meeting (Bothwell)
27 October 2025	GM Interview Selection Panel matters
31 October 2025	GM Interview Selection Panel matters
1 November 2025	Telstra & NBN forum at Miena
11 November 2025	Regional Precincts and Partnerships Program with Damian Mackey
11 November 2025	GM Interview Selection Panel matters
14 November 2025	Regional Precincts and Partnerships Program Consultation

Cr J Honner

21 October 2025	Ordinary Council Meeting (Bothwell)
27 October 2025	GM Interview Selection Panel matters
31 October 2025	GM Interview Selection Panel matters
1 November 2025	Telstra & NBN forum at Miena
11 November 2025	Remembrance Day Service
11 November 2025	Dark Sky Park Policy Creation
11 November 2025	Regional Precincts and Partnerships Program with Damian Mackey
11 November 2025	GM Interview Selection Panel matters (confidential)

Cr D Meacheam

21 October 2025	Ordinary Council Meeting (Bothwell)
27 October 2025	GM Interview Selection Panel matters
29 October 2025	Teams meeting to finalize plans for Telstra & NBN forum at Miena.
31 October 2025	GM Interview Selection Panel matters
31 October 2025	GM Interview Selection Panel matters
1 November 2025	Telstra & NBN forum at Miena
11 November 2025	Remembrance Day Service
11 November 2025	Dark Sky Park Policy Creation
11 November 2025	Regional Precincts and Partnerships Program with Damian Mackey
11 November 2025	GM Interview Selection Panel matters

Cr Y Miller

21 October 2025	Ordinary Council Meeting (Bothwell)
27 October 2025	GM Interview Selection Panel matters
31 October 2025	GM Interview Selection Panel matters
1 November 2025	Telstra & NBN forum at Miena
11 November 2025	GM Interview Selection Panel matters

Cr S Triffett

21 October 2025	Ordinary Council Meeting (Bothwell)
31 October 2025	GM Interview Selection Panel matters
11 November 2025	GM Interview Selection Panel matters

11.1 MAYORAL ANNOUNCEMENT

Nil.

12. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – COMMUNITY WELL-BEING)

Build capacity to enhance community spirit and sense of wellbeing

- 1.1 Continue to upgrade existing public open spaces and sporting facilities and encourage community use
- 1.2 Advocate for improved health, education, transport and other government and non-government services within the Central Highlands
- 1.3 Continue to strengthen partnerships with all tiers of government
- 1.4 Support and encourage social and community events within the Central Highlands
- 1.5 Provide support to community organisations and groups
- 1.6 Foster and develop an inclusive and engaged community with a strong sense of ownership of its area
- 1.7 Foster and support youth activities in the Central Highlands

12.1 HEALTH AND WELLBEING PLAN 2020-2025 – MONTHLY PROGRESS REPORT

RESOLUTION 09/11.2025/C

Moved: Cr J Honner

Seconded: Cr D Meacheam

THAT the Health and Wellbeing report be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt


REPORT BY Kat Cullen, Community Development Officer

BACKGROUND

The following activities were performed during **October 2025**.

COUNCIL PROJECTS AND ACTIVITIES	
UPDATE: Council website upgrade	Walker Designs currently finalising layout of website specific to Council's requirements. Project completion est. 30 Jan 2026
UPDATE: Childcare Project	<u>Options Analysis</u>

	<p>Ninety Mile Consulting have finalised research and needs assessment stage of Childcare Options Analysis.</p> <p>Current activities: NMC are consulting with service providers, DECYP, State Growth, and local families.</p> <p>Recommendations and final report – to be presented at next Council workshop.</p> <p><u>Thrive Group</u></p> <p>Liaison with Thrive group around provision of services locally.</p> <p>In collaboration with Council, Thrive Group will host community info session about local childcare workforce training and development in December.</p>		
UPDATE: Cattle Hill Community Grant Round 5 – recently announced funded projects	Organisation	Project	Funding
	Lions Club of Bothwell and Districts inc	Storage container	\$6,500
	Great Lake Volunteer TFS Brigade	Tool kit	\$1,252
	Steppes Community Caretaker Committee	Generator and Trailer for Power	\$9,000
	Midlands District - Tasmania Fire Service	Staging Area / Utility Trailer	\$18,276
	Sustainable Timber Tasmania	Bradys Fire Tower	\$21,150
	Great Lake Community Centre	Colourbond for building project	\$19,000
	Hamilton Volunteer TFS Brigade	Roaming Starlink x2 & installation	\$8,309
	Hamilton District Agricultural Society	Grandstand shower and toilet restoration	\$18,182
	Action Crew	Highlands School Holiday program	\$12,500
	Ouse Online Community Access Centre	Community Engagement Initiatives	\$6,476
		Total Amount	\$120,645
Community Grants	Coordination of community grants programs		
External Grants	Awaiting response: Tas Active Infrastructure Grants (DPAC) Gretna Oval application. Update to response date – end of 2025.		

	Building Early Education Fund – Federal investment of \$500 million in funding to build Early Childhood Education Centres. Council's Childcare Options Analysis report will provide background to application for this grant which will open shortly.
School Awards	Coordination of Council's support for end of year awards
Child Safety Policy update	Working with Deputy General Manager and LGAT to write updated Child Safety Policy in compliance with relevant standards.
Miena digital community forum	Meetings with Telstra, NBN and community to plan for forum on 1 November. Development of associated flyers and social media.
COUNCIL REPRESENTATION MEETINGS	
	<ul style="list-style-type: none"> • LGAT Health & Wellbeing Network meeting. • Communities for Children Steering Committee meeting • State Growth Southern Region sports & rec Networking Group • Cattle Hill Wind Farm Community Fund assessment meeting
COMMUNITY DEVELOPMENT	
Hamilton Halloween Event	<p>This community-led event attracted an excellent number of local families, with Hamilton Hall transformed into a Halloween disco event. The organisers extend thanks to Council for their support. New Norfolk and Derwent Valley news article shown below.</p> 
Childcare and Ouse School	Working with DYCP and Acting GM to support Ouse Family daycare through lack of certainty for lease at Ouse School in 2026.
Ouse Online Access Centre	Liaison with Acting GM, Libraries Tas and OAC to support secure ongoing functioning of OAC. Report to be tabled December meeting.
COMMUNICATION	

Tourism brochure	Update, edit, and reprint for Tourism Brochure exchange
Residents guide	Finalisation of community information and layout for printing.
Council social media	Facebook followers: 2,794. Net increase 23 in October. October Posts: Bushfest, lost dog, Miena digital forum, Osterley Christmas Picnic, notice of special Council meeting, pool lifeguard advertisement; soccer clinic event promotion and post-event article.
Highland Digest	Provision of relevant council and community content.



Bothwell

Early Childhood Education and Care "Grown your own" workforce

Session 1

Monday 1 December
2pm-3pm
Bothwell Hall

Session 2

Wednesday 3 December
5pm-6pm
Bothwell Hall

In response to community discussions with Central Highlands Council on early childhood education and care, we're hosting two Information Sessions in Bothwell to explore local education to employment pathways.

Discussion includes:

- Identified community needs and opportunities
- Funded Early Childhood qualifications
- Supporting local families
- Existing qualified community members



To register your interest or learn more, please contact **Nicky Bolt**, Training and Project Advisor | nbolt@thrivegroup.org.au M 0438 099 082

12.2 TASMANIAN GOVERNMENT PRE-BUDGET CONSULTATION 2026-27

RESOLUTION 10/11.2025/C

Moved: Deputy Mayor J Allwright

Seconded: Cr J Honner

THAT staff and elected representatives provide any submissions they wish to make for the Tasmanian Government pre-budget consultation 2026-27 to the Acting General Manager prior to 4 December 2025.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffett

REPORT BY Kat Cullen, Community Development Officer

BACKGROUND

The Tasmanian Government is currently seeking input into the State Budget for 2026-27. The Pre-Budget Consultation process is coordinated by the Department of Treasury and Finance, with submissions considered by the relevant agencies.

The submission form includes five guiding questions to help focus feedback:

1. Which programs/projects could be refocused to deliver core outcomes with more streamlined resources or refined focus?
2. Are there initiatives or investments that could be reconsidered helping balance the budget now, without losing sight of long-term goals?
3. Are there programs or services that could be transitioned out as the needs of Tasmanians evolve and priorities shift?
4. Where could government activities be re-calibrated to operate more effectively, while still meeting essential needs?
5. For any new funding ideas (specifying whether operational or capital), what savings or offsets could be identified elsewhere to ensure the overall budget remains balanced?

The Acting General Manager will coordinate the submissions on behalf of Central Highlands Council. Submissions must be received by Thursday 4 December 2025.

Have Your Say

Pre-Budget Consultation 2026-27

Submission Form

Introduction

As the Tasmanian Government begins preparations for the 2026-27 State Budget, we invite all Tasmanians to share their ideas and perspectives to help shape the decisions ahead.

The Government is committed to making thoughtful and responsible choices that secure Tasmania's future. Whether your focus is on improving public services, strengthening the economy, or ensuring fairness in how public funds are allocated, your input is valued.

Budgeting to protect future generations and provide flexibility in the event of another COVID-type occurrence remains a key and necessary priority. Rising costs in service delivery – particularly in health and education – combined with broader economic pressures mean that difficult decisions will be required. The Government is focused on long-term fiscal sustainability, and this consultation provides an opportunity for the community to help identify practical savings, opportunities to reprioritise and smarter ways to invest public resources.

This consultation reflects the Government's commitment to transparency, collaboration, and commonsense decision-making. Please note that grant programs and other funding opportunities offered by the Tasmanian Government are managed separately. The purpose of this engagement is to inform how the Government prioritises the services, projects and initiatives it undertakes on behalf of the Tasmanian community.

About this Document

This document is the official **submission form** for the *Have Your Say – Pre-Budget Consultation 2026-27*. Please use the sections provided to share your feedback and suggestions. Your input will help inform Government's decision-making and ensure the State Budget reflects the needs and aspirations of Tasmanians.

The form includes five key questions designed to guide your feedback on Budget priorities and savings opportunities. These questions aim to keep submissions focused and consistent across contributors.

All fields in this form are optional. You are welcome to respond to as many or as few questions as you wish, or to focus on the most relevant to you or your organisation. All feedback is valued.

If you have additional material you would like to include, you are welcome to attach it. Supporting documents are entirely optional and not expected.

Submissions are due to Treasury by 7 December 2025.

Contact Details

Contact details are collected by Treasury and provided to Ministers and agencies. The provision of this information is voluntary.

Organisation	Click or tap here to enter text.
Contact Name	Click or tap here to enter text.
Position in Organisation	Click or tap here to enter text.
Email	Click or tap here to enter text.

Consultation Questions

- Which programs/projects could be refocused to deliver core outcomes with more streamlined resources or refined focus?*
Click or tap here to enter text.
- Are there initiatives or investments that could be reconsidered helping balance the budget now, without losing sight of long-term goals?*
Click or tap here to enter text.
- Are there programs or services that could be transitioned out as the needs of Tasmanians evolve and priorities shift?*
Click or tap here to enter text.
- Where could government activities be re-calibrated to operate more effectively, while still meeting essential needs?*
Click or tap here to enter text.
- For any new funding ideas (specifying whether operational or capital), what savings or offsets could be identified elsewhere to ensure the overall budget remains balanced?*
Click or tap here to enter text.

Submission Context

Please indicate the primary portfolio area your submission relates to – this should be the area that best matches the focus of your feedback.

Choose an item.

If you are including any supporting documents, please list the file name(s) below. While additional material is optional, we encourage submissions to remain focused and concise.

Please enter file name(s)

Next Steps

1. **Complete your Submission:**
Fill out this submission form and save it as a Word document (.docx). Name the file using your organisation's name.
2. **Email Your Submission:**
Send an email to communityconsultation@treasury.tas.gov.au, attaching your completed submission form and any supplementary documents.
3. **Submission Deadline:**
All submissions must be received by **7 December 2025**.
4. **Acknowledgement:**
Treasury will acknowledge receipt of each submission.
5. **Consideration of Submissions:**
All submissions will be made available to Ministers and relevant departments for consideration as part of the formal 2026-27 Budget development process.

It is the responsibility of the relevant agency to review the *Have Your Say – Pre-Budget Consultation 2026-27* submissions and to provide a response through the relevant Minister where appropriate.

Budget Management, Department of Treasury and Finance

communityconsultation@treasury.tas.gov.au

www.treasury.tas.gov.au

12.3 SCHOOL AWARD CEREMONIES 2025

RESOLUTION 11/11.2025/C

Moved: Cr J Honner

Seconded: Cr R Cassidy

THAT Council receive the report for School Award ceremonies for 2025.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffett

REPORT BY Kat Cullen, Community Development Officer

BACKGROUND

Council has received invitations for representatives to attend end of year award ceremonies at: Bothwell District High School, Glenora District School, New Norfolk High School, and Westerway Primary School.

As per Council's *Donations and Financial Assistance Policy*, and annual budget allocation, the following prizes will be provided:

- Bothwell District High School
 - Central Highlands Continuing Education Bursary - \$350
 - Raising the Bar – Secondary Student Award - \$100 voucher
- Glenora District High School
 - Central Highlands Continuing Education Bursary - \$350
 - Citizenship Award - \$100 voucher
- New Norfolk High School
 - Central Highlands Continuing Education Bursary - \$350
- Westerway Primary School
 - Central Highlands Continuing Education Bursary - \$350
 - Westerway Primary School - Citizenship Award - \$100 voucher

For Discussion

Following consultation with elected representatives, the award presenters are confirmed as below. Please communicate any changes to the Community Development Officer.

- Bothwell District High School: Tuesday 9 December at 1.15pm
 - Mayor Triffitt and Councillor Honner presenting
 - Councillors Archer and Meacheam attending
- Glenora District High School: Tuesday 16 December 1:15pm
 - Councillor Hall and Councillor Triffett

- Westerway Primary School: Tuesday 16 December 1pm
 - Mayor Triffitt and Councillor Miller
 - New Norfolk High School: Tuesday 2 December 7:00pm (school gym)
 - Deputy Mayor Allwright
-

12.4 COMMUNITY DONATION REQUEST – MIENA COMMUNITY CHRISTMAS

RESOLUTION 12/8.2025/C

Moved: Cr D Meacheam

Seconded: Cr J Hall

THAT Council donate a \$200 supermarket voucher to assist with costs associated with catering for Miena Community Christmas event.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

REPORT BY Kat Cullen, Community Development Officer

BACKGROUND

Council have received a request from local community members for a donation of \$200 to support catering for a Miena Christmas family BBQ.

This event will be held on Saturday 6 December at 4.00pm in the grounds of the Central Highlands Lodge and will be managed by local community members.

The Great Lake Fire Brigade truck will deliver Santa to event, and local Tasmania Police, Tasmania Ambulance and SES will join and support the event.

Community members S. Triffitt and C. Cole are the key organising contacts for event.

There is currently \$10,000 remaining in the Community Support and Donations budget for the 25-26 financial year.

12.5 COMMUNITY GRANT REQUEST – BOTHWELL LIONS CLUB BBQ TRAILER PROJECT

RESOLUTION 13/11.2025/C

Moved: Cr R Cassidy

Seconded: Cr J Honner

THAT Council allocate \$2,000 to the Lions Club of Bothwell and Districts Inc. for costs associated with purchase and set-up of a Lions Club BBQ trailer.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

REPORT BY Kat Cullen, Community Development Officer

Attachment - Redacted grant application

BACKGROUND

Council have received a grant application from the Lions Club of Bothwell and Districts Inc. The grant request is for \$2,000 to support the purchase and fit out of a Community BBQ trailer.

The Lions Club currently supports events in the local community through providing catering and fundraising BBQs.

Currently, BBQ equipment is stored in several places, rather than a central location. A BBQ trailer will enable all of the equipment required for catered events to be stored in one place, which will be both portable, and easy for all to access.

The trailer will be able to be used not only by the Lions Club but other local community organisations, for example the Bothell CWA.

Additional funding secured for project

The Lions Club have been successful in receiving \$10,000 for the BBQ trailer through a Tas Networks Grant and will contribute \$3,000 of their own funds towards the project.

Budget implications

There is currently \$5,530 remaining in the Community Grants allocation for the 2025-26 financial year.

13. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – INFRASTRUCTURE AND FACILITIES)

Manage Council's physical assets in an efficient and effective manner

- 2.1 Develop and implement a 10 year Asset Management Plan for all classes of assets
- 2.2 Continue to lobby at regional and state levels to improve transport and infrastructure
- 2.3 Seek external funding to assist with upgrading of existing infrastructure and funding of new infrastructure and facilities
- 2.4 Ensure that the standard of existing assets and services are maintained in a cost effective manner

Cr A Archer left the meeting at 10.30 a.m.

13.1 WORKS & SERVICES MONTHLY REPORT – OCTOBER 2025

RESOLUTION 14/11.2025/C

Moved: Cr J Honner

Seconded: Cr R Cassidy

THAT the Works & Services monthly report for October 2025 be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

REPORT BY Jason Branch, Works & Services Manager

BACKGROUND

The following activities were performed during **October 2025** by Works & Services –

Grading & Sheeting	Curlys Lane
Maintenance Grading	Todds Corner Road, 14 Mile Road, Macclesfield Road, Old Arthurs Lake Road, Gully Road, Dry Poles Road, Marriots Road, Kings Road, Quinns Road, Hanlons Road, Ransleys Road
Potholing / shouldering	Bashan Road, 14 Mile Road, Green Valley Road, waddamana, Tor Hill Road, Voctoria Valley Road, Browns Marsh Road
Spraying:	Ouse township Ellendale township Bothwell township and Capeweed Fentonbury and War memorial Westerway Bridge Road Commence Hamilton township
Culverts / Drainage:	

Occupational Health and safety	Monthly Toolbox Meetings Day to day JSA and daily prestart check lists completed. Monthly workplace inspections completed. Playground inspections Traffic management diary
Bridges:	
Refuse / recycling sites:	Cover Hamilton Tip twice weekly
Other:	Bothwell swimming pool maintenance Paint small areas Bothwell swimming pool surround Commence Bushfest duties Coring and scarifying of Bothwell Football Oval Install signs Wilberville Road No Through Road sign Meredith Springs Road Replace signs at swimming pool 2 x drum musters Burial of ashes and plaque attachments at Bothwell cemetery Survey and design undertaking for Blackspot projects Bridge report from Ausspan Maintenance at Green waste area Bothwell waste transfer station Cold Mix Holes Hollow Tree Road Cold Mix Holes Dennistoun Road Repair memorial seat Ellendale Remove fallen tree Raynor's Hill Road and have condition report undertaking on remaining section of tree Cold Mix Holes Arthurs Lake Road Cold Mix Holes Ellendale Road Weed trees at Gretna War Memorial Repair stock grid Interlaken Road Replace Rock Mount Road Street blade
Slashing:	Sections of Hollow Tre Road, ready for roadside spraying Commence Ellendale Road
Municipal Town Maintenance:	Collection of town rubbish twice weekly Maintenance of parks, cemetery, recreation ground and Caravan Park. Cleaning of public toilets, gutters, drains and footpaths. Collection of rubbish twice weekly Cleaning of toilets and public facilities General maintenance Mowing of towns and parks Town Drainage
Buildings:	Repair storm water Golf Museum and leak on roof Repair water leak Hamilton Works depot
Plant:	PM756 Kenworth truck new starter motor PM774 Cat grader two new tyres PM798 Hustler Mower service and new batteries PM733 welding repairs Komatsu grader PM746 John Deer mower new pulleys and repairs PM783 Ford Ranger serviced PM705 Mack Truck new batteries PM821 puncture repair grader

	PM613 Komatsu loader puncture repair
Private Works:	Matt Haney concrete premix Stornoway gravel pick up Water pick up Hazzel Bros London Lakes Land Partnership gravel delivery Natalie Cowen mower hire
Casuals	Toilets, rubbish and Hobart Hamilton general duties Mowing and brush cutting Gardening
Program for next 4 weeks	Grading of roads Miena Coring and scarifying of Gretna Cricket Oval Continue swimming pool duties for upcoming season Defects Hollow Tree Road Continue general weed spraying around towns Mowing and brush cutting around towns Continue roadside spraying Bushfest Bulky rubbish run Rectify failing defect Ellendale Road Re-seal failing seal Arthurs Lake Road Mow and clean Osterley Cemetery Drainage Dawson Road

Kat Cullen, Community Development Officer left the meeting at 10.31 a.m.

14. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – FINANCIAL SUSTAINABILITY)

Manage Council's finances and assets to ensure long term viability and sustainability of Council

- 3.1 Manage finances and assets in a transparent way to allow the maximisation of resources to provide efficient and consistent delivery of services
- 3.2 Review annually, Councils Long Term Financial Management Plan and Council's Long Term Asset Management Plan
- 3.3 Where efficiency gains can be identified, resource share services with other local government councils
- 3.4 Endeavour to, and continue to lobby for, an increase in the level of grant income
- 3.5 Encourage development to expand Council's rate base
- 3.6 Identify revenue streams that could complement/substitute for existing resources
- 3.7 Develop and maintain sound risk management processes

14.1 MONTHLY FINANCE REPORT TO 31 OCTOBER 2025

RESOLUTION 15/11.2025/C

Moved: Cr R Cassidy

Seconded: Cr Y Miller

THAT the Monthly Finance Report to 31 October 2025 be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

IMPLICATIONS AND FINANCIALS

Strategic Plan	3.1 Manage finances and assets in a transparent way to allow the maximisation of resources to provide efficient and consistent delivery of services
Council Policy	Not applicable
Legislative Context	The council's decision-making is under the provisions of the Local Government Act 1993, and the report details the basis for the recommendation
Consultation	The financial statements form part of the public record within the Council minutes
Impact on Budget/Resources	As attached
Risk	The council must ensure that it meets its financial obligations. This report captures the ongoing financial performance

REPORT BY

Zeeshan Tauqeer, Accountant

BACKGROUND

Financial Expenditure Analysis Report - For the Period Ended 31 October 2025

Financial Performance Report (1 July – 31 October 2025)

Financial Overview

This report provides a comprehensive overview of the Council's financial activities for the period 1 July 2025 to 31 October 2025, the first four months of the 2025–26 financial year. Overall, Council's operating expenditures are generally tracking within annual budget parameters (approximately 18% to 35% of budgets expended by October across departments), and about half of annual rates revenue has been collected to date. The Council's cash position remains sound at **\$4.57 million** as of 31 October, albeit lower than the same time last year due to timing of grant receipts (discussed below). Capital project spending is still in early stages (only 6.7% of the capital budget expended so far), with major projects scheduled to commence in the coming months. The following sections detail the financial position, including bank reconciliation and reserves, rates collection progress, departmental operating expenditures, and capital expenditure status for the period.

Bank Reconciliation and Cash Reserves

As of 31 October 2025, Council's total cash balance was **\$4,577,129** compared to **\$6,034,740** at the end of October 2024. This year-on-year decline in cash holdings (approximately \$1.45 million difference) is largely attributable to the timing of grant funding received. In June 2024, Council received 75% of its annual Financial Assistance Grant (FAG) allocation upfront, whereas in June 2025 only 50% was received. The 2nd FAG instalment (due in November 2025) along with other grant funds – including the balance of the Local Roads and Community Infrastructure (LRCI) payment and the first **Roads to Recovery (RTR)** capital grant are scheduled to be received later in 2025. These expected inflows will boost the cash balance and largely account for the current variance in reserves.

Cash and Reserve Balances: Of the \$4.57 million cash on hand at 31 October 2025, a substantial portion is held in reserve for specific purposes. Council's **reserve accounts** totalled **\$3,644,989.79** at October's end. These reserves exclude unexpended grant funds earmarked for community and emergency projects (such as the Isolated Communities Resilience program and Regional Evacuation Grants) that are yet to be deployed. In addition, approximately **\$89,321** is invested with Tascorp in a dedicated account for the St Michael and All Angels' Church in Bothwell. The remaining **\$769,540** represents the balance of Council's **general operating account** as at 31 October. In summary, while the overall cash balance is lower than last year's figure, it is expected to normalise once pending grant instalments are received, and a significant portion of current cash is tied to restricted reserves designated for specific community projects and obligations.

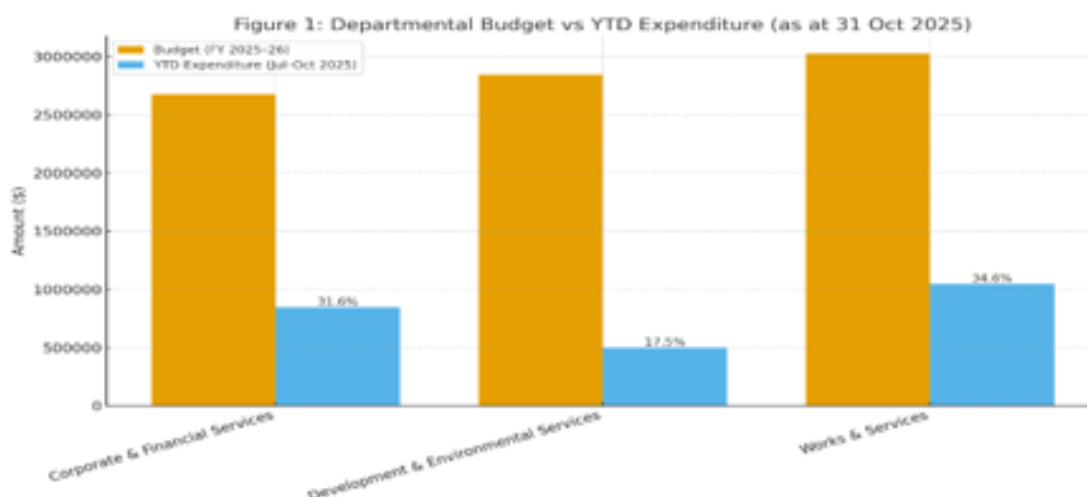
Rates Collection Progress

Rates revenue collection is progressing as anticipated. As of 31 October 2025, Council had received \$2,510,619 in rates, out of a total annual rates levy of \$5,073,912. This equates to roughly 49.5% of the year's rates income collected in the first four months. The remaining \$2,563,292 (about 50.5% of rates) is scheduled to be collected through the **remaining three instalments** over the rest of the financial year, up to June 2026. Based on this schedule, rate collection is on track, with no significant shortfalls noted in the first instalment. The steady inflow of rates revenue provides a predictable cash foundation for Council's operations, and current projections suggest that the full year's rates budget will be met by year-end as expected.

Operating Expenditure by Department (YTD vs Budget)

By the end of October 2025, each department had utilised between approximately 17% and 35% of its annual operating budget. This is generally in line with or slightly below a pro-rata benchmark (33% of the year completed), indicating prudent expenditure management in most areas. Salary costs form a major component of spending, especially in administrative departments, while some operational activities and programs are weighted toward later in the year (reflected in the lower percentage spend in certain departments). Detailed breakdowns for the major departments are as follows:

Figure 1: Council's operating expenditures by department compared to annual budgets, for the period 1 July – 31 Oct 2025. The orange bars represent each department's total annual budget for FY 2025–26, while the blue bars show actual expenditure incurred year-to-date (Jul–Oct 2025). As shown, the Works & Services department has utilised the largest portion of its budget (approximately 34.6%), whereas Development & Environmental Services has used the smallest portion (around 17.5%) so far, reflecting the timing and nature of expenses in those areas.



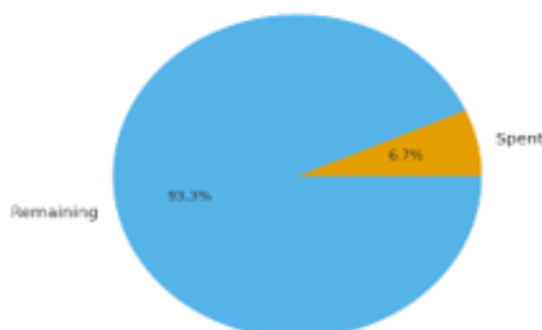
- **Corporate & Financial Services:** Year-to-date expenditure of \$846,277 out of an annual budget of \$2,677,717, which is 31.6% of this department's budget. Spending in this period has been primarily driven by staffing costs (salaries and related expenses) and routine corporate overheads, which are on track with budget expectations.
- **Development & Environmental Services:** Year-to-date expenditure of \$498,342 out of an annual budget of \$2,845,210, representing only 17.5% of the budget expended to date. This relatively low percentage reflects that expenditures in this department have so far been limited mainly to essential services (such as employee salaries, waste management services, and development control activities), with several programs or projects in this area anticipated to incur heavier spending later in the year.
- **Works & Services:** Year-to-date expenditure of \$1,046,678 out of an annual budget of \$3,025,581, which is 34.59% of the budget expended. This department has the highest proportion of its budget used so far, largely due to ongoing maintenance programs. Major operating costs in the first four months include road maintenance (approx. \$321,839), plant and equipment maintenance (about \$279,642), public conveniences maintenance (\$74,535), and supervision/overhead costs (\$212,245). Works & Services activities are well underway, with seasonal maintenance and infrastructure upkeep being significant contributors to early-year spending.

In addition to the main departments above, it is worth noting the status of the **Community & Economic Development** program budget, a smaller functional area. This program has an annual budget of \$141,600, of which \$13,536 has been utilised as of 31 October (approximately 9.6% of its budget). The expenditures in this area have supported community initiatives including community grants (\$7,544 disbursed), youth services and activities (\$500 spent), children's services (\$100), community development support programs (\$393), and contributions to the Brighton Family Day Care partnership (\$5,000 for the 12-month Period). This low percentage spent indicates that many community development initiatives and grant programs are planned for later in the year. The Council can expect increased utilisation of this budget in the coming months as scheduled community projects and Support take place.

Capital Expenditure and Projects

Figure 2: Capital expenditure versus the total capital works budget as of 31 October 2025. The orange segment indicates the portion of the annual capital budget expended year-to-date (only 6.7%), while the blue segment shows the **remaining budget** (93.3%) yet to be spent. This underscores that the majority of capital projects are scheduled for later in the financial year, with several major initiatives not yet commenced as of October.

Capital Expenditure Progress (YTD at 31 Oct 2025)



As of 31 October, Council has spent **\$235,595** on capital works out of a total annual capital budget of **\$3,517,247**, which is **6.7%** of the capital budget utilised so far. Capital expenditure year-to-date has been relatively low, reflecting that many projects were still in planning or early procurement stages during the first four months of the financial year. The primary capital outlays to date have been on routine infrastructure renewal, notably **road re-sheeting** works (approximately **\$210,491** spent), which address the resurfacing of unsealed roads.

Several **major capital projects** are slated to commence in the second quarter of the year, which will significantly increase capital spending. Notably, the **Hollow Tree Road** upgrade and the **Thousand Acre Lane** project are expected to begin by December 2025. Once underway, these projects (along with other budgeted capital initiatives) will utilise the remaining grant funding and capital allocations, accelerating the expenditure of the currently unspent **\$3.28 million** capital budget.

Conclusion

In summary, the Council's financial performance for July–October 2025 indicates a stable fiscal position and effective budgetary control. Operating expenditures are generally in line with expectations for the first four months, and revenue collection (particularly rates) is on target. The cash position, while lower than last year at this time due to grant timing, remains healthy with significant reserves set aside for designated purposes. Capital works are largely backloaded to later in the year, with major projects poised to commence shortly, which will see capital spending catch up to the budget.

Rates Reconciliation as at 31 October 2025

	2024	2025
Rates in Debit 30th June	\$196,877.36	\$217,826.72
Rates in Credit 30th June	-\$145,341.00	-\$150,792.81
Balance 30th June	\$51,536.36	\$67,033.91
Rates Raised	\$4,716,976.66	\$4,971,230.43
Penalties Raised	\$20,479.32	\$17,833.79
Supplementaries/Debit Adjustments	\$10,359.86	\$17,813.41
Total Raised	\$4,747,815.84	\$5,006,877.63
Less:		
Receipts to Date	\$2,054,718.64	\$2,335,691.21
Credit Journals		\$14,116.44
Pensioner Rate Remissions	\$127,622.65	\$134,157.81
Remissions/Supplementary Credits	\$8,695.75	\$26,653.67
Balance	\$2,608,315.16	\$2,563,292.41

Bank Reconciliation as at 31 October 2025

	2024	2025
Balance Brought Forward	\$6,559,865.90	\$5,212,187.32
Receipts for month	\$287,739.05	\$238,489.51
Expenditure for month	\$812,864.82	\$873,547.74
Balance	\$6,034,740.13	\$4,577,129.09
Represented By:		
Balance Commonwealth Bank	\$777,941.86	\$785,459.57
Balance Westpac Bank	\$441,306.77	\$52,903.11
CBA Credit Card		\$4,456.07
Investments(Council Reserves + St Michael's Church)	\$4,814,941.50	\$3,734,310.34
Petty Cash & Floats	\$550.00	
	\$6,034,740.13	\$4,577,129.09
Plus Unbanked Money		
	\$6,034,740.13	\$4,577,129.09
Less Unpresented Cheques	\$0.00	
Unreceipted amounts on bank statements	\$0.00	
	\$6,034,740.13	\$4,577,129.09

BANK ACCOUNT BALANCES AS AT 31 October 2025

No.	Bank Accounts	Investment Period	Current Interest Rate %	Due Date	BALANCE	
					2025	
11100	Cash at Bank and on Hand					
11105	Bank 01 - Commonwealth - General Trading Account				\$	785,459.57
11106	Bank 02 - Westpac - Direct Deposit Account				\$	52,903.11
1118	CBA Credit Card				\$	4,456.07
11199	TOTAL CASH AT BANK AND ON HAND				\$	842,818.75
11200	Investments					
11207	Bank 6	0	0.00		\$	-
11207	Bank 5	30	3.97	29/12/2025	\$	500,000.00
11115	Bank 04	30	3.70%	26/11/2025	\$	504,887.83
11110	Tascorp(St Michael and All Angels' Church, Bothwell)	At CALL (29/07/2025)	3.60%		\$	89,320.55
11115	Bank 16	90	4.01%	27/01/2026	\$	2,640,101.96
11299	TOTAL INVESTMENTS				\$	3,734,310.34
TOTAL BANK ACCOUNTS AND CASH ON HAND					\$	4,577,129.09

Council Reserve	\$	3,644,989.79
Tascorp (St Michael and All Angels' Church, Bothwell)	\$	89,320.55
FAG& RATES&FEES	\$	769,540.21
Community Grants	\$	59,739.61
Hatch	\$	13,538.93
		\$ 4,577,129.09



Comprehensive Income Statement

31/10/2025

	Budget 2024-2025	Actual to date prior year	Actual to Date	Budget 2025-2026
Recurrent Income				
Rates Charges	\$4,682,233	\$4,716,977	\$4,944,244	\$4,940,273
User Fees	\$494,250	\$97,520	\$124,286	\$501,651
Grants - Operating	\$3,236,515	\$136,310	\$455,542	\$4,428,454
Other Revenue	\$704,366	\$266,345	\$174,908	\$776,217
Grants received in Advance	\$0	\$2,918,101	\$1,746,506	
Total Revenues	\$9,117,364	\$8,135,253	\$7,445,486	\$10,646,595
Expenditure				
Employee Benefits	\$2,584,261	\$919,008	\$833,944	\$2,941,952
Materials and Services	\$2,447,768	\$834,684	\$861,199	\$3,490,109
Other Expenses	\$1,892,738	\$894,957	\$714,232	\$2,116,449
Depreciation and Amortisation	\$2,327,800	\$841,914	\$867,304	\$2,397,634
Total Expenditure	\$9,252,567	3,490,563	3,276,680	10,946,144
Operating Surplus(Deficit)	(135,203)	4,644,690	4,168,806	(299,549)
Capital Grants & Other	\$2,424,996	\$635,370	\$14,244	\$1,375,067
Surplus(Deficit)	2,289,793	5,280,060	4,183,050	1,075,518
Capital Expenditure	\$5,122,085	\$709,536	\$235,595	\$3,517,247

	BUDGET 2025/26	ACTUAL TO 31-Oct-24	ACTUAL TO 31-Oct-25	% OF BUDGET SPENT	BALANCE OF BUDGET
CORPORATE AND FINANCIAL SERVICES					
ADMIN HAMILTON	\$2,017,673	\$733,874	\$688,682	34.13%	\$1,328,991
ELECTED MEMBERS EXPENDITURE(AMEH)	\$281,916	\$101,771	\$85,440	30.31%	\$196,476
MEDICAL CENTRES(MED)	\$132,191	\$38,382	\$32,300	24.43%	\$99,891
STREET LIGHTING(STLIGHT)	\$43,994	\$12,103	\$10,345	23.52%	\$33,649
ONCOSTS	(\$470,879)	(\$97,356)	(\$125,373)	26.63%	(\$345,506)
COMMUNITY & ECONOMIC DEVELOPMENT & RELATIONS(CDR+EDEV)	\$672,822	\$151,103	\$154,883	23.02%	\$517,939
TOTAL CORPORATE & FINANCIAL SERVICES	\$2,677,717	\$939,877	\$846,277	31.60%	\$1,831,440
DEVELOPMENT AND ENVIRONMENTAL SERVICES					
ADMIN BOTHWELL	\$327,017	\$136,289	\$111,951	34.23%	\$215,066
ENVIRON HEALTH SERVICES (EHS)	\$38,628	\$8,137	\$10,531	27.26%	\$28,097
ANIMAL CONTROL(AC)	\$18,421	\$2,748	\$3,242	17.60%	\$15,179
PLUMBING/BUILDING CONTROL (BPC)	\$188,191	\$54,127	\$6,568	3.49%	\$181,623
SWIMMING POOLS (POOL)	\$32,572	\$8,780	\$2,845	8.73%	\$29,727
DEVELOPMENT CONTROL (DEV)	\$247,000	\$65,188	\$50,551	20.47%	\$196,449
WASTE SERVICES	\$968,939	\$324,409	\$311,716	32.17%	\$657,223
ENVIRONMENT PROTECTION (EP)	\$1,024,442	\$458	\$937	0.09%	\$1,023,505
TOTAL DEVELOPMENT & ENVIRONMENTAL SERVICES	\$2,845,210	\$600,136	\$498,342	17.52%	\$2,346,868
WORKS AND SERVICES					
PUBLIC CONVENIENCES (PC)	\$290,284	\$61,056	\$74,535	25.68%	\$215,749
CEMETERY (CEM)	\$17,161	\$4,148	\$3,912	22.79%	\$13,249
HALLS (HALL)	\$74,349	\$51,874	\$20,249	27.23%	\$54,100
PARKS AND GARDENS(PG)	\$100,524	\$49,512	\$36,049	35.86%	\$64,475
REC. & RESERVES(Rec+tennis)	\$130,679	\$38,414	\$32,001	24.49%	\$98,678
TOWN MOWING/TREES/STREETSCAPES(MOW)	\$236,008	\$55,875	\$26,224	11.11%	\$209,784
HOUSING (HOU)	\$160,753	\$83,627	\$42,029	26.15%	\$118,724
CAMPING GROUNDS (CPARK)	\$14,801	\$5,331	\$4,139	27.96%	\$10,662
LIBRARY (LIB)	\$2,640	\$1,687	\$0	0.00%	\$2,640
ROAD MAINTENANCE (ROAD)	\$1,086,345	\$511,030	\$321,839	29.63%	\$764,506
FOOTPATHS/KERBS/GUTTERS (FKG)	\$23,316	\$11,719	\$4,114	17.64%	\$19,202
BRIDGE MAINTENANCE (BRI)	\$23,388	\$3,031	\$167	0.71%	\$23,221
PRIVATE WORKS (PW)	\$51,372	\$8,823	\$7,810	15.20%	\$43,562
SUPER. & I/D OVERHEADS (SUPER)	\$869,041	\$261,002	\$212,245	24.42%	\$656,796
QUARRY/GRAVEL (QUARRY)	(\$181,988)	(\$38,577)	(\$51,989)	28.57%	(\$129,999)
NATURAL RESOURCE MANAGEMENT(NRM)	\$179,936	\$56,388	\$43,836	24.36%	\$136,100
SES (SES)	\$2,000	\$130	\$0	0.00%	\$2,000
PLANT MTC & OPERATING COSTS (PLANT)	\$655,036	\$267,982	\$276,442	42.20%	\$378,594
PLANT INCOME	(\$795,036)	(\$416,905)	(\$27,732)	3.49%	(\$767,304)
DRAINAGE (DRAIN)	\$43,130	\$20,899	\$10,930	25.34%	\$32,200
OTHER COMMUNITY AMENITIES (OCA)	\$41,842	\$16,762	\$9,380	22.42%	\$32,462
WASTE COLLECTION & ASSOC SERVICES (WAS)	\$0	\$4,129	\$498		(\$498)
FLOOD REPAIRS		\$0	\$0		
TOTAL WORKS & SERVICES	\$3,025,581	\$1,057,937	\$1,046,678	34.59%	\$1,978,903
DEPARTMENT TOTALS OPERATING EXPENSES					
Corporate Services	\$2,677,717	\$939,877	\$846,277	31.60%	\$1,831,440
Dev. & Environmental Services	\$2,845,210	\$600,136	\$498,342	17.52%	\$2,346,868
Works & Services	\$3,025,581	\$1,057,937	\$1,046,678	34.59%	\$1,978,903
Total All Operating	\$8,548,508	\$2,597,950	\$2,391,297	27.97%	\$6,157,211

	BUDGET 2025/26	ACTUAL TO 31-Oct-24	ACTUAL TO 31-Oct-25	% OF BUDGET SPENT	BALANCE OF BUDGET
CAPITAL EXPENDITURE					
CORPORATE AND FINANCIAL SERVICES					
Computer Purchases	\$7,648	\$28,584	\$0	0.00%	\$7,648
Equipment	\$6,000	\$0	\$0	0.00%	\$6,000
Miscellaneous	\$2,000	\$0	\$0	0.00%	\$2,000
	\$15,648	\$28,584	\$0	0.00%	\$15,648
DEVELOPMENT & ENVIRONMENTAL SERVICES					
Swimming Pool	\$0	\$0	\$0	0.00%	\$0
	\$0	\$0	\$0	0.00%	\$0
WORKS & SERVICES					
Plant Purchases	\$170,000	\$75,689	\$0	0.00%	\$170,000
Camping Grounds	\$0	\$0	\$0	0.00%	\$0
Public Conveniences	\$0	\$0	\$0	0.00%	\$0
Bridges	\$55,000	\$0	\$0	0.00%	\$55,000
Road Construction & Reseals	\$2,196,099	\$464,273	\$210,491	9.58%	\$1,985,608
Drainage	\$169,000	\$0	\$0	0.00%	\$169,000
Parks & Gardens Capital	\$72,000	\$180	\$0	0.00%	\$72,000
Infrastructure	\$105,000	\$19,890	\$188	0.18%	\$104,812
Footpaths, Kerbs & Gutters	\$205,000	\$12,940	\$0	0.00%	\$205,000
Rec Grounds	\$402,000	\$23,121	\$616	0.15%	\$401,384
Halls	\$0	\$11,755	\$0	0.00%	\$0
Buildings	\$127,500	\$73,104	\$24,301	19.06%	\$103,199
	\$3,501,599	\$680,952	\$235,595	6.73%	\$3,266,004
TOTAL CAPITAL WORKS					
Corporate Services	\$15,648	\$28,584	\$0	0.00%	\$15,648
Dev. & Environmental Services	\$0	\$0	\$0	0.00%	\$0
Works & Services	\$3,501,599	\$680,952	\$235,595	6.73%	\$3,266,004
	\$3,517,247	\$709,536	\$235,595	6.70%	\$3,281,652

Community & Economic Development**2025/2026 Budget**

	BUDGET 2025/26	Actual to Date 31/10/2025	Remaining Balance
Strategic Project- Whole of Community			
Community & Economic Development Support	\$10,000	\$393	\$9,607
Health & Wellbeing Plan (2020-2025) Implementation	\$5,000		\$5,000
Economic and Tourism Development Strategic Project	\$5,000		\$5,000
Youth and Children Strategic Projects			\$0
New- Family Day Care Seeding Fund Bothwell	\$5,000		\$5,000
New- Ouse Family Day Care Support	\$5,000		\$5,000
Youth Service & Activities	\$5,000	\$500	\$4,500
Children's Services and Activities	\$5,000	\$100	\$4,900
Bothwell High School Breakfast Club	\$2,000		\$2,000
Glenora School Breakfast Club	\$1,000		\$1,000
Westerway School Breakfast Club	\$1,000		\$1,000
New-Bothwell Playgroup Support	\$1,000		\$1,000
Community & Donation and Financial Assistance			\$0
Community Grants	\$15,000	\$7,544	\$7,456
Community Support & Donations	\$10,000		\$10,000
Church Grants	\$5,000		\$5,000
Further Education Bursaries	\$1,400		\$1,400
School Awards	\$400		\$400
Central Highlands School Support	\$3,000		\$3,000
Community Event			\$0
ANZAC Day	\$12,000		\$12,000
Australia Day	\$4,000		\$4,000
Community Event.eg Volunteer week	\$5,000		\$5,000
Community Partnerships			\$0
Highlands Digest Support	\$15,800		\$15,800
Australasian Golf Museum contribution to power	\$5,000		\$5,000
Visitors Centre Contribution to Power	\$5,000		\$5,000
Healthy Connect Project	\$10,000		\$10,000
Brighton Family Day Care	\$5,000	\$5,000	\$0
Total Community & Economic Development Support & Donations	\$141,600	\$13,536	\$128,064

Cr A Archer returned to the meeting at 10.36 a.m.

14.2 REQUEST FOR RATES REMISSION - PROPERTY NUMBER 10-0400-03595**RESOLUTION 16/11.2025/C****Moved:** Cr Y Miller**Seconded:** Cr J Honner

THAT Council remit the Solid Waste Garbage Fee on property 10-0400-03595, 137 Little Den Road Millers Bluff of \$216.00

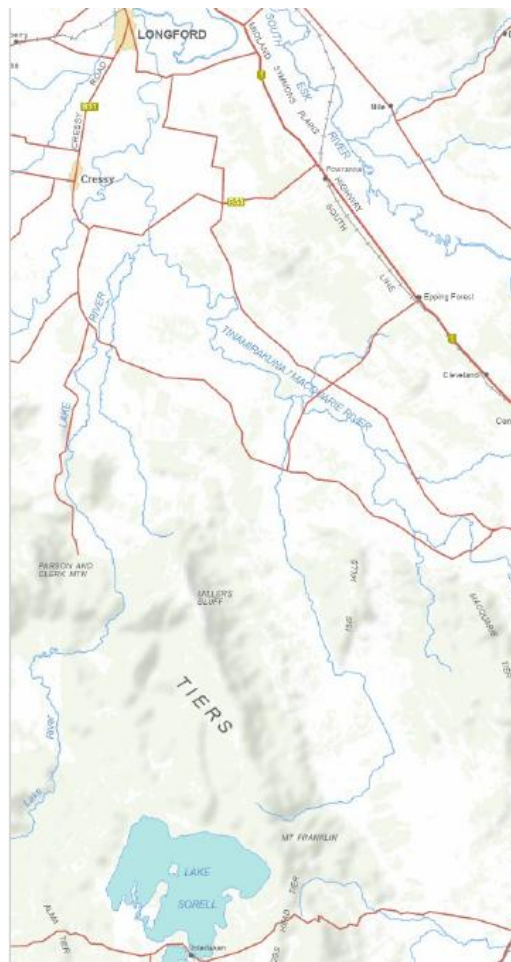
CARRIED**For the Motion**

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffett

**Miller against
BACKGROUND**

Council at its meeting held 19th August 2025, made a decision not to remit the garbage fee.

Council staff have further investigated and can confirm that there is no Council waste management facilities near Millers Bluff on the eastern side of the Municipality. Hence the reason for the property owner taking the waste back to Deloraine with them.



15. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – NATURAL ENVIRONMENT)

Encourage responsible management of the natural resources and assets in the Central Highlands.

- 4.1 Continue to fund and support the Derwent Catchment Project
- 4.2 Continue with existing waste minimisation and recycling opportunities
- 4.3 Promote the reduce, reuse, recycle, recover message
- 4.4 Continue the program of weed reduction in the Central Highlands
- 4.5 Ensure the Central Highlands Emergency Management Plan is reviewed regularly to enable preparedness for natural events and emergencies
- 4.6 Strive to provide a clean and healthy environment
- 4.7 Support and assist practical programs that address existing environmental problems and improve the environment

15.1 DERWENT CATCHMENT PROJECT

RESOLUTION 17/11.2025/C

Moved: Deputy Mayor J Allwright

Seconded: Cr Y Miller

THAT the Derwent Catchment Project Report be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffett



Monthly Report for Central Highlands Council

14 October – 11 November 2025

General business

Progress on the Nature Repair Plan Pilot is continuing, with contract finalisation currently underway. A business case has been submitted to the Commonwealth to support the purchase of equipment required for DCP's delivery of the project. The contract is still expected to be confirmed before Christmas.

Agri-best practice programs

Strategic Actions 4.7 Support and assist practical programs that address existing environmental problems and improve the environment.

Climate Smart Farming

Monitoring of spring pasture species composition has commenced across the DCP multi-species trial sites. Achieving a functionally diverse pasture remains a key challenge, as composition is often dominated by one or two species. However, thoughtful species selection based on complementary growth attributes can help to distribute competitive pressure more evenly across the sward.

Current observations indicate that two dominant species account for approximately 67% of the pasture composition. The remaining 17% is evenly shared among three additional sown species, representing a modest but encouraging level of diversity at this stage. While some poorly matched inclusions have failed to persist, the outcome overall highlights the importance of strategic species selection and ongoing observation.

Assessments of fertiliser response and species/cultivar persistence will continue throughout the growing season to track changes in species balance and overall pasture performance.

Integrated Pest Management workshops

DCP, in collaboration with NRM South, facilitated an Integrated Pest Management (IPM) workshop in Hamilton on 16 October 2025. The workshop supported local farmers in identifying and managing both pest and beneficial insects within pastures and forage crops.

Five producers participated alongside IPM experts Dr. Paul Horne and Rebecca Addison at the Hamilton Resource Centre. Participants engaged in hands-on insect identification and gained practical insights during a field walk that demonstrated methods for observing insect diversity to inform management decisions.

The workshop explored how, by supporting beneficial insect populations, integrated pest management practices can contribute to more pest-resilient and sustainable production systems. A follow-up program of insect monitoring, review, and a demonstration of management techniques, is planned for the coming summer and autumn seasons.



Figure 1. Getting stuck in - the DCP team, NRM South team, and producers checking out what species were trapped.

Restoration and conservation

Strategic Actions: 4.1 Continue to fund and support the Derwent Catchment Project and 4.7 Support and assist practical programs that address existing environmental problems and improve the environment.

Clyde River Flood Resilience Project

Significant progress has been achieved with extensive field surveys and site assessments, supported by detailed discussions with property owners along the river corridor.

Due to the hydrological complexity of the northern catchment and the density of willow infestations, GHD has offered pro bono hydrological modelling to support planning. Their modelling will evaluate various willow removal scenarios, from full to partial removal, to predict potential impacts on river flow and stability.

What GHD is offering to provide *pro bono*:

- Modelling of the base case and three willow removal scenarios.
- Flood maps showing flood depth, velocity, hazard, and afflux (change in water level and velocity) for each scenario.
- A short form report summarising the key results.

A community meeting in Bothwell is scheduled for early December to present the initial works plan for the Croakers Lane to Falls of Clyde reach, which will form the first phase of the on-ground program. Other key first phases sites will include from Platypus Walk (where one kilometre of willow removal has already been completed) downstream towards the Derwent River confluence, as well as targeted interventions on flood prone sections on farmland between Bothwell and Hamilton.

The Phase One Works Plan, to be finalised by Christmas, will identify priority sites for targeted willow and debris blockage removal to restore flow connectivity and hopefully reduce flood plain overflow. The plan will include site-specific maps and strategies covering methods, timing, required machinery, debris management, landholder agreements, and costings.

On-ground works are anticipated to commence in late January 2026, with a major works phase in February. The project represents a coordinated, evidence-based approach to river restoration, combining ecological recovery with landholder collaboration and community engagement.



Figure 2. Inspecting landowners' willow infestations on the Clyde.

Bothwell community meeting

As mentioned above, DCP will host a public meeting in Bothwell on 3 December 2025, from 10:00 am to 12:00 pm at the Bothwell Town Hall. The session will provide an overview of the

project's aims, planned works, and anticipated outcomes, offering landholders and residents the opportunity to learn more about our approach to restoration and flood mitigation. The project team will be discussing how we will work collaboratively with local landowners to achieve the best environmental and community outcomes. Poster is attached for the council to share.

Miena Cider Gum Recovery Program

The Miena Cider Gum (*Eucalyptus gunnii* subsp. *divaricata*) conservation works at St Patrick's Plains continue under the Saving Threatened Species Grant, funded by NRE Tasmania. This program is focused on safeguarding remnant populations and enhancing the resilience of the species.

Recent on-ground works have extended the fenced protection zone by an additional 450 metres of six-foot-high, deer- and possum-proof fencing, complementing the 750 metres of similar fencing installed earlier on the adjoining covenanted area. As a result, all covenanted Miena Cider Gum areas at St Patrick's Plains are now securely fenced.

To support wildlife-friendly management, wombat gates will soon be installed to accommodate natural movement, following typical fence breaching behaviour by wombats. In parallel, seed collection has been organised at Rainbow Point, with a specialist contractor engaged to safely climb and harvest viable seed from mature trees.

Further research and development are also underway on alternative banding materials to protect trees from possum damage. Trials are shifting from polycarbonate guards, which, while effective, tend to trap moisture and exacerbate sap fermentation, to lightweight, spiked metallic bands designed to deter climbing without impeding tree respiration. These new bands have been imported and will be installed progressively over the next month.

Hamilton native plant nursery updates

This month, the nursery hosted a group of 30 TAFE students for a hands-on learning day. A range of practical propagation and nursery management activities were organised, and feedback from the visiting teacher was very positive. We look forward to welcoming the group back for future visits.

A grant application was submitted to the Cattle Hill Wind Farm Community Fund to support the planned nursery expansion, however, the application was unsuccessful in this round. Alternative funding opportunities will continue to be explored.

Propagation work is now well underway for the season, with support from a couple of former Royal Tasmanian Botanical Gardens staff who will be assisting with pricking out over the coming weeks.

Poatina intake restoration

DCP has secured an extra \$20,000 in funding from Hydro Tasmania to support restoration works near the Poatina intake within the Tasmanian Wilderness World Heritage Area. These works will focus on rehabilitating areas impacted by illegal camping and recreational vehicle use, helping to protect and restore sensitive ecosystems.

Weed management programs

Strategic Actions 4.4 Continue the program of weed reduction in the Central Highlands, and 4.7 Support and assist practical programs that address existing environmental problems and improve the environment.

Ella Weston and Stephanie Horwood have been working closely with the DCP Ground Crew to coordinate and schedule all weed management activities across the catchment for the current season. As the DCP Weeds Program continues to expand each year, they have been refining the back-end of project management systems to streamline reporting.

Township spraying

Inclement spring weather has limited the number of days the DCP ground crew have been able to get out spraying, however, throughout late October and early November, the team undertook weed management works in the townships of Ellendale, Ouse, and parts of Hamilton.

The work involved targeted spraying along fencelines, around buildings and drainage areas, and within cemeteries - essentially addressing areas that cannot be maintained by ride-on mowers. These activities reduce weed burden and maintain tidy, accessible public spaces across the townships. The team are out in Hamilton this week continuing this spraying.



Figure 3. Township spraying in Oct and Nov

*Funding applications***Minderoo Fire & Flood Resilience Program (via NRM North)**

- NRM North has received funding through the Minderoo Fire & Flood Resilience Program.
- Josie met with NRM North representatives to visit several sites along the Ouse River on the 30th of October. Discussions focused on applying this funding to undertake follow-up willow control and revegetation works at key sites previously treated under the Agricultural Landscape Rehabilitation Scheme (ALRS) Flood Recovery Program.
- Proposed allocation: \$120,000 (*decision pending*)

Yours Sincerely,

The Derwent Catchment Team

Key Contacts:

Josie Kelman (CEO) 0427 044 700

Eve Lazarus (Deputy CEO) 0429 170 048

Todd Holliday (Works Manager) 0428 192 728

Karen Phillips (Nursery Manager) 0400 039 303

Ella Weston (Program facilitator) 0400 953 220

COMMUNITY MEETING

WILLOW REMOVAL & FLOOD MITIGATION PROJECT

A DISASTER
READY FUND
INITIATIVE



Join us to learn more about upcoming willow-removal works on the Clyde River. This community discussion event will outline the planned scope of works, project timeline, and expected flood mitigation outcomes.

December 3, 2025

10am – 12pm

Bothwell Town Hall

Any questions? Contact Aleida at 0409 422 983



central
highlands
COUNCIL



Australian Government



The Derwent
Catchment Project
Sustaining Productivity. Restoring Landscapes.

16. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – ECONOMIC DEVELOPMENT)

Encourage economic viability within the municipality

- 5.1 Encourage expansion in the business sector and opening of new market opportunities
- 5.2 Support the implementation of the Southern Highlands Irrigation Scheme
- 5.3 Continue with the Highlands Tasmania and Bushfest branding
- 5.4 Encourage the establishment of alternative industries to support job creation and increase permanent residents
- 5.5 Promote our area's tourism opportunities, destinations and events
- 5.6 Support existing businesses to continue to grow and prosper
- 5.7 Develop partnerships with State Government, industry and regional bodies to promote economic and employment opportunities
- 5.8 Work with the community to further develop tourism in the area

16.1 DEVELOPMENT & ENVIRONMENTAL SERVICES

RESOLUTION 18/11.2025/C

Moved: Cr R Cassidy

Seconded: Cr Y Miller

THAT the Development & Environmental Services Report be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

REPORT BY Kathy Bradburn, Senior Administration

PLANNING PERMITS ISSUED UNDER DELEGATION

The following planning permits have been issued under delegation during the past month.

NO PERMIT REQUIRED

DA NO.	APPLICANT	LOCATION	PROPOSAL
2025/56	D L Hay & P L Brown	3421 Lyell Highway, Gretna	Outbuilding

PERMITTED

DA NO.	APPLICANT	LOCATION	PROPOSAL
2025/59	C J Downie	4281 Lyell Highway, Gretna	Home Based Business

ANIMAL CONTROL

Total Number of Dogs Registered in 2024/2025 Financial Year – 966

Total Number of Kennel Licences Issued for 2024/2025 Financial Year – 52

2025/2026 Dog Registration Renewal have been issued and were due by 31 July 2025.

Statistics as of 10 November 2025	
Number of Dogs Impounded during last month	2
Number of Dogs Currently Registered	930
Number of Dogs Pending Re-Registration	12
Number of Kennel Licence Renewals Issued	34

17. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – GOVERNANCE AND LEADERSHIP)

Provide governance and leadership in an open, transparent, accountable and responsible manner in the best interests of our community

- 6.1 Ensure Council fulfils its legislative and governance responsibilities and its decision making is supported by sustainable policies and procedures
- 6.2 Ensure that Council members have the resources and skills development opportunities to effectively fulfil their responsibilities
- 6.3 Ensure appropriate management of risk associated with Council's operations and activities
- 6.4 Provide a supportive culture that promotes the well-being of staff and encourages staff development and continuous learning
- 6.5 Provide advocacy on behalf of the community and actively engage government and other organisations in the pursuit of community priorities
- 6.6 Consider Council's strategic direction in relation to resource sharing with neighbouring councils and opportunities for mutual benefit
- 6.7 Support and encourage community participation and engagement
- 6.8 Ensure that customers receive quality responses that are prompt, accurate and fair
- 6.9 Council decision making will be always made in open council except where legislative or legal requirements determine otherwise.

17.1 COUNCILLOR NUMBERS LETTER TO MINISTER FOR LOCAL GOVERNMENT

RESOLUTION 19/11.2025/C

Moved: Cr J Honner

Seconded: Cr Y Miller

THAT Council note the letter in regard to the reduction in the councillor numbers as prepared by the Acting General Manager and forwarded to the Minister for Local Government.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

REPORT BY Stephen Mackey, Acting General Manager

DISCUSSION

The appended letter has been forwarded to all councillors for comment prior to being forwarded to the Minister for Local Government.

3rd November 2025

The Honourable Kerry Vincent MLC
Minister for Local Government
Office of Local government
P O Box 123
Hobart 7001

lq.consultation@dpac.tas.gov.au

Dear Minister Vincent,

RE: Reform of Councillor numbers and allowances

Council having reviewed the discussion paper wish to make the following responses to the questions raised in this paper:

The Central Highlands community is widely dispersed, with diverse needs and changing life stage and circumstantial priorities. Understanding the factors which impact central highlands liveability and wellbeing is important if we are to attract and retain population and visitors, to support our socio-economic viability.

In addition to elected community representation on Council, wider community and specific purpose participation from people, the organisations and the businesses that have a stake in the future of the Central Highlands and are likely impacted by Council decisions is a requirement and guiding principle of effective Local Government.

Council recognises and respects the voluntary leadership and community contribution people make through organisations and as individuals. This is critically important in a smaller LGA where public resources are limited.

Keeping Councillor number at 9 will ensure a program of engagement at the Community Development Committees and officer level and support community interests and benefits to ensure or focus is aligned to changing needs.

Should the Government consider any strategy/guidance for council decision making where a quorum cannot be maintained?

For councils with five councillors, maintaining quorums may occasionally be challenging if multiple councillors are absent, but proposed reforms like flexible meeting attendance aim to ensure effective decision-making.

It is Council's view that the reduction of the number of councillors for some councils to 5 appears, on paper, to look good based on the erroneous statistical data used by the Department but does not provide fair representation for the Central Highlands community.

Even worse is when this farcical reduction requires amendments to legislation so that a quorum for council meetings for those councils reduced to 5 can be achieved. How would confidentiality be assured, for Closed Sessions, if "flexible meeting attendance" should include video or telephone conference attendance, for example?

But your office asserts this can also be covered by flexible meeting attendance. Saying this is the case for the Lakes Area of the Central Highlands shows a clear misunderstanding of this substandard mobile and internet services in this part of Tasmania. When the State government refers to "Lake Area of Central Highlands", it further demonstrates how little it knows about the municipality. Which Lakes Area are you referring to? Are you aware, at all, "the landform of central Tasmania is dominated by the Tasmanian Central Plateau where there are more than 4000 lentic water bodies (Lynch, 1972).

Regardless, which Lakes Area you refer to, telecommunications is intermittent and has insufficient bandwidth or is non-existent in some lakes areas.

In the case of the Central Highlands, it will mean our square kilometres per councillor will equate to **1,602 per councillor**.

Comparing Hobart, their square kilometres per councillor will equate to **3.3 per councillor**.

In some people's eyes, this level of representation does not seem to be a problem, but for those wishing for face-to-face contact with a councillor may see it differently.

The discussion paper has also used the Bureau of Statistics numbers for population, yet the State Grants Commission are moving to **service population**. This is being phased in over 5 years. Central Highlands Council's **service population** is set this year at **6,239** and not the 2,668 as used to support the reduction of councillors to 5.

This change means the **population per councillor** would be $6,239 / 5 = 1,248$ and not as per the discussion paper $2668 / 5 = 533$

This calculation for Hobart is $56,835 / 9 = 6,315$

There is also the calculation of Councillor per **road length** and in these only **sealed roads** are considered.

Central Highlands $135 / 5 = 27$ kilometres

Amending this to **all road lengths** shows a completely different picture as shown below.

Road Length **per Councillor Central Highlands** $739 / 5 = 147.8$ kilometres

Road Length **per Councillor Hobart** $302 / 9 = 33.5$ kilometres

The report also shows the average value of approved Development Applications for Central Highlands for the five-year period up to 2023/24 to be \$22,791,098 yet if it was extended to include 2024/25 the calculation would be \$111,013,636.

If the focus was for the future and considered the future wind and solar farm developments as well as the Tarraleah redevelopment by Hydro Tasmania these all conservatively valued at nearly \$8 billion if these are taken into consideration the picture for development in the Central Highlands would match or be substantially greater than most Tasmanian councils.

Considering these amendments and other matters raised in this submission as opposed to those used in the Discussion Paper it is in our communities' best interest, at this stage, for the councillor numbers to remain at 9.

This can be done with a further review to be undertaken in three years after the next election which is to be held in 2026. This review would consider the reduction of the current number of 9 councillors to 7. This will enable the workload to be assessed once most of the substantial developments have been assessed.

In this case and including the 14.25% increase in allowances which for Central Highlands equated to \$35,524 or a 0.90% rate increase which I feel residents will be happy to pay to have 9 councillors to represent their needs. Consider though, it is insignificant for the average councillor, equating to \$123.70 increase in the Allowance, which does not reflect the increased workload for the average councillor.

Consideration also needs to be given, based on the rate income that the Central Highlands will achieve over the next few years. It will increase dramatically based on the construction of up to five new wind and solar farms and on the amendments made to the Land Valuation Act 2001 and the proposed introduction of the PiLOR rating system.

Should the Local Government Act 1993 be amended to require councils to pay a 12% superannuation equivalent payment from allowances into a councillors nominated superannuation fund?

It would appear having an amendment to the legislation to cover the requirements to pay a 12% superannuation equivalent payment from allowances into a councillors nominated superannuation fund would be the best option. Though it should be an amount in addition to the Councillor Allowance.

Should the methodology and ongoing review of the framework for Councillors allowances and numbers be embedded in legislation to provide certainty and transparency for the sector?

Regarding councillors allowances a method that could be used is increasing them as per the Councils Enterprise Agreement. This may be seen as pecuniary interest but a minor change to the legislation would cover this.

Regarding future reviews of councillor numbers, it is clear from this current process that a methodology needs to be developed by Local Government for Local Government, before either this review is set in concrete and before local government could consider it being enshrined in legislation.

17.2 LETTER TO MINISTER FOR LOCAL GOVERNMENT LOCAL GOVERNMENT AMENDMENT (TARGETED REFORM) BILL 2025

RESOLUTION 20/11.2025/C

Moved: Cr J Hall

Seconded: Cr D Meacheam

THAT Council note the letter in regard to the Local Government Amended (Targeted Reform) Bill 2025 as prepared by the Acting General Manager and forwarded to the Minister for Local Government.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffett

REPORT BY Stephen Mackey, Acting General Manager

DISCUSSION

The appended letter has been forwarded to all councillors for comment prior to being forwarded to the Minister for Local Government.

3rd November 2025

The Honourable Kerry Vincent MLC
Minister for Local Government
Office of Local government
P O Box 123
Hobart 7001

lg.consultation@dpac.tas.gov.au

Local Government Amendment (Targeted Reform) Bill 2025

Council wishes to make the following comments in regard to the Local Government Amendment (Targeted Reform) Bill 2025

Local Government Charter

Council and Local government supported the proposal to develop a Local Government Charter through the Future of Local Government review, and we still support its inclusion.

A well-constructed charter would assist councils and their communities to understand and agree the services that are providing to our communities.

New Serious misconduct provisions.

The current code of conduct provisions are completely ineffective and are extremely time consuming and the sanctions in the most part provide little or no deterrent for breaches of the code.

Whilst severe misconduct is to be defined as a serious or significant contravention of the code, with criteria yet to be developed (by order), it is expected that serious misconduct would relate to examples such as dishonesty (including non-compliance with disclosures including Pecuniary Interest and conflict of interest provisions), physical violence, gross negligence, wilful and/or repeated misconduct, bullying, sexual harassment, disclosure of confidential information.

More flexible and effective early intervention tools to address emerging governance challenges in councils.

This step would appear to be a more efficient method to address the performance of an individual Elected Member or council level that will not require the need for a Code of Conduct Process, or a Board of inquiry process.

This would appear to be a more robust procedure as long as no further sanctions are placed on council for the inappropriate behaviour of only one of their members.

Mandating internal Audit for Councils

We recommend that any requirements be principles based, allowing council to maintain risk-based, proportionate internal audit programs that reflect their unique context while meeting minimum standards for independence, frequency, and reporting.

Legislating core councillor learning and development requirements.

The requirement to develop an Elected Members learning and development policy for the council at the start of each term would ensure that the organisation is focused on ensuring that Elected Members do receive an adequate level of training and development.

Some of this training could be done in-house through workshops with relevant staff i.e. meeting procedures and regulations with the General Manager and knowledge of the planning procedures with council's planning officer.

Supporting more consistent data

There needs to be more work undertaken in regard to the information required from councils. We are forever being asked for more data sets on most functions of our organisation, from waste management to freedom of information requests it would appear more efficient if all government departments coordinated what they require and request it in the one document

Supporting more consistent data and transparency (Including around council rates)

Council is not opposed to the requirement of Transparency in regard to rates and charges but feel these could be better addressed by being included in a newsletter than trying to include it in a rate notice.

The reason for this is the complexity of information that is required especially when we have two components in the makeup of the general rate. In that I mean a minimum rate and a cent in the dollar.

We also need to provide more detailed information in regard to the rate notice which shows the land value, capital value, and the AAV.

If transparency is required in regard to councils' rates this should also include the increases to the fire service levy and the waste levy which has been the subject of substantial increases since its inception. It should also disclose from the waste levy what funding from this levy each council receives.

Establishing the Architecture for improving over time councils' strategic direction on community engagement and wellbeing

Council fully supports the inclusion of the community engagement and wellbeing in the amended changes to the Local Government Act.

Introducing temporary advisors for council.

As a council that has already utilised the service of a temporary advisor to assist council, we found this to be a most productive way to get resolutions to the way we were functioning for the betterment of council and our community.

Enhancing the efficiency and transparency of the Code of Conduct complaint handling framework.

The code of conduct process as it is now is totally unsatisfactory its procedures and processes are totally dysfunctional and time consuming. There should not be a requirement for any staff member let alone the General Manager to be the person to mediate any code of conduct complaint.

The best way is for the process to be totally independent of council. In saying that it should be done by TASCAT or a subcommittee under the umbrella of TASCAT.

Supporting provisions for remote attendance at closed council meetings, aligning with anticipated updates to the Meeting Regulations.

The range of circumstances that an individual councillor may attend Council and/or committee meeting remotely should include substantial inclement weather events meaning snow and ice making it treacherous to travel from the high county in the case of the Central Highlands.

If in the circumstance mentioned above, and if councillor numbers are set at 5 as proposed for the Central Highlands, we had 2 from the Highlands we would be unable to conduct any of the business of the closed session. We currently rely on councillors' complying with the confidentiality provisions this would also mean that the agenda papers are not in full view of other members of their household.

Requirement for a Council to develop and maintain a Workplace development strategy

Council supports the proposal to include a Workplace development strategy subject to further consultation on the development of this strategy.

Council is of the strong opinion that some of the proposed changes as outlined above need further consultation to ensure they can be implemented without any unnecessary compliance issues.

17.3 DOG MANAGEMENT POLICY**RESOLUTION 21/11.2025/C**

Moved: Deputy Mayor J Allwright

Seconded: Cr R Cassidy

THAT public submissions be invited on the draft Dog Management Policy 2025 with submissions closing on Wednesday 11th February 2026.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffitt

REPORT BY Kathy Bradburn, Senior Administration

Attachment – Dog Management Policy 2025**BACKGROUND**

Under the *Dog Control Act 2000* Council is to develop, make and implement a policy relating to dog management in its municipal area, with the Policy to be reviewed once every 5 years.

Council's Dog Management Policy was adopted in December 2020 and is due for review.

In reviewing its Dog Management Policy a council is to take the following actions:

- (a) Invite public submissions relating to a proposed dog management policy or an amendment of the policy; and
- (b) Consult with any appropriate body or organisation; and
- (c) Consider any submissions and results of any consultation before making the policy or the amendment.

An internal review of the Dog Management Policy 2020 has been undertaken with a draft Dog Management Policy 2025 prepared in accordance with the requirements of the *Dog Control Act 2000*. Public submissions will be invited with submissions closing on Wednesday 11th February 2026.

17.4 DEVELOPMENT ASSESSMENT PANEL (DAP) CONSULTATION

RESOLUTION 22/11.2025/C

Moved: Deputy Mayor J Allwright

Seconded: Cr J Hall

THAT all comments on the revised draft Land Use Planning and Approvals Amendment (Development Assessment Panel) Bill 2025 to the Acting General Manager, Stephen Mackey, no later than **Monday 8th December 2025** to enable a response to be prepared.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacheam and Cr S Triffett

REPORT BY Kathy Bradburn, Senior Administration

Attachment – Development Assessment Panel Bill 2025

BACKGROUND

Council Meeting – 21 November 2023

Comments sought on the Development Assessment Panel (DAP) Framework Position Paper.

Response prepared from comments received and submitted to the State Planning Office on 30 November 2023

Council Meeting – 15 October 2024

Comments sought on the Draft LUPA Amendment (Development Assessment Panel) Bil 2024.

No comments were received and Council did not provide a submission on the draft Bill.

19 March 2025

Comments sought on the Land Use Planning and Approvals (Development Assessment Panel) Bill 2025.

No comments were received and Council did not provide a submission

CURRENT SITUATION

The Minister for Housing and Planning has prepared a revised draft Land Use Planning and Approvals Amendment (Development Assessments Panels) Bill 2025 (the draft Bill) for public consultation.

The draft Bill and supporting documents are available on the [Have Your Say](https://www.stateplanning.tas.gov.au/) page of the [Planning in Tasmania website](https://www.stateplanning.tas.gov.au/) <https://www.stateplanning.tas.gov.au/>

Consultation will be open for 5 weeks, commencing **Friday 7 November** and concluding at **5pm on Friday 12 December 2025**.

18. CONSIDERATION OF SUPPLEMENTARY AGENDA ITEMS TO THE AGENDA

Cr A Archer provide Councillors an update on the Ambulance Service at Bothwell

Volunteers have been advised that it will close on March 26th 2026 unless new volunteers come forward to continue the valued service.

19. CLOSURE OF THE MEETING TO THE PUBLIC

RESOLUTION 23/11.2025/C

Moved: Cr J Honner

Seconded: Cr Y Miller

THAT pursuant to Regulation 17 (1) of the Local Government (Meeting Procedures) Regulations 2025, Council, by an absolute majority, close the meeting to the public to consider the following matters in Closed Session:

Item Number	Matter	Outcome
2.1	<i>Confirmation of the Minutes - Closed Session of the Ordinary Meeting of Council held on 21 October 2025.</i>	<i>Regulation 17 (2)(H) of the Local Government (Meeting Procedures) Regulations 2025 – information of a personal and confidential nature or information provided to Council on the condition it is kept confidential.</i>
4.1	<i>Report on Tender – Annual Road Sealing</i>	<i>Regulation 17(2)(e) - contracts, and tenders, for the supply of goods and services and their terms, conditions, approval and renewal.</i>
4.2	<i>Notice of Motion – Cr A Archer</i>	<i>Regulations 17(2)(a) and 17(2)(h) - – Personnel matters, including complaints against an employee of the Council and Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential.</i>
4.3	<i>Recruitment – General Manager</i>	<i>Regulations 17(2)(a) and 17(2)(h) - – Personnel matters, including complaints against an employee of the Council and Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential.</i>

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Archer, Cr R Cassidy; Cr J Hall; Cr J Honner, Cr Y Miller, Cr D Meacham and Cr S Triffitt

PURPOSE

Under Regulation 17 (1) of the *Local Government (Meeting Procedures) Regulations 2025* states that at a meeting, a council by absolute majority, or a council committee by simple majority, may close a part of the meeting to the public for a reason specified in sub-regulation (2).

As per *Regulation 17 (1) of the Local Government (Meeting Procedures) Regulations 2025*, this motion requires an absolute majority.

MEETING CLOSED to the public at 11.08 am.

20. RE-OPEN MEETING TO THE PUBLIC

The meeting re-opened to the public at 12.46 p.m.

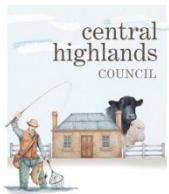
21. PUBLIC RELEASE ANNOUNCEMENT(S)

The Chairperson announced that pursuant to Regulation 17(6)(7) of the Local Government (Meeting Procedures) Regulations 2025 and having considered privacy and confidential issues, the Council authorised the release to the public of the following discussions, decisions, reports or documents relating to the closed meeting:

Item Number	Matter	Decision
2.1	<i>Confirmation of the Minutes - Closed Session of the Ordinary Meeting of Council held on 21 October 2025.</i>	<i>THAT the Minutes of the Closed Session of the Ordinary Meeting of Council held on 21 October 2025 be confirmed.</i>
4.1	<i>Report on Tender – Annual Road Sealing</i>	<i>THAT Council accepted the tender from Roadways Pty Ltd</i>
4.2	<i>Notice of Motion – Cr A Archer</i>	<i>THAT the information be noted</i>
4.3	<i>Recruitment – General Manager</i>	<i>THAT Council considered the selection panel's recommendation and a decision was made</i>

22. CLOSURE

Mayor Triffitt thanked everyone for their contribution and declared the meeting closed at 12.47pm.



Central Highlands Council

MINUTES AUDIT PANEL MEETING – 24 NOVEMBER 2025

Minutes of the Central Highlands Council Audit Panel Meeting was held at the Bothwell Council Chambers, Bothwell on Monday 24 November 2025 commencing 9.00am.

1.0 OPENING

2.0 PRESENT

Mr Ian McMichael (Chair), Deputy Mayor J Allwright and Cr J Hall

In Attendance: Stephen Mackey, Acting General Manager, Adam Wilson, Deputy General Manager, Zeeshan Tauqeer, Accountant and Katrina Brazendale (Minute Secretary)

Via Zoom: Derek Burns and Mark Farrington Tasmanian Audit Office

3.0 APOLOGIES

Nil

4.0 CONFIRMATION OF MINUTES

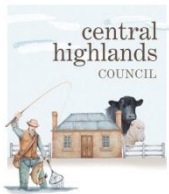
RESOLUTION

Moved: Deputy Mayor J Allwright

Seconded: Ian McMichael

Minutes of the previous Audit Panel Meeting held on Thursday 12 June 2025 to be confirmed.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall



5.0 PECUNIARY INTEREST DECLARATIONS

The Chair requests all Members to indicate whether they or a close associate have or are likely to have a pecuniary interest (any pecuniary benefit or pecuniary detriment) or conflict of interest in any Item of this Agenda.

Nil

6.0 BUSINESS ARISING

6.1 Related Party Declarations – any amendments.

7.0 STANDING ITEMS

- Statutory Financial Requirements Report - **NOTED**
- Financial Reports - **NOTED**
- Risk Management Register – **Review required at the next meeting**
- Policy Review - **NOTED**

7.1 Draft Policy 2013 – 12 Tree and Vegetation Vandalism Policy

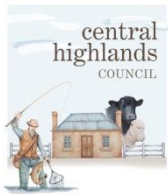
This policy applies to all trees and vegetation on Council owned and managed land.

Central Highlands Council acknowledges the many benefits that trees and vegetation contribute to the local environment. Apart from providing shade, habitat for native wildlife and aesthetic beauty, trees also instil a sense of community pride.

When a tree dies or is damaged by a selfish act of vandalism it affects the community in many ways including loss of amenity of the street or park and the expense of removing a vandalised tree and the cost of its replacement.

The Tree and Vegetation Vandalism Policy has been in place for 12 years, the Works and Service Manager has reviewed the policy in line with Council aims that trees and vegetation contribute to the local environment.

This policy only applies to all trees and vegetation on Council owned and managed land. Overall, the policy is a statement to encourage residents to take pride in the trees in their street and to report any suspicious activities near trees. The Works and Service Manager will notify the police of any vandalism to trees and vegetation.



RESOLUTION

Moved: Deputy Mayor J Allwright

Seconded: Cr J Hall

THAT Council approve Policy 2013 – 12 Tree and Vegetation Vandalism Policy.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall

7.2 Draft Policy 2015 - 40 Gift, Benefit and Donations Policy

The policy applies to all gifts, benefits and donations offered to or received by all Council officials in their respective role as officials of the Council.

The policy is to be applied in conjunction with provisions of Council's Model Code of Conduct, Staff Code of Conduct as well as other relevant Council policies and procedures.

The purpose of this policy is to outline the obligations and responsibilities relating to the receipt of gifts, benefits or donations; and assist both Councillors and employees to avoid being placed in a situation where they may become vulnerable to undue influence or threaten community confidence in the fairness, impartiality and integrity of the Council.

The draft policy has been modified from the current policy approved by Council in August 2020, in line with current legislation and is like the policies used by Devonport City Council, West Tamar Council, Glamorgan Spring Bay Council, Brighton Council, Sorell Council and Central Coast Council.

RESOLUTION

Moved: Cr J Hall

Seconded: Deputy Mayor J Allwright

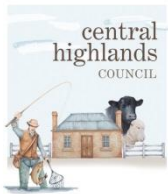
THAT Council approve Policy 2015 - 40 Gift, Benefit and Donations Policy.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall

7.3 Draft Policy 2017 – 51 Staff Code of Conduct Policy

The purpose of the Staff Code of Conduct is to clearly state the standards of responsibility and behaviours expected by those representing or working for Central Highlands Council. Maintaining professional and ethical conduct always is the responsibility of every employee (permanent, temporary, part-time and casual employees) as well as volunteers, contractors working on-site, and work experience students – every person, every day.

The Staff Code of Conduct is designed to assist employees to understand how to undertake their duties and behave according to the values held at Council, reducing the risk of real or perceived conflicts between private and public interests, personal gain or unacceptable and/or unlawful behaviours.



The Code is shaped by the Council's statutory obligations, its principles of good governance and its corporate values. Fraud, corruption, dishonest acts and conflicts of interest are clearly not acceptable conduct, and they are moreover illegal acts. However, as well as avoiding breaches of legislation, the Council wants a workplace where individuals act with integrity and with respect for others, show courage when it is needed and aim for excellence in performing their duties. It is hoped that this Staff Code of Conduct will provide workers the principles and information which will allow them to make good judgements in difficult circumstances, as well as follow procedures and comply with legislation.

The draft policy has been modified from the current policy approved by Council in August 2020. Other Council's policies were also reviewed including Southern Midlands Council, Break O'Day Council, Devonport City Council and Glamorgan Spring Bay Council.

RESOLUTION

Moved: Deputy Mayor J Allwright

Seconded: Cr J Hall

THAT Council approve Policy 2017 – 51 Staff Code of Conduct Policy.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall

7.4 Draft Policy 2017 – 50 Audio Recording of Council Meetings and Council Committee Meetings Policy

This policy has been prepared to address the changes to the Local Government (Meeting Procedures) Regulations 2025.

This policy provides a framework and direction as to the management of the audio recording of meetings (as defined in the *Local Government (Meeting Procedures) Regulations 2025*). The purpose of audio recording is to meet the requirements of the *Local Government (Meeting Procedures) Regulations 2025*, assist in the preparation of minutes, and to ensure that a true and accurate record of debate and discussion is available.

This draft policy has been prepared to address the changes to the Local Government (Meeting Procedures) Regulations 2025. Other Council's policies were also reviewed including Glenorchy City Council, Waratah-Wynyard Council, Derwent Valley Council and Kentish / Latrobe Council.

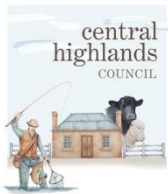
RESOLUTION

Moved: Deputy Mayor J Allwright

Seconded: Cr J Hall

THAT Council approve Policy 2017 – 50 Audio Recording of Council Meetings and Council Committee Meetings Policy.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall



7.5 Draft Policy 2023 – 64 Safeguarding Children and Young People Policy

The purpose of the policy is to define Council's commitment to creating and maintaining a child safe organisation. This policy outlines Council's position and responsibilities toward the safeguarding of children and young people in our physical and online environments.

The draft policy has been modified from the current policy approved by Council in January 2025, in line with legislation and is similar to the policy being used by Glamorgan Spring Bay Council.

Community Development Officer and Deputy General Manager have been working with Dr Lynden Leppard from LGAT to determine best practice, to safeguard children and young people within our municipality. Dr Leppard suggested the policy used by Glamorgan Spring Bay Council would fit the Central Highlands. Community Development Officer and Deputy General Manager have modified the policy used by Glamorgan Spring Bay Council, so it fits Central Highlands budget and resources. It is proposed to review this policy again in 2 years' time.

RESOLUTION

Moved: Deputy Mayor J Allwright

Seconded: Cr J Hall

THAT Council approve Policy 2023- 64 Safeguarding Children and Young People Policy.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall

7.6 Draft Policy 2025 - 28 Private Works Policy

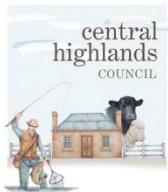
This policy applies to all private works undertaken by Council on behalf of any applicant. Works may include the supply of labour, materials, plant and services.

Outside the scope of the policy is any circumstance where a state of federal government grant is provided for works or services to private land, which are designed to be administered by and delivered through council operations.

The policy provides a framework for performing private works that is applicable to everyone, transparent, objective and consistent. To undertake private works at market prices ensuring an acceptable profit margin to Council that is consistent with anti-competitive requirements of the Trade Practices Act 1974 and the no advantage requirements of the Local Government Act 1993.

This is a new policy that was required as part of the Tasmanian Audit - Annual audit outcomes report for Central Highlands Council Year ending 30 June 2025.

The draft policy meets current legislation and is similar to the policies used by Glamorgan Spring Bay Council, Brighton Council, Sorell Council, Circular Head Council, King Island Council and Kingborough Council.



RESOLUTION

Moved: Cr J Hall

Seconded: Deputy Mayor J Allwright

THAT Council approve Policy 2025 - 28 Private Works Policy.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall

7.7 Draft Policy 2025 - 69 Council Corporate Credit Card Policy

The purpose of this new policy is to provide direction on how Council corporate credit cards and similar purchasing devices are to be allocated, used and administered to ensure that they assist in efficient delivery of services while minimising the potential for misuse and fraud.

The policy is intended to apply to Council corporate credit cards, as well as any similar type of corporate or organisational purchasing card. In the policy, the term “credit card” is used to refer to any purchasing card, including credit, debit, EFTPOS, “virtual” and similar bank cards issued by Council and used for purchasing on behalf of Council.

This policy applies to all employees, Mayor and Deputy Mayor of the Central Highlands Council and other persons at the workplace, and all current and future activities of Council.

RESOLUTION

Moved: Cr J Hall

Seconded: Ian McMichael

THAT Council approve Policy 2025 - 69 Council Corporate Credit Card Policy.

For the Motion: Mr I McMichael (Chair); Deputy Mayor J Allwright and Cr J Hall

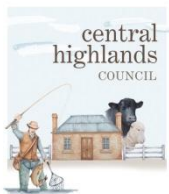
Derek Burns and Mark Farrington Tasmanian Audit Office attended via zoom at 9.35 a.m.

8.0 NEW BUSINESS

8.1 Central Highlands Council- signed Financial Statement 2024-25. - **NOTED**

8.2 Central Highlands Council – Audit opinion - Audit of Financial Report for the Year Ended 30 June 2025 and Independent Auditor’s Report. - **NOTED**

8.3 Draft Annual Report 2024/25 - **NOTED**



8.4 Central Highlands Council - Report to Those Charged with Governance - Year ended 30 June 2025 - **NOTED**

9.0 OTHER BUSINESS

Nil

10.0 NEXT MEETING

February 2026

11.0 CLOSURE

The meeting was closed at 9.45 a.m.

A Neighbourhood House for the Central Highlands

A Community Consultation Submission for Ash Cottage to be funded to join the Tasmanian Neighbourhood House Network in 2026





Health Action Team
Central Highlands Inc
c/o Ash Cottage 6899 Lyell Highway
Ouse Central Highlands TAS 7140

Contact President:
[president@hatch-
centralhighlands.org.au](mailto:president@hatch-centralhighlands.org.au)

Acknowledgement of Country

We acknowledge the palawa and pakana people as the traditional, original and continuing custodians of lutruwita (Tasmania) and the continuing connection that Tasmanian Aboriginal people have to the land, sea, sky and waterways. We pay our respects to the Elders past and present.

Purpose & rationale

Purpose

The purpose of this 2026-27 Budget Community Consultation Submission is to present the case for Ash Cottage in Ouse, Central Highlands to become an official Neighbourhood House and part of the Tasmanian Neighbourhood House network.

It is presented by Health Action Team Central Highlands Inc (HATCH) which seeks annual recurrent funding in line with other Neighbourhood Houses operating in communities with similar need.

Rationale in brief

Area of high need

The Central Highlands is ranked equal 5th highest for disadvantage in Tasmania. Data tells us that residents are poorer, older, less well educated, have lower literacy, lower access to internet, phone and primary health services, and more are living with long-term health conditions compared to Tasmania and Australia. We're the only community in this top five of disadvantage that doesn't have a Neighbourhood House.

Ash Cottage is a proven model

Ash Cottage has operated for two decades providing a limited range of services to this high needs community. We have demonstrated our ability to respond to community need but becoming a Neighbourhood House would greatly expand what can be done to improve the wellbeing and promote the health of our community.

Neighbourhood Houses connect services

We live in a diverse community with a wide range of needs. There are very limited health and other services available to isolated community members. Becoming a Neighbourhood House offers the opportunity and the space for services to connect deeply and regularly with the community to prevent ill-health, promote

strong mental health and attain overall community wellbeing.

The ability of services to connect members of the community to locally delivered support allows increased community access to services such as:

- ▶ Corumbene Rural Health
- ▶ Care2Serve / Carer Gateway
- ▶ Rural Alive & Well (RAW)
- ▶ NDIS – Mission Australia
- ▶ Communities for Children
- ▶ Council on the Ageing (COTA)

Current arrangements are unsustainable

While Ash Cottage has a history of operating as a 'mini Neighbourhood House', its future is uncertain due to the constraints of short-term funding and uncertainty about THS and Council staffing.

HATCH is Neighbourhood House ready

The HATCH Management Committee has undergone training, built relationships with Neighbourhood Houses Tasmania and other Neighbourhood Houses, and can immediately form the required Board of Governance to transition Ash Cottage to a Neighbourhood House.

Council is providing substantial support

The Central Highlands Council will provide Ash Cottage for use as a Neighbourhood House on a long-term rent-free basis, inclusive of water supply, insurance and lawn mowing.

Background to Ash Cottage

Ash Cottage is a property owned by the Central Highlands Council that operates as a 'mini Neighbourhood House' in Ouse and serves the wider Central Highlands community.

It hosts social events, craft activities, training courses, a meal delivery program, food hub and community op shop. Outreach programs focusing on healthy eating and physical exercise are delivered in various locations across the Central Highlands.

Almost all these activities have previously been made possible under Highlands Healthy Connect (HHC) – a five-year program of activities funded through two Department of Health grant rounds – Healthy Tasmania in 2019 and Healthy Focus in 2023. The second round of funding has now concluded.

Ash Cottage also serves as the base for the Tasmanian Health Service's (THS) Health Promotion Coordinator who plays a significant role in supporting her community, providing resources to the program of activities and administering the grant funding.

A more sustainable future

Ash Cottage's future beyond June 2026 is precarious. Grant funding from the Department of Health has now expired and while the State Government has provided \$50,000 transitional funding to address the shortfall, establishing Ash Cottage as a full member of the Neighbourhood House network has become imperative for a sustainable future.

The Premier, and the Minister for Health, Mental Health and Wellbeing have both acknowledged the importance of Ash Cottage transitioning to full Neighbourhood House status in their attached letters

In addition to funding insecurity, THS is changing its operational support, with the Health Promotion Coordinator to be moved from Ash Cottage to the Ouse Community

Health Centre. This will leave the Cottage unstaffed more than half the week. The Coordinator has also indicated potential retirement at which time the role may not operate from Ouse at all.

Until June 2026, limited part-time staffing will be funded under the State Government's transitional funding together with support from the Central Highlands Council which has extended funding for eight hours staffing per week to June 2026.

Evaluation findings

In 2022, evaluation of HHC found the program of activities had a marked impact on community health and wellbeing. It found there were increased opportunities to make healthy food choices; physical activity increased; there were increased social connections and community interactions; and increased community participation through volunteering.

To ensure sustainability of these project outcomes, and to implement a wider range of health and wellbeing programs, a key recommendation of the evaluation was development of Ash Cottage as a Neighbourhood House.



Community BBQ at Ash Cottage

Budget request

This submission seeks recurrent funding commencing in financial year 2026-27 (with appropriate CPI/wage indexation applied in line with all Neighbourhood Houses) for Ash Cottage to become a continuing part of the Neighbourhood House network in line with:

- ▶ Category A Neighbourhood Houses recognising the level of need in the Central Highlands community
- ▶ Cost of Living Booster
- ▶ Community Connector

FUNDING TYPE	PROPOSED FUNDING
Recurrent Category A funding	\$268,055
Cost of Living Booster	\$50,000
Community Connector	\$40,378
Total	\$358,433

HATCH is cognisant of core funding requirements under the Grant Deed including staffing numbers and levels, professional development allocations for staff, volunteers and board members, the purchase of independent HR/IR advice and support, and an allocation for employee support.

As noted, Central Highlands Council will provide Ash Cottage for use as a Neighbourhood House on a rent-free, maintenance-free basis.

“I would like to take the time and write to you a heartfelt appreciation letter. Thank you for doing what you are doing, with so much love, care and professionalism. Since I arrived in Ouse from New Zealand last year, I have only received the utmost support from you. I also witness the difference you are making in the wellbeing of the people that gather in your rooms [Ash Cottage] every week and as for them and myself, your companionship and selfless effort to keep us all connected through activities cannot be measured. It is invaluable and much needed in order to grow healthier communities that are undoubtedly contributing to a healthier and happier Tasmania.”

Ouse resident

Requirements for establishing new Neighbourhood Houses

The Central Highlands community and HATCH meet the requirements for establishing a new Neighbourhood House.

Part 1 of *Neighbourhood House Program: Strategic Framework 2018-2023*, published by the Tasmanian Government and Neighbourhood Houses Tasmania, provides an outline of the requirements for establishing new Neighbourhood Houses. Following is our response to that eligibility criteria (*described in italics*).

A community of high need

Priority geographic areas of highest needs

The Central Highlands ranks equal 5th highest of 29 Local Government Areas (LGAs) for disadvantage as measured by the Index of Relative Social-Economic Disadvantage (IRSD). Break O'Day, ranked equal 5th, and the four higher ranked LGAs (Devonport, Brighton, George Town and West Coast) all have Neighbourhood Houses.

Australian Bureau of Statistics census data shows that when compared to the rest of Tasmania and Australia, Central Highlands residents are poorer, older, less well educated, have lower literacy, lower access to internet, phone and primary health services, and more are living with long-term health conditions.

Primary Health Tasmania reports just one in three consider their health is 'excellent' or 'very good'.

The dispersed nature of communities across the Central Highlands makes social isolation a key risk factor and major contributor to poor health and wellbeing. People at risk include older single people, particularly women, and young parents.

The lack of transport options contributes to social isolation:

- ▶ There are no or poor bus services and connections between towns and with Hobart.
- ▶ People need easier access to transport for medical appointments – reliance on volunteer drivers and community transport can be problematic.
- ▶ Some people experience difficulties navigating transport services, especially parents with young children and older people.

Quick Stats (ABS)

Measure	Central Highlands	Tasmania
Median age	50	42
ATSI population	6.1%	5.4%
Lone person households	33%	28%
Median household income	\$1013	\$1358
University qualification	11%	22%
Cert IV	2.8%	3.5%
Left at Y10	22%	16%
Unemployment rate	5.5%	5.9%
Participation rate	49%	58%

"There is now compelling evidence that the health risk of social isolation is comparable to the risks of smoking, high blood pressure and obesity, even after controlling for other variables known to affect health."

Jetten J *et al*, *The Social Cure*, Scientific American Mind, September/October 2009

Many people living in the Central Highlands experience a range of other risk factors. These conditions or behaviours make it more likely people will get a chronic condition or health problem.

Measure	Central Highlands	Tasmania
Obese BMI	77%	62%
Current smoker	18%	15%
Daily occasional vaping	3%	3%
Single occasion risky drinking	39%	37%
Insufficient physical activity	Data not available	24%
< recommended veg intake	93%	91%
< recommended fruit intake	45%	61%

Resources are needed to improve both health and health literacy of residents in the Central Highlands – to encourage more healthy eating, safe use of medications, and referral to services on a timely basis.

Like many rural and remote communities, for those in poor, or poorer health, there is very limited access to primary care services, and significant barriers, particularly transport barriers, to accessing secondary and tertiary health services.

The availability of fresh affordable food is also very limited. Ash Cottage currently operates a food hub and meal delivery service which performs the dual role of providing healthy food and human interaction, thereby reducing social isolation and ensuring community awareness of those in further need of services and support.

The continuing operation of both food programs is reliant on the availability of grant funding and the THS Health

Promotion Coordinator being based at Ash Cottage.

Many Neighbourhood Houses across Tasmania provide health literacy and healthy food programs, and much needed, timely transport assistance.

Conversion of Ash Cottage to a Neighbourhood House, providing it with expanded and sustainable capacity to deliver programs tailored to Central Highlands needs, will make a significant contribution to the health and wellbeing status of the community and reduce demand on health services.



Exercise Class Bothwell



Yoga Class Ouse

No impingement

Any new Houses must not impinge on the original catchment areas of the 34 existing Houses

As the map shows, there are no Neighbourhood Houses in the Central Highlands. New Norfolk, 53 kilometres from Ouse, is the nearest House.



Serving the Central Highlands

As far as practicable, new Houses must be located geographically to best serve the spread of population in the target area

The Central Highlands covers 7970 square kilometres and has a population of 2595. It comprises numerous small towns and villages scattered across the heart of Tasmania. The largest centres are Ouse, Hamilton and Bothwell.

Ouse is the site of Ash Cottage which has a track record of attracting residents from much of the municipality, in particular Hamilton, Ellendale, Wayatinah, Black Bobs and Bronte Park in addition to Ouse. Ash Cottage has successfully run outreach exercise classes in Hamilton and Bothwell, cooking classes in Miena and has accessed the local community bus to bring residents

together at the Cottage, or to take groups on outings.

HATCH has also reached out into the communities of Bothwell and Ellendale, running very successful Health Expos in both centres. More are planned.

The Community Health Centre is located at Ouse and Hamilton is the main centre of Council operations (Council operations are split between Hamilton and Bothwell).

Taken together, these factors suggest Ouse is the logical place for the establishment of a Neighbourhood House in the Central Highlands.

HATCH is a viable Board of Governance

New House proposals must have a viable Board of Governance

HATCH is a committed volunteer organisation that has been active in advocating for, and promoting, health and wellbeing in the Central Highlands community since 2003.

The current HATCH Management Committee will undertake the role of Board of Governance through the establishment phase of the CHNH during which time the optimal Board of Governance arrangements will be confirmed including:

- ▶ Establishing subcommittees including Budget and Finance, Risk and Compliance, and Health and Wellbeing
- ▶ Developing and adopting robust policies and procedures
- ▶ Ensuring diversity of community representation
- ▶ Reviewing the strategic plan.

HATCH provides an excellent range of experience and capability, has already established high standards of governance and accountability, and represents a range of communities across the Central Highlands.

HATCH Management Committee

Dr Pamela Turton Turner, President, a former academic, is now an independent scholar, writer, speaker, citizen scientist, and visual artist. She is an active community member and volunteer driver and lives in Wayatinah.

Paul Sasse, Treasurer was a self-employed businessman operating a furniture-making and kitchen manufacturing business. He volunteers at Ash Cottage, established the Ouse Table Tennis Club in 2022, and lives and cares for his partner in Black Bobs.

Lyn van Amstel, Secretary has experience nationally and internationally as a journalist, Hansard reporter and anthropologist, working on Aboriginal land claim hearings and the UN Khmer Rouge trials. Lyn is retired, dedicates time to helping local residents achieve optimal health and wellbeing, and lives in Black Bobs.

Committee members

Yvonne Miller (Hamilton)
Wayne Turale (Bronte Park)
Russell Frith (Ellendale)
Rebecca Murray (Black Bobs)
Tracey Turale (Bronte Park)

As an incorporated body, HATCH can sign any required Funding Deed, hold the funds, and oversight the CHNH operations in accordance with the Deed and the Strategic Plan.



First Aid Class Ouse

Strategic Plan is drafted

Prior to being eligible, proposals must provide an annual strategic plan and report on community consultation

The Strategic Plan 2025-27 (attached) sets out the Vision, Purpose, Goals and Actions during the establishment and early operational phases of the Neighbourhood House:

Vision

A connected, supported, active community where people of all ages thrive.

Purpose

Central Highlands Neighbourhood House is a welcoming, inviting, safe space for our diverse community to gather, socialise and engage in a variety of activities and services that enrich their lives and increase wellbeing.

Goals

Establish: *Under the auspices of HATCH Incorporated, establish the Central Highlands Neighbourhood House (CHNH) in accordance with the Funding Agreement.*

Evolve: *Build on existing programs and identify new programs that build social connections, increase wellbeing and foster community resilience.*

Engage: *Build knowledge and awareness of, access to, and engagement with, CHNH activities and services.*

Execute: *Strategically oversight CHNH operations and ensure accountability and achievement of CHNH community outcomes.*

Community consultation

Responses to a postcard survey about Ash Cottage revealed three key reasons for visiting – social interaction, food hub and op shop. One described it as: *Partly a focal point of community and a supply of food for people that need extra assistance.*

Just on half those surveyed visited Ash Cottage weekly, and some said they wanted longer opening hours and more to do.

Alignment with Framework

Communities seeking to establish new Houses must align with the Framework

The Framework describes four 'interconnecting concepts':

1. Four program goals (Connect Community, Support People, Create Opportunity, Local Leadership)
2. Community development practices
3. Outcomes focus
4. Collaboration

1. Meeting the four program goals

HHC was delivered from Ash Cottage, connected communities in new ways with healthy and fun activities, and provided support to more isolated residents with delivery of prepared meals and in person interaction. Ash Cottage also contributed to opportunities for learning and peer support.

While HHC demonstrates our experience in meeting the four program goals, Neighbourhood House status would enable us to do much more – expanding our networks and partnerships, delivering preventative and tailored support, and creating new opportunities for skills development, lifelong learning, and training and employment readiness.

HATCH has demonstrated local leadership by ensuring full implementation of, and accountability for, HHC. In October 2024, HATCH won the Health and Wellbeing category at the Community Achievement Awards for outstanding work in improving health and wellbeing in the community. It has continued that work, running two successful health expos in Bothwell and Ellendale with another planned for Miena in 2026.

HATCH is now an incorporated body operating under a strong governance model. We have established contact with the peak body, Neighbourhood Houses Tasmania (see attached NHT letter of support), and been briefed on

Neighbourhood House governance and operations by a Neighbourhood House Manager and Board member. We have set an initial strategic direction with our 2025-27 Draft Strategic Plan (attached), recognising there is further work to be done to fully transition to a Neighbourhood House.

2. Adopting community development practices

HATCH recognises the power and importance of community development practices and has already undertaken training in community development. We will focus on *what's strong, not what's wrong* as our way of working by:

- ▶ Tailoring responses to what is special in our community
- ▶ Actively involving our community
- ▶ Raising people up
- ▶ Being flexible
- ▶ Being focused on outcomes.

3. A clear outcomes focus

We want the best for our community and have a track record of evaluating our programs to ensure they meet agreed outcomes. In establishing Ash Cottage as a Neighbourhood House we will confirm clear agreed community goals, ensure they reflect what is important to the community, and involve community members, volunteers, local organisations and support providers in our activities.

4. A track record of collaboration

HATCH is recognised as the go-to collaborative partner by major health and wellbeing organisations in Tasmania. Since 2023, Primary Health Tasmania (PHT) and Health Consumers Tasmania (HCT) have identified HATCH as playing a central role in two critical projects – *Accessing Health Care in the Central Highlands* and *Innovative Models of Care*. Both organisations have worked closely with HATCH, some of whom are members of key working groups. A letter of support from HCT is attached.

Policy alignment

This submission aligns with the Tasmanian Government's policy of support for Neighbourhood Houses:

"Over the past decade, the Tasmanian Liberals have been the biggest supporters of Neighbourhood Houses."

The Premier has also provided support for Ash Cottage to be included in the Neighbourhood House network:

"Following the election, we will work with the Health Action Team for the Central Highlands (HATCH) and Neighbourhood Houses Tasmania in the first 100 days on the model that best supports this community."

"Given the work already undertaken at Ash Cottage and the governance structure in place to get this up and running as soon as possible, we are prepared to look at transitional funding until the 2026-27 budget, if required, reaching full Neighbourhood House status at that time."

The 2026-27 budget offers a prime opportunity to fulfil the Premier's commitment and fund the 35th Neighbourhood House located in the Central Highlands, to provide support to another community to "continue delivering for Tasmanians at the forefront of their local communities".

Becoming a Neighbourhood House ensures that services provide support in alignment with the Government's policy frameworks and strategic directions relating, but not limited, to:

- ▶ Older Tasmanians
- ▶ Suicide prevention
- ▶ Food resilience
- ▶ Carers
- ▶ Multicultural Tasmanians
- ▶ People with disability

Why a Neighbourhood House?

Neighbourhood Houses connect communities, build resilience and deliver positive local outcomes. They are funded by the Tasmanian Government and are embedded in 34 of Tasmania's most disadvantaged communities and are trusted to provide support and connections to tens of thousands of local people every year.

Neighbourhood Houses deliver person-centred, place-based support that is proven to provide positive outcomes. In areas vital to ensuring community capacity and resilience, they play a unique and cost-effective solution. These areas include:

- ▶ Social participation
- ▶ Mental health and wellbeing
- ▶ Housing security
- ▶ Food security
- ▶ Financial security
- ▶ Educational attainment
- ▶ Employment.

Currently these positive outcomes, connections and support are not guaranteed, or simply aren't available to residents of the Central Highlands, despite the levels of disadvantage that impact many members of the Central Highlands community.

NHT Strategic Plan

The NHT 2025-28 Strategic Plan identifies the priority action:

"As a Network consider options for an increased number of Houses in new communities with need."

The Central Highlands is one such community and the attached NHT letter of support demonstrates its commitment to the addition of Ash Cottage to the network.

Conclusion

This request for recurrent, long-term funding of a Neighbourhood House in Ouse, Central Highlands recognises that business as usual is about to end. HHC grant funding has expired, and THS support is significantly reduced, and while the transitional funding provided supports operations to June 2026, without Neighbourhood House status there will be impacts on the capacity of the community to deliver, and receive, vital activities and services that support health and wellbeing. There is no General Practitioner at Ouse.

It is time to fill the void in the middle of Tasmania when it comes to Neighbourhood Houses and the place-based community-led services they deliver to meet the diverse needs of Central Highlands communities.

By becoming part of the Neighbourhood House network, the Central Highlands community can enjoy sustainable long-term services that meet their needs and contribute to improved health and wellbeing.

"We purchased in Ouse when the medical clinic was still open because for a small town, it had ample community resources. Most notably, Health Action Team Central Highlands (HATCH) and the diverse programs run out of Ash Cottage, Ouse. Manager Tracey Turale and her crew of volunteers are unsung heroes, successfully working a best case practice model of just how to elevate that warm, fuzzy community spirit and cohesion that drew us to the area in the first place. Sense of community: One of the best parts of living here".

Local resident

CENTRAL HIGHLANDS NEIGHBOURHOOD HOUSE DRAFT STRATEGIC PLAN 2025-27

VISION

A connected, supported, active community where people of all ages thrive

PURPOSE

Central Highlands Neighbourhood House is a welcoming, inviting, safe space for our diverse community to gather, socialise & engage in a variety of activities & services that enrich their lives and increase their wellbeing

ESTABLISH

Under the auspices of HATCH Incorporated, establish the Central Highlands Neighbourhood House (CHNH) in accordance with the Funding Agreement

1. Work with Neighbourhood Houses Tasmania (NHT) to establish & embed best practice Board governance & compliance arrangements
2. Complete a formal agreement with Council for ongoing use of Ash Cottage as a NH
3. Develop an operating budget in line with available funding
4. Define staff requirements & recruit skilled staff
5. Transition Ash Cottage to NH from current use including technology, compliance & other considerations

EVOLVE

Build on existing programs & identify new programs that build social connections, increase wellbeing & foster community resilience

6. Transition existing program delivery to NH staff in line with funding agreements
7. In partnership with the Tasmanian Health Service, Primary Health Tasmania & Health Consumers Tasmania, identify community program & service needs
8. Identify community resources to explore partnership opportunities to support program delivery
9. Develop & deliver Year 1 program of activities & services

ENGAGE

Build knowledge & awareness of, access to, and engagement with, CHNH activities & services

10. Develop a communications plan to promote activities & services to communities across the Central Highlands
11. Identify & work with partners to increase access to CHNH activities & services
12. Investigate transport options to expand access to dispersed communities
13. Explore options for outreach to identified communities
14. Explore options for a 'Friends of the CHNH' program

EXECUTE

Strategically oversight CHNH operations & ensure accountability & achievement of CHNH community outcomes

15. Establish clear policies & procedures including workplace & volunteer policies
16. Ensure compliance with the Funding Agreement
17. Deliver on reporting requirements including financial reporting
18. Participate in NHT-led learning & development opportunities
19. Deliver best practice Board processes

Letters of Support

By the deadline for submissions, HATCH received six letters of support. Other key stakeholders expressed strong support for the submission and their letters are pending.

Letters of support attached include:

- ▶ Premier of Tasmania MHA
- ▶ Minister for Health, Mental Health and Wellbeing MHA
- ▶ Neighbourhood Houses Tasmania
- ▶ Central Highlands Council
- ▶ Department of Health
- ▶ Health Consumers Tasmania
- ▶ Care2Serve
- ▶ Craig Farrell MLC
- ▶ Andrew Jenner MHA
- ▶ Tabitha Badger MHA
- ▶ Jen Butler MHA



Jeremy Rockliff

Liberal Member for **Braddon**
Premier of **Tasmania**



14 July 2025

Ms Tracey Turale
Health Promotion Coordinator
Health Action Team, Central Highlands (HATCH)
C/- Ash Cottage
By Email: admin@hatch-centralhighlands.org.au

Dear Tracey

Thank you for writing to the Lyons Liberal candidates about your proposal for a Central Highlands Neighbourhood House.

A re-elected Tasmanian Liberal Government are supportive of your inclusion into the Neighbourhood House network.

Following the election, we will work with the Health Action Team for the Central Highlands (HATCH) and Neighbourhood Houses Tasmania in the first 100 days on the model that best supports this community.

Given the work already undertaken at Ash Cottage and the governance structure in place to get this up and running as soon as possible, we are prepared to look at transitional funding until the 2026-27 budget, if required, reaching full Neighbourhood House status at that time.

I do appreciate your tireless advocacy, and the work HATCH has been doing in the local community and we look forward to working with you to broaden this support in the Central Highlands region.

Yours sincerely

Jeremy Rockliff MP
Premier

Minister for Health, Mental Health and Wellbeing
Minister for Ageing
Minister for Aboriginal Affairs

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



29 October 2025

Dr Pamela Turton-Turner
President
Health Action Team Central Highlands (HATCH)
turtont@skymesh.com.au

Dear Dr Turton-Turner

I am pleased to write to you to confirm that the Department of Health will provide transitional funding until 30 June 2026 to Ash Cottage in Ouse and the Health Action Team Central Highlands (HATCH), which will allow maintenance of current services until the transition to a full Neighbourhood House is complete. This delivers the Premier's commitment made during the recent election campaign.

I have requested that the Department expedite an agreement, allowing the funding to be provided as soon as possible. Representatives of the Department will be in contact directly regarding this.

Our government greatly appreciates the excellent work HATCH has been doing through your community programs and services to support the local Central Highlands community and surrounds.

Thank you for your strong advocacy on this important matter.

Yours sincerely

Hon Bridget Archer MP
Minister for Health, Mental Health and Wellbeing

cc: Hon Jeremy Rockliff MP, Hon Guy Barnett MP

16 December 2024

To Whom It May Concern,

Re: Letter of Support for HATCH Budget Submission

Neighbourhood Houses Tasmania (NHT), is pleased to support HATCH in the process to become part of the Neighbourhood House Network.

Neighbourhood Houses are vital community infrastructure, empowering individuals and families, building social connections, and providing grassroots responses to local needs.

HATCH is a vibrant and proactive organisation that already demonstrates many of the core values and principles shared by our Network. Their ongoing work in supporting their community aligns closely with the ethos and purpose of Neighbourhood Houses. We welcome working together with State Government on the process of becoming part of the Neighbourhood House Network.

NHT is committed to supporting its existing Members to advocate for the resources they need to respond to current demands. We also recognise a response is needed for areas in Tasmania where there is significant community need but no access to a Neighbourhood House. NHT is willing to work with communities, the Network and DPAC to provide an equitable response for all communities in need.

We commend the State Government for recognising the value of Neighbourhood Houses and look forward to their continued support for expanding the Network to include HATCH. Should HATCH be successful in their bid, NHT is confident they will uphold the principles of community development and contribute significantly to the collective impact of the broader Network.

Thank you for considering this important proposal. Please do not hesitate to contact us should you require further information or support.

Yours sincerely,



Simone Zell CEO

Neighbourhood Houses Tasmania



CENTRAL HIGHLANDS COUNCIL

15th December 2024

Health Action Team Central Highlands
Ash Cottage
Ouse Tas 7140

Sent via email to fae@faerobinsonfutures.com

Re: Letter of Support for Neighbourhood House Proposal

Below is Council's endorsement in regard to Health Action Team Central Highlands proposal to seek funding to repurpose the council property PIO 5473034 at 6899 Lyell Highway Ouse for a Neighbourhood House.

The property known as Ash Cottage is currently used by HATCH to provide important and essential health and wellbeing programs for our local community.

Council at its November 2024 meeting resolved to "Support the submission by the Health Action Team Central Highlands to make a submission to the State Government to establish Ash Cottage as a Neighbourhood House on the condition that Council provide Ash cottage rent free."

Council's decision was made in recognition of the benefit this facility would provide to our community and on the expansion of the activities already offered and the contribution this would make to the ongoing viability of these essential services to our community.

Council is committed to its ongoing support of Ash Cottage by continuing its agreement to provide the building rent free and covering the costs for the water supply, insurance and lawn mowing.

Yours faithfully

Stephen Mackey
Acting General Manager

Department of Health

GPO Box 125, HOBART TAS 7001 Australia
Web: www.health.tas.gov.au



Contact: Christy Dorward
Phone: 0424243040
E-mail: christy.dorward@ths.tas.gov.au

Dr Pamela Turton-Turner
President
Health Action Team Central Highlands
Ash Cottage, 6899 Lyell Highway
OUSE TAS 7140

Dear Pamela

I am writing to express support for establishing Ash Cottage as a Neighbourhood House in the Central Highlands. I commend the community service achievements and commitment of the Health Action Team Central Highlands, the Central Highlands Council, and the local community and see the value in continuing this work as a Neighbourhood House within the Neighbourhood Houses Tasmania network.

Central Highlands has 2,525 permanent residents and many long-term visitors, who contribute socially and financially within the community. With a large geographical span, 12% of Tasmania, it has a mix of small rural towns and remote communities as classified by the Modified Monash Model. This indicates a need for innovative and localised approaches to support diverse community needs including education, social supports, employment, disability, aged care, and healthcare.

Hospitals South provides a range of services to the Central Highland's community at the Community Health Centre and through home visits. We understand that accessing health and wellbeing services can be challenging for people living in rural and remote areas.

Ash Cottage is located across the road from the Central Highlands Community Health Centre. This co-location in Ouse offers an opportunity for Central Highlands to have an active hub supporting local needs. As a Neighbourhood House, Ash Cottage would provide a place for community programs, complementing targeted healthcare services offered at the Health Centre. The Health Promotion Coordinator, Hospitals South, supports such collaborative care by networking within the community and across agencies, connecting community members to services, and delivering programs across sites.

Establishing Ash Cottage as a Neighbourhood House would enable the continuation and expansion of the community's efforts over recent years. This initiative aligns to ongoing work in the Central Highlands across government and non-government organisations to build sustainable services that the community has identified as priorities.

Yours sincerely

A handwritten signature in dark ink, appearing to read "Christy Dorward".

Christy Dorward
A/Area Service Manager
Hospitals South, Tasmanian Health Service
15 December 2024

27th November 2024

Neighbourhood House Funding Application – Letter of Support

To Whom it May Concern,

On behalf of Health Consumers Tasmania Ltd., I am pleased to offer support to the Health Action Team Central Highlands (HATCH) Neighbourhood House funding application.

Health Consumers Tasmania is the peak advocacy organisation representing all people who access health services (consumers) in Tasmania. We seek to elevate the voice of consumers to ensure that they have influence over how health services and systems work, to create meaningful change for health and wellbeing outcomes.

Health Consumers Tasmania knows through its work with the Central Highlands community how impactful the work of HATCH is for local people. Through our consultation in 2023, Central Highlands consumers identified that connection to information and health and wellbeing services through a known and trusted person was the way that access barriers were reduced. The opportunities to do this in a community that is quite geographically isolated, with low levels of trust, is difficult and requires groups and individuals that are well connected and collaborative in their approach.

HATCH and Ash Cottage are local people supporting local people to improve health and wellbeing in the region. Without HATCH and the support of its volunteers, the community would suffer significantly, and providing opportunities for community members to be adequately supported to undertake this important role is essential to the continuation of such an initiative. Without sustainable funding for the activities undertaken at Ash Cottage such as emergency food relief, meal delivery, community car, information access, social programs, fitness groups and much more the Central Highlands community would experience a further exacerbation of services loss and isolation.

We are pleased to support the application by HATCH and commit, wherever possible, to support HATCH and this work through continued connectedness to our network of place-based consumer groups and link ins to our community engagement staff in our organisation that can provide opportunity to share their knowledge and skills to improve health and wellbeing outcomes for local people through place-based initiatives.

Sincerely,



Ellen MacDonald
Chief Executive Officer
Health Consumers Tasmania
ellen@healthconsumerstas.org.au

17 December 2024

To Whom it May Concern

Health Action Team Central Highlands – Ash Cottage

I write in support of the application by the Health Action Team Central Highlands (HATCH) to assign Ash Cottage in Ouse to the Neighbourhood House group.

I understand that HATCH is pursuing fulfilment of a recommendation of the 2023 evaluation of Highlands Health Connect, which amongst other things, recommended consideration of Ash Cottage as a Neighbourhood House. This is intended to provide a more sustainable approach to delivering community led programs to improve physical activity, healthy eating and social connections across the Central Highlands. Ash Cottage is a Council-owned community asset in Ouse that currently hosts social events, craft activities, training courses, a meal delivery program, food hub and community op shop.

Care2Serve is Tasmania's Carer Gateway provider, supporting informal carers across the State who care for a family member or friend with disability, mental ill health, alcohol or other drug dependence, chronic or life-limiting condition, or who is frail aged. Care2Serve provides a range of free services and supports for carers, designed to build resilience and knowledge, increase wellbeing, improve quality of life, and sustain carers to effectively continue their caring roles. The available supports include the provision of information, advice and referrals; holistic identification of carer strengths and needs through a carer support planning process; professional counselling; carer support; and coaching which aims to support carers in achieving specific goals. Care2Serve also delivers workshops and training to assist carers in their caring roles, as well as convening regular meetings of carer support groups to provide carers with social connections. In many parts of Tasmania, these activities are undertaken within, or in partnership with, Neighbourhood Houses.

Neighbourhood Houses are critical community assets, enabling community members to connect, providing information and referrals, convening community events, providing opportunities for socialising, learning and skills development. There is currently no Neighbourhood House in Ouse.

Over 400 carers currently live in the Central Highlands, with these carers in significant need of support, social connection and opportunities for learning and skills development. The 2023 Carer Wellbeing Survey found that Australian carers were almost twice as likely to report low wellbeing compared to non-carer adults living across Australia and had higher than average rates of psychological distress compared to the general population. Carers often face barriers to securing and maintaining fulltime employment or education as a result

of the care they provide to others, with many workplaces and educational institutions not providing flexible arrangements or accommodations for carers. Carers forfeit approximately \$39,600 in earnings and \$17,700 in superannuation for each year they are a primary carer, with carers reporting significantly higher levels of financial distress than other Australians.

I trust that you will carefully consider Health Action Team Central Highlands' application to have Ash Cottage in Ouse made part of the Neighbourhood House group, for the benefit of carers and the broader community in the Central Highlands region.

For further information, please contact me at ceo@care2serve.com.au or (03) 6144 3700.

Yours sincerely,



Samantha Fox
Chief Executive Officer

LETTER OF SUPPORT - Ash Cottage

It is a privilege to provide a letter of support for the Ash Cottage proposal to join with the Neighbourhood Houses Tasmania network.

Ash Cottage is the grass roots community of the greater Central Highlands delivering wonderful programs to an isolated demographic. Ash Cottage's priority is to identify, support and implement programs and services to meet the most recognised needs of the Central Highlands community.

Notably, the Health Action Team Central Highlands (HATCH) operating out of Ash Cottage is a volunteer organisation focused on improving health and wellbeing in rural areas.

HATCH's Highlands Healthy Connect project includes weekly exercise and yoga classes, community cooking and social activities to combat loneliness. The project was recently recognised at the Tasmanian Community Achievement Awards, winning the Health and Wellbeing award.

Ash Cottage aligns with the Neighbourhood Houses model; a place where people come together, find belonging and collaborate to make a real difference in people's lives. Like the Neighbourhood Houses model, Ash Cottage is led by the community and for the community.

If Ash Cottage were under the umbrella of Neighbourhood Houses Tasmania, they would have capability to implement new primary care services for the Central Highlands community, as well as supporting a vision that accounts for demand and growth of the greater region.

We know demographics impact on the wellbeing of Tasmanians, with regional areas more vulnerable. This is a trend that will continue if more comprehensive community development investment is not extended into these areas.

I reiterate my support the Ash Cottage to join the Tasmanian Neighbourhood House network.

Yours sincerely



Craig Farrell MLC
MEMBER FOR DERWENT
PRESIDENT OF THE LEGISLATIVE COUNCIL TASMANIA

20 December 2024

■ **p:** (03) 6212 2371
■ **e:** derwent@parliament.tas.gov.au
■ **fb:** fb.com/CraigFarrellMLC
www.craigfarrell.com.au





ANDREW JENNER *MP, MHA, JLN*

Member of Parliament
Division of Lyons

29 November 2024

TO WHOM IT MAY CONCERN

I am writing this letter to express my full support for the establishment of Ash Cottage to become a Neighbourhood House in Ouse. I believe that a Neighbourhood House will greatly benefit the community and residents in many ways.

A Neighbourhood House would provide a central hub for community members to come together and connect with one another. Also providing a space to engage in various activities and programs. It would also offer valuable resources and services, such as educational classes, recreational activities, and support for vulnerable members of the community.

Furthermore, a Neighbourhood House will promote a sense of belonging and foster a stronger sense of community among residents, providing opportunities for individuals to volunteer, sharing their skills and talents.

Overall, I believe by establishing a Neighbourhood House in Ouse, would be a valuable addition to the community and have a positive impact on the lives of residents and I am fully supportive of its establishment.

I strongly support any requests from Health Action Team Central Highlands (HATCH) in establishing a Neighbourhood House in Ouse as I believe this would be a valuable addition to the community and residents.

E Neighbour
Yours Sincerely

A handwritten signature in blue ink, appearing to read "Andrew Jenner".

Andrew Jenner MP
Member for Lyons



Tabatha Badger MP
Greens Member for Lyons

17 January 2025

To whom it may concern,

I wish to convey my support for Ash Cottage's application to become a Neighbourhood House.

The sense of community and the connection to one another it brings is invaluable, especially in rural areas where people can be socially isolated or unsure of where to ask for day to day assistance. Neighbourhood Houses foster a sense of belonging and bond communities each and every day. It is beyond time the wonderful people of the Central Highlands and surrounds had a Neighbourhood House.

The *Neighbourhood Houses Program Strategic Framework 2018-2023* states the overriding principle for the establishment of new Neighbourhood Houses is to prioritise geographic areas of highest need and that, as far as possible, new Houses must be located geographically to best serve the spread of population in the target area.

Ash Cottage, located in Ouse within the Central Highlands, can demonstrate that it is providing a valuable resource to a community with a high level of need. The Central Highlands is an area of relatively high socio-economic disadvantage; with a SEIFA score of 911 that is well below that for the whole of Tasmania at 966. Over 44% of the population is aged over 55, compared to 34% for the whole of Tasmania. People living in the Central Highlands generally have a lower level of educational attainment; with 35.6% of people aged 15 years and over having a Certificate III or higher as their highest level of attainment, compared to 48.3% for the whole of Tasmania. Income levels are also generally lower for people living in the Central Highlands; with the median weekly household income being \$1,013 compared to \$1,358 for the whole of Tasmania.

Ash Cottage currently hosts social events, craft activities, training courses, meal delivery, a food hub and a community op shop. Repurposing the Cottage to a Neighbourhood House would provide significantly increased capacity and a widening of the range of activities that could be offered there, providing a soft entry point to community and service systems. As it stands, the closest Neighbourhood House for people living in Ouse is The Avenue in New Norfolk, which is more than 50km away.

I support Ash Cottage's application to become a Neighbourhood House.

Warm regards,

A handwritten signature in black ink, appearing to read 'Tabatha Badger', with a stylized flourish at the end.

Tabatha Badger MP
Member for Lyons

Jen Butler MP

Labor member for Lyons



The Hon. Madeleine Ogilvie MP.
Minister for Community.
minister.ogilvie@dpac.tas.gov.au

The Hon. Bridget Archer MP.
Minister for Health.
minister.archer@dpac.tas.gov.au

9 October 2025

Ash Cottage, Ouse- transition to joining the Neighbourhood House network

Dear Ministers,

I have recently visited Ash Cottage in Ouse to meet with members of the Health Action Team Central Highlands (HATCH) and various community members and volunteers.

It is my understanding the Government is committed to the transition of Ash Cottage, Ouse in its current capacity to join the Neighbourhood House network in 2026. I am further advised of your commitment to provide grant funding to sustain Ash Cottage as part of the 2025 interim budget, ensuring the provision of current services be maintained.

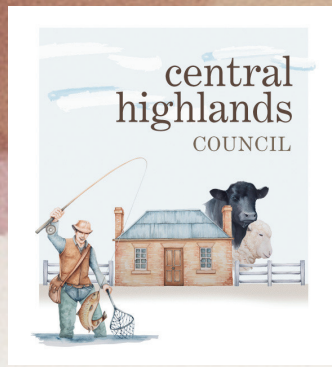
With twenty years of vital community activity and a strong volunteer contribution, services provided by HATCH and other allied services through Ash Cottage are invaluable to the Central Highlands community and surrounds.

I therefore would be appreciative of any information you are able to disclose in relation to the status of these commitments.

Your sincerely,

Jen Butler MP.
Labor Member for Lyons.

CC: The Hon. Guy Barnett MP, The Hon. Jane Howlett MP, Mark Shelton MP, Brian Mitchell MP, Carlo Di Falco MP, Tabatha Badger MP. Mayor Loueen Triffitt.



AUSTRALIA DAY

A W A R D S

Australia Day Community Award Nominations Now Open.
Do you know someone who deserves special recognition
for the incredible contribution they make to our
community?

We'd love to hear from you!

Awards will be presented in the following categories:

Central Highlands Citizen of the Year

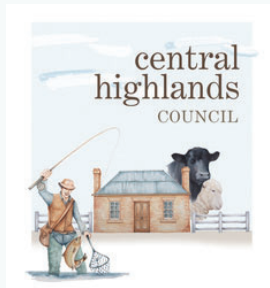
Central Highlands Young Citizen of the Year

Community Event of the Year

To nominate, simply pick up a nomination form from
Council offices or contact us on
community@centralhighlands.tas.gov.au / 6259 5503.

Let's celebrate the people and events that make our
community great!

N O M I N A T I O N S
C L O S E 5 P M
1 2 J A N U A R Y



AUSTRALIA DAY

A W A R D S N O M I N A T I O N F O R M

We want to celebrate the people and events that make the Central Highlands great!

Do you know someone who helps others, or an event that brought people together? Please fill in this form to tell us about them.

Awards will be announced at Council's Australia Day Awards event.

Fill in all parts of this form to nominate a person or event.

Award Categories & Criteria

Citizen of the Year

- Demonstrates outstanding contribution to the community through volunteer work, leadership, or service.
- Shows commitment to improving the lives of others in the Central Highlands.
- Acts as a positive role model and inspires others.

Young Citizen of the Year

- Open to individuals 25 years and under.
- Displays exceptional community involvement or achievement in areas such as education, sport, culture, or volunteering.
- Demonstrates leadership and who is a positive influence in their community.

Community Event of the Year

- An event that brought people together and strengthened community spirit.
- Delivered significant benefit to the Central Highlands community
- An event that was creative, welcoming, and involved many people.



Nominee Details

Please list parent/caregiver details for under-18 nominations

Name : _____

Postal Address: _____

Phone: _____

Email: _____

Award Category (tick one):

- ☐ Citizen of the Year
- ☐ Young Citizen of the Year
- ☐ Community Event of the Year

Please let us know why you are nominating this person/event - you are welcome to attach further information if you wish.

Your Details

Your Name: _____

Phone: _____

Email (or postal address if preferred): _____

To return this form, or speak to the Community Development Officer about your nomination, please drop into Hamilton or Bothwell Council offices, email community@centralhighlands.tas.gov.au or call 6259 5503



AUSTRALIA DAY

M O N D A Y 26
J A N U A R Y 2026

Local Australia Day Awards 11:00am – 1:30pm

Bothwell Town Hall – Patrick Street Bothwell

A free BBQ lunch will be provided after the awards.
Please RSVP for catering purposes by 19 January 2026 on
contact details below.

Nominations for Citizen of the Year, Junior Citizen of the
Year, and Community Event of the Year are open until
5pm 12 January

Free Pool Party: 1–6pm

Bothwell Pool – Michael Street

Free Entry to Pool, free BBQ and family fun day

To RSVP for Awards event; nominate someone or an event
for an awards; or to find out more, contact Council's
Community Development Officer on 62863202 or
community@centralhighlands.tas.gov.au

*Everybody
welcome!*

12. Our proposed price structures

Our proposed changes to give customers more control of their bill

- Currently, our customers have very little control over their bills.
- We have the highest fixed proportion of an average customer bill of any major water business in Australia. This is 84 per cent of the combined water and sewerage bill for an average customer.
- We have heard loud and clear from our customers that they want greater usage charges relative to fixed charges and to give them more control over the amount of their bills.
- This has been supported by the TER's recent inquiries.
- Our PSP5 proposal will move to an overall 67 per cent fixed and 33 per cent variable for an average residential customer's bill, with the changes consisting of:
 - An increase to the water variable charge from 35 per cent to 50 per cent
 - The changing of sewerage charging from being based on equivalent tenements to fixed and variable charging
 - Inclusion of a variable sewerage charge of 20 per cent, which will be applied to estimates of sewer discharge volumes (calculated by applying a discharge factor to metered water usage).
- When viewed in isolation of the general price increase, this would result in 63 per cent of all customers paying less than they would otherwise, before the proposed price increase.
- In the first year of PSP5, fixed charges to all customers will reduce \$176 per annum. Even after the price increase in the first year of PSP5 (1 July 2026), 34 per cent, or 76,000, of all customers will pay less.
- The tariff reform proposal is revenue neutral to TasWater, it results in a fairer distribution of the costs of the system, where those customers who use more, pay more. The proposal represents an important evolution of water and sewerage pricing in Tasmania.

This section of our submission outlines our approach to tariff reform in PSP5, it includes:

- 12.1 Our current tariff approach does not provide customers with much control over their bills
- 12.2 The proposed tariff structure for PSP5 will increase control for customers

12.3 Customer bill implications – more than 63 per cent of customers will pay less

12.4 Application and review of discharge factors

12.5 Our proposal is an important evolution of water and sewerage pricing in Tasmania.

12.1 Our current tariff approach does not provide customers with much control over their bills

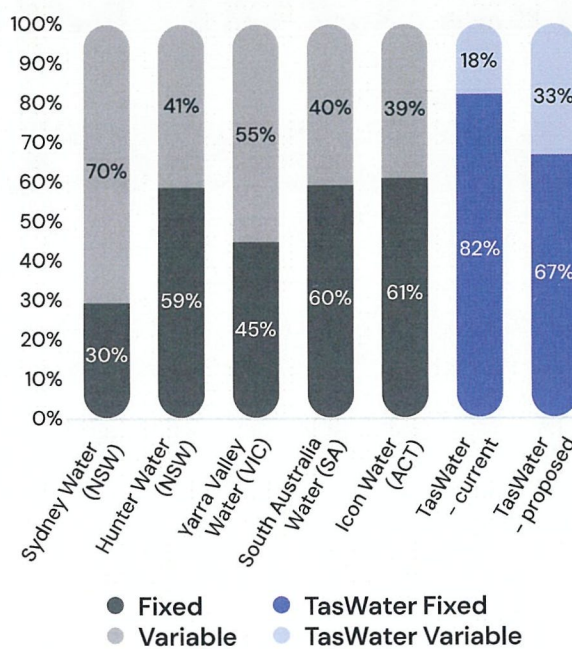
Following the Tasmanian water reform in 2000, a large focus was the implementation of two-part (fixed and variable) tariffs and then harmonisation of tariffs across the state⁶⁸. By PSP4, this has been successfully achieved, however our current tariffs do not provide customers with much control over their bills. We currently also use equivalent tenements⁶⁹ (ETs) as the basis for our sewerage charges, which creates a wholly fixed charge, but also creates confusion and real and perceived inequities with our customers.

For example, the annual bill for our median customer, who uses 137kL currently, is almost \$1,000 higher in fixed charges than variable. The annual bill would be comprised of \$1,149 in fixed charges and \$167 in variable charges.

Unlike other Australian water utilities, which offer more variable price structures, our system relies heavily on fixed charges (Figure 12.1). This limits customers' ability to manage the amount of their bill based on actual usage and drives the wrong behaviours in reducing consumption and conserving water. We often get feedback from customers questioning the value of conserving water as the don't see the direct benefit in their bill.

Setting prices at levels that reflect the true cost to the community of supplying an additional kL of water will promote optimal levels of consumption. If the variable price of water is 'too low' (e.g, below the 'true cost' or LRMC of supply), this will promote inefficiently high levels of consumption.

Figure 12.1. Fixed/variable bill splits of Australian utilities



Our customers want to have more control over their bills

A key insight from our extensive customer engagement process was the strong customer preference for usage-based charging, allowing customers to reduce bills by conserving water. One of the seven recommendations from the Water Future Community Advisory Panel focused on increasing the usage component of bills to promote water conservation. (refer to *Chapter 3. Our collaborative approach with customers*).

TER inquiry directed the move to a fixed-variable structure for sewerage

In response to customer feedback received during the PSP4 price determination, the TER conducted an inquiry into sewerage charging. A key outcome from the inquiry required TasWater to introduce, for the fifth regulatory period (PSP5), a fixed and variable charge for all regulated sewerage customers. This is to move away from using ETs as a basis of sewerage charging.

⁶⁸ The Water Management Act 1999 came into effect 1 January 2000, with the statewide move to two-part pricing mandated 1 July 2011 with the commencement of economic regulation (PSP1).

⁶⁹ We use an Equivalent Tenement (ET) method to calculate sewerage prices. One ET is the estimated load of sewage from an average residential house in dry weather flow conditions. It is a proportion of a water ET, on the basis that a proportion of 'water in' will appear as 'water out'. ET sewage rates for different land uses are calculated as a factor of this load. More information can be [found here](#).

Table 12.1. Residential sewerage fixed and variable charge calculation \$

<p>Example 1 – Residential house, 1 x 20 mm water connection, 173 kL/an</p> <p>Sewer fixed charge: = 1x minimum standard charge = 1x \$667.54 = \$667.54</p> <p>Sewer variable charge: Assumed volume: = water consumption (kL/an) x discharge factor = 173 kL x 0.9 = 156 kL</p> <p>Variable charge: = assumed volume (kL) x sewer variable charge = 156 kL x 1.10 (\$/kL) = \$171.49</p> <p>Total sewerage charge: = sewer fixed charge + sewer variable charge = \$667.54 + \$171.49 = \$839.03</p>	<p>Example 2 – Residential house, 1 x 20 mm water connection, 350 kL/an</p> <p>Sewer fixed charge: = 1x minimum standard charge = 1x \$667.54 = \$667.54</p> <p>Sewer variable charge: Assumed volume: = water consumption (kL/an) x discharge factor = 350 kL x 0.9 = 315 kL – the assumed volume is greater than the 240kL/an discharge cap, therefore the customer will only be charged for 240kL = 240 kL</p> <p>Variable charge: = assumed volume (kL) x sewer variable charge = 240 kL x 1.10 (\$/kL) = \$264.35</p> <p>Total sewerage charge: = sewer fixed charge + sewer variable charge = \$667.54 + \$264.35 = \$931.88</p>
<p>Example 3 – Multi unit complex, 10 units, 1 x 40mm connection, 1,200 kL/an</p> <p>Sewer fixed charge: = 10 x minimum standard charge = 10 x \$667.54 = \$6,675.36</p> <p>Sewer variable charge: Assumed volume per unit: = water consumption (kL/an) x discharge factor + number of units = (1,200 kL x 0.9) + 10 = 1080 kL + 10 = 108 kL per unit</p>	<p>Variable charge per unit: = assumed volume (kL) x sewer variable charge x number of units = 108 kL x 1.10 (\$/kL) = \$118.96</p> <p>Variable charge for unit complex: = Annual variable sewer charge x number of units = \$118.96 x 10 = \$1,189.56</p> <p>Total sewerage charge: = sewer fixed charge + sewer variable charge = \$6,675.36 + \$1,189.56 = \$7,864.92 (or \$786.49 per unit)</p>

Table 12.2. Regulated connection size multiplier

Connection size (mm)	Multiplier
20	1.00
25	1.56
30	2.25
32	2.56
40	4.00
50	6.25
65	10.56
75	14.06
80	16.00
100	25.00
150	56.25
200	100.00
250	156.25

Due to the diversity in non-residential business activities, we are proposing to apply category-specific discharge factors (Figure 12.3) to these customers. These have been designed to reflect the patterns of water use and subsequent disposal to the sewer system of different types of non-residential and commercial activities. These are based on water industry benchmarks.

The sewerage usage amount will be calculated by multiplying the sewerage usage price (\$/kL) by the customer's assumed volume of discharge (kL) to the sewer network. This volume is calculated by applying the customer's discharge factor by their metered water usage.

A worked example of the application of sewerage fixed and variable charges for non-residential customers is provided in Table 12.4.

Table 12.3. Non-residential sewerage discharge factors

Sewage discharge category	Non-residential business type	Range of estimated discharge proportion	Sewerage variable discharge factor
No discharge: No connection to the sewerage system	Vacant land	0-25%	0
Low discharge: A small proportion of metered water is discharged to the sewerage system	Beverage manufacturing, garden nurseries	25-50%	0.25
Moderate discharge: Around 50% of metered water is discharged to the sewerage system	Outdoor retail	50-70%	0.50
Significant discharge: A significant proportion of metered water is discharged to the sewerage system	Child care centres, school, college, university, sporting clubs	70-90%	0.70
High discharge: Most, if not all, of metered water is discharged to the sewerage system.	Medical, retirement resorts, indoor shops, hospitality venues, hotels, restaurants, community centres, fabrication and manufacturing	90-100%	0.90

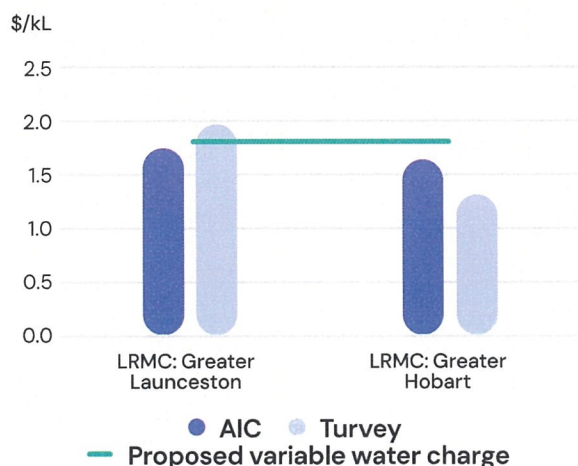
The PSP5 proposed changes to our pricing seek alignment with best practice pricing principles to be more cost-reflective and equitable whilst maintaining simplicity and transparency.

The new price structures broadly reflect our cost structures

Our proposed price structures aim to ensure that TasWater's usage price covers its Short Run Marginal Cost (SRMC) of supply, otherwise known as its cost of production, (estimated at \$0.37/kL for water production in 2024–25 dollars⁷⁰) and moves closer to our best estimates of the Long Run Marginal Cost (LRMC) of water supply, enhancing incentives for the efficient use of water and consistent with the National Water Initiatives Pricing Principles.

The LRMC of water supply is an economic concept that helps businesses and regulators assess the cost of producing one extra unit of water over the long term. It is used as a reference point (only) for determining the variable price of water. Each of our 59 drinking water systems have their own LRMC. We have made an estimate of the LRMC of Greater Hobart and Greater Launceston to serve as a reference point for our proposed PSP5 variable charge, which aligns closely to it⁷¹. This is provided in Figure 12.2.

Figure 12.2. Estimate of LRMC and our proposed PSP5 water variable charge, \$/kL



⁷⁰ This is an average SRMC cost across all drinking water systems and therefore considers different treatment processes and different system sizes. Recent analysis into the SRMC at Bryn Estyn indicates that the SRMC for this new plant was \$0.53/kL.

⁷¹ We have used two methods to estimate LRMC, the Average Incremental Cost ("AIC") method and the "Turvey" or perturbation method.

12.2 The proposed tariff structure for PSP5 will increase control for customers

Increase to the variable water component

The PSP5 Proposal increases the water variable price under the two-part tariff, which will increase the variable component of customers' bills and commensurably decrease the fixed component (i.e. the tariff reform is revenue neutral). This will mean more of a customer's bill is controlled by their water usage. Our proposal will move an average residential customer's bill from 84 per cent fixed and 16 per cent variable to 67 per cent fixed and 33 per cent variable. Water and sewerage fixed charges combined will reduce by \$176 at the start of PSP5. On the other hand, water variable charge is proposed to increase from \$1.26/kL to \$1.81/kL. We will also introduce a sewerage variable charge for the first time.

Inclusion of a variable sewerage charge

PSP5 proposes to restructure the sewerage tariff to move from a one-part to a two-part tariff, with the two-part tariff comprised of:

- a fixed charge
- usage charge based on each customer's estimated discharges (kL) to the sewer network.

This proposal is to move away from the current approach of using ETs as a basis for sewerage charging, which essentially creates a wholly fixed sewerage charging. For customers, the inclusion of a variable sewerage charge has a double benefit. Customers who use less water will pay less water variable charges and less sewerage variable charges. This reflects that they use the water and sewerage systems less and therefore contribute less to the need to incur costs in maintaining and augmenting these systems over time.

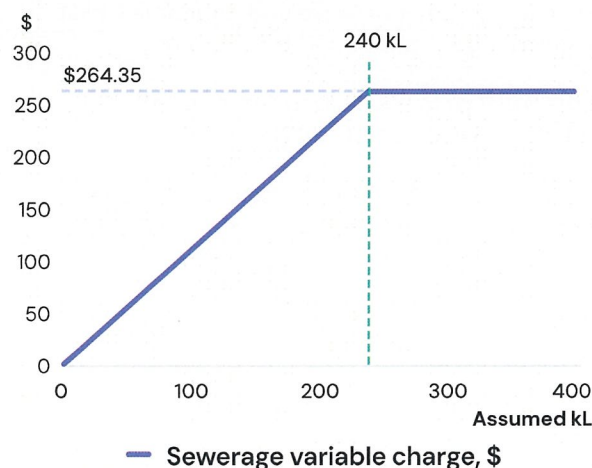
Application of sewerage fixed and variable charges: Residential customers

Our proposal is to cease using ETs as the basis for sewerage fixed pricing, consistent with the TER's inquiry into sewerage charging and customer feedback. For residential customers, a minimum sewerage fixed charge per customer per installation⁷² will be applied. For example, where there are multiple residential dwellings or units at one installation, the customer will be charged the minimum amount multiplied by the number of dwellings or units.

The sewerage variable charge (of \$1.10/kL) will be applied to an assumed volume (kL) of customers' discharge to the sewer network. This assumed volume is calculated by multiplying the customer's metered water volume (kL) by the residential discharge factor, which is 90 per cent. The discharge factor is the assumed percentage of water that is discharged to the sewer network. The residential customer 90 per cent discharge factor is consistent with other jurisdictions in Australia.

Residential customers will have their assumed sewerage volume capped at a maximum of 240kL per year. This means customers will not incur additional charges for any sewerage usage above the 240kL annual limit. This means no residential customer will pay more than \$264.35 per year for the sewerage variable charge (Figure 12.3).

Figure 12.3. Sewerage variable charge, with residential customer cap \$



A worked example of the application of sewerage fixed and variable charges for residential customers is provided in Table 12.1.

Application of sewerage fixed and variable charges: Non-residential customers

For non-residential customers, the fixed charge would be scaled up to reflect the size of each customer's connection using a 20mm standard connection as the base and multiplied by the regulated connection size multiplier. This is the same as the basis for the current water fixed charge. The size of a customer's connection is a readily available proxy that broadly reflects their draw on the supply network (or their contribution to peak demand, and hence contribution to the capacity requirements of the system). Table 12.2 outlines the current approved regulated connection size multiplier, which we propose to maintain in PSP5.

⁷² 'Installation' is defined as a single dwelling, unit or lot that is provided a sewerage service. Each dwelling, unit or lot will attract a minimum sewerage fixed charge.

Table 12.4. Non-residential sewerage fixed and variable charge calculation \$

Example 1 – Restaurant, 1 x 20 mm water connection, 150 kL/an

Sewer fixed charge:

= Minimum standard charge x connection charge multiplier (20mm)
 = \$667.54 x 1.0
 = \$667.54

Sewer variable charge:

Assumed volume:
 = water consumption (kL/an) x restaurant specific discharge factor
 = 150 kL x 0.9
 = 135 kL

Variable charge:

= assumed volume (kL) x sewer variable charge
 = 135 kL x 1.10 (\$/kL)
 = \$148.70

Total sewerage charge:

= sewer fixed charge + sewer variable charge
 = \$667.54 + \$148.70
 = \$816.23

Example 2 – Sporting club, 2 x 25 mm water connection, 420 kL/an

Sewer fixed charge:

= Minimum standard charge x connection charge multiplier (2 x 25mm)
 = \$667.54 x (2x 1.56)
 = \$667.54 x 3.13
 = \$2,086.05

Sewer variable charge:

Assumed volume:
 = water consumption (kL/an) x sporting club specific discharge factor
 = 420 kL x 0.7
 = 280 kL

Variable charge:

= assumed volume (kL) x sewer variable charge
 = 280 kL x 1.10 (\$/kL)
 = \$308.40

Total sewerage charge:

= sewer fixed charge + sewer variable charge
 = \$2,086.05 + \$308.40
 = \$2,394.45

12.3 Customer bill implications – more than 63 per cent of all customers will pay less

Changes to price structures should not change the total revenue to be recovered by TasWater through our prices (i.e. tariff reform is revenue neutral). Rather, they will change the allocation of costs amongst customers. Customers who use more water will contribute relatively more to our total revenue. This occurs through a relative reduction in fixed charges, which will reduce by \$176 per annum at the start of PSP5. Variable charges will relatively increase.

The customer impact analysis we have undertaken compared bills under the current price structure with bills under the proposed new price structure, assuming that in both scenarios we recover our proposed Notional Allowable Revenue (NAR) for the PSP5 regulatory period. This allows us to

assess the impacts of the proposed change in price in isolation from our change in costs (as opposed to the combined impact of our proposed change in price structures and proposed increase in the NAR).

When considered in isolation of our proposed price increase for PSP5, 63 per cent of our customer base will pay less (this is relative to current tariffs). Even after the first-year price increase for PSP5, 34 per cent of all customers will pay less with this tariff reform proposal. Customers will benefit more if they reduce their usage during the PSP5 period.

For residential customers only, 62 per cent will pay less before the proposed PSP5 price increase is considered (customers who use less than 199 kL) and 32 per cent will pay less after the first-year price increase (customers who use less than 114 kL). The distribution of residential customers who will pay more and pay less is outlined in Figure 12.4.

Figure 12.4. Residential customer impacts (no price increase)



For non-residential customers, 73 per cent will pay less before the proposed PSP5 price increase is considered and 63 per cent will pay less after the first-year price increase. The distribution of non-residential customers who will pay more and pay less is outlined in Figure 12.5. This is because of the many small businesses with low water usage, who will pay less under our proposed new price structures.

Figure 12.5. Non-residential customer impacts (no price increase)

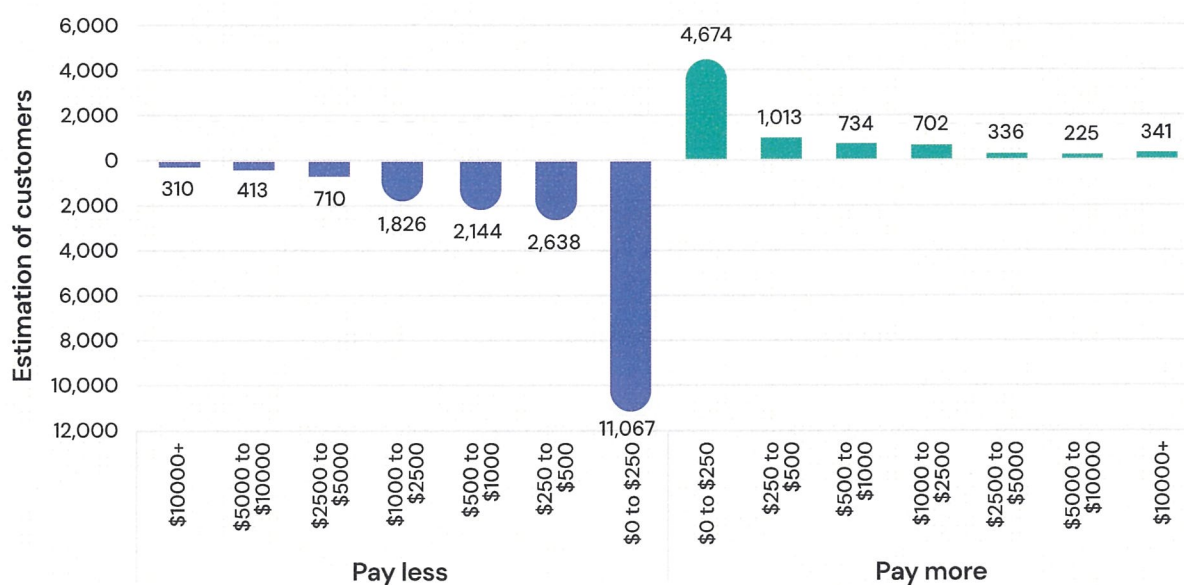


Table 12.5 outlines the customer bill impacts when the proposed tariff reform approach is considered with the PSP5 proposed price increases. More information on the impact of our proposed prices is provided in *Chapter 16 What the proposed prices mean for our customers and how we will support them*.

12.4 Application and review of discharge factors

If non-residential customers consider their discharge factors are materially incorrect (i.e. that they discharge less wastewater to the sewer network than indicated by their assigned discharge factor), they can ask TasWater to review their discharge factor. The proposed discharge factor review process is outlined in Table 12.6. This process has been developed based on other water businesses practices.

For charging purposes, we propose to cap residential customers' estimated sewer discharges at 240kL per annum.

12.5 Our proposal is an important evolution of water and sewerage pricing in Tasmania

Our proposed changes aim to increase the variable component of a typical residential customer's combined water and sewerage bill, giving customers greater control over the amount of their bill. These changes will ensure prices are more cost-reflective, fair, and equitable, promoting efficient water conservation and use.

They align with customer views and preferences from our customer engagement including the Bill

Table 12.5. Customer bill impacts of tariff reform with proposed price increases (including inflation)

Tariff	FY26	FY27	FY28	FY29	FY30
Average household	\$1,407	\$1,498	\$1,629	\$1,773	\$1,929
Difference from FY26		\$90	\$222	\$366	\$522
Pensioner household	\$1,290	\$1,237	\$1,346	\$1,465	\$1,593
Difference from FY26		-\$53	\$56	\$175	\$304
2-person household	\$1,391	\$1,461	\$1,590	\$1,730	\$1,882
Difference from FY26		\$70	\$199	\$339	\$491
Small family (2 adults, 1 child)	\$1,492	\$1,712	\$1,862	\$2,026	\$2,204
Difference from FY26		\$220	\$371	\$534	\$713
Family (2 adults, 2 children)	\$1,593	\$1,856	\$2,020	\$2,197	\$2,391
Difference from FY26		\$264	\$427	\$605	\$798
Large Family (5 people)	\$1,694	\$2,001	\$2,177	\$2,369	\$2,577
Difference from FY26		\$307	\$484	\$675	\$884
6+ person household	\$1,793	\$2,144	\$2,333	\$2,538	\$2,761
Difference from FY26		\$351	\$539	\$745	\$968
Business	\$1,580	\$1,838	\$2,000	\$2,176	\$2,368
Difference from FY26		\$258	\$420	\$596	\$787

Simulator survey, comply with the TER's Inquiry into sewerage charges, and adhere to the National Water Initiative's Pricing Principles, whilst bringing TasWater more in line with the pricing structures of other Australian water utilities.

We believe that our proposed price structures are consistent with the pricing principles outlined in the *Water and Sewerage Industry Act 2008*. In particular, our proposed regulated prices:

- Improve and extend a two-part pricing approach to sewerage charges.
- Enhance incentives to promote economic

efficiency, reduce costs or otherwise improve productivity with respect to a regulated service; with greater variable charge.

- Are commercially and technically reasonable.
- Allow for prices that are cost reflective for customers or customer classes, as a customer's bill will more closely reflect its usage and therefore the costs of supplying that customer.

We have provided further analysis regarding the customer impacts of these proposed prices in *Chapter 16 What the proposed prices mean for our customers and how we will support them*.

Table 12.6. Mechanism to review a customer's discharge factor

Step 1: Customer enquiry	A customer asks TasWater to review the discharge factor. This can occur via a call to TasWater's contact centre or through completing an online form.
Step 2: Customer indoor water usage audit	TasWater will ask the customer to complete an indoor water usage audit over a specified number of days. During this period, the customer will be required to document and log their water usage. TasWater will provide a logbook for the customer to populate.
Step 3: Desktop analysis by TasWater	Using the information provided by the customer in the audit, TasWater will complete a desktop analysis to determine whether the current customer discharge factor is appropriate or requires refinement.
Step 4: Complete an onsite assessment to determine the discharge factor	<p>If the outcome of the desktop analysis results in the refinement of the customer discharge factor, TasWater will complete an onsite assessment. The purpose of the onsite assessment is to determine the customer's new discharge factor. This will be completed by measuring water flows in and out of the installation over a specified duration.</p> <p>To set up the assessment the customer will be required to:</p> <ul style="list-style-type: none"> • purchase new water meters for each of the installation's outdoor taps • hire a licensed plumber to check and install the meters. <p>Once set up, TasWater will complete the meter reads at the start and the end of the assessment period. The customer will be liable to pay a fee to cover the cost of the meters reads, administering the assessment and completing the analysis. The estimate of this fee is \$484.</p>
Step 5: Apply the new discharge factor to the customer's account (if applicable)	If the onsite assessment results in a change to the discharge factor, TasWater's billing system will be updated to reflect this change. The new discharge factor will be applied to the customer's future bills on completion discharge factor review. The customer's bill will not be backdated to reflect the change in the discharge factor.

13. Our proposed water and sewerage prices

Our proposed water and sewerage charges

- Our regulated water and sewerage prices reflect the pricing principles outlined in our governing legislation.
- Our proposed water and sewerage prices reflect our proposal for tariff reform outlined in *Chapter 12 Our proposed price structures*. This will see us increase the portion of customer bills based on usage, giving greater control of bills to customers.
- We are proposing to retain a 'postage stamp' pricing approach, along with the same customer classes.
- We are proposing to change the name of the 'fixed' and 'service' charges to 'access' charges.
- This results in our water access charge being \$346 per annum and our sewerage access charge being \$668 per annum in 2026–27. This is a combined reduction of \$176 per annum from 2025–26 prices.
- The water variable charge is \$1.81 per kL and a new sewerage variable charge is \$1.10 per kL (with a discharge factor applied to water usage to estimate sewer discharge volume).
- We have proposed minor changes to our customer contract and PSP5 supporting policies for the PSP5 period, aimed to improve their clarity for customers.

This section of our submission outlines our approach to tariff reform in PSP5, it includes:

13.1 Approach to pricing

13.2 Application of regulated water and sewerage prices

13.3 Renaming of water and sewerage fixed prices

13.4 Regulated water prices

13.5 Regulated sewerage prices

13.6 Miscellaneous service prices

13.7 Proposed customer contract

13.8 Proposed supporting policies

13.9 Service introduction and service replacement

13.10 Bill presentation

13.11. Unregulated revenue

13.1 Approach to pricing

Our prices have been set to recover our Notional Allowable Revenue, less a proposed amount to be deferred into the PSP6 period. This will provide us with sufficient revenue to meet our obligations and deliver the agreed standards of customer service, while taking into account the impact of price changes on customers.

In accordance with the *Water and Sewerage Industry Act 2008*, the price for the provision of a regulated service must:

- Provide a regulated entity reasonable opportunity to recover the efficient costs it incurs in providing those services or complying with its regulatory obligations
- Provide for efficient and cost-reflective pricing
- Provide effective incentives to promote economic efficiency, reduce costs or otherwise improve productivity
- Allow a regulated entity to receive a return on assets used in providing the regulated service
- Reflect, to the extent that it is commercially and technically reasonable, the costs that are directly attributable to a particular customer or class of customers.

We believe that our proposed regulated prices meet the pricing principles outlined in the *Water and Sewerage Industry Act 2008*.

13.2 Application of regulated water and sewerage prices

Serviced land

The *Water and Sewerage Industry Act 2008* requires our PSP5 Proposal to include a description of the land, identifiable by individual title or locality, that we will permit to be connected to our water infrastructure and/or sewerage infrastructure. This description of land is referred to as 'serviced land'.

We have identified serviced land using individual land titles that meet the requirements in Table 13.1.

Pricing zones

For the PSP5 period, we will continue to adopt a postage stamp pricing approach whereby customers pay the same prices regardless of where they live in Tasmania, or where their business is located in Tasmania. Postage stamp pricing has been retained for PSP5 as:

- The concept of paying the same price for the same service is viewed by customers as equitable for essential services such as water and sewerage
- Uniform pricing is simple to understand, particularly given the many different prices that applied when services were supplied by Tasmanian councils
- Customers have paid postage stamp prices since 2015 – change would be likely to create customer confusion and administrative burden
- The enhanced efficiency that can result from nodal pricing cannot occur until prices are cost-reflective
- Operating our business as a single network minimises costs for all customers
- Costing for regions would take time, incur cost, and be uncertain.

Customer classes

For the PSP5 period, our customer classes for regulated services are:

- Full-service (Water)
- Full-service (Sewerage)
- Limited water quality customers
- Limited water supply customers
- Combined limited water quality and limited water supply customers
- Fire service customers
- Commercial trade waste customers
- Septic Tank Effluent Disposal (STED) customers.

Table 13.1. Description of serviced land

Description of serviced land – Water

We identify serviced land based on servicing factors and the standards in the TasWater Supplement to WSAA Water Supply Code of Australia (MRWA Edition) (available on our website www.taswater.com.au). This Supplement details our minimum service pressure at peak hour demand and minimum flow rate as follows:

- Minimum service pressure at the connection point is 220kPa, static head of 22m
- Minimum flow rate at the connection point is 15 litres/minute

Land titles are defined as water serviced land when they meet all the following criteria:

- Can be supplied with treated water.
- Are within 30 metres of our water reticulation main.
- Can receive the minimum flow and pressure at the connection point as described in the Supplement.
- Connection to our reticulation would not cross a land title owned by a third party; and
- The physical characteristics or location of the property are not such as to require the application of unusual or unusually costly infrastructure, design, or installation techniques in order for the connection to be made.

Treated water means either fully treated water or disinfection-only water supplies. Raw water supplies are excluded.

Land titles that do not meet the criteria listed above are unserviced for water.

Description of serviced land – Sewer

We have a range of sewerage infrastructure around the state depending on local conditions and topography.

Land titles are defined as sewer serviced land when they meet all the following criteria:

- Are within 30 metres of our sewer reticulation main and can be serviced via gravity connection.
- Connection to our reticulation main would not require installation of infrastructure on land owned by a third party beyond distances set out in the TasWater Supplement to WSA 02-2014-3.1 WSAA Gravity Sewerage Code of Australia.
- The physical characteristics or location of the land title are not such as to require the application of unusual or unusually costly infrastructure, design, or installation techniques in order for the connection to be made; and
- Are not otherwise considered unserviced land in accordance with the unserviced land section below.

Land titles that do not meet the criteria listed above are unserviced for sewer.

13.3 Renaming of water and sewerage fixed prices

For the PSP5 period, we have proposed to rename water and sewerage fixed charges to “access” charges, to enhance clarity for customers. The proposed changes are provided in Table 13.2. We have update our proposed customer contract and policies to reflect this change.

Table 13.2. Proposed nomenclature for fixed charges in PSP5

PSP4 Approved Nomenclature	Proposed PSP5 Nomenclature
Water – Fixed charges	Water Access Charge
Sewerage – Fixed charges	Sewerage Access Charge
Maximum water service charge for unconnected properties within serviced land	Water access charge for unconnected properties within serviced land
Maximum sewerage service charge for unconnected properties within serviced land	Sewerage access charge for unconnected properties within serviced land

13.4 Regulated water prices

Water access charge – full-service

The fixed component of our water price is shown in Table 13.3. All connections greater than 20mm are derived by applying a multiplier to the 20mm connection price. This accounts for the cost of providing extra system capacity needed to supply water to connections of a larger size.

Water access charge – limited supply

Limited water supply customers do not receive the minimum pressure and flow that is guaranteed to customers under our serviced land definition. These customers pay 90 per cent of the fixed component for full-service customers to reflect the lower pressure and flow service levels (Table 13.4).

Table 13.3. Water access charge per connection size for full service customers, \$

Connection size (mm)	Multi-plier	FY27	FY28	FY29	FY30
20	1.00	345.73	376.15	409.25	445.27
25	1.56	539.33	586.79	638.43	694.61
30	2.25	777.88	846.34	920.82	1,001.85
32	2.56	885.06	962.94	1,047.68	1,139.88
40	4.00	1,382.91	1,504.60	1,637.01	1,781.06
50	6.25	2,160.79	2,350.94	2,557.82	2,782.91
65	10.56	3,650.87	3,972.15	4,321.70	4,702.01
75	14.06	4,860.91	5,288.67	5,754.08	6,260.44
80	16.00	5,531.62	6,018.41	6,548.03	7,124.25
100	25.00	8,643.16	9,403.76	10,231.29	11,131.64
150	56.25	19,447.11	21,158.46	23,020.40	25,046.20
200	100.00	34,572.64	37,615.04	40,925.16	44,526.57
250	156.25	54,019.76	58,773.49	63,945.56	69,572.77

Variable water charge

The variable component of the water price covers the cost to pump and treat water for delivery to customer properties. Limited water quality customers pay 80 per cent of the variable water price to compensate for measures they need to take as result of not receiving our standard water quality, such as boiling water for drinking purposes (Table 13.5).

Table 13.5. Variable water charge per kilolitre of water, \$

Parameter	FY27	FY28	FY29	FY30
Full service (i.e. water of drinking water quality)	1.81	1.97	2.14	2.33
Limited water quality	1.45	1.57	1.71	1.86

Table 13.4. Water access charge per connection size for limited supply customers, \$

Connection size (mm)	Multi-plier	FY27	FY28	FY29	FY30
20	1.00	311.15	338.54	368.33	400.74

Table 13.6. Water prices – fire service charges, \$

Connection size (mm)	Multiplier	FY27	FY28	FY29	FY30
20	1.00	86.43	94.04	102.31	111.32
25	1.56	134.83	146.70	159.61	173.65
30	2.25	194.47	211.58	230.20	250.46
32	2.56	221.26	240.74	261.92	284.97
40	4.00	345.73	376.15	409.25	445.27
50	6.25	540.20	587.73	639.46	695.73
65	10.56	912.72	993.04	1,080.42	1,175.50
75	14.06	1,215.23	1,322.17	1,438.52	1,565.11
80	16.00	1,382.91	1,504.60	1,637.01	1,781.06
100	25.00	2,160.79	2,350.94	2,557.82	2,782.91
150	56.25	4,861.78	5,289.61	5,755.10	6,261.55
200	100.00	8,643.16	9,403.76	10,231.29	11,131.64
250	156.25	13,504.94	14,693.37	15,986.39	17,393.19

Fire service charge

Fire service charges recover the cost of supplying customers with water for fire sprinklers and/or fire hydrants that meet Australian Building Code requirements. They include a mix of fixed and miscellaneous price components. Consistent with PSP4, the fire service charge for the PSP5 period will continue to be set at 25 per cent of the fixed water price for the relevant connection size (Table 13.6).

Water access charge for unconnected properties within serviced land

A charge is levied on properties that are within water serviced land area but are not connected to the network. If this was not the case, properties currently connected would carry the burden of those not currently connected. This charge represents the fixed 20mm water price and is designed to share more broadly the cost of our infrastructure in areas that may benefit from our services (Table 13.7). The retention of this charge is consistent with the findings of the TER's *Inquiry into service charges*.

Table 13.7. Water access charges for unconnected properties in serviced land, \$

Parameter	FY27	FY28	FY29	FY30
Unconnected properties in serviced land	345.73	376.15	409.25	445.27

13.5 Regulated sewerage prices

Sewerage access charges for full-service customer

We have outlined our proposal to move to fixed and variable sewerage charges in *Chapter 12 Our proposed price structures*. As part of this, will propose to cease using ETs as the basis for sewerage fixed pricing, consistent with the TER's Inquiry into sewerage charging and customer feedback.

For residential customers, a minimum sewerage access charge per customer per installation⁷³ will be applied. For example, where there are multiple

⁷³ 'Installation' is defined as a single dwelling, unit or lot that is provided a sewerage service. Each dwelling, unit or lot will attract a minimum sewerage fixed charge.

Table 13.8. Sewerage access charge per water connection size for full-service non-residential customers, \$

Connection size (mm)	Multi-plier	FY27	FY28	FY29	FY30
20	1.00	667.54	726.28	790.19	859.73
25	1.56	1,041.36	1,132.99	1,232.70	1,341.18
30	2.25	1,501.96	1,634.13	1,777.93	1,934.39
32	2.56	1,708.89	1,859.27	2,022.89	2,200.90
40	4.00	2,670.14	2,905.11	3,160.77	3,438.91
50	6.25	4,172.10	4,539.24	4,938.70	5,373.30
65	10.56	7,049.18	7,669.50	8,344.42	9,078.73
75	14.06	9,385.55	10,211.48	11,110.09	12,087.78
80	16.00	10,680.57	11,620.46	12,643.06	13,755.65
100	25.00	16,688.39	18,156.97	19,754.78	21,493.20
150	56.25	37,548.88	40,853.18	44,448.26	48,359.71
200	100.00	66,753.56	72,627.87	79,019.13	85,972.81
250	156.25	104,302.44	113,481.05	123,467.39	134,332.52

residential dwellings or units at one installation, the customer will be charged the minimum access charge amount multiplied by the number of dwellings or units.

For non-residential customers, the sewerage fixed charge would be scaled up to reflect the size of each customer's connection, using a 20mm standard connection as the base and multiplied by the regulated connection size multiplier.

The sewerage access charge for full service is set out in Table 13.8. The proposed minimum sewerage access charge is \$667.54 per annum. Worked examples of how the sewerage access charge is applied for residential and non-residential customers are provided in *Chapter 12 Our proposed price structures*.

Sewerage access charge for unconnected properties within serviced land

A charge is levied on properties that are within serviced land area but are not connected to the network (Table 13.9). The retention of this charge is consistent with the findings of the TER's Inquiry into service charges.

Table 13.9. Sewerage access charges for unconnected properties in serviced land, \$

Parameter	FY27	FY28	FY29	FY30
Unconnected properties in serviced land	510.28	555.19	604.04	657.20

Sewerage variable charges for full-service customer

The sewerage variable charge will be applied to an assumed volume (kL) of customers' discharge to the sewer network. This assumed volume is calculated by multiplying the customer's metered water volume (kL) by a discharge factor.

The new proposed sewerage variable charge is \$1.10 per kL (Table 13.10).

For residential customers, the discharge factor is 90 per cent of metered water usage. Residential customers will have their assumed sewerage volume capped at a maximum of 240kL per year.

For non-residential customers, we propose to apply category-specific discharge factors, as outlined in Table 13.11.

Table 13.10 Variable sewerage charge, \$ kL

	FY27	FY28	FY29	FY30
Sewerage variable charge	1.10	1.20	1.30	1.42

Table 13.11. Variable discharge factors by customer categories

Customer Category Descriptions	Sewerage variable discharge factor
Residential	
Residential	0.90
Vacant – Residential	0.00
Residential	
Medical	0.90
Aged Care	0.90
Retail – indoor	0.90
Business	0.90
Retail – outdoor	0.50
Community – indoor	0.90
Commercial – fabrication and manufacturing	0.90
Community – outdoor	0.70
Child Care Centres	0.80
Educational	0.80
Services	0.90
Hospitality	0.90
Accommodation	0.90
Sporting Clubs	0.70
Undefined	0.90
Commercial – beverage	0.25
Unknown	0.90
Vacant – non-residential	0.00

Residential sewerage discharge cap

For charging purposes, residential customers will have their estimated sewerage discharge capped at 240kL per year. This results in residential customers with discharge great than 240kL paying a maximum amount per year for sewerage discharge (Table 13.12).

Table 13.12 Residential sewerage discharge cap, kL/an and maximum variable charge, \$,kL

	FY27	FY28	FY29	FY30
Discharge cap, kL	240	240	240	240
Maximum sewerage variable charge, \$/an	264.35	287.61	312.92	340.46

Fixed sewerage charges for motor home dump points and unconnected properties in serviced land

The portion of the fixed sewerage charge for motor home dump points and unconnected properties within serviced land is set out in Table 13.13. Motor home dump points are considered to be equivalent to one 20mm full-service customer. Unconnected properties in serviced land are assessed at 60 per cent of a full-service connection.

Table 13.13. Fixed sewerage charge per connection size for motor home dump points and unconnected, \$

	FY27	FY28	FY29	FY30
Motor home dump points	667.54	726.28	790.19	859.73
Unconnected properties in serviced land	400.52	435.77	474.11	515.84

STED schemes – sewerage charge

We operate a small number of STED schemes that take liquid waste from customers' septic tanks through the network to a treatment plant. Customers in these areas buy and maintain their own septic tanks and engage a contractor to undertake maintenance, such as desludging. Properties within STED scheme areas are charged at 70 per cent of a full-service connection. These proposed prices are provided in Table 13.14.

Table 13.14. STED scheme sewerage prices, \$

Parameter	FY27	FY28	FY29	FY30
STED scheme	467.27	508.40	553.13	601.81

13.6 Miscellaneous service prices

In addition to water and sewerage prices, we need to recover the costs of any ad-hoc activities connected to those services. This is done through miscellaneous prices. The proposed

miscellaneous service prices for PSP5 are set out in Table 13.15.

We have provided a complete list of all of the proposed prices for this PSP5 Proposal in *Appendix E Schedule of proposed water and sewerage charges*.

Table 13.15. Miscellaneous service prices, \$

Miscellaneous services	FY27	FY28	FY29	FY30
Water Metering Fees				
Special meter reads	74.56	76.59	78.68	80.82
Meter testing - onsite	97.77	100.44	103.17	105.98
Meter testing - offsite	POA	POA	POA	POA
Sundry Fees				
Restriction charge	129.34	132.87	136.49	140.21
Account establishment	30.75	31.59	32.45	33.33
Account administration bounced payments (per transaction)	8.72	8.96	9.20	9.45
Fire service installation, \$	POA	POA	POA	POA
Service locator fee, \$	115.72	118.88	122.12	125.44
Property Information Plan, \$	55.95	57.48	59.04	60.65
Backflow Prevention Management, \$	POA	POA	POA	POA
Sewerage discharge factor review, \$	484.34	497.53	511.09	525.01
Other regulated services				
Private filling stations, fixed charge per annum for 20mm, scaled by size, \$	446.78	486.10	528.88	575.42
Private filling station, \$/kL	1.38	1.51	1.64	1.78
Security deposit, one off fee for public filling stations	61.50	63.17	64.90	66.66
Public filling station - Account keeping fee (per account)	7.42	8.07	8.78	9.56
Public filling stations, \$/kL	2.13	2.32	2.52	2.75
Portable metered standpipes, fixed charge per annum for 20mm, scaled by size	446.78	486.10	528.88	575.42
Portable metered standpipes, \$/kL	1.38	1.51	1.64	1.78

13.7 Proposed customer contract

Consistent with our requirements we are proposing a new customer contract with this PSP5 Proposal.

Using the existing PSP4 customer contract as a basis, we have reviewed and updated our proposed PSP5 customer contract. Our proposed changes attempt to provide greater clarity by including simplified language, removing duplication, and some reordering of clauses. In addition, all proposed changes in the PSP5 Proposal that are relevant to the contract have been updated in the PSP5 contract. Further detail regarding the proposed changes is provided in *Appendix F. Customer Contract*.

13.8 Proposed supporting policies

The application of our regulated prices are supported by a number of policies. These policies help clarify how and when certain prices can be applied and provide guidance on the approach to apply prices and charges. These policies (and in one case process) are:

- Appendix G. Connections
- Appendix H. Access charges
- Appendix J. Service Extension and Expansion
- Appendix K. Service Introduction Policy
- Appendix L. Service Replacement Process

Our review of PSP5 supporting policies did not result in significant changes to the pre-existing policies. In nearly all cases, proposed changes are to improve clarity for customers and TasWater in the application of the policy.

We have, however, proposed the re-introduction of a sub-metering policy for PSP5. We believe that the re-introduction of a sub-metering policy will provide greater clarity for metering at multi-dwelling sites. With the move to greater variability of water and sewerage pricing, along with our other tariff reform proposals, a sub-metering policy will best support fair and accurate billing.

The new sub-metering policy would apply to new developments and is provided at Appendix I Sub-metering policy.

13.9 Service introduction and service replacement

We do not have any service introductions or service replacement projects planned for PSP5.

13.10. Bill presentation

We are not proposing a change to how our bill is presented as part of this PSP5 Proposal. We note that should our proposed changes to price structures and nomenclature be approved, this would need to be presented in minor changes to bill presentation. We would prepare these changes consistent with the requirements of the TER's Customer Service Code. We are also committed to providing supporting information to customers about any changes to prices throughout the time new prices are implemented around 1 July 2026.

13.11 Unregulated revenue

The forecast demand and revenue from our customers with section 61 contracts (e.g. Category 3 and 4 industrial trade waste customers) and other services that are not price regulated will be provided as supporting information to this PSP5 Proposal. The costs and revenue for these services are not included in our proposed regulated water and sewerage prices.

Appendices for Chapter 13 Our proposed water and sewerage prices

- Appendix E. Schedule of proposed water and sewerage charges
- Appendix F. Customer Contract
- Appendix G. Connections Policy
- Appendix H. Access Charges Policy
- Appendix I. Sub-metering Policy
- Appendix J. Service Extension Policy
- Appendix K. Service Introduction Policy
- Appendix L. Service Replacement Process



Dark Sky Lighting Policy - Carrickalinga

Strategic Reference	Provide leadership, good governance, and efficient, effective and responsive Council services
File Reference / Record No	18/067/229 / NGO233669
Responsibility	Assets and Environment
Version Number	3.0
Effective Date	December 2022
Last Revised Date	April 2024
Minute Book Reference	C24094
Next Review Date	April 2026
Applicable Legislation	Local Government Act 1999 Planning, Development and Infrastructure Act 2016 Australian Standards Electricity Act 1996
Related Policies	Nil
Related Procedures / Documents	SA Power Networks Technical Standard – TS101 International Dark Sky Community Program Guidelines 2018 Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices.

1. Objective

- 1.1. The District Council of Yankalilla recognises the uniqueness and opportunities available to communities within the district to seek recognition from the International Dark-Sky Association as an International Dark Sky Community. This is the case given the limited existing lighting infrastructure within the semi-rural environment and coastal townships, together with the shelter provided from suburban light spill by the hills throughout the district.
- 1.2. The International Dark-Sky Association encourages outdoor lighting practices that will minimise light pollution, glare, light trespass, and sky glow in order to preserve the natural dark of the night sky, prevent lighting nuisances on properties and reduce artificial light effects on wildlife. While maintaining the rural atmosphere and village character of the town and district.

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Council under this Dark Sky Lighting Policy for Carrickalinga aims to:

- 1.2.1. Ensure that Council, other Government bodies and private landholders within an area designated or seeking accreditation as an International Dark Sky Community, understands how they can assist attaining, preserving, and promoting the International Dark Sky Community concept.
- 1.2.2. Ensure all new public lighting within an area designated or seeking accreditation as an International Dark Sky Community, meets the standards and requirements expected by the International Dark Sky Association.
- 1.2.3. Retrofit existing outdoor public lighting within an area designated or seeking accreditation as an International Dark Sky Community, meets the standards and requirements expected by the International Dark-Sky Association.
- 1.2.4. Confirm that the costs for delivery of infrastructure works are to be borne by the groups requesting the Dark Sky infrastructure.

2. Scope

- 2.1. This policy shall only apply to the Designated Area of Carrickalinga Township, while actively seeking or where accreditation has been gained from the International Dark-Sky Association as an International Dark Sky Community. (Note: this Policy can be updated to apply via a further Council Resolution to other areas pending a process which is to include Public Consultation on an updated Draft)

3. Definition

- 3.1. For the purpose of this policy, certain words, phrases and terms used herein shall have the meanings assigned to them by this section:

“Designated Area of Carrickalinga Township”: The area of Carrickalinga, which, in the views of a reasonable person, has the look and feel of a predominantly residential township area; generally locate in the ‘Neighbourhood Zone’ as referenced in the Planning & Design Code.

“Correlated Colour Temperature (CCT)”: A specification of the colour appearance of the light emitted by a lamp, relating its colour to the colour of light from a reference source when heated to a particular temperature, measured in degrees kelvin (K).

“Direct Illumination”: Illumination resulting from light emitted directly from a lamp, luminary or reflector. This does not include light reflected from other surfaces, such as the ground or building faces.

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“International Dark Sky Community”: An International Dark Sky Community (IDSC) is a town, city, municipality or other similar political entity that has shown exceptional dedication to the preservation of the night sky through the implementation and enforcement of quality lighting policies, dark-sky education, and citizen support of the ideal dark skies.

“Floodlight”: A fixture or lamp designed to “flood” an area with light. A specific form of lamp or fixture designed to direct its output in a specific direction. Such lamps are often designated by the manufacturer and are commonly used in residential outdoor lighting. These lights should not emit light above the 45 degree plane and they do not exceed 1,000 lumens.

“Fully Shielded”: An outdoor light fixture designed so that the installed fixture emits no light above the horizontal plane of the lowest part of the fixture. These light fixtures must be shielded in and of themselves. Surrounding structures, like canopies, are not to be considered when determining if the fixture is fully cut off. Fully Shielded fixtures must be appropriately mounted so that the shielding prevents light from escaping above the horizontal and all light is directed downward.

“Light Pollution”: Any adverse effect of non-natural light sources. Often used to denote “sky glow” from cities or towns, but also includes glare, light trespass, visual clutter and other adverse effects of lighting.

“Light Source”: The part of a lighting fixture that produces light, e.g. the bulb.

“Light Trespass”: Light falling where it is not wanted or needed. Spill light falling over property lines that illuminate adjacent grounds or buildings in an objectionable manner.

“Luminaire”: A complete electric light unit.

“Outdoor Light Fitting”: An outdoor electrically powered illuminating lamp or similar device used for lighting structures, parking lots, pathways, service canopies, recreational areas, signs or other similar outdoor lighting uses.

“Recreational Lighting”: Lighting used to illuminate sports fields, ball courts, playgrounds or similar outdoor recreational facilities.

“Spotlight”: A fixture or lamp designed to light a small area very brightly. See definition of Floodlight.

“Unshielded Fixture”: A fixture that allows light to be emitted above the horizontal either directly from the lamp or indirectly from the fixture or reflector. Any fixture not fully cut off.

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4. Policy Statement

- 4.1. The District Council of Yankalilla recognises the uniqueness and opportunities available to communities within the district to seek recognition in the form of accreditation as an International Dark Sky Community. Given the opportunities for various communities to seek this recognition and the complex tenure arrangements (possibility of many hundreds of privately owned parcels of land) within these areas, it is proposed that management of lighting within areas designated or seeking accreditation as International Dark Sky Communities, is considered as two parts.
- 4.2. Public Lighting Infrastructure: being lighting infrastructure owned/managed by Council, government bodies and/or other service authorities for the purpose of lighting public spaces and infrastructure.
- 4.3. Private Infrastructure: focusing on community education, with private landowners being encouraged to upgrade existing external lights to be compliant with the International Dark Sky standards for International Dark Sky Communities.

5. Policy

New Public Infrastructure

- 5.1. If meeting all requirements under Australian Standards and/or other local authority standards, installation of all new Council managed outdoor public lighting shall be in accordance with the minimum requirements for lighting under International Dark Sky Community Program Guidelines (June 2018).
- 5.2. Where possible, Lighting shall be 'Dark Sky Friendly' by considering the following principles:
- Outdoor public lighting should only be installed when deemed necessary and should only be activated when needed.
 - All outdoor lighting should be directed downwards so that light trespass is avoided.
 - Fittings should include light shields so that light is directed downwards and there is no upward lighting.
 - The intensity of outdoor lighting should be appropriate for its intended use.
 - Correlated colour temperature (CCT) of lighting shall be less than 3000K preferably 2000K

Public Street Lighting

- 5.3. The District Council of Yankalilla specify the lowest lighting level category, as indicated in current Australian Standards, to keep the lighting level (and tariff costs) as low as possible; whilst recognising Council's obligations around crime prevention through environmental design (CPTED).

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- 5.4. Installation of all new public street lighting will be to the minimum specifications in accordance with current Australian Standards and utilising standard SA Power Networks luminaires which meet colour temperature requirements under International Dark Sky Community Program Guidelines (June 2018)
- 5.5. For all new street lighting installations shielding and/or aero screen fittings shall be utilised as standard.
- 5.6. Layout for new street lighting shall be prepared by a suitably qualified lighting engineer, ensuring that lighting is minimised while still maintaining minimum standards required under Australian Standards.

Private Development

- 5.7. Lighting plans must be prepared and provided for any new Development Applications that will lead to the development of new external lighting (public or private), this includes land division applications which require street lighting and commercial or residential developments where lighting is proposed (for example, in car park areas, or around buildings). Outdoor lighting plans shall be assessed against lighting principles in the 'International Dark Sky Community Program Guidelines (June 2018)', as well as relevant industry and Australian Standards. To the extent that this Policy can require, those costs are to be borne by the developer.

Existing Infrastructure

- 5.8. Council recognises that existing luminaires and public lighting infrastructure may not meet the requirements for lighting under the 'International Dark Sky Community Program Guidelines (June 2018)'. In these cases, Council will work with communities seeking Dark Sky accreditation to prepare a lighting replacement plan to ensure that public lighting conforms with Dark Sky Standards (as well as current Australian Standards) within a timeframe of no more than 5 years from official recognition of the area as a Dark Sky Community. These works are to be funded or co-funded by the relevant community or community interest group who puts forward the request / application for accreditation.
- 5.9. The District Council of Yankalilla commits to ensuring Dark Sky appropriate lighting will be designed and located accordingly when renewing or upgrading Council owned lighting within an area which has sought (or has received) accreditation.

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Outdoor Recreational and/or Athletic Field Lighting

5.10. To the extent to which this can be controlled through Legislation, Regulation or through Council's own projects, Outdoor Recreational and/or Athletic Field Lighting may be exempted from the strict shielding and short-wavelength emission requirements above provided all of the following conditions are met:

- Illuminating Engineering Society (IES) lighting guidelines (RP-6) are followed according to the appropriate class of play.
- Field lighting is provided exclusively for illumination of the surface of play and viewing stands, and not for any other applications.
- Illuminance levels must be adjustable based on the task (e.g. active play vs. field maintenance).
- Off-site impacts of the lighting will be limited to the greatest practical extent possible.
- A strict curfew requirement (e.g. lights must be extinguished by 10pm/2200h or one hour after the end of play, whichever is the later) is observed.
- Timers must be installed to prevent lights being left on accidentally overnight by automatically extinguishing them.

Illuminated Signs

5.11. Restrictions on the installation and operation of illuminated signs:

- Luminance levels for operation between sunset and sunrise shall not exceed 100 nits (100 candelas per square metre) and as measured under conditions of a full white display; and
- During the first hour after sunset and during the last hour immediately preceding sunrise, sign luminance shall not exceed 100 nits (100 candelas per square meter, cd/m²); and
- Signs may only be illuminated while the associated activity is taking place; for businesses, sign illumination must be extinguished completely during the hours the business is closed; and
- The luminous/illuminated surface area of an individual sign shall not exceed 200 square feet (18.6 square metres)

Restricted Lighting

5.12. To the extent to which this can be controlled through Legislation, Regulation, or through Council's own projects, the following lighting is to be restricted or prohibited within areas covered under this policy;

- Lighting which is directed towards the sky (unless required for safety reasons)
- The use of searchlights, except when used by emergency personnel.
- Lighting on advertisement signage is prohibited, except where it meets the above requirements.

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6. Further Information

This policy will be available for inspection at the Council office listed below during ordinary business hours and provided to interested parties as per Council's Fees and Charges Register. Copies are available to be downloaded, free of charge, from Council's website: www.yankalilla.sa.gov.au/policies

District Council of Yankalilla
1 Charles Street
Yankalilla 5203

Phone: (08) 8558 0200

Fax: (08) 8558 2022

Email: council@yankalilla.sa.gov.au

Office hours: Monday to Friday, 9.00am to 5.00pm (except public holidays)

7. Grievances

Any grievances in relation to this policy or its application should be forwarded in writing addressed to the Chief Executive Officer of Council.

8. Review Cycle

This document is subject to review in two (2) years from the date of adoption or more frequently if legislation, accreditation or Council requires.

9. Document History

Date	Version	Council Resolution No.	Description of changes
	1.0	C	Adoption of Policy
December 2022	2.0	C22268	Review of Policy – amendments provided by Ashley Wilson of Dark Sky International and Sharolyn Anderson for CRA
April 2024	3.0	C24094	Edits for policy for resubmission provided by Amber Harrison for Dark Sky International and Sharolyn Anderson for CRA.

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Deed Confirming Option of Renewal of Lease

Central Highlands Council
(**Lessor**)

The Crown in Right of Tasmania
(**Lessee**)

This Deed is made the day of , 2025

Parties

1. **Central Highlands Council** ABN 30 472 494 899 of Tarleton Street, Hamilton in Tasmania (**Lessor**)
2. **The Honourable Jo Palmer MLC** (as the Minister for the time being for the Crown in Right of Tasmania administering the Education Act 2016 (Tas)) C/- Department for Education, Children and Young People GPO Box 169, Hobart, Tasmania 7001 (**Lessee**)

Recitals

- A. The Lessor granted to the Lessee a lease of the premises at 19 Alexander Street, Bothwell in Tasmania for a term of three years from 12 November 2019 to 11 November 2022 (**Lease**).
- B. The Lease contains two options to renew the Lease, each option being for a further term of three years.
- C. The Lessee has validly exercised the first and second option to renew the Lease.
- D. The parties enter into this Deed to confirm the exercise of the second option to renew the Lease subject to the provisions of this Deed.

Operative Part

1. Definitions and Interpretation

1.1 Definitions

In this Deed the following Capitalised expressions have the following meaning:

Deed means this deed of renewal of lease.

GST has the meaning given to it in the GST Act.

GST Act means the A New Tax System (Goods and Services Tax) Act 1999 (Cwlth) and the related imposition Acts of the Commonwealth.

Lease has the meaning in Recital A and includes:

- a. the residue of the current term of the Lease as at the date of this Deed (if any); and
- b. any:
 - i. variation (if at all); and/or
 - ii. renewal of the Lease pursuant to an option contained in or forming part of the Lease.

Premises means the premises which are the subject of the Lease.

Renewed Lease has the meaning given in clause 2.1b.

1.2 **Definitions Used in the Lease**

Any expression defined in the Lease has the same meaning when used in this Deed unless that expression is given a different meaning in this Deed or the context otherwise requires.

1.3 **Interpretation**

In this Deed unless the context otherwise requires:

- a. headings are for convenience only and do not affect interpretation;
- b. a reference to a party includes that person's personal representatives and permitted assigns, or being a corporation its successors and permitted assigns and any other person deriving title under that person or corporation;
- c. a reference to the singular includes the plural and vice versa;
- d. a reference to a gender includes all gender;
- e. a reference to an individual or person includes a corporation, partnership, joint venture, association, authority, trust, state or government and vice versa;
- f. a reference to a thing (including a right) includes a part of that thing;
- g. where an expression is defined, another part of speech or grammatical form of that expression has a corresponding meaning;
- h. mentioning any thing after the words include, includes or including does not limit the meaning of any thing mentioned before those words;
- i. no rule of construction applies to the disadvantage of a party merely because that party was responsible for the preparation of this Deed or any part of it;
- j. a reference to any legislation or legislative provision includes subordinate legislation, regulation or statutory instrument, made under it and any amendment to or replacement for any of them;
- k. a reference to a recital, clause, schedule or annexure is to a recital, clause, schedule or annexure of or to this Deed; and
- l. a reference to "dollars" or "\$" is to Australian lawful currency.

1.4 **Deed Supplemental to Lease**

- a. This Deed is supplemental to the Lease and will be interpreted with and having regard to the provisions of the Lease.
- b. The provisions of this Deed are intended to bind and to enure in favour of the Lessor, the Lessee, the Guarantor (if any) and their respective successors and assigns.

2. Confirming Exercise of Option of Renewal

2.1 Exercise of Option and Renewed Lease

The parties to this Deed:

- a. agree that the Lessee has validly exercised its option to renew the Lease and confirm the Lessee's exercise of the second option to renew the Lease; and
- b. acknowledge and agree that pursuant to the Lessee's exercise of the option to renew the Lease, this Deed (which is taken to incorporate the Lease) and the Lease together constitute a separate lease (**Renewed Lease**):
 - i. by the Lessor to the Lessee of the Premises;
 - ii. for a further term of three years commencing on 12 November 2025 and ending on 11 November 2028; and
 - iii. on the terms and conditions of the Lease with such changes required by the Lease upon the exercise of the option or to give effect to the exercise of the option.

2.2 Rent

The parties confirm that the rent payable in relation to the Premises from the commencement date of the Renewed Lease is \$4,550.00 per annum (plus GST).

3. Renewed Lease

The parties have entered into the Renewed Lease in respect of the Premises up to 11 November 2028.

4. Costs

Each party will be responsible for the payment of their own legal fees in respect of this Deed.

5. Miscellaneous

5.1 Governing Law

This Deed is governed by the laws of Tasmania, and the parties submit to the non-exclusive jurisdiction of the courts of Tasmania.

5.2 Variation

This Deed may not be varied or amended except in writing signed by the parties.

5.3 Liability

An obligation or liability on the part of two or more persons binds them jointly and each of them severally.

5.4 Assignment

The Lessee must not, without the prior written consent of the Lessor (which may be given or withheld in its absolute discretion), assign this Deed or any of its rights under this Deed.

5.5 Severance

If any term of this Deed is or becomes legally ineffective, under common law or legislation, the ineffective provision may be severed from this Deed which otherwise continues to be valid and operational. The parties will agree on an arrangement having a legal and economic effect which will be as similar as possible to the ineffective provision.

5.6 Waiver

The non-exercise of or delay in exercising any power or right of a party does not operate as a waiver of that power or right, nor does any single exercise of any power or right preclude any other or further exercise of it or the exercise of any other power or right. A power or right may only be waived in writing, signed by the party to be bound by the waiver.

5.7 Entire Deed

This Deed constitutes the sole and entire Deed between the Parties on the subject matter.

5.8 Counterparts

This Deed may be executed in any number of counterparts and all of those counterparts taken together constitute one and the same instrument.

5.9 Further Agreements

Each party must sign, execute and deliver all agreements, documents and instruments and do all acts reasonably required of it by notice from another party to effectively carry out and give full effect to this Deed and the rights and obligations of the parties under it.

5.10 Merger or Non-Merger

Any provision of this Deed which is not fully completed, observed or performed immediately before completion of this Deed or is capable of taking effect after completion does not merge on the completion but continues in full force and effect after completion.

Executed by the parties as a Deed

Lessor Signing Provision

The **Common Seal** of **Central Highlands Council** was affixed in the presence of:)
)
)

.....
Signature

.....
Signature

.....
Full Name and Position Held (print)

.....
Full Name and Position Held (print)

Lessee Signing Provision

SIGNED by a duly authorised person of)
the **Crown in Right of Tasmania**)
represented by the Department for)
Education, Children and Young People,
which is responsible for administering the
Education Act 2016 in the presence of :

.....
Signature

.....
Print Name

.....
Signature of witness

.....
Position Held

.....
Name of witness (block letters)

.....
Address of witness



Policy No. 2013- 12

Tree & Vegetation Vandalism Policy

Document:	Start Date: 21 October 2025	Page Reference:
Tree & Vegetation Vandalism Policy	Review Date: 31 Dec 2030	Page 1 of 3

Introduction

Central Highlands Council acknowledges the many benefits that trees and vegetation contribute to the local environment. Apart from providing shade, habitat for native wildlife and aesthetic beauty, trees also instil a sense of community pride.

When a tree dies or is damaged by a selfish act of vandalism it affects the community in many ways including loss of amenity of the street or park and the expense of removing a vandalised tree and the cost of its replacement.

Scope of this Policy

This policy applies to all trees and vegetation on Council owned and managed land.

Policy Statement

Council is committed to the preservation of our public trees and vegetation. Council will:

- Investigate all reports of vandalism of trees;
- Notify the police of reported vandalism;
- Assess and attempt to repair damage to vandalised trees on public land;
- Notify residents and the public of what has occurred and ask for their co-operation – this may be done by notice in the Highlands Digest;
- Erect signage on/or near trees/vegetation that has been vandalised (see below);
- Replace severely damaged trees with advanced trees; and
- Encourage residents to take pride in the trees in their street and to report any suspicious activities near trees.

TREE VANDALISED

Central Highlands Council will replace this tree

REPORT TREE VANDALISM

Phone: 62863202

Central Highlands Council

Document:	Start Date: 21 October 2025	Page Reference:
Tree & Vegetation Vandalism Policy	Review Date: 31 Dec 2030	Page 2 of 3

What can the Public do to help

Residents and the public will be encouraged to become involved by:

- Contacting Council if they notice any unusual behaviour around trees; earlier notification provides a better chance of catching those responsible and being able to save a tree;
- Volunteering to help nurture a tree back to health or 'adopt a tree' if the vandalised tree needs to be replaced; and
- Talking to their neighbours to encourage awareness of any tree vandalism.

Responses to vandalised trees in public land

(a) Remedial work

If the damage to a public tree is serious, remedial work will be carried out to lessen the stress on the tree and to minimise any potential injury to the public. Council staff will obtain advice from an experienced person on the best remedial action to take if required.

(b) Replacement of Vandalised Tree

If removal of a vandalised tree becomes necessary, an advanced tree will be planted as close to the site of the original tree. The siting of the replacement tree will be governed by the same criteria for planting of new trees. These include location of underground services, sightline difficulties, proximity to built structures, suitability or replacement tree and remaining tree roots that may inhibit planting space.

(c) Protection of Replacement Trees

A sign similar to the one below will be placed alongside the replacement tree detailing the reasons why the new tree was planted and encouraging residents to contact Council if they become aware of any further attacks:



Document:	Start Date: 21 October 2025	Page Reference:
Tree & Vegetation Vandalism Policy	Review Date: 31 Dec 2030	Page 3 of 3



Policy No. 2015- 40

Gifts, Benefits and Donations Policy

Document:	Start Date: 21 Oct 2025	Page Reference:
Gifts, Benefits and Donations Policy	Review Date: 30 June 2029	Page 1 of 10

PURPOSE

The purpose of this policy is to:

- Outline the obligations and responsibilities relating to the receipt of gifts, benefits or donations; and
- Assist both Councillors and employees to avoid being placed in a situation where they may become vulnerable to undue influence or threaten community confidence in the fairness, impartiality and integrity of the Council.

SCOPE

The policy applies to all gifts, benefits and donations offered to or received by all Council officials in their respective role as officials of the Council.

In a private context gifts, benefits and donations are usually unsolicited and meant to convey a feeling on behalf of the giver such as gratitude. There is ordinarily no expectation of repayment. Gifts, benefits and donations given in a private context are not the focus of this policy.

Gifts, benefits and donations may also be offered to individuals in the course of business relationships. Such gifts, benefits and donations are often given for commercial purposes and can serve to create a feeling of obligation in the receiver.

Gifts, benefits and donations given in the course of business relationships is the focus of this policy.

The policy is to be applied in conjunction with provisions of Council's Model Code of Conduct, Staff Code of Conduct as well as other relevant Council policies and procedures.

DEFINITIONS

The following definitions will apply for the purposes of this policy:

Council official – Mayor, Councillors, Council employee (including staff engaged through an employment agency), Council Committee members, volunteers and contractors.

Benefit – a non-tangible item which is believed to be of value to the receiver (i.e. preferential treatment such as queue jumping, access to confidential information and hospitality).

Bribe – a gift or benefit given specifically for the purpose of winning favours or to influence the decision or behaviour of a Council official to benefit someone or something.

Cash – money or vouchers which are readily convertible.

Conflict of interest – any situation in which an individual or corporation (either private or government) is in a position to exploit a professional or official capacity in some way for their personal or corporate benefit.

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Cumulative gift – a series of gifts of nominal value from the same person or organisation over a specified period which may have an aggregate value that is significant.

Donation – a gift for charity or to benefit a cause and which may take various forms, including money, services or goods. This includes political donations which are donations made to the benefit of an elected member solely or substantially in relation to an election.

Gift – is usually a tangible item provided at no charge. Gifts may include, but are not limited to items such as cash, property (real or otherwise), goods and services made available at heavily discounted prices, alcohol, clothes, products, invitations to social functions and tickets to sporting, theatrical or music events.

Gifts, Benefits and Donations Declaration Form – a form to be completed (Attachment 1), when an individual receives a gift, benefit or donation of a non-token nature above the nominal limit or receives a series of token gifts, benefits or donations in a specified time that may have significant aggregate value (Cumulative Gift).

Gifts, Benefits and Donations Register – a register maintained by Council of all declared gifts, benefits and donations (Attachment 2).

Gift of gratitude – a gift offered to an individual or department in appreciation of performing specific tasks or for exemplary performance of duties. Gifts to staff who speak at official functions may be considered an example of gifts of gratitude.

Gift of influence – a gift that is intended to generally ingratiate the giver with the recipient for favourable treatment in the future.

Hospitality – the provision of accommodation, meals, refreshments or other forms of entertainment.

Nominal value – is the monetary limit of the value of gifts, benefits or donations that may be accepted (i.e. total value of gift, benefit or donation received). A gift, benefit or donation is of nominal value when it has no significant or lasting value.

Non token – items that are of a more individual nature, with a value above the nominal value limit. Items may include, free or discounted travel; use of holiday homes; corporate hospitality at major sporting events; free training excursions; tickets to major events and access to confidential information.

Public perception – the perception of a fair-minded person in possession of the facts.

Significant value – a gift or benefit that has a value above the nominal value limit.

Token - often mass produced (i.e. pens, calendars, ties or items with a company logo on them), offered in business situations to individuals. Usually have a value under the nominal value limit.

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POLICY STATEMENT

1. General

Council officials at all times and in all circumstances must be seen to be fair, impartial and unbiased and should actively discourage offers of gifts, benefits, donations and must not solicit gifts, benefits or donations.

Council officials must not take advantage of their official position to secure an unreasonable personal profit or advantage. People conducting business with the Council should be encouraged to understand that they do not need to give gifts, benefits or donations to Council officials to get high quality service.

From time to time Council officials may be offered gifts, benefits or donations. In some limited circumstances gifts, benefits or donations may be accepted. Token gifts of nominal value may generally be received. Non-token gifts of significant value should not generally be accepted. Council officials should at all times be aware of the wider situation in which an offer of a gift, benefit or donation is being made.

For example, Council officials should consider whether the donor is in or may be seeking to enter into a business relationship with Council or may be applying to Council in relation to the exercise of Councils functions.

Council officials must avoid situations that suggest that a person or body, through the provision of gifts, benefits or donations is attempting to secure favourable treatment from Council.

When deciding whether to accept or decline a gift, benefit, donation consideration should be given to both the value of the gift, benefit or donation and also the intent of the gift, benefit or donation being offered.

2. Acceptable gifts, benefits and donations

Gifts, benefits and donations of a token nature at or below nominal value may generally be accepted by Council officials without disclosing details to the General Manager or Mayor and without recording the details of the gift, benefit or donation on the Gifts, Benefits and Donations Declaration Form or Register (Attachment 1 and 2).

Council officials who receive more than the specified number of token gifts of a nominal value from the same person or organisation, in a specified period must disclose that fact in the Gifts, Benefits and Donations Register.

If a Council official has any doubt if a gift, benefit or donation is a token or of nominal value they should discuss it with the General Manager or Mayor (in the case of Councillor).

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2.1 Token gifts, benefits and donations

Gifts, benefits and donations of a token nature do not create the appearance of a conflict of interest and include:

- Items with a company logo on them, ties, scarves, coasters, diaries, chocolates, flowers;
- Books given to individuals at functions, public occasions or in recognition of exceptional work done;
- Gifts of single bottles of reasonably priced alcohol given to individuals at functions, public occasions or in recognition of exceptional work done;
- Free or subsidised meals of a modest nature and/or beverages provided infrequently (and or reciprocally) that have been arranged for or in connection with the discussion of official business;
- Free meals of a modest nature and or beverages provided to Council officials who formally represent Council at work related events such as training, education sessions and workshops;
- Invitations to approved social functions organised by groups such as Council Committees and community organisations.

2.2 Nominal value

- Nominal value limit is \$50.00.
- If a Council official has any doubt if a gift, benefit or donation is token or of nominal value they should discuss it with their Manager, General Manager or Mayor.
- This includes a series of gifts, benefits or donations received by the same Council official from the same donor where the total value in a financial year is \$50 or more.

3 Non acceptable gifts, benefits and donations

Accepting gifts of money is prohibited. This includes gift cards or anything that may be exchanged for cash / currency or that can be used in place of cash / currency.

Council officials should generally not accept gifts, benefits or donations that appear to be non-token in nature or more than of a nominal value.

If a gift, benefit or donation of a non-token nature or above nominal value is offered and cannot reasonably be refused (as this action may cause embarrassment), the offer and receipt of the gift, benefit or donation must be declared via completion of a Gifts, Benefits and Donations Declaration Form (Attachment 1) and the details must be recorded on the Register (Attachment 2).

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If a Council official refuses a gift, benefit or donation because they believe that the gift was a deliberate attempt to receive 'special treatment', then such instances are to be reported to your Manager, e General Manager or Mayor.

3.1 Non token gifts, benefits and donations

Gifts, benefits and donations of a non-token nature include:

- A service.
- A loan of money.
- A loan of property.
- Free or discounted travel.
- Use of holiday homes.
- Tickets for major sporting events.
- Corporate hospitality at a corporate facility or sporting venue.
- Free training excursions.
- Access to confidential information.
- Discounted products for personal use.
- Goods and services provided via determination in a Will.

At times a gift of a non-token nature may be given from one authority to another. Such gifts are often provided to host authority. These gifts may be given as an expression of gratitude without obligation to the receiver to respond. The gratitude usually extends to the work of several people in the authority and therefore the gift is considered to be for the authority, not a particular individual.

3.2 Significant value

For the purpose of this policy a gift, benefit or donation with significant value has a value above the specified nominal value limit.

4 Actual or perceived effect of the gift, benefit or donation

Accepting gifts where a reasonable person could consider that there may be influence applied as a result of accepting the gift, benefit or donation is prohibited. (gift of influence).

Where it is suspected that a gift, benefit or donation has been offered for the purpose of influencing the behaviour of someone acting in their official capacity, the gift, benefit or donation must be declined and the matter should be reported immediately to the General Manager or Mayor.

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5 Bribes

Council officials must not offer or seek a bribe. A person offered a bribe should refuse it and report the incident as soon as possible to the General Manager or Mayor (in the case of Councilors). Council will take steps to report the matter to Police immediately.

Receiving a bribe is an offence under both the common law and section 339A of the *Local Government Act 1993* (misuse of office).

6 Family members

Council officials must take all reasonable steps to ensure that immediate family members do not receive gifts, benefits or donations of a non-token nature or gifts, benefits or donations above the nominal value. Immediate family members include parents, spouses, children and siblings.

7 Records – Gifts, Benefits and Donations Registers

Council officials, who receive more than the specified number of token gifts, benefits or donations near the nominal value limit from the same person or organisation, (cumulative gift) must disclose that fact on the Gifts, Benefits and Donations Declaration Form and Register (Attachment 1 and 2).

If an official of the Council receives a non-token gift, benefit or donation in circumstances where it cannot reasonably be refused or returned, the receipt of the gift, benefit or donation should be disclosed and the details recorded on a Gifts, Benefits and Donations Declaration Form (Attachment 1) and in the Gifts, Benefits and Donations Register (Attachment 2).

The Gifts, Benefits and Donations Register will be available for public inspection.

The content of the Registers will be monitored by the Deputy General Manager on a regular basis (at least monthly).

8 Disposal of gifts

The General Manager will determine whether a gift or benefit of a non-token nature should be disposed.

There are options for the disposal of gifts that have been accepted because they could not reasonably be refused, but should not be retained by an individual. Examples of such circumstances where gifts or benefits may be received include:

- Gifts accepted for protocol or other reasons, where returning it would be inappropriate;
- Anonymous gifts (received through the mail or left without a return address);

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- A gift received in a public forum where attempts to refuse or return it would cause significant embarrassment; or
- A gift, benefit or donation of significant value provided to a Council official through a Will, where the relationship between the giver and recipient was essentially a council related business relationship.

Options for disposal include:

- Surrendering the gift to Council for retention;
- Distributing the gift or benefit amongst a selection of Council's officials - where a reasonable person would agree that the allocation was appropriate, (public perception; or
- Donating the gift to an appropriate charity.

9 Breaches of Policy

All Council officials are obliged to comply with this policy and sanctions may be applied if the policy is breached.

Any person may report an alleged breach of this policy by an official of the Council to the General Manager or Mayor as appropriate who shall investigate any report received and take such action as is considered necessary.

If this policy has been breached, such action may include counselling, censure motions, disciplinary action (including termination of employment), the laying of charges and the taking of civil action.

10 Review process and endorsement

This policy, including the amounts and frequencies specified, may be varied by changes to the Local Government Act. When varied, the amounts and frequencies that apply to the policy must be updated and included in section 2.2. This policy is to be reviewed every four years or in accordance with legislative requirements.

11 Legislation and Related Documents

Local Government Act 1993

Local Government (General) Regulations 2015

Policy 2013 - 03 Fraud Control Policy.

Policy 2014 - 22 Customer Service Charter.

Policy 2016 - 42 Code of Conduct.

Policy 2017 - 51 Staff Code of Conduct Policy.

Policy 2018 - 55 Code of Conduct for Members of the Audit Panel.

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Attachment 1

GIFTS, BENEFITS AND DONATIONS DECLARATION FORM

Council Official's Name:	
Department / Role:	
Date gift, benefit or donation offered:	
What is the gift, benefit or donation?	
What is the gift:	
What is the dollar value (approximate) of the gift, benefit or donation?	
Who is the gift, benefit or donation from?	
Individual (provide name):	
Organisation (provide name):	
Where was the gift, benefit or donation offered? (i.e. at a function, over the counter, through the mail, at a meeting.....)?	
Recipients relationship to the donor:	
Should the gift, benefit or donation be accepted or declined?	
If the gift, benefit or donation was accepted, should it be retained by the councillor, employee or organisation?	
If the gift was retained by the organisation should it be disposed?	
Council Official's signature:	
Date:	
Name of Responsible Officer (General Manager or Mayor)	
Responsible Officer's signature:	
Office Use	
Date details recorded on Gifts, Benefits and Donations Register:	

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Attachment 2

GIFT, BENEFITS AND DONATIONS REGISTER

This register shows reportable gifts, benefits and donations that have been offered to and received by Council Officials.

The register includes instances where Council Officials have received more than the specified number of token gifts of a nominal value from the same person or organisation, in a specified period.

Date received	Description of gift, benefit or donation	Value (\$)	Name of donor and organisation	Name of recipient	Reasons for accepting	Disposal (Yes/No)	Name and signature of accountable officer

Reviewed by:

Deputy General Manager:

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Policy No. 2017- 51

Staff Code of Conduct Policy

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PURPOSE

The purpose of this Code of Conduct is to clearly state the standards of responsibility and behaviours expected by those representing or working for Central Highlands Council. Maintaining professional and ethical conduct always is the responsibility of every employee (permanent, temporary, part-time and casual employees) as well as volunteers, contractors working on-site, and work experience students – *every person, every day*.

The Code of Conduct is designed to assist employees to understand how to undertake their duties and behave according to the values held at Council, reducing the risk of real or perceived conflicts between private and public interests, personal gain or unacceptable and/or unlawful behaviours.

The Code cannot describe every requirement of workers or present all the details of the policies that affect their conduct. Instead, it has been written to make workers aware of the range of ethical issues and legislation that affects their behaviour at work and to point to where they can find out more detailed information about procedures or policy. It is also up to workers to seek information when they need a fuller account of standards or procedures or if they are unclear on any area of conduct. The policies and procedures which are referred to in the document can be obtained from your manager or found in the policies and procedures folder.

The Code is shaped by the Council's statutory obligations, its principles of good governance and its corporate values. Fraud, corruption, dishonest acts and conflicts of interest are clearly not acceptable conduct, and they are moreover illegal acts. However, as well as avoiding breaches of legislation, the Council wants a workplace where individuals act with integrity and with respect for others, show courage when it is needed and aim for excellence in performing their duties. It is hoped that this Code will provide workers the principles and information which will allow them to make good judgements in difficult circumstances, as well as follow procedures and comply with legislation.

Who does the code apply to?

All employees, including managers and team leaders must act in accordance with the code and managers at all levels must promote or enforce the code in their office or workplace. Service providers, representatives, and agents must make sure their employees are aware of the code and do not breach its principles when performing duties on behalf of the Council.

Breaches of the code

Fraudulent or corrupt behaviour which violates legislation as well as the code should be dealt with according to Policy No. 2013-03 Fraud Control Policy. Other breaches of the code will be dealt with according to Policy No. 2017- 47 Disciplinary Policy & Procedure.

In the case of contractors and contracted providers or representatives, under the terms and conditions set out in their contract.

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The code is presented in the following sections

1. Principles of conduct;
2. The responsibilities of employees;
3. The use of information and intellectual property;
4. Appropriate use and preservation of assets and resources;
5. Conflicts of interest, gifts and hospitality;
6. Disclosure of criminal offences;
7. Fairness, equity and diversity;
8. Workplace health and safety;
9. Policies and guidelines referred to within the Code

1. Principles of conduct

You should be guided by the values of the Council when you act on behalf of Council. The values of Council and the actions associated with these values are described below.

Integrity

Acting with integrity means that employees will:

- a) act and decide in an honest, consistent and transparent way;
- b) deal with others fairly and consistently;
- c) support the decisions of Council;
- d) take responsibility for their actions;
- e) perform their duties with reasonable care and diligence and in the best interests of the community; and
- f) use resources and time wisely.

Courage

It may take courage sometimes to pursue a course of action. Employees should:

- a) find new and better ways;
- b) learn from mistakes;
- c) speak up – tell it like it is;
- d) support colleagues; and
- e) take the extra step.

Accountability

Employees should take personal responsibility for decisions and actions to achieve agreed outcomes. Behaviour that demonstrates accountability is:

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- a) ensuring best use of resources;
- b) taking responsibility for personal decisions and actions;
- c) acting and working in an open and transparent manner and reporting outcomes;
- d) recognising the achievements of others within the work area; and
- e) responding to phone calls, emails and correspondence in a timely manner.

Respect

This means that employees will act with courtesy by listening to differences of opinion and show respect for the differences of race, culture, religion, language, gender and abilities of others. This means employees:

- a) are punctual and prepared;
- b) consider and understand the perspective and circumstances of others;
- c) provide and accept feedback;
- d) honouring the privacy of others; and
- e) recognise and respond to the contribution and needs of others.

Excellence

Employees should aim to work to an excellent standard. This means employees should:

- a) commit to achieving outstanding outcomes for Council;
- b) display leadership;
- c) try always to improve their performance; and
- d) take pride in the municipality.

2. The responsibilities of employees

Acting with good judgement requires knowledge of the regulations and legislation that affect the council's activities. It also means that employees must perform their duties in a principled way and with a sense of responsibility for the results of their actions.

Employees must comply with the letter and spirit of the law, especially the provisions of the Local Government Act. Some of this affects the conduct of all members of staff, other parts are more relevant to management.

All employees must follow any lawful directions given by a person authorised to do so. If a direction is unclear, you should ask for more information to fulfil your duties. If you believe the direction could be unlawful or unethical or contradict the organisation's values, then you should ask a manager for guidance.

The way employees behave at Council hosted functions reflects on the Council. Employees should not consume too much alcohol or attend unsuitable entertainment. At events or promotional functions hosted by other organisations, employees should make sure their conduct adds to the good name of

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the organisation. All employees should do their best to avoid the appearance of improper conduct or poor performance of duties.

Managers must make sure they understand any legislation and statutory requirements that relate to their duties and direct staff only in a manner that complies with the legislation. These employees should make sure their advice and decisions are based on sound information and formed in a principled and honest manner.

These employees must make sure that the teams they are responsible for are clear about what is required of them. They must also make sure their teams have the information and training they need to perform their duties in accordance with legislation and regulations. Though Managers may delegate tasks and duties to other employees they are still responsible for quality of work and the productive use of employees' time.

Managers must implement policies and decisions in an impartial manner and consider whether their decisions are in accordance with the spirit and letter of the law that relates to their functions. They should also conduct themselves as an example to their employees and to colleagues of ethical practice and principled actions.

Working with members of the elected Council

Councillors may not direct employees to perform duties or actions. Instead, requests for action are made at the meetings of the Council and its committees where the reports and advice of the administration are presented for consideration by the Councillors. Managers then request action from their employees.

3. The use of information and intellectual property

All employees must treat confidential information with discretion. No employee may make a statement made on behalf of the Council to the media or public. These communications are made in accordance with Council's Media Policy 2014-20.

The confidentiality agreement you signed specifies your conduct in relation to confidential information:

"In the course of my employment with Central Highlands Council, I may have access to, or obtain, "confidential information" belonging to Council.

I shall not divulge or make use of, for any purpose other than the business of Council any trade secrets, customer lists or confidential information which I may acquire during the course of or incidental to my employment by the organisation. This obligation shall apply for the duration of my employment with Council and after the termination of my employment.

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I understand and acknowledge that I owe the Council a duty of fidelity and a duty of confidentiality with such duties having the meaning recognised by law from time to time. Accordingly, and without limiting the meaning of any duties, I agree and undertake that:

- a) I will not at any time knowingly disclose to any unauthorised person confidential information of the Council, which comes to their knowledge during the course of my employment including details concerning this confidentiality agreement;*
- b) upon the termination of my employment I will return all intellectual property of Council to which I have access during the course of my time with Council, including all documents, materials, processes and data whether in physical, electronic, computerised or any other form; and*
- c) for a period of three (3) months after the date of termination of my time with Council I will not on my own behalf or on behalf of a business competitor, canvass, solicit or otherwise endeavour to entice away from the Council any client."*

4. Appropriate use and preservation of assets and resources

This means planning projects and business activities so that existing resources are used efficiently, thinking imaginatively about alternatives, seeking suppliers whose practices are also sustainable and using and maintaining existing assets and resources with care. These principles guide those setting the long-term goals of the Council as well as employees using equipment, vehicles and other assets of the Council every day.

Assets must be used effectively and stored securely so that they perform well over a reasonable life span. The Council will act against any employee who steals or misappropriates a Council asset.

Responsibility for how staff members use assets

Managers must ensure that there are suitable practices in place for the use of assets, so that, where it is appropriate, employees should obtain authorisation to use them. They should also ensure that assets and equipment are secure and well-maintained.

The Council's assets and resources are there for Council purposes. They may be used for private purposes only if they are supplied as part of a contract of employment or if the General Manager authorises it.

Information about the Council's assets is stored on the Asset Register, the register shows what work area has the use of it and which manager is responsible for the asset. This person authorises its use, ensures it is secure and in good condition, and that there is, if necessary, training in its use. This

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manager may delegate day-to-day administration for the use of equipment to other employees, but they are still responsible for the assets.

If an asset is damaged, the manager named as responsible in the Asset Register should be notified so that they can arrange for its repair or replacement. Some kinds of damage may be subject to an insurance claim and in this case the manager should inform the Deputy General Manager as soon as possible. If an asset is lost the manager must notify the Deputy General Manager who will look for it or notify the Police and Insurance Company of its loss.

5. Conflict of interest, gifts and hospitality

This section is quite extensive as it covers conflicts of interest, other disclosable interests, as well as gifts and hospitality.

Conflict of Interest

Employees may have private interests that conflict or may be perceived to conflict with the interests of the organisation. These interests must be declared. Conflict of interest provisions can be complex, and you are encouraged to seek advice from your Manager or the General Manager if you have any questions.

Under the Local Government Act 1993 ("the Act"), a member of Council staff has a conflict of interest in respect of a 'matter' if he or she has a direct interest or an indirect interest in the matter.

A 'matter' means a matter with which a member of council staff is concerned and that will require a power to be exercised, or a duty or function to be performed, or a decision to be made.

How do I know if I have a direct interest in a matter?

A person has a direct interest in a matter if there is a reasonable likelihood that the benefits, obligations, opportunities or circumstances of the person would be directly altered if the matter is decided in a particular way. This includes where there is a reasonable likelihood, that the person will receive a direct benefit or loss that can be measured in financial terms or that the residential amenity of the person will be directly affected, if the matter is decided in a particular way.

How do I know if I have an indirect interest in a matter?

Indirect interests fall within the following:

An indirect interest by close association

A person has an indirect interest by close association in a matter if:

- a) a family member of the person has a direct interest or an indirect interest in a matter; or
- b) a relative of the person has a direct interest in a matter; or
- c) a member of the person's household has a direct interest in a matter.

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An indirect financial interest

A person has an indirect financial interest in a matter if the person is likely to receive a benefit or incur a loss, measurable in monetary terms, because of a benefit received or loss incurred by another person who has a direct or indirect interest in the matter.

An indirect interest because of conflicting duties

A person has an indirect interest in a matter because of a conflicting duty if the person:

- a) is a manager or a member of a governing body of a company or body that has a direct interest in a matter;
- b) is a partner, consultant, contractor, agent or employee of a person, company or body that has a direct interest in a matter;
- c) is a trustee for a person who has a direct interest in a matter.

A person has an indirect interest in a matter because of a conflicting duty if the person held a position or role specified in points (a), (b) and (c) above and, in that position or role, dealt with the matter.

Whether or not your duties relate to the matter in question does not alter the situation. Your duties may not relate in any way to the matter, but just the fact that you have work related responsibilities to the relevant person or organisation may create a situation of conflicting duty.

Other employment or unpaid activity

Council employees should only engage in other employment or unpaid activity where these do not conflict with their role as a Council employee. Other employment includes a second job, conducting a business, trade or profession. Examples of unpaid activity may include volunteering and sitting on a board external to the Council.

Managers can assist employees to determine if such activity will cause an actual or perceived conflict of interest. If employees believe there may be a conflict of interest, they must seek advice from the General Manager.

Gifts and benefits

In a private context gifts and benefits are usually unsolicited and meant to convey a feeling on behalf of the giver such as gratitude, with no expectation of repayment. Gifts given in a private context are not the focus of this policy.

Gifts and benefits may also be offered to individuals; such gifts and benefits are often given for commercial purposes and serve to create a feeling of obligation in the receiver.

Council employees must be seen to be fair, impartial and unbiased.

Council employees should actively discourage offers of gifts and benefits and must not solicit gifts or benefits.

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Council employees must not take advantage of their official position to secure an unreasonable personal profit or advantage.

People doing business with the Council should be encouraged to understand that they do not need to give gifts or benefits to Council employees to get high quality service.

From time to time Council employees may be offered gifts or benefits. In some limited circumstances gifts and benefits may be accepted. Token gifts of nominal value may generally be received. Non – token gifts of significant value should not generally be accepted.

Council employees should always be aware of the wider situation in which an offer of a gift or benefit is being made. For example, Council employees should consider whether the donor is in or may be seeking to enter a business relationship with Council or may be applying to Council in relation to the exercise of Councils functions.

Council employees must avoid situations that suggest that a person or body, through the provision of gifts or benefits is attempting to secure favourable treatment from Council.

When deciding whether to accept or decline a gift or benefit, consideration should be given to both the value of the gift or benefit and the intent of the gift or benefit being offered.

Acceptable gifts and benefits

Gift or benefits of a token nature at or below nominal value may generally be accepted by Council employees without disclosing details to the General Manager or Mayor and without recording the details of the gift or benefit on the Gifts, Benefits Declaration Form or Register.

That said, Council employees who receive more than the specified number of token gifts of a nominal value from the same person or organisation, in a specified period must disclose that fact in the gifts, benefits and donations register.

If a Council employee has any doubt if a gift or benefit is a token or of nominal value (\$50) they should discuss it with the Deputy General Manager, General Manager or Mayor.

Token gifts and benefits

Gifts or benefits of a token nature do not create the appearance of a conflict of interest and include:

- Items with a company logo on them, ties, scarves, coasters, diaries, chocolates, flowers;
- Books given to individuals at functions, public occasions or in recognition of exceptional work done;
- Gifts of single bottles of reasonably priced alcohol given to individuals at functions, public occasions or in recognition of exceptional work done;
- Free or subsidised meals of a modest nature and/or beverages provided infrequently (and or reciprocally) that have been arranged for or in connection with the discussion of official business.

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- Free meals of a modest nature and beverages provided to Council employees who formally represent Council at work related events such as training, education sessions and workshops;
- Invitations to approved social functions organised by groups such as Council Committees and community organisations.

Non acceptable gifts and benefits

Council employees should generally not accept gifts or benefits that appear to be non-token in nature or more than the nominal value (\$50).

If a gift or benefit of a non-token nature or above nominal value is offered and cannot reasonably be refused (as this action may cause embarrassment), the offer and receipt of the gift or benefit must be declared via completion of a Gifts and Benefits Declaration Form, and the details must be recorded on the council Register.

If a Council employee refuses a gift or benefit because they believe that the gift was a deliberate attempt to receive “special treatment”, then such instances are to be reported to the Deputy General Manager, the General Manager or Mayor.

Non token gifts and benefits

Gifts or benefits of a non-token nature include:

- A service.
- A loan of money.
- A loan of property.
- Free or discounted travel.
- Use of holiday homes.
- Tickets for major sporting events.
- Corporate hospitality at a corporate facility or sporting venue.
- Free training excursions.
- Access to confidential information.
- Discounted products for personal use.
- Goods and services provided via determination in a Will.

At times a gift of a non-token nature may be given from one authority to another. Such gifts are often provided to host authority. These gifts may be given as an expression of gratitude without obligation to the receiver to respond. Gratitude usually extends to the work of several people in the authority and therefore the gift is for the authority, not a particular individual.

An indirect interest as a consequence of becoming an interested party

A person has an indirect interest in a matter if the person has become an interested party in the matter by initiating civil proceedings in relation to the matter or becoming a party to civil proceedings in relation to the matter.

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When considering whether you have a conflict of interest, the question to ask is whether an outside observer would consider the interest could affect the ability of the person having it to deal with the matter impartially.

Disclosure requirements

If an employee considers they have an interest in relation to a matter that conflicts with their public duty, he or she must notify their manager (or in case of a manager, the General Manager) that they have an interest or that there could be the possibility of one arising. They should do this as soon as the interest or potential interest is identified. The manager must then determine whether the interest or the circumstances of the person could be perceived as compromising his or her capacity to carry out duties.

Once the manager has determined whether there is an interest, the manager may:

- reorganise the duties of the person so as to remove them from participation in the matter leading to the interest; or
- put in place a process which will ensure that the person will perform his or her duties impartially and notify the person of this and make a record of the declaration of the interest; or
- require the employee to cease the activity that gives rise to the conflict.

If the manager considers the interest would interfere with the performance of the employee's duties, then the manager must take steps to make sure the person with the interest is not part of any discussions or deliberations in relation to the matter.

Council Staff with a delegated power, duty or function

An employee that has a direct or indirect interest in a matter in which they have a delegated power, duty or function of the Council under the Act or another Act, must not exercise the power or discharge the duty or function.

In addition to notifying their manager of the conflict, all employees must also disclose the interest to the General Manager, in writing, as soon as he or she becomes aware of the conflict of interest.

Employees and persons providing advice

Employees and persons engaged under a contract to provide advice or a report to a meeting of a Council or a special committee, who have a direct or indirect interest in a matter to which the advice or report relates, must disclose the interest when providing the advice or report and before the advice or report is considered by the Council or the Committee.

Failure to disclose interests

Depending on the nature of the breach, sanctions will vary from counselling, use of disciplinary procedures, suspension, civil action, or reporting of actions to enforcement authorities. This applies to employees and includes the manager's failure to act if they have the knowledge.

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6. Disclosure of criminal offences

It is not discrimination if a person's criminal record means that he or she is unable to perform the inherent requirements of a particular job. (Extract from the Australian Human Rights Commission – accessed on 09/07/09)

Council employees must advise their Manager if they are charged with a criminal offence, which is punishable by imprisonment, or if found guilty, could reasonably be seen to affect their ability to meet the inherent requirements of the work they are engaged to perform. The Manager will discuss the disclosure confidentially with the General Manager to ensure the disclosure is dealt with appropriately.

Council has policies and procedures to ensure that employees are aware of both employer and employee obligations in relation to the *Equal Opportunity Act 1995* and the *Human Rights & Equal Opportunity Commission Act 1986* (Commonwealth):

- 2015-34 Harassment and Discrimination Policy
- 2015-33 Bullying Policy
- 2013-18 Employee Recruitment and Selection Policy

Council identifies roles within the organisation that require a pre-employment check such as a Police Check or Working with Vulnerable People Check. Other positions may be identified because of the possible nature of risk to the Council, its employees, customers and the community it serves.

Where an ongoing risk is identified, employees may be required to complete ongoing Police Checks and Working with Vulnerable People Checks at designated intervals during the course of their employment.

7. Fairness, equity and diversity

Employees must treat others fairly and with respect for the differences of others. This aspect of workplace relations is also affected by anti-discrimination and equal opportunity laws. These laws apply to how we treat other employees and our clients.

8. Workplace health and safety

Managers must take all reasonable steps to ensure employees and others working on behalf of the Council know the standards and statutory regulations that affect them. All employees are obliged to comply with safety standards and not breach them either deliberately, by negligence or by trying

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to force another to breach those standards. If an employee identifies a hazard, it must be reported immediately to their manager.

No one may bully, harass or behave in a discriminatory manner towards a colleague or others associated with Council. All breaches of this kind will be subject to disciplinary action.

9. Policies and guidelines referred to within this Code

- 2013-18 Employee Recruitment and Selection Policy
- 2014-24 Work Health and Safety Policy
- 2015-33 Bullying Policy
- 2015-34 Harassment and Discrimination Policy
- 2015-40 Gifts, Benefits and Donations Policy
- 2017-46 Related Party Disclosures Policy
- 2017-47 Disciplinary Policy and Procedure

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Policy No. 2017- 50

Audio Recording of Council Meetings and Council Committee Meetings Policy

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PURPOSE

This policy provides a framework and direction as to the management of the audio recording of meetings (as defined in the *Local Government (Meeting Procedures) Regulations 2025*). The purpose of audio recording is to meet the requirements of the *Local Government (Meeting Procedures) Regulations 2025*, assist in the preparation of minutes, and to ensure that a true and accurate record of debate and discussion is available.

SCOPE

This policy applies to all meetings (as defined in the *Local Government (Meeting Procedures) Regulations 2025*). Those parts of meetings which are closed to the public will not be audio recorded by Council.

LEGISLATION

The particular legislation relevant to this policy is the *Local Government (Meeting Procedures) Regulations 2025*.

Regulation 43 of the *Local Government (Meeting Procedures) Regulations 2025* provides as follows:

43. Audio recording of meetings

(1) In this regulation –

audio recording, of a meeting, includes part of an audio recording of the meeting.

(2) A council is to make, as a minimum, an audio recording of a meeting.

(3) For the purposes of subregulation (2), a council that makes an audio-visual recording of a meeting is taken to have made an audio recording of that meeting.

(4) The audio recording of a meeting is to be retained by the council for a period of at least 2 years, commencing on the day after the day of the meeting.

(5) The audio recording of a meeting, that is not a closed meeting –

(a) is to be, subject to subregulation (8), made available on the council's website –

(i) within 5 business days after the day of the meeting; and

(ii) for a continuous period of not less than 12 months from the day of the meeting; and

(b) may be an edited, in full or in part, audio recording of the meeting.

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- (6) *If an audio recording of a meeting is edited under subregulation (5)(b), the audio recording must include a statement, in any form, at the commencement of the recording, to the effect that –*
- (a) the recording of the meeting has been edited; and*
 - (b) the reason for that edit.*
- (7) *If after the minutes of a meeting have been confirmed as a true record a discrepancy between the minutes and an audio recording of that meeting is noticed, the council, at the next appropriate meeting, is to review the audio recording and either –*
- (a) confirm that the minutes are a true record; or*
 - (b) amend the minutes to reflect the audio recording and then confirm the minutes as amended to be a true record.*
- (8) *The general manager of a council may, in relation to the audio recording of a meeting, edit the audio recording if the manager is reasonably satisfied that the audio recording –*
- (a) would, or is likely to, place the safety of a person at risk if the recording is published; or*
 - (b) is, or is likely to be, defamatory; or*
 - (c) contains, or is likely to contain, offensive language; or*
 - (d) is, or is likely to be, unlawful.*
- (9) *A council may determine any other procedures relating to the audio recording of meetings that it considers appropriate.*
- (10) *For the avoidance of doubt, a recording made in accordance with this regulation is a State record within the meaning of the Archives Act 1983.*

Unlike Parliament, Council meetings are not subject to parliamentary privilege, and both Council and the individual may be liable for comments that may be regarded as offensive, derogatory and/or defamatory.

POLICY

All meetings (as defined in the *Local Government (Meeting Procedures) Regulations 2025*) shall be audio recorded as provided for by Regulation 43 of the *Local Government (Meeting Procedures) Regulations 2025*, except for the proceedings of meetings or parts of meetings closed to the public in accordance with Regulation 17 (2).

The audio recording of a meeting does not replace the written Minutes and a transcript of the recording will not be prepared.

If in the situation of a technical difficulty an audio recording is not possible, then the Mayor or Chairperson will advise those present of the circumstances. If an audio recording is not made, or if an

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audio recording file becomes damaged or unreadable for any reason, this information will be noted on Council's website.

In the event that an audio recording file is edited, in full or in part, the audio recording must include a statement, in any form, at the commencement of the recording to the effect that the recording of the meeting has been edited and the reason for that edit.

The General Manager of a council may, in relation to the audio recording of a meeting, edit the audio recording if the manager is reasonably satisfied that the audio recording –

- (a) would, or is likely to, place the safety of a person at risk if the recording is published; or
- (b) is, or is likely to be, defamatory; or
- (c) contains, or is likely to contain, offensive language; or
- (d) is, or is likely to be, unlawful.

At the commencement of those meetings being audio recorded, the Mayor or Chairperson will announce to all present that an audio recording of the meeting will be made and that it will last the length of the 'open to the public' part of that meeting.

A member of the public including "member of the press", "journalist", "reporter", may only use an audio recorder, or any other recording and/or transmitting device, to record the proceedings of the open session meeting of Council, with prior written permission from the General Manager, for the express purpose proposed. The Central Highlands Council reserves the right to revoke such permission at any time.

Council will ordinarily make any audio recording of open meetings (as defined in the *Local Government (Meeting Procedures) Regulations 2025*) available on Council's website. Such recordings made available on Council's website will be considered by Council as a routine disclosure under the *Right to Information Act 2009*.

The Council makes this information available as a routine disclosure under the Right to Information Act 2009, the objective of which are to:

- (a) increase the accountability of the government to the people of Tasmania;
- (b) increase the ability of the people of Tasmania to participate in their governance; and
- (c) acknowledge that information collected by public authorities is collected for and on behalf of the people of Tasmania and is the property of the State.

Recordings will be made available on the Council website as soon as practicable (normally within five (5) business days) from the date of the meeting.

Audio recordings of meetings will be removed from the Central Highlands Council website after a period of not less than twelve (12) months from the day of the meeting.

The original unmodified audio recording will be suitably stored in accordance with the Council's Information Management requirements.

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Under Regulation 43 (4) the audio recording of a meeting is to be retained by the Council for a period of at least two (2) years commencing on the day after the day of the meeting.

Under Regulation 43 (10) for the avoidance of doubt, a recording made in accordance with the *Local Government (Meeting Procedures) Regulations 2025* is a State record within the meaning of the *Archives Act 1983*.

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Policy No. 2023- 62

Safeguarding Children and Young People Policy

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1. PURPOSE

The purpose of the policy is to define Council's commitment to creating and maintaining a Child Safe Organisation. This policy outlines Council's position and responsibilities toward the safeguarding of children and young people in our physical and online environments.

2. SCOPE

This policy applies to all Council employees and representatives including:

- Mayor and Councillors;
- Full-time, part-time, and casual employees;
- Permanent and temporary employees performing work for Council, including work experience students, apprentices, interns, and trainees;
- Temporary and casual individuals engaged through an agency;
- Volunteers; and
- Contractors, or consultants directly engaged/remunerated by Council.

3. DEFINITIONS

Term	Meaning
Abuse	Abuse is an act, or a failure to act, towards or on behalf of a child that may result in harm. It can occur on one occasion or multiple occasions. Sometimes the impact of multiple events leads to harm that becomes cumulative in nature. Types of abuse include physical, emotional, sexual abuse, and neglect.
Child / Children / Young Person	Means a person who has not attained the age of 18 years
Child Safe	For this policy, child safe means protecting the rights of children and young people to be safe by taking actions that can help prevent harm and abuse.
Child Safe Organisation	Defined in the Royal Commission Final Report as an organisation that: <ul style="list-style-type: none">• creates an environment where children's safety and wellbeing are at the centre of thought, values, and actions.• places emphasis on genuine engagement with and valuing of children and young people.

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	<ul style="list-style-type: none"> creates conditions that reduce the likelihood of harm to children and young people. creates conditions that increase the likelihood of identifying any harm, and responds to any concerns disclosures, allegations or suspicions of harm - in the context of local governments, this would involve referring concerns to Independent Regulator and in the case of suspected behaviour then to TAS Police to respond as appropriate. <p>Implementation of the Child and Youth Safe Standards (which mirror the National Principles for Child Safe Organisations) give effect to the above.</p>
Child and Youth Safe Standards	Ten (10) Standards that specific organisations in Tasmania (including councils) must be put into practice in an ongoing and simultaneous manner. These are defined under the legislation and mirror the National Principles for Child Safe Organisations.
Contractor	In the scope of this policy means a person or company used by Council to provide services directly to children and young people, or where the contract's activities will, or are likely to involve contact with children and young people that is a usual part of and more than incidental to, the services.
Council facilities	Properties, buildings, and facilities including parks and sporting facilities owned and managed by Council including those used by the public or available for hire.
Council Staff	Includes employees, volunteers, students on placement, contractors, consultants, elected representatives, and visitors, and anyone else who undertakes work on behalf of Council. This is regardless of their work related to children or young people.
Harm	Any detrimental effect of a significant nature on the child's wellbeing, whether caused by a single act, omission or circumstance, or a series or combination of acts, omissions, or circumstances.
Independent Regulator	An independent body that exists to help organisations understand how to comply with Tasmania's Child and Youth Safe Framework, provide guidance and advice, and monitor compliance.
Reportable Conduct Scheme	Requires leaders of specific organisations to notify the Independent Regulator when concerns are raised about conduct related to child abuse.
Safeguarding	Taking the actions necessary to ensure children and young people feel safe and are safe. This also means that if children or young people don't feel safe, steps are taken to restore their safety.

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Universal Principle for Aboriginal Cultural Safety	This applies across all ten (10) Child and Youth Safe Standards and means the right of Aboriginal and Torres Strait Islander children and young people to Cultural Safety must be respected.
Wellbeing	Wellbeing of children and young people includes care, development, education, and health and safety of children and young people.

4. LEGISLATION

This policy relates to the *Child and Youth Safe Organisations Act 2023 (Tas)*

5. POLICY

5.1 Central Highlands Council Statement of Commitment

Central Highlands Council (Council) is committed to the safety and wellbeing of children and young people while enabling their participation as valued members of our community.

Council has zero tolerance to child abuse and harm. Council personnel are obligated to prioritise the safety of the children they interact with in the performance of their role and to report on conduct of concern.

Council recognises the importance of child safety in the provision of quality community services. All children who attend services, programs, events, and community spaces (including online environments) that are delivered, owned, contracted, or managed by Council, have the right to feel safe, be safe, and be heard.

Council recognises legal and moral responsibilities in keeping children and young people safe and have robust policies and procedures in place to meet this commitment that are aligned with the National Principles for Child Safe Organisations.

Council wants children to thrive, be safe, happy, and empowered, to ensuring their views are listened to and respected, and they are given opportunities to contribute to how Council plans and delivers services that affect them.

Council is committed to being a Child Safe Organisation.

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5.2 Policy Context

Local Government agencies are required to comply with the Child and Youth Safe Standards and the Reportable Conduct Scheme within the Tasmania's Child and Youth Safe Organisations Framework (2023).

5.3 Child and Youth Safe Standards

The Child and Youth Safe Standards (the Standards) are ten (10) principles that form one part of the Child and Youth Safe Organisations Framework. Organisations that are required to comply must:

- promote the safety and wellbeing of children and young people; and
- prevent abuse and harm to children and young people.
- Tasmania's Standards mirror the National Principles for Child Safe Organisations.

Organisations must also give effect to the Universal Principle for Aboriginal Cultural Safety. This means organisations must provide an environment that ensures the right to cultural safety of Aboriginal or Torres Strait Islander children and young people is respected.

Tasmania's ten (10) Child and Youth Safe Standards mirror the National Principles for Child Safe Organisations which emerged from the work of the Royal Commission into Institutional Responses to Child Abuse.

Child and Youth Safe Standards	What this means
Standard 1: Child safety and wellbeing is embedded in organisational leadership, governance, and culture.	All people in the organisation care about children and young people's safety and wellbeing above everything else, and make sure they act that way and lead others to act that way.
Standard 2: Children and young people are informed about their rights, participate in decisions affecting them and are taken seriously.	Children and young people are told about their human rights, have a say in decisions and are taken seriously.
Standard 3: Families and communities are informed and involved in promoting child safety and wellbeing.	Families, carers, and communities know about and are involved in the organisation's child and safety and wellbeing activities.

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Standard 4: Equity is upheld and diverse needs respected in policy and practice.	The rights of every child and young person are being met, and children and young people are treated with dignity, respect, and fairness
Standard 5: People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice.	People working with children and young people are safe to work with children and young people and are respectful of them. They are taught how to keep children safe and well.
Standard 6: Processes to respond to complaints and concerns are child focused.	Children, young people, families, carers, staff, and volunteers are listened to and can share problems and concerns.
Standard 7: Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.	Staff and volunteers keep learning all the time so they know how to keep children and young people safe and well.
Standard 8: Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.	Children and young people are safe in online and physical spaces.
Standard 9: Implementation of the Child and Youth Safe Standards is regularly reviewed and improved.	The organisation keeps reviewing and improving its child safety and wellbeing practices.
Standard 10: Policies and procedures document how the organisation is safe for children and young people.	The organisation writes down how it keeps children and young people safe and well, and makes sure that everyone can see these documents.

5.4 Reportable Conduct Scheme

The Reportable Conduct Scheme (the Scheme) aligns closely with the Standards. The Scheme aims to improve how organisations respond to allegations of certain types of misconduct involving children / young people, committed by their workers and volunteers.

The Scheme imposes legal obligations on Council's General Manager as head of the organisation to have systems in place to prevent child abuse, and if child abuse is

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alleged, to ensure allegations are brought to the attention of the appropriate persons for investigation and response.

Under the Scheme, reportable conduct is broader than suspected criminal behaviour, and includes:

- Sexual offences (against, with or in the presence of, a child)
- Sexual misconduct (against, with or in the presence of, a child)
- Physical violence (against, with or in the presence of, a child)
- Grooming of a child
- Behaviour that causes significant emotional or psychological harm; and
- Significant neglect
- Relevant offences such as failing to report child abuse.

5.5 Policy Functions

Council will ensure the following functions of this policy are resourced and assigned to the relevant officers for implementation:

- Council will implement the Child Safe Standards across the organisation and continue to monitor where improvements can be made.
- Providing the necessary resources to prepare and implement policy and procedural changes required to comply with the Child Safe Standards. This work includes:
 - Develop a child safety action plan;
 - Conducting risk assessments for council services, programs or facilities used by children and young people;
 - Developing allegation and complaints handling procedures;
 - Documenting reporting and record keeping procedures related to this policy.
- Provide resources for staff awareness and training in relation to this policy.
- Developing a process to deliver child safe messages at council venues, facilities, and events.
- Connecting and supporting local community groups, organisations, and stakeholders to child safe resources (including culturally safe and inclusive resources).

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5.6 Roles and Responsibilities

Safeguarding children and young people is a shared responsibility across council. The introduction and implementation of this policy and the Child safety action plan will be overseen by the Senior Management Team.

5.7 Roles and Responsibilities across Council

The following roles have specific responsibilities in relation to this policy:

Roles	Responsibility
Elected Members	<ul style="list-style-type: none">• Model a culture of child safety and wellbeing.• Understand and comply with their obligations in relation to child safety and wellbeing.• Participate in training/education to identify, prevent, and report child abuse and harm.• Report any concerns about child safety and wellbeing.• Councillors also have a role in helping to promote CHC as a Child Safe Organisation and to direct community members to appropriate information and resources.
General Manager	<ul style="list-style-type: none">• The General Manager is the 'head of an entity' under the <i>Child and Youth Safe Organisations Act 2023</i>, and has legal obligations (including timeframes) to share reportable conduct information. This includes reporting to the Independent Regulator any allegations of misconduct involving children and young people by Council staff.• Ensure adequate resources and support to enable staff to effectively deliver the Safeguarding Children and Young People Policy.• Be the first point of contact in relation to the reportable conduct scheme and investigations.
Senior Management Team	<ul style="list-style-type: none">• Ensure a culture of safeguarding children and young people is embedded among their team.• Ensure safeguarding children and young people policies and procedures, and other relevant policies are implemented within the work areas they are responsible for.• Provide team members with induction, support, supervision, and access to ongoing professional development around safeguarding children and young people relevant for each team member's role and duties.

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	<ul style="list-style-type: none"> • Conduct risk assessments, taking reasonable steps to identify any potential risks to the safety and wellbeing of children within the work remit of their team/s and remove or minimise the risks.
Executive Assistant	<ul style="list-style-type: none"> • Ensure all recruitment, selection and on boarding processes meet the requirements of the Child and Youth Safe Standards. • Ensure appropriate safety and screening checks are undertaken prior to engagement and maintained according to Council HR policies. • Ensure induction of new employees includes the provision of the Safeguarding Children and Young People Policy and Procedures and training to support them to understand their roles and responsibilities relating to child safety. • Oversee the implementation of child safety training for new employees and refresher training for all employees on an ongoing basis and keep records of training completed. • Manage disciplinary procedures as they relate to child safety and wellbeing. • Responsible for providing training, capacity building and awareness-raising initiatives to ensure employees are appropriately equipped to recognise, respond to and report child abuse.
Community Development Officer	<ul style="list-style-type: none"> • Work with the Senior Management Team to implement the Safeguarding Children and Young People Policy. • Develop the Child Safety Action Plan with input from the Senior Management Team. • Aid the Senior Management Team to implement and monitor the Safeguarding Children and Young People Policy. • Connecting and supporting local community groups, organisations, and stakeholders to child safe resources (including culturally safe and inclusive resources).
Council Staff	<ul style="list-style-type: none"> • Understand and comply with their roles and responsibilities in keeping children safe. • Report any concerns about the safety and wellbeing of a child or young person. • Obtain and maintain a Working with Vulnerable People Check where required. • Participate in training and education in relation to

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	<p>safeguarding children and young people as required.</p> <ul style="list-style-type: none"> • Provide environments for children and young people where they feel safe, empowered, and can participate. Behave safely and appropriately with children and young people.
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5.8 Council Obligations with External Parties

Although Council is not legally responsible for providing oversight of compliance with child safe practices outside of this organisation, Council will take any reasonable steps to engage with persons who utilise Council's facilities to operate in alignment with this policy.

5.9 Council's approach to Royal Commission Recommendation 6.12

The Royal Commission into Institutional Responses to Child Sexual Abuse defined a role for Local Government under Recommendation 6.12 which states:

"With support from governments at the national, state and territory levels, local governments should designate child safety officer positions from existing staff profiles to carry out the following functions:

- a) developing child safe messages in local government venues, grounds and facilities;
- b) assisting local institutions to access online child safe resources;
- c) providing child safety information and support to local institutions on a needs basis;
- d) supporting local institutions to work collaboratively with key services to ensure child safe approaches are culturally safe, disability aware and appropriate for children from diverse backgrounds."

Council acknowledges it has a leadership role in the community to support relevant organisations to be child safe and promote child safe practices and will work towards the functions of Recommendation 6.12 where possible. Council's approach to working towards the desired outcomes from Recommendation 6.12 is to provide adequate resources and support to enable its staff can deliver the outcomes of the Safeguarding Children and Young People Policy.

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Policy No. 2025 - 28

Private Works Policy

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Purpose

To provide a framework for performing private works that is applicable to everyone, transparent, objective and consistent. To undertake private works at market prices ensuring an acceptable profit margin to Council that is consistent with anti-competitive requirements of the Trade Practices Act 1974 and the no advantage requirements of the Local Government Act 1993.

Scope

This policy applies to all private works undertaken by Council on behalf of any applicant. Works may include the supply of labour, materials, plant and services.

Outside the scope of the policy is any circumstance where a state of federal government grant is provided for works or services to private land, which are designed to be administered by and delivered through council operations.

Policy Statement

Priority for use of Council's plant, equipment, labour and other resources is to be always given to Council's own work program, before entering into a private works arrangement. It is Council's preference that all private works be undertaken by private contractors in the first instance. Council reserves the right to refuse a request for private works if it is deemed to conflict with trade practices restrictions, outside of Council's capabilities, resource availability or for any other reason deeming the works unachievable by Council.

Major Private Works

Major Private Works will only be considered in the following circumstances:

- There is no private contractor available to undertake the work;
- The project would be of strategic economic, social or environmental benefit to the community;
- Council have the capacity to engage in the project;
- It may provide a valuable training opportunity for the Staff; and
- Major private works (valued above \$25,000 excl GST) will required the consent of the General Manager.

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Minor Private Works

Minor private works (valued at or below \$25,000 excl GST) will require the consent of the Works and Service Manager.

Plant Hire

- Council will not hire plant without an approved Council operator and in accordance with this Policy.
- Council is responsible for the payment of Council operators engaged on private works. No other payment arrangements are permissible.
- Where Council agrees to undertake private works and the works are not on private property engaged directly by the land owner, the hirer shall have adequate public liability insurance to cover the activities of the hired plant. Evidence of that insurance and permission of the land owner must be provided to Council prior to commencement of the works.

Scope of Works

- A scope of works is to be included with estimates and quotes for all private works.
- The scope of works for Minor Private Works must be clearly outlined, including the works to be undertaken, permits required, estimated quantities of materials to be used and a timeframe in which the work is to be carried out.
- Major Private Works may include design drawings and specifications where appropriate and all permits required to be provided to Council prior to commencement of works.

Costings

- Where a Major Private Works project has been approved, a firm quotation must be provided.
- All quotations must be in writing and must be accepted by the applicant in writing prior to commencement of the works. Quotation shall be valid for 30 days only, after which an updated quotation will be provided on request.
- Where a Minor Private Works project has been approved, an estimate of costs will be provided.

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- All estimates and quotes provided are GST-inclusive.
- Hire rates for Council plant must comply with Council's external plant hire rates.
- Hourly Rates for staff must include on-costs for wages.
- Where plant/equipment is hired outside of normal working hours, the applicant will be charged the operator overtime or penalty rates as prescribed in the relevant award and Council's Enterprise Agreement.
- Quotes may include a contingency.
- Variations to scope may incur additional charges to the original quote and must be agreed to in writing by both parties before commencing additional works.

Conflicts of Interest

Council employees, elected members, volunteers, consultants and contractors must not gain any advantages when any private works are undertaken by Council and all provisions contained in this policy and Council's Code of Conduct apply.

Payment

- Upon completion the relevant Works and Service Manager will arrange for the private works to be invoiced.
- Payment terms are 30 days.
- The applicant is responsible for paying the invoiced amount in full by the due date.
- A deposit or milestone payment maybe required for Major Private Works.

Legislation

- *Local Government Act 1993*
- *Trade Practices Act 1974*
- *Workplace Health and Safety Act 2012*

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Policy No. 2025 - 69

Council Corporate Credit Card Policy

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1. PURPOSE

The purpose of this policy is to provide direction on how Council corporate credit cards and similar purchasing devices are to be allocated, used and administered to ensure that they assist in efficient delivery of services while minimising the potential for misuse and fraud.

2. BACKGROUND

Credit cards are recognised as an appropriate and suitable method of paying for goods and services in some circumstances. For some transactions they are the only feasible method of paying for goods and services. However, any transaction method holds the potential for misuse and the convenience and flexibility of credit cards can be a vulnerability. Therefore, sound policies and protocols for use and control must be established to take advantage of the convenience from their use while minimising the opportunity and impact of misuse of funds.

3. SCOPE

The policy is intended to apply to Council corporate credit cards, as well as any similar type of corporate or organisational purchasing card. In the policy, the term “credit card” is used to refer to any purchasing card, including credit, debit, EFTPOS, “virtual” and similar bank cards issued by Council and used for purchasing on behalf of Council.

This policy applies to all employees, Mayor and Deputy Mayor of the Central Highlands Council and other persons at the workplace, and all current and future activities of Council.

4. POLICY

- The maximum number of cards that Council will allow to be active at any one time is five.
- The maximum total credit limit of all cards is to be no more than \$20,000.
- Monthly credit limits for an individual will be set to the lowest reasonable amount required by the Cardholder to execute their role. It shall not exceed \$10,000 for any one Cardholder.
- Authorisation for the issue of credit cards, their credit limit and any changes in individual credit limits will be provided by the General Manager or their delegate.

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- A credit card will only be issued to an employee, Mayor or Deputy Mayor where the ongoing operation benefits justify it.
- An authoriser cannot authorise the issue of their own credit card.
- A credit card is a mechanism for purchasing and paying for goods and services. It does not of itself provide any authorisation for the expenditure of council fund. All goods and services acquired should be for valid council purposes and in accordance with any other policy that controls the expenditure of council funds.
- All transactions on an employee, Mayor or Deputy Mayor credit card are to be reviewed and approved as being consistent with this policy by the General Manager.
- If no documentation for any credit card transaction cannot be provided by the credit card holder, then they will be required to meet the cost of the transaction.
- General Manager
 - The issue of a credit card to the General Manager and/or any associated credit limit/change will be approved by the Mayor.
 - The review and approval of transactions recorded on the credit card issued to the General Manager will be performed by the Mayor.
- A Cardholder is responsible for the safe custody and security of the credit card and is liable for any misuse including transactions that are contrary to this policy and associated costs. A Cardholder is responsible for ensuring that use of the card is ethical and strictly in accordance with this policy.

Amendment

Council retains the sole discretion to vary, terminate or replace this Policy from time to time. Council will consult before amendments are made and will notify and train those the amendments apply to.

5. LEGISLATION, TERMINOLOGY AND REFERENCES

- *Local Government Act (1993)*

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Introduction

The Local Government Act (1993) requires Council to prepare and review a Strategic Plan as the focus and reference point for the wide range of specific purpose plans & budgets which frame its activities. From consideration of the needs and aspirations of the community Council has identified key strategies to deliver the services, support, infrastructure and facilities associated with our role and responsibility to deliver the social, economic and environmental characteristics which have been identified as important to achieving Central Highlands preferred, sustainable future.

This strategy and the business model designed to implement, manage and as necessary adapt it in the face of change, identifies how Council will utilise current opportunities to generate community wide benefit. It is informed by the significant community and stakeholder engagement which has occurred over the past two years in response to a range of specific challenges and our schedule of community meetings.

It focuses on “where we are, major influences in play and from this, how Council will apply a mix of strategies to get to where we want to be.”

Part One clarifies where we are, major disruptions to Central Highlands and how our strategies can utilise this to develop increased population, better services and more opportunity.

Part Two details our business model we use to develop the strategy and how we translate it into our operational plan and other support plans such as our financial management plan, asset management plan.



Image courtesy of Central Highlands Council

Part One – Situation Analysis and Strategies

1.1. Central Highlands - Current state

Central Highlands is a natural environment haven, providing a unique mix of rural living, production and recreation for its permanent community and those who centre their leisure time on active and passive outdoors pursuits. Our population peaks from late Spring to Autumn when people focus on the fishing accessible from their holiday homes. Visitors use the long days to experience the diversity of experiences available and seasonal contractors and workers come to prepare for and harvest crops. This established pattern is experiencing a shock, - the acceleration and scale of new investment in further renewable energy construction and operations. This sets the scene for Council's strategic plan and our challenge of ensuring the flow of benefits from this investment into community resilience and wellbeing.

Central Highlands provides a permanent home to 2,585 people¹, of these 1,098 are in employment, 435 in primary industry, 153 in accommodation and food service and 71 in retail. This mirrors the economic profile, except for construction ranking as the second highest in output value. The Census measurement of resident population and output critically underestimates the Central Highlands effective population at any given time, masking the high levels of part-time residents, seasonal and construction workforces, visitors and excludes the value of power generated by Hydro Tasmania providing a diminished perspective of the local economy and its contribution to Tasmania.

Of our 601 families, 309 are couples with no children, 44 of these support dependent students and a further 12 single parent families support students. 170 children attend primary school, 106 secondary school, with 39 participating in vocational training and 26 in university or higher education.

The family structure is reflected in the age profile, the median age of 49 highlighting the 50% proportion of the population being over 50 years of age. With an older population, the relative level of community building from housing development, active sports etc declines and demand for integrated healthcare and supports increases. In the 2021 ABS Census, 959 people (38% of the population) identified as effected by a long-term health condition with 225 who indicated multiple conditions and 189 indicating need for assistance with daily living.

These factors also impact median income levels, with a median household income of \$1,013 per week, to some degree offset by lower weekly rents and/or monthly mortgage repayments. The aggregated result masks the income distributional disparity across Central Highlands, 231 households indicated an income of less than \$500 per week, while 187 households identified a weekly income of greater than \$2,000 per week.

The summary clarifies the hollowed out demographic structure of the Central Highlands community, a relatively lower proportion of 20-40yo population has implications,

- Loss of economic activity from residential investment and development activity,
- Reduced numbers of school age children, and
- Income leakage to other municipalities from “imported” employment

¹ ABS Census 2021

The averaged, historical statistics do not provide a full or balanced picture of the current state and trajectory of Central Highlands economic contribution, population, socio-economic wellbeing and its rural lifestyle and liveability. This strategy is futures-oriented, focusing on generating community benefits from opportunities.

1.2. Central Highlands - The future

Central Highlands is in the early to mid-phase of a major renewable energy development disruption driven by national, state and local responses to climate change. This has followed significant, structural shocks occurring over the past 70 years, including

- The post WW2 hydro power development to stimulate industrialisation across the State,
- The introduction of large-scale irrigation and ongoing diversification to cropping and intensive horticulture as the proportion and intensity of cold days declines, allowing their production at these altitudes,
- The increased capitalisation and digitisation of agriculture, and
- The less visible but emerging from its initial carbon farming base, recognition that land and aquatic ecosystems and biodiversity provide potential income and, for the Central Highlands, new forms of conservation and regeneration income and job potential, including experiential tourism.

The latest renewable energy phase is the most rapid, largest scale investment of these.



Image courtesy of Peter Downie

Despite these prior shocks, the characteristics of the key traditional settlements and overall permanent population level is little changed, with the average permanent resident age of 49, indicating Central Highlands is not capturing the growth and benefit from the planned construction and operations expansion. Residential growth has centred on settlements adjoining trout fishing lakes and, while attracting a small permanent population, are primarily holiday homes. The lack of housing and population places a major constraint on the community achieving sustainable benefit from this private investment.

Analysis indicates that by 2030, the committed multibillion dollar investment in renewable energy infrastructure will result in 237 permanent operations and maintenance jobs. Investment in intensive horticulture is estimated to deliver a further 75 permanent and up to 290 seasonal jobs.

Alongside these production changes, tourism jobs increased by some 20% during the most recent Census period, a clear indicator of increased demand.



Image courtesy of Tarraleah Estate

1.3. Our 2025 – 2030 + Strategic Priorities

These priorities are focused on how our community can capture opportunities arising from investment identified in renewable energy, more intensive agriculture and visitation. The strategy mix is designed to benefit the current permanent and part-time resident community and attract new residents and retain those who without opportunity, may leave.

The mix of strategies are designed to work together and be mutually supportive.

Structural

In conjunction with our long-term strategies Central Highlands strategic priorities for the next 5-10 years are to:

1. **Transform most of the forecast permanent job growth from investment in renewables, increasingly intensive horticulture and recreation development opportunities into permanent resident growth.**
This is important in scale and the attraction of residents within the period of their lives where they are employed, establishing homes and businesses, educating their children locally use local facilities and engage in the community. This includes consideration of independent living units to free up larger housing stock and developing housing to match people's later life-cycle needs.
2. **Facilitate improvement in the scope and capacity of primary and community health, emergency response and children's and vocational education access** to support Central Highlands liveability, the safety of workforces associated with construction, seasonal and operational activities and visitation.
3. **Initiate changes to land use policy and zoning to support residential growth in Bothwell, Hamilton, Ouse and Ellendale which matches the rural living/village nature of our settlements**, to define specific purpose precincts such as tourism, intensive horticulture and renewable energy value-add to generate community benefit from this major investment phase.
4. **Consider how the need for construction, seasonal and tourism accommodation can be combined to deliver long term benefit** beyond their specific purpose and subject to this consideration potentially pursue external investment.
5. **Reflect the fact that across Central Highlands specific land uses/activities are not neatly quarantined in single use land packages, the whole place works as series of systemic natural and developed overlays** or adjacent activities where traditional activities and new opportunities combine to generate diversity and create resilience by determining a more strategic, dynamic approach to planning.

Financial Management

The above structural changes and challenges will have a major impact on Council's financial position. Council will pursue the changes in legislation to ensure Council receives rate income and /or payment in lieu of rates (PILOT) from Hydro Tasmania and renewable energy generators.

It will impact how Council applies funds independently as intergovernmental and private/public investment in recognition of how local infrastructure and facilities support statewide economic benefit

and provide the critical safety and emergency response capability to enable this major growth in construction and operations to occur, simultaneously improving community access to services.

Some of the strategies, such as the specific purpose precincts, will include investment in amenity and place making infrastructure across the municipality as a catalyst for private investment.

In conjunction with this development focus, recurrent expenditure on both strategic and local assets to maintain condition, implement minor upgrades to reflect changes to use, standards and expectations are essential.

Each new or upgraded asset brings with it an increase in maintenance obligations and cost. Prudent management requires careful consideration of the return to the community from both new investment and existing program costs. Council will utilise a benefit-cost approach to consider community benefit from specific investment opportunities and retention of specific asset and facilities. This "best return" focus flows through into recurrent activities and an active focus on improving productivity through innovation, use of technology and potential further resource sharing.

The potential capital investment program will consider and optimise grant, reserve and loan fund sources based on return and sustainable debt ratios and prudent margins of safety.

Councils' financial management plan and strategies will be updated annually to reflect these strategies, approaches and changes.



Image courtesy of Central Highlands Council

Strategic Assets

Council owns and maintains a diverse range of assets, roads, buildings, parks, recreation and public facilities, waste transfer stations, a cemetery and undeveloped land which has been acquired at various times for specific purposes which have not eventuated. Similarly, some assets are underutilised because they are no longer fit for current purpose or reflect the needs of a prior period.

Councils' road network is complementary to the state road network. State roads cross the municipality providing higher use, heavier transport connections to other parts of the state, with local roads providing

lower use local connections. Both are important and work together to provide economic and social connections and emergency service access. They bring with them the need for associated stormwater management and access continuity in the face of emergency events. Council will work with State agencies and seek additional budget allocation to works across the whole network.

Local parks, sports grounds, buildings and facilities make a strategic contribution to liveability and wellbeing by creating amenity and facilitating wellbeing and liveability from their use, provision of local service hubs and the social connections which they facilitate. Other facilities, such as the cemetery, pool and caravan parks, while based on user-pays models require subsidy for their operations. Council will seek specific purpose grant funding to complement its investment in ensuring recreational facilities and other assets are meeting contemporary use and are fit for purpose.

Council's asset management plan has a focus on our road network, informing our maintenance and capital works budget and work plans. Although buildings are recorded in the asset register, there is a need to assess their condition, gaps in their ability to conform to standard and on a benefit-cost basis consider options ranging from basic maintenance, upgrade and disposal.

Council aims to balance its portfolio of assets to ensure they actively and sustainably contribute to the community.



Image courtesy of Tourism Tasmania - Curringa Farm

Community engagement and inclusion

Council is a formal instrument of community engagement and inclusion in governance, with locals making local decisions and representing local views and priorities. Council recognises that many other groups and individuals contribute to the community, its liveability and wellbeing by volunteering, providing services and employing people, sharing interests and organising events and activities. Council supports a wide range of these activities where a clear community benefit is demonstrated.

Council is a filter, gathering issues, concerns and ideas from individuals, organisations and communities and combining this with other information, knowledge in our statutory consideration processes to make informed decisions.

As has been consistently demonstrated, Council is committed to engaging with the community, seeking input and testing our responses to matters impacting the future of our community. Council will continue to schedule sessions with local communities and organisations, consult on specific issues and jointly work with and support organisations making a strong contribution to our community.

This provides the information to support Council's ongoing engagement and lobbying with a focus on State and Federal Government members, key agencies, regional and statewide organisations such as LGAT, NRM, Tourism South.



Image courtesy of Central Highlands Council

Community Wellbeing

Much of the sense of wellbeing that enables people and communities to flourish and fulfil their potential is founded on people's experience of place, where and how people participate in society. While individual values, life stage capabilities and goals vary, the strategies identified above are focused on improving community wellbeing by delivering and facilitating the foundation bundle of recognised beneficial determinants, including

- Access to housing, employment, education and health/care services,
- Physical, digital and social connection,
- Social and civic participation,
- Natural and built environment/amenity, and
- Community informed and focused decision making.

Continuity of our rural, outdoor culture and identity is a key dimension of wellbeing, and our sense of identity is central to much of our economy, recreation and lifestyle. It provides much of our connection between people and place and contributor to wellbeing as an overlay to the above determinants.

Passive and active engagement with the natural environment and outdoors is a further key wellbeing contributor to permanent residents and a driver for part-time residents and visitation. It can be viewed as Central Highland's competitive advantage, one to be enjoyed and promoted, as a culture and heritage based on the natural environment and people interconnection.

Council's strategic focus continues to place a high priority on,

- **Monitoring environmental quality, ensuring protection of water quality and critical ecosystems and supporting conservation and regeneration** through our compliance responsibilities and cooperation with State Agencies, NRM South and local groups. This includes evaluation of the impact of climate change and development of an adaptation strategy to manage identified risk arising from changing weather patterns,
- **Promoting our visitor attractions and advantages** by working with local operators and engaging with Destination Southern Tasmania and the Derwent Valley and Central Highlands Tourism Association in addition to our provision of local facilities and consideration of how we enhance our tourism precincts,
- **Supporting key events that actively promote our culture and increase visitation** to the Central Highlands, including "Bushfest" and the Hamilton Show, and
- **Focus on lobbying State & Federal Governments.**

1.4. Strategy Management, Implementation and Evaluation

The above strategies highlight the interconnected nature of how the community works and the necessity of a strategy mix which utilises all the tools available to Council and the community to ensure Central Highlands is the place Council and the community want it to be.

The business model and methodologies are designed to systemically connect Council's "why, what and how" we deliver our roles and responsibilities to provide the services, support, infrastructure and facilities to achieve these strategies and to adapt as necessary to changing circumstances.

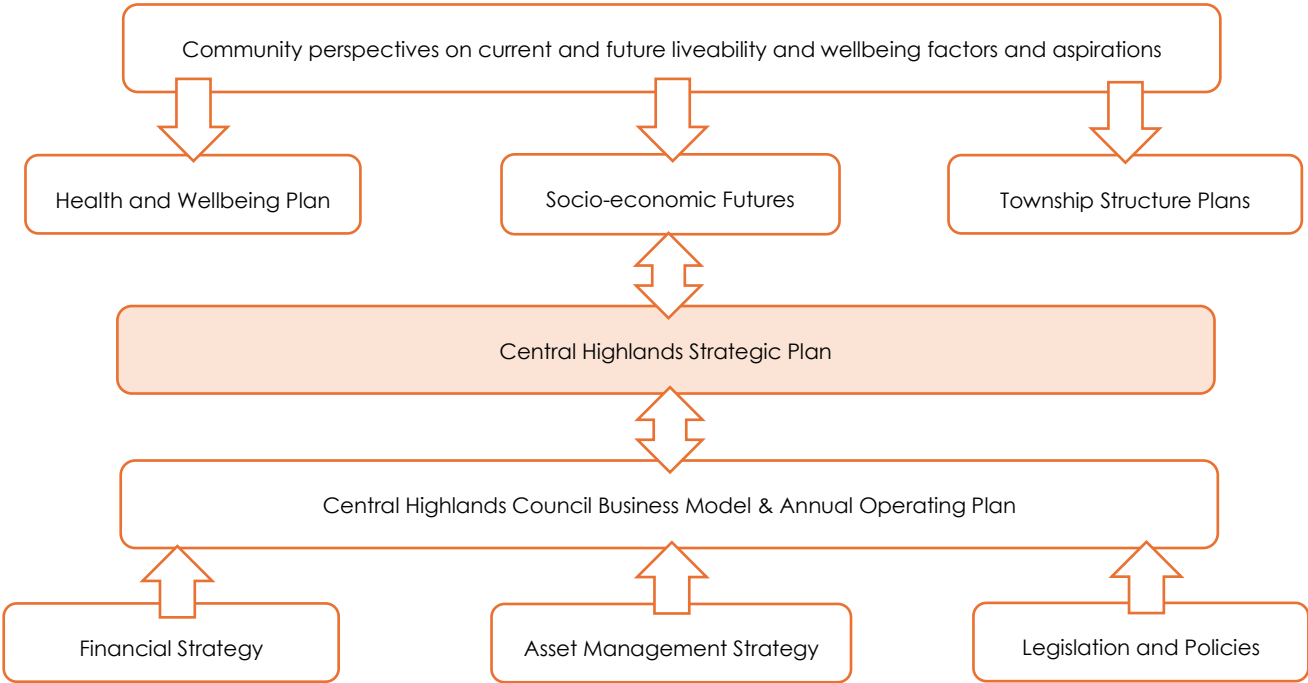
Designed on this model, Council's annual operating plan is included in summary form, allocating key governance and operational responsibilities and associated key performance indicators (KPIs).

Part Two – Council Business Model

2.1. Introduction

Councils 2025 Strategic Plan describes how we will work to contribute to the future liveability, prosperity and resilience of the Central Highlands community.

The Strategic Plan provides the overarching direction for and response to, specific purpose plans such as our financial, economic development, health and wellbeing, strategic land use planning and asset management strategies, and how these are actioned in our annual operating plan and budget.



Councils' business model connects strategic intent and focus with our strategic and operational decision making and activation. This combines our responsibilities under the Local Government Act (1993) and the community priorities identified in the extensive consultation conducted through the development of the Township Structure Plans in association with the Regional Land Use Strategy Review, the Future of Local Government Review process over the past couple of years, from other recent community consultation sessions across the municipality.

While plans are prepared for specific periods, Council recognises that conditions and circumstances change and as necessary, we very likely need to adapt within a shorter timeframe. The business model and our current strategies provide the reference point on which such decisions will be made, ensuring ongoing relevance. As a result, we have adopted a more structured, dynamic approach to strategy designed to better integrate our strategy with annual operations planning, activation and the management of resources to achieve them. This is a contingency and continuous improvement approach based on our development of clear key performance indicators and their measurement.

As a community you've told us many things, and we've drawn them into our governance and business processes in two dimensions

1. Strategic Intent, our purpose, key objectives and strategies, and
2. Our operations and the levers we can adjust to deliver the strategies with a focus on the contribution of the community, performance and productivity.

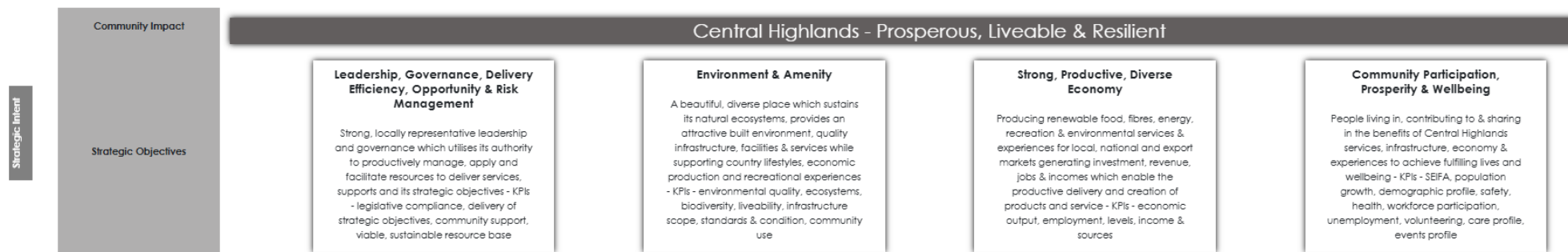
2.2. Our Strategic Intent

In essence, people want to experience, enjoy, share in and contribute to, a liveable, prosperous and resilient place. One which is a good place to live, caters to diverse interests through people's life stages, provides the opportunity to participate socially and economically and to enable us to handle and shape our lives in the face of change. As with any business model, it requires a clear articulation of purpose, why we do what we do, so people can connect to it and we can measure it.

Our strategic objectives and long-term impact we target provide the compass point for each decision made across our roles and responsibilities. Our approach to delivering this impact is focused on four key, interdependent objectives,

1. Strong community leadership and governance
2. Natural and built environment and amenity
3. A strong, productive and diverse economy
4. Community participation, prosperity and wellbeing

The diagram below highlights how these objectives work together to deliver the impact we aim for. If one (or more is not working) it impacts the others. Strong results in one can stimulate improvement in the others. All four are important.



2.3. Why these objectives?

The strategic focus on liveability, prosperity and resilience, and the associated four strategic objectives define our purpose and is based on the following conclusions,

Leadership and governance, delivery efficiency, opportunity and risk management – Leadership occurs across societies and communities as well as within our governance mechanisms. People take formal and informal leadership roles, often within community organisations and by demonstrating as “first movers” reflecting “what is possible”. Council is committed to supporting and complementing this leadership as part of our formal governance role, particularly by supporting groups, bringing opportunities and risks to the table for consideration, and by taking a lead in pursuing best beneficial practice and by bringing the community's interests and needs to the attention of other levels of government. We will measure our performance in ensuring we comply with legislation and regulations, how we're contributing to the four strategic objectives, community respect and support and the sustainability of the civic resource base and management.

Environment and amenity – This focus is on our footprint on the place, how our built environment, infrastructure and land use patterns frame our experience of place, what the place is like to live in and how it passes into future hands. This requires management of our natural environment, its landforms, seasons, differing ecologies, our settlements, their attractiveness and liveability, the stock of land available for building and importantly their infrastructure and the services which make them attractive, connects them up, keeps them in order, deals with waste and protects from hazards. We will measure our performance through the condition and changes to water quality, natural ecosystems and biodiversity and the balanced approach to retaining/developing key landscapes and townscapes that characterise Central Highlands.

Strong, productive, diverse economy – Our economy has always produced renewable, natural products, much for export markets. Its trend towards increased diversity and production intensity is working to reduce the periodic peak and trough cycle. Investment and climate trajectories are combining to strengthen the economy further and deliver new and more fulltime and seasonal job opportunities. Our objective is to support economic development, increase our resident population and to improve the profile of education, health and community risk management activity and services to improve liveability and to also underpin our capacity for increased economic development – a virtuous circle.

Community participation, prosperity and wellbeing – Central highlands is a diverse community with specific and often overlapping interests and values which influence where and how people choose to live and the focus of their time. As lifecycles evolve, so do priorities. The link between local economic operations, employment and resident population is important. As people age, the place also needs to accommodate their needs if people are to remain as residents. This connects liveability and our individual and collective capabilities to wellbeing and the role that the mix of services and facilities play at various lifecycle stages and in the transition from one stage to another, e.g. childcare through school and employment/training. Similarly with social interaction, health and residential care through to multi-generation residential liveability and wellbeing.

2.4. How Council will deliver the Strategic Intent

Councils operate under powers legislated in the Local Government Act (1993) and with complementary roles defined under specific-purpose State legislation. Within this context, and as a level of representative government, councils and councillors communicate and represent the interests of community members both within Council and to other levels of government and industry.

Councils' roles and responsibilities are summarised in the diagram below. They are the tools we have available to deliver and add value across the community and contribute to the objectives identified above.



It is important to consider how we apply these tools in a manner which is technically professional and reflects an approach and behaviours which mirror community values and expectations. In summary, this is identified as being active in working with the Central Highlands community to deliver sustainable benefits.

The following table maps and describes how Council applies our roles and responsibilities defined in the Local Government Act to deliver on our four objectives and their key performance indicators.

The table indicates why we do what we do and how we will measure our performance. At different times or in varied circumstances Council will apply additional effort to specific roles, as identified in 1.3 above.

		Strategic Objectives				
			Leadership, Governance, Delivery Efficiency, Opportunity & Risk Management	Environment & Amenity	Strong, Productive, Diverse Economy	Community Participation, Prosperity & Wellbeing
		Key Performance Indicators	Legislative compliance, delivery of strategic objectives, community support, viable, sustainable resource base	Environmental quality - ecosystems, biodiversity, pollutant levels Amenity - liveability, infrastructure scope, standards & condition, community use	Economic output, diversity, employment, levels, income & sources	Socio-economic indices (SEIFA), Pop growth, demographics, safety, health, workforce participation, unemployment, volunteering, care profile, events profile
Council Roles, Value Chain	Legislative & standards compliance, policy change	Compliance, use of policy & standards to progress opportunities & manage risks	Scanning of changes to identify new opportunities. Financial and operations auditing. Operations systems support, HR development & compliance	Monitoring the natural & developed environments to ensure quality & identify any compliance factors Awareness and utilisation of new policies and standards & opportunities to protect & improve	Awareness and utilisation of new policies, standards & opportunities to protect & improve economy & its benefits	Awareness and utilisation of new policies and standards & opportunities to protect & improve flow-on impact
	Community communication, representation & engagement	Community participation in process, feedback, satisfaction	Provide opportunities for participation, listening to and positively engaging with community to resolve issues and identify opportunities. Marketing & promoting CH, representing its interests to government & investors	Support & work with community organisations to actively contribute to conservation & rehabilitation	Committee structure to support & facilitate economic development	Structured, ongoing communication Actively engaging with a wide spectrum of community organisations. Awareness of their roles and inclusion in key initiatives, events
	Strategy, Policy & Operational Planning	Systemic, organisation wide plans, clear focus, awareness of external factors Achievement of objectives, delivery efficiency. Community alignment	Environmental scanning, analysis and integrated strategic and operational alignment. Integrate across state, local & community responsibilities	Integrate climate change & environment protection, risk mitigation, adaptation & resilience factors into local context	Use CH socio-economic futures strategy to support development & value adding	Use CH Health & Wellbeing Plan to frame, deliver and facilitate services Facilitate service and social infrastructure to optimise use & benefits
	Revenue generation & financial management	Revenue level, sources, equity Budget compliance, productivity, Investment capability	Actively develop & utilise the mix of available revenue sources to productively deliver priority services and infrastructure profile	Evaluate the benefit-cost link between investment in physical assets, environment and social & economic wellbeing	Advance renewables rating model, PILOR & social acceptability support to deliver a mix of strategic & community investment	Co-investment from government, industry & community, grants to complement CH expenditure & investment
	Land use planning & development approval	Development profile, number of applications, appeals, average determination time & time utilisation, compliance	Ensure land use planning identifies and facilitates beneficial use and development whilst managing risks and hazards to protect the community & sustainability. Buildings and their use compliant	Complete local structure planning for all communities, taking into account community values to appropriately protect the environment and improve liveability & amenity.	Identify and facilitate development that leverages our key economic advantages, capabilities and promote sustainable downstream value-add and synergy.	Ensure land use planning improves the attraction and cohesion of our towns and rural communities, encourages employment opportunities for all and steadily increases the standard of living across generations.

			Strategic Objectives			
			Leadership, Governance, Delivery Efficiency, Opportunity & Risk Management	Environment & Amenities	Strong, Productive, Diverse Economy	Community Participation, Prosperity & Wellbeing
			Key Performance Indicators	Legislative compliance, delivery of strategic objectives, community support, viable, sustainable resource base	Environmental quality - ecosystems, biodiversity, pollutant levels Amenity - liveability, infrastructure scope, standards & condition, community use	Economic output, diversity, employment, levels, income & sources Socio-economic indices (SEIFA), Pop growth, demographics, safety, health, workforce participation, unemployment, volunteering, care profile, events profile
Council Roles, Value Chain	Organisational, intergovernmental & business relations, advocacy & facilitation	Profile of supportive, meaningful relationships. Joint investment, & service profile & outcome results	Support the community to contribute to CH liveability, wellbeing and future. Improved service levels, coordination & co-investment to achieve best community result	Vertical integration of action & investment between Federal, State, Local Community to ensure a sustainable, value adding profile	VET in schools, reflects local opportunities, business experience. Post school VET locally through existing school campuses	VET in schools, integration of State, Provider & Local Community capabilities and funds to enhance health & wellbeing care services & supports
	Recurrent operations & services	Key asset condition, service quality, fit for purpose, accidents, incidents, operations productivity. Infrastructure which supports development	Assess quality & condition of assets and services to ensure they productively meet standards, needs and balanced within the scope & scale of Councils financial capability	Road, bridge, path, solid waste & drainage systems operations & maintenance which supports all season, safe mobility & activity, protect resources and mitigate risks. Public buildings and grounds, streetscapes, lighting, public conveniences, urban design which promote connectivity & activity	Improve connections with local suppliers to create opportunities to provide services to community & council	Facilitation of and access to high quality care, medical & support services which meet acute needs, life stage & emergency challenges and needs, supporting independence. Accessible, safe, fit for purpose public amenities, buildings, grounds & facilities with high utilisation rates
	Capital investment & leverage	% of asset value in updating assets. Jointly investing in assets with other entities to achieve standards, community benefit & future value/return	Optimise the portfolio of new technology, plant & asset investment, maintenance & upgrades mix to meet compliance standards, use, user experience & lifecycle cost Specific purpose grants, JV	Ensuring risk detection & operational assets and community infrastructure protects and enhances environmental and amenity values	Develop activity precincts to promote use and development, All season access infrastructure, Visitor facilities to promote year-round activity.	Scope of recreational, health & emergency services infrastructure & standards enable social & recreational inclusion, participation & voluntary services.
	Commercial activities	Cost recovery, Return on investment, Community benefit-cost ratio	Carefully identify & critically analyse gaps in assets and specialist services which deliver foundational community benefit or leverage further development & community returns		Visitor facilities which create amenity and also flow-on economic benefit to the community - caravan park, camping (potential seasonal accommodation)	Local facilities identified as important by the community operated with a level of cost recovery - Independent Living units, cemetery, pool etc
	Monitoring, reporting & evaluation	Ability to monitor performance, and positively adapt to circumstances	Recurrent and specific purpose reporting & analysis to monitor performance & support continuous improvement	Utilise asset condition register in conjunction with risk and use patterns to optimise cost & benefit	Ongoing economic profiling & analysis to identify & explore community opportunities	Utilise facilities condition register in conjunction with use patterns to optimise cost & benefit With community partners evaluate service profile match o needs
	Working with our community to deliver sustainable benefits	Council and community combine ideas and effort to deliver valued results	Structure engagement with organisations across the community, recognising its diverse locations, interests & contributions	Focus on our environment, settlements and development	Focus on our economy, its development & local employment, business participation	Focus on the critical services that support integrated health, education, events, interests combining to deliver lifestage liveability & wellbeing

2.5. Councils Statement of Strategic Principles and Practice

2.4 above provided a summary of what we focus on and why. This section outlines how Council will approach and action these key roles and responsibilities.

Working with our community to deliver sustainable benefit

This is an underlying principle which will be applied to all our roles and functions. The principle of including and partnering with our community to develop joint understanding of issues, opportunities and challenges and working to achieve benefits is mirrored in seeking community focused, mutually beneficial relationships with other levels of government, agencies and industry. Our focus is on ensuring joined-up activity which leads to mutual, community wide benefits.

Legislative and Standards Compliance – Policy change

Council's authority comes from the Tasmanian Government Local Government Act 1993 and other legislation focused on specific governmental functions. Compliance with the Act is non-negotiable. To ensure this Council's focus is to:

- Promote continuous improvement and self-assessment to ensure compliance and standards are achieved to deliver performance and sustainability.
- Encourage ongoing compliance by raising awareness of the obligations under the legislation. Inherent in this is a focus on consequences of non-compliance.
- Increase accountability and transparency of our performance.

Also inherent in this is awareness of how changes in policy creates new opportunities for the Central Highlands to pursue specific development initiatives and associated funding.

Community inclusion, representation and engagement

The Central Highlands community is widely dispersed, with diverse needs and changing life stage and circumstantial priorities. Understanding the factors which impact Central Highlands liveability and wellbeing is important if we are to attract and retain population and visitors, to support our socio-economic viability.

In addition to elected community representation on Council, wider community and specific purpose participation from people, the organisations and the businesses that have a stake in the future of the Central Highlands and are likely impacted by Council decisions is a requirement and guiding principle of effective Local Government.

Council recognises and respects the voluntary leadership and community contribution people make through organisations and as individuals. This is critically important in a smaller LGA where public resources are limited.

Council will ensure a program of engagement at the Council, Community Development Committees and Officer level with communities, community organisations and stakeholders to inform our decision making and support community interests and benefits to ensure our focus is aligned to changing needs.

Strategy, Policy and Operational Planning

Council's strategic plan identifies how we will meet our responsibilities under the Local Government Act, outlining the strategies and operational approaches needed to develop the long-term physical, social and financial sustainability necessary for our community to meet community need, priorities and aspirations.

It provides context, purpose and focus for our financial, asset management and annual operating plans. Also, and importantly, our future focused economic and health and wellbeing plans ensuring they are all connected and jointly contributing in an effective, productive way.

The strategic plan is Council's reference point for challenges which emerge, providing a tool to frame our decision making.

Revenue and financial management

Financial management focuses on using revenue for productive, valued service delivery, risk and opportunity management while creating surpluses to provide a buffer for unforeseen shocks. It also focuses on ensuring an acceptable return on investment, or benefit-cost relationship, and from a capital investment perspective, a strong community benefit-cost relationship for programs and capital works. The scope of this work includes financial plans, setting up financial controls, and strategic/daily financial decision making.

The financial plan is aligned to Council's Strategic Plan, designed to sustainably fund operations to achieve its defined objectives by precisely identifying and quantifying Council's available and potential resources. This enables annual and specific purpose budgets as the primary mechanism to allocate finances and other resources towards achieving its goals. This includes monitoring operational financing items like expenditure, revenues, cash flow, and accounts receivable and payable.

From a longer-term perspective, financial management also considers the lifecycle management of assets, their acquisition and disposal in line with Council strategy.

The development of bundled investment is important and will continue as a priority. This includes, for example, the investment in a facility which has multiple, complementary roles and joint venture investment combining, federal, state and local government funding and potentially, private funding.

In a period of rapid and largescale economic transition, some of the established methods of raising revenue for investment in shared community benefit, no longer delivers an equitable community outcome compared with the private or statewide benefit which accrues from use of the common wealth resources of the Central Highlands community. Renewable energy development is the major change in Central Highlands economic output. To address this, Council will continue to progress the ability for Council to apply equitable rating of wind farms, solar farms and battery storages by pursuing these matters with the developers, State and Federal Governments and other stakeholders.

Land use planning and development approval

Council operates as a land use planning authority under the Land Use Planning and Approvals Act 1993. Development application assessment and subsequent refusal or approval is its independent statutory planning role.

Council also has a strategic land use planning role, identifying what land use is desirable, where to encourage and facilitate desirable development which is aligned to its strategies and the identified environmental and socio-economic benefit. The land use zoning initiatives proposed by Council at this level are subject to Tasmanian Planning Commission approval.

Council uses strategic land use planning tools such as the "Structure Plan" to align zoning to our preferred future and other non-statutory tools such as special purpose precincts to guide our development focus and to ensure these locations are investment ready for both government grants and private investment.

Council's focus is to ensure the Southern Tasmania Regional Land Use Strategy (STRLUS) Review delivers the necessary planning tools to ensure development is achieved in Bothwell, Ouse, Hamilton, Miena and across smaller settlements and rural areas, while also supporting sustainable development from renewable energy access and in conjunction with traditional land uses and value adding.

Organisational, intergovernmental and business relations advocacy and facilitation

Communities work as systems, connecting people, governing mechanisms, businesses, community organisations, services and facilities. The way these combine, interact with and shape the built and natural environment they're located within, determines their liveability, wellbeing and resilience.

Council sits at the centre of this, playing a role in representing interests, making sense of differing views and ensuring the views, needs and priorities of community are expressed to other levels of government, with the result of "joined up", effective services and support to meet current community needs and support its sustainability.

Council's objective is to strengthen sustained dialogue and influence with the State and Federal Government and key industry sectors to progress the needs and aspirations of the Community and deliver mutual benefit.

Recurrent operations and services

Much of Council's resources are applied to meeting our day-to-day operational responsibilities associated with statutory roles, the provision of road and stormwater infrastructure, public buildings and conveniences, recreation facilities, parks and public facilities. We have a significant focus on ensuring that there is a foundation of key community medical, housing, care and emergency management/response capability to ensure both the wellbeing of the community and its safety. Council recognises the importance of these, along with education as necessary to translate the employment growth opportunities over the next decade into resident population.

Capital investment and leverage

Council utilises funds to maintain and upgrade the local road network which connects properties and provides interconnections between the State Road network to provide all season access. Within townships and settlements, this street infrastructure is complemented with open spaces and pathways to enable access to services, retail and hospitality and recreational facilities. Solid waste disposal services are provided to match the population density of towns.

Capital for new facilities or major reconstruction is periodically important to ensure the Council's asset profile matches contemporary needs. This investment is guided by benefit-cost analysis framed by Council's strategic plan.

Plant and equipment forms part of Council's asset base. It is important to day-to-day operations, private works contracts and as part of the response to major events and emergencies. The use levels, cost of ownership and emergency access play a part in own/hire decisions.

Council seeks to leverage best value for our expenditure and investment, actively targeting grant programs and seeking contributions where there is mutual benefit for both the community and key business interests to offset costs and to delivery additional community benefit. Similarly working with and supporting community groups and volunteers plays an important role in creating community capital.

Commercial Activities

Council operates a range of facilities and services which are designed to provide a direct and flow-on benefit to residents and business. Some, such a private works contracts return a profit, others are designed to break even, while others, such as the swimming pool, are based on a fee structure which reflects value to the community and therefore delivers only a proportion of full cost recovery. The principle which underpins provision of these facilities and services is based on the consideration of the socio-economic benefit which directly flows or will flow over time to the community compared with the cost. This includes social and economic perspectives in addition to the single financial return perspectives.

Monitoring, reporting and evaluation

To plan and program without performance measurement is a job part done. While the budget and annual report provide specific financial results and an overview of achievement, Council is committed to a journey of strong performance in meeting our strategic objectives, providing services and assets which are fit for purpose and productively delivered. The data to support this is in place, it is now a matter of using it in a more active way to support our operational and strategic decision-making processes and provide transparency to and confidence in, our operations and strategy.

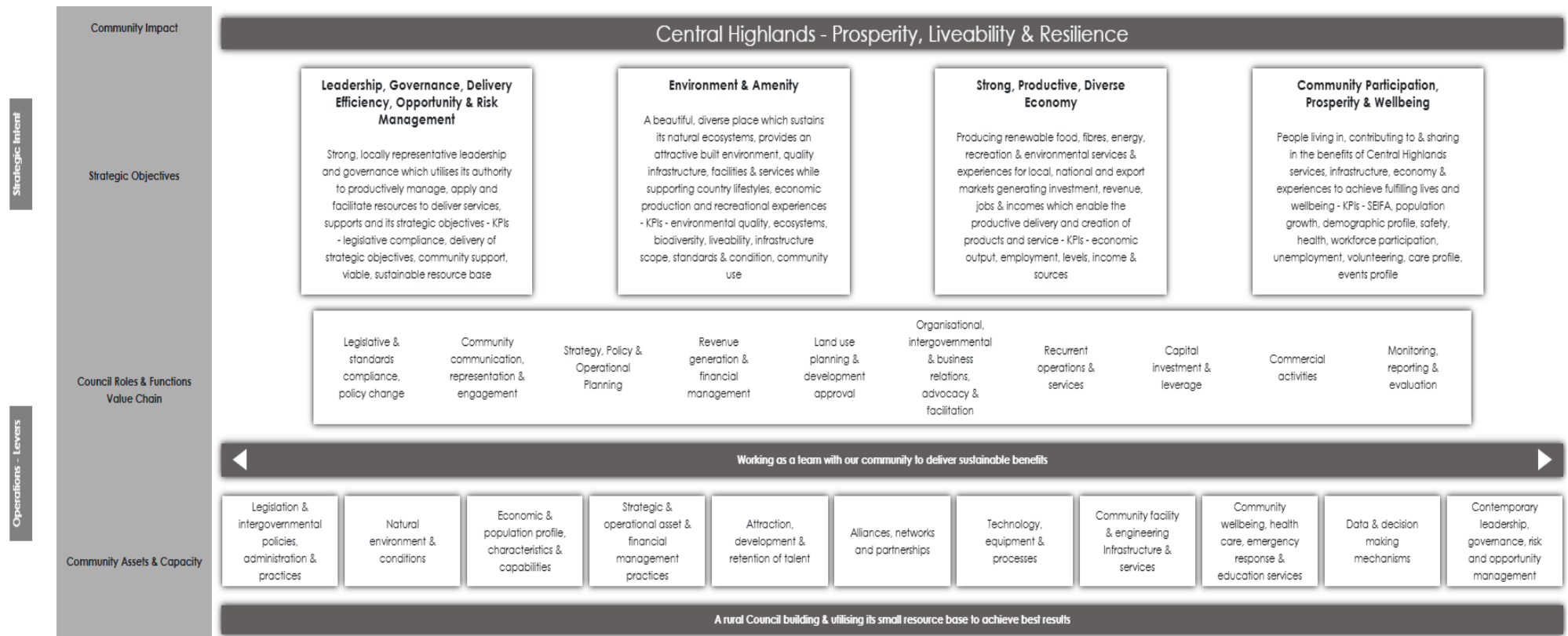
While this has a management and statutory role, it is considered part of our ongoing connection with the community.

As a component of this practice, Council will -

- Regularly report to the Community through media releases, The Highland Digest and Council newsletter(s) with the progress that has been made on the matters of greatest interest to our residents and ratepayers,
- Hold regular workshops in all areas of the Municipality to report on progress on matters of Community interest and develop new strategies to ensure progress is for the betterment of the Municipality.

2.6. Activating the Strategy in our Operating Plan

Council's strategy outlines its diverse roles, responsibilities, and areas of focus, with the business model showing how these will be activated to achieve the four strategic objectives. The diagram below illustrates the vital connection between strategy and operations, highlighting the community assets and capability foundations that underpin local activity, prosperity & wellbeing. It is through our day-to-day operations and commitment to these foundations that the strategy comes to life. For Council, this focuses on ensuring the community has the public assets, risk management capacity, and opportunity development systems needed to support both individual and collective efforts. Together, these elements enable the Central Highlands to grow as a prosperous, liveable, and resilient region.



The Local Government Act (1993) requires Council to prepare an annual operating plan and budget, what will be expended, where, when and why during the year. This tool activates our strategy, by allocating budget to essential administrative and recurrent operations and specific initiatives designed to implement the strategy. It is a key planning and management tool.

The annual plan for 2025/26 is summarised in the following table. It highlights the interrelationships between Council's roles and the performance and development of our community assets, utilising and maintaining them and as beneficial, improving their capacity. The assets of a community go beyond the physical assets such as roads, buildings and bridges, it includes our funds and the capabilities of our organisations, community organisations and industry.

Collectively a community develops, utilises and generally expands and further improves its public and private asset base over time and in response to opportunities and challenges. Prosperity, liveability and resilience require public and private assets to work together. As highlighted in the model above, community assets extend beyond physical infrastructure to include,

- Legislation, regulation, policy and administrative practice provide the rules relating to how public funds are raised and allocated and how private/public development occurs to generate opportunity while not negatively impacting other assets
- The natural environment and its natural and developed productive capacity which provides the foundation of the central Highlands economy and attractiveness
- Our population, its demographic profile, skills base, health and wellbeing which allows people to pursue their livelihoods and lifestyles across different life stages. The ability to attract and retain population is critical.
- People create communities through alliances, networks and partnerships across many differing perspectives, combining to achieve mutual benefits. Council is part of this interconnection across the community and between the community and other levels of government, regional and specific purpose entities
- Access to and use of technology and equipment enabling improved access, performance and productivity
- Local (and State) Government invests funds in the development and maintenance of the local road networks, the management of stormwater run-off, solid waste collection and disposal, recreations grounds and other facilities used by the community and visitors. These play an important role in our economy, social fabric and management of our environment
- Ensuring population safety, health, wellbeing and capability is central to our prosperity and liveability. The facilities and services which support this are key assets

- The governance models which exist across community organisations, within Council and which frame how intergovernmental relations work, how government to community/business relations work are central to how public and private efforts and investment work together to deliver wide community benefits.

The business model enables integration of the strategic plan and its "nested" operational plan, identifying how Council is committed to utilising and working with our community capacity and further building on our community assets.

The Key Performance Indicators (KPIs) are the measures we will use to measure results and progress. They will be refined and form a part of our reporting.

2.7. Operating Plan 2025-26 – Delivery Pathways Summary

Councils' activity footprint is significant. While it is natural to think about it as specific functions, e.g. road maintenance, preparing the financial management plan, lobbying for services, the reality is that they all fit together and support each other. While we organise our work summarised below in columns and rows to achieve operational efficiency, we also must be able to step out of the silos to consider how the whole system is working together to deliver our strategy.

While some people will spend 95% of their time focused on their specific activity silo, the 5% taken to consider how it is impacted by (or impacts) other factors is important. Council & its executive staff have a broader view of how the whole system is working and while a specific challenge might be an issue to resolve, does it have a less obvious root cause or wider implications?

To support these 2 thinking dimensions and connecting them up, Council's Operating Plan is summarised below as our delivery pathway activity for this year. This identifies the mix of activities essential in meeting our ongoing responsibilities and implementing the strategy. It maps our footprint and effort by identifying the key activities associated with our role, how they will make a difference to the management, delivery and improvement of services, support and our community's assets, and how we will measure performance.

It is designed as an overview, behind this summary are the specific purpose plans and budgets.

Council Roles & Functions Value Chain	Community Assets & Capacity											Key Performance Indicators	
	Legislation & intergovernmental policies, administration & practices	Natural environment & conditions	Economic & population profile, characteristics & capabilities	Strategic & operational asset & financial management practices	Attraction, development & retention of talent	Alliances, networks and partnerships	Technology, equipment & processes	Community facility & engineering infrastructure & services	Community wellbeing, health care, emergency response & education services	Data & decision making mechanisms	Contemporary leadership, governance, risk and opportunity management		
	Legislative & standards compliance, policy change	Compliance management & updating, influencing change	Assessment of water quality, Derwent Catchment Project, NRM measures	Identify opportunities from policy changes	Benefit-cost approach to asset ownership, retention & development	promote and provide access to professional development training	LGAT & regional engagement		Asset condition re-assessment, prepare 10 year investment & management plan	Awareness of policy changes and implications	Reporting standards requirements compliance		Active participation in governance of LGAT, regional & industry organisations - focus on future environmental, economic & social conditions, opportunities & risk
	Community communication, representation & engagement	Community engagement Council administration & support	Liaise with community organisations & land managers	Advocate for the community in service, & facility development to meet liveability requirements Plan work with local tourism, regional & promotion groups	External/grant funding to support volunteer & emergency services	Awareness leading to people volunteering and engaging positively as a community	Renewable energy PILOR allocation group formed & working Government agency links achieving results	Use of social media to connect Council to community	Gain insight into priorities to help consider right facility and infrastructure profile	Community organisation & event support Structured communications to gain insight into priorities	Extend community data profiles with local information		Regular attendance at community meetings Benefit - cost of key potential initiatives
	Strategy, Policy & Operational Planning	Annual plan implementation management Strategic issue scanning & Identification for inclusion	Assess climate risk impact - mitigation, transition impacts & funding opportunities Work with STR Waste Authority	Plan for growth & investment in line with CH socio-economic futures strategy	Forward financial plan update	HR Plan & professional development program for councilors & employees. Potential extension to community committees Actively assess resource sharing opportunities	Engage key interests across CH	Equipment replacement program & schedule - efficiency gains focus	Develop 10 year asset management plan Maintenance program & schedule management	Community & youth engagement & partnership program Implement CH Health & Wellbeing Plan & Emergency Management Plan	Monitoring activity progress & budget compliance		Translating key opportunities & risks into policy & strategy Review and ensure continued relevance
	Revenue generation & financial management	Review financial plan, policies, update strategies		Manage community, activity grants	Work with Renewable Energy sector to develop balanced strategic & community interest funding model, Active grant seeking		Resource sharing, collaboration with community organisations Community grants program	Ensure technology & systems are productive	Own - hire equipment reassessment - productivity focus	Actively advocate & lobby for PILOR investment in services & facilities Actively pursue grant applications which add value	Develop asset condition index for all asset classes Assess benefit-cost to frame funding allocations		Best use of reserves & revenue in view of investment & recurrent operations
	Land use planning & development approval	Assess & administer applications, Compliance	Sensitive, important location, ecosystem & waterway/quality protection	Support establishment of sustainable policy New Special Purpose Zone approval Residential precinct development, Rural living promotion		Resource sharing across Councils			Remove site & precinct upfront barriers to development				Promote interests to SLUP Consider & respond to development profile
	Organisational, intergovernmental & business relations, advocacy & facilitation	Structured and specific issue engagement plan & schedule within CH and outside organisations	Work with land managers to control weeds, prepare emergency management plan, Work with Southern Tas Regional Waste Authority	Implement Socio-economic Futures Strategy Advocate to business and government	Federal precinct grant program application	Bringing key players to table,	Purposeful joint consideration & activity structuring		Lobby for support, Link to Activity precincts	Advocate for improved scale of community & emergency response services & access Implement Health & Wellbeing Plan			Working with major developers, active progress CH community & economic development to support and lobby to government in matters of community interest

		Community Assets & Capacity											Key Performance Indicators
		Legislation & intergovernmental policies, administration & practices	Natural environment & conditions	Economic & population profile, characteristics & capabilities	Strategic & operational asset & financial management practices	Attraction, development & retention of talent	Alliances, networks and partnerships	Technology, equipment & processes	Community facility & engineering infrastructure & services	Community wellbeing, health care, emergency response & education services	Data & decision making mechanisms	Contemporary leadership, governance, risk and opportunity management	
Councils Roles & Functions Value Chain	Recurrent operations & services	Implementation, quality & budget compliance, productivity improvement	Roadside weed control, Waste management, collection, transfer, minimisation, re-use, circular	Develop supplier panel	Review plant asset management plan	Own vs hire evaluation for assets			Manage annual road, bridge, building, facilities and grounds maintenance, minor upgrade program & incidents arising	Foster & support activities, events & access Support for provision & extension of medical services, immunisation & on-site effluent disposal	Program cost review Unit rate cost benchmarks	Ensure transparency re the link & contribution to CH Strategic plan, health & wellbeing, socio-economic futures plans	Key asset condition, service quality, fit for purpose, accidents, incidents, operations productivity. Infrastructure which supports development % of asset value in updating assets. Jointly investing in assets with other entities to achieve standards, community benefit & future value/return
	Capital investment & leverage	Implementation, quality & budget compliance, impact evaluation		Invest in precinct development			Grants to leverage council funding	Support fire communications & alerts infrastructure	Manage annual road, bridge, building facilities and grounds capital works program	Advise on upgrading spaces to contemporary standards & encouraging use	Asset condition profile, use patterns and benefit-cost analysis	Ensure transparency re the link & contribution to CH Strategic plan, health & wellbeing, socio-economic futures plans	
	Commercial activities	Utilisation, returns & cost recovery management		Link community & business benefits			Activate Economic Development special committee		Perform private works contracts	Advise on & support funding strategy linking Department of Health, industry & Council resourcing to provide essential medical care & response services Progress & budget compliance reporting		Review operations of community facilities, their benefit & cost as the basis of viability decisions	Cost recovery, Return on investment, Community benefit-cost ratio
	Monitoring, reporting & evaluation	Specific project reports, operations reporting, Annual Report	Environmental monitoring Emergency fire alerts					System support to decision making analysis	Progress & budget compliance reporting Variations and issues arising reporting	Variations and issues arising reporting Health condition of food premises, public places and recreational waterways	Data capture & analysis	Ensure progress to plan & budget Ensure timely actions	Ability to monitor performance, and positively adapt to circumstances
	Working as a team with our community to deliver sustainable benefits	Satisfaction analysis, willingness to engage, Agreed objectives	Ongoing engagement with Derwent Catchment Project, STR Waste Authority & land managers and the community to ensure a strategic, effective approach environmental quality & sustainability	Actively implementing the socio-economic futures strategy by engaging with local business, developers and industry organisations	Ensuring Councils financial assets and practices are transparent	Demonstrating openness & professionalism which provides community confidence to engage with Council	Developing and supporting strong alliances to achieve, alignment, synergy and mutually beneficial results	Consideration of key information requirements & flow	Working to match infrastructure and services with local needs	Working to match facilities and services with local needs by combining the resources of government, the community and industry	Use of plan structures to make sense of signals we are receiving	Make decisions and present as a cohesive Council and community	
	Necessary capabilities	Outcome and equity focused policies guiding & linking strategy & operations	Ecosystem protection, enhancement Potential for environmental services Climate change adaptation, utilisation	Increased population & workforce, younger profile	Broaden and grow income across economy & Council	Increased technical proportion within labour force	Stronger, more aligned partnerships and their contribution	Productive use of technology & equipment	Productive delivery of safe, all-season capacity	Highly utilised, fit for purpose and cost effective	Evidence based, collaborative, evaluated		