

AGENDA ATTACHMENTS

21 FEBRUARY 2023

ORDINARY COUNCIL MEETING

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24th January 2023

Central Highlands Council
6 Tarleton Street Hamilton
TAS 7140
council@centralhighlands.tas.gov.au

Reference: 49933 / NEW

Dear CEO,

As you know, we were investigating a proposal to install a Telstra payphone outside the Telstra Interlaken Exchange, Dennistoun Road near Interlaken Road, Interlaken TAS 7030.

Our final decision is to proceed with the installation of the payphone. It is anticipated that the installation will take at least 3 months to complete.

Our decision is based on the following reason:

- No objections were received during the consultation period.

Our final decision does not differ from the original new payphone site proposal.

If you disagree with our final decision in relation to the installation of a new payphone, please contact us within 20 working days to lodge your complaint. This can be done by calling us on 1800 011 433 and selecting option 2; or send us your complaint in writing to:

Telstra Payphone Siting Manager
Locked Bag 4850
Melbourne VIC 3001;

You can also send us your complaint by email to payphones@team.telstra.com

For more information about Telstra payphone service or making a complaint that is related to Telstra's final decision about the location or removal of a payphone please also refer to our Telstra.com website page at <https://www.telstra.com.au/consumer-advice/payphones>

If you have any questions, please contact me on 0407 791 996.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Caroline Adrian', written in a cursive style.

Caroline Adrian

Caroline.R.Adrian@team.telstra.com

Information about Telstra's payphone service can be found at

<https://www.telstra.com.au/consumer-advice/payphones>



Central Highlands Council

DRAFT MINUTES– ORDINARY MEETING – 17 JANUARY 2023

Minutes of the Ordinary Meeting of Central Highlands Council held in the **Hamilton Town Hall, Hamilton** on **Tuesday 17 January 2023**, commencing at **9.00am**.

1. OPENING

2. AUDIO RECORDING DISCLAIMER

As per Regulation 33 (2) (a) of the Local Government (Meeting Procedures) Regulations 2015, 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.

3. ACKNOWLEDGEMENT OF COUNTRY

4. PRESENT

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

5. IN ATTENDANCE

Mrs Kim Hossack (General Manager), Mr Adam Wilson (Deputy General Manager) and Mrs Janet Monks (Minute Secretary).

6. APOLOGIES - Nil

7. LEAVE OF ABSENCE - Nil

8. PECUNIARY INTEREST DECLARATIONS

In accordance with Regulation 8 (7) of the *Local Government (Meeting Procedures) Regulations 2015*, the Chairperson requests Councillors to indicate whether they or a close associate have or are likely to have a pecuniary interest (any pecuniary or pecuniary detriment) or conflict of interest in any Item of the Agenda.

Nil

9. PERCEIVED INTEREST DECLARATIONS

Under the **Model Code of Conduct** made by Order of the Minister responsible for Local Government the following will apply to a Councillor –

PART 2 – Conflict of Interest that are not Pecuniary

(6) A Councillor who has an actual, potential or perceived conflict of interest in a matter before the Council must –

- (a) Declare the conflict of interest and the nature of the interest before discussion on the matter begins; and
- (b) Act in good faith and exercise reasonable judgement to determine whether a reasonable person would consider that the conflict of interest requires the Councillor to remove himself or herself physically from any Council discussion and remain out of the room until the matter is decided by the Council.

Nil

10. CLOSED SESSION OF THE MEETING

Regulation 15 (1) of the *Local Government (Meeting Procedures) Regulations 2015* 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 15 (1) of the Local Government (Meeting Procedures) Regulations 2015*, this motion requires an absolute majority.

RESOLUTION – 01/01.2023/C

Moved: Cr J Honner

Seconded: Cr D Meacheam

THAT pursuant to *Regulation 15 (1) of the Local Government (Meeting Procedures) Regulations 2015*, Council, by absolute majority, close the meeting to the public to consider the following matters in Closed Session:

Item Number	Matter	Outcome
1	Confirmation of the Minutes of the Closed Session of the Ordinary Meeting of Council held on 6 December 2022.	Regulation 15 (2)(g) of the <i>Local Government (Meeting Procedures) Regulations 2015</i> – information of a personal and confidential nature or information provided to Council on the condition it is kept confidential.
2	Deputation from RESOLUTION 08/12.2022/C	Regulation 15 (2)(C) of the <i>Local Government (Meeting Procedures) Regulations 2015</i> – Commercial information of a confidential nature.

3	Consideration of Matters for Disclosure to the Public.	Regulation 15 (8) of the <i>Local Government (Meeting Procedures) Regulations 2015</i> - While in a closed meeting, the Council, or Council Committee, is to consider whether any discussions, decisions, reports or documents relating to that closed meeting are to be kept confidential or released to the public, taking into account privacy and confidentiality issues.
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CARRIED**FOR the Motion**

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

11. MOTION OUT OF CLOSED SESSION**RESOLUTION – 02/01.2023/C****Moved:** Cr D Meacheam**Seconded:** Cr S Bowden**THAT** Council move out of Closed Session and resume the Ordinary Meeting.**CARRIED****FOR the Motion**

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

12. RESUME THE ORDINARY MEETING

Due to COVID-19 a limit of 4 members of the public, at any one time will be applied.

The Mayor advises again, to the meeting and members of the public that Council Meetings, not including Closed Sessions, are audio recorded and published on Council's Website.

Damian Mackey, Council Planning Consultant (SMC) attended the meeting at 11.17am

Meeting Re-opened to the public at 10.41am

13. DEPUTATIONS - Nil**14. PUBLIC QUESTION TIME**

In accordance with the *Local Government (Meeting Procedures) Regulations 2015*, the Council conducts a Public Question Time Forum to enable members of the public to ask question on Council related matters.

A period of 15 minutes, if required, will be set aside at the beginning of each Ordinary Council Meeting to conduct Public Question Time. If a response to a question cannot be provided at the meeting a written response will be provided as soon as practicable.

A member of the public may give written notice to the General Manager, 7 days before a meeting of a question to be put to the Meeting.

The Chairman may invite any member of the public present at a meeting to ask questions, without notice, relating to activities of the Council, subject to the provisions of Clause 2 below.

1. Once Question Time commences the Chairman will determine the order in which questions are heard.
2. Questions may relate to any business of the Council capable of being discussed in the open portion of the meeting, and which is not listed as an item for consideration on the Agenda for the Council Meeting.
3. Members of the public proposing a question are required to be present at the Council Meeting at which their question is to be read. Where a person submits a question for Public Question Time but fails to attend the meeting, the question will be treated as general correspondence and a written response will be provided at the earliest opportunity.
4. A person asking a question, when called upon by the Chairman is requested to:
 - Stand
 - State their name and address
 - Read out their question
5. The Chairman retains the right to accept or decline questions and to determine if the question is to be answered at the meeting by the appropriate Councillor or employee or written down and taken on notice. The decision to take the question on notice may also be taken by the Councillor or employee to whom the question is directed. Questions taken on notice will be answered at a later meeting.
6. The Chairman may rule a question inappropriate, and thus inadmissible if in his or her opinion it has already been asked, is unclear, irrelevant, insulting, improper or relates to any matter which would normally be discussed in the closed portion of the meeting as defined in the *Local Government (Meeting Procedures) Regulations 2015*.
7. Public Question Time forum will be limited to a maximum of 15 minutes in duration and will be declared closed following the expiration of the allocated time period, or where all valid questions have been dealt with, whichever is the sooner.
8. Each question is to be asked by the proponent who will be allowed a maximum of three minutes in which to put the question.
9. The Chairman will **not allow** any discussion or debate on either the question or the response.
10. Where a person proposes more than one question at any one forum, and there are a number of persons wishing to lodge questions, the Chairman may take the questions in such order so as to hear as many members of the public as practical during the time allocated.
11. The minutes of the Council Meeting will contain a summary of each question asked by members of the public and the response given.
12. Public Statements (as opposed to questions) **will not** be accepted for the reason that statements could be considered a form of participation.

Pertaining to any Planning Authority agenda item within this agenda, Council will do so in accordance with Council's Policy 2017-49.

Both the Public Question Time Procedure above and Council's Policy 2017-49 'Public Comment on Planning Agenda Items' will be available for the public to view at the meeting.

15. COMMITMENTS

15.1 MAYORAL COMMITMENTS

December 2022 to January 2023

05 December 2022	Ouse District Primary School presentations
06 December 2022	Ordinary Meeting of Council – Bothwell
07 December 2022	Mayors Conference LGAT – Hobart
08 December 2022	Local Government Association of Tas – Conference Hobart
09 December 2022	Local Government Association of Tas – Conference Hobart
13 December 2022	Annual General Meeting of Council - Bothwell
13 December 2022	Westerway Primary School presentations
13 December 2022	Bothwell District High School presentations
22 December 2022	CHC Christmas BBQ – Bothwell
03 January 2023	Tasmanian Fire Service
05 January 2023	Great Lake Community Centre Meeting
05 January 2023	Great Lake Community Centre Committee Members, meeting
10 January 2023	Planning Meetings
10 January 2023	Council Workshop
11 January 2023	Meeting with Minister for Local Govt, Nick Street.

- Business of Council x 7
- Ratepayer and community members - communications x 17
- Elected Members - communications x 3
- Central Highlands Council Management - communications x 7

15.2 COUNCILLOR COMMITMENTS

Deputy Mayor J Allwright

05 December 2022	Ouse District Primary School presentations
06 December 2022	Ordinary Meeting of Council – Bothwell
08 December 2022	Southern Tasmanian Regional Waste Authority – Hobart Town Hall
13 December 2022	Annual General Meeting of Council - Bothwell
15 December 2022	Gretna Fire Brigade presentations
10 January 2023	Planning Meeting & Workshop
11 January 2023	Meeting with Minister for Local Govt, Nick Street.

Cr A Bailey

05 December 2022	Australia Day Committee Meeting
06 December 2022	Ordinary Meeting of Council – Bothwell
20 December 2022	Glenora District High School presentations
13 December 2022	Annual General Meeting - Bothwell
10 January 2023	Planning Meeting & Workshop
11 January 2023	Meeting with Minister for Local Govt, Nick Street

Cr S Bowden

06 December 2022	Ordinary Meeting of Council – Bothwell
13 December 2022	Annual General Meeting - Bothwell

Cr R Cassidy

06 December 2022	Ordinary Meeting of Council – Bothwell
13 December 2022	Annual General Meeting - Bothwell
10 January 2023	Planning Meeting & Workshop
11 January 2023	Meeting with Minister for Local Govt, Nick Street

Cr J Hall

06 December 2022	Ordinary Meeting of Council – Bothwell
13 December 2022	Annual General Meeting - Bothwell
10 January 2023	Planning Meeting & Workshop
11 January 2023	Meeting with Minister for Local Govt, Nick Street

Cr J Honner

06 December 2022	Ordinary Meeting of Council – Bothwell
13 December 2022	Annual General Meeting - Bothwell
10 January 2023	Planning meeting Bothwell
10 January 2023	Town structure planning steering committee Bothwell
10 January 2023	Workshop Bothwell

Cr D Meacheam

06 December 2022	Ordinary Meeting of Council – Bothwell
13 December 2022	Annual General Meeting – Bothwell
14 December 2022	beta testing (online) of Office of Local Government Learning Package 3, module 1.
22 December 2022	CHC Christmas party, Bothwell.
10 January 2023	CHC workshops.
11 January 2023	Meeting with Local Government Minister, Nick Street - Hamilton

Cr Y Miller

06 December 2022	Ordinary Meeting of Council – Bothwell
13 December 2022	Annual General Meeting - Bothwell
10 January 2023	Planning Meeting & Workshop
11 January 2023	Meeting with Minister for Local Govt, Nick Street

15.3 GENERAL MANAGER'S COMMITMENTS

Date	With Whom	Subject / Comment
1/12/2022	Tracey Turale	HATCH Funding & Highlands Health Connect Project
5/12/2022	Audit Panel Meeting	Last meeting for 2022
5/12/2022	Australia Day Committee Meeting	Australia Day award nominations
5/12/2022	Mayor Triffitt	Various items
6/12/2022	Council Meeting at Bothwell	
7/12/2022	Highlands Healthy Connect Project	A thank you morning tea
8/12/2022	Southern Tas Regional Waste Authority Meeting	Attended at Hobart Town Hall with Deputy Mayor Allwright
8 & 9/12/2022	Local Government Association of Tas	Annual Conference & General Meeting
13/12/2022	Annual General Meeting at Bothwell	
15/12/2022	River Clyde Flood Study	Progress report meeting
15/12/2022	Marc Brown, Telstra	RCP2 Introduction
5/1/2023	Great Lake Community Centre Inc	Meeting with Committee members
10/1/2023	Planning Committee Meeting	
10/1/2023	Township Structure Planning Meeting	
10/1/2023	Council Workshop at Bothwell	
11/1/2023	Meeting with the Local Government Minister, Nick Street with Councillors	Discussions surrounding Future of Local Government
12/1/2023	ASU Representative and staff Enterprise Bargaining representatives	Commencement of the 2023 Enterprise Bargaining Meeting

15.4 DEPUTY GENERAL MANAGER'S COMMITMENTS

Date	With Whom	Subject / Comment
13/12/2022	Council	Council AGM
13/12/2022	Optus Team	Phone meeting regarding Optus services in the Central Highlands
15/12/2022	GHD Flood Mapping Team	Teams meeting regarding River Clyde Flood Study Progress Meeting
15/12/2022	Michael Patterson, Telstra Team and General Manager	Phone meeting regarding Regional Connectivity Program funding agreement with Telstra (Pelham)
4/01/2023	Mr Backhouse	Meeting to discuss linking Westpac to new accounting software system 'Xero'
10/01/2023	Council and Management Team	Council Workshop
11/01/2023	LG Minister Nick Street and Council	Meeting regarding Local Govt Review
12/01/2023	Hydro Team	Hydro grant for Dunrobin Park upgrades
12/01/2023	ASU, Council EB Rep's, Management Team and General Manager	Meeting regarding EB 2023

16. NOTIFICATION OF COUNCIL WORKSHOPS HELD

A Workshop was held 10 January 2023 and the following items were discussed –

- Future Workshops
- Council and Planning Committee Agenda format & inclusions
- Future of Local Government Review – Stage 2 Options Plan Submission
- Lone Pine memorial plaque
- Bylaws and nuisances
- Workforce & Skill Development in our Region

17. FUTURE WORKSHOPS

In the future, Council will hold monthly Workshops every second Tuesday of month commencing in February. The next Workshop will be held on 14 February 2023.

18. MAYORAL ANNOUNCEMENTS

Mayor Lou Triffitt tabled correspondence received from Mr Colin Cunningham Brigade Chief, Gretna Fire Brigade, expressing the group's gratitude to Council for the donation towards the Gretna Fire Brigade Santa Lolly Run.

19. MINUTES

19.1 CONFIRMATION OF DRAFT MINUTES ORDINARY MEETING - 6 DECEMBER 2022

RESOLUTION – 03/01.2023/C

Moved: Cr Y Miller

Seconded: Cr J Honner

THAT the Draft Minutes of the Ordinary Meeting of Council held on Tuesday 6 December 2022 be confirmed.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

19.2 RECEIVAL OF DRAFT PLANNING COMMITTEE MINUTES 10 JANUARY 2023

RESOLUTION – 04/01.2023/C

Moved: Cr J Allwright

Seconded: Cr A Bailey

THAT the Draft Minutes of the Planning Committee Meeting held on Tuesday 10 January 2023 be received.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

20. BUSINESS ARISING – December 2022

11.1	Deputation – Jack Beattie, President of Hamilton Show Committee	THAT during the 2023-24 Budget Workshop Deliberations, an onsite visit to the Show Grounds will be undertaken.
11.2	Deputation – Osterley Church & Cemetery Group	THAT if the Committee purchased the Osterley Church and Cemetery, Council would then maintain the Church & Cemetery, with Council becoming the Cemetery Manager.
19.2	Proposed Boundary Re-organisation at Hamilton Showgrounds	Agreement signed by General Manager & solicitor engaged.
21.2	Roadside Avenue of Trees	Council investigating the reinstatement of commemorative plaques on trees at Bothwell, Hamilton & Ouse.
22.2	Hamilton District Agricultural Society - Request	Correspondence provided & actioned.

22.3	Bothwell District High School – Community Grant Application	Correspondence provided & actioned
22.4	Review of Policy 2016-42 Model Code of Conduct	Policy Register updated & Local Government Director advised.
22.5	Bothwell Swimming Pool Fees 2022-2023	Actioned and advertised.
23.2	Recommendations from Audit Panel	Policy Register updated; Community Bus Hiring Fees actioned; and General Manager to investigation the history of donations held for the Friends of St Michael's Committee in early 2023.

FOR NOTING

21. DERWENT CATCHMENT PROJECT REPORT

RESOLUTION – 05/01.2023/C

Moved: Cr J Honner

Seconded: Deputy Mayor J Allwright

THAT the Derwent Catchment Project Monthly Report for December 2022 be received.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.



Derwent Catchment Project Monthly Report for Central Highlands Council

1st December 2022 – 11 January 2023

General

Happy New Year! I hope you all had an enjoyable break across the holiday season. It has been a quieter time for some of our team (Josie, Eve and Morgan who have been having a break) but the weeds haven't stopped and the remainder of the crew have continued to progress on-ground action.

Central Highlands weeds program

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.

The Orange hawkweed program is in full swing with survey and control efforts underway. Works so far have been undertaken at the known locations at the Shannon, Cattle Hill and Butlers Gorge and works will continue in the highlands over the next 6 weeks with Fonz the sniffer dog kept busy. Keep your eye out for the bright-orange daisy in the highlands and let us know if you see anything suspicious. You will be hearing more about this project over the next 6 weeks as this years' control works are undertaken and we undertake a community engagement and awareness raising campaign.



Implementing control works to meet the targets of the Central Highlands Weed Management Plan are also in full swing with works focussing on Ellendale in the past week. The team have also been working with private landholders to reduce the weed burden in the highlands.

We have also been continuing out weed Wednesday social media posts increasing awareness of weeds and accessing information on control. The December posts were on the nasty grasses *Nassella* species and African feather grass and posts on white weed and foxgloves.



Agri-best practice programs

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

Containment Project - funded by the TasAg Innovation Hub (Drought Hub)

This project is working to support farmers with drought resilience through containment feeding as a tool. We have been interviewing more farmers who are undertaking drought lotting or containment feeding in Tasmania to understand barriers for adopting this practice. This project is evolving into a larger scale project to support learning and access to advice and support on the ins and out of containment feeding across Southern Australia.

Derwent Pasture Network – funded by NRM South through the Australian Government's National Landcare Program

This program is about improving dryland grazing management productivity and sustainability in the Derwent.

The Fertilizer test strip field day was held at Arundel on the 15th Dec. Demonstrating the impacts and opportunities for utilization across farm. Peter has also been writing up relevant seasonal articles on how to manage weed annuals in pastures [managing weedy annuals 2.pdf \(pasturenetwork.org\)](#).



A model for grass-roots biosecurity collaboration in the Derwent Catchment – funded by the TasAg Innovation Hub (Drought Hub)

This project is designed to implement the highest priority actions of the regional biosecurity plan in collaboration with the Derwent Catchment Biosecurity Network, land holders and community and offers a model for place-based biosecurity networks that strengthen the work undertaken by Biosecurity Tasmania. This program is underway with a new team member Amanda Blackney beginning the program of works. Amanda has been meeting with producers and discussing the management of biosecurity risks on farm and supporting the development of individual industry specific plans to reduce risk and improve resilience in the agricultural industry within the catchment.



Drought Risk Assessment: Practical management support to build resilience – funded by the TasAg Innovation Hub (Drought Hub)

We attended a workshop with Rural Business Tasmania, our partners on this project to work on developing a targeted drought risk assessment and score card as part of this project. The shared learnings and combined skill sets from a production and business perspective felt like an exciting and useful collaboration. We hope to have a tool for road testing in 2023.

Natural capital & On-farm opportunities in the Derwent - funded by the TasAg Innovation Hub (Drought Hub)

This project is about exploring opportunities and market options for carbon and biodiversity on farms in the Derwent Catchment. The team have been out undertaking further surveys as part of the development of carbon and biodiversity plans. The next couple of months will be focused on continuing to undertake the on-ground surveys and establish monitoring points to track progress over time for restoration projects.

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.

Tyenna River Recovery – willow warriors – supported by IFS, SFM, DV council and Tassal

Morgan has been working on developing a plan for the paddling willow warriors who are making quick progress on the Tyenna. Working bees resume in February after a break over the holiday season.

Ouse River Recovery

We are continuing to work with landholders along the sections of river where works were previously undertaken. There has also been significant flood damage to restoration efforts following recent high flow events. The team have been undertaking targeted control efforts to control willow regrowth which seems to have enjoyed the wet season we had in 2022. We continue to seek funding to work to restore the Ouse riverside vegetation and reduce willow infestations in the system.

Ragwort which has been a consistent issue in the upper sections of the Ouse River appears to have reduced in density with only 60 plants found this season in contrast to more than 500 last year.



Miena Cider Gum

Eve has been caught gain speaking with passion about the Miena Cider Gum! Eve spent time with a documentary crew making a film about threatened Eucalypts highlighting the importance of highland eucalypt conservation. The weather was frigid for December!

This year's program of works includes protection of seedlings and trees to maintain the existing population and ensure that the recruits have a chance of survival.



Nursery update

Karen has been busy picking out seedlings into tube stock. The nursery is quickly filling up with seedlings for the autumn planting season. The nursery however had some more mature plants that needed to be move on. So Karen held a sale in December and had her busiest day for customers ever! Thanks for everyone supporting the nursery.

Our team is also busy seed collecting after a late start to flowering, the seeds are ripening now. This is a good time for planning autumn plantings and discussing options with Karen. Sourcing local seed is an important part of successful planting projects.

Grant applications

Building drought resilience for small producers in the Derwent Catchment – EOI (we held meetings with TIA and Rural Business Tasmania (the other applicants) and are now waiting to progress to the project development phase).

Funding request \$450, 000

Please don't hesitate to call us if you have any queries about our programs.

Yours Sincerely,

Josie Kelman, Executive Officer, The Derwent Catchment Project 0427 044 700

Eve Lazarus, NRM Co-ordinator, The Derwent Catchment Project 0429 170 048

22. COUNCIL ACTING AS A PLANNING AUTHORITY

In accordance with Regulation 25(1) of the *Local Government (Meeting Procedures) Regulations 2015*, the Mayor advises that the Council intends to act as a Planning Authority under the *Land Use Planning and Approvals Act 1993*, to is to be noted.

In accordance with Regulation 25, the Council will act as a Planning Authority in respect to those matters appearing under Item 22 in this Agenda, inclusive of any supplementary items.

RESOLUTION – 06/01.2023/C

Moved: Cr R Cassidy

Seconded: Cr Y Miller

THAT Council is now acting as a Planning Authority.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

22.1 DA 2021/72: REORGANISATION OF BOUNDARIES & SUBDIVISION: 871 & 991 DAWSON ROAD, OUSE

PLANNING COMMITTEE CONSIDERATION

This item was considered at the Planning Committee Meeting held on Tuesday 10th January 2023 with the Planning Committee making the following recommendation to the Planning Authority.

RESOLUTION – 07/01.2023/C

Moved: Deputy Mayor J Allwright

Seconded: Cr R Cassidy

THAT

1. Approve in accordance with the Recommendation:-

In accordance with Section 57 of the *Land Use Planning and Approvals Act 1993* the Planning Authority **Approve** the Development Application DA2021/72 Reorganisation of Boundaries and Subdivision at 871 & 991 Dawson Road, Ouse subject to conditions in accordance with the Recommendation.

Recommended Conditions

General

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

Staged Development

3. The subdivision development must not be carried out in stages except in accordance with a staged development plan submitted to and approved by Council's Manager Environment and Development Services.

Easements

4. Easements must be created over all drains, pipelines, wayleaves and services in accordance with the requirements of the Council's Municipal Engineer. The cost of locating and creating the easements shall be at the subdivider's full cost.

Endorsements

5. The final plan of survey must be noted that Council cannot or will not provide a means of drainage to all lots shown on the plan of survey.

Covenants

6. Covenants or other similar restrictive controls that conflict with any provisions or seek to prohibit any use provided within the planning scheme must not be included or otherwise imposed on the titles to the lots created by this permit, either by transfer, inclusion of such covenants in a Schedule of Easements or registration of any instrument creating such covenants with the Recorder of Titles, unless such covenants or controls are expressly authorised by the terms of this permit or the consent in writing of the Council's Manager Environment and Development Services.

Bushfire

7. The development and works must be carried out in accordance with the Bushfire Hazard Report, prepared by Lark & Creese dated 28 September 2022.
8. Prior to Council sealing the final plan of survey for any stage the developer must provide certification from a suitably qualified person that all works required by the approved Bushfire Hazard Management Plan has been complied with.

Agreements

9. Agreements made pursuant to Part 5 of the *Land Use Planning and Approvals Act 1993* must be prepared by the applicant on a blank instrument form to the satisfaction of the Council and registered with the Recorder of Titles. The subdivider must meet all costs associated with the preparation and registration of the Part 5 Agreement.

Final plan

10. A final approved plan of survey and schedule of easements as necessary, together with two (2) copies, must be submitted to Council for sealing for each stage. The final approved plan of survey must be substantially the same as the endorsed plan of subdivision and must be prepared in accordance with the requirements of the Recorder of Titles.
11. A fee of \$180.00, or as otherwise determined in accordance with Council's adopted fee schedule, must be paid to Council for the sealing of the final approved plan of survey for each stage.
12. Prior to Council sealing the final plan of survey for each stage, security for an amount clearly in excess of the value of all outstanding works and maintenance required by this permit must be lodged with the Central Highlands Council. The security must be in accordance with section 86(3) of the *Local Government (Building & Miscellaneous Provisions) Council 1993*. The amount of the security shall be determined by the Council's Municipal Engineer.
13. All conditions of this permit, including either the completion of all works and maintenance or payment of security in accordance with this permit, must be satisfied before the Council seals the final plan of survey for each stage. It is the subdivider's responsibility to notify Council in writing that the conditions of the permit have been satisfied and to arrange any required inspections.
14. The subdivider must pay any Titles Office lodgment fees direct to the Recorder of Titles.

Water Quality

15. Where a development exceeds a total of 250 square metres of ground disturbance a soil and water management plan (SWMP) prepared in accordance with the guidelines *Soil and Water Management on Building and Construction Sites*, by the Derwent Estuary Programme and NRM South, must be approved by Council's Municipal Engineer before development of the land commences.

16. Temporary run-off, erosion and sediment controls must be installed in accordance with the approved SWMP and must be maintained at full operational capacity to the satisfaction of Council's Municipal Engineer until the land is effectively rehabilitated and stabilised after completion of the development.
17. The topsoil on any areas required to be disturbed must be stripped and stockpiled in an approved location shown on the detailed soil and water management plan for reuse in the rehabilitation of the site. Topsoil must not be removed from the site until the completion of all works unless approved otherwise by the Council's Municipal Engineer.
18. All disturbed surfaces on the land, except those set aside for roadways, footways and driveways, must be covered with top soil and, where appropriate, re-vegetated and stabilised to the satisfaction of the Council's Municipal Engineer.

Property Services

19. Property services must be contained wholly within each lots served or an easement to the satisfaction of the Council's Municipal Engineer or responsible authority.

Existing Services

20. The Subdivider must pay the cost of any alterations and/or reinstatement to existing services, Council infrastructure or private property incurred as a result of the proposed subdivision works. Any work required is to be specified or undertaken by the authority concerned.

Rural Access

21. A separate vehicle access must be provided from the road carriageway to each lot. New and existing access must be sealed with a minimum width of 3 metres at the property boundary and located and constructed in accordance with the standards shown on standard drawings SD-1009 *Rural Roads - Typical Standard Access* and SD-1012 *Intersection and Domestic Access Sight Distance Requirements* prepared by the IPWE Aust. (Tasmania Division) (attached) and the satisfaction of Council's Municipal Engineer.

Construction Amenity

22. The development must only be carried out between the following hours unless otherwise approved by the Council's Manager Environment and Development Services:
 - Monday to Friday 7:00 AM to 6:00 PM
 - Saturday 8:00 AM to 6:00 PM
 - Sunday and State-wide public holidays 10:00 AM to 6:00 PM
23. All subdivision works associated with the development of the land must be carried out in such a manner so as not to unreasonably cause injury to, or unreasonably prejudice or affect the amenity, function and safety of any adjoining or adjacent land, and of any person therein or in the vicinity thereof, by reason of -
 - (a) Emission from activities or equipment related to the use or development, including noise and vibration, which can be detected by a person at the boundary with another property.
 - (b) Transport of materials, goods or commodities to or from the land.
 - (c) Appearance of any building, works or materials.
24. Any accumulation of vegetation, building debris or other unwanted material must be disposed of by removal from the site in an approved manner. No burning of such materials on site will be permitted unless approved in writing by the Council's Municipal Engineer.
25. Public roadways or footpaths must not be used for the storage of any construction materials or wastes, for the loading/unloading of any vehicle or equipment; or for the carrying out of any work, process or tasks associated with the project during the construction period.

Construction

26. The subdivider must provide not less than 48 hours written notice to Council's Municipal Engineer before commencing construction works on site or within a council roadway. The written notice must be accompanied by evidence of payment of the Building and Construction Industry Training Levy where the cost of the works exceeds \$12,000.

27. The subdivider must provide not less than 48 hours written notice to Council's Municipal Engineer before reaching any stage of works requiring inspection by Council unless otherwise agreed by the Council's Manager Engineering Services.
28. A fee for supervision of any works to which Section 10 of the *Local Government (Highways) Council 1982* applies must be paid to the Central Highlands Council unless carried out under the direct supervision of an approved practising professional civil engineer engaged by the owner and approved by the Council's Municipal Engineer. The fee must equal not less than three percent (3%) of the cost of the works.

THE FOLLOWING ADVICE APPLIES TO THIS PERMIT: -

- A. This permit does not imply that any other approval required under any other legislation or by-law has been granted.
- B. This permit does not take effect until all other approvals required for the use or development to which the permit relates have been granted.
- C. The SWMP must show the following:
 - (a) Allotment boundaries, north-point, contours, layout of roads, driveways, building envelopes and reticulated services (including power and telephone and any on-site drainage or water supply), impervious surfaces and types of all existing natural vegetation;
 - (b) Critical natural areas such as drainage lines, recharge area, wetlands, and unstable land;
 - (c) Estimated dates of the start and completion of the works;
 - (d) Timing of the site rehabilitation or landscape program;
 - (e) Details of land clearing and earthworks or trenching and location of soil stockpiles associated with roads, driveways, building sites, reticulated services and fire hazard protection.
 - (f) Arrangements to be made for surface and subsurface drainage and vegetation management in order to prevent sheet and tunnel erosion.
 - (g) Temporary erosion and sedimentation controls to be used on the site.
 - (h) Recommendations for the treatment and disposal of wastewater in accordance with Standards Australia (2000), AS/NZS 1547: *On-site wastewater management*, Standards Australia, Sydney.

Appropriate temporary control measures include, but are not limited to, the following (refer to brochure attached):

- Minimise site disturbance and vegetation removal;
- Diversion of up-slope run-off around cleared and/or disturbed areas, or areas to be cleared and/or disturbed, provided that such diverted water will not cause erosion and is directed to a legal discharge point (eg. temporarily connected to Council's storm water system, a watercourse or road drain);
- Sediment retention traps (e.g. sediment fences, straw bales, grass turf filter strips, etc.) at the down slope perimeter of the disturbed area to prevent unwanted sediment and other debris escaping from the land;
- Sediment retention traps (e.g. sediment fences, straw bales, etc.) around the inlets to the stormwater system to prevent unwanted sediment and other debris blocking the drains;
- Stormwater pits and inlets installed and connected to the approved stormwater system before the roadwork's are commenced; and
- Rehabilitation of all disturbed areas as soon as possible.

This planning approval shall lapse at the expiration of two (2) years from the date of the commencement of planning approval unless the development for which the approval was given has been substantially commenced or extension of time has been granted. Where a planning approval for a development has lapsed, an application for renewal of a planning approval for that development may be treated as a new application.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

23. ORDINARY COUNCIL MEETING RESUMED

RESOLUTION – 08/01.2023/C

Moved: Cr Y Miller

Seconded: Cr J Honner

THAT Council is no longer acting as a Planning Authority and the Ordinary Council Meeting is resumed.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

24.1 DEVELOPMENT & ENVIRONMENTAL SERVICES REPORT – DECEMBER 2022

Report By

Graham Rogers, Development & Environmental Services Manager

PLANNING PERMITS ISSUED UNDER DELEGATION

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

DISCRETIONARY USE

DA NO.	APPLICANT	LOCATION	PROPOSAL
2022 / 00105	Engineering Plus	68 Thiessen Crescent, Miena	Dwelling & Ancillary Dwelling
2022 / 00101	Design To Live Pty Ltd	40 Arthurs Lake Road, Arthurs Lake	Shop Extension & Caravan Park

ANIMAL CONTROL

Total Number of Dogs Registered in 2021/2022 Financial Year – 978

Total Number of Kennel Licences Issued for 2021/2022 Financial Year – 30

2022/2023 Statistics as of 11 January 2023

Number of Dogs Impounded during last month	1
Number of Dogs Currently Registered	919
Number of Dogs Pending Re-Registration	27
Number of Kennel Licences Issued	29
Number of Kennel Licences Pending	1

RESOLUTION – 09/01.2023/C

Moved: Cr R Cassidy

Seconded: Cr J Honner

THAT the Development & Environmental Services Report for December 2022 be received.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

24.2 CENTRAL HIGHLANDS DRAFT LOCAL PROVISIONS SCHEDULE – NOTICE UNDER SECTION 35K(1)(A) AND SECTION 35KB(4)(A) OF THE LAND USE PLANNING & APPROVALS ACT 1993: (NOTIFICATION OF THE DECISION OF THE TASMANIAN PLANNING COMMISSION)

Report By

Damian Mackey, Planning Consultant (SMC)

Purpose

The purpose of this report is to advise of the decision of the Tasmanian Planning Commission regarding the Central Highlands Draft Local Provisions Schedule.

The Local Provisions Schedule together with the State Planning Provisions will form the new planning scheme for Central Highlands, which will now be a component of the Tasmanian Planning Scheme.

Background

Council has been working to get its Local Provisions Schedule (LPS) approved so that the Central Highlands Municipal Area can join the Tasmanian Planning Scheme. A draft of the LPS was submitted to the Commission in 2019. This was following by an extended period of discussions between Council and the Commission before the draft was deemed suitable for public notification in 2021. The public hearings process was then undertaken by the Commission in 2022.

The Commission has now issued its determination by way of a formal Notice under section 35K(1)(a) and section 35KB(4)(a) of the *Land Use Planning & Approvals Act 1993*, attached.

Comments on the Decision

The Commission has directed that the draft LPS be modified.

The changes fall into two categories: those that are essentially 'final' and those that are deemed 'substantial modifications' which are to be subject to a further public notification process. Both types of changes are nevertheless to be made to the LPS and will come into effect. Following the further public notification process, there is the possibility that substantial modifications may be 'un-made'.

Key modifications to note:

- Almost all the land Council wished to remain Rural rather than change to Agriculture (all the land outside Council's 'blue line' on the maps) will remain Rural. The exception is one property (three titles) at 10 Lake River Rd, Millers Bluff. A further title just west of Bothwell which the owner requested to remain Rural with a view to potentially becoming a rural-living area for the town, has been deemed as Agriculture, (pending further consideration as part of the pending Bothwell structure planning process). All such zonings remaining Rural have been deemed substantial modifications (to the version of the LPS advertised for public comment) and will be subject to further public notification.
- The land at Elizabeth Street, Bothwell, which is subject to a live development application for subdivision, will be rezoned to Village.
- The land next to the school at Ouse has not been allowed to change to Village, as requested by the owner, or remain as Rural, as suggested by Council, and is to be rezoned Agriculture. The Commission noted Council's intention to undertake a structure plan for the town and recognised the future of this land will be properly considered within that process.
- The entire Interlaken Canal has been rezoned to Utilities, along with many other water and power infrastructure facilities.

- Land subject to Conservation Covenants where the owners had requested a change of zone to Landscape Conservation have been so agreed by the Commission. In addition, in one cluster, two titles where the owners had not participated in the process have also been rezoned. Therefore, in this case, the change has been deemed a substantial modification and will be subject to public notification wherein the owners will have opportunity to contest this.
- The Commission did not agree to create scenic protection area overlays, as requested by various representors. This would require significant spatial analysis and a thorough community and landowner consultation process before being considered.
- The amended Lake Meadowbank Specific Area Plan has been accepted by the Commission. Some amendments have been made to the ordinance, which appear to be superficial only. See attached 'track change' document.

The Process Forward

From one week after receiving the decision notice, (11 January 2023), Council must assess all new fully complete development applications against the new provisions, as modified.

Council must progress the modifications to the maps and ordinance so that they can be uploaded into the State's iplan system.

Once the Commission deems all changes have been correctly undertaken, the Central Highlands LPS / Tasmanian Planning Scheme will be formally declared effective within the municipality. This may be as early as February.

Potentially in March, the public notification of the 'substantial modifications' will occur. Any representations received will be subject to initial assessment by Council, which will have to form a view on them, and then the Commission will undertake hearings before making final determinations.

RESOLUTION – 10/01.2023/C

Moved: Deputy Mayor J Allwright

Seconded: Cr R Cassidy

THAT the Notice under Section 35K(1)(a) and Section 35KB(4)(a) of the *Land Use Planning & Approvals Act 1993* regarding the Central Highlands Draft Local Provisions Schedule be received.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

24.3 PROPOSED TOWNSHIP STRUCTURE PLANNING PROJECT

Report By

Damian Mackey, Council Planning Consultant (SMC)

PURPOSE

The purpose of this report is to initiate the project to develop 'structure plans' for the townships of Bothwell, Ouse & Hamilton and possibly Miena, Gretna and Ellendale/Fentonbury.

BACKGROUND

The feedback received during last year's public notification of the Central Highlands Draft Local Provisions Schedule brought into focus a need to undertake strategic land use planning exercises for the townships of Bothwell and Ouse. Council subsequently recognised a need for a plan for Hamilton and potentially Miena, Gretna and the Ellendale/Fentonbury area.

It is now standard practice for the Tasmanian Planning Commission to require that proposed planning scheme amendments within towns are supported by wholistic strategic planning. In other words: 'structure plans'. Additionally, the State Government has flagged its intention to review and update the three Regional Land Use Strategies, which are now twelve years old. This is to be done through the State Planning Office and the three regional groupings of Councils. Structure planning for our towns is timely in that relevant outcomes will be able to feed into the review of the Southern Tasmania Regional Land Use Strategy.

Council appointed a 'Project Working Group' in November 2022. A draft Project Plan and a draft Project Brief have been evolved over several months and were subject to a Project Working Group workshop on 10 January 2023.

It is now intended to initiate the project, based on the intent encapsulated in the draft Project Brief and Project Plan, recognising they are 'working documents' and may evolve as the process unfolds.

THE STRUCTURE PLANNING PROCESS

The development of a 'structure plan' is generally undertaken by suitably qualified and experienced independent consultants appointed by Council and working under the direction of a Council-appointed Project Working Group.

The first stage of the process is for Council to seek Expressions of Interest from suitably qualified and experienced consultants, based on the Project Brief. This sets out the key components of the project, such as necessary research, timeframes, community consultation, specific matters that have previously been identified, and project outputs.

It is essential to build into the process substantial community involvement from an early stage. This will ensure the vision developed for a town is the best it can be, and the local community have a level of ownership.

Other inputs besides that from the community include research on population growth forecasts, residential land demand & supply analysis, demographic trends, gaps in social services, key infrastructure issues and system capacities (water, sewer, roads, etc.), employment trends including existing and future industry sectors and a range of other issues that might be identified at the community workshops. All inputs contribute to a collective 'visioning' phase of the process.

BENEFITS

The final structure plans will set out an agreed vision for each town. From this, strategies and actions will be articulated for Council (and others) to follow that will collectively work towards achieving this vision. Any desirable zone changes would be highlighted, and the strategic planning rationale explained. Recommendations may also go to community infrastructure and/or facilities that may be missing or inadequate. Where such facilities are within Council's purview, the Structure Plan recommendations can inform Council's future works program and budgeting as well as support grant applications to State or Federal Government. Where such facilities are State-level responsibilities, the Structure Plan can be used to bolster Council's lobbying efforts.

GOVERNANCE

Full Council would always provide high level governance and make/endorse key decisions. The Steering Committee would provide regular direction and governance, and report back to full Council at key decision points. These would be specified in the Project Plan. Day-to-day liaison with the project consultants will be through a Project Manager, who will report to the Project Working Group.

Proposed governance and communication protocols are set out in more detail in the attached draft Project Plan.

PROJECT PLAN

The draft Project Plan dated 11 January 2023 is attached for endorsement. As mentioned above, this will need to be considered a 'working document' and Council may choose to amend it as the process unfolds.

PROJECT BRIEF

Whilst the Project Plan is Council's internal guiding document, the Project Brief (similar to a Tender Specification) is intended to be distributed to potential consultants during the call for Expressions of Interest phase. The Project Brief, dated 11 January 2023, is attached for endorsement.

BUDGET

The State Planning Office (SPO) within the Department of Premier and Cabinet has advised it has funds available to assist Councils with this kind of work. The cost of the Central Highlands project was originally estimated at \$220,000, over two financial years.

The SPO has recently advised it can provide \$120,000. This is \$20,000 less than the original advice. The SPO has rationalised this reduction on the grounds that a significant element of the project – the residential land demand and supply analysis – is now being undertaken at a regional level and will be funded by the SPO. (Hence the revision in the overall project cost estimate down to \$220,000.

Council is awaiting the Grant Deed from the SPO for its funding commitment.

The project will run over two financial years and Council has allocated the necessary funds for the current financial year and nominally committed to the next.

RESOLUTION – 11/01.2023/C

Moved: Deputy Mayor J Allwright

Seconded: Cr J Honner

THAT:

- A. Council initiate the Central Highlands Township Structure Plan Project, as outlined in the attached draft Project Plan and draft Project Brief, dated 11 January 2023.
- B. Call for Expressions of Interest from potential consultants to undertake the work once the funding assistance from the State Government (State Planning Office) has been confirmed through a Grant Deed.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

Damian Mackey, Council Planning Consultant (SMC) left the meeting at 11.17am

24.4 BRONTE PARK AMENITIES AND SUBDIVISION UPDATE

Report By

Graham Rogers, Manager Development & Environmental Services

Background

Mayor Triffitt has requested that Council be provided with an update.

Council approved the subdivision of one lot and balance at 381 Marlborough Road, Bronte Park on 3 December 2019. The purpose of the subdivision was to create a separate lot from the Bronte Park Shop title to be purchased by Council for the construction of amenities, BBQ's and playground.

As part of the approval Council must install a new water line in accordance with TasWater's requirements. Design delays have occurred with the installation of the waterline, by Sutcliffe Contracting Pty Ltd, about to commence. It is expected that all works will be completed, and all permit conditions complied with, by the end of February which will allow for the Final Plans and Schedule of Easements to be signed and sealed and lodged with the Titles Office.

The toilet facility, BBQ's and landscaping have been completed for some time and are already in use. Play equipment will be installed at the site in the near future.

Noted

24.5 RE-ALLOCATION OF BUDGET FUNDS

Report By

Graham Rogers, Manager Development & Environmental Services

Background

The following funds have been allocated in the Capital Expenditure section of the 2022-23 Budget:

Wayatinah Hall Roof & Squash Court Floor - \$100,000
 Ouse Hall Floor - \$100,000
 Bronte Toilet Water Connection - \$40,000

Current Situation

The DES Manager has been holding discussions with Hydro Tasmania regarding the future of the Wayatinah Hall. Until these negotiations have been completed no works will be undertaken on the hall. Accordingly, approval is being sought to re-allocate the budget item as follows:

Ouse Hall Floor - \$50,000
 Bronte Toilet Water Connection - \$50,000

Works have commenced on both the above projects and due to unforeseen circumstances both project will go over budget. The re-allocation of funds may allow for carpet to also be installed in the Ouse Hall once the floor works have been completed. The water connection for the Bronte Toilet has been delayed and re-designed which has increased the costs to Council.

RESOLUTION – 12/01.2023/C

Moved: Cr J Honner

Seconded: Cr R Cassidy

THAT the budget allocation for the Wayatinah Hall Roof & Squash Court Floor be re-allocated as follows:

- \$50,000 – Ouse Hall Floor
- \$50,000 – Bronte Toilet Water Connection

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller.

Graham Rogers, Manager Development & Environmental Services left the meeting at 11.20am.

Jason Branch, Works & Services Manager attended the meeting at 11.21am.

25. WORKS & SERVICES

25.1 WORKS & SERVICES REPORT – DECEMBER 2022

Report By

Jason Branch, Works & Services Manager

The following activities were performed during December 2022 by Works & Services –

Grading & Sheeting**Maintenance Grading**

Thousand Acre Lane, Nant Lane

Potholing / shouldering

Bridge approaches on 14 Mile Road

Spraying:

Spraying town streets Bothwell

Culverts / Drainage:Clean and deepen drain at Flintstone Drive
Repair culvert Jones River Road**Occupational Health and safety**

- Monthly Toolbox Meetings
- Day to day JSA and daily prestart check lists completed.
- Monthly workplace inspections completed.
- Playground inspections
- Approximately 728 hours Annual Leave taken.
- 0 hours Sick Leave taken.
- 0 hours Long Service Leave
- 0 hours Workers Compensation

Bridges:

Undertake ground penetrating radar for wingwall widening on the Wentworth bridge, 14 Mile Road

Refuse / recycling sites:

Cover Hamilton Tip twice weekly

Other:

Repair power stand in caravan park
 Install no camping signs at Pub with No Beer
 Repair toilet at Gretna
 Repair toilet at Ellendale
 Repair sink Bothwell toilets
 Clean roof gutters Ouse units
 Clean roof gutters Bothwell public toilets and Golf Museum
 Clean roof gutters Hamilton Depot and hall

Slashing:**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:**Plant:**

- PM772 Hino truck wheel alignment
- PM767 New bucket teeth and hose repair on excavator
- PM682 hose repair on float
- PM757 JCB backhoe new forward and reverse lever
- PM826 John Deer tractor

- PM733 Komatsu grader new fan pump and hydraulic oil system flushed with new oil and filters
- PM770 Nissan ute serviced
- PM774 Cat grader 4000hour service

Private Works:

Five Private Works activities were undertaken.

Casuals

- Toilets, rubbish and Hobart
- Hamilton general duties

Program for next 4 weeks

- Commence construction of Thousand Acre Lane
- Tree removal Thousand Acre Lane
- Drainage works around lakes subdivisions
- Bothwell and Hamilton footpath up grades

RESOLUTION – 13/01.2023/C

Moved: Cr A Bailey

Seconded: Cr D Meacheam

THAT the Works & Services Report for December 2022 be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller.

25.2 PREPARING AUSTRALIAN COMMUNITIES PROGRAM GRANT

The Department of Industry, Science, Energy and Resources have advised Council that our application for the Preparing Australian Communities - Local Stream - River Clyde Flood Mapping and Study was successful.

The monthly project report for December has been provided by Mr Cameron Ormes the Project Manager for the River Clyde Flood Mapping / Study and is included in the attachments for Councillors information.

RESOLUTION – 14/01.2023/C

Moved: Cr R Cassidy

Seconded: Deputy Mayor J Allwright

THAT Council receive the monthly project report for December from GHD for the River Clyde Flood Mapping / Study.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller.

Jason Branch, Works & Services Manager left the meeting at 11.26am.

26. ADMINISTRATION SERVICES REPORT

26.1 FUTURE OF LOCAL GOVERNMENT REVIEW – STAGE 2 OPTIONS PAPER

Report By

Kim Hossack, General Manager

In mid- December, the State Government released the Future of Local Government Review's Stage 2 Options Paper for public comment.

The Local Government Board as per their terms of reference, were required to provide the Minister with a shortlist of feasible reform options.

A body of work has been undertaken to date, to identify a range of specific structural reforms and three options have been identified. The purpose of the paper is to seek community and sector feedback and potential support on these options and their feasibility.

Attached within this agenda is the following –

1. An Options Paper
2. An Options Paper – Appendix
3. A Community Update document containing the key messages of the Options Paper.

During February 2023, the Local Government Board will be hosting in-person and online forums for members of the public, Council Staff and Elected Representatives. These sessions will be held around the State to discuss the proposed suite of reform options.

As General Manager, I would strongly encourage all ratepayers and local community members to have your say on our sector's future. All submissions close on **19 February 2023** and Council will be contributing to this process.

For further information, please visit www.engage.futurelocal.tas.gov.au or contact the Local Government Board via email or letter at GPO Box 123, Hobart TAS 7001

RESOLUTION – 15/01.2023/C

Moved: Cr Y Miller

Seconded: Cr J Honner

THAT Council receive the Future of Local Government Review – Stage 2 Options Paper.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller.

26.2 RENEWABLE ENERGY ZONE ANNOUNCEMENT - HON GUY BARNETT MP

NOTED

26.3 SOUTHERN TASMANIAN COUNCILS' AUTHORITY - DECEMBER 2022 QUARTERLY REPORT

NOTED

26.4 COVID-19 SAFETY PLAN – REVIEW

Report By

Kim Hossack, General Manager

At the Ordinary Council Meeting held on 15 November 2022 and following Environmental Health Officer's report and resolution was approved –

15.5 COVID-19 SAFETY PLAN

Moved: Deputy Mayor J Allwright **Seconded:** Cllr J Hall

THAT this item be deferred until the Ordinary Meeting of Council scheduled for 17th January 2023.

CARRIED

With the State Government's removal of official health restrictions surrounding COVID-19, it is timely for Council to review their current COVID-19 Safety Plan. However, under Public Health regulations, Councils are responsible for the health and safety of all their employees and contract workers.

With this mind Council should continue to include a COVID-19 Safety Plan within our current Business Continuity Plan for any future epidemics but for the health & safety of all employees, contract workers and elected members, Council will be directed by all official State Government Public Health directions and recommendations. This includes members of public, all public amenities, facilities and buildings.

RESOLUTION – 16/01.2023/C

Moved: Cr J Honner

Seconded: Cr A Bailey

THAT a COVID-19 Safety Plan will continue to form part of Council's Business Continuity Plan for any future epidemics but for the health & safety of all employees, contract workers, elected members and the public, Council will be directed by all official State Government Public Health directions and recommendations.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacham & Cr Y Miller.

26.5 POLICY NO. 2013-02 USE OF COUNCIL HALLS

Report by

Adam Wilson, Deputy General Manager

The previous Policy No. 2013-02 Use of Council Halls was approved by Council in July 2020.

The General Manager has requested that Policy No. 2013-02 Use of Council Halls be reviewed, and the insurance conditions be update in line with Council's current insurance coverage.

Council recognises the value of providing community halls and associated amenities for use by the community.

This Policy is applicable to all hirers of Council halls.

The right to use Council halls is subject to Council receiving an application from an applicant of legal age (18+ years) on the required form signed by the applicant, stating the purpose, hours and portion or portions of the building required and containing the applicant's undertaking to comply with the conditions of hire.

RESOLUTION – 17/01.2023/C

Moved: Cr J Hall

Seconded: Cr J Honner

THAT Council approve the reviewed Policy No. 2013-02 Use of Council Halls.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller.

26.6 BUSHFEST 2023

Report by

Katrina Brazendale, Senior Administration/Community Relations Officer

Council staff are seeking confirmation from Council that Highlands Bushfest will be held again this year.

Staff will need considerable lead time to organise stallholders, sponsors and attractions.

It is proposed that Bushfest be held on 25th and 26th November 2023 to avoid a clash with the Huon Show, which is scheduled for the 18th November 2023.

RESOLUTION – 18/01.2023/C

Moved: Cr J Honner

Seconded: Cr Y Miller

THAT to enable staff to begin preparations for Highlands Bushfest 2023, Council confirms:

- (a) Highlands Bushfest 2023 will be held on 25th and 26th November 2023; and
- (b) Funds will be allocated within the 2023/2024 budget for this event.

CARRIED 8/1

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller.

Against the Motion

Cr R Cassidy

26.7 HEALTH AND WELLBEING PLAN 2020-2025 - PROGRESS REPORT

Report by

Katrina Brazendale, Senior Administration/Community Relations Officer

Bothwell Playgroup is continuing well, Families Tasmania will be supporting the program for this first term with weekly relaxed mornings of learning rhymes, songs and stories, this will commence on 14th February 2023 with the last session being held on the 4th March 2023. It's great to see so many families attend and continue to support these playgroup sessions.

Breakfast Program for the Central Highlands Schools will continue with a lot of positive feedback from all those involved with roughly 8 to 10 litres of hot chocolate made and between 50-60 toasted cheese sandwiches, this year discussions will commence with the possibility of extra days added.

Outdoor Active classes for Bothwell High School students will continue in conjunction with the volunteers from the Bothwell Golf Club. These sessions are held during the summer school terms on a weekly basis.

Food packages are also being made up on a weekly basis dependant on food availability from suppliers and delivered to various families throughout the Central Highlands Municipal area. Supplies for the breakfast programs are also collected during this time, so therefore the food packages are only available during school terms.

The Highlands Healthy Connect Project finished at the end of December last year and that some of the activities will be continuing this year (Playgroup, exercise classes, yoga & cooking). HATCH have applied to Healthy Tasmania for funding Stage 2 of the project with notification due in March/April. Council have agreed to holding the funding if successful.

Council was successful with grants from the Communities for Children for \$3,000. Australia Day Branding for \$1,990. Three applications have been submitted through the Goldwind Grants and an outcome should be announced by the end of January 2023.

Communities for Children are holding a Bothwell Family Fun Day on 31st January 2023 at the Bothwell Recreation Ground.

RESOLUTION – 19/01.2023/C

Moved: Cr S Bowden

Seconded: Cr J Honner

THAT the Health & Wellbeing Plan 2020-2025 progress report be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller

26.8 FINANCE REPORT TO 31 DECEMBER 2022

RESOLUTION – 20/01.2023/C

Moved: Cr Y Miller

Seconded: Cr J Honner

THAT the Finance Report to 31 December 2022 be received.

CARRIED

For the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Honner, Cr J Hall, Cr D Meacheam & Cr Y Miller

Bank Reconciliation as at 31 December 2022		
	2021	2022
Balance Brought Forward	\$10,165,831.41	\$10,689,916.53
Receipts for month	\$430,908.78	\$554,583.38
Expenditure for month	\$993,315.08	\$1,691,186.71
Balance	\$9,603,425.11	\$9,553,313.20
Represented By:		
Balance Commonwealth Bank	\$854,986.93	\$733,264.66
Balance Westpac Bank	\$8,797.73	\$136,315.84
Investments	\$8,737,111.46	\$8,682,762.70
Petty Cash & Floats	\$550.00	\$550.00
	\$9,601,446.12	\$9,552,893.20
Plus Unbanked Money	\$2,111.89	\$420.00
	\$9,603,558.01	\$9,553,313.20
Less Unpresented Cheques	\$132.90	\$0.00
Unreceipted amounts on bank statements	\$0.00	\$0.00
	\$9,603,425.11	\$9,553,313.20

RATES RECONCILIATION AS AT 31 DECEMBER 2022

	<u>2021</u>	<u>2022</u>
Balance 30th June	\$83.43	-\$39,090.75
Rates Raised	\$3,912,121.67	\$4,110,809.76
Penalties Raised	\$21,955.81	\$25,164.48
Supplementaries/Debit Adjustments	\$26,489.46	\$16,369.89
Total Raised	\$3,960,650.37	\$4,113,253.38
Less:		
Receipts to Date	\$2,637,371.47	\$2,673,389.58
Pensioner Rate Remissions	\$101,093.20	\$109,745.13
Remissions/Supplementary Credits	\$28,578.78	\$28,101.77
Balance	\$1,193,606.92	\$1,302,016.90

	BUDGET 2022/2023	ACTUAL TO 31-Dec-21	ACTUAL TO 31-Dec-22	% OF BUDGET SPENT	BALANCE OF BUDGET
CORPORATE AND FINANCIAL SERVICES					
ADMIN. STAFF COSTS(ASCH)	\$582,026	\$292,817	\$463,519	79.64%	\$118,506
ADMIN BUILDING EXPEND(ABCH)	\$40,790	\$25,845	\$29,823	73.11%	\$10,968
OFFICE EXPENSES(AOEH)	\$125,000	\$99,303	\$74,122	59.30%	\$50,878
ELECTED MEMBERS EXPENDITURE(AMEH)	\$203,648	\$80,826	\$90,930	44.65%	\$112,718
OTHER ADMIN. EXPENDITURE(ASEH + RATES)	\$406,500	\$162,707	\$230,491	56.70%	\$176,009
MEDICAL CENTRES(MED)	\$147,200	\$51,372	\$55,632	37.79%	\$91,568
STREET LIGHTING(STLIGHT)	\$39,600	\$16,178	\$11,930	30.13%	\$27,670
ONCOSTS (ACTUAL)(ONCOSTS)	\$663,149	\$362,971	\$336,663	50.77%	\$326,486
ONCOSTS RECOVERED	(\$495,000)	(\$234,575)	(\$272,617)	55.07%	(\$222,383)
COMMUNITY & ECONOMIC DEVELOPMENT & RELATIONS(CDR+EDEV)	\$340,850	\$59,263	\$80,127	23.51%	\$260,723
GOVERNMENT LEVIES(GLEVY)	\$267,275	\$136,172	\$167,798	62.78%	\$99,478
COVID-19		\$3,584	\$835		
TOTAL CORPORATE & FINANCIAL SERVICES	\$2,321,038	\$1,056,462	\$1,269,254	54.68%	\$1,052,619
DEVELOPMENT AND ENVIRONMENTAL SERVICES					
ADMIN STAFF COSTS - DES (ASCB)	\$173,164	\$74,863	\$74,553	43.05%	\$98,611
ADMIN BUILDING EXPEND - DES(ABCB)	\$24,140	\$12,030	\$12,128	50.24%	\$12,012
OFFICE EXPENSES - DES (AOEB)	\$43,500	\$36,643	\$33,388	76.75%	\$10,112
ENVIRON HEALTH SERVICES (EHS)	\$31,250	\$11,848	\$9,974	31.92%	\$21,275
ANIMAL CONTROL(Animal Control)(AC)	\$10,500	\$2,855	\$5,014	47.75%	\$5,486
PLUMBING/BUILDING CONTROL (BPC)	\$141,119	\$51,367	\$65,879	46.68%	\$75,240
SWIMMING POOLS (POOL)	\$39,475	\$11,798	\$7,675	19.44%	\$31,800
DEVELOPMENT CONTROL (DEV)	\$191,000	\$60,047	\$70,226	36.77%	\$120,774
DOOR TO DOOR GARBAGE & RECYCLING (DD)	\$160,124	\$58,879	\$66,959	41.82%	\$93,165
ROADSIDE BINS COLLECTION (DRB)	\$143,100	\$53,533	\$61,153	42.73%	\$81,947
WASTE TRANSFER STATIONS (WTS)	\$287,935	\$93,140	\$137,749	47.84%	\$150,186
TIP MAINTENANCE (TIPS)	\$73,175	\$18,647	\$24,480	33.45%	\$48,695
ENVIRONMENT PROTECTION (EP)	\$4,500	\$546	\$150,381	3341.79%	(\$145,881)
RECYCLING (RECY)	\$48,960	\$23,372	\$47,599	97.22%	\$1,361
TOTAL DEVELOPMENT & ENVIRONMENTAL SERVICES	\$1,371,943	\$509,568	\$767,159	55.92%	\$604,784
WORKS AND SERVICES					
PUBLIC CONVENIENCES (PC)	\$136,000	\$66,229	\$84,171	61.89%	\$51,829
CEMETERY (CEM)	\$18,200	\$9,634	\$9,001	49.46%	\$9,199
HALLS (HALL)	\$60,000	\$36,242	\$29,844	49.74%	\$30,156
PARKS AND GARDENS (PG)	\$64,000	\$36,473	\$42,780	66.84%	\$21,220
REC. & RESERVES(Rec+tennis)	\$84,316	\$44,755	\$48,641	57.69%	\$35,675
TOWN MOWING/TREES/STREETSCAPES(MOW)	\$120,000	\$88,287	\$111,057	92.55%	\$8,943
HOUSING (HOU)	\$71,458	\$47,175	\$60,522	84.70%	\$10,936
CAMPING GROUNDS (CPARK)	\$13,500	\$7,394	\$8,600	63.71%	\$4,900
LIBRARY (LIB)	\$1,400	\$843	\$1,279	91.37%	\$121
ROAD MAINTENANCE (ROAD)	\$885,000	\$593,941	\$805,103	90.97%	\$79,897
FOOTPATHS/KERBS/GUTTERS (FKG)	\$5,000	\$496	\$6,010	120.19%	(\$1,010)
BRIDGE MAINTENANCE (BRI)	\$23,289	\$12,458	\$5,857	25.15%	\$17,432
PRIVATE WORKS (PW)	\$85,000	\$42,184	\$43,799	51.53%	\$41,201
SUPER. & ID OVERHEADS (SUPER)	\$316,800	\$187,241	\$219,438	69.27%	\$97,362
QUARRY/GRAVEL (QUARRY)	(\$25,000)	(\$53,596)	(\$50,477)	201.91%	\$25,477
NATURAL RESOURCE MANAGEMENT(NRM)	\$121,000	\$56,122	\$60,149	49.71%	\$60,851
SES (SES)	\$2,000	\$723	\$400	20.00%	\$1,600
PLANT MTCE & OPERATING COSTS (PLANT)	\$500,000	\$244,317	\$322,151	64.43%	\$177,849
PLANT INCOME	(\$710,000)	(\$392,929)	(\$474,728)	66.86%	(\$235,272)
DRAINAGE (DRAIN)	\$264,360	\$11,995	\$19,997	7.56%	\$244,363
OTHER COMMUNITY AMENITIES (OCA)	\$27,731	\$20,563	\$22,383	80.71%	\$5,349
WASTE COLLECTION & ASSOC SERVICES (WAS)	\$37,000	\$21,484	\$26,040	70.38%	\$10,960
FLOOD REPAIRS			\$51,617		
TOTAL WORKS & SERVICES	\$2,101,054	\$1,082,031	\$1,453,633	69.19%	\$699,037

DEPARTMENT TOTALS OPERATING EXPENSES					
Corporate Services	\$2,321,038	\$1,056,462	\$1,269,254	54.68%	\$1,052,619
Dev. & Environmental Services	\$1,371,943	\$509,568	\$767,159	55.92%	\$604,784
Works & Services	\$2,101,054	\$1,082,031	\$1,453,633	69.19%	\$699,037
Total All Operating	\$5,794,034	\$2,648,061	\$3,490,046	60.24%	\$2,356,440
CAPITAL EXPENDITURE					
CORPORATE AND FINANCIAL SERVICES					
Computer Purchases	\$64,500	\$0	\$21,084	32.69%	\$43,416
Equipment	\$131,000	\$38,178	\$5,578	4.26%	\$125,422
Miscellaneous (Municipal Reval etc)	\$120,000	\$0	\$0	0.00%	\$120,000
	\$315,500	\$38,178	\$26,662	8.45%	\$288,838
DEVELOPMENT & ENVIRONMENTAL SERVICES					
Swimming Pool	\$25,000	\$1,815	\$3,627	14.51%	\$21,373
	\$25,000	\$1,815	\$3,627	14.51%	\$23,185
WORKS & SERVICES					
Plant Purchases	\$547,266	\$1,580	\$342,711	62.62%	\$204,555
Camping Grounds	\$0	\$11,772	\$0		\$0
Public Conveniences	\$210,000	\$26,272	\$99,252	47.26%	\$110,748
Bridges	\$120,000	\$95	\$17,175	14.31%	\$102,825
Road Construction & Reseals	\$1,972,256	\$1,662,703	\$1,272,855	64.54%	\$699,401
Drainage	\$737,160	\$5,153	\$25,209	0.00%	\$711,951
Parks & Gardens Capital	\$261,000	\$33,342	\$102,666	39.34%	\$158,334
Infrastructure Capital (Moved to Roads)	\$55,000	\$0	\$0	0.00%	\$55,000
Footpaths, Kerbs & Gutters	\$510,000	\$0	\$6,833	1.34%	\$503,167
Rec Grounds	\$0	\$20,943	\$0		\$0
Halls	\$284,000	\$22,031	\$15,265	5.37%	\$268,735
Buildings	\$961,500	\$29,196	\$84,478	8.79%	\$877,022
	\$5,658,182	\$1,813,087	\$1,966,443	34.75%	\$3,691,739
TOTAL CAPITAL WORKS					
Corporate Services	\$315,500	\$38,178	\$26,662	8.45%	\$288,838
Dev. & Environmental Services	\$25,000	\$1,815	\$3,627	14.51%	\$21,373
Works & Services	\$5,658,182	\$1,813,087	\$1,966,443	34.75%	\$3,691,739
	\$5,998,682	\$1,853,080	\$1,996,733	33.29%	\$4,001,949

BANK ACCOUNT BALANCES AS AT 31 DECEMBER 2022						
No.	Bank Accounts	Investment Period	Current Interest Rate %	Due Date	BALANCE	
					2021	2022
11100	Cash at Bank and on Hand					
11105	Bank 01 - Commonwealth - General Trading Account				854,936.03	733,684.66
11106	Bank 02 - Westpac - Direct Deposit Account				8,797.73	136,315.84
11110	Petty Cash				350.00	350.00
11115	Floats				200.00	200.00
11199	TOTAL CASH AT BANK AND ON HAND				864,283.76	870,550.50
11200	Investments					
11206	Bank 04	30 Days			1,000,845.75	-
11207	Bank 05	90 Days	3.18%	4/01/2023	3,654,998.22	2,522,097.57
11207	Bank 06	30 Days	3.29%	3/01/2023		2,018,308.90
11212	Bank 12	30 Days				
11214	Tascorp	180 Days	3.36%	20/03/2023	78,067.05	78,294.58
11215	Bank 15	90 Days				
11216	Bank 16	90 Days	3.87%	13/03/2023	4,005,230.33	4,064,061.65
11299	TOTAL INVESTMENTS				8,739,141.35	8,682,762.70
	TOTAL BANK ACCOUNTS AND CASH ON HAND				9,603,425.11	9,553,313.20

DONATIONS AND GRANTS 2022-23											
Date	Details	Budget	Australia Day, ANZAC Day, Hamilton Show	Childrens Services	Community Grants \ Donations	Event Development and Sponsorship	Further Education Bursaries and School Support	General Items	Church Grants	Tourism	TOTAL
	Community & Economic Development Support	\$5,000									
	Support/Donations	\$5,590									
	Further Education Bursaries	\$1,300									
	Central Highlands School Support	\$3,414									
	Anzac Day	\$6,000									
	Hamilton show	\$5,000									
	Australia Day	\$1,500									
	Church Grants	\$5,000									
	Suicide Prevention Program	\$2,000									
	Anglers Alliance Sponsorship	\$3,000									
	Bothwell Spin-in	\$0									
	Royal Flying Doctor Service	\$1,000									
	Shearing Display Bushfest	\$0									
	Youth Activities	\$5,000									
	Australasian Golf Museum contribution to power	\$5,000									
	South Central Region Projects	\$5,000									
	Local Govt Shared Services Project	\$2,000									
	200 Years of Bothwell Celebration	\$80,000									
	Health & Wellbeing Plan Implementation	\$5,000									
	Visitors Centre	\$5,000									
	Grant assistance	\$15,000									
	Design/concept contractors - Grants	\$25,000									
	Healthy Connect Project	\$10,000									
26/07/2022	Community BBQ - Hamilton	\$200			200.00						200.00
18/08/2022	Donation to 'Safe Beds' Program	\$250			250.00						250.00
26/08/2022	Donation to celebrate 75yrs of the Lions	\$300			300.00						300.00
6/09/2022	Miena Volunteer Ambulance	\$1,500			1,500.00						1,500.00
18/11/2022	All Schools Championships 2022	\$500					500.00				500.00
23/11/2022	Christmas Lolly run 2022 - Gretna Volunteer Fire Brigade	\$150			150.00						150.00
7/12/2022	Grade 6 Leavers 2022	\$136					136.36				136.36
13/12/2022	School Awards - Gift Cards -1	\$200					200.00				200.00
13/12/2022	School Awards - Gift Cards -5	\$250					250.00				250.00
20/12/2022	Bushfest community sites 2022	\$2,010			2,010.00						2,010.00
YEAR TO DATE EXPENDITURE			0.00	0.00	4,410.00	0.00	1,086.36	0.00	0.00	0.00	5,496.36
BUDGET		\$201,300	12,500.00	5,000.00	10,000.00	7,000.00	5,800.00	34,000.00	5,000.00	3,000.00	82,300.00

27. SUPPLEMENTARY AGENDA ITEMS

In accordance with the requirements of Part 2 Regulation 8 (6) of the *Local Government (Meeting Procedures) Regulations 2015*, the Council by absolute majority may decide to deal with a matter that is not on the agenda if, where the General Manager has reported either:

- a) The reason it was not possible to include the matter on the agenda;
- b) That the matter is urgent; or
- c) That advice of a qualified person has been obtained and taken into account in providing advice to Council under Section 65 of the *Local Government Act 1993*.

Nil

28. CLOSED SESSION OF THE MEETING - CONTINUE

RESOLUTION – 21/01.2023/C

Moved: Cr R Cassidy

Seconded: Cr A Bailey

THAT Council move back to the Closed Session and continue with the Closed Agenda.

CARRIED

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

29. MOTION OUT OF CLOSED SESSION

RESOLUTION 22/01.2023/CC

Moved: Cr Y Miller

Seconded: Cr R Cassidy

That the Council:

- (1) Having met and dealt with its business formally move out of the closed session; and
- (2) Resolved to report that it has determined the following:

Item Number	Matter	Outcome
1	Confirmation of the Minutes of the Closed Session of the Ordinary Meeting of Council held on 6 December 2022.	That the Minutes of the Closed Session of the Ordinary Meeting of Council held on 6 December 2022 be confirmed.
2	Deputation from RESOLUTION 08/12.2022/C	That Council note and support the Tasmania Fire Service's decision concerning the future of the West Bothwell Fire Station.

3	Regional Connectively Program Funding Agreement with Telstra (Pelham)	That the General Manager sign the funding agreement on behalf of Council.
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CARRIED**FOR the Motion**

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

30. RESUME THE ORDINARY MEETING

31. CLOSURE

Mayor Lou Triffitt thanked everyone for their contribution and declared the meeting closed at 12.54pm.

Signed as Confirmed:

Mayor L Triffitt

Dated 21st February 2023



Central Highlands Council

Draft Minutes Independent Living Units Committee

Draft Minutes of a Meeting of the Independent Living Units Committee held at the Bothwell Hall Bothwell on Tuesday, 7th February 2023 commencing at 10.00am.

1.0 OPENING

The Meeting opened at 10.00am

2.0 PRESENT

Mayor Lou Triffitt, Clr Tony Bailey, Ms Cynthia Cooper, Mr Andy Beasant

3.0 APOLOGIES

Nil

4.0 IN ATTENDANCE

General Manger, Kim Hossack and Sharee Nichols

5.0 MINUTES

Moved Mr Andy Beasant

Seconded Ms Cynthia Cooper

THAT The Minutes of the Independent Living Units Committee meeting held on 12th August 2022 having been circulated to all members be taken as read and confirmed.

Carried

For the Motion: Mayor Lou Triffitt, Clr Tony Bailey, Ms Cynthia Cooper, Mr Andy Beasant

6.0 ILU UNIT 2 OUSE TENANCY

2 applications were received and both applicants were interviewed for the ILU Unit 4 at Bothwell being Ms Meg Maree Triffett and Mrs Noreen Joy Monks.

Moved Ms Cynthia Cooper

Seconded Mr Andy Beasant

THAT the Committee approve that Ms Meg Maree Triffett be offered tenancy of Unit 4 of the Bothwell ILU Unit.

Carried

For the Motion: Mayor Lou Triffitt, Clr Tony Bailey, Ms Cynthia Cooper, Mr Andy Beasant



Central Highlands Council

Draft Minutes Independent Living Units Committee

7.00 OTHER BUSINESS

Unit Inspections

RESOLVED THAT The Mayor Lou Triffitt, Kim Hossack and Sharee Nichols undertake inspections of the Independent Living Units at Bothwell and Ouse and the Housing Units at Ouse due March 2023. Sharee Nichols to arrange the appointments in writing with the tenants.

8.0 CLOSURE

There being no further business the meeting was declared closed at 10.40am.



Central Highlands Council

MINUTES – PLANNING COMMITTEE MEETING 14th February 2023

Minutes of the Planning Committee Meeting of the Central Highlands Council held in the Bothwell Council Chambers, 19 Alexander Street, Bothwell on Tuesday 14th February 2023, commencing at 9.07am.

1.0 PRESENT

Deputy Mayor Allwright (Chairperson), Mayor Triffitt, Clr Cassidy & Clr Hall

IN ATTENDANCE

Clr Honner, Clr Miller, Clr Bowden, Mrs K Hossack (General Manager), Mrs L Brown (Planning Officer) & Mrs K Bradburn (Minutes Secretary)

2.0 APOLOGIES

Clr Bailey

3.0 PECUNIARY INTEREST DECLARATIONS

In accordance with Regulation 8 (7) of the Local Government (Meeting Procedures) Regulations 2015, the Chairman requests Councillors to indicate whether they or a close associate have, or are likely to have, a pecuniary interest (any pecuniary or pecuniary detriment) in any item of the Agenda.

Nil

4.0 CONFIRMATION OF MINUTES

Moved **Mayor Triffitt**

Seconded **Clr Cassidy**

THAT the Draft Minutes of the Planning Committee Meeting of Council held on Tuesday 11th October 2022 to be confirmed.

Carried

For the Motion: Deputy Mayor Allwright, Mayor Triffitt, Clr Cassidy & Clr Hall

5.0 QUESTION TIME & DEPUTATIONS

Nil

6.0 DA2022/92 : REORGANISATION OF BOUNDARIES : LOT 1 MAYFIELD ROAD, PELHAM

Proposal

Council is in receipt of a Development Application for the Reorganisation of Boundaries at Lot 1 Mayfield Road, Pelham.

The proposal includes two lots CT 115693/2 approximately 16.83ha and CT 115692/5 approximately 2801m².

The proposal seeks approval for the boundary reorganisation of the existing titles into two lots to create a better layout of lots, in equal size.:

- Lot 1 – 10.0ha, frontage to Basils Road. Vehicular access required to be updated from Basils Road; and
- Lot 2 – 6.86ha, frontage to Basils Road and Sonners Road. New vehicular access required either from Basils Road or Sonners Road.

The proposal is discretionary owing to being a Boundary Reorganisation/Subdivision and is assessed against the standards for the Rural Resource Zone pursuant to section 26.0 of the Central Highlands Interim Planning Scheme 2015.

Options

The Planning Authority must determine the Development Application DA2022/92 Reorganisation of Boundaries at Lot 1 Mayfield Road, Pelham in accordance with one of the following options:

1. Approve in accordance with the Recommendation:-

In accordance with section 57 of the Land Use Planning and Approvals Act 1993 the Planning Authority **Approve** the Development Application DA2022/92 Reorganisation of Boundaries at Lot 1 Mayfield Road, Pelham subject to conditions in accordance with the Recommendation.

2. Approve with altered conditions:-

In accordance with section 57 of the Land Use Planning and Approvals Act 1993 the Planning Authority **Approve** the Development Application DA2022/92 Reorganisation of Boundaries at Lot 1 Mayfield Road, Pelham subject to conditions as specified below.

Should Council opt to approve the Development Application subject to conditions that are different to the Recommendation the modifications should be recorded below, as required by Section 25(2) of the Local Government (Meeting Procedures) Regulations 2015:

Alteration to Conditions:-

3. Refuse to grant a permit:-

In accordance with section 57 of the Land Use Planning and Approvals Act 1993 the Planning Authority **Refuse** the Development Application DA2022/92 Reorganisation of Boundaries at Lot 1 Mayfield Road, Pelham for the reasons detailed below.

Should the Planning Authority opt to refuse to grant a permit contrary to the officers Recommendation, the reasons for the decision should be recorded below, as required by Section 25(2) of the Local Government (Meeting Procedures) Regulations 2015:

Reasons :-

RECOMMENDATION

Moved **Clr Cassidy**

Seconded **Mayor Triffitt**

THAT the following recommendation be made to the Planning Authority:

1. Approve in accordance with the Recommendation:-

In accordance with section 57 of the Land Use Planning and Approvals Act 1993 the Planning Authority **Approve** the Development Application DA2022/92 Reorganisation of Boundaries at Lot 1 Mayfield Road, Pelham subject to conditions in accordance with the Recommendation.

Recommended Conditions

General

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

Staged development

3. The subdivision development must not be carried out in stages except in accordance with a staged development plan submitted to and approved by Council's Manager Environment and Development Services.

Easements

4. Easements must be created over all drains, pipelines, wayleaves and services in accordance with the requirements of the Council's Municipal Engineer. The cost of locating and creating the easements shall be at the subdivider's full cost.

Endorsements

5. The final plan of survey must be noted that Council cannot or will not provide a means of drainage to all lots shown on the plan of survey.

Covenants

6. Covenants or other similar restrictive controls that conflict with any provisions or seek to prohibit any use provided within the planning scheme must not be included or otherwise imposed on the titles to the lots created by this permit, either by transfer, inclusion of such covenants in a Schedule of Easements or registration of any instrument creating such covenants with the Recorder of Titles, unless such covenants or controls are expressly authorised by the terms of this permit or the consent in writing of the Council's Manager Environment and Development Services.

Bushfire

7. The development and works must be carried out in accordance with the Bushfire Hazard Report, prepared HED Consulting, and dated 20 December 2022.
8. Prior to Council sealing the final plan of survey for any stage the developer must provide certification from a suitably qualified person that all works required by the approved Bushfire Hazard Management Plan has been complied with.

Agreements

9. Agreements made pursuant to Part 5 of the *Land Use Planning and Approvals Act 1993* must be prepared by the applicant on a blank instrument form to the satisfaction of the Council and registered with the Recorder of Titles. The subdivider must meet all costs associated with the preparation and registration of the Part 5 Agreement.

Final plan

10. A final approved plan of survey and schedule of easements as necessary, together with two (2) copies, must be submitted to Council for sealing for each stage. The final approved plan of survey must be substantially the same as the endorsed plan of subdivision and must be prepared in accordance with the requirements of the Recorder of Titles.
11. A fee of \$210.00, or as otherwise determined in accordance with Council's adopted fee schedule, must be paid to Council for the sealing of the final approved plan of survey for each stage.
12. Prior to Council sealing the final plan of survey for each stage, security for an amount clearly in excess of the value of all outstanding works and maintenance required by this permit must be lodged with the Central Highlands Council. The security must be in accordance with section 86(3) of the *Local Government (Building & Miscellaneous Provisions) Council 1993*. The amount of the security shall be determined by the Council's Municipal Engineer.
13. All conditions of this permit, including either the completion of all works and maintenance or payment of security in accordance with this permit, must be satisfied before the Council seals the final plan of survey for each stage. It is the subdivider's responsibility to notify Council in writing that the conditions of the permit have been satisfied and to arrange any required inspections.
14. The subdivider must pay any Titles Office lodgment fees direct to the Recorder of Titles.

Water quality

15. Where a development exceeds a total of 250 square metres of ground disturbance a soil and water management plan (SWMP) prepared in accordance with the guidelines *Soil and Water Management on Building and Construction Sites*, by the Derwent Estuary Programme and NRM South, must be approved by Council's Municipal Engineer before development of the land commences.
16. Temporary run-off, erosion and sediment controls must be installed in accordance with the approved SWMP and must be maintained at full operational capacity to the satisfaction of Council's Municipal Engineer until the land is effectively rehabilitated and stabilised after completion of the development.
17. The topsoil on any areas required to be disturbed must be stripped and stockpiled in an approved location shown on the detailed soil and water management plan for reuse in the rehabilitation of the site. Topsoil must not be removed from the site until the completion of all works unless approved otherwise by the Council's Municipal Engineer.
18. All disturbed surfaces on the land, except those set aside for roadways, footways and driveways, must be covered with top soil and, where appropriate, re-vegetated and stabilised to the satisfaction of the Council's Municipal Engineer.

Property Services

19. Property services must be contained wholly within each lots served or an easement to the satisfaction of the Council's Municipal Engineer or responsible authority.

Existing services

20. The Subdivider must pay the cost of any alterations and/or reinstatement to existing services, Council infrastructure or private property incurred as a result of the proposed subdivision works. Any work required is to be specified or undertaken by the authority concerned.

Rural Access

21. A separate vehicle access must be provided from the road carriageway to each lot. New and existing access must be an all-weather pavement with a minimum width of 3 metres at the property boundary and located and constructed in accordance with the standards shown on standard drawings SD-1009 *Rural Roads - Typical Standard Access* and SD-1012 *Intersection and Domestic Access Sight Distance Requirements* prepared by the IPWE Aust. (Tasmania Division) (attached) and the satisfaction of Council's Municipal Engineer.

Construction amenity

22. The development must only be carried out between the following hours unless otherwise approved by the Council's Manager Environment and Development Services:

Monday to Friday	7:00 AM to 6:00 PM
Saturday	8:00 AM to 6:00 PM
Sunday and State-wide public holidays	10:00 AM to 6:00 PM

23. All subdivision works associated with the development of the land must be carried out in such a manner so as not to unreasonably cause injury to, or unreasonably prejudice or affect the amenity, function and safety of any adjoining or adjacent land, and of any person therein or in the vicinity thereof, by reason of -
 - (a) Emission from activities or equipment related to the use or development, including noise and vibration, which can be detected by a person at the boundary with another property.
 - (b) Transport of materials, goods or commodities to or from the land.
 - (c) Appearance of any building, works or materials.
24. Any accumulation of vegetation, building debris or other unwanted material must be disposed of by removal from the site in an approved manner. No burning of such materials on site will be permitted unless approved in writing by the Council's Municipal Engineer.
25. Public roadways or footpaths must not be used for the storage of any construction materials or wastes, for the loading/unloading of any vehicle or equipment; or for the carrying out of any work, process or tasks associated with the project during the construction period.

Construction

26. The subdivider must provide not less than 48 hours written notice to Council's Municipal Engineer before commencing construction works on site or within a council roadway. The written notice must be accompanied by evidence of payment of the Building and Construction Industry Training Levy where the cost of the works exceeds \$12,000.
27. The subdivider must provide not less than 48 hours written notice to Council's Municipal Engineer before reaching any stage of works requiring inspection by Council unless otherwise agreed by the Council's Manager Engineering Services.
28. A fee for supervision of any works to which Section 10 of the *Local Government (Highways) Council 1982* applies must be paid to the Central Highlands Council unless carried out under the direct supervision of an approved practising professional civil engineer engaged by the owner and approved by the Council's Municipal Engineer. The fee must equal not less than three percent (3%) of the cost of the works.

THE FOLLOWING ADVICE APPLIES TO THIS PERMIT: -

- A. This permit does not imply that any other approval required under any other legislation or by-law has been granted.
- B. This permit does not take effect until all other approvals required for the use or development to which the permit relates have been granted.
- C. The SWMP must show the following:
 - (a) Allotment boundaries, north-point, contours, layout of roads, driveways, building envelopes and reticulated services (including power and telephone and any on-site drainage or water supply), impervious surfaces and types of all existing natural vegetation;
 - (b) Critical natural areas such as drainage lines, recharge area, wetlands, and unstable land;
 - (c) Estimated dates of the start and completion of the works;
 - (d) Timing of the site rehabilitation or landscape program;
 - (e) Details of land clearing and earthworks or trenching and location of soil stockpiles associated with roads, driveways, building sites, reticulated services and fire hazard protection.
 - (f) Arrangements to be made for surface and subsurface drainage and vegetation management in order to prevent sheet and tunnel erosion.
 - (g) Temporary erosion and sedimentation controls to be used on the site.
 - (h) Recommendations for the treatment and disposal of wastewater in accordance with Standards Australia (2000), AS/NZS 1547: *On-site wastewater management*, Standards Australia, Sydney.
- D. Appropriate temporary control measures include, but are not limited to, the following (refer to brochure attached):
 - Minimise site disturbance and vegetation removal;
 - Diversion of up-slope run-off around cleared and/or disturbed areas, or areas to be cleared and/or disturbed, provided that such diverted water will not cause erosion and is directed to a legal discharge point (eg. temporarily connected to Council's storm water system, a watercourse or road drain);

- Sediment retention traps (e.g. sediment fences, straw bales, grass turf filter strips, etc.) at the down slope perimeter of the disturbed area to prevent unwanted sediment and other debris escaping from the land;
- Sediment retention traps (e.g. sediment fences, straw bales, etc.) around the inlets to the stormwater system to prevent unwanted sediment and other debris blocking the drains;
- Stormwater pits and inlets installed and connected to the approved stormwater system before the roadwork's are commenced; and
- Rehabilitation of all disturbed areas as soon as possible.

E. This planning approval shall lapse at the expiration of two (2) years from the date of the commencement of planning approval unless the development for which the approval was given has been substantially commenced or extension of time has been granted. Where a planning approval for a development has lapsed, an application for renewal of a planning approval for that development may be treated as a new application.

Carried

For the Motion: Deputy Mayor Allwright, Mayor Triffitt, Cllr Cassidy & Cllr Hall

7.0 OTHER BUSINESS

Nil

8.0 CLOSURE

There being no further business the Chairperson thanked everyone for attending and closed the meeting at 9.13am.



CENTRAL HIGHLANDS COUNCIL

MINUTES OF THE PLANT COMMITTEE MEETING

Held Wednesday 15th February 2023 at Hamilton Council Chambers

1. **Present:** Mayor L Triffitt (Chair), Cr A Bailey and Cr J Hall
2. **Apologies:** Cr S Bowden
3. **In Attendance:** Kim Hossack (General Manager), Jason Branch (Works & Services Manager) and Barry Harback (Works Supervisor)
4. **Confirmation of Minutes of 8th September 2021**

RECOMMENDATION:

Moved Cr A Bailey **Seconded** Cr J Hall

***That** the minutes of the Plant Committee held 8th September 2021 be confirmed.*

CARRIED

5. **Replacement of the General Manager's Vehicle PM 789**

In the 2022/2023 Budget, Council has allocated \$50,000 to replace the General Manager's PM 789 (Mitsubishi Outlander). This 2017 model vehicle was due for replacement back in 2020/2021 and has mileage of just under \$130,000kms. In the current working environment, it is more appropriate for the new vehicle to be a 4x4 wheeled drive with a bulbar, as this type of vehicle sits much higher and safer when dealing with wildlife on a daily basis.

Three quotes have been obtained as follows:

- (Tilford) Ford Everest - \$59,800.47 (ex GST)
- (Co-op Toyota) Prado - \$62,824.30 (ex GST)
- (Hobart Mitsubishi) Pajero – being obtained & will be tabled directly at the meeting.



RECOMMENDATION:

Moved Cr A Bailey

Seconded Cr J Hall

That Council approve the purchase of a Ford Everest at the price of \$59,800.47 (ex GST) and that PM 789 Mitsubishi Outland be sent to auction and sold.

CARRIED

6. Ute Replacements for 2022-2023

6.1 PM 788 (Toyota Hilux - 2 Wheel Drive)

In the 2022/2023 Budget, Council has allocated \$45,000 to replace PM 788 (2-wheel drive Toyota Hilux).

Three quotes have been obtained as follows:

- (Tilford) Ford Ranger - \$38,101.07 (ex GST)
- (Hobart Mitsubishi) Triton - \$33,932.10 (ex GST)
- (Co-op Toyota) Hilux - \$32,393.55 (ex GST)

RECOMMENDATION:

Moved Cr J Hall

Seconded Cr A Bailey

That Council approve the purchase of a Toyota Hilux at a price of \$32,393.55 (ex GST) and that PM 788 (2-Wheel Drive Toyota Hilux) be sent to auction and sold.

CARRIED

6.2 PM 785 (Triton Extra Cab - 4x4 Wheel Drive)

PM 785 (4x4 Triton extra cab) is also due for replacement with \$55,000 being allocated in the 2022/2023 budget.

Three quotes have been obtained as follows:

- (Tilford) Ford Ranger - \$49,200.60 (ex GST)
- (Hobart Mitsubishi) Triton - \$43,509.12 (ex GST)
- (Co-op Toyota) Hilux - \$46,636.70 (ex GST)



RECOMMENDATION:

Moved Cr A Bailey

Seconded Cr J Hall

***That** due to the re-sale value, Council purchases a Toyota Hilux at a price of \$46,636.70 (ex GST) and that PM 788 (Triton Extra Cab – 4x4) be sent to auction and sold.*

CARRIED

7. Abolishment of this Committee

From a legal perspective, the existence of this Committee and its approval functions, are in breach of the *Local Government Act 1993*. Elected Members should not be involved with the operational function, as all Capital Purchases are approved at the time of each Annual Budget being set. This is the authority for the General Manager to undertake the purchases. However, if quoted items are over the budget allocation, then this must return to Council for approval as correct procedure.

In light of the above details, it is recommended to Council to abolish this Committee.

RECOMMENDATION:

Moved Cr A Bailey

Seconded Cr J Hall

***That** Council dissolve the Plant Committee immediately.*

CARRIED

8. Other Business

RECOMMENDATION:

Moved Cr A Bailey

Seconded Cr J Hall

***That** the Mayor's current vehicle to be considered for replacement at the 2023/2024 Annual Budget.*

CARRIED

9. Closure 9.45am

**Deputy Premier
Treasurer
Minister for Infrastructure and Transport
Minister for Planning**



Level 10, Executive Building, 15 Murray Street, Hobart
Public Buildings, 53 St John Street, Launceston
GPO Box 123, Hobart TAS 7001
Phone: (03) 6165 7701; Email: Michael.Ferguson@dpact.tas.gov.au

Councillor Loueen Triffitt
Mayor
Central Highlands Council
By email: council@centralhighlands.tas.gov.au

Dear Mayor

Consultation on the Regional Planning Framework and draft Structure Plan Guidelines

Phase Two of Tasmania's planning reform agenda is well underway and includes the making of the Tasmanian Planning Policies (TPPs), and a full review of each of the regional land use strategies (RLUS) to be supported by an improved regional planning framework.

The release of the Regional Planning Framework Discussion Paper marks the commencement of the review of the regional planning framework. The regional planning framework refers to the legislative, regulatory or administrative arrangements that support the RLUSs.

The *Land Use Planning and Approvals Act 1993* (LUPA Act) requires that the RLUSs are reviewed following the making of the TPPs. The LUPA Act provides for the making and, to a limited extent, the review of RLUSs. This Discussion Paper seeks your feedback on how the regional planning framework can better provide for the scope and purpose of the RLUSs and processes around their assessment, review and amendment.

The Discussion Paper also introduces the draft structure plan guidelines (SPGs) for comment. Structure plans provide an important strategic link between the RLUSs and the application of zones, overlays, specific area plans and particular purpose zones in the Local Provisions Schedules in the Tasmanian Planning Scheme. Structure plans guide the development or redevelopment of settlements by integrating and coordinating future land uses, development, and infrastructure provision in a sustainable and orderly manner. The draft SPGs aim to establish agreed processes, content and inputs for the preparation structure plans.

Your feedback will assist with informing the preparation of an improved regional planning framework and the draft SPGs.

The Discussion Paper along with the draft SPGs can be viewed under the 'Have Your Say' tab on the Planning in Tasmania website: planningreform.tas.gov.au

Written submissions can be made by close of business on **Tuesday 28 February 2023** in one of the following ways:

1. Via email to yoursay.planning@dpac.tas.gov.au
2. Via post to:
Department of Premier and Cabinet
State Planning Office
GPO Box 123
HOBART TAS 7001

If you have any queries on the Discussion Paper, draft SPGs, or the broader reforms relating to the RLUSs, please contact the State Planning Office on 1300 703 977 or by email at: stateplanning@dpac.tas.gov.au.

Yours sincerely

A handwritten signature in blue ink that reads "Michael Ferguson".

Michael Ferguson MP
Minister for Planning

Regional Planning Framework

Discussion Paper



Author:
State Planning Office

Publisher:
Department of Premier and Cabinet

Date:
November 2022

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Glossary

The following acronyms and abbreviations are used in this report.

LUPA Act	–	<i>Land Use Planning and Approvals Act 1993</i>
LPS	–	Local Provisions Schedule
RLUS	–	Regional Land Use Strategy
TPC	–	Tasmanian Planning Commission
TPPs	–	Tasmanian Planning Policies
TPS	–	Tasmanian Planning Scheme
SPG	–	Structure Plan Guidelines
SPO	–	State Planning Office
SPPs	–	State Planning Provisions



I Introduction

This discussion paper has been prepared by the Department of Premier and Cabinet's State Planning Office (SPO) and commences the formal consultation on the regional planning framework project. The regional planning framework refers to the legislative, regulatory or administrative arrangements that support Tasmania's regional land use strategies (RLUSs).

The paper has been prepared to assist you in providing feedback on what key elements should be incorporated into the improved regional planning framework.

This discussion paper is informed by targeted consultation undertaken with the planner's reference groups in each of the Cradle Coast, Northern and Southern regions. The feedback received in response to the discussion paper will inform any legislative, regulatory, or administrative changes required, which will also be subject to further consultation.

The discussion paper also introduces the draft structure plan guidelines (SPGs) for comment. The guidelines are not intended to become a statutory instrument. The SPGs are the first step in the formulation of agreed processes and standards for structure plan preparation.

I.1 Background

The three regional land use strategies (RLUSs) in operation in Tasmania were declared in 2011 following the introduction of the Land Use Planning and Approvals Amendment (State and Regional Strategies) Act 2009. They were the first plans of their kind in Tasmania and were introduced to promote a regional approach to strategic planning in the State. A review of the RLUSs, along with the legislative and administrative framework in which the RLUSs operate, is necessary to ensure their consistency with the broader planning reform agenda.

The introduction of the State-wide Tasmanian Planning Scheme comprising the State Planning Provisions (SPPs) and the Local Provisions Schedules (LPSs) delivers Phase One of Tasmania's planning reform.

Phase Two of the planning reform agenda commenced in 2021 and includes the preparation and making of the Tasmanian Planning Policies (TPPs), the review of the regional planning framework, and the comprehensive review of the RLUSs, which will involve the preparation and making of the next iteration of the RLUSs.

This discussion paper will focus on the regional planning framework component of the Phase Two reforms. Improving the regional planning framework will better support the comprehensive review of the RLUSs, by defining their scope and purpose and providing processes around their preparation, assessment, declaration, governance, monitoring, review and amendment.



1.2 Role of regional strategic planning in Tasmania's planning system

The RLUSs set out the key agreed strategic directions for a region over the medium to longer-term. They aim to provide certainty and predictability for State government, councils, developers and the community on where, when and what type of development will proceed. In the context of the State's planning reform, the next iteration of the RLUSs will be a key instrument in the spatial implementation and further articulation of the TPPs, due to be made in 2023, in a regional context.

The RLUSs also allow for objectives and characteristics specific to the region to be recognised and strengthened, where their outcomes achieve consistency with the objectives of Schedule 1 of the *Land Use Planning and Approvals Act 1993* (LUPA Act), the State Policies and the TPPs.

The role of the RLUSs in decision-making will remain the same, with the preparation and amendments of each council's LPS required under the LUPA Act to be 'as far as practicable' consistent with the relevant RLUS.

The RLUSs also guides and is informed by local strategic planning documents, such as structure plans, so that finer grain planning can be undertaken where growth or land use change is identified by a RLUS.

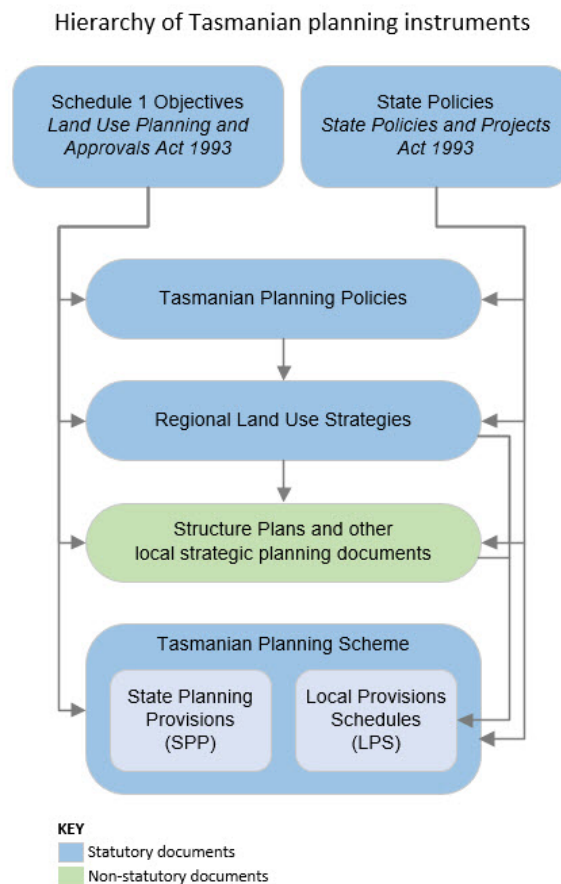


Figure 1: Hierarchy of Planning Instruments

1.3 Need for the regional planning framework review

The current framework and processes for the RLUSs is provided under [section 5A](#) of the LUPA Act. The Act provides for the making and, to a limited extent, the review of RLUSs. However, for other components of the planning system, including TPPs, SPPs, and LPSs, the LUPA Act specifies additional matters such as:

- purpose;
- content;
- processes for exhibition, hearings, approval, review and amendment; and
- criteria for assessment.

The lack of such a framework for and the inconsistencies between the RLUSs has resulted in difficulties with interpretation and ambiguity around maintenance, review processes and responsibilities. Effective review of the RLUSs following the making of the TPPs is dependent on such a framework.

The regional planning framework project will be undertaken over a number of stages:

Stage 1 (Figure 1) will provide the processes for the review of the RLUSs required after the making of the TPPs. In this phase it will be necessary to establish a framework that delivers:

- a clear scope and purpose for the RLUSs;
- improved processes for preparing, assessing, declaring, reviewing and amending the RLUSs; and
- a level of consistency between the three RLUSs.

Stage 2 involves:

- determining ongoing governance arrangements; and
- establishing data requirements for review and monitoring the RLUSs.

These components of Stage 2 will be informed by the current comprehensive review of the RLUSs and any relevant outcomes from the [Future of Local Government Review](#). It will also involve ongoing resourcing requirements to be considered and therefore it has been necessary to separate them out from the first stage of work.

1.4 Project overview

The LUPA Act currently requires the RLUSs be reviewed as soon as practicable after the making of the TPPs. Stage 1 of the regional planning framework project will, therefore, need to be in place to support the comprehensive review of the RLUSs once the TPPs are made.



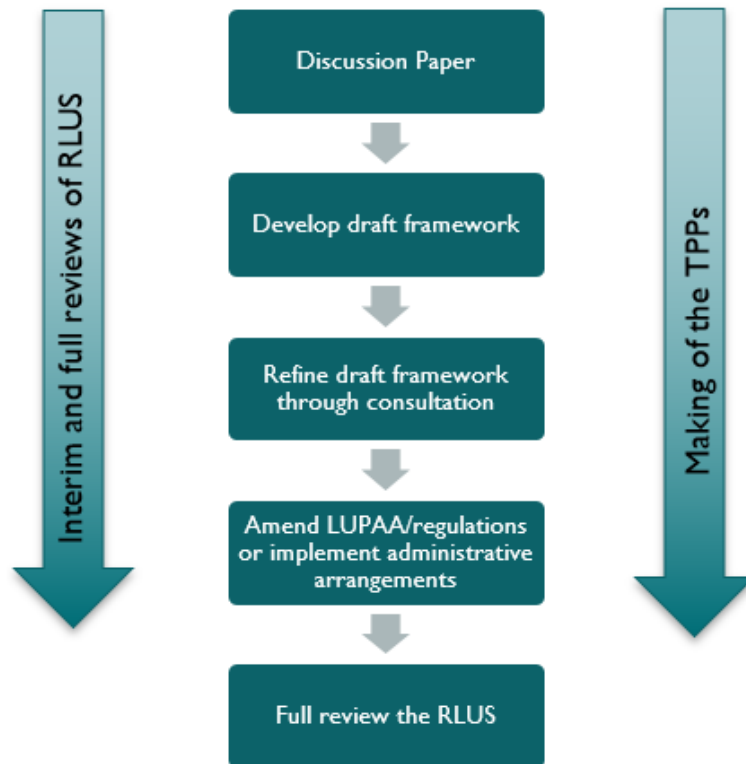


Figure 2: Stage I of Regional Planning Framework Project

2 Regional Planning Framework Project – Stage I

2.1 Scope and Purpose

The current legislative framework requires the RLUSs to be consistent with the TPPs and State Policies, and to further the objectives of Schedule 1 of the LUPA Act. The RLUSs, along with the Tasmanian Planning Scheme, will implement the TPPs.

Section 12B, particularly (1) and (2) of the LUPA Act set out the contents and purposes of the TPPs:

- (1) The purposes of the TPPs are to set out the aims, or principles, that are to be achieved or applied by –
 - (a) the Tasmanian Planning Scheme; and
 - (b) the regional land use strategies.
- (2) The TPPs may relate to the following:
 - (a) the sustainable use, development, protection or conservation of land;
 - (b) environmental protection;



- (c) liveability, health and wellbeing of the community;
- (d) any other matter that may be included in a planning scheme or a regional land use strategy...

Given the extent of issues covered by the TPPs, it is envisaged that much of the overarching policy currently contained in the RLUSs will now be captured by the TPPs.

The RLUSs will, therefore, need to spatially implement the TPPs, further articulate the TPPs in a regional context (e.g. through implementing settlement and activity centre hierarchies), and capture any regional planning issues consistent with the State Policies and objectives of Schedule 1 of the LUPA Act.

Since the scope of regional strategic planning will be changed by making the TPPs and introduction of the TPS, it may be appropriate that the legislative provisions for regional strategies are revised so general contents and purpose of RLUSs are set out in the legislation or regulations. These could be similar to [section 12B](#) of the LUPA Act for the content and purposes of the TPPs such as the following:

- (1) The purpose of a regional land use strategy is to set out the policies or strategies that are to be achieved or applied in that region by:
 - (a) a local provisions schedule; and
 - (b) any sub-regional or local land use planning strategies.
- (2) A regional land use strategy may relate to the following:
 - (a) the sustainable use, development, protection or conservation of land;
 - (b) environmental protection;
 - (c) liveability, health and wellbeing of the community;
 - (d) any other matter that may be included in a planning scheme or a regional land use strategy.

Some other matters that could be considered are:

- a consistent time horizon for the RLUSs;
- specifying that the RLUSs may include:
 - spatial application of the TPPs, regional or sub-regional policy;
 - regional policies and strategies to strengthen the social, economic and environmental attributes specific to the region; and
 - identification of any sub-regions or inter-regional relationships;
- that the RLUSs are to be accompanied by:
 - any relevant background reports and supporting studies;
 - a plan detailing how the RLUS will be implemented including:
 - prioritising or staging the release of land for settlement growth;
 - provision of key infrastructure;



- governance arrangements for implementation; and
- funding arrangements and prioritisation.

Whilst the contents and purposes of the TPPs and SPPs are provided for in the legislation, consideration can also be given to including these matters in the regulations to the LUPA Act, or as administrative arrangements for the purposes of the RLUSs. This allows their purpose and content to be more easily updated as the RLUSs evolve after the making of the TPPs.

Please provide your feedback on the purpose and scope:

Do you agree that the general content and purposes of the RLUSs should be outlined in the legislation or regulations similar to the TPPs and SPPs?

Do you agree with the suggested contents above? Are there other matters you think the RLUSs could capture?

2.2 Consistency

A key outcome of Tasmania's planning reform is to achieve a degree of consistency across planning instruments to improve the ease in which the planning system can be engaged with, and to deliver more certainty.

One of the aims of the regional planning reforms is to achieve some consistency between the three RLUSs.

In achieving the right level of consistency, the following should be considered:

- development of a template for RLUSs, which could be referred to in the legislation or regulation as an instrument prepared in a 'form approved by the Minister';
- consistent use of terminology and definitions; and
- consistent features such as categorisation of settlements and activity centres within hierarchies.

Please provide your feedback on the consistency:

What attributes should be consistent across regions (e.g., terminology, categorisation of settlement etc)?

Should there be a template for RLUSs?

2.3 Preparing regional land use strategies

Early preparation for the comprehensive review of the RLUSs after the making of the TPPs is already underway. Regional and local strategic work is being partly funded by the SPO and



has commenced in each of the regions. This work will provide data to feed into the review of the RLUSs. It will also assist in identifying the data required for ongoing monitoring and review of the RLUSs as part of Stage 2 of the regional planning framework project.

As part of the RLUSs review, each of the three regions has either appointed or is in the process of appointing a Regional Planning Coordinator. It may be that the work and preparation of the next iteration of the RLUSs is managed by the Regional Planning Coordinators, in collaboration between the councils in each of the regions and the SPO in consultation with the relevant State agencies, service and infrastructure providers and other relevant stakeholders.

Models for future reviews and preparing future iterations of the RLUS will comprise part of the consideration for the ongoing governance of the RLUSs under Stage 2 of the regional planning framework project. This will also be informed by any relevant outcomes from the Future of Local Government Review.

2.4 Assessing and declaring regional land use strategies

Under [section 5A \(3\)](#) of the LUPA Act an RLUS is currently declared by the Minister for Planning if satisfied that it meets the objectives of Schedule 1 of the LUPA Act and is consistent with the State Policies and TPPs.

The RLUSs have a public interest because landowner rights are impacted by a LPS or a LPS amendment required to be 'as far as practicable' consistent with the RLUSs. The LUPA Act, however, currently does not specify any process around public consultation or hearings for declaring or amending a RLUS.

Consideration should be given to whether the RLUSs should be assessed in a similar manner to the TPPs.

In assessing the draft TPPs, the TPC must consider:

- whether the draft TPPs meet the TPP Criteria by:
 - furthering the objectives of Schedule 1 of the Act;
 - being consistent with any relevant State Policy;
- all representations received during the public exhibition period;
- relevant matters raised at a hearing in relation to a representation;
- any matters of a technical nature in relation to the application of the TPPs into the SPPs or RLUSs.

The legislation provides that the Minister may make the TPPs if satisfied that, on the advice of the TPC, they meet the TPP Criteria.

An updated framework should consider whether the RLUSs are subject to consideration by the independent TPC, and whether this process should involve consideration of representations received and hearings into the RLUSs, with subsequent recommendations made to the Minister.



When assessing a RLUS, it may be that the TPC consider:

- whether the RLUSs:
 - further the objectives of Schedule 1 of the Act;
 - are consistent with the State Policies;
 - are consistent with the TPPs;
- all representations received during the public exhibition period;
- relevant matters raised at a hearing in relation to a representation;
- any matters of a technical nature in relation to the application of the
 - TPPs into a RLUS; and
 - RLUS into a LPS.

Please provide your feedback on assessing and declaring RLUS:

Should the RLUSs be subject to an assessment process by the TPC with recommendations made to the Minister? Should the assessment process include public hearings?

Should the matters be taken into consideration when assessing a RLUS be similar to the TPPs? Are there any different matters that should be included?

2.5 Reviewing regional land use strategies

Currently under the LUPA Act, the review cycles for each of the TPPs, SPPs and LPSs are every 5 years.

The review process for the TPPs, under [section 121](#) of the LUPA Act, requires the Minister to:

- review the TPPs; or
- direct the TPC to review the TPPs and make recommendations to the Minister; and
- table a report to Parliament on completion of the review by the Minister or the TPP.

The review process for the SPPs requires the Minister to:

- review the SPPs; or
- direct the TPC to review the SPPs and make recommendations to the Minister.

Under [section 5A \(6\)](#), the Minister is required to keep the RLUSs under periodic review, and under [section 5A \(8\)](#), review the RLUSs as soon as practicable after the making or amendment of the TPPs to ensure the strategies' consistency with the TPPs. However, no timeframes or processes are specified for the periodic reviews, such as with the TPPs or the SPPs.



Please provide your feedback on reviewing RLUS:

Should the timeframes for review of the RLUSs continue to reflect the 5 yearly cycle of the other instruments, triggered by the making or amendment of the TPPs?

Should any other matters trigger the review of the RLUSs?

Should the review process for the RLUSs be similar to that of the TPPs and SPPs?

2.6 Amending regional land use strategies

The LUPA Act does not provide a process for amending RLUSs, although allows for their amendment by requiring the Minister to keep the RLUSs under periodic review.

Currently amendments are managed through the declaration process provided for under the LUPA Act. Under [section 5A \(4\)](#) before declaring a RLUS, the Minister must consult with:

- the TPC;
- the planning authorities; and
- State service agencies and State authorities as the Minister thinks fit.

Under [section 5A \(3\)](#), having received advice from the TPC, the Minister may declare a land use strategy that:

- furthers the objectives of Schedule I of the LUPA Act;
- is consistent with the State Policies; and
- is consistent with the TPPs.

In comparison, specific criteria provide for amendment of the TPPs under the LUPA Act. [Section 12H](#) of the Act outlines the processes for an amendment of the TPPs, with a shortened process for minor amendments.

An amendment to the TPPs may consist of:

- a) an amendment of one or more of the provisions of the TPPs; or
- b) the insertion of one or more provisions into the TPPs; or
- c) a revocation of one or more of the provisions of the TPPs; or
- d) the substitution of one or more of the provisions of the TPPs.

[Part 2A](#) of the LUPA Act then applies to an amendment of a TPP as it would to the preparation of a new TPP, but with shortened timeframes in acknowledgement of the narrower scope (see [section 12H\(3\)](#) of the LUPA Act). An amendment of a TPP, therefore, requires a period of public exhibition, the receipt of representations and consideration by the TPC with a recommendation to the Minister.

An amendment of the TPPs may also be considered a minor amendment if:



- e) the Minister is of the opinion that the public interest will not be prejudiced if the draft amendment of the TPPs is not publicly exhibited; and
- f) the draft amendment of the TPPs is for one or more of the following purposes:
 - (i) correcting an error in the TPPs;
 - (ii) removing an anomaly in the TPPs;
 - (iii) clarifying or simplifying the TPPs;
 - (iv) amending a provision of the TPPs other than so as to change the intent of a policy expressed in the TPPs;
 - (v) bringing the TPPs into conformity with a State Policy;
 - (vi) a prescribed purpose in the Regulations.

The TPPs minor amendment process enables the amendments to be made without going through the full process of public exhibition and detailed review by the TPC.

For the RLUSs, there is an opportunity to consider a tiered approach similar to the TPPs. This could include processes:

- for declaring the next iteration of the RLUSs;
- for making amendments to the RLUS, which is the same as the original declaration, but with shortened timeframes; and
- for making minor amendments to the RLUS (e.g. correcting errors and making clarifications) in accordance with set criteria without having to go through the full amendment process.

The RLUSs have not been subject to a comprehensive review since their declaration in 2011. The absence of such review has created a need to amend some of the strategies to address immediate issues and growth pressures.

It is anticipated that with more regular reviews of the RLUSs undertaken as part of the improved regional planning framework, the need for amendments to the RLUSs outside the review cycles may be reduced. Furthermore, if adequate land supply is provided for after the next iteration of the RLUSs, and that supply is subject to more regular review, consideration should be given to what matters may trigger the need to amend the RLUSs outside the review cycle.

Please provide your feedback on amending RLUSs:

Should the LUPA Act provide a specific process for amending RLUSs? Should that process be similar to that of the TPPs?

Should different types of amendments be provided for, such as a minor amendment of the RLUSs?

What matters should qualify as triggers for amending a RLUS?

If more regular reviews are required of the RLUSs, should a request for amendments of a RLUS be provided for, and who should be able to make such a request?

3 Structure plan guidelines

2.3 Background

As part of the regional planning framework reforms, the SPO has been undertaking some targeted consultation for the development of structure plan guidelines (SPGs).

Structure plans strengthen communities by establishing a shared vision that guides the development or redevelopment of settlements by integrating and coordinating future land uses, development and infrastructure provision in a sustainable and orderly manner.

Structure plans include spatial representation of existing and proposed land use, social and physical infrastructure and services, natural hazards, natural values, physical and topographical features.

The SPGs, once finalised, are intended to represent agreed guidelines in relation to the input, contents and processes around the preparation of structure plans at the local level.

The SPGs are not intended to be statutory or regulatory instruments. As agreed guidelines, they can be updated when required to ensure they remain fit for purpose.

2.4 How do the structure plan guidelines relate to the regional planning framework project?

The preparation of the draft SPGs augments the regional planning framework project and the early stages of the comprehensive review of each of the RLUSs.

Whilst structure plans are not statutory instruments within Tasmania's planning system, they provide a strategic link between the RLUSs and LPSs. Structure plans also provide an important component in resolving regional and local issues where it comes to managing settlements and use and development changes.

The LUPA Act requires a LPS and a LPS amendment to be 'as far as practicable' consistent with the relevant RLUS. The RLUSs also often refer to structure plans to provide finer grain planning, particularly where use and development change is identified. The draft SPGs are, therefore, intended to assist planners, developers and councils in the preparation of a more robust structure planning process improving acceptance from decision makers, infrastructure and service providers and the community.

Strategic planning studies, data collection and analysis projects are underway as part of the preparation for the comprehensive review of the RLUSs following the making of the TPPs. This work is largely being undertaken at the regional and local level with the support of the SPO. Local strategic planning undertaken by councils in the three regions is a key aspect of this work, and the preparation of the draft SPGs will assist in informing the work at the local level.



Given the statutory RLUSs reviews are due after the TPPs are made, there is scope for the structure planning to inform the next iteration of the RLUS. The manner in which a structure plan may inform the review of RLUSs is provided in the guidelines below.

2.5 Targeted consultation

The draft SPGs in Appendix I have been prepared by the State Planning Office (SPO) following targeted consultation with regional planner's groups in each of Tasmania's three regions, key State agencies, infrastructure and service providers and the TPC.

The key issues arising from the targeted consultation indicates that structure planning should involve the following key features:

- engagement should be undertaken with State agencies, councils, infrastructure and service providers at the preliminary stages of structure plan preparation, as well as at other key stages in the structure planning process;
- early and ongoing consultation with the community;
- processes through which councils, planners or developers can more easily engage and consult with interested State agencies in planning matters;
- consideration should be given to all issues relevant to the structure plan area, and avoid ignoring issues in order to focus on a narrow set of objectives;
- consideration for issues more broadly (e.g. impacts on social and physical infrastructure and services beyond local matters; productive resources; natural values; natural hazards responded to adequately);
- justification for the any growth provided for by the structure plan in the context of broader sub-regional or regional growth;
- based on quality inputs and studies and up to date data and projections; and
- a suggested contents or list of matters/checklist that the structure plans should address (where relevant).

Please provide your feedback on the draft Structure Plan Guidelines.

Do you think the draft structure plan guidelines will assist councils, planners, developers and the community with an understanding of what should be contained in a structure plan and what the structure plans should achieve?

Are there any other additional matters or issues that should be considered for inclusion in the guidelines?



4 Next steps

Once the consultation period has concluded, the State Planning Office will carefully consider all comments received.

Feedback received from this consultation period will assist in informing any legislative, regulatory or administrative change required to improve the regional planning framework. A consultation report will be prepared in response to the feedback received.

Any legislative or regulatory changes will be subject to further consultation processes.

5 Feedback

Please provide feedback your feedback on the Regional Planning Framework Discussion Paper or the draft SPGs to yoursay.planning@dpac.tas.gov.au.

For any other queries regarding planning reform contact the State Planning Office on Ph: 1300 703 977 or stateplanning@dpac.tas.gov.au.



Appendix I – Draft Structure Plan Guidelines







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Structure Plan Guidelines

Draft

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Glossary

The following acronyms and abbreviations are used in this report.

LUPA Act	–	<i>Land Use Planning and Approvals Act 1993</i>
LPS	–	Local Provisions Schedule
RLUS	–	Regional Land Use Strategy
TPP	–	Tasmanian Planning Policy
TPS	–	Tasmanian Planning Scheme
SPG	–	Structure Plan Guidelines
SPO	–	State Planning Office
SPP	–	State Planning Provision

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I. Introduction

The Structure Plan Guidelines (SPGs) are intended to provide agreed guidance for the preparation of structure plans at the local strategic planning level.

The SPGs provide for some core elements that are intended to deliver structure plans that involve appropriate stakeholder engagement and community consultation, and coordinate growth with the provision of services and infrastructure in a manner that integrates with the surrounding area.

It is not intended that the SPGs prescribe a methodology for the structure planning process, however, there has been an identified need across State government and councils to reach agreement on defining what structure planning is, as opposed to other forms of local strategic planning, such as settlement strategies or master plans, and what their purpose and content should be.

The SPGs may also be considered when preparing other types of local strategic planning documents, such as masterplans or residential settlement strategies, where guidance within the SPGs is relevant to the preparation of these plans.

I.1 Structure planning in Tasmania's land use planning system

Structure plans play an important role in local strategic planning in Tasmania. Structure plans are not one of the statutory instruments in the Tasmanian planning system (Figure 1), however, they have a key role in implementing and articulating the regional land use strategies (RLUSs) at the local level.

In Tasmania, structure plans provide finer grain planning to manage settlements. Preparation and review of RLUSs identifies at a regional level where use and development should occur, including for residential, commercial, industrial, or community-based uses. The RLUSs also establish a network of settlement and activity centre hierarchies to prioritise growth within settlements.

Structure plans prepared at the local level then inform the application of zoning and overlays in LPSs, and the preparation of specific area plans or particular purpose zones where a more unique integration of use and development is required, which are implemented through LPS amendments.



Hierarchy of Tasmanian planning instruments

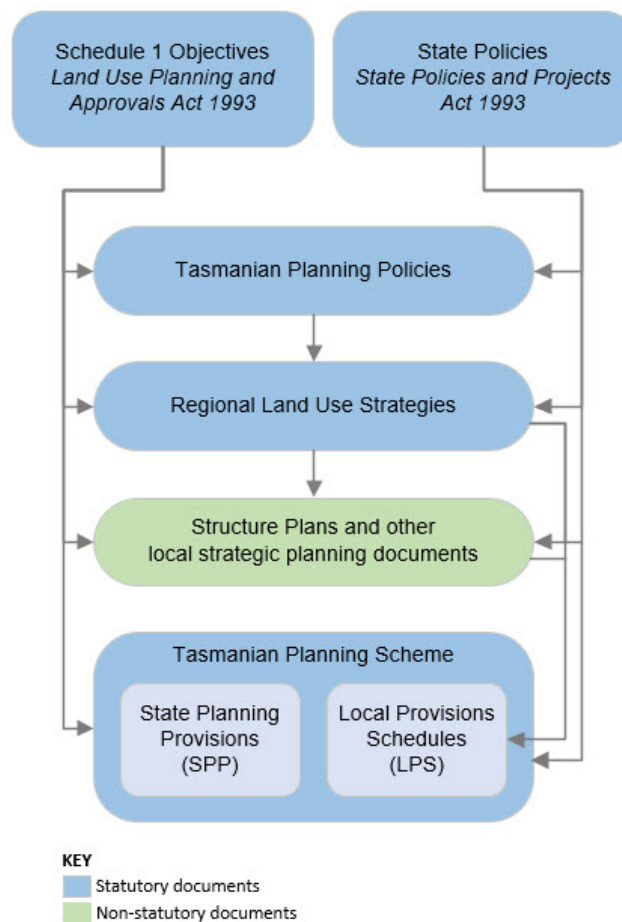


Figure 1: Tasmania's land use planning instruments

Structure plans, therefore, provide a strategic link between the RLUSs and local level planning within municipalities to resolve regional and local priorities where the RLUSs identify land use and development changes related to settlements.

Structure plans should also provide for outcomes that are consistent with the broader planning policy and legislative framework, including the RLUS, the Tasmanian Planning Policies (TPPs), the objectives of Schedule 1 of the LUPA Act or the State Policies.

Given the statutory RLUS reviews are due after the TPPs are made, there is scope for structure planning to inform the next iteration of the RLUSs. The manner in which a structure plan may inform the review of RLUSs is provided in the guidelines below.

Structure plans, however, need not be confined to objectives outlined in the RLUS or the broader planning policy framework. As a locally prepared plan, they can deliver community aspirations beyond the existing planning policy framework. For instance, a structure plan may introduce urban design objectives to strengthen the public realm, objectives for sustainable design or urban landscaping features, or identify a specific mix of uses to deliver a particular activity precinct.

Structure plans are usually prepared by a council to coordinate infrastructure and service provision with land use and development changes. However, they may also be prepared by a developer in support of a planning scheme amendment to accommodate a specific development, such as a residential subdivision, commercial or industrial precinct.

I.2 Defining structure plans

Broadly, structure plans guide the management of settlements and land use and development changes by integrating and coordinating future land uses, development and infrastructure provision at a local level in a sustainable and orderly manner.

Structure plans should strengthen communities by establishing a shared vision that builds on existing opportunities and strengths whilst managing the impacts of future use and development.

Structure plans include spatial representation of existing and proposed land use, social and physical infrastructure and services, natural hazards, natural values, physical and topographical features.

They must incorporate policy, objectives and actions that are consistent with the broader statutory and policy planning framework and support efficient infrastructure and service delivery.

I.3 What structure plans should achieve

Depending on the scale and purpose, a structure plan can achieve the following:

- manage and coordinate changes in use and development across a spatial area in an integrated manner that manages land use conflict;
- manage settlements and use and development changes in stages coordinated with the provision of necessary services and infrastructure to provide for orderly planning;
- manage settlements and land use and development changes in a way that considers the need to protect natural values, avoid or manage use and development in areas subject to natural hazards and respond to topographical features;
- plan for elements required to deliver sustainable communities by capturing community aspirations and incorporating components such as active and sustainable transport options, integration of natural and open space features, compact and integrated activity centres and a range of housing densities;
- improve liveability through the provision of land for opportunities for economic growth and access to employment, education, community services, entertainment cultural activities; and
- strengthening the public realm through urban design and built form outcomes that activate activity centres or specialised precincts.



I.4 Types of structure plans

In Tasmania, structure plans may be prepared at a variety of scales and for different purposes appropriate to the required planning outcome. An example of some of the structure plans prepared include:

- Township or settlement structure plan – these structure plans are usually prepared for a whole settlement or town, including a rural town or village outside the metropolitan areas. Their vision may address the strengthening or renewal of existing urban areas, areas of new growth, or provision of specific uses such as commercial, industrial, community, open space and recreation.
- Greenfield structure plans – provide for new growth areas on an identified greenfield site within an urban growth boundary or on an urban fringe. They may vary in scale providing for a small residential subdivision to relatively large areas of growth involving an integration of different land uses.
- Precinct structure plans – guide use and development for the creation of various precincts that are individually distinguishable through their mix of uses, character, urban form or a particular public realm outcome. Precinct structure plans can be prepared for the renewal of existing urban and metropolitan areas or the creation of new precincts in greenfield areas. They involve a comprehensive degree of planning inherent in structure planning, such as coordinating transport, physical and social infrastructure.

In practice, the scope of structure plans and their role in the planning system can vary considerably. Components of structure plans may also be found in various other plans, such as a development plan, settlement plan or a masterplan. Similarly, various terminology may be used to describe what is essentially a structure plan.

I.5 Maintenance of the guidelines

The SPGs are not a statutory or regulatory instrument and may be modified as and when necessary.

Any feedback on the operation of the SPGs may be provided to the SPO to inform maintenance of the guidelines.

I.6 How the guidelines should be used

The SPGs have been prepared to assist planners, councils and developers in preparing structure plans. They are intended to represent an agreed understanding around some key inputs into the structure planning process, and what a structure plan document should include.

As outlined, structure plans can vary significantly in scale and scope. It is intended that the SPGs be used for the preparation of a structure plan as appropriate to the particular scale and purpose of the plan. It is not intended to draw in any matters that are not relevant to the structure plan or process.

Similarly, the types of structure plans discussed, or the suggestions made in the SPGs should not limit the scope of a structure plan being prepared. The examples given in the SPGs provide context around how they should be applied, but are not an exhaustive list of considerations.

The SPGs do not seek to downgrade or invalidate structure plans previously prepared. Rather, they represent the agreed guidelines and objectives for the preparation of future structure plans should achieve going forward. The SPGs can also be used to inform future reviews of existing structure plans.

The document should be read as a whole, with Section 1 providing context and general guidance to structure plan preparation. The key components and processes in Section 2.1 below, outline what a structure plan should achieve, its key components, or processes around structure planning that are critical their success.

The Guidelines for Structure Plan Contents under Section 2.2 outline the information that should appear in a structure plan document.

2. Structure Plan Guidelines

The SPGs provide for the preparation of structure plans that can be accepted for implementation of the RLUSs and other planning objectives consistent with the policy framework to support the preparation of or amendment to an LPS.

The guidelines should be able to provide for strategic planning work that is broad in its delivery. Outlined below are some of the key processes and inputs of successful structure planning and should be utilised as relevant to the scale and scope of the structure plan being prepared.

2.1 Key components and processes

2.1.1 Definition and purpose

The purpose of the structure plan will be determined by the high-level objectives to be achieved that led to the need for preparing a structure plan. Some examples of a structure plan's purpose include:

- additional residential, commercial or industrial areas at various locations across an existing township;
- new greenfield residential areas and associated activity centre; or
- redevelopment and renewal of an existing urban area to achieve particular urban design or public realm outcomes.

The objectives for the structure plan may arise from other strategic planning work, such as a RLUS or a municipal settlement strategy, that identifies a need for finer grain planning to manage settlements at the local level.



In determining the purpose of a structure plan, it is also important to define the area to which the structure plan will relate. The spatial area will inform what issues the structure plan will need to consider and who should be engaged and consulted throughout the structure planning process. In establishing the structure plan area, the following matters should be considered, where appropriate:

- whether there is adequate space to accommodate the new areas of residential, commercial, industrial or other use and development within the time horizon anticipated by the structure plan and at the densities required;
- whether servicing and infrastructure networks necessary to provide for the anticipated use and development changes can be accommodated, such as for road, public transport, active transport;
- the need to buffer any impacts generated by activity proposed within the structure plan;
- the integration of public open space networks, and additional recreation or community facilities required; and
- the need to exclude land subject to natural hazards or requiring protection for natural values.

Throughout the structure planning process the purpose and the spatial boundaries of the structure plan may be refined as a result of outcomes from stakeholder engagement, community consultation or research and analysis undertaken.

2.1.2 Timeframes

An overall timeframe should be established that the structure plan is to provide for.

In preparing structure plans, particularly those providing for settlements, it is beneficial to consider the timeframes provided for by the relevant RLUS and its review period. This allows any growth identified by the RLUS to be further articulated by strategic planning at the local level in a coordinated manner.

2.1.3 Background research and data collection

Preparation of a structure plan should be informed by key inputs, data and studies underpinned by rigorous and tested methodologies. Specialists may be needed to advise on selecting the appropriate data to match the analysis and achieve the aims of the structure plan.

The inputs informing the structure plan preparation should include:

- statutory planning policy and legislative framework;
- any relevant infrastructure or service delivery strategy or plan;
- any existing information or study that may inform the context and analysis of the structure plan or the development of its strategies and actions;
- the preparation of new studies or investigations to address any gaps, or provide for more up-to-date inputs, to inform the context and analysis of the structure plan or the development of its strategies and actions;



- any relevant regional or sub-regional strategic planning work, including settlement or population strategies, that may impact or be impacted by the structure plan;
- other relevant policies or strategies developed by local, State or Federal government that may be relevant to the objectives of the structure plan;
- the most up-to-date available population, demographic, economic and employment data and projections, as appropriate; and
- issues arising from stakeholder engagement and community consultation.

The background research and data collection should inform the need for the structure plan, and its context, vision and any methodology used to develop the strategies and actions required to achieve the structure plan's objectives.

Additional research or studies may be required as the structure plan process progresses, and in response to issues raised during stakeholder engagement and community consultation.

The scale and purpose of the structure plan will determine the types of studies and extent of research required to inform the structure plan. The range of issues that might require specialised studies and research are outlined in the Guidelines for Structure Plan Content under Section 2.2.

2.1.4 Stakeholder engagement and community consultation

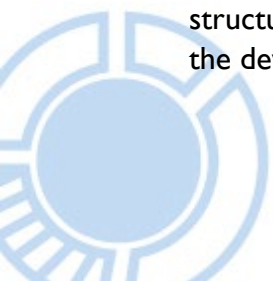
Stakeholders should be identified, and stakeholder engagement plans developed early in the structure plan process. This will allow key contributors, such as State agencies, service and infrastructure providers, and other relevant bodies, to be engaged early in the scoping stage, as well as at other key stages of the process.

Consultation with infrastructure and service providers should occur before community consultation so that critical issues are identified prior to public involvement. This ensures community participation and the structure plan vision are based on achievable parameters and options.

Earlier engagement of stakeholders allows for a holistic and coordinated approach to integrating service and infrastructure provision with use and development changes. Early input from stakeholders can assist in identifying constraints and opportunities to evolve a structure plan that incorporates a broader set of concerns and aspirations. This can result in developing more achievable strategies and actions.

Early engagement can also achieve 'buy in' to the structure plan from important stakeholders and allow for adequate planning or prioritising of resources or funding within a stakeholder's organisation.

There will be other key stages at which stakeholders should be engaged throughout the process. These might be prior to the release of a document, such as a discussion paper, draft structure plan, final structure plan, or at any stage where input is required into analysis; or for the development of strategies and actions for the structure plan.



The nature of the stakeholder engagement plan will be defined by the structure plan's scale and scope, and by the methodology preferred by those responsible for undertaking the engagement process. The more robust the stakeholder engagement process, however, the more efficient and achievable implementation of the structure plan is likely to be.

Stakeholder engagement should not be limited to physical service and infrastructure providers. Depending on the issues the structure plan raises, there may be a broad range of considerations, including:

- physical services and infrastructure, such as roads, public transport, electricity, stormwater, water and sewerage networks;
- delivery of social infrastructure such as aged care, health and education services;
- emergency management;
- the protection of natural or cultural values;
- management of risks associated with natural hazards risk;
- agricultural land; and
- productive resources.

An example of some of the key stakeholders that may be engaged include:

- Council;
- business and landowners;
- property developers;
- TasWater;
- TasNetworks;
- TasRail;
- Department of State Growth (including roads and infrastructure, passenger transport, mineral resources);
- Department of Education;
- Department of Health and Human Services;
- Department of Communities;
- Homes Tasmania;
- Aboriginal Heritage Tasmania;
- Heritage Tasmania;
- Department of Primary Industries, Parks, Water and Environment;
- Public transport operators;
- regional NRM bodies.

The SPO is putting a framework in place to assist councils, planners and developers to more easily engage with key personnel across State government agencies to assist with the stakeholder engagement process.

Community consultation should also be undertaken in the early stages of the process to allow for a shared vision to evolve that captures community aspirations and concerns. Consultation may be broad to capture a range of issues, and it may need to involve targeted consultation to resolve specific issues that are of concern to a particular segment of the community. Early consultation with the community can also help to identify missing cohorts in the community and inform adjustments to the stakeholder engagement plan.



As with stakeholder engagement, community consultation should be undertaken at key points throughout the structure planning process, including the stages after finalisation of the structure plan. The outcomes of consultation should inform the structure plan as it evolves, as well as its monitoring and review phases.

The objectives of the structure plan should be clearly communicated during community consultation. To achieve wide acceptance of the structure plan, it is important that members of the community have a thorough understanding about what aspects of the structure plan they may influence and the extent to which the process can address their aspirations and concerns.

Community consultation can seek to achieve a range of purposes throughout the structure planning process. These may include:

- informing the community that a structure plan will be prepared;
- seeking the community's input to influence the vision;
- collaborating with community representatives or community groups to resolve defined issues, such as the provision of or impacts to community facilities;
- receiving community feedback on draft structure plan strategies or actions;
- informing the community of works associated with implementation of the structure plan; or
- receiving input and feedback from the community for the purposes monitoring the success of the structure plan.

Any consultation plan developed should employ methods and tools most appropriate to the purpose of consultation and the stage the structure planning process is at.

Consideration can be given to engaging community consultation and stakeholder engagement specialists to assist with the preparation and undertaking of the consultation plan.

2.1.6 Analysis and options evaluation

The background research, data collection and studies should be analysed to determine how the objectives of the structure plan can be best achieved.

Analysis and evaluation need not occur at a single point during the structure plan preparation. The background research and studies, stakeholder engagement and community consultation will inform various stages of the analysis process, and likewise, the process of options evaluation can inform requirements for further research, consultation or engagement.

The analysis and evaluation should be informed by:

- all inputs comprising the background research, data collection and studies;
- outcomes of stakeholder engagement and community consultation including aspirations and concerns;



- rigorous and tested methodologies that identify constraints and opportunities (such as SWOT (strengths, weaknesses, opportunities, threats));

Options developed from the above points should form the basis for the formulation of strategies and actions that best meet the objectives of the structure plan.

2.1.7 Vision

A shared vision for structure plan should develop from the stages above. The vision should comprise a set of statements or goals that summarise what the combined strategies and actions set out in the structure plan will achieve.

The visions should:

- articulate the objectives that guide future changes to land use and development over the identified time horizon; and
- outline the overall priorities for the structure plan area.

2.1.8 The Structure Plan

The structure plan articulates how the vision will be achieved through a range of strategies (goals) with associated actions that are spatially represented in maps or plans. The structure plan should be informed by the:

- background research, studies and data,
- analysis and options evaluation; and
- stakeholder engagement and community consultation;

that has been undertaken as part of the structure planning process.

The structure plan should:

- be consistent with the relevant statutory planning policy framework, and manage settlements and use and development changes consistent with that identified in the relevant RLUS;
- identify and prioritise changes to future land use and development;
- integrate land uses in a manner that considers the impacts of future use and associated development and provide for sustainable and orderly growth;
- coordinate physical and social infrastructure and service delivery with the use and development required to achieve the vision in a sustainable and orderly manner;
- consider relevant impacts beyond the structure plan area, such as impacts on the broader services and infrastructure network and surrounding land use and development; and
- provide strategies and actions that are informed by a broad set of attributes and constraints relevant to delivery of the to the structure plan vision and avoid focussing on a narrow set of objectives.



Prior to the RLUS review after the making of the TPPs, the outcomes of the structure plan process may inform of the review of the relevant RLUS. The structure plan should identify and provide discussion around any changes that may inform the review of the RLUS. It should, however, remain consistent with the broader policy intent in the current RLUS, including the role of settlements in the existing settlement and activity centre hierarchy.

2.1.9 Acceptance

The structure plan should be endorsed by the relevant council once finalised, which should be evidenced in the structure plan. Where a structure plan has been prepared by or on behalf of a developer, the structure plan should be included in the documentation to support any planning scheme amendments for initiation and certification by the planning authority (council).

2.1.10 Implementation

An implementation plan should be included with, or accompany, the structure plan that outlines the steps and processes required to implement the structure plan's strategies and actions. Structure plans will usually require implementation through both statutory and non-statutory actions to provide for matters that reach beyond the planning policy framework.

Statutory implementation will usually involve an LPS amendment to provide for a rezoning, overlay or inserting a specific area plan or particular purpose zone.

Non-statutory implementation may include actions such as providing land for public purposes, land acquisition or consolidation, establishment of partnership arrangements or works required to improve public spaces.

Depending on the scope and scale of the structure plan, its implementation will likely occur over a significant timeframe and involve a variety of stages. Expectations amongst the community and stakeholders should be managed by communicating likely timeframes for delivery of the structure plan's actions.

Some key components comprising the implementation plan include:

Implementation framework

An implementation framework is necessary to support the implantation program. It should include:

- Adoption:
 - If the structure plan is prepared by or on behalf of a council its implementation plan should be adopted by council to ensure integration with its broader programs and strategies.
- Governance structure:
 - Roles and responsibilities need to be established for:
 - overall management and coordination of the implementation plan, such as governance group, council



management or project manager for developers or consultants;

- delivery of the individual projects or tasks identified in the implementation program;
- team members necessary to support delivery of the projects or tasks.

Stakeholder agreement

- Stakeholders should be engaged to agree timing and priority for delivery of components necessary to the structure plan, including the provision of services and infrastructure;
- Ongoing engagement will be required as key services, infrastructure and works are delivered.

Partnerships

- Establish any partnership arrangements required for delivery of agreed actions;

Budget allocation and funding

- Costs should be allocated for the delivery of each project or task, including allocating funds as part of any capital works program;
- Any other funding arrangements, such as with State government should be arranged and allocated.

Implementation program

The implementation program should outline the individual projects or tasks necessary to implement the structure plan. These should align with the priorities identified by the structure plan's strategies and actions.

The implementation program should outline:

- each structure plan action;
- who is responsible for management of its implementation;
- the timeframes involved for delivery, including commencement and duration;
- budget allocated for the implementation;
- its priority in the context of the implementation plan; and
- identification of any stakeholder engagement and community consultation required as part of the implementation program.

2.1.11 Monitoring and review

The structure plan should be monitored over time to assess the outcomes of its implementation against its vision.



Regular monitoring of the structure plan allows:

- delivery of projects to be assessed against the structure plan's priorities;
- funding allocation and resources to be adjusted as necessary; and
- adjust the implementation arrangements where necessary.

The methods to be used to monitor the structure plan should be outlined in the document.

Reviews of the structure plan should also be undertaken. Once the TPPs and the regional planning framework are in place it may be beneficial to schedule the review of structure plans to align with the review timeframes for the RLUS and the LPS.

DRAFT



2.2 Guidelines for Structure Plan Content

Depending on the scope and purpose of the structure plan, provided below is an outline of content that should typically comprise a structure plan document, including relevant detail as outlined in section 2.1.

2.2.1 Title cover page

The structure plan should include a title with the relevant date or time horizon. It should be clear who has prepared the structure plan and which council it has been prepared on behalf of where relevant.

2.2.2 Council endorsement

The structure plan should be endorsed by the relevant council. A copy of the council endorsement and date should be included in the structure plan.

Where the structure plan has been prepared to support a LPS amendment on behalf of a developer, it should be provided in the documentation to support the amendment for initiation and certification by the planning authority (council).

2.2.3 Purpose

The purpose of the structure plan should be clearly explained.

The purpose of the structure plan should also include justification as to why the structure plan is needed, why the land use change or growth is provided for in the area identified by the structure plan.

Is it to achieve various goals across an existing settlement, such as revitalising an activity centre and consolidating residential areas, or is it to provide for new residential areas or industrial precincts in an identified growth areas?

2.2.4 Timeframe

The timeframe that the structure plan provides for should be communicated in the document.

In preparing structure plans, particularly those providing for settlements, it is beneficial to consider the timeframes provided for by the relevant RLUS and its review period. This allows the growth identified by the RLUS to be further articulated by strategic planning at the local level in a coordinated manner.

2.2.5 Policy framework

An overview of the relevant legislative and policy framework should be provided in the structure plan document including an overview of the objectives of Schedule 1 of the LUPA Act, the State policies, the relevant RLUS, and the TPPs when made.

The structure plan should achieve strategies and actions consistent with the planning policy framework.

Land use and development changes, where relevant, should be consistent with those identified in the RLUS, including with the settlement and activity centre hierarchies.

Where the structure plan's strategies may inform the review of the RLUS, these should be outlined in the structure plan with discussion provided. Where growth is provided for in the structure plan, it should be consistent with any available regional or sub-regional supply and demand study or provide sound justification for the use and development changes identified.



2.2.6 Define the structure plan area

The area to which the structure plan applies should be defined. All future use and development changes should be able to be accommodated in the structure plan area.

The structure plan area should be indicated through the use of maps and plans.

2.2.7 Stakeholder engagement

Engagement with relevant stakeholders should be undertaken early in the structure planning process and well before the first consultation draft is released.

The scale and purpose of the structure plans will determine who will need to be engaged.

The outcomes of stakeholder engagement, such as a consultation report, should be provided with the structure plan document.

2.2.8 Community consultation

Community consultation should commence early in the structure planning process and be undertaken at other key points throughout the preparation of the plan.

The nature and timing of community consultation will need to be tailored around the scope and scale of the structure plan being prepared.

The outcomes of community consultation, including how the consultation has informed the outcomes of the structure plan, should be outlined. Consultation reports can be provided with the structure plan.

2.2.9 Context

Profile and existing conditions

An overview and discussion summarising the profile of the structure plan area, including the social, economic, environmental and physical attributes that influence the existing structure plan area.

A description of the existing conditions should be provided as relevant to the consideration of the structure plan area and its objectives.

Constraints and opportunities analysis and options evaluation

The evolution of the structure plan's vision and the development of its strategies and actions will be informed by the background research, data and supporting studies. The methodologies and rationale for the research tools and data should be explained in the document.

The range of matters that may inform the profile and existing conditions, constraints and opportunities assessment, analysis and evaluation may include, but not be limited to, the following:

- main activities and patterns of land uses; and
- land use zoning

Social, cultural and economic attributes:

- population and projected growth; demographics and projected demographic change;
- economic activity – commercial, industrial, productive resources;
- employment profile and projections;
- housing supply, typology and affordability;
- function and role of an activity centre;
- tourism;
- health and wellbeing;



- special precincts, character or heritage;

physical attributes:

- topography and natural features
- natural values and landscape;
- land capability;
- managing risks associated with natural hazards;
- land contamination;
- attenuation areas;
- open space network and recreation;
- Aboriginal heritage;
- historic cultural heritage;
- community facilities and social infrastructure;
- residential densities;
- active transport networks;
- traffic volumes and road safety;
- strategic infrastructure considerations including impacts on broader freight and passenger transport and networks;
- infrastructure and services including electricity networks, water, sewer and stormwater;
- urban form; and
- urban design.

2.2.10 Structure plan – Vision

The vision should comprise a set of statements or goals that summarise what the combined strategies and actions set out in the structure plan will achieve

2.2.11 The Structure Plan

The structure plan should contain maps and plans that spatially represent the strategies that are to be implemented to achieve the structure plan vision.

Future LPS controls such as zoning and overlays can be identified spatially in the structure plan.

Outcomes of the structure plan should be consistent with the broader policy framework.

Any strategies that could inform review of the RLUS should be identified and discussed.

2.2.12 Implementation

An implementation plan should be provided in or accompany the structure plan describing how the structure plan will be implemented, including priorities and timeframes for implementation.

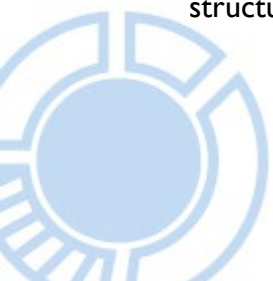
2.2.13 Monitoring and review

Details of how the structure plan will be monitored and its timelines for review should be outlined.

2.2.14 Supporting studies

Any supporting studies such as natural values, natural hazards, heritage, urban design guidelines that have informed the structure plan's strategies should be considered for inclusion in the structure plan or as background studies as appropriate.

Key recommendations in the supporting studies should be identifiable in the structure plan's analysis and options evaluation or strategies.



2.3 Further information and feedback

For further information or to provide feedback on the maintenance of the Structure Plan Guidelines please contact the State Planning Office on 1300 703 977 or stateplanning@dpac.tas.gov.au .

DRAFT





Tasmanian
Government

Department of Premier and Cabinet
State Planning Office

Phone:
1300 703 977

Email:
Stateplanning@dpac.tas.gov.au

www.planningreform.tas.gov.au

Department of Health

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



Contact: Paul Hunt, Environmental Health Director
Phone: 03 6166 0698
E-mail: paul.j.hunt@health.tas.gov.au

Ms. Kim Hossack
General Manager
Central Highlands Council
PO Box 20,
Hamilton
Tas 7140

Dear Ms. Hossack

Subject: Introduction of a new food safety standard

I am writing to update you on a new food safety standard relating to the food service and retail sectors, developed by Food Standards Australia New Zealand (FSANZ) after extensive consultation, risk assessment and drafting. The new standard introduces an amendment to the Australia New Zealand Food Standards Code (the Code). The Code is adopted automatically into Tasmanian law by the *Food Regulations 2022 (Tas)*.

Food Safety Standard - 3.2.2A Food Safety Management Tools was gazetted on 8 December 2022 with a 12-month transition period for businesses to comply.

Research undertaken by the Australia and New Zealand Ministerial Forum on Food Regulation⁵ in 2018, noted that the highest proportion of foodborne illness outbreaks in Australia were attributed to food service and closely related retail businesses. They agreed that there was a need to review food safety management in these sectors, as well as bring all States and Territories in line with the same requirements.

The introduction of the new Standard aims to strengthen food safety management in food service and related retail sectors.

What are the changes

The new Standard introduces new requirements for food service, catering, and retail businesses that handle unpackaged ready-to-eat potentially hazardous foods for sale direct to the consumer. These businesses make up about 80% of businesses registered and inspected by councils.

⁵ The Forum is comprised of Ministers from Australia and New Zealand, as well as Health Ministers from Australian States and Territories and the Australian Local Government Association as an observer.

These businesses will be required to implement either two or three new food safety management tools, depending on the risk posed by their food handling activities. Namely:

1. mandatory food handler training,
2. requirement to have a 'food safety supervisor', and
3. requirement to have evidence to 'substantiate' key safe food handling activities.

In addition, this work considers other non-regulatory tools; including food safety culture and targeted education mechanisms to support the regulatory changes. Combined, these new tools will address factors contributing to foodborne illness outbreaks in these sectors.

Data shows that outbreaks in these sectors were due to failures to implement adequate process controls for high-risk food handling activities. The tools have been introduced to improve the skills and knowledge of all food handlers and thereby improving the management of controls that are critical to food safety. Some other jurisdictions have had these requirements in place for several years, and the changes will bring Tasmania in line with the rest of Australia.

Investment for your council Environmental Health Officers (EHOs)

Council EHOs are authorised officers under the *Food Act 2003 (Tas)* and play a pivotal role in monitoring compliance of food businesses in Tasmania through routine food safety inspections, as well as through the investigation of complaints and outbreaks of foodborne illness relating to the sale of unfit food.

Some investment from businesses and EHOs is needed to ensure the new requirements to improve food safety practices are understood. This will ultimately improve business and consumer confidence in the sector. The introduction of the standard should not result in any additional inspections. There may be initial implications for councils relating to additional time required during routine food safety inspections of these businesses to share educational tools. However, it is envisaged that by improving businesses' food safety practices this will be offset by decreased foodborne illness outbreaks and more compliant businesses.

The Tasmanian Department of Health (DoH) will continue to support EHOs to introduce these new regulatory measures by ensuring that adequate training and resources are made available. DoH will provide free information sessions to all EHOs and Managers so they can effectively communicate the changes and to ensure EHO's are appropriately upskilled to regulate the new Standard across Tasmania.

I strongly recommend that all staff are supported to attend the free information sessions provided. We will be communicating directly with EHOs regarding training, which be available from February 2023. This is important to ensure a consistent approach to the new Standard.

Additionally, we are requesting the support of councils to send out introductory letters, either via email or post, to food businesses captured under the new Standard. A package of resources will be specifically developed to assist EHOs and councils with this task and will be communicated accordingly.

Investment for food businesses in your area

For some business these changes will be easily incorporated. However, for others they will require additional education and support from your staff. Businesses will need to invest additional time and energy to ensure they meet the new requirements to improve food safety practices.

DoH and FSANZ are also working with peak industry bodies to educate the sector about the changes, which will ultimately improve business and consumer confidence in the sector.

Further information

If you have any questions about the new Standard please contact Olivia While, Senior Food Safety Officer on 6166 0658 or email olivia.while@health.tas.gov.au

Food safety regulation is a partnership between state and local government, and I look forward to working with your council in implementing these important and necessary changes to food regulation in Tasmania.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Paul Hunt', with a long horizontal stroke extending to the right.

Paul Hunt
Environmental Health Director

24 January 2023

TASMANIAN PLANNING COMMISSION



Our ref: DOC/23/7327
Officer: Linda Graham
Phone: 03 6165 6826
Email: tpc@planning.tas.gov.au

25 January 2023

Ms Kim Hossack
General Manager
Central Highlands Council
PO Box 20
HAMILTON TAS 7140

Attention: Damian Mackey and Jacqui Tyson

By email: council@centralhighlands.tas.gov.au
dmackey@southernmidlands.tas.gov.au
jtyson@southernmidlands.tas.gov.au

Dear Ms Hossack

Central Highlands Local Provisions Schedule (LPS) Notice under section 35M(1)(a) – Approval

I refer to the Central Highlands draft LPS, submitted to the Tasmanian Planning Commission (the Commission) under section 35K(2)(a) of the *Land Use Planning and Approvals Act 1993* (the Act) on 7 February 2020.

The Minister for Planning has agreed, under section 35L(1) of the Act, to the Commission approving the Central Highlands draft LPS subject to modifications being made in accordance with the notice issued under section 35K(1)(a) on 4 January 2023.

The modified Central Highlands draft LPS submitted to the Commission on 23 January 2023 is in accordance with the requirements of section 34(2) of the Act and, under section 35M(1)(a) of the Act, the Commission gives notice to the planning authority that the Central Highland LPS is approved.

Notice of the approval will be published in the Gazette on 8 February 2023. This notice will include an effective date of 8 February 2023.

Please note that section 35M(2) of the Act requires the planning authority to give the prescribed notice of the approval of a Local Provisions Schedule to which the notice relates.

If you need clarification on the listed matters, please contact Linda Graham, Planning Adviser, on 6165 6826 or email tpc@planning.tas.gov.au.

Yours sincerely

Claire Hynes
Delegate (Chair)



River Clyde Flood Mapping

Monthly Report – January 2023

Central Highlands Council

30 January 2023



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Project manager	Cameron Ormes
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			Name	Signature	Name	Signature	Date
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Appendices

Appendix A	Program
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1. Introduction

1.1 Purpose of this report

The purpose of this report is to inform the Central Highlands Council (CHC) on the progress of the River Clyde Flood Mapping project. This report will be updated and submitted monthly throughout the duration of the project.

2. Program

The delivery program was baselined at the commencement of the project with all progress tracked against the initial baseline. A current copy of the tracked program has been included in Appendix A. The project tasks are identified using a Work Breakdown Structure (WBS) indexation. This indexing is labelled within the delivery program and used as a reference to the various tasks below.

2.1 Works completed this month

The below table identifies the works that were complete in January.

Table 1 Summary of works complete in January

	WBS ID	Task Name	Date Completed
1	4.3.4	Additional information from landowner regarding implemented flood mitigations	10/01/2023
2	4.3.5	Undertake site visit at landowner property	17/01/2023
2	4.3.6	Update model based on Landowner feedback and drone imaging	20/01/2023
3	4.4.1	Sensitivity Analysis - Increase Manning's Values Simulation	20/01/2023
4	4.4.2	Sensitivity Analysis - Increase Tailwater Level Simulation	20/01/2023
5	5.1	Develop flood management and mitigation options	Commenced 20/01/2022

2.2 Works forecast next month

The below table identifies the works scheduled to be complete in February, in accordance with the current delivery program.

Table 2 Summary of works forecast in February

	WBS ID	Task Name	Due Date
1	5.1	Develop flood management and mitigation options	10/02/2022
2	5.2	Natural Values Assessment	17/02/2023
3	5.3	Land Use Planning Assessment	17/02/2023
4	6.1	Draft Flood Study Report	24/02/2023
5	6.2	Client Review Report	Commence 24/02/2023

2.3 Delay Register

The delay register records and tracks any delays to project delivery that have arisen through the formal change process or by factors outside of GHD's control. These delays will be communicated to CHC via a formal notice of delay, outlining the cause of delay and effect on delivery program.

Table 3 Notice of delay summary

ID	Date raised	Details	Raised by	Duration	Revised completion date	Status	Complete
1	13/12/22	Delay to receipt of information from landowner regarding implemented flood mitigation measures on property causing changes to water movements	GHD	17 days	17/03/2023	EOT Submitted and Approved	Yes

2.4 Deviations from program

The program was baselined at the commencement of the project to allow clear tracking of progress throughout the delivery phase.

The below table summarises the variances from the baseline program and identifies effects on the overall program delivery.

Table 4 Summary of program deviations

	WBS ID	Task Name	Deviation (Start/Finish) - Duration	Effect on Overall Program	Reason for Deviation
1	2.4	Submit progress report	-3 days	Nil	Early submission
2	2.8	Site Visit	+5 days	Nil – offset by survey requirement reduction	Site visit rescheduled due to key team member availability
3	3.4	Submit action plan	-9 days	Nil – offset by council review	Early submission
4	2.9 & 2.10	Features Survey	-10 days	Nil	Existing information adequate for modelling
5	3.5	Client review plan	+19 days	Nil – non-critical path item	Alignment with council meeting timing
6	3.7	Community Consultation	+30 days	Nil – non-critical path item	Community drop-in session aligned with existing community events
7	2.11	V02 – Drone Imaging	+4 days	Nil – non-critical path item	Additional time required to capture all information due to large capture area
8	2.12	V02 – Process Drone Data	+15 days	Nil – non-critical path item	Additional time required to process information due to large data volume
9	4.3.4	Additional information from landowner regarding implemented flood mitigations	+33 days	17 day delay to critical path – Ref. V003	New task – feedback provided by (and subsequent discussion with) Thorpe Farm Update – further delay to receipt of information
10	4.3.5	Update model based on Landowner	+3 days	Nil – added to critical path (potential to extend duration)	New task – updates stemming from 4.3.4

	WBS ID	Task Name	Deviation (Start/Finish) - Duration	Effect on Overall Program	Reason for Deviation
		feedback and drone imaging			

3. Scope

3.1 Change Register

The change register records and tracks any changes to scope identified by the project team throughout the delivery of the project, including any potential changes that have been raised by either party and their current status.

Table 5 *Project change summary*

ID	Date raised	Details	Raised by	Subject to Variation (ref.)	Subject to Delay (ref.)	Status
1	15/08/2022	Extent of flood mapping has been extended from what was included in GHD proposal	Cameron Ormes (GHD)	-	-	Agreed – mapping resolution adjusted to maintain total modelling effort as per proposal
2	21/09/2022	Detail survey not required as existing information collated is sufficient for model development	Cameron Ormes (GHD)	Yes – V001	-	Variation approved
3	27/10/2022	CHC request to obtain drone footage of current flooding event	Adam Wilson (CHC)	Yes – V002	Processing taking longer than initially expected though not expected to cause delay at this stage	Variation approved
4	24/11/2022	Review effects of Stage 2 Stormwater works not proceeding on flood model	Adam Wilson (CHC)	TBC	TBC	Scope being developed for assessment
5	24/11/2022	Investigate / scope installation of Ford at Andrew St bridge	Adam Wilson (CHC)	TBC	TBC	Potential – to be assessed during mitigation option development
6	12/01/2023	Additional site visit to landowner property	Cameron Ormes (GHD)	Yes – V003	Yes – V003	Variation Approved

3.2 RFI register

The RFI register records and tracks formal requests for information raised throughout the delivery of the project.

Table 6 Project RFI summary

ID	Date raised	Category	Description	Issued to	Status	Response
1	9/08/2022	Scope	Proposed Flood Mapping Extents	Adam Wilson (CHC)	Closed	Council have agreed to the mapping extents depicted in "Proposed Mapping Extent rev.B"
2	17/08/2022	Scope	Community Consultation Program - For Endorsement	Adam Wilson (CHC)	Closed	Motion was passed in September council meeting

3.3 Client supplied information

A summary of client supplied information and the corresponding dates is provided below:

	Document Name	Date Requested	Date Provided
1	River Clyde Flood Mapping Grant Submission (2021)	5/05/2022	5/05/2022
2	Bothwell Stormwater Report (PDA)	20/06/2022	27/06/2022
3	PDA Stormwater Drain Models	20/07/2022	27/07/2022
4	PDA Cadastre Survey	27/07/2022	4/08/2022
5	Flooding Hotspot Map	27/07/2022	10/08/2022
6	Drainage Upgrade Plans	27/07/2022	10/08/2022
7	Drainage Upgrade Design Drawings	10/08/2022	15/08/2022
8	PDA Stormwater Drain Models (incl. installed option)	10/08/2022	18/08/2022
9	Bridge / Culvert dimensions	19/09/2022	19/09/2022

4. Actions register

The below actions register records and tracks actions identified outside of the formal RFI process (i.e. actions stemming from meetings, etc.) and their status.

Table 7 *Action Register – Central Highlands Council*

ID	Date raised	Category	Action	Resp.	Due date	Status
1	27/07/2022	Existing Data	PDA GIS Map with survey information	Jason Branch (CHC)	3/08/2022	Closed
2	27/07/2022	Existing Data	PDA Drains model	Jason Branch (CHC)	3/08/2022	Closed
3	27/07/2022	Existing Data	Flood history / hotspot map	Jason Branch (CHC)	3/08/2022	Closed
4	27/07/2022	Existing Data	DPI hydrology data	Anthony Archer (CHC)	3/08/2022	Closed ¹
5	27/07/2022	Existing Data	GHD Project Number - Previous flood mapping works	Anthony Archer (CHC)	3/08/2022	Closed
6	27/07/2022	Existing Data	River Clyde Trust data	Anthony Archer (CHC)	3/08/2022	Closed ¹
7	27/07/2022	Existing Data	Luke Taylor consultant - flood mapping works	Anthony Archer (CHC)	3/08/2022	Closed ¹
8	3/08/2022	Existing Data	Landholder Contacts	Anthony Archer (CHC)	5/08/2022	Closed
9	9/08/2022	Existing Data	Stormwater upgrade status	Jason Branch (CHC)	12/08/2022	Closed
10	10/08/2022	Existing Data	PDA Drains model - Option 1 (Council Implemented)	Jason Branch (CHC)	12/08/2022	Closed
11	15/08/2022	Existing Data	Nant Lane bridge drawings	Jason Branch (CHC)	18/08/2022	Closed
12	5/09/2022	Existing Data	Surface Roughness and Bridges	SES Tasmania	9/09/2022	Closed
13	19/09/2022	Existing Data	Bridge / Culvert Dimensions	Jason Branch (CHC)	20/09/2022	Closed
14	18/10/2022	Client Review	Modelling Methodology Interim Report – Review Hold Point	Adam Wilson (CHC)	27/10/2022	Closed

¹No information provided – closed as incomplete

5. Budget

5.1 Progress claim

The below table summarises the current financial position of the project. These values reflect those submitted in the current progress claim (no progress claim submitted for January 2023).

Table 8 Progress Claim value

Index	Schedule Item	Total Value	Percent Complete	Previously Claimed (%)	Previously Claimed (\$)	Claimed this month
1	Project Management	\$ 25,240	86 %	73 %	\$ 18,425.20	\$ 3,281.20
2	Flood Modelling and Recommendations	\$ 103,345	75 %	65 %	\$ 67,174.25	\$ 10,334.50
3	Land Use Planning Analysis	\$ 19,380	-	-	-	-
4	Stakeholder and Community Engagement	\$ 60,645	88 %	85 %	\$ 51,548.25	\$ 1,819.35
5	Natural Values Assessment	\$ 10,800	-	-	-	-
6	Survey	\$ 27,950	85%	85%	\$ 23,757.50	-
V01	Detail Survey - Descope	-\$ 16,875	100 %	100 %	-\$ 16,875.00	-
V02	Drone Footage	\$ 6,090	100 %	100 %	\$ 6,090	-
V03	Site Visit – Thorpe Farm	\$ 2,670	100 %	-	-	\$ 2,670
	TOTAL	\$ 239,245	70.03%	63.45%	\$ 150,120.20	\$ 18,105.05

5.2 Variation Register

The variation register records and tracks any project cost variations that have arisen through the formal change process. These delays will be communicated to CHC via a formal variation request, outlining the details of the variation and associated cost effects.

Table 9 Notice of delay summary

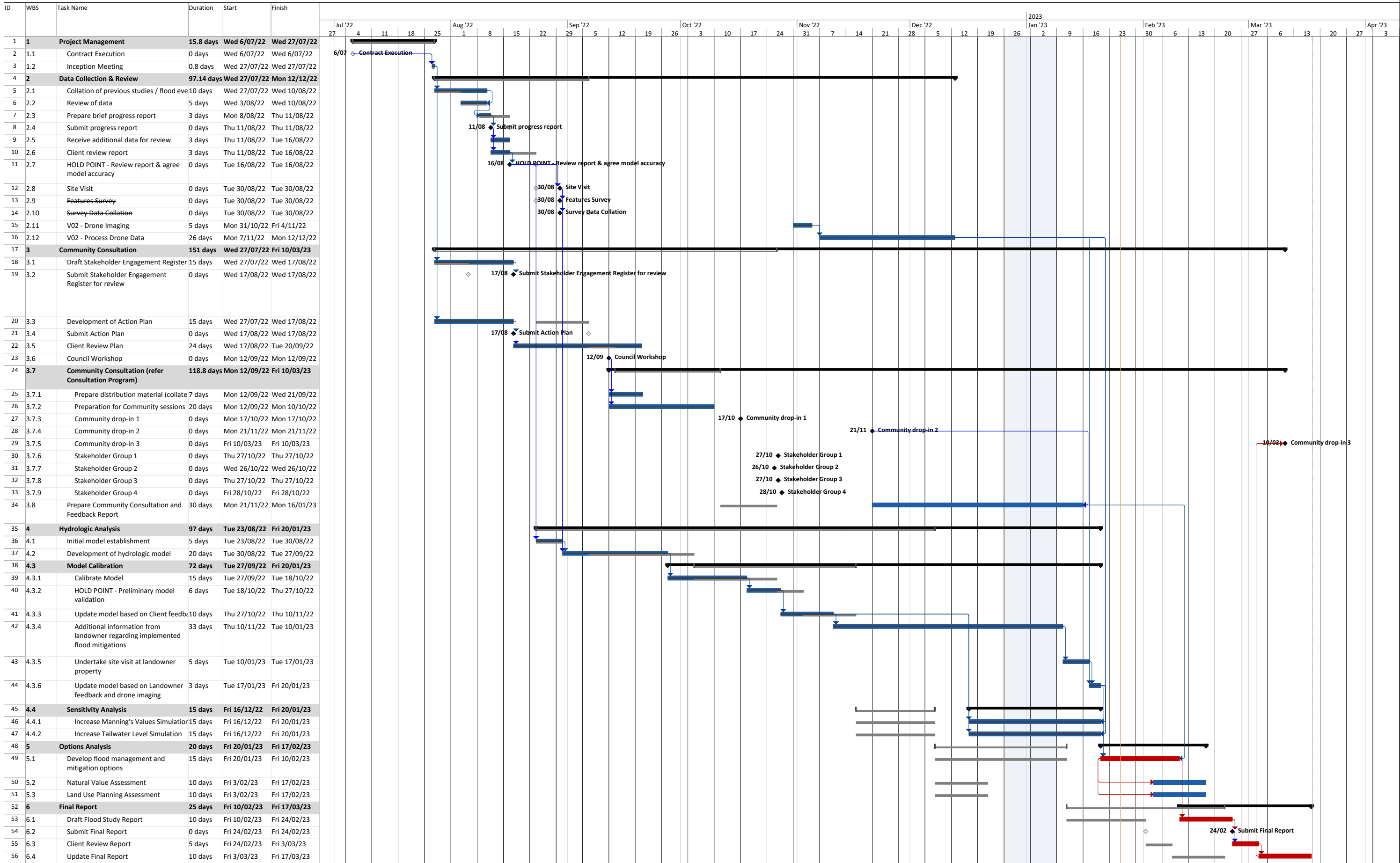
ID	Date raised	Details	Raised by	Cost	Revised contract value	Status	Complete
V01	29/09/2022	Scope reduction – feature survey	GHD	-\$16,875	\$230,485	Approved	Yes
V02	27/10/2022	Scope addition – drone footage of flood event	CHC	\$6,090	\$236,575	Approved	Yes
V03	12/01/2023	Scope addition – Additional site visit	GHD	\$2,670	\$239,245	Approved	Yes

Appendix A

Program



12571871 - River Clyde Flood Study and Flood Management





ghd.com

→ **The Power of Commitment**

The future of local government review

Community Update

December 2022



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



Where do you see the future of local government?

We want to hear from you.

At the end of 2021, the Tasmanian Government set up a Local Government Board and asked it to review the way our local councils work. The Government has asked the Board to make recommendations about how the current system needs to change so that councils are ready and able to meet the challenges and opportunities Tasmanians will face over the next 30-40 years.

The Board, chaired by the Hon Sue Smith AM, is an expert panel of six people with significant experience in local government. The State Government has given us broad scope to review all aspects of local government, including its role, functions, and design.

The Review is a once-in-a-generation opportunity to design a local government system that can respond to the growing demands and changing needs of our communities, now and in the decades ahead. The future role size, structure, and funding of our local councils and how they work with other levels of government are all part of this conversation.

Councils can and do play a vital role within their local communities and Tasmania's broader system of government. We know that effective and capable local government is a key enabler of community prosperity and wellbeing.

Local government in Tasmania is facing growing challenges and will need to evolve and adapt to meet the changing needs of Tasmanian communities in the coming decades. We need to develop a model for the future of local government in Tasmania and reforms that will enable councils to support and empower their communities in a sustainable and effective way.

Councils are doing the best they can but the way they are set up now makes it hard for some – especially smaller, rural councils – to meet all the needs and expectations of their communities. The cost and complexity of the services councils need to deliver and the important infrastructure they manage are constantly growing, and many councils are already finding it hard to access the skills and resources they need.

The Board has released an *Options Paper* on the changes it is considering to improve how local councils provide services to their communities.

The *Options Paper* and an associated Appendix contain detailed information about how these options have been developed and why we think they might help to deliver a stronger and more sustainable system of local government in Tasmania.

Some of the options we are looking at could have a major impact on the way our local councils operate in the future. Because councils provide so many essential, everyday services, we think it is vital that as many people as possible have a good idea of the potential changes that are being discussed.

Delivering Essential Reforms

The Board has identified eight reform outcomes which the Review aims to deliver for the local government sector. These are the things we believe are essential if Tasmania's system of local government is to deliver the services and support the community needs.

The Future of Local Government Review reform outcomes

1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities
3. The community is engaged in local decisions that affect them
4. Councils have a sustainable and skilled workforce
5. Regulatory frameworks, systems, and processes are streamlined, simple, and standardised
6. Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities
7. The revenue and rating system funds council services efficiently and effectively
8. Councils plan for and provide sustainable public assets and services

The Board has developed a range of options that we think could improve the capability of councils to deliver these outcomes for their communities, based on the key pressure points councils are facing now and in the future.

Some of these ideas are about how councils can better support community wellbeing, improve the skills and conduct of councillors, and ensure essential services and infrastructure are delivered in a fair and sustainable way. You can find out more about these options and share your views [here](#).

Tasmanian Councils in the 21st Century; Capability for the Future

More broadly, in exploring reforms we have also heard from the sector and other stakeholders that the underlying organisation of our councils needs to change, so they can better support all Tasmanians into the future. We've heard agreement from the sector that:

- **The status quo is not an optimal or sustainable model for the sector as a whole, given growing demands, complexity, and sustainability challenges;**
- **Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services; and**
- **The scale and extent of the consolidation needed to deliver significantly better services will not occur on a purely voluntary basis within the current framework.**

Changing the status quo in this respect means redesigning Tasmania's system of local government to ensure councils in the future have the necessary scale, resources, capability, and capacity to deliver on their critical functions. Based on the conversations we've had and the information we've considered, we think this will require some form of 'joining up' of our current councils.

The Board is considering three main reform pathways for building capability across the local government sector.

Redesigning Local Government in Tasmania – Three Potential Pathways

1. **Significant (mandated) sharing and consolidation of services.** The first possible pathway to improve councils' capability and capacity would be an extensive program of structured service consolidation. Under this option, Tasmania would retain its current structure of 29 councils, but a range of council services would be delivered by central or regional providers. All councils would be required to participate.
2. **Boundary consolidation to achieve fewer, larger councils.** Under this pathway, the administrative boundaries of Tasmania's current 29 Local Government Areas (LGAs) would be 'redrawn'. A set of new, larger LGAs would be established. New councils would be established to represent and deliver services to these LGAs.
3. **A 'hybrid model' combining both targeted sharing of services and targeted boundary consolidation.** This would involve some boundary changes (though less than under the second pathway), and some service consolidation, where there are clear benefits.

While we don't yet have a preferred pathway, the detailed Options Paper explains our thinking in more detail, including the advantages and challenges of each of the approaches.

The Board understands that some members of the community and local government sector have strong views about the merits or challenges of proposals to consolidate council boundaries and/or services. But if this 'joining up' is well planned and properly supported by the State Government, we think the sector can improve the overall quality and range of services it provides to all Tasmanians and better support a range of important social, economic, and environmental outcomes.

We also think this change could make local government a better place to work and help attract and retain talented workers.

We want to hear the community's views on these important issues. Major change will only be successful if it enjoys broad-based community support and will help ensure that Tasmanian councils are better able to support Tasmanian communities in the future.

Now is your chance to be heard. Be bold and have your say, so we can all help improve the future of local government.

Get Involved in the Reform Conversation

This is a critical opportunity for all Tasmanians. The Board wants to know how you feel about the way councils work and understand your views about which options could make a positive difference for local communities. We also want to know if there are any other ideas and options out there that we have not looked at yet but should.

The Board is providing a few different ways for people to get involved:

Options Paper submissions:

You can go online to the interactive version of the Options Paper at www.engage.futurelocal.tas.gov.au and submit your answers to any or all the consultation questions.

You can also make a submission in an **email or letter**. The Board's contact details are below:

Email: Submissions.LGBoard@dpac.tas.gov.au

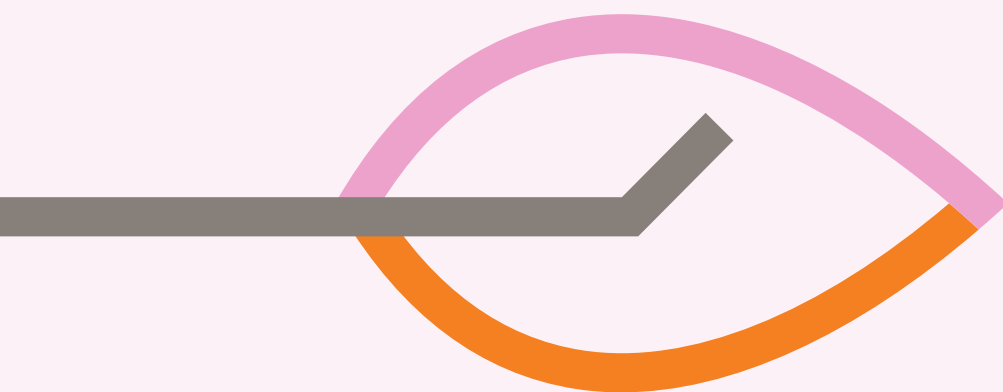
Postal address: Future of Local Government Review GPO Box 123, Hobart, Tasmania 7001

SUBMISSIONS FOR THE OPTIONS PAPER CLOSE 19 FEBRUARY 2023.

Regional community meetings:

- In early February 2023, the Board will be visiting communities all around the State to hold town hall style meetings. You can register your interest in attending one of these sessions here, and we will be in touch with further updates in the near future.
- Engagement with Tasmanian councillors and council staff will also be supported through a series of meetings (LGAT and LG Pro will provide more details shortly).

The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

www.futurelocal.tas.gov.au
LGBoard@dpac.tas.gov.au

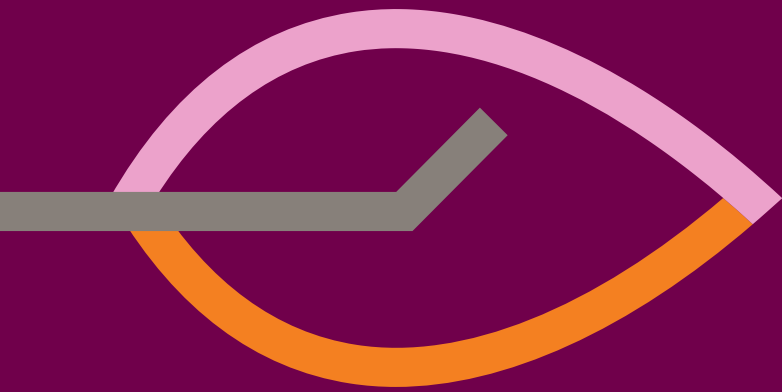
The future of local government review

Options Paper: Appendix

Review Stage 2 - December 2022



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



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Reform outcomes and supporting options

During Stage 2 of the Review, the Board conducted a broad program of research and stakeholder engagement to identify and develop a range of specific reform options. We think these options have the potential to improve the way the Tasmanian local government system works by supporting the delivery of the Board's eight reform outcomes. The options are presented below along with the relevant reform outcome that they principally target.

For each option, we set out the driving rationale, explain briefly what the proposal looks like and how it might work, and offer some relevant insights, including about where similar approaches have been put in place in other jurisdictions. Some of our options build on relevant agreed reforms from the recent review of the *Local Government Act 1993* and we state where this is the case.

In most cases, options are not 'either/or' alternatives – the majority could potentially be progressed in parallel as part of a complementary suite of reforms. The main exception to this is in relation to planning processes, where we believe some clear choices need to be made about the best pathway to achieve better planning outcomes.

As we have said in the main *Options Paper*, many – if not all – options in this Appendix will deliver better and more sustainable results if they are accompanied by well-considered and supported structural reform. Where we think structural change is either essential to delivering a particular option, or would make an option less relevant or necessary, we highlight this in the discussion below.

Testing the options with stakeholders

The options were, in many cases, identified through our engagement with communities and stakeholders and through our research, and have been subject to discussion and development with six focus groups the Board convened early in Stage 2. Each focus group looked at a specific area flagged in the Board's Stage 1 Interim Report, and included people with expertise, skills, and experience relevant to those areas. Each focus group included representatives from the Local Government Association of Tasmania and Local Government Professionals Tasmania. The Australian Services Union was also represented in this process.

These groups have been crucial in helping us consider in more detail the issues, opportunities, and challenges we identified in Stage 1, as well as test and refine our thinking around possible ideas for delivering positive change in the sector.

The options have also been informed by one-on-one discussions with a range of 'divergent thinkers', whom the Board approached to test the full spectrum of possible reform options. Finally, we have tested many of our developing ideas with Tasmanian Government agencies and with individual councils themselves, through a series of regional meetings.

We would like to thank everyone involved in these processes to date for their time and their extremely valuable insights. We will be convening a further round of focus group sessions in the New Year after we have heard back from the community on the *Options Paper*.

How to have your say

To have your say on the options, you can go to the [review website](#) and submit your answers to any or all the consultation questions or make a submission in an email or letter. The Board's contact details are below.

- **Email:** Submissions.LGBoard@dpac.tas.gov.au
- **Postal address:** Future of Local Government Review GPO Box 123, HOBART, TASMANIA 7001

Community Meetings

In February 2023, the Board will be visiting communities all around the State to hold town hall style meetings. You can register your interest in attending one of these sessions [here](#), and we will be in touch with further updates in the near future.

Reform Outcome 1: Councils are clear on their role, focused on the wellbeing of their communities, and prioritising their statutory functions

Option 1.1

Establish a Tasmanian Local Government Charter which summarises councils' role and obligations, and establishes a practical set of decision-making principles for councils

Rationale

Councils have an extensive range of complex responsibilities under a suite of interrelated statutory frameworks. This reform would clarify those responsibilities for councillors and communities, providing a framework which underpins the role of councils and councillors.

Broadly, a Charter would:

- set out councils' role and responsibilities in one place;
- summarise all of councils' core statutory roles and functions;
- better clarify the roles of State and local government in service areas where both have responsibilities;
- establish a practical set of decision-making principles, including around setting service priorities, particularly as they relate to essential statutory functions vs 'optional' services or activities;
- enshrine good governance principles and clearly explain how these must be applied in practice to the respective roles, functions, obligations, and expected conduct of both elected members and council staff (including how they are linked to relevant compliance powers and under the legislated regulatory framework, including codes of conduct); and
- provide a framework that enables these principles to be translated into practical processes and mechanisms for better and more transparent decision-making.

Engagement feedback

- There is general support for a Charter, noting it should be simple, purposeful and provide clarity on councils' role. Feedback was that it should also allow councils the flexibility they need to respond to changing circumstances and their communities' unique needs.
- There was also support for a Charter, if established, being included in the Local Government Act 1993. If so, it would replace the existing definition of councils' role.

Insights

- There is precedent for this approach in other jurisdictions. In recent years, New South Wales and Victoria have both legislated principles-based roles for councils and elected officials, underpinning good governance with corporate director-like responsibilities across financial management, strategic planning, community engagement, and elected official behaviour.
- In Victoria, the [*Local Government Act 2020*](#) describes the practical roles of councils, while also mandating the principles which must be applied when performing this role. For example, under the Victorian

Act, councils must adopt a community engagement policy which outlines how and when they engage with their communities (and what on). This is underpinned by the Act's principles for community engagement. This approach establishes the key responsibilities in legislation, while ensuring that councils can still tailor the delivery of functions to their local circumstances

Option 1.2

Embed community wellbeing considerations into key council strategic planning and service delivery processes

Rationale

We have heard from the local government sector, peak bodies, and communities that there should be greater recognition of the role that councils play in supporting the wellbeing of their communities. However, there is a lack of clarity around what the concept of wellbeing includes. As a result, councils' contribution to community wellbeing is not formally recognised, making it hard for them to access funding to continue or expand their wellbeing work.

This option would provide councils greater clarity on how they can support wellbeing, providing guidance on strategic planning and the delivery of locally tailored wellbeing services. It would also help identify services and functional responsibilities for the State Government and private service providers.

In May 2022, the Tasmanian Premier, the Hon Jeremy Rockliff MP, announced the development of [Tasmania's first Wellbeing Framework](#), noting that the concept of wellbeing includes economy, health, education, safety, housing, living standards, environment and climate, social inclusion and connection, identity and belonging, good governance and access to services.

Clear and transparent linkages to any overarching Tasmanian Government state-wide wellbeing policies and frameworks will be essential to support the sector in remaining accountable to their communities. These connections will also enable councils to work with others to develop locally tailored strategies and actions to address identified community issues.

Engagement feedback

- Defining wellbeing is critical, and for local government this will likely depend on the emerging Tasmanian Wellbeing Framework.
- Local government already undertakes many activities and actions to promote wellbeing but is financially constrained.
- Wellbeing is an area where councils could act as vital advocates or 'connectors'. Where service or resource gaps are identified, councils could and should advocate to other spheres of government to fill them.
- In health, local government should focus on early intervention and prevention, and other spheres of government should ensure they are appropriately providing the services they are typically tasked with,

including primary health services.

- There is a fundamental need for spheres of government to work together to address social disadvantage and the poverty cycle. For many Tasmanians, wellbeing outcomes are dire, and persist from one generation to the next.
- A more equitable, needs-based distribution of resources between wealthier and poorer areas within municipalities should occur. In this regard, larger and more diverse council areas and more consistent service provision may be a positive outcome of boundary consolidation.

Insights

Local government can become a key partner in the new Tasmanian Wellbeing Framework (once established) by developing linked objectives and key performance indicators (KPIs) (with appropriate support) for responding to and reporting on place-specific community issues. Under this approach, all councils would work with the State Government to collect and report data on indicators, and councils could set priority objectives that help to achieve positive wellbeing outcomes under the framework at a local level.

There is a growing focus on the use of wellbeing indicator frameworks in local government across Australia to help provide councils with clarity on how they can influence and improve wellbeing at the local level. These frameworks also provide robust evidence on community issues which can inform tailored approaches to delivery of wellbeing services. A core principle of these frameworks is to ensure a relevant set of indicators that can measure where councils, through their functions and services, can directly influence the wellbeing of communities.

Under the *Tasmanian Public Health Act 1993*, councils are required to develop a Public Health Plan. The scope of this requirement could be broadened to also encompass wellbeing, bringing the process in line with other jurisdictions such as Victoria, who have mandated [municipal Public Health and Wellbeing Plans](#).

Option 1.3

Require councils to undertake Community Impact Assessments for significant new services

Rationale

A Community Impact Assessment (CIA) would help councils to assess the case for providing particular services in response to community need and/or demand that is not otherwise planned for. Preparing the assessment should also help councils in their advocacy to other spheres of government, when they are considering filling a 'service gap' by providing a service another entity or sphere of government normally provides (e.g., primary healthcare).

CIAs would require councils undergo a transparent, thorough, and consultative process with their communities that considers the social and cultural impacts on communities and individuals, as well as clearly and succinctly documenting the whole-of-life costs for the community and how it will be paid for. This may include a 'notional rates increase' to demonstrate the full costs in simple terms. (Subject to other options being considered below, this option could also apply to acquisition of new infrastructure).

Engagement feedback

Although many councils already undertake these sorts of processes, there is merit in providing greater consistency, as well as supporting councils that currently have limited resources and capability to make these assessments.

CIAs could assist with better decision making and more informed community support.

- They would facilitate a consideration of whole-of-life costs for new assets (see also 8.2).
- They would enable communities to better appreciate the costs of expanding services into new or non-core areas, including the impacts on the rates and charges they pay, and the value they might derive. It would also provide councillors with a framework to manage diverse and competing community desires and practical expectations.
- It may be more efficient for councils to consider service costs on a larger-scale, strategic basis rather than on an issue-by-issue basis.
- Any CIA mechanism would need to be relatively straightforward, consistent and not simply a 'tick-and-flick' exercise to generate the desired effect.

Insights

Councils around Australia are increasingly involving their residents in decision-making processes regarding service delivery through a variety of contemporary community engagement methods (such as social and community impact assessments), particularly when confronted by development-related decisions. Transparency in the need for and cost of new services supports 'community licence' for councils undertaking new activities or providing new infrastructure.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 2: Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities

Option 2.1

Develop an improved councillor training framework which will require participation in candidate pre-election sessions and, if elected, ongoing councillor professional development

Rationale

Providing brief – but mandatory – pre-election candidate awareness training would support an increased ‘baseline’ understanding of the roles and responsibilities of councillors.

Providing compulsory, ongoing, and accessible professional development training opportunities would support the continual improvement and professionalism of elected representatives, ensuring they can achieve the best outcomes for their communities.

Engagement feedback

- There was general acknowledgment that the lack of effective and consistent expectations regarding councillor training contributes – at least partially – to the significant variation in the capabilities of councillors across the State.
- Those seeking to represent their community on council need at least a good understanding of the role and what will be expected of them.
- Any ‘pre-training’ should be concise, targeted, and meaningful, and not so onerous that it is a barrier to prospective candidates. It could be in the form of a video module and orientation checklist to be completed as part of the candidate registration process.
- There was also strong support for ongoing professional development of councillors and executive council staff. This should:
 - o not be tokenistic but interactive and rigorous;
 - o enable councillors to understand and perform the roles they’ve been elected to carry out; and
 - o be externally led, perhaps building on training already being provided by the Local Government Association of Tasmania (LGAT), plus newly developed training by the Office of Local Government.

Insights

Most Australian jurisdictions have some form of mandatory training for elected representatives.

Victoria and Queensland require mandatory training for candidates prior to nominating for councillor. Both jurisdictions introduced mandatory training prior to their 2020 local government elections. Both of these training programs are delivered through online modules and take an hour to complete.

Regarding post-election training, councillors in NSW are required by law “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor”. Information about NSW councillor participation in induction and professional development

activities must be published in councils' annual reports. This ensures councils transparently inform their communities of the training their councillors are undertaking.

Western Australia, South Australia and the Northern Territory all have forms of induction training mandated to be completed within the first 12 months of the councillor's term.

Option 2.2

Review the number of councillors representing a council area and the remuneration provided

Rationale

The Board has heard that there may be merit in reducing councillor numbers in some councils to create a more effective governance model. This may also provide scope to explore increases in remuneration which do not materially impact ratepayers. The Board has heard increased remuneration for councillors could support a more diverse cross-section of the community seeking election. It may also help the sector attract and retain talented and experienced councillors.

There are provisions in the Tasmanian *Local Government Act 1993* that enable inquiries into councillor allowances to be undertaken. The last inquiry, held in 2018, recommended that the formula for categorisation of councils and base allowances be reviewed. This review has yet to occur, but presents an opportunity to increase allowances and narrow disparities in allowance rates between councils. The ability to increase councillor allowances is currently confined to these inquiry processes.

Engagement feedback

There was broad agreement that current councillor allowances:

- are sometimes not enough to support a diverse range of individuals to run for their council;
- prevent some individuals with other personal commitments running for council;
- do not reflect the level of effort realistically required from councillors, given the increasing complexity of their role, community expectations, and statutory responsibilities;
- may mean councils fail to attract and retain talented councillors and may limit the time and effort some councillors can devote to their role;
- mean that running for council is often only a viable option for people who are wealthier, older, and/or work less;
- differ between urban and rural councils, even though they have the same statutory responsibilities. Councillor allowances vary as much as \$30,000 between Tasmania's largest and smallest councils. This was thought to be particularly unfair on rural councillors, as they are often 'on call' in the local community in times of crisis and may travel large distances to attend meetings; and

- could be increased and made more consistent across the sector if some consolidation of councils occurred.

Insights

Evidence shows that low remuneration for councillors is a problem across the sector. A 2021 study by the Australian National University found NSW councillors were being paid less than the minimum wage compared to the hours of work their role entails. The same study also found 81 per cent of councillors found their role dissatisfying due to low remuneration. This study has supported recent reviews of elected representative allowances in Victoria and NSW.

Option 2.3

Review statutory sanctions and dismissal powers

Rationale

The overall reputation of the sector has been damaged by instances of poor councillor behaviour. This has been compounded by the constrained capacity of the State Government to intervene under existing legislation in certain circumstances.

Engagement feedback

- The local government sector and the community are frustrated by the limited sanctions and limited accountability for misconduct by elected representatives.
- While councillor misbehaviour is not the norm, instances of poor behaviour often gain prominent media exposure, tarnishing the reputation of the local government sector as a whole.
- In combination with enhanced councillor training and professional development, some strengthening of sanctions is necessary to ensure communities are well represented, and to protect other councillors and council employees.

Insights

Under the approved reforms from the [Local Government Legislation Review](#), the Tasmanian Government has already agreed to a range of stronger sanctions and dismissal powers. This will give greater powers to the State Government to intervene in cases of serious misconduct and strengthen the existing frameworks. The Board is exploring whether these approved reforms will adequately respond to issues raised during the engagement process.

Option 2.4

Establish systems and methods to support equitable and comprehensive representation of communities

Rationale

There are a number of systems and methods that could further support equitable and effective representation of communities

in Tasmania. These include undertaking periodic representation reviews, establishing committees to represent specific communities within larger council areas, dividing existing or new LGAs into wards, and setting up engagement hubs throughout local government areas.

Engagement feedback

- In some geographically larger councils, the majority of elected representatives tend to come from the more populated urban area. This may lead to residents living in the broader council area not being adequately represented.
- Some council submissions supported the consideration of ward systems, as they have the potential to ensure improved representation and provide residents with a clear point of contact.
- Other submissions suggested that building engagement processes and outreach capacity is a more effective way to engage with a broad cross-section of residents (See also 3.1 below).
- Increasing the scale of councils may increase their capacity to undertake more comprehensive and effective community engagement. This would ensure better representation and greater consideration of community voices.
- 77 per cent of Tasmanians under 45 surveyed reported feeling that their council does not engage with them, or represent them or others their age. It was frequently expressed that councillors often get elected on niche issues and represent parochial interests, which do not reflect issues or needs of younger residents. This sentiment was expressed across all categories of councils across the State.

Insights

The [*South Australian Local Government Act 1999*](#) requires each council to conduct an Elector Representation Review at least once every eight years. A Representation Review determines whether a council's community would benefit from a change to its composition or ward structure, and examines such matters as the method of electing the Mayor, the number of council members and whether wards are appropriate.

The Tasmanian *Local Government Act 1993* allows councils to be divided into two or more electoral districts. However, Tasmania is the only State with no councils divided into wards.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 3: The community is engaged in local decisions that affect them

Option 3.1

Require consistent, contemporary community engagement strategies

Rationale

Community expectations of engagement are increasing, including the need for far greater community involvement in council decision making. Appropriate and consistent engagement guidelines would facilitate engagement approaches that are uniform across Tasmania and informed by best practice.

The [Local Government Legislation Review](#) recommended that existing community engagement provisions under the *Local Government Act 1993* should be removed, as they are overly prescriptive, and require councils to undertake engagement through mechanisms which are generally outdated. We believe replacing the existing provisions with a requirement that each council develop their own community engagement plan would support a consistent approach to engagement, while still allowing individual councils the autonomy and flexibility to tailor how they engage, and what they engage on, with their local communities.

Engagement feedback

- Councils do not provide enough opportunities for genuine input into local decision making, including consulting on decisions that directly impact ratepayers.
- Councils do not always ‘make the effort’ to engage with all members of the community in ways that are relevant to them and on the issues that affect them. We heard this in particular from Aboriginal communities.
- Fundamentally, good engagement begins with ease of availability and transparency of information.
- In recent years, some councillors have been subjected to unhealthy communication through social media from a small number of individuals.
- Social media has rarely been used for productive engagement with communities on substantive issues, such as council priorities and budgets.
- Many Tasmanians under 45 noted that their councils fail to listen to or engage with younger voices, particularly when making service or infrastructure decisions, or addressing local challenges and issues. We heard broadly that councils should be engaging with all their residents so that they can effectively support their communities, or advocate for action on local issues to other levels of government.

Insights

Evidence shows that where communities are engaged in the decision-making process, they are more likely to trust and accept council decisions. These decisions are therefore more likely to deliver good public value, as they will better reflect the community's needs and priorities.

An increasingly common approach to supporting engagement and representation is through implementing comprehensive engagement plans and systems supported by technology and professional engagement staff. Community engagement planning is mandated for councils in NSW, WA, Victoria, and South Australia.

Additional processes to better engage communities could include a requirement to prepare Community Impact Assessments when deciding to deliver non-core services or acquiring new infrastructure (see 1.3), and implementing a best practice performance monitoring and management framework for local government (see 3.2).

Option 3.2

Establish a public-facing performance reporting, monitoring, and management framework

Rationale

Councils are currently required to report on a range of financial and asset management, service activity, and regulatory compliance matters, but these data are underutilised and fragmented. The data also may not reflect the issues of greatest interest to local residents. There is a dearth of consistent, publicly available information on service cost, quality, and community satisfaction. More streamlined collection and presentation of service level data in particular would reduce both the administrative burden on councils and improve community transparency by providing the community with a clear line of sight to councils' long-term strategic directions and the decisions they make.

The Local Government Legislation Review recommended a local government performance reporting framework to support enhanced consolidation and accessibility of existing council reporting. We believe there is scope to build a framework which presents council performance data in a central online platform, modelled on approaches taken in other states.

Engagement feedback

- The State Government should assist with developing the framework, and the collection and communication of robust, consistent data from all councils.
- The design must be flexible enough to recognise that different priorities are important in different areas.
- Any framework should include relevant and agreed metrics for measuring wellbeing where councils can influence outcomes. This would signal the importance of community wellbeing as a fundamental purpose of local government.

Insights

- Tasmania has fallen behind many other jurisdictions, which in recent years have introduced a range of best practice, online comparative reporting and benchmarking metrics and tools for local government performance monitoring. In particular, wellbeing is becoming increasingly recognised by governments in their data collection and reporting, reflecting the fact that economic activity on its own does not represent the state of a community.
- Earlier in the Future of Local Government Review process, the Board released [two data dashboards](#) which collate and present publicly available data on Tasmanian councils with the purpose of helping to inform the public's knowledge of what councils do, and to support engagement with the Review. These dashboards were well received by the sector and public, and could be considered a first step in enhancing transparency and reporting of council data in Tasmania.
- Western Australia, Victoria, and New South Wales have developed approaches to online performance reporting which provide 'one-stop shops' for accessing consistent information and data on councils accessible by the public. These mechanisms enhance council governance by making performance more transparent, accountable, clear, and comparable. This approach also facilitates and supports councils in their continuous improvement of functions and services.

Option 3.3

Establish clear performance-based benchmarks and review 'triggers' based on the public-facing performance reporting, monitoring and management framework

Rationale

This option builds on the performance reporting, monitoring and management framework in Option 3.2. It could be used to establish performance benchmarks, and a set of clear and proportionate intervention options when benchmarks are not being met.

Intervention options could range from a council being requested to explain its performance, through to service improvement directions, or efficiency audits by an external regulatory authority.

The Local Government Legislation Review proposed the introduction of new powers to install 'financial supervisors' and 'monitors/advisors' as an early intervention measure to address governance and/or financial concerns at the individual council level. Councils would have stronger incentives to risk manage and 'self-regulate', including acting on recommendations of their audit panels.

More robust information on council performance could also be used by the Director of Local Government to take a risk-based approach when overseeing council compliance activities under the *Local Government Act 1993*. It was proposed in the Local Government Legislation Review that audit panels be required to provide their reports to the Director of Local Government, upon the Director's request. This would be a solid first step in ensuring enhanced provision of information on council performance.

Engagement feedback

- Developing performance benchmarks in a collaborative way would be a valuable exercise allowing councils to learn from each other.
- There was some merit in rolling audits of efficiency and effectiveness that the Local Government Board previously undertook. This did lead to some council improvement, however it was a significant process which was somewhat arbitrary. If reinstated, the review processes should be more focussed.
- Audit panels are not effectively resourced, and it is currently unclear if councils are responding to their advice.

Insights

The Local Government Board used to be required under the *Local Government Act 1993* to undertake regular, rolling 'efficiency and effectiveness' reviews of individual councils. This practice has fallen away, but could easily be re-introduced.

To have your say on these reform options go to the review [website](#).

Priority Reform Outcome 4: Local councils have a sustainable and skilled workforce

Option 4.1

Implement a shared State and local government workforce development strategy

Rationale

In the absence of shared strategies, councils and the State Government can compete with each other and the private sector for staff, driving up costs without addressing skill shortages. They also risk duplicating workforce training, development, and recruitment efforts, when the cost of delivery could be shared.

A workforce strategy that recognises the common skills required to work in councils and/or in State Government should minimise unintended competition between the sectors and provide more attractive career pathways for employees within both spheres of government. The workforce strategy should also recognise the skill needs of individual councils based on their local functional and service requirements.

Engagement feedback

- There is broad support for this option.
- Previous workforce strategies should be reviewed to understand what has changed and why, what was applied and worked, or why actions were not pursued or did not gain traction.
- Innovative approaches are required. These might include embracing flexible modes of working, internships, apprenticeships, secondments and cadetships, connecting with TAFE, universities, and secondary schools to help students understand the value proposition and potential career pathways local government can offer.
- It requires a collaborative, sector-wide approach.
- Training local people in regional communities has been shown to enable people to stay in regions.
- Smaller and remote councils need greater assistance in this area.
- Local government career pathways need better articulation, framing and a positive narrative.
- 62 per cent of Tasmanians under 45 surveyed noted they would not consider a career in local government for a number of reasons, including perceived workforce cultures, poor resourcing of their council, and perceptions that the size of their council could limit their ability to effect change.

Insights

We can learn from looking at workforce plans from other industry areas and their capability frameworks.

The [Independent Review of the Tasmanian State Service](#) noted that there are many similarities between the roles undertaken in local government and the Tasmanian State Service, such as administration, public health, finance, emergency management, engineering, and construction. There are also areas in both tiers of government that would benefit from closer collaboration, such as the provision and delivery of contemporary services for Tasmanians. That Review also acknowledged that the secondment of Tasmanian Government staff to partner organisations (such as councils) could help to identify efficiencies or improved ways of working together.

The Cradle Coast Authority (CCA) recently undertook a local government school-based apprentice project, which was funded by the Australian Government and supported by the State Government. This project saw the CCA work with member councils and schools in North West Tasmania to support younger people into career pathways and develop the local government workforce in regional areas. These projects can help to build the profile of the sector as a viable and meaningful career pathway for younger Tasmanians, and help to retain young people, particularly in regional areas.

Option 4.2

Target key skill shortages, such as planners, in a sector-wide or shared State/local government workforce plan

Rationale

Given the serious shortages of such skills across the two sectors, a targeted workforce plan could:

- address capacity gaps across the whole State and local government regulatory system;
- provide more attractive career pathways for professionals;
- allow for succession planning within both spheres of government;
- support the training and development of a new category of para-professionals to undertake less complex tasks;
- minimise the competition between the two tiers of government and the private sector for staff; and
- reduce duplication of workforce training, development and recruitment efforts.

Engagement feedback

- There was strong support for this option: 'a proactive not a reactive approach is required'.
- Local government as a career pathway needs better articulation, framing, and a positive narrative.
- Needs to be embedded with State Government and education providers, such as the University of Tasmania.

Insights

There is strong and consistent evidence of an international skills shortage affecting councils' abilities to perform their regulatory functions. In response, local government workforce initiatives have been implemented in many countries.

Option 4.3

Establish 'virtual' regional teams of regulatory staff to provide a shared regulatory capability

Rationale

Regulatory staff from councils across a region could form a virtual team that supports some or all councils and leverages combined capability. The team could include planning officers, environmental health officers, and other specialist staff. All regulatory responsibilities would remain with councils, and staff would remain physically located in their councils. A proportion of the team's time would be used for predictable regular services for their 'home' councils, such as pre-lodgement liaison with proponents and assessing and determining routine development applications. When required, team members could be assigned to more complex and intermittent work from across the region.

Engagement feedback

- This approach was preferred to removing staff from councils and consolidating them in a co-located team, as this would erode core capacity within the individual councils.
- This would be useful when councils need access to planned or unexpected 'surge capacity'.
- The option may be operationally challenging given current workforce shortages.

Insights

This option may be less beneficial if the structural reform of moving to fewer, larger councils is undertaken.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 5: Regulatory frameworks, systems, and processes are streamlined, simplified, and standardised

Option 5.1

Deconflict the role of councillors and the role of planning authorities

Rationale

The Board has heard that the role of councillors “to represent the community” often conflicts with the role of planning authorities to objectively apply the provisions of a planning scheme regardless of the views of the community. Councillors found it difficult to participate in important public debates about major developments in their municipality for fear of ‘pre-judging’ development applications or being accused of bias in the assessment process.

The Board accepts that this conflict creates issues in only a very small proportion of development applications. Some stakeholders, however, expressed the view that this small number of cases created significant friction between councillors and between councils and their communities.

The Board does not have a clear view on the best way forward to address this issue and presents a three options below for further discussion.

Option 5.1a

Refer complex planning development applications to independent assessment panels appointed by the Tasmanian Government

Rationale

The assessment of complex development applications depends on access to technical expertise, robust data, efficient administrative systems, sound decision-support systems, and strong communications support.

Independent panels appointed by the State Government would have access to a diverse range of specialists and establish robust administrative and technical support systems, allowing a consistent standard of decision making state-wide.

Clear criteria would be established to define which developments must be referred. This could include:

- high value developments;
- developments in which the council or councillors have a direct interest, including developments on council land;
- developments in sensitive locations;
- developments of particular industry types; and
- developments with particular types of impacts.

Freed from the constraints of acting as a planning authority, councils would be able to represent their community and its views in submissions on complex developments as they are being assessed.

Councils would continue to assess and determine other development applications and retain overall land-use planning responsibilities.

Engagement feedback

- This reform would only apply to a small proportion of applications, with the majority of development applications continuing to be determined by councils and their delegated council staff.
- Costs involved should not fall back on the councils it was designed to assist. Rather a proponent user-pays model would be appropriate. Panels should comprise a range of relevant skills and knowledge and must include a person with knowledge of the local context of the particular development, including community and council priorities.

Insights

NSW has five Sydney planning panels and four regional planning panels introduced in 2009 to enhance decision-making on regionally significant development applications (generally having a capital investment value of over \$30 million). The panels are each independent bodies, not subject to the direction of the Minister of Planning and Public Spaces.

Option 5.1b

Remove councillors' responsibility for determining development applications

Rationale

This option is similar to option 5.1a but elected representatives would be removed from the process of determining development applications entirely. Applications would routinely be assessed by planning staff in councils and, if required, escalated to independent panels appointed by the State Government.

Councillors would still have responsibility for all the strategic elements of the planning system, including strategic land use planning and recommending Local Provision Schedules.

Council would also be able to make representations to independent planning panels on discretionary elements of development applications (in addition to officer level advice as currently provided to councils).

Engagement feedback

- Community planning and environment groups strongly support maintaining councillors' role in determining significant local development determinations.
- Development interests are seeking a development approval system that is consistent and predictable. They did not find that this is always the case when development determinations were made by councillors.

Insights

This option has parallels with the introduction of [Local Planning Panels](#) in some areas of New South Wales. Under this system, a local planning panel is made up of a chair (appointed by the Minister), expert members (appointed by the council from a list approved by the Minister) and a community member (appointed by the council).

Option 5.1c

Develop guidelines for the consistent delegation of development applications to council staff

Rationale

While most development applications are determined by council officers under delegation, a small proportion are considered by councillors (or independent panels as proposed in 5.1a) acting as a planning authority. An absence of clear guidance on options to delegate planning processes to council staff can frustrate and lengthen the planning assessment processes.

Planning decisions must be based on professional, technical assessments against criteria under the planning scheme. However, councillors are often under community pressure to make decisions that reflect popular opinion based on considerations outside their formal statutory role as a planning authority. This can unduly divert council resources and undermine community confidence in the council and in the planning system.

Guidelines would help councils to determine which decisions should be made by councillors, and which should be made by the council's planning staff under delegation. The criteria in such a policy could be based on the nature of the development (e.g., capital value, location, activity proposed), the nature of the proponent (private individual, business, government agency, council, councillor) and/or the number of representations received.

This would provide clarity to proponents and the community and reduce the potential for the development application process to be unduly influenced by local political pressures. It may also lead to more efficient decision-making, as proponents, council staff, councillors, and the broader community would be clearer on who will be making key decisions, and on what basis.

Engagement feedback

- There was a range of views on whether all councils need to take a consistent approach to this issue, or whether some discretion is acceptable and desirable.
- While few thought the problem was bad enough to warrant a mandatory approach to delegation, there was some support for councils being offered guidelines they could choose to adopt.

Insights

While there do not appear to be any precedents for such a policy, the variety of approaches councils currently apply to this issue suggests there would be some benefit from clearer/improved guidance.

Option 5.2

Greater transparency and consistency of councils' resourcing and implementation of regulatory functions

Rationale

Councils' performance of their regulatory functions varies widely, with many falling well below risk-based benchmarks. Where there is underperformance of regulatory functions, there is an increased risk to public health and safety.

This option would include measures of regulatory resourcing and implementation in a new public-facing performance reporting, monitoring and management framework (see option 3.2). This would help communities to understand how well their councils are exercising their regulatory responsibilities, and help councils to 'level up' to the standard of other similar councils.

Engagement feedback

- The most common explanation councils have offered for failing to exercise all regulatory responsibilities is a lack of access to skilled staff.
- Other explanations offered include poor awareness of regulatory requirements by applicants, and a lack of resources for smaller councils to undertake statutory functions.

Insights

The Victorian Government's [Know Your Council](#) website reports councils' performance of a range of regulatory functions, and allows these to be compared between councils. For example, for food safety, councils report:

- time taken to action food complaints;
- percentage of required food safety assessments undertaken;
- cost of food safety service per premises; and
- percentage of critical and major non-compliance outcome notifications followed up by council.

Option 5.3

Increase support for the implementation of regulatory processes, including support provided by the State Government

Rationale

Council regulators have some discretion when applying the State Government's statutory regulations to their local circumstances, but they must treat all applicants fairly and equitably. Councils have told us they need more support and resources to be able to strike this balance. This option aims to make regulation simpler and more efficient through streamlining the collective understanding and expectations concerning regulatory frameworks, ensuring transparency around agreed guidelines and decision-making

support tools, training, regulatory support hotlines, and data collection and usage.

Current approaches assume that regulatory requirements, such as for building approvals or environmental protection, can be written as objective ‘rules’ and ‘tests’ which are clearly linked to stated policy intentions. For development applications, for example, the Tasmanian Planning Reforms should broaden the availability of ‘acceptable solutions’ and limit discretion to where it is absolutely necessary. Where such rules and tests are not possible, specific policy objectives and decision-making guidelines would need to be understood. A program of improving transparency and consistency could also target particular council and development industry priorities like, for example, ‘no permit’ pathways for low-impact urban infill.

Engagement feedback

- There was strong support in our engagement for this option, with greater collaboration and support from the State Government seen as critical.
- If designed in a collaborative way between State Government and councils, a comprehensive package covering all elements of regulatory implementation would increase both council capability and the challenge of balancing local and State objectives.
- The Tasmanian Planning Reforms are heading in this direction, which was seen as positive. This option would complement those reforms, both within planning and in other regulatory areas such as building, public health and pollution control. There was agreement that there are currently considerable cultural and structural barriers to local governments accessing State Government knowledge and clear guidance about applying and interpreting policy which sometimes results in unnecessary complexity and conflict.

Insights

Planning reform has been advocated by a range of national and state commentators and is being pursued in most jurisdictions.

The Tasmanian Government is undertaking a number of initiatives to address housing affordability. It has committed to delivering 10,000 social and affordable homes by 2032 and is finalising a [20-Year Housing Strategy](#) which will guide the types of homes to be built, and when and where they will be built.

Option 5.4

Strengthen connections between councils’ strategic planning and strategic land-use planning by working with State and Commonwealth Governments

Rationale

Strategic land-use plans that have the support of all spheres of government would help to align Commonwealth, state, and local priorities in residential development, industrial development, infrastructure investment, and green space protection. The

review of the regional land use planning framework underway through the Tasmanian Planning Reforms is a good opportunity to advance this option.

Without strategic land-use plans, councils:

- risk making land-use planning, infrastructure, and investment decisions that fail to account for known demographic and other future trends;
- may fail to make the necessary regional trade-offs for effective and efficient resource allocation;
- may fail to manage future risks; and
- risk costly and ineffective public investment and missed opportunities for meeting social, economic, and environmental objectives.

Engagement feedback

- There was general support for this option, although it was acknowledged previous attempts have not been realised to their full potential, with participants feeling greater State Government buy-in would be needed. It was noted strategic land-use planning had in general been poorly resourced and implemented across Australia.
- While a long-term common vision was important for community and investment, plans need to allow flexibility for changed circumstances and contexts and should include measurables and accountability mechanisms. Communities need to be able to see evidence of implementation in the short-term.
- Such plans require clarity around purpose and importance, a high-level framework and specific implementation strategies, investment, accountability, and should be contextually dependant.
- ‘City Deals’ were said to be good for those ‘in the tent’ but most of Tasmania was outside of these areas, and this form of collaboration was clearly not appropriate for rural areas.

Insights

This option would see the occurrence of more collaborative strategic land-use planning, such as the 30-year Greater Hobart Plan and the Hobart City Deal.

This option may be less beneficial if the structural reform of moving to fewer, larger councils is undertaken. Larger councils would have responsibility for larger areas, which would simplify decision making on land-use planning in that area. They would also have larger populations to equitably share the costs and benefits of infrastructure investment.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 6: Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities

Option 6.1

Require Councils to collaborate with others in their region, and with State Government, on regional strategies for specific agreed issues

Rationale

Some of councils' responsibilities and interests are shared with others in their region, for example road networks that cross boundaries or common challenges such as flooding. Where neighbouring interests can be aligned, there are opportunities for mutual advantage; where interests are in conflict, there are benefits in resolving them.

This option would aim to identify a core list of regional issues that councils should be collaborating on, requiring them to engage and agree on regional strategies for those issues. It could include, among other things, land-use planning, regional economic development, climate change adaptation, and procurement of large civil construction projects. Each council's strategic plan would be aligned with these regional strategies.

There are a variety of ad-hoc regional structures in place for collaboration between councils and with other spheres of government. Rather than mandating a particular structure, this option would allow councils to choose the structure most effective for them to consider regional issues.

Engagement feedback

- There was strong feedback that defining the regional role of councils was more important than mandating council participation in regional organisations.
- Some regional organisations have been highly effective on particular issues, especially where there is a clear and shared common purpose.
- Without a clear purpose for regional organisations, some councils are reluctant to make long term funding commitments to them.
- Activities such as economic development work better when planned and coordinated by regional and state-wide bodies, rather than individual councils.
- For issues that clearly transcend council boundaries (climate change is an example), better region-level and multi-tiered government collaboration is desirable.
- Many respondents to our survey of Tasmanians under 45 noted that the inherent competitiveness between councils is stifling regional planning for key issues like public transport, climate change response and mitigation, and efficient urban planning.

Insights

Experience from jurisdictions such as NSW has shown that State Government attempts to formalise regional structures based on defined boundaries are not necessarily supported by councils. Collaboration among councils and between councils, regional organisations, and other tiers of government has been effective in the establishment and operation of the NRM hubs and Regional Tourism Organisations.

Option 6.2

Establish stronger, formalised partnerships between State and local government on long-term, regional, place-based wellbeing, and economic development programs

Rationale

Earlier this year, the Tasmanian Government announced it will develop ‘regional strategic partnerships’ between the Tasmanian Government and LGAT, working directly with relevant ‘council clusters’ in those regions.

The stated objective is to set a 20-year framework, vision, and direction for planning and land use to support economic and community development. The Board understands the partnerships will focus on:

- identifying natural advantages at the regional level for supporting the attraction of emerging industries, such as hydrogen and synthetic fuels production;
- partnering with skills and training providers to align with growth industries and key regional strengths; and
- place-based planning and delivery of education, housing, and health and community services to support the attraction and retention of regional workforces and build viable, vibrant, and sustainable communities.

Engagement feedback

- Collaboration between State and local government is essential in health and wellbeing related programs and economic development. Without collaboration, there is a risk of duplication of effort.
- Collaboration must go both ways and clear and consistent State Government commitment to working with regional organisations is needed. On occasion, State Government may choose to bypass regional organisations and deal directly with individual councils on issues of regional significance.

Insights

Effective strategic partnerships can be given effect in a variety of different ways. In Victoria, clarity on long-term strategic wellbeing objectives is provided through the Victorian *Public Health and Wellbeing Act 2008*, which recognises the key role of councils in improving the health and wellbeing of people in their municipality.

It requires each council to prepare a municipal public health and wellbeing plan every four years. This is supported by an overarching Victorian Public Health and Wellbeing Plan, which sets priorities councils need to consider, such as tackling the health impacts of climate change, increasing healthy eating, increasing active living, and reducing tobacco-related harm.

Option 6.3

Introduce regional collaboration frameworks for planning and designing grant-dependent regional priorities

Rationale

Competitive processes for State and Australian Government grant funding often create unhealthy or inefficient competition between councils for funding which – if packaged up and allocated differently – could otherwise benefit a greater number of people in a wider regional community. Additionally, larger councils often have greater capacity to undertake and be successful in these processes. Grant application processes themselves potentially divert funding away from pressing core service needs and priorities.

Enhancing collaboration between regional councils could ensure State and Australian Government grant processes receive high quality applications from councils that best serve the needs of regional communities. In addition, it would lead to more efficient efforts by councils in seeking and expending grants by reducing duplication of effort between councils, enabling more equitable access to grant-seeking expertise by all councils.

Engagement feedback

- If council membership in regional organisations was mandatory, these organisations could be the vehicles for identifying regional funding priorities and undertaking grant application processes.
- Grants are caused by, and perpetuate, uneven capability: often councils with capacity apply for and win grants, and those that don't, miss out – this is not an effective model.

Insights

The Northern Tasmania Development Corporation (NTDC) developed a list of [Northern Tasmania Regional Priority Projects](#). These Regional Priority Projects contained a mixture of health and wellbeing, built infrastructure, skills and jobs development, and other initiatives identified as benefitting the broader Northern Tasmania region. The NTDC advocated and supported these projects on a regional scale, supporting the development of a broader region, as opposed to an individual council.

Option 6.4

Support increased integration (including co-location) of ‘front desk’ services between local and State governments at the community level

Rationale

It is broadly accepted that Service Tasmania shopfronts represent a ‘success story’ in providing a well established integrated, customer-centred hub for accessing a broad range of government information and services. Many Service Tasmania shops are now co-located with libraries and other community services and facilities.

There are likely to be significant opportunities to leverage these and other arrangements to further develop ‘one-stop shop’ service hubs. Further co-location of State and local government shopfronts and shared online customer service systems have the potential to provide a more seamless and customer-centred service experience, improve operational ‘cross-pollination’ between local and State Government, and save on commercial rents.

Engagement feedback

- The Board has heard that many community members do not have a clear understanding of which level of government is responsible for various services.
- In many cases, it should not in fact be necessary for community members to understand these delineations – e.g., where they simply need to be able to undertake a transaction such as obtaining a licence, paying a fine, or completing an application form.

Insights

The Independent Review of the State Service recommended (Rec. 66) developing and expanding service delivery partnerships between State, Commonwealth, and local government in Tasmania.

Co-location of Service Tasmania and council office ‘shopfronts’ has occurred in Devonport (Paranaple Convention Centre) and was previously trialled in Hobart.

Other states (such as South Australia) have established shared online service portals which can be used by councils to support a range of customer service functions.

To have your say on these reform options go to the review [website](#).

Priority Reform Outcome 7: The revenue and rating system efficiently and effectively funds council services

Option 7.1

Explore how councils are utilising sound taxation principles in the distribution of the overall rating requirement across their communities

Rationale

Council rates are broad-based taxes on property or the value of land. Taxes on land are generally considered one of the fairest and most efficient forms of taxation, as they have very low negative effects on economic growth and activity.

There is currently limited transparency associated with the ratings policies that councils make and how it impacts on the distribution of rates burden across communities. For example, some councils preferentially rate commercial operations, while others seek a greater proportion of rates from residential properties.

It is proposed that the State work with the sector to explore the current distribution of rates burden across communities in Tasmania, including the relative weight of revenue raised from different categories of land. This work may highlight the need for more innovative rating practices to ensure that rate liabilities are shared equitably across the community. For example, there may be merit in considering alternative rating options such as progressive rating scales within specific categories of land use – noting that the implications of any such options would need to be very carefully considered.

Tasmanian councils are also able to levy separate rates under the *Local Government Act 1993*. These are additional rates which apply to some areas or classes of property, such as for local promotion and economic development. Separate rates may represent a preferable solution to recent, high-profile rating distortions in the policies of some councils, and be simpler and more accountable to the community, including in the hypothecation of funds realised. Ideally, ratepayers to whom the separate rate applies should have a role in determining its price, which is efficient because it helps determine the optimum quantity of the service provided.

Engagement feedback

- There was broad feedback that the current rating system lacks transparency and may be inequitable for similar land categories across different municipalities.
- Concerns have been raised that the current system fosters competition rather than collaboration between councils.
- This reform requires a holistic, principles-based approach, aimed at equity and carefully avoiding unintended consequences.

Insights

The design and effectiveness of Tasmania's system of funding local government (rates, user charges, and grants) should be assessed to ensure that it is consistent with contemporary tax design and public finance principles and will meet the future needs of councils and their communities.

Option 7.2

Enhance public transparency of rating policy changes

Rationale

This option would build on the work under recommendation 7.1 and see better and more user-friendly reporting and transparency of rating policy changes as part of a proposed local government performance monitoring and management framework (see option 3.2). This may include better transparency around the distribution of the rating burden across the community.

The Tasmanian Government has agreed to the Local Government Legislation Review recommendation that council audit panels be required to review any proposed rate changes that deviate from a council's long-term financial plan, and/or any changes to a council's long-term financial plan.

Audit panels will continue to be independent of their councils and the panels must have a majority of independent members.

Engagement feedback

- There was strong support for making council rating processes more transparent to the public.

Insights

There is scope to review the suite of financial and asset management metrics that councils are required to report on, to ensure they remain meaningful and provide a clear and fair picture of the overall position of councils over time. Other jurisdictions, such as Western Australia, have introduced sophisticated frameworks that provide a more holistic picture of council financial sustainability across several metrics.

Option 7.3

Examine opportunities for improving councils' use of cost-based user charges to reduce the incidence of ratepayers subsidising services available to all ratepayers, but not used by them all

Rationale

Councils presently meet their regulatory obligations, and provide many services, through a mixture of user fees and subsidies from general revenue. User charges should, optimally, reflect the actual cost of a service. This option would:

- enhance transparency and accountability for revenue raising and service delivery;
- assist the community to understand true costs of services and potentially the costs of regulatory processes; and
- identify potential areas for councils to pursue productivity improvements (and alleviate prices or improve services), for example through improved technology or provision at larger scale.

Where councils choose to subsidise certain activities (which may be justifiable in certain circumstances) these subsidies should be reported transparently in their financial statements, to ensure they are understood by the community.

More consistent pricing, in the form of user charges, could also help facilitate the trade in services between councils, such as through shared services arrangements.

Engagement feedback

- While establishing a consistent approach to user-pays by applying the ‘benefit principle’ of taxation has merit for some services, there was general concern it may lead to inequitable outcomes given the significant variations in wealth and incomes within and between councils.

Insights

The Government has agreed to reforms recommended by the Local Government Legislation Review to legislate principles or guidelines for council fees and charges to promote greater consistency and transparency.

Option 7.4

Consider options for increasing awareness and understanding of the methodology and impacts of the State Grants Commission’s distribution of Federal Financial Assistance Grants

Rationale

The State Grants Commission allocates Financial Assistance Grants to councils, funded by the Australian Government (\$82m in 2021–22). Approximately 53 per cent of the grants are allocated to councils for the maintenance and renewal of roads, 14 per cent are allocated on a per-capita basis, and the remaining 33 per cent are allocated on the basis of the balance of a council’s capacity to raise revenues and their need for expenditure, which is weighted by numerous variable cost adjusters.

The allocations for this component, and the per-capita grants, are made in accordance with National Principles, including horizontal fiscal equalisation and ‘effort neutrality’ (the latter meaning grants should not disincentivise councils from raising revenue through efficient land taxes like rates

Engagement feedback

- Elected officials should be more aware of the basis on which grants are allocated, there was a view the wider public also needs to be aware of these technical processes.
- There was broad agreement that the allocation model should evolve over time to reflect the spending priorities of councils and communities rather than focus on roads.
- Feedback from some councils pointed to inequities with base grants that result from the application of the current allocation model.
- More work was needed to understand how the grants distribution process (and associated methodology) may be impacting councils' broad incentive to explore strategic regional shared service opportunities or other efficiencies. There was broad agreement that the allocation model should evolve over time to reflect the spending priorities of councils and communities rather than focus on roads.
- Feedback from some councils pointed to inequities with base grants that result from the application of the current allocation model.
- More work was needed to understand how the grants distribution process (and associated methodology) may be impacting councils' broad incentive to explore strategic regional shared service opportunities or other efficiencies.

Insights

This is a technical area that should be subject to incremental and considered reform as a part of a broader rates and revenue review.

Option 7.5

Investigate possible alternative approaches to current rating models, which might better support councils to respond to Tasmania's changing demographic profile

Rationale

Over the past 10 years, Tasmanian councils have increased rates more slowly than their interstate counterparts, despite having comparatively broad legislative discretion on how they determine rating levels. This could reflect an increased focus on efficiencies and constraining cost increases. It could also reflect constraints that prevent councils from raising the revenue that they need to continue delivering services.

Tasmania has a population that is ageing – rapidly in some areas. The Board has heard that the current rating system presents a challenge for some owner occupiers who, while owning a valuable (and appreciating) asset, may be reliant on fixed incomes. It appears many councils feel the pressure to constrain rate increases knowing it will impact these residents.

Pensioner concession holders are entitled to a Tasmanian Government-funded reduction on their rates, at a budgeted cost of \$19.2m for 2022-23. However, this is a relatively small proportion of the

overall rates impost as it is capped at \$345 per pensioner household for TasWater customers, and \$507 for households without reticulated water.

Engagement feedback

- While reform may be contentious and would need to be very carefully managed, there is an opportunity to further explore concession arrangements to determine whether it could be more effective for Tasmania's changing demographics and provide greater relief to households who are most in need.

Insights

Other states have implemented various schemes to better support councils to rate in these instances, and the Board would like to understand these models better.

To have your say on these reform options go to the review [website](#).

Priority Reform Outcome 8: Councils plan for and provide sustainable public assets and services

Option 8.1

Standardise asset-life ranges for major asset classes and increase transparency and oversight of changes to asset lives

Rationale

The way councils put a financial value on their assets determines how much they budget for depreciation and maintenance costs. This in turn can determine how much they budget for asset replacement and influences a range of council financial and asset sustainability metrics.

The Board has found councils adopt a broad range of different asset lives for the same classes of assets. Often asset lives are reported as longer than what is recommended in guidance principles or by other jurisdictions. In some cases they are extended without a justification being provided for changes.

Engagement feedback

- There is general agreement that councils as a whole need to improve their asset costing, planning, and assessment, but may lack the knowledge and/or resources to manage this effectively.
- It is accepted that councils will need some general flexibility as asset lives can vary across areas, reflecting factors such as methods, maintenance, usage, and geography.

Insights

There is an identified need to review and learn from interstate and international models. If asset lives are not appropriately managed, infrastructure backlogs could create significant sustainability issues that future Tasmanian communities will have to pay for.

Option 8.2

Introduce requirement for councils to undertake and publish 'full life-cycle' cost estimates of new infrastructure projects

Rationale

It is important that councils and their communities are informed and make decisions about their investments with a clear picture of the 'whole-of-life' costs of new infrastructure projects, and the 'trade-off' implications this may have, whether in relation to the management and maintenance of existing assets, the provision of other services, or the need to raise additional revenue.

Engagement feedback

- Councils are under constant community pressure to provide new infrastructure and are regularly offered 'one-off' infrastructure grants from other spheres of government in response to these

demands. While this support is welcome, it can require both up-front co-contributions and ongoing expenditure for asset maintenance that can be hard for councils to accommodate within already constrained budgets.

- There is a need for accountability and oversight systems, including transparent reporting. This could be done via audit panels if they were given a strengthened role and clear responsibility.

Insights

A carefully designed system could help councils make investment decisions and also build community awareness of the whole-of-life costs of new infrastructure and facilities. This should make it easier for councils to say 'no' to one-off capital grants that impose long-term financial burdens on councils.

Option 8.3

Introduce requirement for councils to undertake regular service reviews for existing services

Rationale

Regular service reviews would be an opportunity for councils and their communities to consider if a service currently being provided is still a priority, and should be continued. They would complement and inform other strategic planning processes/decisions councils undertake regularly. Community engagement would be mandated. Regular service reviews could provide councils with the opportunity to have frank and open conversations with their communities about their service preferences and priorities, informed by data about up-front and lifecycle costs, and feedback on satisfaction with/value of services.

This process could give councils a stronger and more confident mandate to make asset management and budget decisions (particularly around long-lived infrastructure investments) and should improve general community awareness of the 'true' cost of providing services

Engagement feedback

- Feedback from the local government sector is that community service expectations continue to grow, but with no clear appreciation or understanding of service costs, or the consequent trade-offs required.

Insights

The Board has heard that strategic service planning across the sector is generally uneven and there could be more discipline and rigor around regularly reviewing the value of both existing and prospective services.

Option 8.4

Support councils to standardise core asset management systems, processes, and software

Rationale

Currently, asset management practices are inconsistent across councils, in terms of systems, processes, data captured, and software used. The Board's analysis found that less than half of councils are currently complying with the relevant requirements of the *Local Government Act 1993*. Increasing the standardisation and consistency of asset management practices would support robust service level benchmarking and investment prioritisation, as well as potentially increased skills and resource sharing between councils.

Engagement feedback

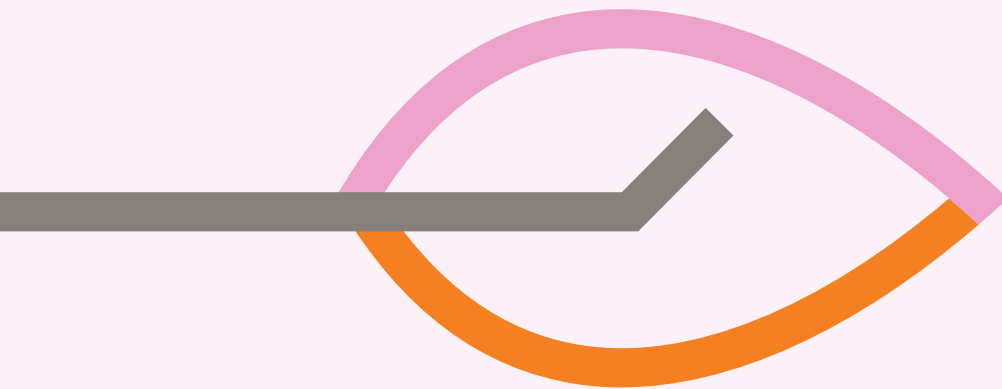
- There was in-principle support for this option, providing that a cost-effective system can be developed to meet the needs of councils
- The general view expressed was that the State mandates reporting on asset management but does little to facilitate and coordinate the process.

Insights

This will be an important reform to facilitate better and more sustainable asset management.

To have your say on these reform options go to the review [website](#).

The future of local government review



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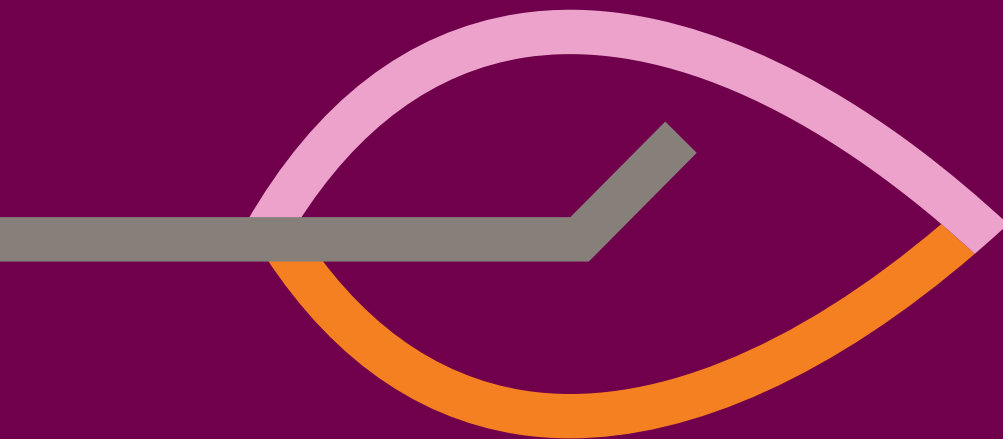
The future of local government review

Options Paper

Review Stage 2 – December 2022



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



The Local Government Board is seeking feedback on the Consultation Questions in the Options Paper until 19 February 2023.

Please visit www.engage.futurelocal.tas.gov.au to respond to the questions online.

Alternatively, you can provide a written submission to:

Submissions.LGBoard@dpac.tas.gov.au or
Future of Local Government Review
GPO Box 123, HOBART, TASMANIA 7001

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Executive summary

Over the past 11 months, the Board has heard from Tasmanians how important strong, sustainable, local communities are for the future wellbeing and prosperity of our State.

Local government – alongside our other levels of government, volunteers, community organisations, and local businesses – will play an increasingly important role in shaping and supporting our communities. To do this well, local government needs to have both the capacity and capability to provide the high-quality representation, services, and infrastructure that Tasmanians need and deserve.

This Review is a once-in-a-generation opportunity to design a local government system that can respond to the growing demands and changing needs of our communities, now and in the decades ahead. Tasmania is a small state, and while we must celebrate and support our diverse local communities, we should also harness the collective strength that comes from working together to address the big challenges on the horizon. These challenges include tackling entrenched intergenerational disadvantage, managing the impacts of climate change, and supporting communities through any number of other technological, economic, and demographic transitions the 21st century will bring.

The future role of local government

Understanding the role of local government in the 21st century is at the core of this Review. We know that a lack of clarity regarding the current role of local government has created uncertainty about what councils can or should be doing. This can result in some councils feeling pressure to provide services they might not be well placed to deliver. Sometimes this expansion can be detrimental to some of local government's traditional core services, infrastructure, and functions.

During the Review, we have heard there is generally broad support for councils continuing to deliver the core functions and services they currently provide, while also expanding their offerings to further enhance the wellbeing of Tasmanians. We have also heard there is a need to ensure that councils retain the flexibility to tailor services (where appropriate) to meet the particular needs of their communities.

There appears to be broad agreement that the Tasmanian local government sector needs to have the capacity, capability, and frameworks if it is to evolve and adequately meet the future needs of Tasmanian communities. While councils need to maintain strong connections with their communities, they also need to have the ability to adapt as their role continues to expand from 'services to properties,' through 'services to people' and, eventually, to 'services to support the wellbeing of communities.'

Developing reform outcomes

Through its broad inquiry in Stage 2 of the Review, the Board has identified eight reform outcomes which the Review aims to deliver for the local government sector. These are the things we believe are essential if Tasmania's system of local government is to deliver the services and support the community needs.

There is significant scope for improvement in local government across each of these outcomes. Capability and capacity are highly uneven from council to council. The sector itself agrees with us on these points. In many ways, the sector's capability challenges are unsurprising given councils' workforce constraints. In 2018, 69 per cent of Tasmanian councils were experiencing a skill shortage and 50 per cent were experiencing skills gaps. In 2022 this had deteriorated, with [86 per cent of the responding Tasmanian councils experiencing a skill shortage](#).

The purpose of this Options Paper is to set out a range of specific ideas the Board believes have the potential to get the sector where it needs to be in terms of addressing these challenges and delivering reform outcomes.

The Future of Local Government Review reform outcomes

1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities
3. The community is engaged in local decisions that affect them
4. Councils have a sustainable and skilled workforce
5. Regulatory frameworks, systems, and processes are streamlined, simple, and standardised
6. Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities
7. The revenue and rating system funds council services efficiently and effectively
8. Councils plan for and provide sustainable public assets and services

Enhancing capability and capacity for the future

In exploring how we deliver these Outcomes, we have concluded that specific reform initiatives can only achieve so much in delivering a local government sector that is in the best possible position to meet Tasmania's future needs and challenges. We must address the fundamental problems with the current structure and design of Tasmania's existing local government system.

There is broad agreement from the sector that:

- The status quo is not an optimal or sustainable model for the sector as a whole, given growing demands, complexity, and sustainability challenges;
- Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services; and
- The scale and extent of the consolidation needed to deliver significantly better services will, unfortunately, not occur on a purely voluntary basis within the current framework.

The Board accepts, through its engagement with the sector and the information it has considered, that a critical part of the solution for local government reform is finding scale in key areas. We know enough to conclude that having 29 organisational boundaries can be detrimental on, for example, the ability of councils to attract and retain key skills, to uniformly manage assets well, and to deliver important regulatory functions.

We also know that the competition, fragmentation, and duplication of effort across 29 councils can hinder collaborative effort and outcomes when it comes to managing regional and state-wide challenges which inevitably transcend our current LGA (local government area) boundaries.

We do not know everything about how scale is impacting on the operations of councils, or what the exact solutions should be in terms of future structural models. Further work will need to be done as we move towards framing final reform recommendations in Stage 3 of the Review. It is clear, however, that we cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion on how to access the capability benefits that greater economies of scale and scope can provide.

It is also the Board's view, and the majority view among experts and sector stakeholders, that the solution to addressing the issues of scale is unlikely to be found through minor modifications to the current model of local government. It is almost certain that system-wide reform will be required. This means redesigning Tasmania's system of local government to ensure councils in the future have the requisite scale, resources, capability, and capacity to deliver on their critical functions.

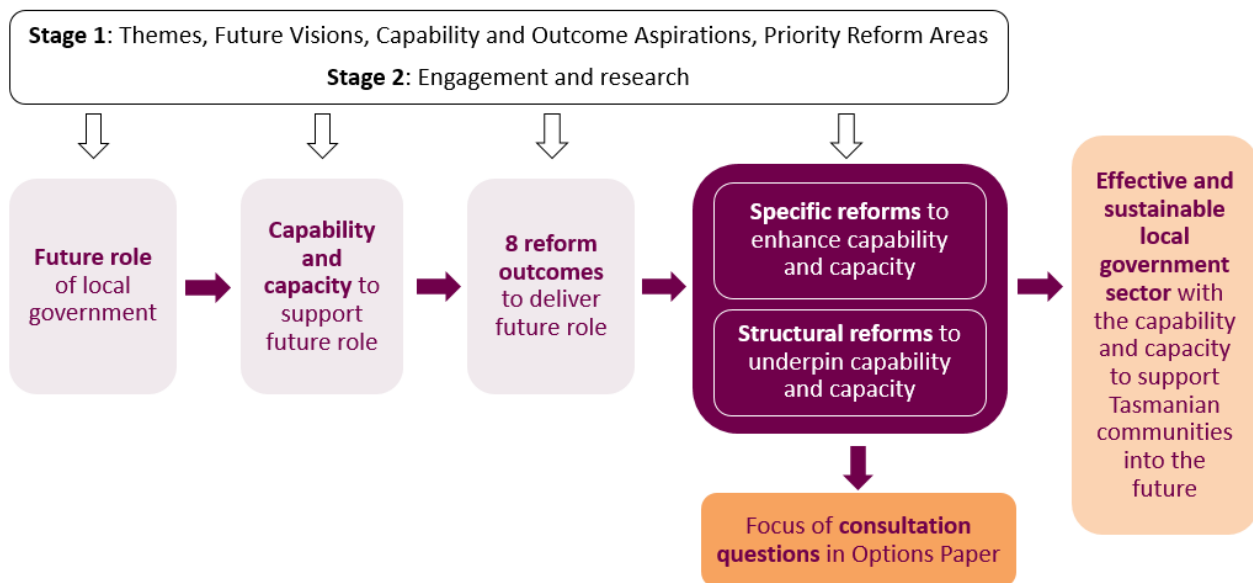
If this 'joining up' is well planned and properly supported by the State Government, we think the sector can improve the overall quality and range of services it provides to all Tasmanians and better support a range of important social, economic, and environmental outcomes. We also think this could

make local government a better place to work and help attract and retain talented workers.

If the status quo continues, and there is no meaningful reform of the sector, it is our view that significant challenges will continue to emerge. Without substantive and well-planned reform, we think there will, inevitably, come a 'tipping point' at which services suffer, and some of our 29 existing councils will not be able to afford to function effectively. When we put it in these terms, the Board believes the opportunity cost of inaction is too great to ignore.

We cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion

Developing the reforms



Pathways for structural reform

Some form of 'scaling up' is critical to delivering the capability that is needed for 21st century local government service delivery. The broad approaches to achieving consolidation being considered are:

1. Significant (mandated) sharing and consolidation of services

Under this pathway, certain local government functions and services would be consolidated

and centralised at the sub-regional, regional, or state-wide scale, where there are clear efficiency and effectiveness benefits in doing so. Current local government areas would be largely – if not entirely – preserved, but councils would be required to participate in formalised and consistent shared services arrangements for identified functions.

2. Boundary consolidation to achieve fewer, larger councils

Under this pathway, the administrative boundaries of Tasmania's current 29 LGAs would be 'redrawn', and a series of new, larger LGAs established. New councils would be established to represent and deliver services to these LGAs.

3. A 'hybrid model' combining both targeted sharing of services and targeted boundary consolidation

This would involve some boundary changes (though less than under option two), and some service consolidation where clear benefits can be identified.

There are already many good examples of councils working together to provide services in different ways, including by sharing staff and other resources. In some cases, councils have created joint authorities to manage specific functions or facilities, like Dulverton Waste and Southern Waste Solutions. There is further potential for this way of working, but it is likely the State Government will need to provide leadership and support to the sector to make it happen at the required scale. There are simply too many barriers right now to expect councils to 'go it alone.'

The Board understands that Tasmania's system of local government is complex, and that reform is challenging. We also appreciate that larger urban councils – who are in a relatively strong position in terms of their current scale and organisational capability – may not see why they need to be part of a wholesale restructuring of local government.

The Board's view is all stakeholders will need to elevate their thinking beyond the interests of individual councils if Tasmania is to have a system of local government which best meets the future needs of the overall Tasmanian community.

Bearing in mind the current council boundaries were drawn 30 years ago, and these were adapted from boundaries which were set in the early 20th century, it is hard to argue they will be relevant today, let alone in 30 years' time. No doubt, ideas of place and connection to community remain central to the Tasmanian way of life. With the technological innovations of the past 20 years, people are living more flexible and mobile lives. Many Tasmanians can now work remotely online for at least part of their week, while others are happy to commute from outlying areas into urban centres because they value the lifestyle benefits of smaller communities.

In other words, our perception of 'local' has changed and is more complex and nuanced than it was 30 years ago. Our local government boundaries need to better reflect these realities, so there is a strength, fairness, and logic in how communities collectively help shape, pay for, and access crucial services and infrastructure. We must all remember that ultimately, councils exist to play a vital role in serving communities, but they do not necessarily define them.

The Board wants to know how people feel about the way councils work and to understand their views about which ideas and options we are putting forward that could make the most practical and positive difference for local communities.

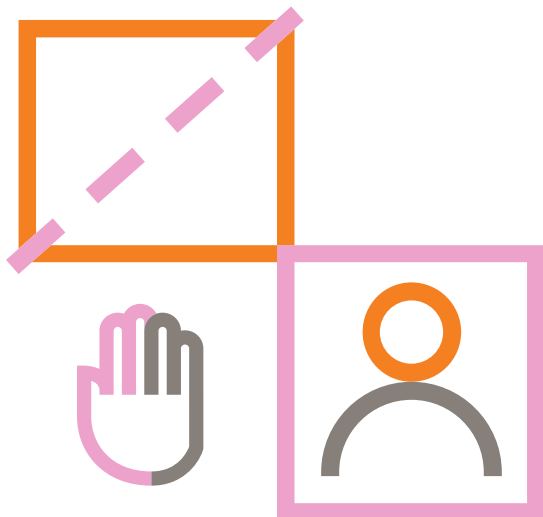
The Future of Local Government Review is at a critical juncture, and Tasmania has an opportunity to be bold. We should not rule out big ideas because we think they will be hard to implement. As the Review nears its final stage, the Board wants to hear your feedback – both on the specific reform options we have identified and on the 'big picture' structural reform pathways. The Board does not think the status quo is an option, and would like to better understand where the community sees the future of local government.

Finally, the options and models discussed in this paper do not reflect the Board's final views on any preferred reform pathway – they reflect the information and evidence received and considered to date.



Section 1: The journey so far

At the end of 2021, the State Government established the Local Government Board and asked us to review the way Tasmanian councils work. Importantly we have been asked to make recommendations about how the current system needs to change so that councils are ready and able to meet the challenges and opportunities the community will face over the next 30-40 years.



The Board's [Terms of Reference](#) provide broad scope to review all aspects of local government, including its role, functions, and design. We are looking at the effectiveness of services and support councils currently provide Tasmanian communities as well as changes that may have to be considered to ensure local government can continue to support communities in the years ahead.

The future role, size, structure, and funding of councils, as well as how they work with other levels of government, are all part of this important conversation.

The Review commenced in January 2022 and is structured in three main stages:

1. **Stage 1** involved community consultation and evidence-gathering. It concluded in June, when the Board provided an [Interim Report](#) to the Minister for Local Government. This engagement highlighted the key role played by local government in Tasmania as well as current and emerging challenges, opportunities, and priorities for reform.
2. **Stage 2** (the current stage) is concerned with developing and testing a broad range of possible reform options to address the issues, challenges and opportunities identified in Stage 1. The Board is to provide a further interim report to the Minister with a refined set of options by the end of March 2023.

3. **Stage 3** will see the delivery of a specific set of reform recommendations to the State Government, supported by a clear and practical implementation plan. The *Final Report* is scheduled to be delivered to the Minister by 30 June 2023.

At the end of the formal Review process, the Government will consider the Board's recommendations and decide how it wants to respond. It will be up to the Government to decide whether it agrees with all, some, or none of what the Board recommends.

Stage 2 – Developing reform ideas and options

Since the release of the Stage 1 [Interim Report](#) in July 2022, the Board has undertaken a comprehensive program of stakeholder consultation and has commissioned and conducted research and analysis on local government in Tasmania. We have also received detailed submissions which we have used to further develop and refine our current thinking.

This *Options Paper* outlines what we have identified so far from research, talking to the sector, and engaging with the community and other stakeholders. Focus groups were established which allowed the Board to test a range of ideas and options that we think have the potential to improve how local government in Tasmania works. As a result, the Board believes we now have a strong sense of the core outcomes we should focus on for the remainder of the Review. We are now at the stage where we want to understand what the broader community views are about those options.

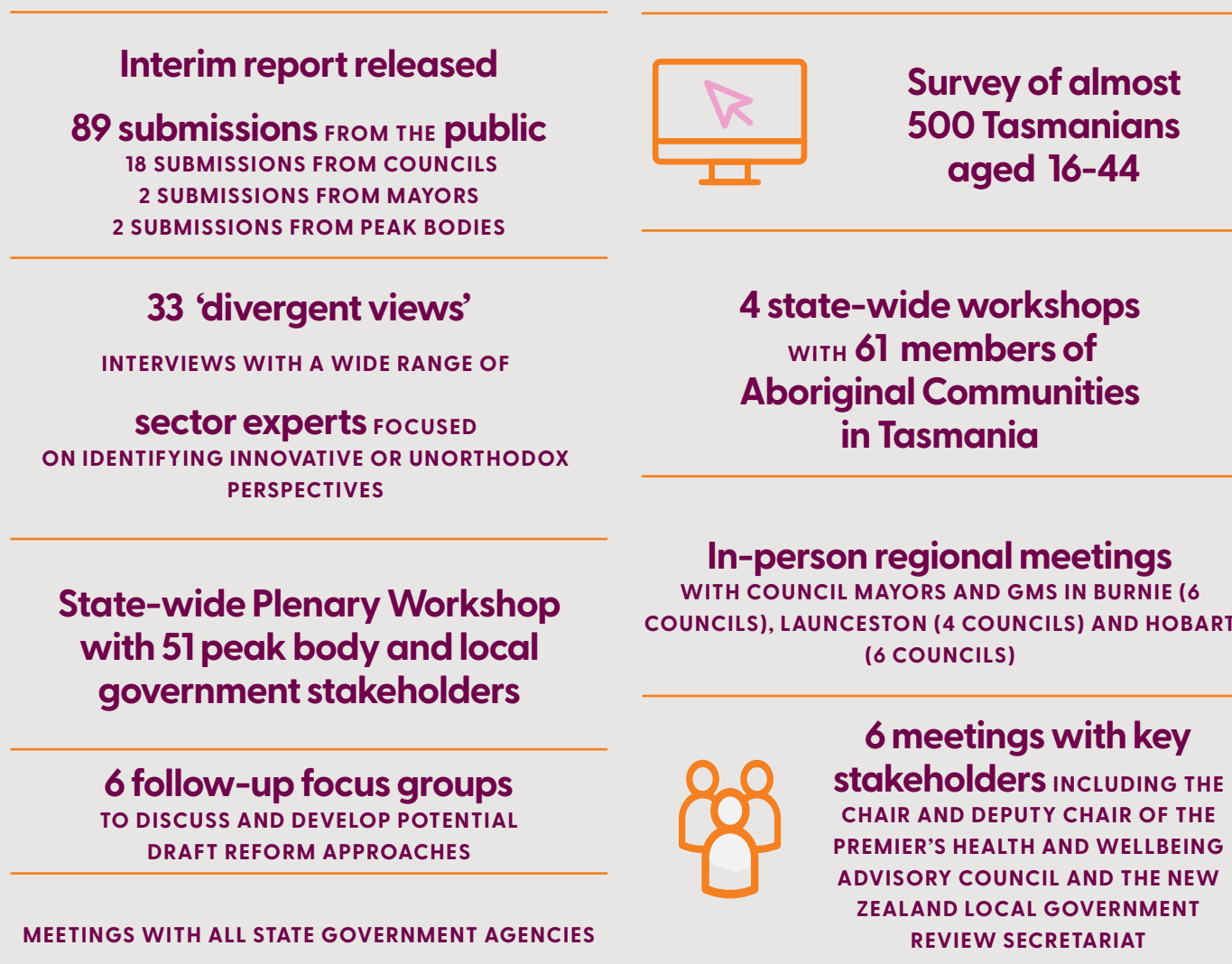


Figure 1 – Summary of Stage 2 engagement

Options Paper structure

This Paper is divided into seven sections.

The next section, **Section two**, focusses on the enduring importance of place-shaping and local communities. We identify the existing and emerging challenges Tasmanians are facing and briefly explore how councils – through their proximity to local communities and local knowledge – will have a growing leadership role in addressing these issues and promoting broader community prosperity and wellbeing.

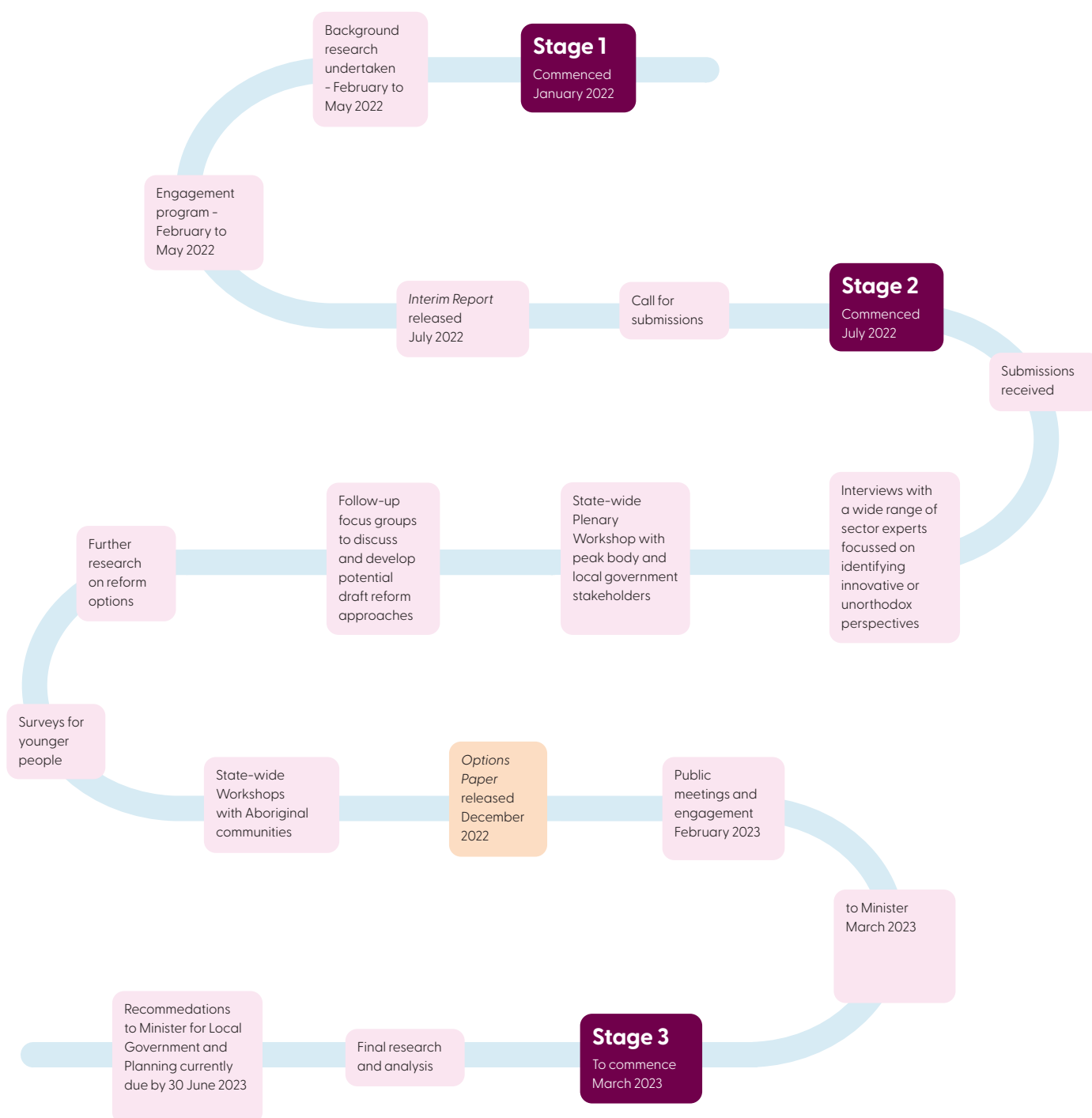
Section three explores the role of local government, including how it has naturally evolved and expanded over time, and – through what we have heard throughout our research and engagement – what we think this role should look like into the future. We have heard that the gradual expansion and evolution of councils’ role is broadly accepted by communities and the sector. However,

councils’ capacity, as well as broader supporting mechanisms, have not kept pace. We look at how establishing a clearer and more formal role for local government can support councils and ensure they have the capacity to deliver high quality services and functions to communities.

In **Section four** we identify eight reform outcomes and the related options for delivering a local government sector that can successfully fulfil its future role. We have developed these outcomes through our research and consultation undertaken during Stage 2 of the Review. Further details on reform outcomes and specific reform options can be found in [Appendix A](#).

Section five explores current and emerging capability gaps within the local government sector, and the risks and challenges they pose to communities. We examine future challenges, such as demographic shifts, health, housing, and climate change and how these challenges will exacerbate existing capability gaps within the sector. We also consider the discussion surrounding the benefits of scale, and how some form of consolidation will help councils to build the capability and capacity to meet the future needs of communities.

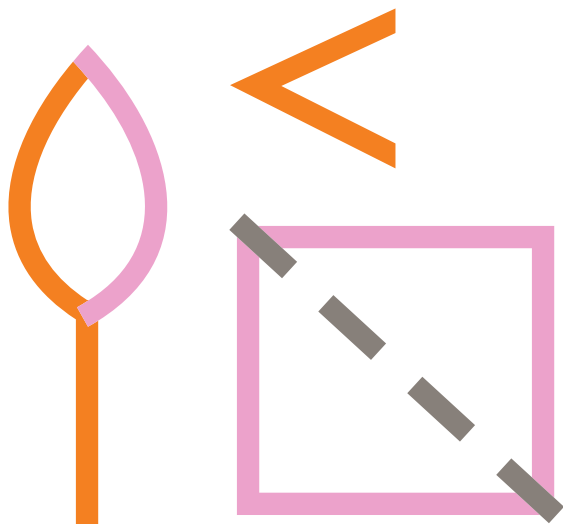
In **Section six**, we outline the high-level reform pathways that we believe have the potential to build the capability and capacity of our local government system to provide better quality services and representation and enable councils to be more responsive to future community needs. Finally, **Section seven** provides details on how you can contribute to the Review process and have your say on the future shape and direction of our system of local government.





Section 2: The enduring importance of local communities

The future prosperity of Tasmania relies on the strength and resilience of its local communities and, by extension, its councils. Despite the growing use of technology and the emergence of ‘virtual communities’, Tasmanians retain strong local networks and value their local sense of place. Evidence shows that people’s personal wellbeing is strongly related to the strength of their local community. High satisfaction and engagement with neighbourhoods has been linked to better health outcomes, higher subjective wellbeing, and lower levels of anxiety.



Strong social connections empower individuals, benefit communities, and reduce the need for some public services. Local community infrastructure, services, cultural institutions, and other place-based assets are key drivers of economic development and resilience and are central to a community's sense of belonging and identity.

Tasmanian communities, like many around the world, are facing a range of challenges now and into the future – from ageing populations, climate change, and associated natural disasters to increased cost of living pressures, growing social inequality, and unexpected crises such as the COVID-19 pandemic. These challenges can provide opportunities to strengthen local communities so they can respond more effectively. They can also put extra pressure on community wellbeing and amenity. For example, levels of volunteering decline as communities age, and population growth can result in unplanned urban sprawl.

The importance of local government has long been recognised, and its role has evolved over time. An increasingly uncertain future also highlights the need for a flexible and responsive system of local government that can address changing community needs. Councils can and should play a vital role within their local communities and Tasmania's broader system of government.

Our current council boundaries were drawn almost 30 years ago and were adapted from boundaries set in the early 20th century. The technological and digital revolution of the past 20 years has led to people living more flexible and mobile lives. Many Tasmanians can now work remotely online for at least part of their week, while others are happy to commute into urban centres because they value

the lifestyle benefits and connectedness of smaller communities.

Contemporary local government boundaries need to be informed by a clear understanding of how communities shape, pay for, and access crucial services and infrastructure. We must remember that, ultimately, councils exist to serve communities, but they do not define them. The adaptation and evolution of local government to meet changing community needs is not just desirable, it is essential.

The Board recognises that effective and capable local government is a key enabler of community prosperity and wellbeing. Indeed, based on the evidence collected and consultation conducted during the Review process, the Board believes that if councils lack the capability to support their local communities then the State's future prosperity will be compromised.

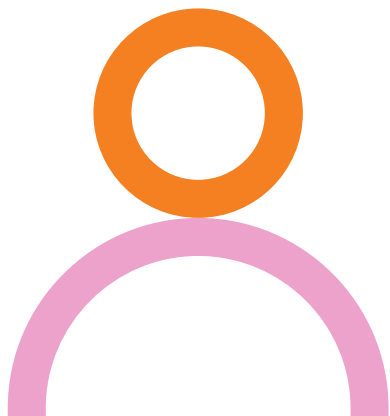
The adaptation of local government to meet changing community needs is not just desirable, it is essential.

The Board has developed its understanding of the growing challenges and capability gaps across the local government sector. In the absence of reform, these challenges will only increase over time. Therefore, a critical objective of the Board's approach is to develop a model for the future of local government in Tasmania and reforms which will enable councils to support and empower their communities in a more sustainable and effective way.



Section 3: The future role for local government

The Review has been considering the future role of local government so it can best meet the changing needs of the Tasmanian community into the future. In its Stage 1 Interim Report, the Board published a draft role statement to promote discussion, which proposed a core focus on supporting and improving the social, economic, and environmental wellbeing of Tasmanian communities.



Through its extensive engagement, the Board has heard that a lack of clarity surrounding the current role of local government can result in unrealistic or confused expectations from communities – and at times from elected representatives – about what councils can or should be doing. This has created gradual ‘scope creep’ in the range of functions some councils perform. This Options Paper presents an opportunity to clarify the future role of local government, so we can move forward on the best ways of supporting it through practical reform.

We also recognise that local government has changed considerably in recent decades and will continue to do so as community needs evolve. In furthering our understanding of role, the Board’s engagement and research suggests:

- There is support for local government to play a carefully defined ‘place-shaping’ role. This includes providing high quality and increasingly sophisticated representation, engagement, and community advocacy, as well as facilitating and coordinating programs and projects at a community level. Place-shaping also includes vital economic and community development functions, strategic land-use planning, and targeted place-based wellbeing initiatives in response to distinctive community needs or preferences.

We have heard support for councils continuing to deliver the core functions and services they currently provide, and we do not think there is a convincing case to radically change local government’s role in these areas.

- There is support for the idea that councils should have flexibility to provide ‘optional’ services (in addition to those statutory functions they should be prioritising) in response to clear community needs or demands. When councils do this, however, it should be with the support of their communities via a transparent and accountable process. Councils should explain why they are proposing to provide a new service and how much it will cost ratepayers.
- There is a clear need to develop robust and properly supported frameworks and processes for more effective strategic partnerships between local, state, and federal governments, enabling better coordination of effort between neighbouring councils and among spheres of government.

We discuss some of the reform options the Board is considering to address these issues in Section 4 below.

Our engagement has also revealed growing concerns about councils’ variable – and in some cases, highly constrained – capacity and capability to deliver key functions and services to a high standard. There are clear examples of where councils are not able to support local communities because they lack capability in key areas, or where their capability is vulnerable due to staffing challenges or funding changes. We discuss these capability and capacity challenges in Section 5 below.



A proposed role statement for local government in Tasmania

To support and improve the social, economic, and environmental wellbeing of Tasmanian communities by:

1. Harnessing and building on the unique strengths and capabilities of local communities

This means local government is a crucial 'grassroots' democratic space where – through discussion, debate, and agreed collective action – local communities are empowered to draw on networks, build social capital, and forge cultural identities.

2. Providing infrastructure and services that, to be effective, require local approaches

This means local government directs its resources to delivering those things that are

shown to work best when designed and delivered at the 'sub-regional' scale. It also means that infrastructure and services should be delivered at a regional or statewide level if it is more effective and efficient to do so.

3. Representing and advocating for the specific needs and interests of local communities in regional, statewide, and national decision-making

This means local government is an effective local advocate in those areas where it does not have direct service delivery responsibility and works with other levels of government to facilitate and deliver the things their communities need most. Local government becomes a broker and delivery partner in a range of areas, in varying capacities.

What we heard: Further community engagement with Tasmanians under 45 and Aboriginal communities

During Stage 2 of the Review, the Board got in touch with two groups we had not heard much from in Stage 1: Tasmanians under 45 and Aboriginal communities.

Tasmanians under 45

We surveyed almost 500 Tasmanians aged 16 – 44, to hear their greatest concerns for the future of their local area, as well as the role they think local government should play in addressing those issues.

What we heard: Further community engagement with Tasmanians under 45 and Aboriginal communities (continued)

A core set of concerns for the future kept appearing in submissions from across the state. These issues were:

- Climate change and other environmental issues
- Cost of living
- Housing and homelessness
- Impacts of poorly managed population growth, including lack of transport options and green space, congestion and poor urban planning
- Jobs, training and educational opportunities
- Access to quality local services
- Equality and inclusion

Many respondents believe local government should play a strong role in addressing these issues, while also observing that the current system may constrain or limit the sectors' response. For example, many respondents noted the inherent competition between councils is stifling regional cooperation on key issues like public transport, addressing climate change, and efficient urban planning.

Many Tasmanians in this cohort also noted that councils have a strong role to play in environmental leadership and stewardship in their communities. Suggestions included providing greater education on waste and biodiversity management, incentives for business and communities to undertake better waste and recycling practices, and greater access to recycling and waste management services.

77 per cent of respondents feel underrepresented and 'not heard' by their councils. Many respondents noted their councils fail to listen to or engage with younger voices, particularly when making service or infrastructure decisions, or addressing local challenges and issues. We heard broadly that councils should be engaging with all their residents so they can effectively support their communities, or advocate for action on local issues to other levels of government.

Aboriginal communities

We spoke with 61 members of Aboriginal communities across the State, and heard similar messages about feeling underrepresented and unheard by their councils. We heard that Aboriginal perspectives were not being listened to and considered in decision-making. Participants said they often felt unwelcome, anonymous, or overlooked in council work. They felt that council structures did not meet their needs, and councils did not make any attempt to understand them.

We heard that local government could improve relations with Aboriginal people by proactively coming to them, meeting them on Country, providing an informal atmosphere for communication, and genuinely seeking to build ongoing relationships. Councils also need to allow people to identify and address the feelings that can arise when considering the colonial past.

There was a strong desire to see more Aboriginal people represented in local government positions, such as council staff or as councillors. This would allow for greater diversity in the views and priorities considered within councils, and lead to more effective services. There was a strong desire to see well-supported Aboriginal Liaison Officers employed within local government, both to educate others within government and to improve consultation and communication with the Aboriginal community. Mentoring programs were also mentioned as an opportunity to get younger Aboriginal people involved in local government.

Symbolic and practical recognition of Aboriginal culture and history were seen as important. Examples included prioritising acknowledgements of Country, dual place names, flying the Aboriginal flag, and investing in infrastructure that facilitates Aboriginal cultural activities, such as fire pits. Cultural awareness training for councillors and staff was also seen as important to improve local government interactions with Aboriginal people.

3.1 Breaking down councils' role and functions

The Board recognises that guidance is needed on how the role outlined above translates to the practical delivery of services to communities. Councils play different roles depending on the situation and community need. While councils and their communities need clarity about who is responsible and accountable for what, local

government must also be able to respond with flexible solutions to meet the needs of communities. We believe that, rather than a single role, councils should play different roles depending on the situation, issue, and community need.

The model adapted from [Brighton Council's 2050 Vision](#) neatly summarises some of these key roles (see Table 1 below).

Role	Description	Example(s) of function
Service Provider (or Purchaser)	Responsible and accountable for the delivery of a specific function and associated services	Waste collection, construction and maintenance of local roads and footpaths
Regulator	Enforce their own regulatory controls (by-laws) and enforce regulatory provisions under State legislative frameworks	Building control, food safety inspections, environmental health regulation, local by-laws
Facilitator, Coordinator, or Partner	Working with others to arrange and support the delivery of a particular function, service, or outcome	Emergency response and natural disaster management, economic development including City Deals, natural resource management
Advocate	Lobby on behalf of their constituencies to other levels of government responsible for services in their communities	Pushing for state or Commonwealth action on climate change or health services

Table 1: Brighton Council's 2050 Vision's key roles

In some areas, councils will have multiple responsibilities. Climate change is one key emerging example where councils need to play multiple roles simultaneously. Specifically, councils play the roles of:

- A **service provider**, notably via their asset management responsibilities
- A **regulator**, enacted through local building codes and strategic land-use planning
- A **facilitator, coordinator, and partner**, including in disaster relief or emergency management situations, and
- An **advocate**, through lobbying or representation on emissions reduction initiatives at other levels of government.

To support councils in performing their role, we believe it will be essential to distil the different council roles and functions into a clear framework for councillors, council staff, and communities alike. Feedback from submissions and consultation conducted for the Review has suggested that a Local Government Charter may be the best way to achieve this (see 'What we heard' text box below).

What we heard: a Tasmanian Local Government Charter

- There is support for developing a clear and concise Charter for local government. The document would include a summary of councils' role, as well as outlining the role and responsibilities of elected representatives and council staff, similar to how the role is legislated in Victoria.
- A Charter should be included within the Local Government Act, the key guiding document for Council executives and councillors.
- It must be designed to clarify and raise awareness of the role and responsibility of local government for communities.
- A Charter should summarise a council's core statutory roles and functions.
- A Charter should not add unnecessary complexity. It should also allow councils the flexibility they need to respond to changing circumstances and their communities' unique needs.
- A Charter could clarify the relationship, roles, and responsibilities of local government in relation to, and in collaboration with, other spheres of governments, particularly around funding.

3.2 Supporting wellbeing – 'core business' for local government

In simple terms, the concept of wellbeing captures a range of factors and circumstances that enable us to live a 'good life'. It includes things like physical and mental good health, financial resources, and social connections. The COVID-19 pandemic has shown us that wellbeing challenges cannot be tackled by state and federal governments alone. They will increasingly require partnerships with a strong and capable local government sector, service providers, and communities themselves.

In May 2022, the Tasmanian Premier, the Hon. Jeremy Rockliff MP, announced the development of Tasmania's first [Wellbeing Framework](#), noting that the concept includes a number of aspects:

- Economy
- Health
- Education
- Safety
- Housing
- Living standards
- Environment and climate
- Social inclusion and connection

- Identity and belonging
- Good governance and access to services.

Local government has been influencing all these areas for decades, and clearly has a key role in the development and delivery of the Tasmanian Wellbeing Framework. This broad role for councils in wellbeing is set out in the proposed role statement (section 3 above): "To support and improve the social, economic and environmental wellbeing of Tasmanian communities".

Consultation and research undertaken by Local Government Association Tasmania (LGAT) and the Review has revealed strong support for councils' role in supporting community wellbeing if it is clearly defined, carefully integrated into state and national policies, and appropriately resourced. At this stage, the Board acknowledges there is an absence of any clear legislative framework or overarching state policy to align the various efforts of councils and other spheres of Government more effectively.

The development of Tasmania's Wellbeing Framework will help to refine local government's role in promoting wellbeing and how it complements that of the State Government. A robust set of indicators for tracking progress on

The concept of wellbeing captures a range of factors and circumstances that enable us to live a ‘good life’.

community wellbeing priorities will also help clarify roles and measure progress over time.

[A Queensland framework for wellbeing](#) indicators breaks down local government’s role into five areas. Applying this framework helps to identify the specific role councils can play to improve community wellbeing:

1. Healthy, safe, and inclusive communities
2. Culturally rich and vibrant communities
3. Dynamic resilient local economies
4. Sustainable built and natural environments
5. Democratic and engaged communities.

For example, councils can create ‘culturally rich and vibrant communities’ by providing the service of a community hall where people get together and enjoy music or a celebration. When it comes to creating ‘dynamic resilient local economies,’ councils can act as facilitator, encouraging investment and employment in their area by governments and businesses.

Councils also play a range of roles in creating ‘healthy, safe, and inclusive communities,’ from lobbying other spheres of government for better GP services, through to regulating local food businesses to ensure their food is safe. Given State and Commonwealth Government responsibilities for health, local government’s most important and complementary focus should be in the areas of preventive health and wellbeing promotion. This encompasses councils’ direct responsibilities for planning, urban design, liveability, and environmental health, as well as partnering with others to provide health programs, and social and community services.

Other examples of how councils’ role may vary across wellbeing domains are shown in Table 2, below.

Specific options the Board is exploring in relation to how councils can support community wellbeing are provided in Section 4 below.

	Healthy, safe, and inclusive communities	Culturally rich and vibrant communities	Dynamic resilient local economies	Sustainable built and natural environments	Democratic and engaged communities
Service provider	Waste management	Recreation facilities		Roads, cycle paths, parks	Community engagement on council plans
Regulator	Food safety			Land-use zoning, building and plumbing permits	
Facilitator or partner	Recovery from natural disasters, preventative health programs	Supporting visiting arts and culture programs	Encouraging investment and jobs	Climate action (including sustainable energy use and renewables)	Acting as an ‘anchor’ to support collaborative projects and programs
Advocate	Lobbying for better GP services		Advocating for local vocational training support	Seeking investment in affordable housing	Representing local priorities to State and Federal Governments

Table 2: Examples of council roles in community wellbeing

‘Government is becoming more like a network supported by strategic partnerships between the Commonwealth, state and local government and the communities they serve.’

The Independent Review of the Australian Public Service, 2019

3.3 Strategic, structured, and sustainable partnerships

The need to support strategic collaboration and partnerships among councils, as well as between local, State, and Federal Governments, has been a consistent theme of the Review. Improving strategic collaboration between different spheres of government is becoming more urgent given growing recognition that complex social, environmental, and economic challenges, such as climate change, can only be addressed through collaboration across all levels of government, industry, and the community.

Many other areas of government activity could also benefit from greater collaboration between local and state authorities, including through:

- Sharing technical expertise between State and local government professionals;
- Expanding the integration of Service Tasmania and council front office functions;
- State agencies providing more detailed advice and guidance on legislation/regulation

implemented by local government;

- Greater commitment to co-regulation; and
- Integration of workforce planning and training strategies.

The Board believes more effective collaboration can take many forms and has clear potential to improve outcomes for Tasmanian communities. Successful and sustained collaboration requires trust, commitment, and transparency about the role and responsibilities of different actors in key partnerships.

Critically, the Board has heard voluntary approaches to regional or intergovernmental partnerships are difficult to sustain and vulnerable to councils opting in or out based on changing priorities. For this reason, the Board will need to consider whether there are areas in which collaboration between councils, and between the State and local government, should be made mandatory. **Specific options we are exploring in relation to strategic partnerships are provided in Section 4 below.**

Consultation questions

- Which of the four core roles (see Table 2) of councils needs more emphasis in the future? Why?
- Do you agree that there is general community support for councils continuing to deliver their current range of functions and services? Are there any functions and services councils deliver now that they shouldn't? Why?
- Assuming they have access to the right resources and capability, are there services or functions you think councils could be more involved in? Why?
- Where do councils currently make the biggest contribution to community wellbeing? What wellbeing functions and services should they provide in the future and how can they be supported to do that?

Local government's role in responding to climate change

Climate change is a global issue and arguably the greatest challenge facing humanity, but its effects are felt by communities at the local level. There is recognition that effective climate action will require concerted and coordinated effort from all levels of government, business and society, from international agreements to grass-roots community action. All Tasmanian councils are responding to climate change either directly or indirectly. The Board has heard that strong, capable, and adaptive local governments are required to tackle climate change proactively at a community level, highlighting the need to build capability and coordination across councils.

The Review has identified at least four specific ways in which local government can help communities respond to climate change.

Mitigation and emissions reduction

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

Engagement and advocacy

As the closest level of government to the community, councils are uniquely positioned to help citizens navigate the challenges of climate change and to highlight the impacts of climate emergencies at the local level. Climate change was the biggest concern for the future identified

by almost 500 younger Tasmanians surveyed for the Future of Local Government Review.

Adaptation

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

Coordination and collaboration

To ensure we are well placed to meet the challenge, local governments need to coordinate with state and national governments to align with and contribute to broader regional and national agendas and endeavors. Tasmania's recently legislated [Climate Change \(State Action\) Act 2022](#) includes a commitment to produce a Climate Change Action Plan, and Emissions Reduction and Resilience Plans. The State and local governments will need to work collaboratively to align plans with specific community needs at a local level.



Section 4: Reform outcomes

The Stage 1 *Interim Report* established six reform areas for the Review to explore with a view to establishing a local government system with the right capability to meet the future needs of the Tasmanian community. As the Board addressed these reform areas, and discussed them with experts and the community, it became apparent there were significant interrelationships – and common underlying drivers – between all the reform areas.

Common themes across these reform areas include the need for a skilled and capable workforce, the challenges in recruiting this workforce across the State, and the need to increase the scale of council operations to improve local government's strategic capacity and capability to deliver services.

Having considered these broad themes and feedback from councils and the wider community, the Board has identified eight reform outcomes for the Tasmanian local government sector. These are the things the Board believes are essential if our system of local government is to deliver the services and support the Tasmanian community needs.

In consultation with our expert focus groups, the Board has developed a suite of specific, targeted options that we think have the potential to improve

the local government sector's performance in delivering against these eight outcomes.

Fundamentally, all these options are aimed at improving the capability of councils to deliver for their communities, based on the Board's emerging understanding of where the key pressure points are for the sector now, and in the future.

The eight reform outcomes and the specific reform options are summarised at a high level in (Table 3) below. The Appendix provides more details about the individual reform outcomes and explains how and why we think our specific reform options will help deliver them. The Appendix also poses a range of consultation questions on the options that we'd like to hear from the community about.

Reform outcomes	Options
Councils are clear on their role, focussed on the wellbeing of their communities and prioritising their statutory functions	<ul style="list-style-type: none"> Establish a Tasmanian Local Government Charter which summarises councils' role and obligations, and establishes a practical set of decision-making principles for councils Embed community wellbeing considerations into key council strategic planning and service delivery processes Require councils to undertake Community Impact Assessments (CIAs) for significant new services or infrastructure
Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities	<ul style="list-style-type: none"> Develop an improved councillor training framework which will require participation in candidate pre-election sessions and, if elected, ongoing councillor professional development Review the number of councillors representing a council area and the remuneration provided Review statutory sanctions and dismissal powers Establish systems and methods to support equitable and comprehensive representation of communities
The community is engaged in local decisions that affect them	<ul style="list-style-type: none"> Require consistent, contemporary community engagement strategies Establish a public-facing performance reporting, monitoring and management framework Establish clear performance-based benchmarks and review 'triggers' based on the public-facing performance reporting, monitoring and management framework
Councils have a sustainable and skilled future workforce	<ul style="list-style-type: none"> Implement a shared State and local government workforce development strategy Target key skills shortages, such as planners, in a sector-wide or shared State/local government workforce plan Establish 'virtual' regional teams of regulatory staff to provide a shared regulatory capability

Reform outcomes	Options
Regulatory frameworks, systems and processes are streamlined, simplified, and standardised	<ul style="list-style-type: none"> Deconflict the role of councillors and planning authorities Refer complex planning development applications to independent assessment panels appointed by the Tasmanian Government Remove councillors' responsibility for determining development applications Develop guidelines for the consistent delegation of development applications to council staff Greater transparency and consistency of councils' resourcing and implementation of regulatory functions Increase support for the implementation of regulatory processes, including support provided by the State Government Strengthen connections between councils' strategic planning and strategic land-use planning by working with State and Commonwealth Governments
Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities	<ul style="list-style-type: none"> Require councils to collaborate with others in their region, and with State Government, on regional strategies for specific agreed issues Establish stronger, formalised partnerships between State and local government on long-term regional, place-based wellbeing and economic development programs Introduce regional collaboration frameworks for planning and designing grant-dependent regional priorities Support increased integration (including co-location) of 'front desk' services between local and state governments at the community level
The revenue and rating system efficiently and effectively funds council services	<ul style="list-style-type: none"> Explore how councils are utilising sound taxation principles in the distribution of the overall rating requirement across their communities Enhance public transparency of rating policy changes Examine opportunities for improving councils' use of cost-reflective user charges to reduce the incidence of ratepayers' subsidising services available to all ratepayers, but not used by them all Consider options for increasing awareness and understanding of the methodology and impacts of the State Grants Commission's distribution of Federal Assistance Grants Investigate possible alternative approaches to current rating models, which might better support councils to respond to Tasmania's changing demographic profile
Councils plan for and provide sustainable public assets and services	<ul style="list-style-type: none"> Standardise asset life ranges for major asset classes and increase transparency and oversight of changes to asset lives Introduce requirement for councils to undertake and publish 'full life-cycle' cost estimates of new infrastructure projects Introduce a requirement for councils to undertake regular service reviews for existing services Support councils to standardise core asset management systems, processes, and software across councils

Table 3: Future of Local Government Review reform outcomes and options

While we think these options provide a range of opportunities to significantly improve the way our local government system works, targeted or specific reform initiatives can only take us so far in delivering a local government sector that is in the best possible position to meet our future needs and challenges. The Board believes we must also address the fundamental problems with the structure and design of the current Tasmanian local government system.

The next Section of this Paper outlines the issues we think the community needs to consider about the future scale and model of local government representation and service delivery in Tasmania. The three structural reform ‘pathways’ the Board is considering are then discussed in more detail in Section 6.





Section 5: Building local government capability and capacity now and for the future

The Board has gathered information and listened to a wide range of Tasmanians' views on what councils do well, what can be improved, and how we can design the local government sector to best serve the next generation. The Review has highlighted councils' key role in supporting the future wellbeing and prosperity of Tasmanian communities and has heard that this will require more effective systems and approaches, as well as investment in additional capability and capacity.

As the Review nears its final stage, the Board has been assessing whether local government has the capability and capacity to deliver its important mission, and how the system might be improved to better meet the needs of the whole Tasmanian community.

Some councils have argued significant local government reform is unnecessary and believe they are already well equipped to meet future community needs, perhaps with some adjustments at the margin. Most, however, acknowledge that more fundamental change is necessary and that this has been known for some time. Specifically, in the Board's discussions with councils we have heard broad agreement from the sector that:

- The status quo is not an optimal or a sustainable model for the sector as a whole given the growing demands, complexity, and sustainability challenges local government is facing;
- Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services; and
- The scale and extent of the consolidation needed to deliver materially better services is significant and, unfortunately, this will not occur on a purely voluntary basis within the current framework.

The Board's considered view, developed through its engagement with the sector and the research it has undertaken, is that a critical part of the solution for local government reform is increasing scale in key areas. We know enough to accept that having 29 organisational boundaries is having a significant and detrimental impact on, for example, the ability of councils to attract and retain key skills, to uniformly manage assets well, and to deliver important regulatory functions.

We also know that the competition, fragmentation, and duplication of effort that naturally occurs across 29 councils can and does hinder collaborative effort and outcomes when it comes to managing regional and state-wide challenges that transcend our current LGA boundaries.

We do not know everything about how scale is impacting on the operations of councils, or what the precise solution to this problem should be. Further work will need to be done as we move towards framing up final reform recommendations in Stage 3. However, it is clear that we cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion on how to give Tasmanian communities access to the benefits that larger economies of scale and scope could provide.

It is also the Board's view, and the majority view among experts and sector stakeholders we have consulted, that the solution to addressing the issues of scale is unlikely to be found with minor modifications to the current form of local government. It is almost certain system-wide reform will be required. This means redesigning our system of local government to ensure councils have the requisite scale, resources, capability, and capacity to deliver on their critical mandate in the coming decades.

5.1 Anticipating future needs

The Review has heard that councils will face growing demands on their resources in the years ahead due to a combination of new and expanded roles and growing community needs. Councils will also need the capability to support communities through emergencies and unexpected crises, such as the COVID-19 pandemic and extreme weather events. These challenges will likely be felt most acutely in our more regional and remote communities, many of which have councils with the lowest levels of structural sustainability, capacity, and capability (see Table 4 below).

Demographics	<ul style="list-style-type: none"> Tasmania's population is the <u>oldest in the country</u>. Despite predicted population growth (mostly in and around the major population centres in the south) a majority of Tasmanian councils (52%) is forecast to experience population decline over the next 20 years. Demographic pressures are especially acute in regional Tasmania; <u>92 per cent of rural and remote councils</u> are set to experience population decline or stagnation. By 2042, <u>Treasury projections indicated</u> that the median age of over half of Tasmania's LGAs will be 50 or higher. 94 per cent of these LGAs are rural.
Health and wellbeing	<ul style="list-style-type: none"> Tasmanians are <u>more likely to experience disability or mobility challenges than the national average</u>, and a sizeable proportion require assistance with daily activities. Disability and mobility challenges are especially acute in regional Tasmania as many residents with elevated levels of need live a significant distance from vital services.
Housing and workforce	<ul style="list-style-type: none"> Tasmania's rental market is among the <u>least affordable in the country</u>, and a high proportion of Tasmanians experience housing stress. Tasmanians also have the <u>lowest median weekly incomes in the nation</u>. Growth in rents and property prices for regional areas is outstripping growth in cities, and income disparity is stark in regional Tasmania.
Geographic scale, climate change	<ul style="list-style-type: none"> Tasmania has <u>more councils for its land area than any other Australian state or territory</u> (six times the national average), creating coordination and management challenges in emergency or disaster situations. Tasmanian communities are facing <u>increased risk of extreme weather events</u>. Growing bushfire risk in regional areas poses an especially dire threat.

Table 4: Tasmania's future needs and challenges – key dimensions

5.2 Emerging capability gaps

Beyond establishing the future needs of the local government sector, the Review has also assessed the current activities and functions of Tasmanian councils. This assessment has identified capability gaps which, in the absence of reform, are likely to grow over time.

There is growing evidence that many councils are unable to fulfil their statutory obligations across a range of functions, including food safety and building and plumbing inspections (see Table 5 below). These statutory functions are critical to the health and safety of Tasmanians. While performance varies widely between councils, overall, these issues were identified as more acute in smaller councils, particularly in rural and remote areas.

The explanation most commonly offered for these compliance failures is persistent and growing workforce shortages across the sector (see table below). The 2018 [LGAT Local Government Workforce and Future Skills Report](#) found these shortages were due to: the rural and regional locations of the work; inability to compete with private sector pay rates; lack of suitably qualified candidates; the reputation and public image of councils; and the lack of training providers in Tasmania. The Board has heard that workforce shortages have intensified significantly over the four years since the LGAT study.

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

Table 5: Emerging capability gaps and supporting evidence

5.3 Building capability – the benefits of consolidation and scale

In addition to sector-wide workforce shortages, the ability of councils to deliver effective and consistent services is hampered by fragmented and inefficient administrative systems and processes and competition between councils for investment, funding, and staff.

More broadly, while most councils are financially sustainable in the short term, many are concerned about their ability to meet their statutory obligations and provide the services their communities need and expect in the future.

The Board believes it is necessary to reform Tasmania's local government system to enhance capability and capacity across the sector so that councils can either provide or advocate for the quality services and facilities communities need, expect, and deserve.

For example, as noted in Section 5.2:

- Only 37 per cent of rural councils had compliant asset management plans, whereas 60 per cent of urban councils were compliant;
- While there are examples of high-performing small councils, overall compliance with critical key building and health regulations is higher among larger councils; and
- Larger urban councils are better able to plan for and manage roads and other council infrastructure than small rural councils.

Review Submissions on the challenges facing rural councils

- In rural and remote locations, councils feel compelled to act as the service 'provider of last resort' when State or Federal Governments, or private markets fail to meet community needs.
- This is because people living in rural areas do not have access to the range of services available to those living in cities, including services provided by not-for-profits and by State Government departments.
- Councils need to be supported to build their responsiveness to climate change risks with adequate funding and technical capacity.
- Accessing adequate and affordable healthcare is becoming a growing challenge in many rural communities. While direct health and aged care are the responsibilities of State and Commonwealth Governments, councils feel compelled to address this challenge, particularly in rural communities with a high proportion of elderly and lower-income residents.
- Housing challenges are another major concern in rural communities. Some councils would like to provide more housing and services, but consider it beyond their remit and financial means.

The problem is not with individual councils, but the structure of the local government system itself. The Board believes the only appropriate response to structural constraints is structural reform.

The benefits of increasing scale across the Tasmanian local government sector have also been highlighted in submissions to the Review. The Board received 18 submissions from councils during its Stage 2 consultation, of which 13 (72 per cent) agreed increased scale through either council or some form of service consolidation (or both) would yield benefits in terms of councils' ability to provide better services. Nine councils noted the merits of shared services, while six advocated for some form of amalgamation. Some councils supported or acknowledged the benefits of both approaches. This sentiment was further explored and tested when the Board met individual council mayors and general managers during Stage 2.

Finally, while the wider literature on local government reform draws a range of conclusions there is evidence that by increasing scale the following benefits are possible:

- **Efficiency** – delivering services at greater scale (see next section) may not necessarily flow through to 'cost savings,' but may result in more effective and/or sustainable service delivery. For example, the [SGS Greater Hobart](#) and [KPMG South-East Councils](#) feasibility studies

identified potential efficiencies of \$19 million and \$7.6 million per annum respectively from consolidation.

- **Financial resilience and sustainability** – while most councils are currently 'getting by' financially, bigger councils with larger revenue bases and resources are, if well managed, more likely to be able to expand services and withstand financial shocks.
- **Economy wide benefits** – greater coordination of investment decisions and regional land use and infrastructure planning can deliver economy-wide productivity gains.
- **Influence** – a larger organisation will be more influential as an advocate to other levels of government, more able to form productive partnerships with businesses and community organisations, and more likely to attract investors to their council area.

The Board has concluded structural reform designed to increase the scale, sustainability, and capability of Tasmania's local government system will be required to meet the future needs of the Tasmanian community. Over the course of Stage 2, we have also engaged with the sector and undertaken research on the approach and design of structural reforms required to ensure that councils are equipped to meet future challenges.

Consultation questions

- Do you agree with the Board's assessment that Tasmania's current council boundaries do not necessarily reflect how contemporary Tasmanians live, work, and connect?
- We have heard that councils need to be "big enough to be effective and small enough to care". How big is big enough to be effective? How small is small enough to care? What factors determine that? How do we strike the balance between these factors?
- Thinking about Tasmania now, and how it might change over the next 50 years, what are the most important things to consider if we were to 'redraw' our council boundaries?



Section 6: Structural reform – three potential pathways

Having considered a wide range of strategies for building capability and delivering better outcomes, the Board is now seeking feedback on three broad reform pathways. This section provides further detail on these pathways and lays out some of the arguments we have heard for and against.

Three reform pathways

1. Significant (mandated) sharing and consolidation of services
2. Significant boundary consolidation to achieve fewer larger councils
3. A 'hybrid' model combining both service and boundary consolidation

Pathway 1: Significant (mandated) sharing and consolidation of services

The first possible pathway to improve councils' capability and capacity would be an extensive program of structured service consolidation. Under this option, Tasmania would retain its current structure of 29 councils, but a range of council services would be delivered by central or regional providers. All councils would be required to participate.

The centralisation of [water and sewerage services](#) into TasWater – formerly the responsibility of individual councils – is one example of this type of model, as are joint authorities like Dulverton Waste and Southern Waste Solutions. While these examples represent two common approaches, the Review is considering a range of alternative models and innovative options. These range from joint authorities all the way to near-total

administrative integration, such as exists between Kentish and Latrobe Councils (see Figure 3 below). While more systematic service sharing and consolidation offers benefits, there are also risks and challenges (see Table 6). Although the Board has not formed a particular view on the specific services that may ultimately be consolidated in this model, various options have been raised in our engagement, including waste, regulatory and planning services, stormwater, roads and other major infrastructure maintenance, major systems procurement, and back office corporate and IT services. The greatest concern in Tasmania is that large-scale service consolidation could leave smaller councils without the critical mass of functions or resources required to fulfil their remaining mandates in a sustainable way.

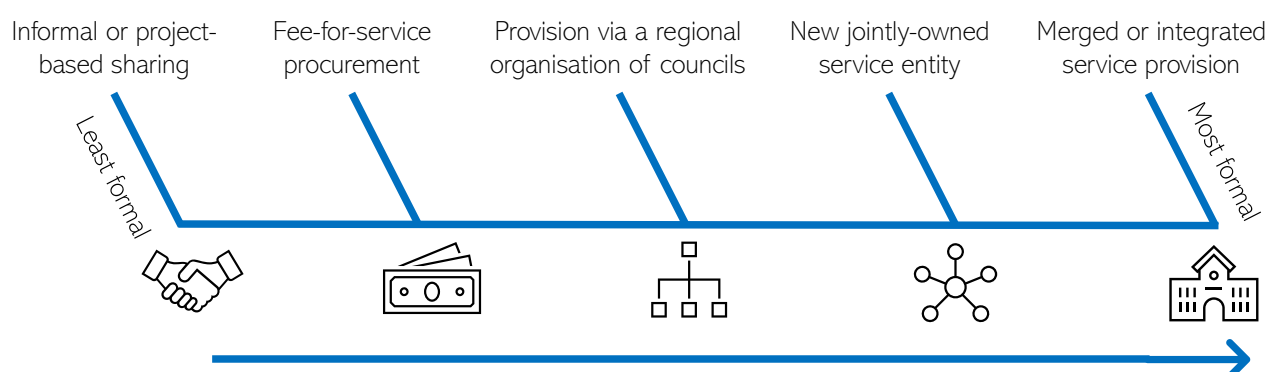


Figure 3: Range of joint authorities

Advantages	Challenges
<ul style="list-style-type: none"> Service sharing can provide all ratepayers across the State with a more consistent standard of service at an efficient cost. Service sharing can provide the scale required to justify the investment in modern systems that can support improved service delivery. Service consolidation – via sharing, centralisation, or even outsourcing – can create economies of scale by freeing up personnel and resources for other tasks. Service sharing can improve professional capabilities and career opportunities through greater and more varied experience in larger organisations. 	<ul style="list-style-type: none"> Service consolidation can be subject to considerable transition costs and often requires councils to adopt common systems and processes. Service consolidation requires councils to give up some autonomy and responsibility for service provision. Efficiency savings are often not as great as hoped due to administrative duplication, governance costs and procurement costs. Local insights may be lost, and services may not be as responsive to local needs. Mandatory state-wide service consolidation risks creating an uncompetitive monopoly provider. Stripping away core local government responsibilities in areas like stormwater or roads risks leaving councils without a sustainable critical mass of staff or resources.

Table 6: Advantages and challenges of service consolidation

The evidence: When are shared services likely to be successful?

The Board's [detailed analysis of different service consolidation arrangements](#) found the successful sharing of services at scale depends on a wide range of factors. The evidence suggests, while such arrangements can deliver considerable benefits, these do not accrue equally to all council services or all council areas.

Positive outcomes are most likely to be achieved where the services in question are capital-intensive and delivered in a relatively uniform or undifferentiated way across council areas. One example of this is how the creation of TasWater facilitated increased investment and subsequent [improvements in the delivery of water and sewerage services](#).

Further, our research suggests that service consolidation will be most effective where equitable distributions of cost and risk are maintained, and councils are equipped with streamlined and compatible ICT, back office, and HR systems to enable a smooth transition to sharing. Finally, evidence from existing shared or consolidated service initiatives highlights risks to be managed and potential pitfalls to be avoided, more often related to three key issues:

1. The first is councils' rationale for participating. In some instances, sharing arrangements have failed due to the lack of a compelling rationale or genuine desire for collaboration among the councils involved. In some cases, the development of shared services agreements has been promoted by councils as an alternative to forced amalgamations. Having overcome the threat of mergers,

however the absence of a compelling reason and commitment to resource sharing can see arrangements dissolve.

2. The second risk relates to monitoring, reporting, and evaluation. The 2018 NSW Shared Services in Local Government audit, for example, found that “councils do not always have the capacity to identify which services to share, negotiate with partner councils, or plan and evaluate shared service arrangements”. This evidence reinforces the Board’s view that any service consolidation in Tasmanian local government would need to be mandatory and led by the State Government.
3. Finally, research has highlighted the perceived loss of autonomy service consolidation can present for councils and their communities. Resident or councillor fears of losing control over local services can undermine service consolidation initiatives even in cases where the relevant authorities already have a long history of successful service sharing.

What we heard: service consolidation

Our stakeholder discussions regarding shared services revealed a wide range of perspectives and insights. For the most part, discussion focussed on the risks associated with ‘ad hoc’ or informal arrangements.

On the topic of shared services, we heard:

- Where a new centralised service corporation, regional entity, or joint authority is to be established, it must have transparent and carefully designed governance structures. Ideally, it should be subject to market competition, and accessibility and accountability to communities must be maintained.
- Some council activities, particularly tourism and local promotion or economic development functions, make more sense when organised at a regional or state-wide level than locally.
- Removing responsibility for some core services risks leaving councils without a critical mass of staff or resources threatening sustainability.
- Creating more service provision authorities or corporations could create additional bureaucracy.
- The benefits of service sharing are not necessarily enjoyed equally by all members of an arrangement. Even where the net impact is positive, some benefit more than others.
- Voluntary involvement can be problematic because individual councils may ‘freeride’ by entering and exiting arrangements.

Pathway 2: Boundary consolidation to achieve fewer, larger councils

The second reform pathway the Board is considering would involve consolidating and redrawing local government boundaries to establish a smaller number of considerably larger and more capable councils. Under this model, councils would continue to provide a similar range of services to what they do currently, but at a substantially greater scale.

Improving capacity and capability in this way requires an appropriate balance between the

need to build scale and scope, and the need to maintain adequate local representation. In other words, boundary reform should not compromise the ability of councils to be responsive, representative, and accessible to their communities. New, larger councils would need to develop consistent and comprehensive community engagement strategies and programs to enhance local and place-based representation (see reform outcome 3 in the Appendix).

Advantages	Challenges
<ul style="list-style-type: none">· Redrawing local government boundaries would enable councils to better reflect today’s diverse, connected, and mobile communities.· Larger councils should have increased scope to provide a wider range of higher quality services in response to community need, without compromising economies of scope.· Tasmania’s large number of councils creates unnecessary divisions and duplication of service provision in neighbouring regions, especially in metropolitan areas. Adjusting boundaries to better reflect communities of interest would result in more consistent strategic planning, services, and regulation.· Larger councils can have greater capability and capacity, can be better at attracting and retaining skilled workforces, and can have a greater diversity and standard of elected representatives.· Larger councils have greater capacity to establish strategic partnerships with other levels of government and organisations, allowing them to become more effective and successful advocates for their communities.· Larger councils would either fully or partially negate the need for complex shared services arrangements.	<ul style="list-style-type: none">· Communities place a high value on responsive councils; amalgamations can be seen as a threat to the democratic and representative function of local government.· Consolidating council boundaries can cause significant transition costs and sometimes job losses. Any transition would have to be carefully managed to ensure communities are not left worse off in terms of representation, services, or employment opportunities.· Attempts to reduce the number of councils in Tasmania have been politically contentious in the past.· If council organisations become too large and complex, they may experience diseconomies of scale, reducing efficiency and increasing the cost of council services.

Table 7 - Advantages and challenges of boundary consolidation

The evidence: The potential benefits of a system of considerably larger councils

The Australian and international evidence concerning council consolidation has focussed on three distinct but related issues:

- Evidence of efficiency and cost savings;
- Evidence of improving economies of scope; and
- Evidence of enhancing council capacity and capability.

Most research on amalgamation focuses on the first issue – efficiency and cost savings – and has produced a complex and diverse range of findings. This analysis suggests that while efficiencies and economies of scale can sometimes follow municipal consolidation, the evidence does not support pursuing boundary reform to achieve cost savings alone.

The second and third rationales – increasing economies of scope, and capacity and capability – are the primary objective of this Review. [An emerging body of evidence suggests council consolidation can be an effective way to capture economies of scope, attract and retain skilled workers, and improve councils' strategic capacity and capability.](#)

Finally, available evidence highlights how minimum population size is not the right metric to use when deciding the size councils ought to be. Rather, boundary design should carefully consider how and at what scale councils provide services and whether their activities correspond clearly to factors such as established communities of interest or functional economic areas.

What we heard: fewer, larger councils

Increasing the size and reducing the number of councils in Tasmania has been a hotly debated topic, and throughout our engagement we have heard a wide range of strongly held views. Key insights and recurring themes in these conversations included:

- Economies of scope and council capability and capacity need to be considered, not just economies of scale and cost savings.
- There is no simple binary of large councils being effective and small ones dysfunctional – some small councils work well, and some mid-size or larger councils struggle.
- Consolidation of councils can risk losing local knowledge and diminishing local employment – rural local governments are often the largest employers in their areas – any such reform must carefully address these issues.
- A one-size-fits-all model driven by a desire to achieve a minimum population size for all councils will not work. Different areas have different needs and priorities, which means that Tasmania will inevitably have councils of some size variation.
- Amalgamations can raise costs and service levels to that of the highest cost council.
- Larger councils tend to have more success attracting grants-based funding.
- Success is critically dependant on transition arrangements: some individuals and councils continue to “bear the scars” of poorly executed amalgamations in the past.
- Boundary changes should be informed by the needs and social and economic features of a region, rather than the pursuit of an arbitrary, pre-determined minimum size.
- Distance makes consolidation more complicated: local government is most highly valued in regional and remote communities, particularly for its accessibility and democratic function. Remote councils need a specific and tailored approach.

Pathway 3: A ‘hybrid’ model combining service consolidation with boundary reform

The third potential reform pathway combines elements from the first two. It would involve some boundary reform (though less than under option two) and some service consolidation where it would deliver clear benefits.

A key advantage of this third pathway is its recognition that neither wholesale boundary change nor substantial service consolidation will be equally appropriate in all areas of the State. Some communities will require more tailored solutions, and a hybrid strategy can be more flexible to this.

The Board also recognises that, when compared to their urban counterparts, rural communities place a higher value on their councils and have distinctive priorities.

Survey research conducted by the [Australian Centre of Excellence for Local Government \(ACELG\)](#) clearly shows that connections to their local community are strongest in rural and regional areas and are also influenced by residents’ age and time spent living within a particular place.

[Respondents living in rural and remote areas](#) are generally more concerned about the consequences of amalgamation on local representation, cost of rates and services and their sense of belonging to the local area. People who have lived in an area longer than 10 years and who are active participants in the community are also more likely to think that their feeling of belonging to the area will be negatively impacted by amalgamation.

Advantages	Challenges
<ul style="list-style-type: none">· The hybrid pathway offers a balance in which local representation and service delivery are maintained, although with narrower functional responsibilities.· While the most conceptually complex option, a hybrid pathway allows for flexibility and nuance to develop different solutions in different communities.· This pathway offers the benefits connected to both service sharing and boundary consolidation, although at different scales.	<ul style="list-style-type: none">· This pathway has inherent risks connected to boundary and service consolidation, described in the sections above.· This pathway has the potential to create a more complex and less consistent local government system.· It may require accompanying reforms to revenue and funding models to promote equity and sustainability across the system.

Table 8 - Advantages and disadvantages of a hybrid model

What we heard: A ‘hybrid’ model combining some shared services with some boundary changes

- This option is preferred by some stakeholders, who believe it offers the greatest potential to improve capability and capacity within councils while maintaining or enhancing local representation, addressing local needs and priorities, and continuing to utilise valuable local knowledge.
- Many local government stakeholders and community members have emphasised the different needs and capabilities of urban and rural councils, stressing reform needs to be ‘place-based’ and tailored to local contexts.
- Innovative models should be considered with this approach. One suggestion was that some councils, where they lacked the capacity or capability, share services with Service Tasmania.
- Another proposal is that decentralised ‘service hubs’ – whether for operational or customer service functions – could be used to address issues of distance, ensure accessibility and connectivity, and maintain local jobs.

Provisional views on structural reform

The Board understands that some members of the community and local government sector hold strong views about the merits or challenges of proposals to consolidate council boundaries or services.

This is why we clearly outlined our thinking about ‘The elephant in the room’ in the Stage 1 Interim Report. Over the course of Stage 2 of the Review, the Board has concluded that some structural reform to Tasmania’s system of local government will be necessary to ensure councils can fulfil their current obligations and meet future community needs. Incremental or marginal changes will not deliver this capability improvement.

The challenge will be to develop a model where consolidation and partnerships enhance the long-term capability of councils and the sustainability of services while strengthening local representation, governance, and democracy. The Board is also considering additional options that have been widely discussed during its engagement that will ‘future-proof’ Tasmanian local government, many of which will enhance local representation and democracy. Reflecting these priorities, the Board’s provisional view is that structural reforms combining both service consolidation and boundary consolidation could allow for a more nuanced and place-based approach to enhancing what different councils do best.

Consultation questions

- Which of the three broad reform pathways do you think has the best chance of delivering what the community needs from local government? Why?
- What would be your biggest concerns about changing the current system? How could these be addressed?
- In any structural reform process, how do we manage the very different needs and circumstances of rural and urban communities?



Image Credit: Nina Hamilton

Section 7: Having your say and the road ahead

The ideas and options the Board is considering would have a major impact on the way Tasmanian councils operate in the future. As councils provide many essential, everyday services, we think it is vital that as many people as possible understand potential changes being considered.

How to have your say

Major change will only be successful if we have broad-based support and community goodwill. The Board wants to understand your views about which of the ideas and options we are putting forward could make a practical and positive difference for local communities.

The Board wants to have an informed community discussion about possible local government reform ideas and what these might mean for individuals, families, and businesses.

If you have any views on the future of local government in Tasmania, now is your chance to be heard.

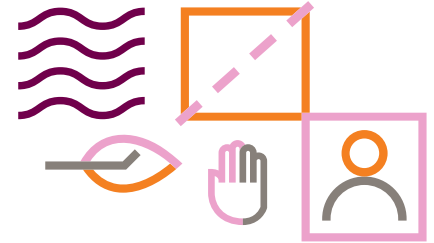
The Board is providing a few different ways for people to respond to the Options Paper

- You can go **online to the interactive version** of the *Options Paper* at www.engage.futurelocal.tas.gov.au and submit your answers to any or all the consultation questions.
- You can also make a submission in an **email or letter**. The Board's contact details are below:
 - **Email:** Submissions.LGBoard@dpac.tas.gov.au
 - **Postal address:** Future of Local Government Review GPO Box 123, HOBART, TASMANIA 7001

SUBMISSIONS FOR THE OPTIONS PAPER CLOSE 19 FEBRUARY 2023.

Regional community meetings:

- In early February 2023, the Board will be **visiting communities** all around the State to hold town hall style meetings. You can register your interest in attending one of these sessions [here](#), and we will be in touch with further updates in the near future.
- Engagement with Tasmanian councillors and council staff will also be supported through a series of meetings (LGAT and LG Pro will provide more details shortly).



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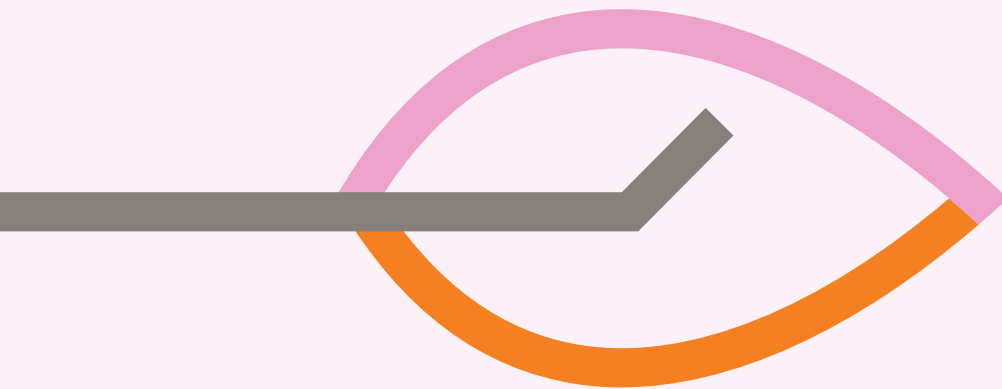
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The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

www.futurelocal.tas.gov.au
LGBoard@dpac.tas.gov.au



Policy No. 2017- 50

Audio Recording of Council Meetings Policy

Document:	Start Date: 21 February 2023	Page Reference:
Audio Recording of Council Meetings Policy	Review Date: 28 February 2027	Page 1 of 3

PURPOSE

This policy provides a framework and direction as to the management of the audio recording of Council meetings. The purpose of audio recording is to 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 ordinary and special Council meetings (as defined in the *Local Government (Meeting Procedures) Regulations 2015*). Those parts of meetings which are closed to the public will not be audio recorded by Council.

It does not apply to any other meetings of Council (e.g. Council Committees – Audit / Planning).

LEGISLATION

The particular legislation relevant to this policy is the *Local Government (Meeting Procedures) Regulations 2015*.

Regulation 33 of the *Local Government (Meeting Procedures) Regulations 2015* provides as follows:

33. Audio recording of meetings

- (1) A council may determine that an audio recording is to be made of any meeting or part of a meeting.*
- (2) If the council so determines, the audio recording of a meeting or part of a meeting that is not closed to the public is to be –*
 - (a) retained by the council for at least 6 months; and*
 - (b) made available free of charge for listening on written request by any person.*
- (3) 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 or part of that meeting is noticed, the council, at the next appropriate meeting, is to review the audio recording and either confirm that the minutes are a true record or amend the minutes to reflect the audio recording and then confirm the minutes as amended to be a true record.*
- (4) A council may determine any other procedures relating to the audio recording of meetings it considers appropriate.*

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.

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POLICY

All Ordinary and Special Council meetings (as defined in the *Local Government (Meeting Procedures) Regulations 2015*) shall be audio recorded as provided for by Regulation 33 of the *Local Government (Meeting Procedures) Regulations 2015*, except for the proceedings of meetings or parts of meetings closed to the public in accordance with Regulation 15 (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. In the event that an audio recording file becomes corrupt for any reason and therefore unavailable, this information will be provided on the Central Highlands Council website.

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.

The Mayor or Chairperson has the discretion and authority to direct the termination of the audio recording of the meeting. Such direction however, shall only be given in exceptional circumstances including (but not limited to) when:

- it is clearly evident that the discussion is (or potentially likely to be):
 - an infringement of copyright
 - a breach of privacy and/or unlawful disclosure of personal information
 - a release of privileged or confidential information of Council

If recorded, only the audio recording of proceedings made of meetings or parts of meetings open to the public will be made available to the public. The Council may, at its discretion, make any compressed audio recording (preserving adequate voice quality) to be accessible on the Central Highlands Council website. Such recordings will be considered by Council as a routine disclosure under the *Right to Information Act 2009*. Recordings will be made available on the Council website as soon as practicable (normally within ten (10) 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 six (6) months from the date of the recorded meeting.

The original unmodified audio recording will be suitably stored in accordance with the Council's Information Management requirements. Under Regulation 33(2)(a), the General Manager will dispose of the audio recordings after six months from the date of recording. The General Manager is authorised, pursuant to Section 64 of the *Local Government Act 1993*, to delegate these functions to a Council officer.

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Policy No. 2013- 16

Drug & Alcohol Policy

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Drug & Alcohol Policy	Review Date: 31 Dec 2027	Page 1 of 7

PURPOSE OF POLICY

Central Highlands Council (the “Council”) has legal obligations in relation to the health and safety of employees and to others when they are on council premises. The Council is committed to providing and maintaining a safe work environment, one that ensures the health and safety of employees and others at work. A safe and productive work environment includes the respectful treatment of others in the workplace.

The use of drugs or alcohol in the workplace may impair an employee’s ability to perform their work safely, efficiently and with respect for colleagues, community members and others.

The purpose of this Policy is to reduce and eliminate the likelihood of possible injury and/or potential negative effects resulting from alcohol and drug use and/or abuse in the work environment.

SCOPE

This Policy applies to all staff, agents and contractors (including temporary contractors or subcontractors) of the Council, collectively referred to in this Policy as ‘workplace participants’.

DEFINITIONS

“**BAC**” means Blood Alcohol Content. The prescribed limit for blood alcohol content in this Policy is **Zero (0.00)** grams of alcohol in 100 millilitres of blood.

“**Drugs**” includes illegal drugs and prescription or pharmacy drugs, as defined below.

“**Illegal drugs**” includes any drug prohibited by State or Federal law. For the purposes of this Policy, marijuana is considered to be an illegal drug. “Illegal drugs” also includes prescription or pharmacy drugs (as defined below) which are used without the necessary prescription or for non-medical purposes.

“**Positive Result for Alcohol**” means a blood alcohol concentration of **greater than zero (0.00)**, or the refusal to undergo a test.

“**Positive Result for Drugs**” means detection of a drug of the cut-off level or higher as referred to in the relevant standard, which for Australia is currently: ‘Australian Standard 4308/2001: Recommended Practises for the Collection, Detection and Quantification of Drugs of Abuse in Urine’.

“**Prescription and Pharmacy drugs**”: The Council recognises that workplace participants may have legitimate medical reasons for taking some medications, prescribed for them by a medical practitioner. Employees may also have legitimate reason to use some non-

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prescription medications which are lawfully available at Australian pharmacies. These drugs are referred to in this policy as “prescription and pharmacy drugs”.

POLICY

Alcohol and drugs are prohibited in any Central Highlands Council workplace or worksite except where exempted in this policy.

Except as set out in this Policy, workplace participants are not permitted to do the following:

- (a) work while under the influence of drugs or alcohol;
- (b) commence or return to work while under the influence of drugs or alcohol;
- (c) consume drugs or alcohol during work or at the workplace; or
- (d) possess illegal drugs in the work environment.

Illegal Drugs

Workplace participants must not be in possession of illegal drugs at work, or bring them into the workplace. Workplace participants must not sell or provide illegal drugs or prescription or pharmacy drugs at work. Such conduct constitutes serious misconduct and may also constitute a criminal offence, in which case the Council may notify the police.

Prescription and Pharmacy Drugs

Where a workplace participant is taking prescription or pharmacy drugs for medical purposes, the workplace participant will not breach this Policy by attending work, if:

- (a) The workplace participant takes the prescription and pharmacy drugs in accordance with the instructions of their medical practitioner and normal directions applying to the use of those drugs;
- (b) The workplace participants does not misuse or abuse prescription or pharmacy drugs;
- (c) The workplace participant informs him/herself of the impact of consumption alcohol on prescription and pharmacy drugs and they limit consumption accordingly;
- (d) The workplace participant checks with their medical practitioner or pharmacist about the effect of the drug on their ability to drive vehicles, operate machinery and safely perform their normal work duties. If a workplace participant’s ability to perform work safely is

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affected, or could be affected, the workplace participant should obtain this advice in writing from the medical practitioner or pharmacist and provide it to the General Manager before undertaking their work after taking prescription and pharmacy drugs;

(e) Where a workplace participant is taking prescription or pharmacy drugs that contain a warning that the person should not drive a vehicle or operate machinery, the workplace participant must not drive a Council vehicle or operate machinery; and

(f) Further, if a workplace participant is taking prescription or pharmacy drugs and feels that their ability to safely drive a vehicle or operate machinery is affected, the workplace participant must not drive a Council vehicle or operate machinery and must notify their supervisor of this fact.

If the Council suspects that the workplace participant's ability to safely perform work is affected, the Council may take steps to address the issue in accordance with this Policy.

The prohibition relating to drugs will not be waived in any circumstances, except as set out above in relation to prescription and pharmacy drugs.

Consumption of Alcohol

The General Manager may waive the prohibition on the consumption of alcohol in certain circumstances for special functions, for example, at a staff function, Christmas party or client functions.

Even when the General Manager waives the general prohibition on consumption of alcohol, the following restrictions continue to apply at all work-related functions:

- Workplace participants must consume alcohol responsibly;
- Workplace participants must uphold an appropriate standard of behaviour at all times;
- The restrictions set out below in relation to Council vehicles and machinery continue to apply; and
- Workplace participants must ensure a safe means of transport from such functions. Workplace participants must not drive any vehicle if they are **assumed** over the legal blood alcohol limit. Workplace participants who do not have a means of transport should advise their supervisor or manager in order to arrange transport.

Alcohol and Illegal drugs

Workplace participants must not, in any circumstance, drive a Council vehicle or operate machinery if they are under the influence of alcohol or illegal drugs.

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The Council will not accept liability for any damage to a Council vehicle or equipment, an injury to another person, or damage to property caused by a workplace participant's use of a Council vehicle or its equipment while under the influence of alcohol or illegal drugs.

The workplace participant will be personally liable in such circumstances.

Duty of Care - Central Highlands Council Employees (including Contractors)

It is every employee's duty of care to notify their immediate supervisor if they believe another Central Highlands Council employee or Contractor is affected by drugs or alcohol at any Council worksite.

WHAT WILL THE COUNCIL DO IF IT SUSPECTS A WORKPLACE PARTICIPANT IS AFFECTED BY DRUGS OR ALCOHOL?

If the Council suspects on reasonable grounds that a workplace participant is under the influence of drugs or alcohol at the workplace, the Council will take the necessary steps to address the issue. Such grounds include (but are not limited to) where the workplace participant is unable to co-ordinate their actions, has red or bloodshot eyes or dilated pupils, smells of alcohol, acts contrary to their normal behaviour, or otherwise appears to be affected by drugs or alcohol.

In circumstances when the Council suspects a workplace participant to be under the influence of drugs or alcohol the Council may take any or all of the following actions:

- Direct the workplace participant to go home; or
- Direct the workplace participant to attend a medical practitioner and submit to a medical examination to determine whether the workplace participant is fit to safely perform their duties. The medical examination may include a drug and/or alcohol test, such as a blood test or urine test. Further in relation to prescription or pharmacy drugs, the Council may require evidence as part of the medical examination about the effects and proper usage of the drug. The workplace participant may be directed to go home following the medical examination.

If the workplace participant refuses to attend a medical examination, the workplace participant will be directed to go home. Refusal to attend a medical examination or refusal to go home constitutes a breach of this Policy and may result in action being taken against the workplace participant, as set out below under 'Breach of this Policy'.

Where a workplace participant is sent home or required to attend a medical examination, the workplace participant must report to the General Manager to discuss the incident the following working day. The Council will deal with the issue as set out below under 'Breach of this Policy'.

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It should be noted that information obtained through a medical examination will not be used by the Council other than for the purposes for which it is collected. The purposes of such testing are to ensure the health and safety of workplace participants, to apply this Policy, and for disciplinary purposes.

WHAT WILL THE COUNCIL DO IF IT FINDS DRUGS OR ALCOHOL ON COUNCIL PREMISES?

If the Council finds drugs or alcohol on Council premises in breach of this Policy, the Council may take any or all of the following steps:

- Investigate the matter in order to determine who is responsible, including by conducting searches;
- Require some, or all, workplace participants to undergo a medical examination in order to test for the presence of drugs or alcohol;
- Workplace participants are required to co-operate in any investigation of such matters.

Failure to co-operate or providing false information in an investigation constitutes a breach of this Policy and may result in action against the workplace participant, as set out below under 'Breach of this Policy'.

WHAT WILL THE COUNCIL DO IF IT SUSPECTS A WORKPLACE PARTICIPANT HAS DRUGS OR ALCOHOL IN THEIR POSSESSION AT WORK?

If the Council suspects that a workplace participant has drugs or alcohol in their possession at work, the Council may take any or all of the following steps:

- Investigate the matter to attempt to determine whether the workplace participant does have such drugs or alcohol in their possession;
- Request the workplace participant to open their locker, bag, or vehicle or to empty their pockets or jacket for the purpose of locating any drugs or alcohol. Workplace participants are expected to permit such inspection and co-operate with Council officials investigating such matters.

Workplace participants are required to co-operate in any investigation of such matters. Failure to co-operate or providing false information in an investigation may result in action being taken against the workplace participant, as set out below under 'Breach of this Policy'.

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BREACH OF THIS POLICY

If an employee is found to have breached this Policy, they will be subjected to disciplinary action. The type and severity of the disciplinary action will depend upon the circumstances of the case and the seriousness of the breach. In serious cases, this may include termination of employment.

Examples of disciplinary action that may be taken include (but are not limited to):

- counselling;
- a formal warning;
- demotion;
- transfer to another area;
- suspension; and
- termination of employment.

Agents or contractors (including temporary contractors) of the Council who are found to have breached this Policy may have their contracts with the Council terminated or not renewed.

In circumstances where a workplace participant's behaviour or conduct may involve a breach of any Australian law, the Council may notify the police.

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Policy No. 2013 - 17

Use of Council Sporting Facilities Policy

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1. Purpose

The following sportsgrounds are administered by the Central Highlands Council. This Policy refers to the sportsgrounds and facilities singularly and collectively.

- Bothwell
- Hamilton
- Ouse
- Gretna
- Ellendale

Council recognises that it has a responsibility towards neighbouring property owners and for this reason desires the hirers of rate funded facilities to preserve the amenity and sense of well-being that all neighbourhoods are entitled to in this municipality.

Council also recognises the value of providing sportsgrounds and associated amenities for use by the community to facilitate the playing of organised sport.

This Policy is applicable to both seasonal and casual hire.

The right to use the sportsgrounds and facilities is subject to Council receiving an application in the required format signed by the proposed hirer undertaking to comply with these conditions. If the proposed hirer is a club, organisation or association, the application must include the personal undertaking by the President and Secretary of the Club.

The club, organisation, association, or casual hirer must complete all sections and sign the Application to Hire Council Sporting Facilities and associated forms as contained in Section 6 of this Policy. These must be presented to the Council by the due date prior to the commencement of hire. Applications cannot be considered unless accompanied by a current copy of the hirer's Certificate of Currency for Public Liability Insurance.

This Policy contains the terms and conditions on which Council sportsgrounds and facilities are utilised. By providing this Policy Council wishes to continue the relationship that it has formed with all sports clubs within the Central Highlands Municipality.

Sports clubs, organisations and individuals and the community as a whole will benefit from the equality and fairness of this document and the standard approach that it presents. Council will continue to recognise good behaviour and cooperation both past and present in relation to the use of sportsgrounds and facilities.

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The purpose of this Policy is to allow the users of Council's sportsgrounds and facilities to better understand the process guiding the allocation of facilities by clearly identifying:

- Council's requirements from clubs, organisations and individuals.
- Responsibilities of the user groups;
- Responsibilities of Council;
- Process for facility development;
- Provide a framework that is equitable and easily administered.

2. Legislative Requirements, Regulations and Associated Council Policies, Procedures and Guidelines.

This Policy should be read in conjunction with applicable, appropriate and associated Legislative Requirements, Regulations, Council Policies, Procedures and Guidelines and applicable Australian Standards. These include but are not limited to:

- The Local Government Act 1993;
- Anti-Discrimination Act 1998;
- Local Government (General) Regulations 2015;
- Applicable Australian Standards;
- Internal Control Policy;
- Code of Conduct Policies;
- Risk Management Policy and Procedures;
- Delegations of Authority.

3. Glossary of Terms

3.1 This Policy

2013-17 Use of Council Sporting Facilities Policy

3.2 Council

Central Highlands Council

3.3 Club

Club shall mean the club allocated use of a ground and its facilities owned or managed by Council.

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3.4 Facilities

Facilities shall mean all buildings associated with the sportsground.

3.5 Sportsground

Sportsground shall mean the sportsground allocated to the club for a specified period or season.

3.6 Season

Season shall mean the period of time the club has been allocated use of the ground and facilities for “home and away” matches including finals. Unless otherwise stated, the winter season shall normally commence on 1st April and conclude on 31st August of the same year, while the summer season shall normally commence on 1st October and conclude on 28th February of the following year.

3.7 Casual Hirer

Casual hirer shall mean a group or individual granted use of the sportsgrounds and/or facilities by Council.

3.8 Council Officer

Council Officer shall mean any Council employee requested to carry out the particular function discussed regardless as to whether they have been formally delegated to do so or not.

3.9 Senior Council Officer

Senior Council Officer shall mean the General Manager, Deputy General Manager, Works and Services Manager, Manager Development and Environmental Services and their delegates.

3.10 Recreation/Sports

Organising events utilising all or part of the developed area.

3.11 Promoter

Group or individual financially responsible for the event.

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3.12 Event Manager

Group or individual responsible for event co-ordination.

3.13 Event Management Group

Council staff committee overseeing events to ensure Councils and Promoters procedural actions comply with statutory and regulatory requirements.

3.14 Commercial Event

An event providing a financial return on the services that are provided.

4. Applications for Hire

4.1 General Provisions

The right to use Council sportsgrounds and facilities is subject to Council receiving an application on the required form signed by the applicant, stating the purpose, hours and portion or portions of the sportsground and facilities required and containing the applicant's undertaking to comply with the conditions of hire.

Where application is made on behalf of an organisation or body of persons, the applicant shall state the name of such organisation and the authority of the applicant for making such application.

The Policy provides the terms and conditions of the agreement governing the use and hire of Council sportsgrounds and facilities. It is a requirement that users read and understand the conditions and obligations within the agreement.

4.2 Sportsgrounds and Facilities Use and Allocation

Allocations are issued to clubs that apply for the use of sportsgrounds and facilities by completing the application process outlined in this document by the required date. In being allocated the facility, the successful club then enters into a hire agreement with Council. The hire agreement forms a contract between the club (who becomes the seasonal tenant) and Council.

As participation trends change, Council may review the practice of allocating facilities to provide for the efficient use of facilities. Council may require a sharing of facilities but the desire is not to impact on existing users unless clear benefit can be provided through potential relocation or reallocation. Where possible, all efforts would be made for clubs to retain the same primary "home game". While all efforts are made

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to accommodate requests, where demand exceeds resources, Council may be unable to accommodate all requests.

4.3 Facilities and Buildings

Pavilions, grandstands and other buildings are provided to support sportsgrounds activities. Allocations will also be made through a seasonal allocation. By signing the application form, applicants are agreeing to the conditions of use as outlined in this document.

Allocation of pavilions will be based on allocated days and times as applied. Council may consider placing other user groups into the pavilions during any non-allocated times although this would only be considered following consultation with the existing hirers.

5. General Terms and Conditions

5.1 Permission to Occupy

The right conferred on a club, association or casual hirer shall be a permission to occupy and shall not be construed as a tenancy. Nothing contained in these conditions shall confer on the club the right to exclusive possession and the Council may at its discretion allow other individuals and groups to have casual use of the premises.

5.2 Incorporations

It is in the club's interest to be incorporated and Council supports incorporation. For further information regarding incorporation contact Consumer Affairs and Trading:

<https://www.cbos.tas.gov.au/home>

5.3 Insurances

The club or casual hirer shall not do or neglect to do or permit to be done or left undone anything which will affect the Council's insurance policy or policies relating to fire or public risk in connection with the facilities and the club hereby agrees to indemnify the Council to the extent that such policies are affected through any such act of commission or omission.

The club or casual hirer shall take out and keep current during the period of the seasonal or casual hire period, a public liability insurance policy in a form approved by the Council in the joint names of the Council, the club body or individual, insuring, for

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a minimum sum of twenty million dollars (\$20,000,000), the Council and the club, body or individual against all actions for costs, claims, charges, expenses and damages whatsoever which may be brought or made or claimed against the Council or the Club, body or individual or both arising out of or in relation to the use of the sportsground or facilities for the period of the hire agreement.

A copy of the Certificate of Currency must be attached to the Application Form.

Council insures its buildings, fittings and fixtures against damage and fire and is responsible for the structure of the building.

Council does not provide contents insurance on any pavilion. If the club stores valuables, equipment or memorabilia in a pavilion, the club is solely responsible for insurance of all its contents.

5.4 Sportsgrounds and Facilities Inspections.

The club shall keep the premises in the same condition as at the commencement of the season and shall at all times keep the premises properly cleaned, repaired and maintained and at its own expenses shall make good any damage caused to the premises by acts or omissions of the club or its employees, members, agents or invitees, or others claiming through the club.

The club shall promptly give written notice to the Council of any hazard affecting the premises or giving rise to any potential liability.

Damage incurred by an approved casual hirer or arising from an act of vandalism to the facilities outside the hiring clubs allocated period of use must be reported to the General Manager by the club at the earliest possible opportunity.

Successful hirers must organise a ground and facilities inspection with Council prior to the commencement of the season. At this inspection, clubs will be required to sign a written acceptance that the ground and pavilion is “fit for purpose”. Clubs are also required to undertake their own inspections prior to matches, training or competitions. Some sports peak bodies have available “match day checklists” for use in conducting these inspections. These inspection forms, once completed, should be filed if required for future reference. Mid-season inspections of pavilions may also be undertaken by Council.

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5.5 Assignment

Clubs which are granted permission to use the sportsgrounds and facilities shall not assign the right of use to any other organisation or body or allow any other organisation or body to exercise the right of use granted to the club.

No club shall sub-let any part of a sportsground and/or any of the pavilion or other buildings allocated to it during the allocated period. Non-compliance may result in Council withdrawing the allocation.

5.6 Keys

All applicable public areas will be keyed by Council. This includes toilets, change rooms, kitchens and social areas. Council will require access to all of these areas at any time to meet a variety of regulations. Authorised person to lock up facilities.

Clubs who enter into a seasonal/term agreement with Council are required to lodge a \$300.00 deposit with Council for each set of keys issued per sportsground. Keys are to be returned to Council on the day the seasonal agreement terminates.

Failure to return keys shall result in the forfeit of the key deposit and possible exclusion from future use of the sportsground and facilities.

Any club having Council keys cut will have the allocation of the sportsground and facilities immediately withdrawn and/or excluded from future allocations and will be responsible for all the costs associated with the replacement of locks.

Under no circumstances are the keys to be loaned to any other club, organisation, school or person.

5.7 Council Access

Seasonal hiring clubs must allow access to the premises by authorised Council Officers and are not to install locks or security devices to prevent access by such officers at any time.

5.8 Vehicles on Playing Fields

Motor vehicles are not permitted on the sportsground unless being used responsibly to prepare for events/games. Disability and emergency vehicles are excepted.

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5.9 Signage and Advertising

It is prohibited to alter or erect any building on the land, or erect, display, affix, paint or exhibit any permanent advertising on the exterior of the building or any fences on the land without the written consent of Council. A formal application and payment of fees may be required.

5.10 Irrigation

Council's sporting reserves are important pieces of public open space which are used by the whole community. Council is responsible for the maintenance and operation of all irrigation systems. Clubs and all hirers are not to access or alter control unit settings under any circumstances. Clubs must notify Council immediately if there is any interruption to mains power as this can affect the irrigation settings or cause damage to the system. Clubs and hirers must also notify Council if there are any faults, leakages or obvious over or under watering. This may be done using the contact details supplied.

5.11 Fencing

Council will be responsible for maintaining fences around grounds and the perimeter of reserves. Council will provide internal fencing or bollards to restrict vehicular movement to designated areas of a reserve. Bollards and gates must not be removed by clubs except for emergency vehicle access. Temporary fencing of reserves for the conduct of finals and special events will be the responsibility of clubs. Clubs must apply to Council seeking prior approval, outlining the proposed event, fence type, location and the manner in which it is to be constructed.

5.12 Line-marking of Sportsgrounds

Clubs are to advise Council of their line-marking requirements as part of their application and ground inspection. Clubs will be responsible for all required line-marking.

5.13 Scoreboards

Permission must be obtained from Council for the construction of scoreboards. The construction of scoreboards is at the cost of the club and only based on approved plans. Clubs should contact Council for guidance prior to any work being undertaken.

Construction must occur under Council supervision and with relevant planning approval.

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All subsequent maintenance will be the responsibility of the club. If a scoreboard deteriorates to a condition that is dangerous or is deemed inappropriate for a structure in a Council reserve, it will be removed by Council and the club will be charged accordingly.

5.14 Temporary Closure of Ground and/or Facilities

Council reserves the right to close any sportsground to protect the playing surface, reduce risks to competitors and the public, to complete capital or maintenance works in poor weather conditions or to allow rehabilitation of the ground after damage. Where grounds are closed for matches, where practicable, Council will make all attempts to provide clubs with at least one day's notice.

5.15 Social Functions

The club shall not use the premises as a cabaret, disco, place of assembly, or for entertainment without the prior written consent of the General Manager provided that nothing in this clause shall prevent the normal meetings associated with the activities of the club.

The club or casual hirer shall not use, or suffer to be used, the premises for any illegal or objectionable purpose or for any noxious, noisy, offensive or dangerous occupation or activity or for any act which is or may be an annoyance, nuisance or inconvenience to Council or adjoining land owners or occupiers or any other person.

All social functions are to cease at 11.30pm.

5.16 Liquor Licences

No alcohol of any kind shall be brought into the sporting facility without the consent of a Senior Council Officer.

Prior to any function where liquor is to be consumed, the hirer must contact the Licensing Board to ascertain whether a liquor licence is required or whether any other conditions or restrictions will apply.

If the Licensing Board determines that a liquor licence is required, a copy of the liquor licence is to be submitted to a Senior Council Officer prior to occupancy of the sporting facility, otherwise the relative hire will be cancelled.

If the Licensing Board determines that a liquor licence is not required, a copy of that determination or advice is to be submitted to a Senior Council Officer prior to occupancy of the sporting facility, otherwise the relative hire will be cancelled.

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Any conditions or restrictions advised by the Licensing Board are to be adhered to. A copy of the conditions or restrictions is to be submitted to a Senior Council Officer prior to occupancy of the sporting facility, otherwise the relative hire will be cancelled.

The following conditions are imposed by Council where the event is serving liquor or the event is BYO liquor:

- Alcohol not to be provided to people under 18.
- Alcohol must not be available from the hall as take-away.
- Alcohol must not be consumed outside the hall.
- Designated bar staff and servers of alcohol are required to hold current Responsible Serving of Alcohol Certificates.

More information is available at the following website:

<https://www.treasury.tas.gov.au/liquor-and-gaming/liquor/applying-to-sell-liquor>

5.17 Power

The club shall be responsible for the reimbursement of all power costs. An application for subsidisation of power consumption must be in writing prior to accepting the hire agreement. Council shall consider each application on its merits.

Floodlights may only be used during the hours when clubs are allocated use of facilities as set out in the schedule, and can only be used for the playing of matches and training purposes. Floodlights must be turned off when matches and training sessions have finished and must not be left on or used for social functions conducted at the premises without the prior written consent of the General Manager.

5.18 General Maintenance

If the hirer has an enquiry relating to the maintenance of a sportsground or facility, they should contact Council's Manager Works and Services.

The hirer is responsible for ensuring that the premises is maintained and kept in a clean and habitable state.

5.19 Capital Development and Improvements

Council aims to provide at least basic level associated facilities at sportsgrounds. Due to funding limitations, Council is unable to meet all requests for facility upgrades. If a club wishes to suggest improvements to the facility at their seasonal sportsground, a written proposal should be lodged with Council which includes preliminary design plans, costing

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and confirmation of the club constitution. It should be noted that this information will assist Council in assessing the proposal and in development of a capital works program. However, there is no guarantee that any project will be undertaken or funded.

Clubs can apply for funding through agencies such as Sport and Recreation Tasmania to help contribute to capital works projects at their seasonal sportsground and/or facilities. Clubs wishing to apply for funding for a project involving a seasonal sportsground or facility is required to approach Council to discuss the project and to obtain a letter of support to include with their application.

Council is responsible for the management of any capital works that are to be undertaken. Council will look more favourably on applications for capital works that have the support of other user groups and/or those that will benefit more than one club or user group.

5.20 Public Toilets

Council maintains and pays the utility costs associated with toilets located on Council reserves that are open to the public. This includes public toilets attached to sportsgrounds and facilities. Where toilets are located at a sports reserve and are only open on match days for members and spectators, the club will be responsible for opening, closing, and cleaning.

5.21 Cleaning

Hirers are responsible for all litter generated by their activities. Council sportsgrounds and facilities must be cleaned and maintained in a state suitable for use by clubs, incumbent clubs and any community groups that use the facilities. It is the responsibility of clubs and hirers to leave sportsgrounds and facilities in a clean and tidy condition immediately after use. Supply of cleaning equipment and materials is the responsibility of the club or hirer.

5.22 Smoking

Penalties apply to non-observance of smoking restrictions contained within Tasmanian legislation, including the Public Health Act 1997. Hirers must ensure that they are aware of requirements and that members, guests, spectators and others abide by these requirements.

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5.23 Food Registration

If the hirer intends to provide food for sale, they must register as a food business with Council's Development and Environment Services Section. This requirement must be met regardless of whether the hirer is a commercial, charitable or community organisation or whether it involves the handling or sale of food on one occasion only or on a regular basis.

It is important to note that the "sale" of food does not only involve direct monetary exchange as it also includes prizes, awards and give-aways for the purpose of advertisement or in furtherance of trade or business. Clarification should always be sought from Council to determine if registration is necessary.

5.24 Open Fires

No open fires of any description inside or outside of facilities are permitted.

5.25 Liability

Neither the Council nor its servants shall be liable for any loss or damage sustained by the club or any person, firm or corporation entrusting to or supplying any article or thing to the club by reason of any such article or thing being lost, damaged or stolen. The club hereby indemnifies the Council against any claim by any such person, firm or corporation in respect of such article or thing.

The liability for damage to the sportsgrounds and facilities applies only to when the facilities are being used by the club and excludes damage caused by fire, storm and tempest.

Liability for damage to the sportsgrounds and facilities but excluding damage or loss of club property, caused by vandalism that occurs outside the hours when the club has been allocated use of the premises in accordance with the schedule shall be the responsibility of Council.

5.26 Indemnity

The club or casual hirer agrees to Indemnify and keep indemnified and to hold harmless the Council, its servants and agents and each of them from and against all actions, costs, claims, charges, expenses and damages whatsoever which may be bought or made or claimed against them or any of them arising out of or in relation to the use of the Council sportsground or facilities for the period of the hire agreement.

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5.27 Fees and Payments

Fees will be set by Council under resolution by Council and may be varied at any time.

Seasonal sportsgrounds and facilities hire fees are fixed by Council. Accounts will be forwarded at the beginning of the season and must be paid within one month of notice.

Accounts for power usage will be forwarded at three monthly intervals and at the cessation of the hire agreement. Accounts must be paid within one month of notice.

5.28 Disputes and Grievances

In the event of any disputes or differences arising as to the interpretation of these conditions, or any matter or thing contained therein, a panel comprising the Mayor, Deputy Mayor and General Manager from Council, together with the President, Secretary and one Committee Member of the club will be convened to arbitrate on the dispute. The decision of the panel shall be final and conclusive. The panel will be chaired by the Mayor.

5.29 Breaches and Defaults

If the Club or casual hirer permits or allows any breach or default in the performance and observance of these conditions, the Council may, by writing, terminate the permission to use the premises and the club or casual hirer shall immediately vacate the premises.

5.30 Pre-Season Training and Finals

Pre-season training and finals are not included within the seasonal agreement if they fall outside of the seasonal agreement dates. For finals, clubs (or associations if they are responsible for organising finals) are required to make formal application to Council and this needs to be lodged with Council at least one week prior to the last home and away season match. If this application has been lodged by this time, sportsground renovation works may be scheduled or the sportsground may be hired to other users.

If clubs have necessary pre-season requirements outside of the seasonal dates, these needs/times are to be noted on the seasonal application and considered in context. It is anticipated that on occasions the above timelines are not possible to achieve. In these cases, clubs are to make the best possible effort to contact Council regarding their practice games requirements prior to the game going ahead.

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5.31 Casual Use

In addition to sporting club use, sportsgrounds and facilities are frequently used by residents and community groups for purposes of social gatherings, casual sport and festivals and events. Council supports sportsground and facility use by these groups and will allocate grounds upon request, with consultation with hire clubs and providing this does not result in overuse of grounds or be of detriment to competition use. Annual events will take priority over casual use.

The casual hirer must ensure that if alcohol is served or brought onto the premises that a person is designated as a responsible person to monitor the consumption of that alcohol.

All social gatherings, events etc. must cease at 11.30pm.

5.32 School Use of Sportsgrounds and Facilities

As with community groups and residents, schools within the Central Highlands Municipality may use Council sportsgrounds and facilities for school sports, sports days and physical activities. Council supports this use by school groups and will allocate sportsgrounds and facilities upon request providing that this does not result in overuse of grounds or be of detriment to competition use by seasonal user groups.

School use will generally be limited to school hours. Where schools require use of grounds outside of school hours, hirer clubs will be consulted to determine if there will be any conflict of use.

Applications from schools are required prior to using sportsgrounds and facilities.

5.33 Annual Events that use Sportsgrounds and Facilities

Council permits some sportsgrounds and facilities to be used for annual events. Clubs will be made aware of these if they apply for and enter into a seasonal hire agreement with Council for one of the affected sportsgrounds and facilities. In regards to annual events, affected clubs will be notified of any annual event on their sportsground and facility prior to an agreement being finalised.

5.34 Hiring of Council Furniture and Equipment

Council may hire out furniture and equipment from Council sportsgrounds and facilities. The hirer shall be held liable for the return of all such goods in the same condition in

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which they were received. All breakages and losses shall be charged to the hirer at the replacement cost of such breakages and/or losses.

Fees, terms and conditions are available from Council and details agreed upon are to be entered into the Application to Hire Council Sportsgrounds and Facilities, included in this Policy document as Attachment 6.1.

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ATTACHMENT 6.1

APPLICATION TO HIRE COUNCIL SPORTSGROUNDS AND FACILITIES

Applicant:
Full Name, Sporting Club or Business Name, Individual (as applicable)

Address:

I/We have received, read and understand the conditions of hire, and hereby undertake to comply with all conditions, regulations and charges relative to the hire of the:

.....

for the purpose of:

.....

.....

.....

.....

CASUAL HIRE:

Period of Hire: From/...../..... To/...../.....

Time required: Fromam/pm Toam/pm

SEASONAL HIRE:

Period of Hire: From/...../..... To/...../.....

Weekly Training Sessions: Week Days...../...../.....

Training Time Spans: Fromam/pm Toam/pm

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GENERAL REQUIREMENTS:

Do you intend having liquor at the function? ☐ Yes ☐ No

Has a copy of Licensing Board correspondence been provided? ☐ Yes ☐ No ☐ NA

Has a copy of the liquor licence been provided? ☐ Yes ☐ No ☐ NA

Have copies of Certificates of Currency been provided? ☐ Yes ☐ No ☐ NA

Do you intend to sell or handle food? ☐ Yes ☐ No

Have you registered with Council as a Food Business? ☐ Yes ☐ No ☐ NA

Name of Person Responsible for Serving of Alcohol

Authorised person to lock up facilities, name authorised person

EQUIPMENT HIRE

If equipment is being requested for hire, please enter requirements in the table below. Please note that losses and breakages will be deducted from your bond, if applicable. Excess charges will be invoiced.

ITEMS HIRED				
<i>Date Required</i>				
<i>Date Returned</i>				
<i>BROKEN OR LOST</i>				

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COMPLIANCE WITH CONDITIONS OF USE OF COUNCIL POLICY

The above-named Applicant acknowledges having received and read a copy of the Central Highlands Council Policy 2013-17 Use of Council Sporting Facilities which is attached to this document and agrees to be bound by and comply with the said Policy in every respect. The Applicant further undertakes to be responsible for ensuring that all individuals or groups using the allocated Council sportsground or facility or part thereof at the times and days allocated for the Applicant shall comply with the conditions in the Policy.

INSURANCE

Applicants agree to take out and keep current during the period of the hiring of the Council hall or part thereof, Public Liability, Professional Indemnity and Product Liability insurance policies as applicable in a form approved by the Council. These policies are to be in the joint names of the Council and the Organisation insuring, for a minimum sum of twenty million dollars (\$20,000,000), the Council and the Applicant against all actions, costs, claims, charges, expenses and damages whatsoever which may be brought or made or claimed against the Council or the Applicant or both arising out of or in relation to the use of the council sporting facility or part thereof.

INDEMNITY

The Applicant further agrees to Indemnify and keep Indemnified and to Hold Harmless the Council, its servants and agents and each of them from and against all actions, costs, claims, charges, expenses and damages whatsoever which may be brought or made or claimed against them or any of them arising out of or in relation to functions held at the hired facilities.

CERTIFICATE OF CURRENCY

Applicants are required to produce copies of Certificates of Currency from their insurer which confirms that Public Liability, Professional Indemnity and Product Liability insurance policies as applicable are in force for the duration of the function to be held at the hired facilities. The policies are to contain the following provisions:

1. The policies must be for a minimum of \$20 million and must be in the joint names of the Applicant and the Central Highlands Council.
2. The insurance policies should contain a standard cross liability clause.

Copies of Certificates of Currency confirming the period and amount of cover and showing the Central Highlands Council as a joint insured, must be produced and will form part of the Agreement.

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PERMITTED HOURS/DAYS OF USE

The Applicant agrees that the permitted hours of use shall be only those times and days allocated for the Applicant and confirmed in writing by Council.

SIGNATURES

APPLICANT'S POSITION IN THE ORGANISATION: (Preferably President or Secretary)

.....

ADDRESS:

TELEPHONE: Business Private Mobile

EMAIL:

.....

Representatives signature

...../...../.....

Date

APPLICANT'S POSITION IN THE ORGANISATION: (Preferably President or Secretary)

.....

ADDRESS:

TELEPHONE: Business Private Mobile

EMAIL:

.....

Representatives signature

...../...../.....

Date

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ATTACHMENT 6.2

HIRE AGREEMENT

This Hire Agreement between Central Highlands Council and

..... as detailed in the enclosed approved Application to Hire Council Sportsgrounds and Facilities has been accepted by both parties as at the date signed and sealed below:

HIRER

NAME & POSITION IN THE ORGANISATION:
(Preferably President or Secretary)

ADDRESS:

TELEPHONE: Business Private Mobile

EMAIL:

...../...../.....
Representatives signature Date

NAME & POSITION IN THE ORGANISATION:
(Preferably President or Secretary)

ADDRESS:.....

TELEPHONE: Business..... Private..... Mobile.....

EMAIL:

...../...../.....
Representatives signature Date

CENTRAL HIGHLANDS COUNCIL

...../...../.....
General Manager Date

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ATTACHMENT 6.3

SCHEDULE OF FEES

The Hire Fees are set under Section 205 of the *Local Government Act 1993* and reviewed annually.

Please contact Council for a current list of fees and charges.

Type of Hire Fees Applicable:

SPORTING CLUBS	Seasonal Hire
OTHER USERS	Per Day
PART USE OF FACILITIES	Per Day
BOND	To be negotiated with General Manager
POWER USAGE	To be negotiated with General Manager
FURNITURE & EQUIPMENT HIRE	To be negotiated with General Manager

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ATTACHMENT 6.4

INSPECTION & DAMAGES REPORT

COUNCIL USE ONLY

HIRE FEES

TOTAL HIRE AGREEMENT AMOUNT: \$

Consisting of:

Hire: \$ Bond: \$

Power: \$ Other: \$

Receipt No: Date Paid:

PREMISES INSPECTION

Premises checked prior to use by:

Premises checked immediately after use by:

Reported Damage:

.....
.....
.....

Estimate Cost of Damage: \$

Applicant Advised:

☐ Yes

☐ No

Bond Amount Refunded: \$

Date Refunded:

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COUNCIL USE ONLY

Has a copy of photo identification been supplied?

☐ Yes

☐ No

Type of photo identification supplied:

Reference number of photo identification:

ACCEPTANCE OR REJECTION OF APPLICATION

☐ Accepted

☐ Rejected

Name of Senior Officer:

Position Title:

Signature:

Date: / /

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Policy No. 2014 - 30

Privacy (Personal Information) Policy

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1. Introduction

The functions of the Central Highlands Council (Council) are many and varied as provided under the *Local Government Act 1993* and other legislation and regulations made thereunder as well as By-laws made by the Council from time to time.

The Council collects, retains, stores and uses personal information where it is necessary for one or more Council functions and activities.

Under the *Personal Information Protection Act 2004* (the Act), the Council is the custodian of that information and the collection, use and disclosure of information which is to be used by the Council as governed by the Act.

The type of personal information collected by the Council includes names, addresses and telephone numbers, together with any specific information about a person that may be required for the purpose of discharging our functions across the organisation.

The Council is committed to upholding the right to privacy of all individuals who have dealings with the Council and endeavours to ensure that the personal information we hold is accurate, complete and up to date. Where practicable, we will check on the accuracy of your personal information before we use it.

2. Purpose

The Personal Information Protection Act 2004 (the Act) was introduced to protect the individual's right to personal privacy.

Council is committed to the Personal Information Protection Principles included in the Act. This policy explains the principles and how they may apply.

3. Scope

This policy applies to Councillors, officers and agents of Council, and covers all personal information held by Council, including:

- Information Council has collected directly from individuals, as well as information collected from third parties.
- All information collected regardless of format and media, e.g. correspondence, forms (paper and electronic), in person, over the telephone or via Council websites.

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4. Definitions

Personal information is information that can be used to identify an individual, such as name, address and date of birth.

Sensitive information includes any information about a person's racial or ethnic origin, political opinion, membership of a political association, religious beliefs or affiliation, philosophical beliefs, membership of a professional trade association, membership of a trade union, sexual preference or practice, criminal record or health information.

5. Associated Policies, Procedures, Legislation, Codes of Practice, Guidelines and Best Practice Models.

This policy should be read in conjunction with applicable, appropriate and associated policies, procedures, legislation, codes of practice, guidelines and best practice models. These include, but are not limited to:

- Personal Information Protection Act
- Local Government Act
- Code of Conduct Policies
- Employee Handbook
- Staff Induction Procedures
- Duty Statements/ Job Descriptions
- Pre-employment Screening Practices
- 2013-18 Employee Recruitment & Selection Policy
- Right to Information Act
- Public Interest Disclosure Act
- Customer Service Charter

6. Principles

6.1 Principle 1 Collection

- Council will only collect personal information when it is necessary for its functions or activities.
- Council will collect personal information directly from an individual wherever it is reasonable and practicable to do so.
- Council will collect personal information only by lawful and fair means and not in an unreasonably intrusive way.
- In some instances, Council will be required by law to collect personal information.

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- Council will only collect sensitive information where an individual has consented or as permitted under the Act.
- Before, during, or as soon as practicable after collection of personal information, Council will take reasonable steps to ensure that the individual is aware of:
 - Council's identity and how to contact it;
 - Their right to access the information;
 - The purpose for which the information is collected;
 - The intended recipients of the information;
 - Any law that requires the information to be collected;
 - The main consequences (if any) if all or part of the information is not provided.
- If Council collects personal information about an individual from a third party, it will take reasonable steps to make sure that the person is aware of the matters referred to above, unless doing so would pose a serious threat to the life, safety, health or welfare of any individual, or, would prejudice the carrying out of an investigation.

6.2 Principle 2 Use and disclosure

- Council will only use personal information within Council, or disclose it outside Council,
 - To contact an individual in order to provide services requested by that person, e.g. obtaining a permit.
 - To contact an individual in order to resolve issues relating to Council services or functions, that the person has brought to our attention, e.g. where they have reported a matter to be resolved by Council such as a fallen tree branch.
 - It may be used to contact an individual before a Council meeting to confirm their attendance and to advise them of any changes to the meeting details where they have made an application to speak or ask a question.
 - To supply an individual with material concerning Council initiatives and programs.
 - To contact an individual in relation to their property.
 - To facilitate the collection of Council fees and charges, e.g. we will use a person's name and address details to forward rate notices.

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- To enable payment for Council-provided goods and services, e.g. we may collect an individual's credit card and bank account details when they make a payment for goods and services.
- To enable Council to undertake its law enforcement functions, e.g. Council collects information about an individual from various Road Traffic Authorities to process Parking Infringement Notices.
- To update an individual's name and address details and verify information.
- To check occupancy for ratings purposes.
- To contact an individual in case of an emergency.
- In some circumstances, Council needs to disclose a person's information to other organisations. Examples of situations where disclosure may occur include:
 - Personal Information collected in relation to an individual's property may be forwarded to the Valuer-General and the Australian Bureau of Statistics, the Director of Building Control and the Training Levy Board in accordance with various legislative requirements.
 - Personal Information included on a subdivision or development application may be forwarded to other State Government agencies in accordance with legislative requirements and made available to the public.
 - Pensioner Applications for Rates Remission may be forwarded to Centrelink, the Department of Treasury, the Department of Veterans' Affairs and Housing Tasmania.
 - Information relating to financial requests, for example a direct debit, may be forwarded to our bank.
 - If a workplace incident or other incident or accident occurs, information may be forwarded to our Workers Compensation, public liability or professional indemnity insurers.
 - If an individual does not pay their rates, Council may forward their information to the courts and a debt collector may be appointed.
 - If infringement notices are not paid, Council may forward an individual's information to the courts, solicitor or the Monetary Penalties Enforcement Unit.
 - If an individual applies to work in an area of Council that involves working with children or youths whether as an employee or as a volunteer, a report may be requested from Tasmania Police Education for safety screening purposes.
 - In order to properly assess an individual's development, building or subdivision application, Council may seek the advice of other agencies and, in doing so, will provide details of the application, including any personal information included on the application to that agency. Examples of these agencies include

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6.3 Principle 3 Data quality

- Council will take reasonable steps to make sure that the personal information it collects, uses or discloses is accurate, complete and up-to-date.
- An individual may update the personal information they have supplied to Council. Details on how to do so are outlined under Privacy Principle 6.

6.4 Principle 4 Data Security

- Council will ensure that all employees are aware of the provisions of the Local Government Act in relation to the improper use of information.
- Council will take all necessary steps to make sure that personal information is stored safely and securely. Technological and operational procedures are in place to protect personal information from misuse and loss.
- Council will dispose of personal information where it is no longer necessary to fulfil the purposes for which it was collected, or as required by the Archive Act or other legislation.

6.5 Principle 5 Openness

- Council will make this policy available upon request.
- On request by an individual, Council will take reasonable steps to let the person know, generally, what sort of personal information it holds, collects, for what purposes, and how it collects, holds, uses and discloses that information.

6.6 Principle 6 Access and Correction

- Should an individual wish to access their personal information, they may contact Council on 03 6286 3202. Access will be provided except in the circumstances outlined by The Act, for example, where the information relates to legal proceedings of where the Right to Information Act applies.

6.7 Principle 7 Unique Identifiers

- A unique identifier is a reference that enables the identification of a particular person (e.g. driver's licence number).

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- Council will only assign unique identifiers if is necessary to carry out any Council functions or responsibilities, or it is required by law.

6.8 Principal 8 Anonymity

- Council will, where it is lawful and practicable, give individuals the option of remaining anonymous when entering into transactions with Council.
- However, as anonymity may limit Council's ability to process a complaint or other matter, Council reserves the right to take no action on any matter if a person chooses not to supply sufficient personal information to Council.

6.9 Principle 9 Transborder Data Flows

- Council will transfer personal information to a region outside Tasmania only if authorised by law or with the consent of the individual.

6.10 Principle 10 Sensitive Information

- Council will only collect sensitive information when you have consented, or as permitted under the Personal Information Protection Act or required by law.
- Sensitive information will be treated with the upmost security and confidentiality and only used for the purpose for which it was collected.

7. Correction and Complaints

If a person is not satisfied with the handling of their personal information or the outcome of their request to access or correct their personal information, they may contact Council to make a complaint on (03) 6286 3202. Complaints will be investigated within 15 business days and a written response will be provided.

If a person is not happy with the outcome of their complaint, they can lodge a complaint with the Ombudsman. The Ombudsman's Office can be contacted on 1800 001 170, and by email at ombudsman@ombudsman.tas.gov.au

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Policy No. 2017- 45

**Disability Access &
Inclusion Policy**

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POLICY OBJECTIVES

The objective of this policy is to state the Council's position in regards to the Commonwealth *Disability Discrimination Act 1992*.

POLICY AIMS

- To improve access to public buildings and facilities;
- To adapt existing services to ensure that they meet the needs of people with disabilities;
- Provide direction to all Council staff and elected members;

DISABILITY DISCRIMINATION ACT 1992

The Disability Discrimination Act 1992 (DDA) makes it unlawful to discriminate in the provision of goods, services or facilities, against people on the basis that they have, or may have, a disability. It is a legal requirement of Council to respond to issues and complaints that are raised relating to services under the control of the Council.

The main objective of the DDA is to eliminate, as far as possible, discrimination against persons on the grounds of disability. It is designed to ensure that people with disabilities are not deprived of equal opportunity by stereotype, prejudice or misconception, or by unnecessary barriers or restrictions.

The DDA requires that a person's disability should be taken into account only where it is relevant and fair to do so.

IMPACT

The Disability Discrimination Act 1992 has a particular relevance to a number of the Council's operations, namely:

- Access to Council owned and / or operated facilities used by the Community;
- The provision of Council services;
- The purchase, sale and usage of Council land;
- Council employment (including volunteers);
- Council contractor management;
- The provision of Council information to the Community; and
- The development of Council policies and procedures.

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POLICY

The Central Highlands Council is committed to ensuring, as far as is practicable, that the Community is accessible for people with disabilities, their families and carers.

The Council recognises that people with disabilities are valued members of the Community who make a variety of contributions to social, economic and cultural life within the Central Highlands area.

OUTCOMES

The Council is required, under the DDA, to work towards providing equity of access to services and facilities to all sectors of the Community, including people with disabilities.

The Council is committed to:

- Providing facilities, services and assets that, as far as is practicable, comply with Australian Standards and Codes and objectives of the Disability Discrimination Act; and
- Ensuring, as far as is practicable, that the Council's relevant policies and procedures address the needs of people with disabilities, in accordance with the principles outlined in the DDA and this policy.

OTHER RELEVANT DOCUMENTS

Disability Discrimination Act 1992 (DDA)

Building Code of Australia (BCA)

Disability Standards for Accessible Public Transport 2002

Australian Standard (AS1428.1 2021 – Design for access and mobility general requirements for access – New building work

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Policy No. 2016 - 44

Purchasing and Payments Control Policy

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PURPOSE AND BACKGROUND

The purpose of this policy is to:

- Provide clear guidelines when purchasing goods and services from external suppliers/contractors;
- Ensure Council employees engaged in purchasing will at all times undertake their duties in an ethical manner and act responsibly and exercise sound judgement;
- Clarify conditions for payment of invoices received by Central Highlands Council; and
- Clarify when an unscheduled payment can be made.

POLICY STATEMENT

The objective of Council's Purchasing and Payment Control Policy is to:

- Coordinate Internal Procedures for purchasing and payments;
- Ensure compliance with Central Highlands Council's Tendering and Procurement Policy; and
- Ensure an appropriate process is in place for the ordering of goods and services from external suppliers/contractors.

APPLICATION

This policy applies to the procurement of goods and services from external suppliers/contractors in accordance with Central Highlands Council's Tendering and Procurement Policy.

PROCEDURES

In accordance with Central Highlands Councils Code for Tenders and Procurement Policy, procurement value thresholds have been set for dealing with any procurement process to ensure Council is consistent with the requirements specified in Regulation 28 of the Local Government (General) Regulations 2015.

The following table refers to the thresholds and summarises what purchasing method Council utilises based on the total dollar value of the purchase.

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Procurement Value	Minimum Requirement	Officer Authorised to Instigate Purchase Order (Purchasing Officer)	Authority (refer to Purchasing and Payments Control Policy)
Under \$5,000	One verbal quotation where applicable. Council Purchase Order where appropriate.	All Managers, Supervisors, Leading Hand Team Leader, Senior Administration Officers	Orders over \$1,000 to be authorised by applicable Manager or Supervisor
\$5,001 to \$10,000	Two verbal quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	All Managers, Supervisors, Leading Hand Team Leader, Senior Administration	To be authorised by applicable Manager.
\$10,001 to \$50,000	Two written quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	All Managers	To be authorised by applicable Manager, Deputy General Manager or General Manager.
\$50,001 to \$99,999	Three written quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	All Managers	To be recommended by applicable Manager and authorised by Deputy General Manager or General Manager.
\$100,000 up to \$249,999	Three written quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	General Manager	To be recommended by applicable Manager or Deputy General Manager and authorised by General Manager.
\$250,000 or over	Council must advertise each tender at a minimum in the local regional newspaper and advertise on the Council website.	General Manager	Contracts to be awarded and signed by the General Manager after acceptance and approval by Council.

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NOTE:

Where Grants or Funding have been provided as a result of a successful application by Council, there is no requirement to re-submit or call for quotations for items less than \$250,000.

Purchase Order Internal Control

Purchase orders must be issued at the time of placing an order for all goods or services from external suppliers/contractors unless otherwise listed except where it is impractical to generate an order, e.g:

- payment of state government taxes;
- payment of utility accounts e.g. TasWater, Telstra, Aurora;
- financial transactions;
- legal opinions;
- petty cash reimbursements;
- recurring lease and rental payments;
- purchases made under contract;
- payroll deductions and payroll cheques;
- donations;
- BAS Cheque;
- Photocopier maintenance payments etc.;
- Refunds eg. Overpaid rates.

Purchase Orders can only be issued for items to be used by the Central Highlands Council and cannot be used for staff or personal requirements.

A standard purchase order is a legal contract used for the procurement of goods or services when the vendor, goods/services, costing and shipping address are known and the order is expected to be delivered in full at an agreed future date at an agreed price.

Telephone orders can be made and a purchase order number quoted. The purchase order must be filled out at the time the goods or services are requested from creditors.

Purchase Orders should show the following:

- Name and address of creditor
- Amount and description of goods being purchased

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- Approximate cost of the required goods/services
- The clear name and signature of the ordering officer
- The job number
- Manager's, Deputy General Manager's or General Manager's signature is required if over prescribed amount (see table on page 3)

Each good or service is to be included in its entirety on one order and is not to be split over a number of orders.

Where staff are authorising the procurement of goods and services, they are certifying that the purchase is within budget allowances and is a genuine requirement of their budget area. Procurement of goods and services are to reflect budgetary restrictions unless special authorisation has been granted by the General Manager or by Council.

Written quotes are to be filed by the Accounts Payable Officer

Payment of Invoices

The following tasks are to be undertaken by the Accounts Payable Officer:

1. Upon receipt of an invoice, always check:
 - Against the purchase order if one has been raised;
 - Attach order to invoice;
 - That the goods and services have been received in a satisfactory manner;
 - The price is correct as quoted;
 - The supplier has included an ABN;
 - GST has been included where required; and
 - That a Statement by Supplier Form is attached if an ABN is not quoted.
2. Input all invoices in the Xero accounts program with the following information:
 - Enter supplier code;
 - The total of the invoice;
 - Code the invoice to the appropriate expense general ledger number and project number before sending to the Purchasing Officer and/or General Manager for payment approval;
 - The Purchasing Officer who raised the purchase order must put a note in Xero account program to certify the item was received and the invoice amount is correct; and

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- Once the Purchasing Officer has put the note in the Xero account program the invoice the appropriately authorised officer must approve the invoice for payment within the Xero account program.

Payment is made by either Cheque or Electronic Fund Transfer.

(a) Cheque Payments

- Cheque payments are to be processed, photocopied and attached with their matching invoice. They are required to be signed by two authorised bank signatories (as registered with the relevant banking Authority).
- Processed copies of cheques and invoices are filed together in numerical order in folders and kept for 7 years.

(b) Electronic Funds Payments

- Invoices are filed within the Xero account program.
- Electronic payments are entered into the Xero account program and the payment registered is checked by the Deputy General Manager or General Manager prior to payments being sent to the bank.
- Electronic payments are to be uploaded to the bank account by an authorised officer and confirmed electronically by two other officers (Senior Administration Officers, Deputy General Manager and/or General Manager).
- Processed bank report is filed in the payment register.

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Policy No. 2015-06

Tendering and Procurement Policy

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1. Purpose

This Policy applies to all tendering and procurement which the Council is obliged to conduct under the Local Government Act 1993 (the Act). The Policy gives guidance for tendering and procurement procedures.

Central Highlands Council is committed to a tendering and procurement system that will produce the best value for money, quality goods and services to our residents and ratepayers, open and effective competition, enhancement of the capabilities of local business and industry and that treats all tenderers in a timely and fair manner. To help achieve this, this Policy sets out the steps that the Council will follow when procuring and tendering goods, services or works.

To achieve its objective the Council will ensure that the tender process is fair to all parties, and use its best endeavours to demonstrate that fairness to tenderers and potential tenderers. More specifically, it will:

- produce tender documents that clearly specify the Council's required outcomes to allow tenderers to bid for and price work accurately;
- package work put to tender in a manner which encourages competition and the best outcome for residents and ratepayers;
- not participate in, and actively discourage other parties from, improper tendering practices such as collusion, misrepresentation and disclosure of confidential information;
- require any conflict of interest to be disclosed immediately;
- have regard to the cost of tendering to tenderers, residents and ratepayers and seek to constrain that cost.

Council promotes a policy of supporting local business, i.e. within the municipal area, in the first instance where the local business is able to supply goods and services which are equivalent value and standard to external sources.

Council also has the opportunity to procure selected items through NPN (National Procurement Network); a service made available through LGAT. Prices may be significantly lower due to the increased purchasing power and there may also be significant time savings as specifications, tenders and contracts are all dealt with by NPN.

This policy restates the ethical principles applying to all parties in the tendering process and then describes all steps in the tendering process under the headings of obligations of the principal and of tenderers.

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Adherence to this code provides for minimum acceptable levels of behaviour from those involved in the tender process but does not minimise all areas of potential risk and associated liability.

2. Legislative Requirements, Regulations and Associated Council Policies, Procedures and Guidelines.

This policy should be read in conjunction with applicable, appropriate and associated Legislative Requirements, Regulations, Council Policies, Procedures and Guidelines. These include but are not limited to:

- The Local Government Act 1993;
- Local Government (General) Regulations 2015;
- Australian Standard AS4120 – 1994 – Code of Tendering
- Code of Conduct Policies;
- Risk Management Policy and Procedures;
- Staff Induction Procedures;
- Duty Statements (Job Descriptions, etc.);
- Fraud Policies and Procedures;
- Delegations of Authority;
- Purchasing and Payments Control Policy

3. Glossary of Terms

3.1. This Policy

2015-06 Tendering and Procurement Policy

3.2. Council

Central Highlands Council.

3.3. Tender Box

The point or place for lodgement of tenders.

3.4. Contractor

A contractor is defined as a person or organisation, external to Council, engaged under a contract for service (other than as an employee) to provide specified services to Council. A contractor generally works under the supervision of a Council Manager to provide services which are not readily available in the Council.

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3.5. Expression of Interest

Is a means of identifying potential suppliers or contractors interested in a particular project which may ultimately submit a formal tender or quotation. This allows the Council to shortlist potential suppliers before seeking detailed offers, depending on technical, financial and managerial capacity, thus restricting the issue of formal tenders to those suppliers with demonstrated capacity.

3.6. Open/Public Tender

The formal process of publicly inviting offers through an advertisement in a local newspaper to supply goods and services, or purchase surplus items, normally involving specifications and detailed documentation.

3.7. Procurement

The entire process by which all resources are obtained by an entity, including planning, design, standards determination, specification writing, selection of suppliers, financing, contract administration, disposals and other related functions.

3.8. Tender

Is a formal offer to supply goods or services at a stated cost. A tender may be public (advertised) or selective (bids from selected contractors sought).

3.9. Standing Tenders

From time to time the Council may utilise a standing tender in which one or more tenderers are contracted through an open tender process to provide specified goods or services over a period of time without the need for a further tender process. This may be particularly relevant to supplies of general items such as stationery, cleaning products, etc.

The way in which a standing tender is established is the same as for an open tender process where the specification and description of the tender describe the intent of the standing contract and the conditions of its use.

3.10. Multiple Use Register

From time to time the Council may utilise a multiple-use register process to establish a register of suppliers that Council has determined satisfy the conditions for participation in that register, and that Council intends to use more than once.

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If it is determined that a such register will be established, the General Manager will invite expressions of interest from prospective applicants for inclusion on a register by publishing at least once in the major regional newspaper and on its website a notice specifying:

- A description of the goods and services, or categories thereof, for which the register may be used;
- The name and address of the council and other information necessary to contract the entity and obtain all relevant documents relating to the register; and
- Any deadlines for submission of application for inclusion on the register.

The General Manager will advise all prospective tenderers of the results of their application including all categories for which they are registered and the reasons for rejection of inclusion on the register as soon as practicable.

When Council wishes to use the register, the General Manager will invite all successful applicants that are registered for the relevant category to tender for the provision of the required good or service, and the tender process as outlined in this policy will be utilised.

Council will review any established register at least once every 3 years.

3.11. Multiple-Stage Register

From time to time the Council may utilise a multiple-stage tendering process. This is a process by which suppliers are evaluated through stages against criteria established by the Council. This is a useful process to:

- Gain market knowledge and clarify the capability of suppliers;
- Shortlist qualified tenderers; and
- Obtain industry input.

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The General Manager may call for expressions of interest from prospective tenderers and will ensure that prospective tenderers are provided with all relevant information including details as to the various stages in the tender process.

As a final stage in a multiple-stage tender process the General Manager will invite all suppliers who have met the criteria set by the Council to tender for the supply of goods or services, in which event the tender process as outlined in this policy will be utilised.

3.12. National Procurement Network (NPN)

The NPN is an alliance of state and territory local government associations. The NPN combines the purchasing power of around 350 councils Australia wide.

Because LGAT is a member of the NPN, it is able to offer Council, as a member of LGAT, access to:

- Better pricing for a range of goods (savings on government list prices of up to 30%)
- Significant time saved in preparing tender and contract documentation
- Significant time saved in reviewing and appointing appropriate suppliers
- The benefit of nearly always being able to purchase the goods locally – so providing support to local businesses.

By Using the National Procurement Network (NPN), there is no need for Council to draft contracts, advertise, evaluate tenders and award contracts. These functions represent hidden costs that have been estimated to be in the vicinity of \$5,500 per tender.

LGAT has purchased a VendorPanel license which allows councils to create online requests for quotations from preferred and pre-qualified suppliers. VendorPanel is a secure web based system used by organisations to increase transparency, compliance and savings.

4. Guidelines – Tendering and Procurement Thresholds

There are a number of tendering and procurement thresholds that require different levels of involvement in planning and executing the purchase. The following table refers to the thresholds and summarises what purchasing method Council utilises based on the total dollar value of the purchase.

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Procurement Value	Minimum Requirement	Officer Authorised to Instigate Purchase Order (Purchasing Officer)	Authority (refer to Purchasing and Payments Control Policy)
Under \$5,000	One verbal quotation where applicable. Council Purchase Order where appropriate.	All Managers, Supervisors, Leading Hand Team Leader, Senior Administration Officers	Orders over \$1,000 to be authorised by applicable Manager or Supervisor
\$5,001 to \$10,000	Two verbal quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	All Managers, Supervisors, Leading Hand Team Leader, Senior Administration	To be authorised by applicable Manager.
\$10,001 to \$50,000	Two written quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	All Managers	To be authorised by applicable Manager, Deputy General Manager or General Manager.
\$50,001 to \$99,999	Three written quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	All Managers	To be recommended by applicable Manager and authorised by Deputy General Manager or General Manager.
\$100,000 up to \$249,999	Three written quotations, one of which to be from a local business, if applicable. Council Purchase Order where appropriate.	General Manager	To be recommended by applicable Manager or Deputy General Manager and authorised by General Manager.
\$250,000 or over	Council must advertise each tender at a minimum in the local regional newspaper and advertise on the Council website.	General Manager	Contracts to be awarded and signed by the General Manager after acceptance and approval by Council.

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5. Processes and Principles

5.1. Specifications

The Council has responsibility to its residents and ratepayers to ensure services are properly delivered. It will therefore develop specifications that clearly set out the Council's expectations. Most specifications will focus on outcomes and quality requirements, rather than particular ways of delivering a service. Some specifications may include both input and output requirements for a service.

The tender documents will require tender proposals to indicate how the performance standards will be met, and how the tenderer would measure the satisfaction levels of service users.

The tender documents will require the tenderers compliance with Council's Work Health and Safety Policy.

In developing specifications, the Council will consider the requirements of service users and may seek the views of the providers of the existing service and others providing similar services, whether in the public or private sector.

The Council will identify in the specifications any Council assets to be made available to tenderers, whether in-house or external, and may set costs, terms and conditions for the use of the assets.

No potential tenderer will have access to the final specifications prior to their formal approval and public release by the Council.

5.2. Public Notice

Public notice is required under the Act to start a tender process. The Council will advertise in the Public Notice Section of the Mercury newspaper and may advertise in other newspapers or publications where appropriate. The Council will also place information on the tender on its website.

When advertising the Council will specify:

- The nature of the goods or services required;
- Any identification details allocated to the contract;
- Where the tender is to be lodged;
- Particulars identifying a person from whom further or detailed information relating to the tender can be obtained; and
- The period within which the tender is to be lodged.

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5.3. Variations to a Tender

Where the Council seeks to amend or extend the closing date for a tender it will advertise the variation/s in the Mercury newspaper and on its website. If tender documents have been issued or a written tender has already been received then the General Manager will notify the recipients of the tender documentation and any tenderer in writing of the variation/s to the tender.

5.4. Expression of Interest

The Council may use an "expression of interest" process before it invites tenders. If so, it will advertise publicly the purpose and nature of the contract or project and the date by which it will invite tenders. The aim at the expression of interest stage is not to elicit tenders, but rather to assess the capacity of the respondents to undertake the work or project, and to refine the specifications. The Council will make the evaluation criteria for registration available to all respondents.

The Council will seek tenders from local business and industry if available.

The Council may invite tenders from some, all or none of the registrants, by the advertised date. If the Council does not invite tenders by that date, it will write to all registrants advising when tenders are to be invited. Respondents who are not invited to tender will be advised in writing. The Council will use this list of registrants to invite tenders for the advertised contract or project only.

5.5. Invitation to Tender

The Council will offer the same tender documents to all those who respond to an invitation to tender. A copy of this Policy will be attached to all tender documents.

The Council may impose a fee for tender documentation related to the cost of printing the tender documentation. The Council will not impose any additional fee for tender documentation unless it refunds the fee to each tenderer who submits a conforming tender. The Council will not request a tender deposit. In all cases the Council will seek to minimise the cost to suppliers of participating in the tender process.

The tender documents will include the tender evaluation criteria and identify the order of importance accorded to the criteria.

In addition, the Council will ensure that prospective tenderers are provided with all relevant information, including:

- Details of the goods or services required;
- Details of the duration of the contract, including extensions;

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- Any mandatory tender specifications and contract conditions; and
- A reference to the Council's Tender Policy.

If the Council gives advice, written or verbal, to a respondent clarifying the meaning of the tender documentation, it will give the same information to all other respondents in writing. The Council will keep a written record of any other verbal advice. The Council will respect the confidentiality of a respondent who discloses information which has commercial or intellectual property value. The Council will consider conducting a pre-tender briefing and may determine not to give additional information apart from the briefing.

Tenderers will generally be given a minimum of 21 days from the date on which tenders were invited in which to submit tenders. All tenders must be in writing. The submission period is determined by the nature of the tender and the Council will advise respondents in writing when it invites tenders if a longer or shorter submission period is to apply.

5.6. Opening of Tenders

The opening of tenders is not a public event. Tenders are to be opened jointly by either the General Manager, Deputy General Manager, Managers or Council officer.

All details are to be entered into the Tender Register and must be signed off by those opening the tenders. The Tender Register is to be stored in the safe.

5.7. Acceptance or Rejection of Tender

Late tenders will not be accepted.

Any proposal that does not conform to the tender conditions may be rejected as non-conforming. The General Manager will notify any tenderer of the rejection and the reasons for the rejection.

The Council will acknowledge receipt of all tenders in writing.

5.8. Tender Evaluation

The relevant manager shall prepare an evaluation report on tenders received.

Plant and vehicle tenders shall be considered by Council's plant committee with a recommendation being made to Council for awarding of the successful tender.

All tenders will be discussed by Council in a closed session of a Council meeting.

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5.9. Award of Contract

The Council may negotiate with tenderers to determine the award of the contract but must have regard to the scope of the invitation to tender at all times.

The Council will not trade the price of one tenderer against that of another tenderer. The Council will exhaust negotiations with one tenderer before beginning negotiations with another tenderer.

The decision to award a contract will be made by the Council or its delegated officer. The Council will award the contract on the basis of the best quality and value for money for the community.

The Council will have regard to the written tender evaluation report and may also have regard to other factors impacting on the best quality and value for money outcome.

The Council will promptly notify the successful tenderer by telephone and in writing and unsuccessful tenderers will be notified in writing.

5.10 Notification of Awarding the Contract

Once the successful tenderer has been notified the Council will promptly advise the unsuccessful bidders in writing of:

- The tender outcome; and
- The successful contractor.

All unsuccessful tenderers will be offered the opportunity of attending a debriefing session, and Council will document the proceedings of the debriefing sessions.

6. Complaints Process

The Council will deal promptly with any complaints about its tendering process. Each complaint will be recorded in writing and the complainant given an opportunity to discuss his or her complaint with the General Manager or a delegated senior officer.

7. Exemptions

The Regulations provide that Councils must publicly invite tenders for the purchase of goods and services with a value in excess of \$250,000.00 (ex GST).

The Council is committed to encouraging open and effective competition between suppliers with the objective of obtaining value for money and enhancing opportunities for local business.

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However, Council may not issue a tender or use a quotation process where the goods and services sought relate to:

- An emergency if, in the opinion of the General Manager, there is insufficient time to invite tenders for the goods or services required in that emergency;
- A contract for goods or services supplied or provided by, or obtained through, an agency of a State or of the Commonwealth;
- A contract for goods or services supplied or provided by another Council, a single authority, a joint authority or the Local Government Association of Tasmania;
- A contract for goods or services in respect of which the Council is exempted under another Act from the requirement to invite a tender;
- A contract for goods or services that is entered into at public auction;
- A contract for insurance entered into through a broker;
- A contract arising when the Council is directed to acquire goods or services due to a claim made under a contract of insurance;
- A contract for goods or services if the Council resolves by absolute majority and states the reasons for the decision, that a satisfactory result would not be achieved by inviting tenders because of –
 - extenuating circumstances; or
 - remoteness of the locality; or
 - the unavailability of competitive or reliable tenderers;
- A contract of employment with a person as an employee of the Council.

8. Reporting

Council will publish in its Annual Report in relation to all tenders valued over \$250,000 (excluding GST) and all contracts for the supply or provision of goods and services valued at or above \$250,000 (excluding GST), awarded or entered in the financial year, including extensions granted:

- A description of the contract;

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- The period of the contract;
- The periods of any options for extending the contract;
- The value of any tender awarded or, if a tender was not required, the value of the contract ex. GST;
- The business name of the successful contractor; and
- The business address of the successful contractor.

Where an exemption has been granted from a tender process the following details will be reported in Council's Annual Report:

- A brief description of the reason for not inviting public tenders;
- A description of the goods or services acquired;
- The value of the goods or services acquired; and
- The name of the supplier.

The General Manager will provide Council with a quarterly report of any instance where a purchase of a good or service is made where a public tender or quotation process is not used where an exemption applies from the tender process.

9. Confidentiality

Council treats information provided by suppliers as confidential and will not provide this information to unauthorised persons.

10. Special Considerations

10.1 Budgetary Restrictions:

Generally, where staff initiates purchases, they are authorising the procurement and certifying that the purchase is within budget allowances and is a genuine requirement of their budget area. Regardless of delegated responsibilities and monetary limits that may be imposed on staff, procurement of goods and services are to reflect budgetary restrictions unless special authorisation has been granted by the General Manager or by Council.

Councils Purchasing and Payments Control Policy shall be read in conjunction with this policy.

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10.2 Sensitive Information and Conflicts of Interest

Council employees, contractors, sub-contractors, consultants and elected members are reminded that the best interests of the Council are fundamental and are to be served at all times. Notifications of conflicts of interest (actual and perceived) are to be advised and recorded as early as possible. Disclosure of sensitive and confidential information, including prices, terms and conditions are strictly commercial in confidence and their unauthorised disclosure, particularly with a motive to provide personal financial gains or benefits is contrary to the principles of ethical behaviour and may result in dismissal, prosecution or other sanctions.

10.3 Disposals and Trade-Ins.

The disposal or trade-in of obsolete assets is an area that can be open to criticism and one in which the possibility of unethical behaviour can be perceived and needs to be controlled with guidelines and processes that will prevent or lessen unfounded criticism or claims. All disposals, write-offs, cannibalisation and trade-ins are to be considered on a case by case basis and are to be authorised by the General Manager and recorded in a Disposals Register.

Disposals of a minor nature may be negotiated between the General Manager and a third party.

Disposal of assets of considerable value or high interest items will be subject to disposal either through a tender process or be traded-in as part of the procurement deal, whichever is the most cost-effective to Council.

Generally, Tenders and Trade-ins are to be managed independently by the Finance and Administration Section under the supervision of the General Manager. This approach should lessen the opportunities (whether real or perceived) for the leaking of expected prices and the unethical and illegal manipulation of returns to Council.

10.4 Disposal of Items to Staff, Contractors, Sub-Contractors, Consultants and Elected Members.

Subject to the terms, conditions and provisions contained within this Policy, staff, contractors, sub-contractors, consultants and elected members are not excluded from tendering or applying for the purchase of items to be disposed of.

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ATTACHMENT 6.4

HIRE AGREEMENT

This Hire Agreement between Central Highlands Council and

tasmanian working sheep dog association

as detailed in the enclosed approved Application to Hire Council Sportsgrounds and Facilities has been accepted by both parties as at the date signed and sealed below:

REPRESENTATIVE'S NAME & POSITION IN THE ORGANISATION:.....

Secretary

(Preferably President or Secretary)

ADDRESS:.....

3. Bormington Street West Hobart

TELEPHONE: Business.....

Private.....

Mobile.....

0431179721

EMAIL:.....

blyth.carmichael@gmail.com

[Signature]

16/1/23

Representatives signature

Date

REPRESENTATIVE'S NAME & POSITION IN THE ORGANISATION:.....

(Preferably President or Secretary)

ADDRESS:.....

TELEPHONE: Business.....

Private.....

Mobile.....

EMAIL:.....

Representatives signature

Date

PERMITTED HOURS/DAYS OF USE

The Applicant agrees that the permitted hours of use shall be only those times and days allocated for the Applicant and confirmed in writing by Council.

APPLICANT'S POSITION IN THE ORGANISATION:.....

*Secretary
President*

(Preferably President or Secretary)

ADDRESS:.....

3. Bonnington Road, West Hobart

TELEPHONE: Business.....

Private.....

Mobile.....

0431179721

EMAIL:.....

blyth.carmena@gmail.com

.....

Applicant's signature

Date

APPLICANT'S POSITION IN THE ORGANISATION:.....

~~President~~ President

(Preferably President or Secretary)

ADDRESS:.....

Vicki Jones

TELEPHONE: Business.....

Private.....

Mobile.....

EMAIL:.....

.....

Applicant's signature

Date

...../...../.....



ATTACHMENT 6.1

APPLICATION TO HIRE COUNCIL SPORTSGROUNDS AND FACILITIES

Applicant..... *tasmanian working shupdog association*
Full Name, Sporting Club or Business Name, Individual (as applicable)

Address.....

I/We have received, read and understand the conditions of hire, and hereby undertake to comply with all conditions, regulations and charges relative to the hire of the:

..... *Bothwell sporting oval.*

for the purpose of:

..... *running our annual shup dog trials.*

CASUAL HIRE:

Period of Hire: From *3* / *3* / *23* To *5* / *3* / *23*

Time required: From *6* am/pm To *6* am/pm

Do you intend having liquor at the function?

☐ Yes ☒ No

Has a copy of Licensing Board correspondence been provided?

☐ Yes ☐ No ☐ NA

Has a copy of the liquor licence been provided?

☐ Yes ☐ No ☐ NA

Have copies of Certificates of Currency been provided?

☐ Yes ☐ No ☐ NA

Do you intend to sell or handle food?

☐ Yes ☒ No

Have you registered with Council as a Food Business?

☐ Yes ☐ No ☐ NA

Name of Person Responsible for Serving of Alcohol

.....

If sportsgrounds or facilities equipment is being requested for hire, please enter requirements in the table below. Upon return of the equipment, please complete the table. Please note that losses and breakages will be deducted from your bond, if applicable. Excess charges will be invoiced.

ITEMS HIRED												
REQUIRED												
RETURNED												
BROKEN OR LOST												

COMPLIANCE WITH CONDITIONS OF USE OF COUNCIL POLICY

The above-named Applicant acknowledges having received and read a copy of the Central Highlands Council Policy 2013-17 Use of Council Sporting Facilities which is attached to this document and agrees to be bound by and comply with the said Policy in every respect. The Applicant further undertakes to be responsible for ensuring that all individuals or groups using



ATTACHMENT 6.2

SCHEDULE OF FEES

HIRE CHARGES:

Hire Charges set under Section 205 of the Local Government Act 1993.
Adopted by Council at its meeting held on 21 June 2016.

SPORTING CLUBS

Seasonal Hire \$250.00

OTHER USERS

Daily/Weekend \$250.00

PART USE OF FACILITIES

Daily/Weekend \$100.00

BOND

To be negotiated with General Manager

POWER USAGE

To be negotiated with General Manager

FURNITURE & EQUIPMENT HIRE

To be negotiated with General Manager

*to whom this may concern,
dear sir/madam,*

*Each year we make a generous
donation to the school + football club and
hope that you might consider waiving the fees for
the hire of the grounds.*

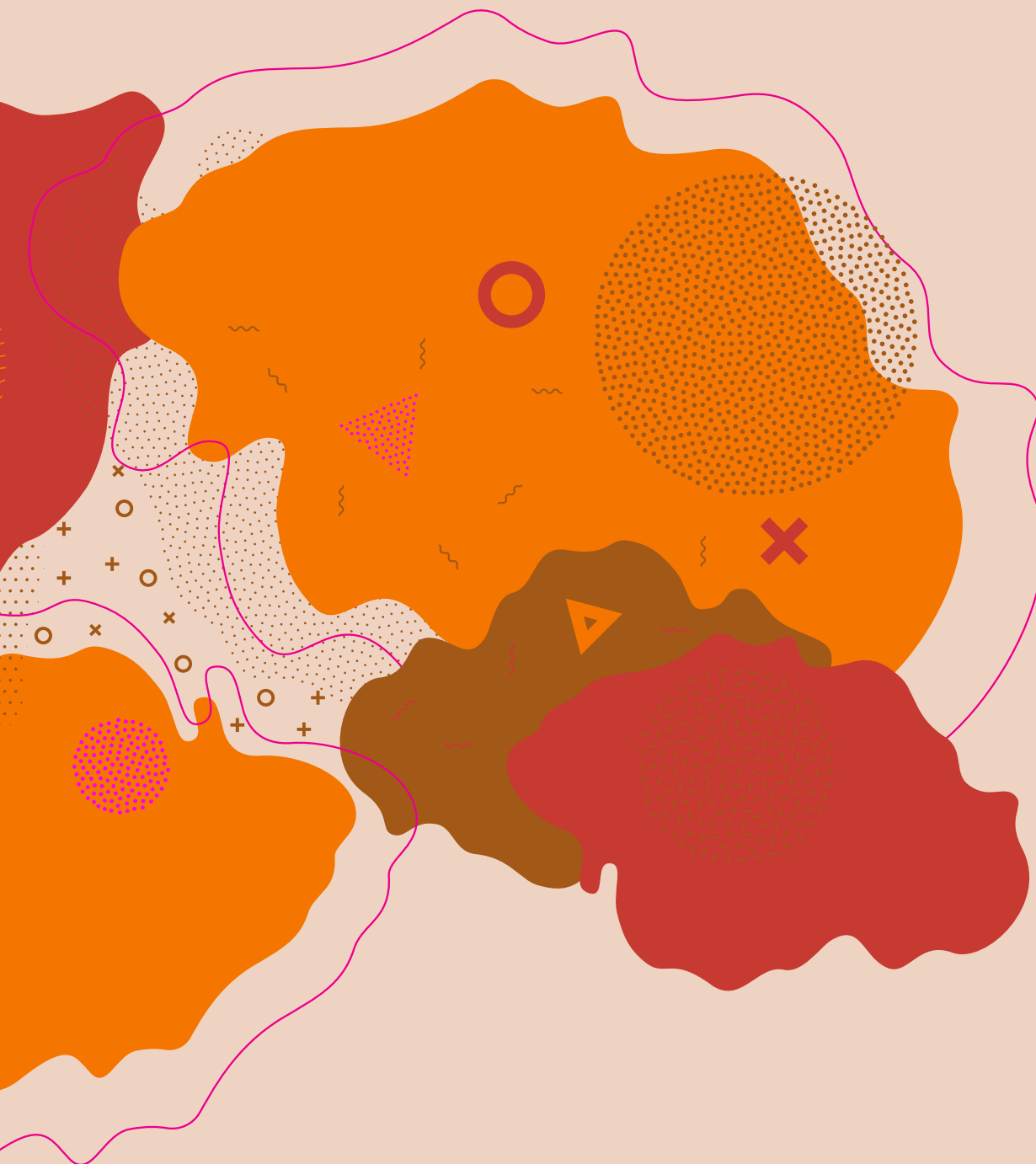
Many thanks - Carmen Blyth.



Tasmanian Local Government **Aboriginal Audit Report 2022**

Cover image: Natasha Mulhall

The graphic elements used throughout this report are not part of an Aboriginal artwork, but was chosen in appreciation of and respect for Aboriginal people and Country.



Tasmanian Local Government Aboriginal Audit Report 2022

Author: Office of Local Government,
Department of Premier and Cabinet
GPO Box 123 Hobart TAS, 7001

Publisher: Office of Local Government, Department of
Premier and Cabinet

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Date: November 2022

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Acknowledgement of Aboriginal People and Country

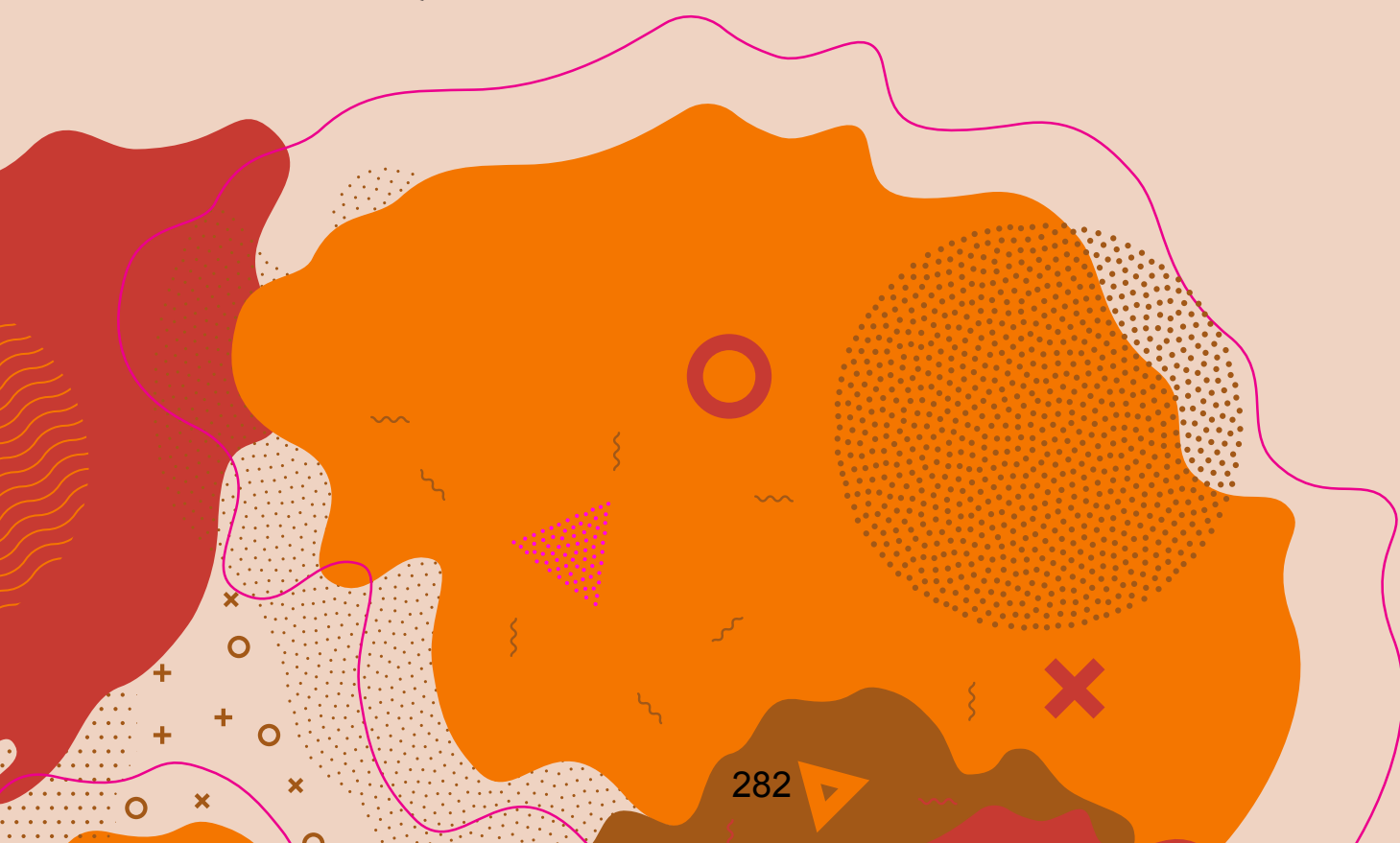
In recognition of the deep history and culture of this Island, we would like to acknowledge and pay our respects to Tasmanian Aboriginal people as the traditional owners and custodians of Tasmania. We recognise and value their continuing connections with the Land, Sea, Waterways and Sky.

We acknowledge Aboriginal employees and elected members of councils across Tasmania. We also acknowledge employees, contractors, volunteers and elected members of councils across Tasmania who contribute daily to the development and delivery of programs and services for Aboriginal people.

We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally respectful in our working relationships with Aboriginal people.

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Background

In July 2020, the Joint Council on Closing the Gap (the Joint Council) signed off the [National Agreement on Closing the Gap](#) (the *National Agreement*) with an expanded set of agreed outcomes and targets to be achieved by 2031. This is the first national agreement to be developed in partnership between governments and Aboriginal and Torres Strait Islander people, as represented by the Coalition of Peaks, including the Tasmanian representative of the Coalition of Peaks, the Tasmanian Aboriginal Centre.

The *National Agreement* has four Priority Reforms:

- Formal partnerships and shared decision making
- Building the community controlled sector
- Transforming government organisations
- Shared access to data and information at a regional level

Under the *National Agreement*, all Parties to the Agreement are required to develop Closing the Gap implementation plans.

On 6 August 2021, the Tasmanian Government tabled the [Tasmanian Implementation Plan for Closing the Gap](#) (2021–2023) (the *Tasmanian Implementation Plan*) at a meeting of the Joint Council.

The Australian Local Government Association (ALGA) also provided a draft Implementation Plan at the Joint Council meeting of 6 August 2021. In September 2021, ALGA published its [Closing the Gap Implementation Plan](#), outlining key actions councils can take to meet the Priority Reforms laid out under the *National Agreement*.

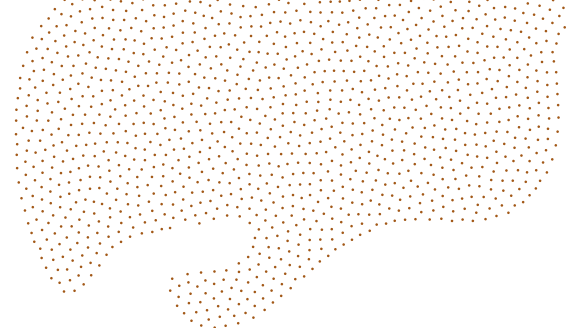
The *Tasmanian Implementation Plan* includes a commitment to engage with the Local Government Association of Tasmania (LGAT) and relevant local councils regarding progress on relevant actions in the *Tasmanian Implementation Plan* and the *ALGA Closing the Gap Implementation Plan*.

A key action in the *Tasmanian Implementation Plan* is a Local Government Aboriginal Audit, to be completed by June 2022:

Capture the existing work of local government to ensure alignment with the four Priority Reforms and existing and new Key Targets. Use information to inform existing and future partnerships and identify, inform and establish priority work aligned to the Implementation Plan.

The Local Government Aboriginal Audit is essentially an audit of existing actions councils are implementing that support the Closing the Gap focus areas. The audit aligns with key action PR1.2 in the *ALGA Closing the Gap Implementation Plan* that was prepared with advice and input from all state and territory local government associations:

The state and territory local government associations and individual councils (where relevant) to be involved in any stocktake and/or health check of existing partnerships being undertaken by state and territory governments and the relevant Aboriginal Partnership Organisation.



The Local Government Aboriginal Audit

The Audit was conducted on behalf of the Tasmanian Government by the Office of Local Government (OLG) in the Department of Premier and Cabinet, in collaboration with LGAT. LGAT co-designed the survey questions and continues to assist OLG with implementing the relevant key actions in the *Tasmanian Implementation Plan* and the *ALGA Closing the Gap Implementation Plan*.

Questions for the audit were drawn from the objectives, outcomes and actions contained in the *National Agreement*, the *Tasmanian Implementation Plan* and the *ALGA Closing the Gap Implementation Plan*.¹ These questions were categorised under the four Priority Reforms contained in the *National Agreement* and are presented accordingly.

A survey link inviting councils to participate in the Audit was sent on 20 May 2022 with a deadline of 17 June 2022 for councils to submit their responses. This was later extended until 5 July 2022 to allow for greater participation by councils.

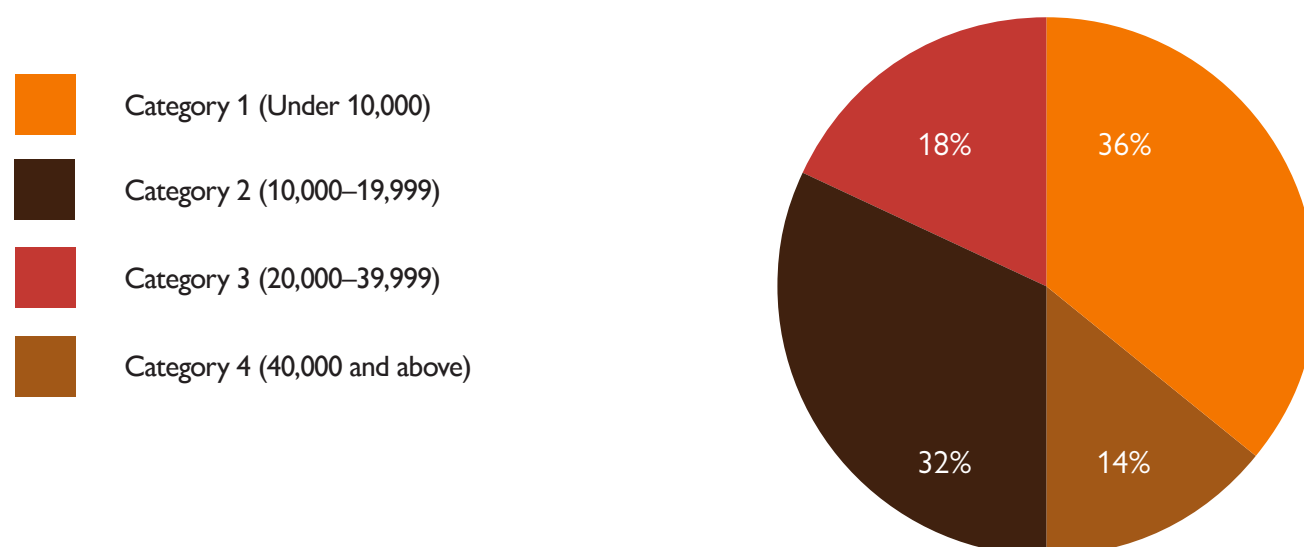
Twenty-eight out of the 29 councils in Tasmania participated in the Audit by providing a response to the questions.² A graphical representation of the classification of the 28 councils by population groups is provided below in Figure 1.

THE RESULTS

It should be emphasised that the purpose of the Audit was to capture the existing work of local government in Tasmania to ensure alignment with the four Priority Reforms identified in the *National Agreement* and existing and new Key Targets. The Audit is not intended to evaluate councils' progress towards achieving the Closing the Gap objectives.

Rather, the information from this Audit will be used to inform existing and future partnerships and identify, inform and establish priority work aligned to the *National Agreement*. As such, the data provided has been analysed in aggregate form and attempts have been made to remove identifying information to the extent possible - with the exception of information that councils have indicated they would like highlighted in the analysis and presentation of aggregated data.³

FIGURE 1 - POPULATION CLASSIFICATION GROUP



¹ See Appendix 1 for a copy of the questions.

² A single response was requested from Latrobe and Kentish Councils, given their existing resource-sharing arrangement. The response has been duplicated with necessary adjustments made for the purpose of compiling this report.

³ Flinders Council agreed to have some of its response highlighted in the analysis and presentation of aggregated data.

GENERAL REFLECTIONS

Overall, many councils agree that the development and implementation of an Action Plan is central to achieving the agreed outcomes and targets contained in the *National Agreement*. A Reconciliation Action Plan appears to be the preferred type of Action Plan for most councils. Other options being explored by councils include an Aboriginal Partnership Plan, an Aboriginal Commitment and Action Plan, a Policy on Aboriginal inclusion and an Aboriginal and Torres Strait Recognition Strategy. Amendments to provisions relating to council policies and tenders in the *Local Government Act 1993* has also been suggested as a means for improving Aboriginal inclusion.

So far, four councils have developed and implemented a Reconciliation Action Plan that aligns with Closing the Gap objectives. Of these four councils, one council has signed off on stage 1 of its Reconciliation Action Plan and is progressing towards a second Reconciliation Action Plan. This council noted it had Aboriginal community representatives, Aboriginal elders and younger students involved in the development of its Reconciliation Action Plan.

The remaining councils are at different stages of developing a Reconciliation Action Plan. These councils have indicated that they will require assistance from LGAT and OLG in this regard. They also note that engagement with the Aboriginal community is crucial to the development of an effective Action Plan, Policy or Strategy.

Councils, however, differ on the process for initiating engagement with the Aboriginal community. While some councils intend to be proactive by initiating engagement, others seem to believe that engagement should be initiated by their local Aboriginal community.

It is likely that the proportion of Aboriginal population within a municipality as well as the existence of local Aboriginal Community Controlled Organisations (ACCOs) will impact on a council's engagement with the Aboriginal community.

For instance, Flinders Council notes that it has a strong Aboriginal representation of 17 per cent of the population within its municipality. It also has a local ACCO - Flinders Island Aboriginal Association Incorporated (FIAAI), which Council has a robust relationship with. During the height of the COVID-19 pandemic, Council worked in conjunction with FIAAI to ensure greater protections for their Aboriginal community. Flinders Council has expressed a strong determination to continue to improve their robust relationship with FIAAI and all Aboriginal community members.⁴

Some councils have noted limited Aboriginal population and the absence of a local ACCO within their municipality as reasons for limited progress towards the agreed outcomes and targets. There is nevertheless an overwhelming desire to improve. This is best summed by the comment of one council – 'Council's level of maturity in this space is low. However, there is a willingness to work with First Nations people, LGAT and the State Government to improve this'.

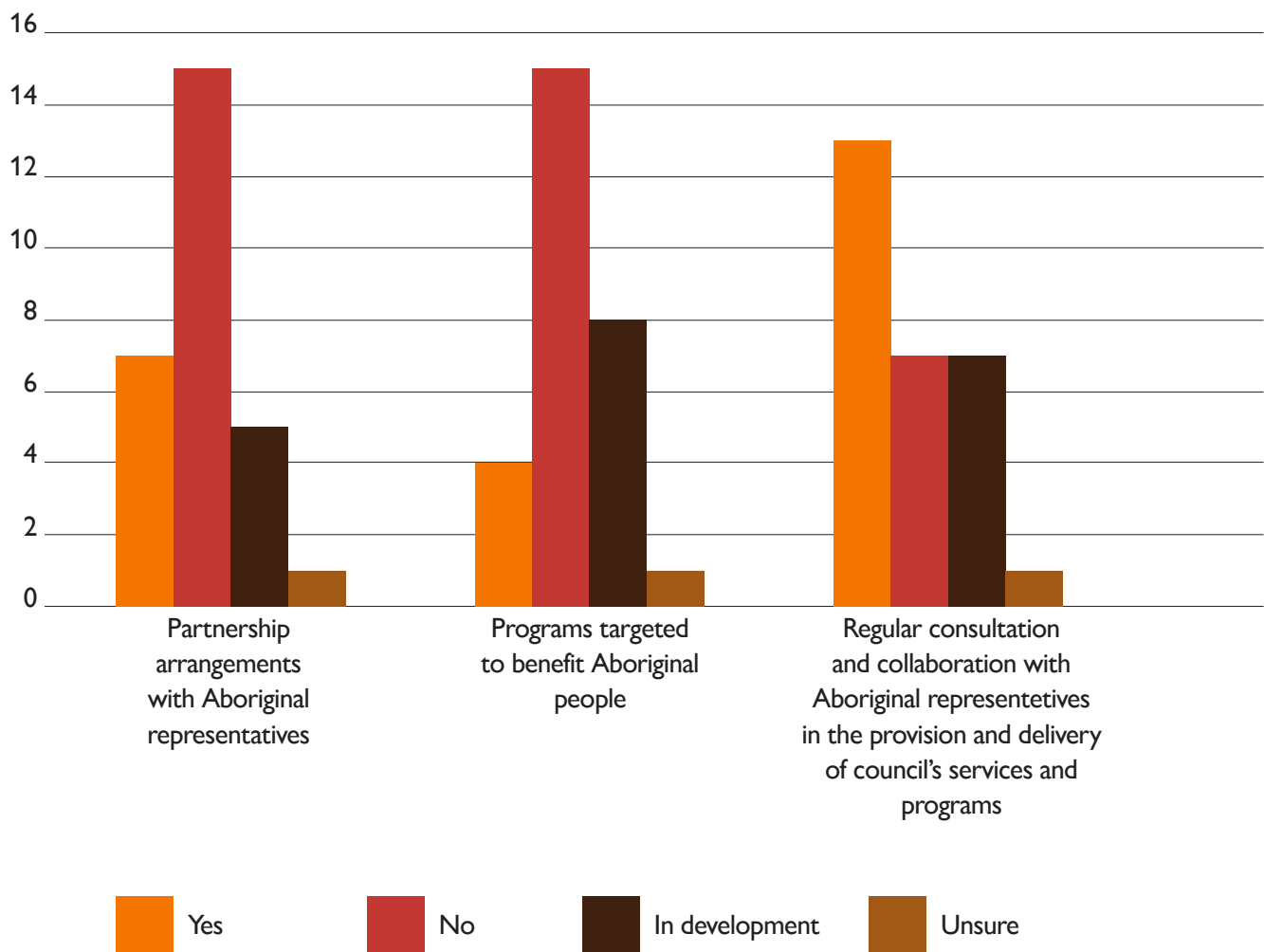
⁴ Flinders Council agreed to have this information highlighted in the analysis and presentation of aggregated data..

Priority Reform One – Formal partnerships and shared decision-making

The Parties commit to building and strengthening structures that empower Aboriginal and Torres Strait Islander people to share decision-making authority with governments to accelerate policy and place-based progress against Closing the Gap.

AUDIT RESULT

FIGURE 2 - PRIORITY REFORM ONE



OBSERVATIONS

Out of the three questions asked under Priority Reform One, eight councils responded yes/in development to all the questions, seven councils responded no to all the questions and one council was unsure about its activities in this area.

Councils with formal partnership arrangements noted that these arrangements are often for specific projects and not necessarily for council-wide services. These include Aboriginal reference groups, Aboriginal working groups and Aboriginal representation on committees.

Many councils noted that they have informal partnerships and shared decision-making arrangements in place. These typically involve existing relationships with local Aboriginal elders or local ACCOs who are consulted as needed on specific matters such as service provision, resource management, projects, developments or plans that affect the Aboriginal community.

One council mentioned that it employs an Aboriginal Liaison Officer in a casual capacity.

In terms of programs targeted to benefit Aboriginal people, several councils indicated that they either sponsor or support Aboriginal-focused events. These include art programs, cultural programs, educational programs (such as cultural awareness workshops, history talks, interpretation trails, walking tours, Aboriginal education programs for children and school holiday programs), NAIDOC week, reconciliation activities, and health and wellbeing programs.

Some councils have also undertaken projects aimed at understanding and promoting the recognition, protection and management of Aboriginal cultural heritage within their municipality. These projects are generally in collaboration with Aboriginal Heritage Tasmania and Natural Resource Management organisations.

Many councils have expressed a willingness to explore other avenues for engaging with their local Aboriginal community.

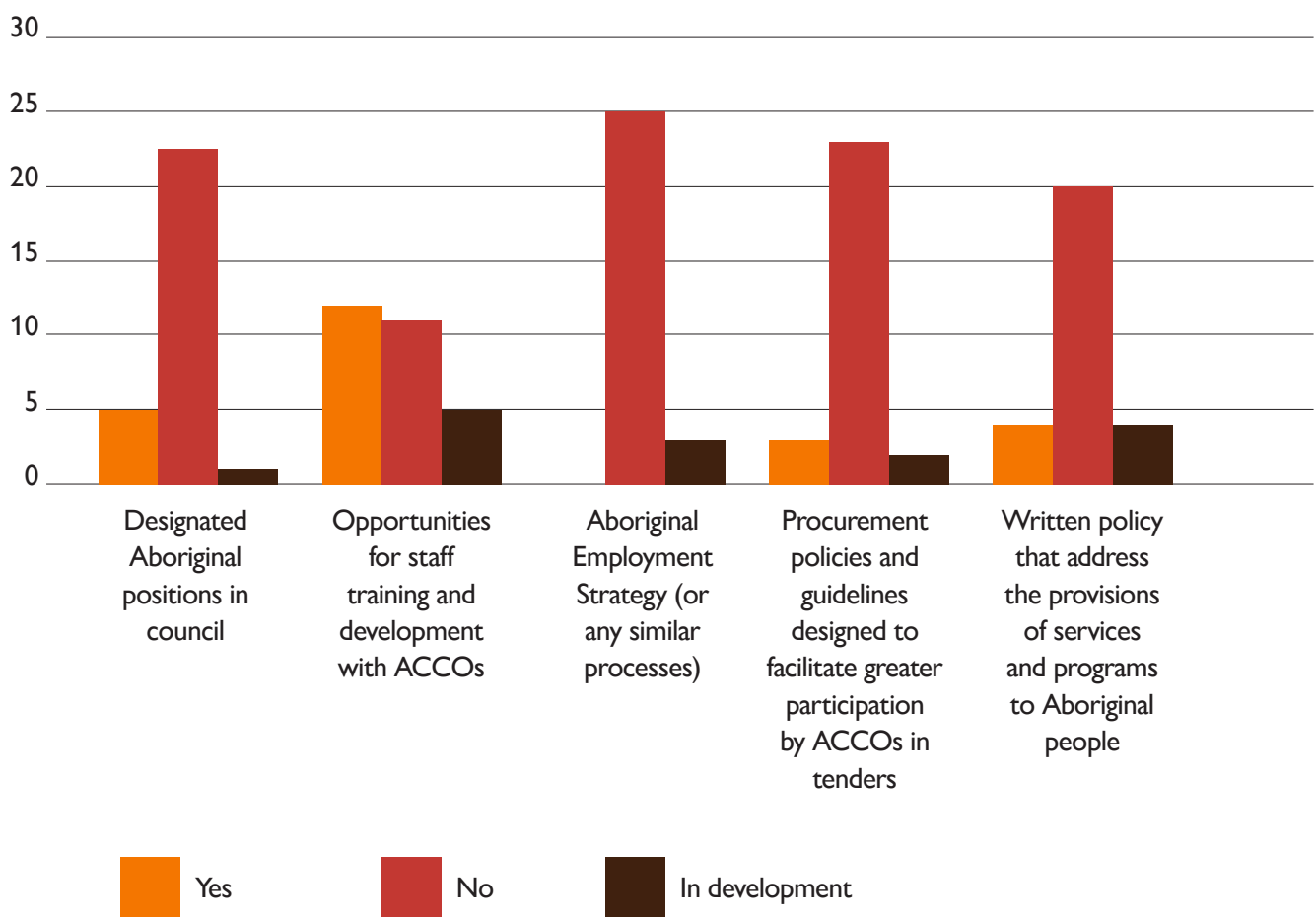
From the responses provide, Action Plans appear to be a useful tool for building partnership with the Aboriginal community. While Reconciliation Action Plans seem to be the focus of most councils, some councils have also developed similar Actions Plans such as an Aboriginal Partnership Plan and an Aboriginal Commitment and Action Plan. The existence of these Plans is not limited to councils, but also extends to council childcare facilities.

Priority Reform Two – Building the community-controlled sector

The Parties commit to building formal Aboriginal and Torres Strait Islander community-controlled sectors to deliver services to support Closing the Gap.

AUDIT RESULT

FIGURE 3 - PRIORITY REFORM TWO



OBSERVATIONS

Responses provided to the questions posed under this Priority Reform indicate the need for deliberate and targeted actions if this reform is to be achieved. One council responded yes/in development to all the questions. Ten councils responded no to all the questions posed.

Regarding designated Aboriginal positions in council, one council noted it was in the process of securing Aboriginal representation on its section 24 Natural Resource Management (NRM) Committee.

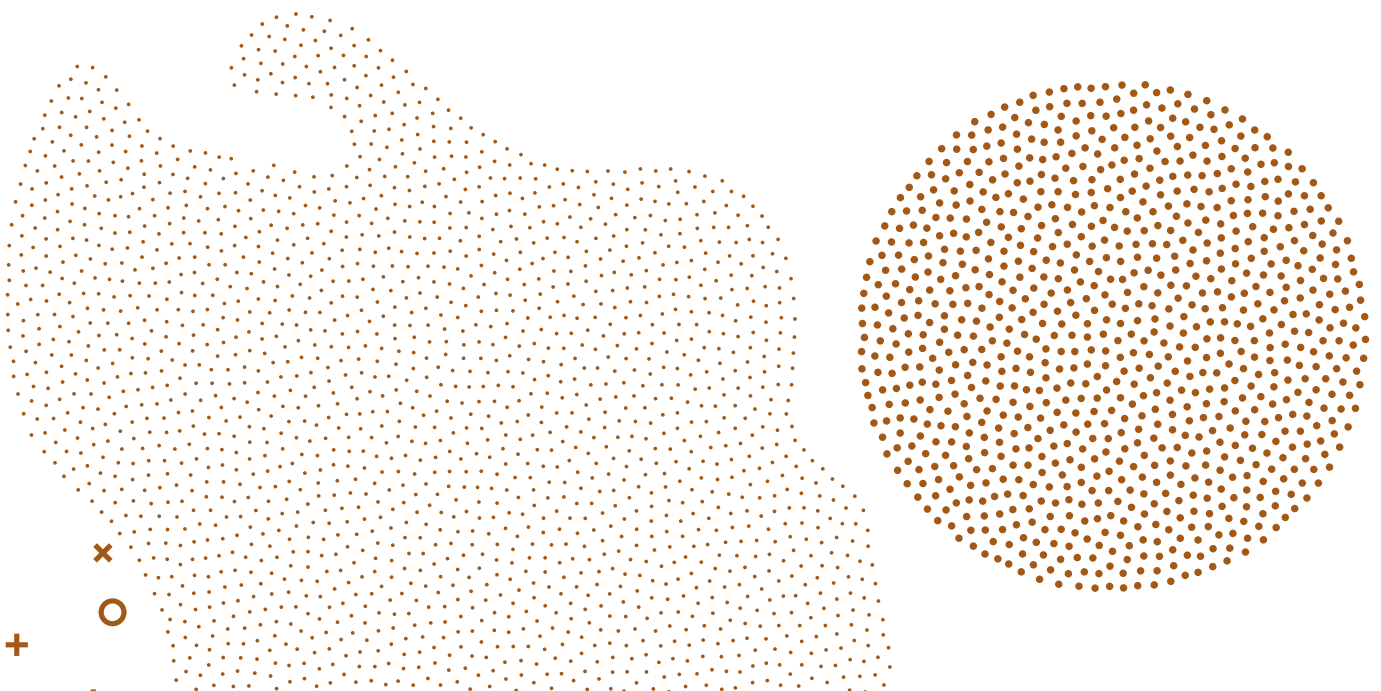
Twelve councils expressed that they offer staff opportunities for training and development with ACCOs and other relevant non-government organisations. The Tasmanian Aboriginal Centre and Reconciliation Tasmania were identified as two of the organisations partnering with councils in this regard.

At the time of the Audit, no council had an Aboriginal Employment Strategy in place. Three councils however indicated that they were in the process of developing one, with one council noting that it intends to include cultural leave as part of its leave policy.

In terms of whether councils' procurement policies and guidelines include provisions to facilitate greater participation by ACCOs in council tenders, it would appear that the content of such documents are informed by the provisions of the Local Government Act. In the absence of any provision stipulating such requirements, it is worth considering other means of encouraging councils to facilitate greater participation by ACCOs in council tenders. An option currently used by one council is reviewing Supply Nation's Indigenous Business Direct directory to source relevant contractors for its projects.

Several councils noted that developing the identified policies and activities are included as specific actions in their Reconciliation Action Plan, Aboriginal Commitment and Action Plan and Arts and Culture Strategy. This, as with the responses to Priority Reform One, emphasise the importance of councils developing and implementing their Action Plans if the Closing the Gap objectives are to be achieved.

One council noted that statistics from the Australian Bureau of Statistics indicate a limited number of Aboriginal or Indigenous persons within its municipality. The inference from this is that the size of the Aboriginal population within a municipality is likely to impact on a council's ability to meaningfully engage with the Aboriginal community.



Priority Reform Three – Transforming government organisations

The Parties commit to systemic and structural transformation of mainstream government organisations to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander people. Priority Reform Three was strongly supported by the 2019 engagement process.

AUDIT RESULTS

FIGURE 4 - PRIORITY REFORM THREE

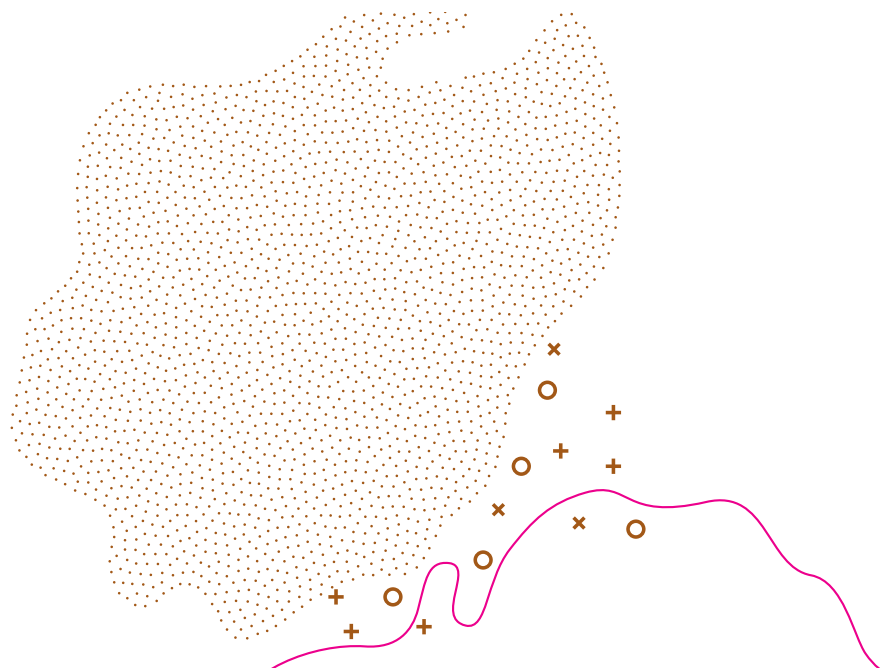
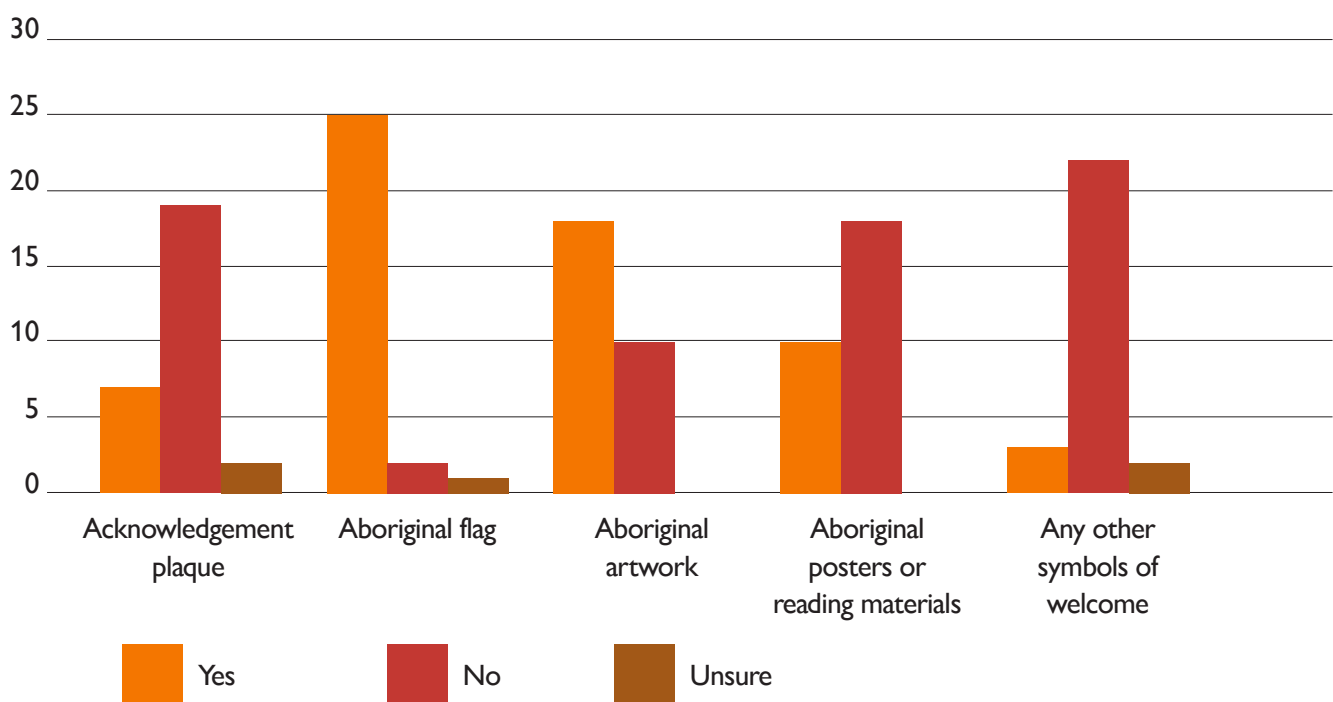


FIGURE 5 - PRIORITY REFORM THREE

Provision of staff/councillors with information/ training on legislation, policy documents and guides related to racial discrimination, social justice and working with Aboriginal communities.

Staff are encouraged to attend important Indigenous events and get involved.

Access to toolkits (or the equivalent) and cultural awareness training to support a culturally capable and confident workforce.

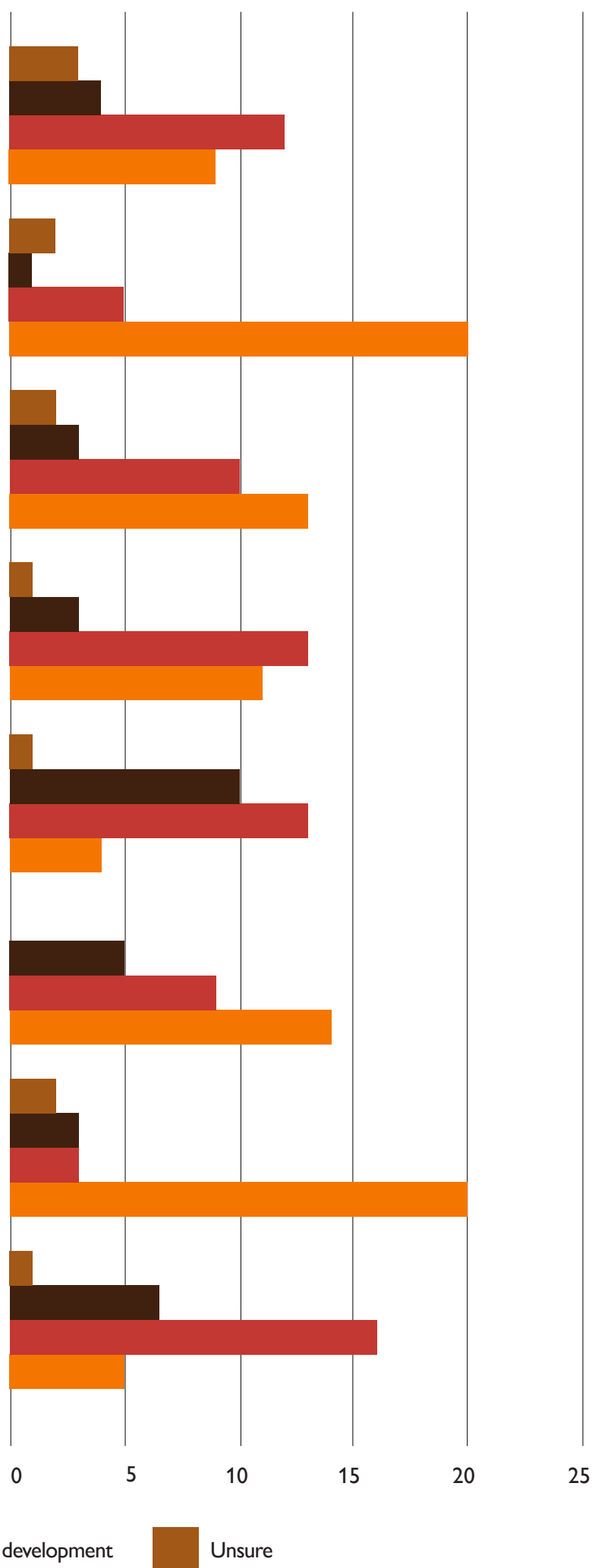
Other activities that improve the cultural appropriateness of council services.

Reconciliation Action Plan that aligns with Closing the Gap objectives.

Policy to invite a local Aboriginal Elder to give a 'Welcome to Country' at the commencement of any major public event.

Policy to acknowledge and pay respect to the Traditional Owners of the land, and Aboriginal Elders both past and present.

Display of information appropriate to local Aboriginal communities.



Yes No In development Unsure



OBSERVATIONS

Questions under this Priority Reform were divided into two categories: creating a welcoming environment (Figure 4); and other questions (Figure 5). Overall, while one council answered yes/in development to all the questions asked under this Priority Reform, councils generally answered yes/in development to at least one question. This would suggest greater progress towards achieving this Priority Reform in comparison to Priority Reform Two.

At the time of the Audit, all but one of the 28 councils had at least one symbol of welcome. The outlying council has, since the completion of the Audit, provided a symbol of welcome at the council's premises.

The most common symbol of welcome at council occupied premises is the Aboriginal flag. Other symbols of welcome noted by councils include email signatures and street banners.

These symbols of welcome vary across council occupied premises and can be found in visitor information centres, outside and inside council chambers, museums, community hubs and other council buildings and facilities. It should be emphasised that not all council occupied premises display a symbol of welcome.

Several councils indicated that they are developing additional symbols of welcome to be displayed in council occupied premises. One council has also allocated funds in its draft budget for enhancing cultural safety of the workplace and public areas.

Regarding the response to the other questions asked under Priority Reform Three, one council responded yes to all the questions, while three councils responded yes/in development to all of the questions.

It should be noted that some of the actions listed, such as Welcome to Country and Acknowledgement of Country, are not council policies but rather standard practices at council meetings, committee meetings and public events. Welcome to Country and smoking ceremonies are also standard practices at some councils' citizenship ceremonies.

Reiterating the importance of Action Plans, several councils noted that developing the identified policies and activities are included as specific actions in their Reconciliation Action Plans, Aboriginal Commitment and Action Plan and Arts and Culture Strategy.

Out of the 28 councils that responded to the Audit, four councils have developed and implemented a Reconciliation Action Plan that aligns with Closing the Gap objectives. Some council childcare centres have also developed Reconciliation Action Plans independently of the existence of one at council level. Several councils have indicated they are working with LGAT to develop a Reconciliation Action Plan. One council is also in the process of developing an Aboriginal and Torres Strait Recognition Strategy.

The majority of councils encourage staff to attend important Indigenous events and get involved. One council mentioned it had supported local primary and high schools in organising a Kinship Walk. The Mayor of one council is an Aboriginal elder.

In terms of providing councillors and staff with information or training on the relevant Federal and State legislation/policy documents related to racial discrimination, social justice and working with Aboriginal communities, the responses provided by councils suggest that responsibility for such training is primarily that of the Department of Premier and Cabinet and LGAT. Councils also noted that the available trainings are typically centred around broader regulatory matters, which are applicable to all members of the community.

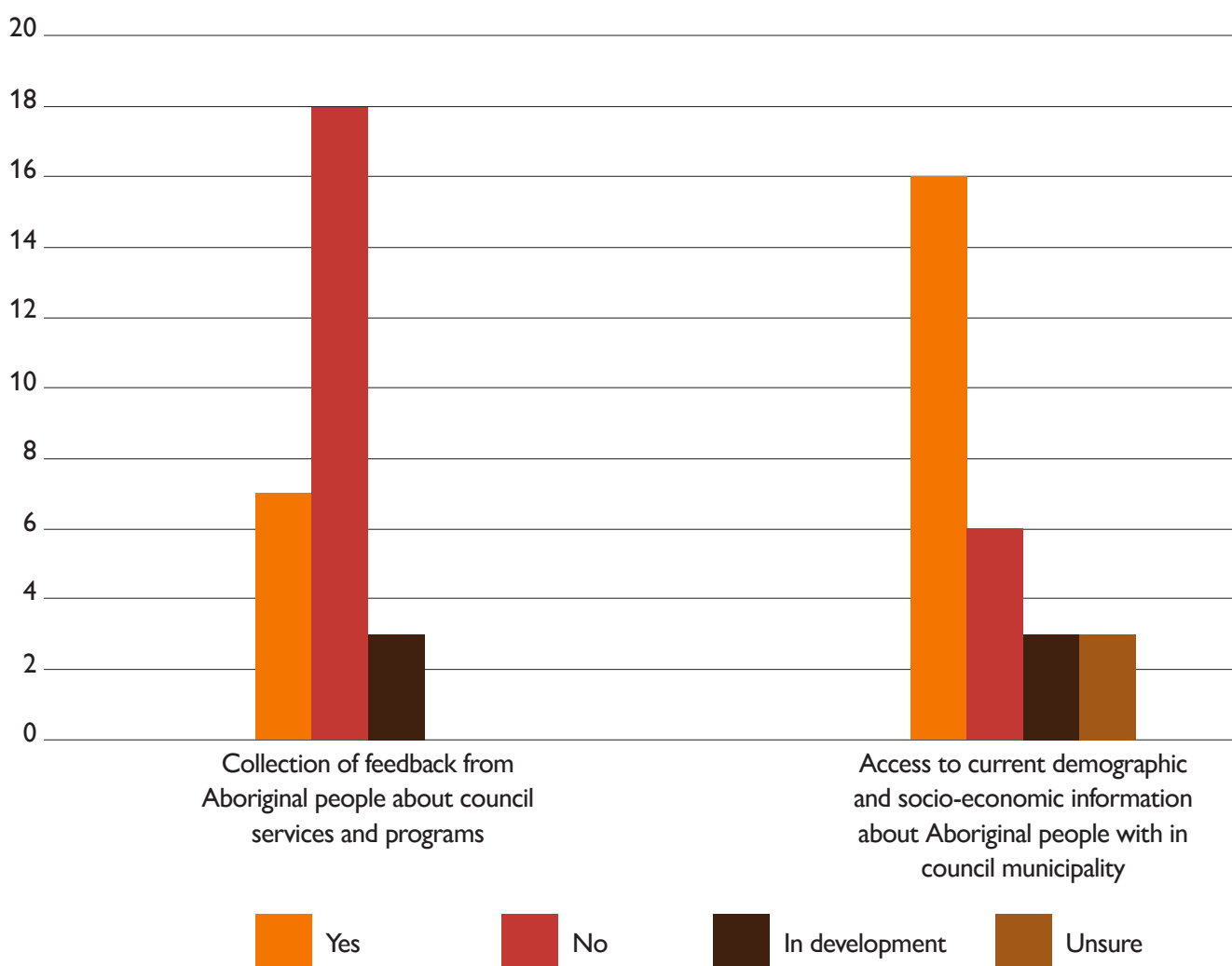
One council noted it has a policy to engage with its local ACCO and seek their guidance with respect to all Aboriginal matters and activities that Council is involved in, notified of or Council input is requested. This emphasises the importance of local ACCOs as a reference point that councils can engage with on Aboriginal matters and activities.

Priority Reform Four – Shared access to data and information at a regional level

The Parties agree that disaggregated data and information is most useful to Aboriginal and Torres Strait Islander organisations and communities to obtain a comprehensive picture of what is happening in their communities and make decisions about their futures. Priority Reform Four arises from the 2019 engagement process.

AUDIT RESULT

FIGURE 6 - PRIORITY REFORM FOUR



OBSERVATIONS

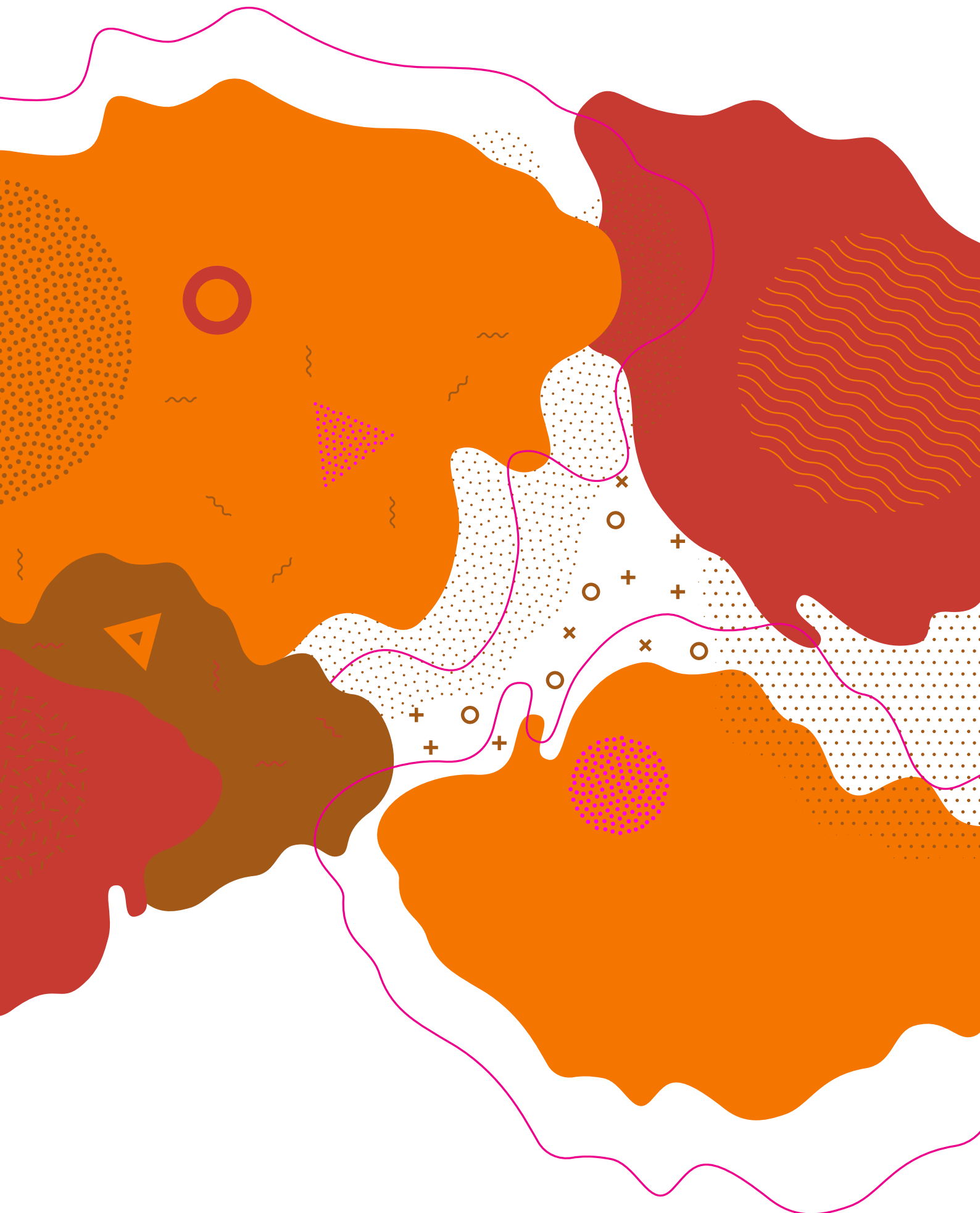
Out of the two questions asked under Priority Reform Four:

- four councils responded yes to all the questions
- four councils responded yes/in development to all the questions, and
- five councils responded no to all the questions.

Many councils pointed out that they generally seek feedback about council services and programs from their respective communities. The collection of such feedback is not targeted, given the provision of council services and programs is broad and not generally targeted at specific cohorts.

Some councils identified the [Australian Bureau of Statistics](#) and [.id](#) as useful sources for current demographic and socio-economic information about Aboriginal people within their municipality.





Appendix 1 – Survey Questions



Tasmanian Local Government Aboriginal Audit

1. Confidentiality statement and consent

Thank you for clicking through to complete this audit.

The purpose of this audit is to capture the existing work of local government in Tasmania to ensure alignment with the four Priority Reforms identified in the *National Agreement on Closing the Gap* and existing and new Key Targets. The information from this audit will be used to inform existing and future partnerships and identify, inform and establish priority work aligned to the *Tasmanian Implementation Plan for Closing the Gap (2021-2023)*.

This audit is being conducted on behalf of the Tasmanian Government by the Office of Local Government (OLG) in the Department of Premier and Cabinet with support from the Local Government Association of Tasmania (LGAT).

Every council in Tasmania has been invited to participate in this audit. Please respond to the questions as best you can and skip any questions you feel you are unable to answer. Questions pertaining to consent and council details are, however, mandatory.

Depending on how much information you provide, responding to all questions may take about 15 to 20 minutes. Your responses are confidential. Only authorised personnel from OLG and LGAT will have access to raw data and responses that can be linked to individual councils. The data provided will be analysed in aggregate form and any information you provide in your comments that may identify you will be removed to the extent possible.

* 1. Before continuing, please select from the options below.

Selecting 'Agree' means that:

- you have read the information above
- you voluntarily agree to participate

If you do not wish to participate in the audit on behalf of council, please decline participation by selecting 'Disagree'.

- ☐ Agree
- ☐ Disagree

2. Background

In July 2020, the Joint Council on Closing the Gap (the Joint Council) signed off the National Agreement on Closing the Gap (the *National Agreement*) with an expanded set of agreed outcomes and targets to be achieved by 2031. This is the first national agreement to be developed in partnership between governments and Aboriginal and Torres Strait Islander people, as represented by the Coalition of Peaks, including the Tasmanian representative of the Coalition of Peaks, the Tasmanian Aboriginal Centre.

The *National Agreement* has four priority reforms:

- Strengthen and establish formal partnerships and shared decision-making
- Build the Aboriginal and Torres Strait Islander community-controlled sector
- Transform government organisations so they work better for Aboriginal and Torres Strait Islander people
- Improve and share access to data and information to enable Aboriginal and Torres Strait Islander communities to make informed decisions

Under the *National Agreement*, all Parties to the Agreement are required to develop Closing the Gap implementation plans.

On 6 August 2021, the Tasmanian Government tabled the *Tasmanian Implementation Plan for Closing the Gap* (2021-2023) (the *Tasmanian Implementation Plan*) at a meeting of the Joint Council.

The Australian Local Government Association (ALGA) also provided a draft Implementation Plan at the Joint Council meeting of 6 August 2021. In September 2021, ALGA published its Closing the Gap Implementation Plan, outlining key actions councils can take to meet the priority reforms laid out under the *National Agreement*.

The *Tasmanian Implementation Plan* includes a commitment to engage with the Local Government Association of Tasmania and relevant local councils on progress in implementing relevant actions in the *Tasmanian Implementation Plan* and the ALGA *Closing the Gap Implementation Plan*.

A key action in the *Tasmanian Implementation Plan* is a Local Government Aboriginal Audit, to be completed by June 2022:

'Capture the existing work of local government to ensure alignment with the four Priority Reforms and existing and new Key Targets. Use information to inform existing and future partnerships and identify, inform and establish priority work aligned to the Implementation Plan.'

The Local Government Aboriginal Audit is essentially an audit of existing actions councils are implementing that support the Closing the Gap focus areas. The audit aligns with key action PR1.2 in the ALGA *Closing the Gap Implementation Plan* that was prepared with advice and input from all state and territory local government associations:

'The state and territory local government associations and individual councils

(where relevant) to be involved in any stocktake and/or health check of existing partnerships being undertaken by state and territory governments and the relevant Aboriginal Partnership Organisation.'

3. Council details

* 1. Please select your council from the list below.

* 2. Please state the appropriate population classification group for your council. *(This information will be used to identify shared and particular characteristics across each category.)*

Tasmanian Local Government Aboriginal Audit

4. PRIORITY REFORM ONE – FORMAL PARTNERSHIPS AND SHARED DECISION-MAKING

The Parties commit to building and strengthening structures that empower Aboriginal and Torres Strait Islander people to share decision-making authority with governments to accelerate policy and place-based progress against Closing the Gap.

1. Please select the most appropriate response to the questions below.

	Yes	No	In development	Unsure
Does council have any partnership arrangement(s) with Aboriginal representatives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council have any program(s) targeted to benefit Aboriginal people?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council undertake regular consultation and collaboration with Aboriginal representatives in the provision and delivery of council's services and programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please provide any additional information, examples and/or explanation to support your responses above.

Tasmanian Local Government Aboriginal Audit

5. PRIORITY REFORM TWO – BUILDING THE COMMUNITY-CONTROLLED SECTOR

The Parties commit to building formal Aboriginal and Torres Strait Islander community-controlled sectors to deliver services to support Closing the Gap.

1. Please select the most appropriate response to the questions below.

	Yes	No	In development	Unsure
Are any positions in the council designated as position to be filled by a member of the Aboriginal community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council offer staff opportunities for training and development with Aboriginal Community Controlled Organisations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council have an Aboriginal Employment Strategy (or any similar processes) to increase opportunities, recruitment and retention of Aboriginal people?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do council's procurement policies and guidelines include provisions to facilitate greater participation by Aboriginal Community Controlled Organisations in council tenders for goods, services, and construction/maintenance contracts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council have any written policy which addresses the provision of services and programs to Aboriginal people? (This may include strategic and operational plans which provides specific allocation of resources for increasing accessibility for Aboriginal people.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please provide any additional information, examples and/or explanation to support your responses above.

Tasmanian Local Government Aboriginal Audit

6. PRIORITY REFORM THREE - TRANSFORMING GOVERNMENT ORGANISATIONS

The Parties commit to systemic and structural transformation of mainstream government organisations to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander people.

1. Does council provide for any of the following in council occupied premises (including on the external entry of the building or in the internal environment such as reception and waiting areas) as part of creating a welcoming environment for Aboriginal people?

	Yes	No	Unsure
Acknowledgment plaque	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aboriginal flag	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aboriginal artwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aboriginal posters or reading materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any other symbols of welcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

2. Please select the most appropriate response to the questions below.

	Yes	No	In development	Unsure
Does council display information appropriate to local Aboriginal communities? This includes information about Aboriginal organisations, services and programs within the municipality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council have a policy to acknowledge and pay respect to the Traditional Owners of the land, and Aboriginal Elders both past and present?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council have a policy to invite a local Aboriginal Elder to give a 'Welcome to Country' at the commencement of	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

any major public event?

Has council developed and implemented a Reconciliation Action Plan that aligns with Closing the Gap objectives?

☐☐☐☐

Does council undertake other activities that improve the cultural appropriateness of council services?

☐☐☐☐

Does council have access to toolkits (or the equivalent) and cultural awareness training to support a culturally capable and confident workforce?

☐☐☐☐

Are staff encouraged to attend important Indigenous events (eg National Reconciliation week, NAIDOC week) and get involved?

☐☐☐☐

Are councillors and staff provided with information or training on the relevant Federal and State legislation and policy documents and guides related to racial discrimination, social justice and working with Aboriginal communities?

☐☐☐☐

3. Please provide any additional information, examples and/or explanation to support your responses above.

7. PRIORITY REFORM FOUR – SHARED ACCESS TO DATA AND INFORMATION AT A REGIONAL LEVEL

The Parties agree that disaggregated data and information is most useful to Aboriginal and Torres Strait Islander organisations and communities to obtain a comprehensive picture of what is happening in their communities and make decisions about their futures. Priority Reform Four arises from the 2019 engagement process.

1. Please select the most appropriate response to the questions below.

	Yes	No	In development	Unsure
Does council collect feedback from Aboriginal people about its services and programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does council have access to current demographic and socio-economic information about Aboriginal people within its municipality which is used when planning and evaluating its services and programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please provide any additional information, examples and/or explanation to support your responses above.

8. Additional Comments

1. Is there any additional information, examples, explanation and/or feedback that council would like to include?

2. Is there any information that council would like highlighted in the analysis and presentation of aggregated data?

9. Thanks!

Thank you for taking the time to respond to these questions on behalf of council. Your response will be used to inform existing and future partnerships and identify, inform and establish priority work aligned to the *Tasmanian Implementation Plan*.



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Councillor Loueen Triffitt
Mayor
Central Highlands Council
PO Box 20
HAMILTON TAS 7140
Email: council@centralhighlands.tas.gov.au

Dear Mayor

Happy New Year. I trust that 2023 will be a productive and rewarding year for yourself, your fellow councillors/aldermen and for your Council.

As Director of Local Government, I have a statutory responsibility to promote good governance in local government. A key priority for the Office of Local Government in 2023 is to continue to support a positive culture across the sector. This includes striking an appropriate balance between supporting councillors and aldermen to perform their duties well and responding to concerns about behaviour that is impacting negatively on the sector.

Councillors are leaders in their local communities. The Model Code of Conduct adopted by all Councils provides that a councillor must treat all people fairly, must not cause any reasonable person offence or embarrassment, and must not bully or harass any person. A councillor must also listen to, and respect, the views of other councillors in Council and committee meetings and any other proceedings of the Council, and endeavour to ensure that issues, not personalities, are the focus of debate.

Meeting the standard of behaviour prescribed in the Code is not optional. Section 28U of the *Local Government Act 1993* (the Act) provides that, in performing the functions and exercising the powers of his or her office with a council, a councillor is to comply with the provisions of the council's code of conduct.

A significant majority of councillors work within the boundaries of the Code of Conduct and act in the best interests of the council and the community. Unfortunately, however, there have been several examples since the 2022 Local Government elections of behaviour that falls short of the standards set in the Code of Conduct and is impacting negatively on the operation of Councils. This has included:

I. Outbursts of aggression

Councillors must not use anger or aggression when seeking to make or respond to an issue in debate (during or outside of Council meetings). This includes raising their voice aggressively or throwing or dropping meeting papers or other items in an aggressive manner.

Behaviour can be considered aggressive even when not specifically directed towards an individual. Aggressive behaviour can also include, for example, capitalisation of text in emails and online posts.

2. Acts of intimidation

Councillors must not threaten others with adverse action when debating matters within or outside of Council meetings. Councillors should never use fear of reprisal as a tool to persuade others towards a particular position or view.

3. Bullying and harassment

Councillors must not engage repeatedly and forcefully with others in a way that could be considered bullying and harassment, either verbally, in emails or online. This includes frequent exchanges that involve low levels of aggression or intimidation.

4. Accusations of impropriety

Councillors must not accuse others of impropriety without pursuing their claims through appropriate formal channels.

Councillors must also avoid unreasonably inferring or attaching intent or meaning to the actions of others for the purposes of damaging their reputation or lessening the value of their contribution to a discussion or debate.

5. Disruptive behaviour

Councillors must allow others to speak freely and succinctly without interjection or interruption.

Acting respectfully does not mean always agreeing with others. Indeed, robust debate and inquiry is in the interest of democracy and the communities we serve. I encourage all councillors to hold both fellow councillors and the general manager to account for performing their functions well but reinforce that this must be done constructively and respectfully.

Page 36 of the Good Governance Guide for Local Government outlines the importance of building effective relationships. It encourages all councillors to treat others with respect, to clearly understand their role and the role of others and to follow communication protocols. A copy of the Guide is available on the Department of Premier and Cabinet's website and can be accessed here: [Good-Governance-Guide-4-August-2022](#). A new online module focussed on building respectful relationships is also being developed as part of the new Learning and Development Framework and will be available in February 2023.

Consistent with the recently agreed reforms to the Code of Conduct Framework for Local Government, it is expected that issues associated with behaviour are addressed locally wherever possible. This may include using local dispute resolution processes or, for example, using meeting procedures to address disruptive or unruly behaviour. Regulation 40 of the *Local Government (Meeting Procedures) Regulations 2015* authorises the chairperson to suspend a councillor for all or part of a meeting if a councillor:

- (a) makes a personal reflection about another councillor or an employee of the council and refuses to apologise; or
- (b) interjects repeatedly; or
- (c) disrupts the meeting and disobeys a call to order by the chairperson.

The Code of Conduct process is available to address concerns about negative behaviour that cannot be resolved locally. Any person, elected or otherwise, can lodge a Code of Conduct complaint. A Bill is currently before Parliament to make agreed changes to the code of conduct process to ensure that it can effectively respond to concerns as they arise.

As Director of Local Government, I have a statutory responsibility to use the tools available in the Act to support the efficient and effective operation of local government. I am committed to using these tools to address any ongoing behaviour that cannot be managed through local action. This may include lodging Code of Conduct complaints against offending councillors or alderman. It may also involve recommending to the Minister that a Performance Improvement Direction is issued under Part 12B of the Act. I do not expect to use these tools frequently but will intervene where I consider that negative behaviour is seriously undermining the ability of the Council to function effectively.

It would be greatly appreciated if you could circulate this letter to all councillors/aldermen in your Council for their information and consideration and table a copy of the letter at your next Council meeting.

Kind regards

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

Mathew Healey

Director

19 January 2023

CC: Ms Kim Hossack, General Manager