

AGENDA ATTACHMENTS

17 JANUARY 2023

ORDINARY COUNCIL MEETING

Table of Contents

Draft Minutes of the Ordinary Meeting of Council 6 December 2022	3
AGENDA ITEM 19.1	
Draft Minutes of the Planning Committee Meeting 10 January 2023	22
AGENDA ITEM 19.2	
Proposed Township Structure Planning Project.....	28
AGENDA ITEM 24.2	
GHD Monthly Report December 2022.....	56
AGENDA ITEM 25.2	
Future of Local Government Review (papers)	68
AGENDA ITEM 26.1	
Correspondence - Renewable Energy Zone Announcement - Hon Guy Barnett MP.....	160
AGENDA ITEM 26.2	
Southern Tasmanian Council Authority (STCA) Quarterly Report December 2022	162
AGENDA ITEM 26.3	
POLICY NO. 2013-02 USE OF COUNCIL HALLS - DRAFT.....	165
AGENDA ITEM 26.5	



Central Highlands Council

DRAFT MINUTES – ORDINARY MEETING – 6 DECEMBER 2022

Minutes of the Ordinary Meeting of the Central Highlands Council held in the **Bothwell Town Hall, Bothwell** on **Tuesday 6 December 2022**.

1.0 OPENING – The Mayor opened the meeting at 9.00am.

2.0 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 advised the meeting and members of the public that Council Meetings, not including Closed Sessions, are audio recorded and published on Council's Website.

3.0 ACKNOWLEDGEMENT OF COUNTRY

4.0 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.

5.0 IN ATTENDANCE

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

6.0 APOLOGIES - Nil

7.0 CERTIFICATE OF ELECTION FOR CENTRAL HIGHLANDS COUNCIL

Declaration of Office by Councillors – Cllr D Meacheam dated 30th November 2022.

8.0 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.

Cr Y Miller – Item 11.0 Hamilton Show Committee – Hall of Industries.

9.0 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

10.0 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 – 01/12.2022/C

Moved: Cr J Honner

Seconded: Cr R Cassidy

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 15 November 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	Deed Confirming Option of Renewal of Lease (19 Alexander Street, Bothwell)	Regulation 15 (2)(d) of the <i>Local Government (Meeting Procedures) Regulations 2015</i> – contracts, and tenders, for the supply of goods and services and their terms, conditions, approval and renewal.
3	Tenders - Upgrading of the Bothwell Township Stormwater Drainage System – Stage 2	Regulation 15 (2)(d) of the <i>Local Government (Meeting Procedures) Regulations 2015</i> – contracts, and tenders, for the supply of goods and services and their terms, conditions, approval and renewal.

4	Hamilton Council Office Roof Replacement	Regulation 15 (2)(d) of the <i>Local Government (Meeting Procedures) Regulations 2015</i> – contracts, and tenders, for the supply of goods and services and their terms, conditions, approval and renewal.
5	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.

CARRIED

FOR the Motion

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

Mrs Janet Monks (Minute Secretary) left the meeting at 9.13am.

MOTION OUT OF CLOSED SESSION**RESOLUTION – 02/12.2022/C**

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	<i>Confirmation of the Minutes of the Closed Session of the Ordinary Meeting of Council held on 15 November 2022.</i>	<i>Minutes of the Closed Session of the Ordinary Meeting of Council held on 15 November 2022 were confirmed.</i>
2	<i>Deed Confirming Option of Renewal of Lease (19 Alexander Street, Bothwell)</i>	<i>That the General Manager sign the Deed on behalf of Council.</i>
3	<i>Tender CHC 11/22 Upgrading of the Bothwell Township Stormwater Drainage System (Stage 2)</i>	<p>1. Council accepted the following Tender: CHC 11-22 Upgrading of the Bothwell Township Stormwater Drainage System (Stage 2) to AWC Ltd for \$737,159.91 excl GST.</p> <p>2. Allocate an additional \$137,159.91 (excl GST) to the 2022-23 Capital Works Budget for the completion of this project.</p>
4	<i>Hamilton Council Office Roof Replacement</i>	<i>That Council allocate an additional \$300,000 to the Hamilton Council Office Roof Replacement project in the 2022-23 Capital Works Budget.</i>

5.1	<i>Australia Day time & location</i>	<i>Wednesday 25th January 2023 at the Hamilton Hall. Time 11.00am followed by lunch.</i>
7	<i>Loss of West Bothwell Fire Station</i>	<i>That Council provide a letter of support to the Tasmanian Fire Service concerning the closure of the West Bothwell Fire Station.</i>

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 Y Miller.

Closed Session closed at 9.45am and Council adjourned for morning tea.

Mrs Janet Monks (Minute Secretary) returned to the meeting at 10.05am.

OPEN MEETING TO PUBLIC

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

Cr Y Miller declared a conflict on interest in Deputations Item 11.1 Hamilton Show Committee and left the room at 10.07am.

Mr Graham Rogers (Manager Development & Environmental Services) attended the meeting at 10.10am.

11.0 DEPUTATIONS**11.1 Jack Beattie, President of Hamilton Show Committee**

Summary of points discussed:

- Reorganisation of boundaries at Hamilton Showgrounds – update on progress.
- New Hall of Industries – location and layout of proposed new fit for purpose structure to be identified in conjunction with Show Committee representatives.
- Old Hall of Industries - future of existing Hall of Industries building.
- Agreement for grazing and parking requirements – in conjunction with Show Committee representatives.

RESOLVED THAT a Council Workshop be held to discuss the above points and include an onsite visit before the 2023-2024 Budget deliberations commence. Date to be determined.

11.2 Osterley Church & Cemetery Group Delegation

Members in attendance were: -
Justine McGuinness

Phil Smithurst
Kay Pearce
Ron Sonners

Summary of points discussed: -

- Historical significance.
- Church is Heritage listed.
- Community sentiment and value.
- Tourism/events value.
- Uniqueness of the construction material.
- Some current reservations with some space available for possible future plots.
- RSL have already completed one headstone under its Headstone Project within the cemetery.
- Community members have made financial pledges to save the church, some of which are dependent on ownership being transferred to the Council for perpetuity.

Request that Council consider taking over ownership of the Osterley Church in perpetuity, maintain and manage the cemetery.

RESOLUTION – 03/12.2022/C

Moved: Cr S Bowden

Seconded: Cr R Cassidy

THAT if the Committee purchased the Osterley Church and Cemetery, Council would then maintain the Church and Cemetery, with Council becoming the Cemetery Manager.

CARRIED 7/2

FOR the Motion

Mayor L Triffitt, Cr A Bailey, Cr S Bowden, Cr R Cassidy, Cr J Hall, Cr J Honner, Cr Y Miller

AGAINST the Motion

Deputy Mayor J Allwright, Cr D Meacheam

12.0 PUBLIC QUESTION TIME

Nil

13.0 MAYORAL COMMITMENTS

November to December 2022

14 November 2022	Correspondence – The Premier the Hon Jeremy Rockliff
14 November 2022	Correspondence EHO Officer Mrs B Armstrong re COVID
15 November 2022	Ordinary Meeting of Council – Hamilton
17 November 2022	Red Cross Function – Ouse
29 November 2022	Correspondence re Health
30 November 2022	Council Workshop - Bothwell

- Business of Council x 11
- Ratepayer and community members - communications x 6
- Elected Members - communications x 12
- Central Highlands Council Management - communications x 6

13.1 COUNCILLOR COMMITMENTS

Deputy Mayor J Allwright

15 November 2022 Ordinary Meeting of Council – Hamilton
 30 November 2022 Council Workshop - Bothwell

Cr A Bailey

15 November 2022 Ordinary Meeting of Council – Hamilton
 30 November 2022 Council Workshop - Bothwell

Cr S Bowden

15 November 2022 Ordinary Meeting of Council – Hamilton
 30 November 2022 Council Workshop - Bothwell

Cr R Cassidy

15 November 2022 Ordinary Meeting of Council – Hamilton
 30 November 2022 Council Workshop - Bothwell

Cr J Hall

15 November 2022 Ordinary Meeting of Council – Hamilton
 30 November 2022 Council Workshop - Bothwell

Cr J Honner

15 November 2022 Ordinary Meeting of Council – Hamilton
 30 November 2022 Councillor catch up with General Manager
 30 November 2022 Council Workshop - Bothwell

Cr D Meacheam

26 November 2022 LGAT Councillor Training - Invermay
 30 November 2022 Council Workshop - Bothwell

Cr Y Miller

15 November 2022 Ordinary Meeting of Council – Hamilton
 30 November 2022 Council Workshop - Bothwell

13.2 STATUS REPORT COUNCILLORS

Nil

13.3 GENERAL MANAGER'S COMMITMENTS

21 November 2022 Southern Tasmanian Councils Authority (STCA) Meeting – Brighton Council
 24 November 2022 Meeting with GHD regarding River Clyde Flood Study
 29 November 2022 Briefing from RDA Tas on Tasmania's Strategic Regional Plan
 30 November 2022 Council Workshop - Bothwell

13.4 DEPUTY GENERAL MANAGER'S COMMITMENTS

15 November 2022	Ordinary Meeting of Council – Hamilton
19 November 2022	Bushfest
20 November 2022	Bushfest
23 November 2022	Meeting with Hydro
24 November 2022	Meeting with GHD regarding River Clyde Flood Study

14.0 NOTIFICATION OF COUNCIL WORKSHOPS HELD

Wednesday 30 November 2022 at Bothwell Town Hall commencing 11.00am. Items for discussion were: -

- Councillor Roles & Responsibilities facilitated by David Morris from Simmons Wolfhagen
- Pecuniary Interests & Conflicts of Interest
- Council Acting as a Planning Authority

14.1 FUTURE WORKSHOPS

Workshop and onsite visit of the Hamilton Showgrounds – date to be determined.

Cr Y Miller returned to the meeting at 11.01am.

14.2 MAYORAL ANNOUNCEMENTS

Nil

15.0 MINUTES

15.1 RECEIVAL DRAFT MINUTES ORDINARY MEETING 15th NOVEMBER 2022

RESOLUTION – 04/12.2022/C

Moved: Cr A Bailey

Seconded: Cr Y Miller

THAT the Draft Minutes of the Ordinary Meeting of Council held on Tuesday 15th November 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.

15.2 CONFIRMATION OF DRAFT MINUTES ORDINARY MEETING 15th NOVEMBER 2022

RESOLUTION – 05/12.2022/C

Moved: Cr R Cassidy

Seconded: Cr J Hall

THAT the Draft Minutes of the Ordinary Meeting of Council held on Tuesday 15th November 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 Meacham and Cr Y Miller.

16.0 BUSINESS ARISING:

15.1	SUBMISSION ON THE DRAFT TASMANIAN PLANNING POLICIES – DRAFT FOR CONSULTATION IN ACCORDANCE WITH SECTION 12C(2) OF THE LAND USE PLANNING AND APPROVALS ACT 1993	Submission endorsed
15.2	RENEWABLE ENERGY PROJECTS & SCENIC LANDSCAPES	THAT Mayor Triffitt invite Minister Guy Barnett to the next meeting of Council scheduled for the 6th of December to discuss the ReCFIT program in relation to the Central Highlands
15.3	PROPOSED TOWNSHIP STRUCTURE PLANNING PROJECT	A Project Steering Committee was established
15.5	COVID-19 SAFETY PLAN	Item deferred until the Ordinary Meeting of Council scheduled for 17th January 2023
16.1	PREPARING AUSTRALIAN COMMUNITIES PROGRAM GRANT	Council received the monthly project report for October from GHD for the River Clyde Flood Mapping / Study
16.3	PROPOSED WORKS FOR FLOOD AFFECTED COUNCIL ASSETS	Council allocates \$20,000 in the 2023-2024 budget deliberations to engage an engineer to prepare a design for future flood mitigation of Andrews Bridge, Bothwell
16.4	REQUEST TO CART PLANTATION TIMBER ON HOLLOW TREE ROAD	Correspondence sent by Works & Service Manager.
17.1	COUNCIL MEETING TIMES	Council, by Absolute Majority, approve the meeting dates for the Ordinary Council Meetings and the Planning Committee Meetings for Dec 2022 – June 2023.
17.2	COUNCIL COMMITTEE REPRESENTATION	Council resolved Council Committee Representatives for each Council Committee
17.3	TASWATER OWNERS REPRESENTATIVE	Correspondence sent by Acting General Manager.
17.4	LOCAL GOVERNMENT ASSOCIATION OF TASMANIA (LGAT) – VOTING DELEGATE	Correspondence sent by Acting General Manager.
17.5	SOUTHERN TASMANIA REGIONAL WASTE AUTHORITY – APPOINTMENT OF FORUM	Correspondence sent by Acting General Manager.
17.8	HYDRO TARRALEAH POWER STATION UPGRADE FIELD VISIT	Correspondence sent by Acting General Manager.
17.9	DONATION REQUEST – SOUTHERN HIGHLANDS PROGRESS ASSOCIATION	Correspondence sent by Acting General Manager.
17.10	DONATION REQUEST – GRETNIA VOLUNTEER FIRE BRIGADE	Correspondence sent by Acting General Manager.

17.15	COMMUNITY GRANT DONATION TO ATTEND AUSTRALIAN ALL SCHOOLS CHAMPIONSHIPS	Correspondence sent by Acting General Manager.
18.1	SOUTHERN TASMANIA REGIONAL WASTE AUTHORITY – INTERIM CEO	Correspondence sent by Acting General Manager.
18.2	TELSTRA PAYPHONE INTERLAKEN	Correspondence sent by Acting General Manager, new General Manager to meet with Telstra to discuss how to improve mobile coverage at Interlaken.

17.0 DERWENT CATCHMENT PROJECT REPORT

RESOLUTION – 06/12.2022/C

Moved: Cr J Honner

Seconded: Cr A Bailey

THAT the Derwent Catchment Project Monthly 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 Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

18.0 FINANCE REPORT TO 30 NOVEMBER 2022

RESOLUTION – 07/12.2022/C

Moved: Cr J Honner

Seconded: Cr S Bowden

THAT the Finance Report to 30 November 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.

19.0 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 16 on this agenda, inclusive of any supplementary items.

RESOLUTION – 08/12.2022/C

Moved: Cr J Honner

Seconded: Cr R Cassidy

THAT Council now act 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 Meacham and Cr Y Miller.

Graham Rogers (Manager Development & Environmental Services) attended the meeting at 11.03am.

Louisa Brown (Planning Officer) attended the meeting at 11.03am.

19.1 DA 2022/89: REORGANISATION OF BOUNDARIES: 31 & 33 BRIDGE ROAD, WESTERWAY

RESOLUTION – 09/12.2022/C

Moved: Deputy Mayor J Allwright

Seconded: Cr A Bailey

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 DA2022/89 Reorganisation of Boundaries at 31 & 33 Bridge Road, Westerway, 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*.

Easements

3. 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

4. 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

5. 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.

Final plan

6. 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.
7. 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.

8. 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.
9. The subdivider must pay any Titles Office lodgment fees direct to the Recorder of Titles.

Property Services

10. 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

11. 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.

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 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.

19.2 PROPOSED BOUNDARY RE-ORGANISATION AT HAMILTON SHOWGROUNDS

RESOLUTION – 10/12.2022/C

Moved: Cr R Cassidy

Seconded: Cr A Bailey

THAT

1. Council accepts the Agreement to Realign Boundaries, Hamilton Showground & Rivers between Edward Stuart Archer & Central Highlands Council, prepared by Tierney Law.
2. The General Manager be authorised to sign the Agreement to Realign Boundaries, Hamilton Showground & Rivers between Edward Stuart Archer & Central Highlands Council, prepared by Tierney Law.
3. Council's Solicitor be engaged to prepare an agreement for the long-term parking and grazing requirements.
4. On acceptance of the Agreement to Realign Boundaries, Hamilton Showground & Rivers by both parties, the Manager DES to instruct PDA Surveyors to submit the Development Application for the boundary reorganisation.

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.

19.3 POLICY 2013-08 PUBLIC OPEN SPACE

NOTED

Jason Branch (Manager Works & Services) attended the meeting at 11.10am.

19.4 ORDINARY COUNCIL MEETING RESUMED

RESOLUTION – 11/12.2022/C

Moved: Cr J Honner

Seconded: Cr A Bailey

THAT Council no longer act as a Planning Authority and resume the Ordinary Council 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 Meacham and Cr Y Miller.

20.0 DEVELOPMENT & ENVIRONMENTAL SERVICES (DES) REPORT

Report By

Graham Rogers, Manager Development & Environmental Services

PLANNING PERMITS ISSUED UNDER DELEGATION

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

NO PERMIT REQUIRED

DA NO.	APPLICANT	LOCATION	PROPOSAL
2022 / 00106	Rainbow Building Solutions	Marlborough Road, Bronte Park	Dwelling

PERMITTED USE

DA NO.	APPLICANT	LOCATION	PROPOSAL
2022 / 00104	P D A Surveyors	(Part Of) Lot 1 Lyell Highway, Ouse & 90 Woodmoor Road, Ouse	Minor Boundary Adjustment
2022 / 00107	Cynmax Pty Ltd	110 Thiessen Crescent, Miena	Visitor Accommodation (Change of Use)
2022 / 00108	M W Crittenden	47 Bronte Estate Road, Bronte Park	Dwelling (Extension to Outbuilding)

DISCRETIONARY USE

DA NO.	APPLICANT	LOCATION	PROPOSAL
2022 / 00096	6ty Pty Ltd	Florentine Road, Florentine	Telecommunications Pole

2022 / 00091	Tim Penny Architecture & Interiors	37-39A Patrick Street, Bothwell	Educational Building
2022 / 00097	Integral Design & Drafting Services	Lyell Highway, Gretna (CT 166096/1)	Dwelling & Outbuildings (2)
2022 / 00099	Bison Construction	691 Ellendale Road, Ellendale	Outbuilding
2022 / 00103	Pettit Designs	3 Boomer Road, Hamilton	Ancillary Dwelling
2022 / 00087	M Naguran	2B Victoria Valley Road, Ouse	Outbuilding

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 30 November 2022.

Number of Dogs Impounded during last month	0
Number of Dogs Currently Registered	910
Number of Dogs Pending Re-Registration	34
Number of Kennel Licences Issued	28
Number of Kennel Licences Pending	3

RESOLUTION – 12/12.2022/C

Moved: Deputy Mayor J Allwright

Seconded: Cr R Cassidy

THAT the Development & Environmental Services 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 Hall, Cr J Honner, Cr D Meacham and Cr Y Miller.

Graham Rogers (Manager Development & Environmental Services) left the meeting at 11.14am.

Louisa Brown (Planning Officer) left the meeting at 11.14am.

21.0 WORKS & SERVICES REPORT

Report By

Jason Branch, Manager Works & Services

The following activities were performed during November by Works & Services –

Grading & Sheeting

Dennistoun Road (flood damage), Interlaken Road (flood damage), Old Man Head (flood damage), Glovers Road (flood damage)

Maintenance Grading

Hunterston Road, Weasel Plains Road, Waddamana Road, Allison's Road

Potholing / shouldering	Strickland Road, Gully Road, Hanlon's Road, Rockmount Road, Waddamana Road
Spraying:	<ul style="list-style-type: none"> • Spraying Capeweed • Spraying Capeweed Bothwell Cemetery • Meadsfield Road • Humbie Road • Wetheron Road • Green Valley Road • Spraying Bothwell waste transfer station
Culverts / Drainage:	<ul style="list-style-type: none"> • Clean culverts Todds Corner Road • Install culvert Todds Corner • Install culvert Dennistoun Road • Clean culverts Rockmount Road • Install culvert Wetheron Road • Repair culvert Lower Marshes Road
Occupational Health and safety	<ul style="list-style-type: none"> • Monthly Toolbox Meetings • Day to day JSA and daily prestart check lists completed • Monthly workplace inspections completed • Playground inspections • 76hrs Annual Leave taken • 34hrs Sick Leave taken • 102hrs Long Service Leave • 76.5 hours Workers Compensation
Bridges:	Pitt and Sherry commence design for widening of the 14mile bridge
Refuse / Recycling Sites:	Cover Hamilton Tip twice weekly
Other Activities:	<ul style="list-style-type: none"> • Set up and pack up of BushFest • Repair spring in road Wetheron Road • Repair washouts Flintstone drive • Carting gravel stabilization works Ellendale Road • Coring and scarifying of the Bothwell Recreation Ground • Remove 12 trees from various roads due to high winds • Concrete drive entrance Franklin Place • Weld up gates to Hamilton Showgrounds • Slashing Hamilton Recreation ground • Pick up rubbish Osterley Cemetery • Dig 1 x grave • 1 x drum muster • Repair ramp Tor Hill Road • Repair holes Ellendale Road • Repair holes Hollow Tree Road
Slashing:	<ul style="list-style-type: none"> • Hollow Tree Road • Mark Tree Road • Thousand Acre Lane • Bluff Road • Clarendon Road
Municipal Town Maintenance:	<ul style="list-style-type: none"> • 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:

Nil

Plant:

- PM687 Western Star new steer tyres
- PM751 Toro mower new drive shaft and spindles
- PM636 New trailer brakes
- PM705 Mack truck new steer tyres
- PM741 Mack truck new tyres and repair ECG cooler
- PM733 Komatsu grader serviced

Private Works:

9 Private Works undertaken

Casuals

- Toilets, rubbish and Hobart
- Hamilton general duties

Program for next 4 weeks

- Stabilisation works Ellendale Road
- Grading and sheeting Municipal Roads
- Drainage Gully Road
- Roadside slashing of Council roads
- Mowing of towns
- Potholes Municipal Roads

RESOLUTION – 13/12.2022/C**Moved:** Cr A Bailey**Seconded:** Cr Y Miller**THAT** the Works & Services 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 Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

21.1 PREPARING AUSTRALIAN COMMUNITIES PROGRAM GRANT**RESOLUTION – 14/12.2022/C****Moved:** Cr R Cassidy**Seconded:** Cr J Honner**THAT** Council receive the monthly project report for November 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 Hall, Cr J Honner, Cr D Meacheam and Cr Y Miller.

21.2 ROADSIDE AVENUE OF TREES HAMILTON TO OUSE**RESOLUTION – 15/12.2022/C****Moved:** Cr Y Miller**Seconded:** Cr S Bowden**THAT** Council investigate the reinstatement of commemorative plaques on trees in memorial avenues at Bothwell, Hamilton and Ouse

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.

Jason Branch, Manager Works and Services left the meeting at 11.24am.

22.0 ADMINISTRATION SERVICES REPORT

22.1 REMISSIONS UNDER DELEGATION

Report By

Adam Wilson, Deputy General Manager

The following rate remissions has been granted by the General Manager under delegation -

01-0874-03716	\$18.00	Penalty
03-0218-00053	\$12.49	Penalty
03-0237-04042	\$22.11	Penalty
03-0232-04032	\$21.40	Penalty
03-0232-04040	\$15.70	Penalty

RESOLUTION – 16/12.2022/C

Moved: Cr A Bailey

Seconded: Cr Y Miller

THAT the remissions under delegation be noted.

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.

22.2 HAMILTON DISTRICT AGRICULTURAL SOCIETY – REQUEST

RESOLUTION – 17/12.2022/C

Moved: Cr A Bailey

Seconded: Cr S Bowden

THAT Council give permission for the Hamilton Show Committee to hold a clay target stand at the 2023 Hamilton Show subject to the following conditions.

- The Show Committee having all relevant insurances;
- The Committee considers buffer zones for animals; and
- The Committee complies with all relevant legal requirements

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.

22.3 BOTHWELL DISTRICT HIGH SCHOOL – COMMUNITY GRANT APPLICATION

RESOLUTION – 18/12.2022/C

Moved: Cr A Bailey

Seconded: Cr S Bowden

THAT Council provide the Bothwell District High School with a community grant donation of \$150.00.

CARRIED

FOR the Motion

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

22.4 REVIEWED POLICY 2016-42 - MODEL CODE OF CONDUCT

RESOLUTION – 19/12.2022/C

Moved: Cr J Honner

Seconded: Cr D Meacheam

THAT Council approved the reviewed Policy 2016-42 Model Code of Conduct.

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.

22.5 BOTHWELL SWIMMING POOL FEES 2022-2023

RESOLUTION – 20/12.2022/C

Motion 1

Moved: Cr S Bowden

Seconded: Cr D Meacheam

THAT for a trial period of free entry into the Bothwell Swimming Pool be implemented for the 2022-2023 season; to be reviewed at the end of the season.

CARRIED 6/3

FOR the Motion

Mayor L Triffitt, Deputy Mayor J Allwright, Cr A W Bailey, Cr S Bowden, Cr J Hall and Cr D Meacheam

AGAINST the Motion

Cr R Cassidy, Cr J Honner, Cr Y Miller

RESOLUTION – 21/12.2022/C

Motion 2

Moved: Cr D Meacheam

Seconded: Cr Y Miller

THAT Council write to the Principal of the Bothwell District High School requesting that permission be sort from the Department of Education for students to use the Bothwell pool for learn to swim lessons.

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.

23.0 SUPPLEMENTARY AGENDA ITEMS**RESOLUTION – 22/12.2022/C**

Moved: Cr S Bowden

Seconded: Cr Y Miller

THAT Council consider the matters on the Supplementary 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.

23.1 RECEIVAL OF THE DRAFT MINUTES OF THE AUDIT PANEL MEETING 5TH DECEMBER 2022**RESOLUTION – 23/12.2022/C**

Moved: Cr J Hall

Seconded: Deputy Mayor J Allwright

THAT the draft Minutes of the Audit Panel Meeting held on Monday 5th 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.

23.2 RECOMMENDATIONS FROM THE AUDIT PANEL**RESOLUTION – 24/12.2022/C**

Moved: Cr Y Miller

Seconded: Cr J Honner

1. **THAT** Council adopt the following policies and documents as recommended by the Audit Panel:

- POLICY 2013-15 OCCUPATIONAL EXPOSURE TO BLOOD & BODY FLUIDS POLICY
- POLICY 2013-18 EMPLOYEE RECRUITMENT & SELECTION POLICY
- POLICY 2014-23 MAINTENANCE OF ROADS & BRIDGES BEHIND LOCKED GATES ON COUNCIL ROADS
- POLICY 2018-52 COMMUNITY BUS POLICY
- POLICY 2019-56 CYBER SECURITY POLICY
- POLICY 2020-59 INVESTMENT OF SURPLUS COUNCIL FUNDS POLICY
- CENTRAL HIGHLANDS COUNCIL AUDIT PANEL CHARTER
- CENTRAL HIGHLANDS COUNCIL AUDIT PANEL ANNUAL WORK PLAN

2. **THAT** pursuant to Section 205 of the Local Government Act 1993, Council resolve to adopt the Community Bus Hiring Fees and for it to take effect commencing from the 6 December 2022 as listed below:

Community Bus Hiring Fees:

- The fee for transport less than 20km return is \$7.00 per person;

- The fee for transport 20km – 100km return is \$12.00 per person;
- The fee for transport greater than 100km return is \$15.00 per person;
- A Carer is not required to pay when travelling with the person they are caring for;
- The fee for families will be a maximum of \$20.00 for 2 people / \$30.00 per family;
- No-one shall be disadvantaged by the inability to pay for this service and the fee may be reduced or waived on agreement by Council's General Manager; and
- For organised community groups / organisations the vehicle is hired at a fee of 96c per kilometer PLUS a \$5.00 booking fee.

3. **THAT** the General Manager meet with the Mr Henry Edgell to discuss the history of the donations and the future of the investment held by Council on behalf of the Friends of St Michael's Committee.

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.

24.0 CLOSURE

Mayor Lou Triffitt thanked everyone for their contribution and closed the meeting at 11.57am.

Signed as Confirmed:

Mayor L Triffitt

Dated 17th January 2023

Proposal

Council is in receipt of a Development Application for the Reorganisation of Boundaries and Subdivision of properties at 871 & 991 Dawson Road, Ouse.

The proposal includes 871 Dawson Road, Ouse - CT 177250/2 & CT 179590/1 approximately 259ha owned by S Danieluk Pty Ltd and 991 Dawson Road, Ouse – CT 166928/3 approximately 21ha owned by N Tomlin.

The proposal seeks approval for the following:

- CT 177250/2 2 lot Subdivision creating lots 1 & 2 on the Plan of Subdivision.
- CT 166928/3 & 179590/1 boundary reorganisation shown with an adhesion symbol along existing boundary lines and subdivision creating lots 3, 4, 4 and 6 on the Plan of Subdivision.

Lot 1 – 60.17ha, accessed via Dawson Road, frontage 29.4m
Lot 2 – 105.2ha, accessed via Dawson Road, frontage 26.1m
Lot 3 – 45.86ha, accessed via existing Right of Way via Dunrobin Road, frontage 20m
Lot 4 – 44.38ha, accessed via existing Right of Way on Dawson road, frontage 15m
Lot 5 – 20.93ha, accessed by Right of Way from Dawson Road, 10m frontage
Lot 6 – 2.933ha Utilities Lot, includes an existing small power station for electricity generation.
accessed via a right of way 10m wide via lot 5.

The Subdivision is proposed as a staged development as follows;

Stage 1 - Lots 1 & 2

Stage 2 - Lots 3, 4 & 5

Stage 3 - Lot 6

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 DA2021/72 Reorganisation of Boundaries and Subdivision at 871 Dawson Road, Ouse - CT 177250/2 & CT 179590/1 and 991 Dawson Road, Ouse – CT 166928/3 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 DA2021/72 Reorganisation of Boundaries and Subdivision at 871 & 991 Dawson Road, Ouse 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 DA2021/72 Reorganisation of Boundaries and subdivision at 871 & 991 Dawson Road, Ouse 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 DA2021/72 Reorganisation of Boundaries and subdivision at 871 & 991 Dawson Road, Ouse 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:

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 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

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.

D. 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

6.1 REGIONAL PLANNING FRAMEWORK DISCUSSION PAPER AND DRAFT STRUCTURE PLAN GUIDELINES

Council has received a letter from the Minister for Planning inviting submissions on the Regional Planning Framework Discussion Paper and draft Structure Plan Guidelines.

Submissions must be received by COB Tuesday 28 February 2023.

Mr D Mackey provided an update.

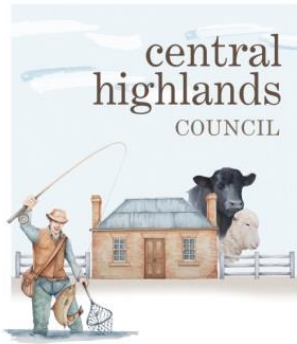
RESOLVED that Mr D Mackey prepare a draft submission to be discussed at a workshop with a final submission being presented to the February 2023 Council Meeting for consideration.

7.0 OTHER BUSINESS

Nil

8.0 CLOSURE

There being no further business the Chairperson thanked everyone for attending and closed the meeting at 9.40am.



PROJECT PLAN

CENTRAL HIGHLANDS TOWNSHIP STRUCTURE PLANNING PROJECT

BOTHWELL

HOUSE

HAMILTON

GREYNA

MIENA / yingina – Great Lake

ELLENDAL / FENTONBURY

Draft - 11 January 2023

Prepared by Damian Mackey

1. INTRODUCTION:

The Central Highlands Council will undertake a coordinated project over two financial years to develop structure plans for the townships of Bothwell, Ouse and Hamilton, and potentially the Miena / yingina – Great Lake area, Gretna, and the Ellendale / Fentonbury area.

2. PROJECT DETAILS:

Project details are set out in the Project Brief dated 11 January 2023. This document will be provide to potential consultants during the call for Expressions of Interest to undertake the work.

3. INDICATIVE PROJECT TIMELINE:

September 2022	Project Plan & Project Brief developed to draft stage. (Completed).
November 2022	Project Steering Group appointed. (Completed).
January 2023	Project Plan & Project Brief workshopped by Project Steering Group. (Completed).
January 2023	Project Plan & Project Brief endorsed by Council. Request for Proposals advertised. Project Brief distributed to potential consultants.
Jan – March 2023	Council engagement with the Regional Residential Demand & Supply Study.
March 2023	Assessment of proposals by Project Steering Group. Interview(s) with potential consultant(s) by the Project Steering Group.
April 2023	<u>Key decision point:</u> Appointment of consultant. Project Steering Group recommends, and Council confirms.
May 2023	Project inception meeting between Council and the consultant. Agreement reached on project details. Project work starts.

June 2023	<p>Stage 1: Background Analysis / Planning Context / Initial Community Consultation: residential demand & supply analysis (from regional project), demographic trends, physical infrastructure capacities and constraints, social infrastructure facilities & services and gaps, employment trends and needs, assets & opportunities, threats and constraints.</p> <p>Community Consultation Round One: Project introduction and explanation. Call for initial input from the community.</p> <p>Government agencies and infrastructure providers – input.</p>
July 2023	<p>Stage 1 completed.</p> <p><u>Key decision point</u> – Determination of the townships to be subject to the full structure-planning process, the order in which they are done and the details of the process. Project Steering Group recommends and Council confirms.</p> <p>Note: It is possible it may be agreed that the townships are grouped into two tranches, and/or subject to two levels of structure planning. The following timeline assumes all structure planning for all townships occur concurrently.</p>
July 2023	Alignment with State Structure Plan Guidelines . (If finalised).
Aug – Sep 2023	<p>Stage 2: Community Consultation Round Two. Within each town: community workshop, submissions process for those not able to attend the workshop. Identification of an agreed ‘town vision’, growth priorities, growth areas, physical and social infrastructure needs, economic development opportunities, etc.</p>
Oct - Dec 2023	Stage 3: Draft Structure Plans prepared by consultants.
Jan 2024	<p>Stage 3 completed. Consideration by Project Steering Group & full Council.</p> <p><u>Key decision point:</u> Draft Structure Plans recommended by Project Steering Group and endorsed by Council as suitable for community consultation.</p>
February 2024	Stage 4: Community Consultation Round Three: Each draft structure plan is subject to final community consultation within each township.
March 2024	Stage 4 completed.

April 2024	Stage 5 completed: Final Structure Plans prepared by consultants.
May 2024	<u>Key decision point</u> : Final Structure Plans recommended by Project Steering Group and endorsed by Council.

4. GOVERNANCE & COMMUNICATIONS:

The Project Steering Group will guide the project and provide a sounding board for the Consultant.

Key decision points will be referred to full Council with the Steering Group's recommendation.

The Project Manager will report to the Project Steering Group.

The Consultant's primary point of contact will be the Project Manager.

The Consultant will, at times, be required to discuss the development of the plans with the Project Steering Group and possibly full Council at key decision points.

Communications with the media will be undertaken by the Mayor.

Day-to-day communications from the community or stakeholders will be filtered by the Project Manager.

Where appropriate, communications from the community or stakeholders will be directed to the Project Steering Group and/or the Consultant, as determined at the Project Inception Meeting.

5. 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.

6. REGIONAL RESIDENTIAL LAND DEMAND AND SUPPLY STUDY

The SPO has funded and initiated a regional residential land demand and supply study. This will cover all rural areas in Southern Tasmania outside Greater Hobart and nearby towns. The outcomes for Central Highlands' settlements will feed down into the township structure planning process and up into the pending review of the Regional Land Use Strategy.

7. PROJECT STEERING GROUP

Group Members:

Chair:	Deputy Mayor Jim Allwright
Deputy Chair:	Councillor Robert Cassidy
Member:	Mayor Loueen Triffitt
Member:	Councillor Scott Bowden
Member:	Councillor Julie Honner
Member:	Councillor Tony Bailey
Member:	Councillor Yvonne Miller

All Councillors able to attend meetings.

Group Advisors:

Council Officer:	Manager Development & Environmental Services
Council Officer:	Manger Works & Services
Council Officer:	Planning Officer

Other advisors as considered necessary.

State Planning Office:

Officer invited to attend meetings, and otherwise kept informed.

Project Consultants:

To attend meetings when necessary.

Project Manager:

Special Projects Officer (Damian Mackey)

Directions from the Project Steering Group will be implemented by the Project Manager.



CALL FOR EXPRESSIONS OF INTEREST

PROJECT BRIEF

CENTRAL HIGHLANDS

TOWNSHIPS STRUCTURE PLANNING PROJECT

BOTHWELL

HOUSE

HAMILTON

GRETNA

MIENA / yingina – Great Lake

ELLENDALE / FENTONBURY

Draft: 11 January 2023

Prepared by Damian Mackey

1. INTRODUCTION:

The Central Highlands Council intends to undertake a coordinated project to develop structure plans for the townships of Bothwell, Ouse and Hamilton, and potentially Miena, Gretna, and Ellendale/Fentonbury. The work will involve an initial collective analysis of all relevant background information which will inform a decision confirming which towns will be subject to the full structure-planning process.

The work will establish revised growth management strategies for the individual settlements within the context of the expected revision of the Southern Tasmania Regional Land Use Strategy, (STRLUS). The initial residential demand analysis component will be obtained from a region-wide project currently being undertaken across the South under the auspices of the State Planning Office in conjunction with local government.

Individual structure plans will take into account the characteristics, opportunities, constraints and unique issues of the particular townships, with full community and stakeholder consultation.

The plans will take the form of written documents that will include detailed maps and design plans with measures to be actioned and implemented to manage and direct growth as demand increases and as funding for various initiatives becomes available.

The recommendations are to constitute a coherent set of coordinated actions and strategies for Central Highlands Council and other stakeholders to pursue. All recommendations are to be realistic, implementable, and achievable and meet the needs of key stakeholders and the community.

Recommendations of particular interest to Council will include desirable planning scheme amendments, (with articulated supporting material), town improvement priorities and community goals, all within an over-arching vision for each town.

The project will be managed by a Project Manager under general guidance and direction from a Project Steering Group comprised of Elected Members and supported by Council Officers. Key decision points will be referred to full Council by the Steering Group.

Consultants with relevant experience and skills are invited to submit costed proposals in accordance with this Project Brief to Central Highlands Council by(Insert date)

2. BACKGROUND:

2.1 Catalyst for the Project

Feedback received during the recent 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 the municipality, with several of the representations raising potential rezoning issues.

In considering Bothwell and Ouse representations, Council noted the following:

Council intends to pursue a structure plan for Bothwell once the LPS work is completed, potentially with financial support from the State Government. This should follow completion of the Local Provisions Schedule development process and is to set out the preferred future development of the town and any subsequent zoning changes that ought to be made.

and

A structure plan for the township of Ouse, with input from the local community should be developed. This should follow completion of the Local Provisions Schedule development process and is to set out the preferred future development of the town and any subsequent zoning changes that ought to be made.

The public exhibition of the Draft Local Provisions Schedule included planning scheme zone maps. However, the zoning of the municipality's townships had been directed by the State to simply be a direct transition from the current planning scheme zones. In other words, no fundamental zone changes were able to be considered. Nevertheless, members of the community lodged representations requesting such changes.

In addition to the matters raised in the representations, Council has been aware of a number of other zoning issues in and around the towns for some time. It has been decades since whole-of-town future-looking strategic planning exercises have been undertaken for the towns in the municipality. Whilst no representations were received regarding zone changes in Hamilton, Miena, Ellendale and Gretna, Council believes that those towns would potentially also benefit from a strategic planning process, with various increasing growth and economic development pressures (including tourism).

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: 'structure plans'.

Finally, 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.

2.2 Existing Documents

- *Southern Tasmania Regional Land Use Strategy 2010-2035*. This major statutory instrument is now significantly out-of-date, having been largely based on the 2006 census data and prepared prior to the housing boom and subsequent shortage of residential land. The STRLUS is about to be reviewed.
- *Joint Land Use Planning Initiative- Settlement and Open Space Strategy*, July 2010. This sub-regional strategic work spanned four municipal areas; Central Highlands, Southern Midlands, Derwent Valley and Brighton.
- *Central Highlands Strategic Plan*.
- *Central Highlands Interim Planning Scheme 2015*. (Now replaced by the Tasmanian Planning Scheme.)
- *Central Highlands Local Provisions Schedule* and the State Planning Provisions.
- The *Regional Residential Land Demand and Supply Study*. (Currently being undertaken across the Southern Tasmania region. Results are expected in time to input into the structure planning project early in the process.)
- The pending *State Structure Plan Guidelines*. (Possibly to be finalised in the early stages of this project.)
- *Bothwell Urban Design Framework 2008*, Inspiring Place.
- *Bothwell Flood Analysis*, GHD, (currently underway).

3. OBJECTIVES

3.1 Project Objectives

- Accommodation of growth in population through anticipated retention of existing population and incoming new residents.
- Economic development and support for local business and service providers through improved town amenity, greater visitor numbers, residential and business growth.
- Greater visitor numbers stopping in the towns and staying for longer.
- Maximise the use of space and linkages between key areas, including safe and efficient traffic management for major roads passing through the towns.
- Alignment of future growth with State and regional strategies where necessary.

- Attraction of further investment and funding for infrastructure, including for water, sewer, power and roads.
- Identification and recommendations for the reinforcement of each town's unique points of difference.

It is anticipated that other relevant issues will be raised through the community and stakeholder consultation process.

3.2 Project Outputs

- The final structure plans will set out an agreed vision for each town.
- The plans will encapsulate the collective vision of members of each township, with the process of developing the structure plans fully involving local communities, ensuring that the recommendations reflect agreed visions, instilling a sense of shared community purpose and action.
- Desirable zone changes will be highlighted and the strategic planning rationale underpinning these changes articulated.
- Recommendations will relate to community infrastructure and/or facilities that may be missing or inadequate and where there is a demonstrated need. Where such facilities are within Council's purview, these recommendations can inform Council's future works program and budgeting and/or support grant applications to State or Federal Government. Where such facilities are State-level responsibilities, then the structure plan can be used to form the basis of Council's lobbying efforts.
- Relevant recommendations will be presented in a way that enables them to directly feed into the review of the Southern Tasmania Regional Land Use Strategy.
- Relevant recommendations will provide guidance in regard to any community assistance funding flowing from possible new windfarms in the Central Highlands area.

4. TOWNSHIPS

4.1 Bothwell

4.1.1 Issues include:

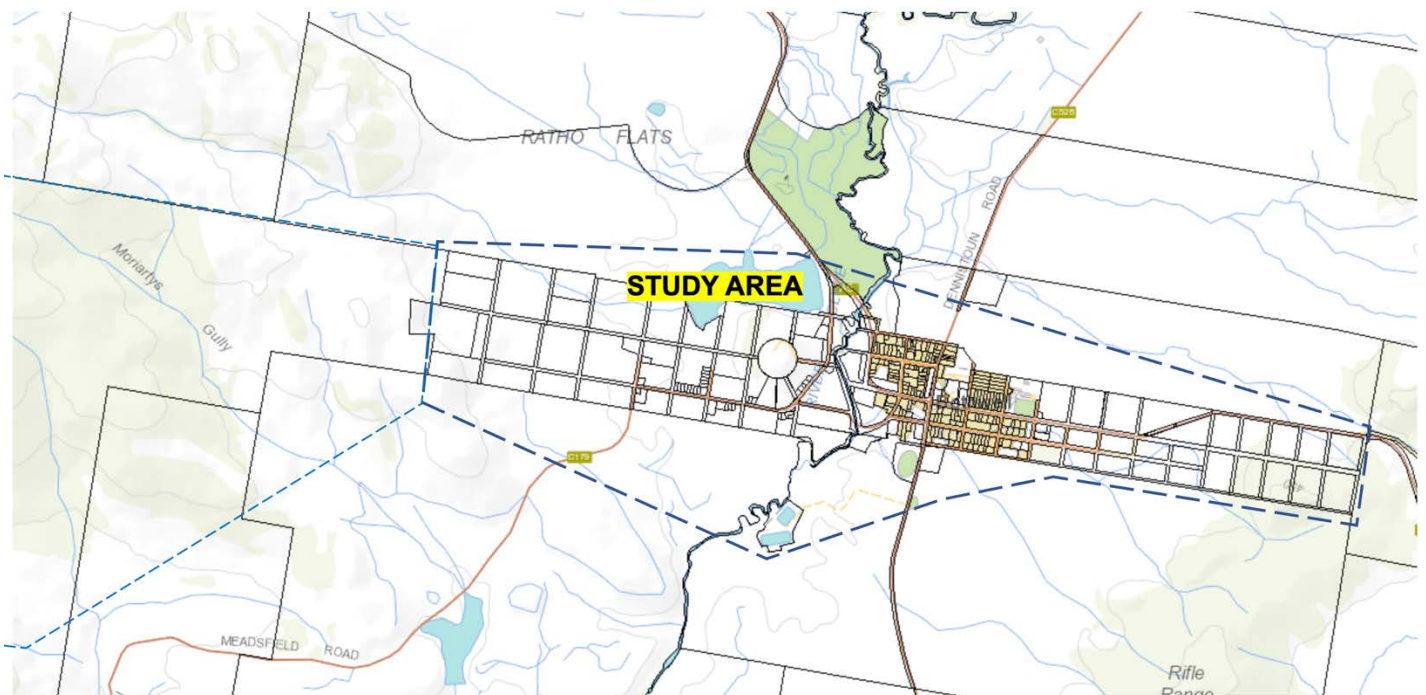
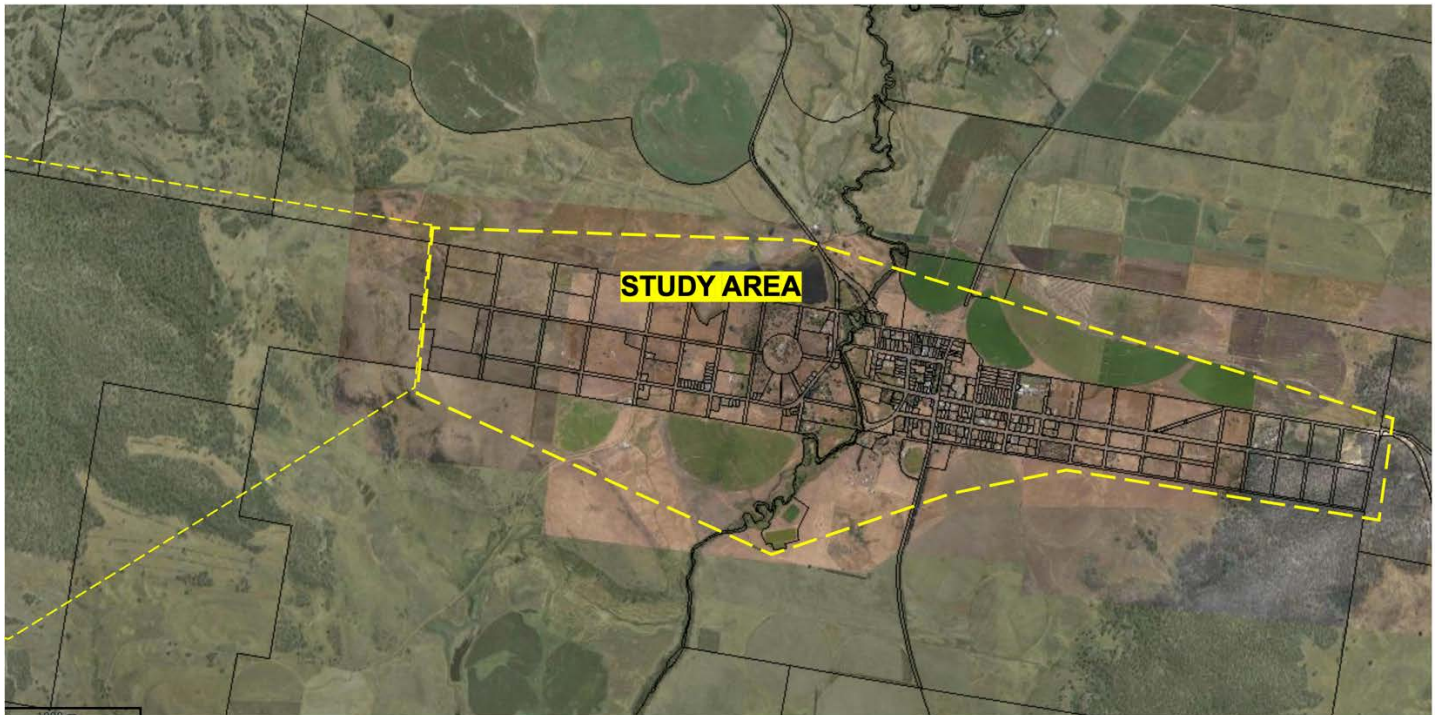
- Capacity of the town's water and sewer services.
- Potential reinstatement of Village Zone area along northern boundary of town (removed in the 2015 scheme) for which a live subdivision approval exists.
- Increasing town capacity through potential rezoning of existing serviced Low Density Residential land to Village, Rural Living land to Low Density Residential and nearby Rural land to Rural Living.
- Potential to provide a new rural living area on poor quality land west of the township.
- Potential to revitalise the town's historic centre.
- Strengthening the town's visitor potential as the gateway to the Highlands Lakes' fishing, bushwalking and hunting areas, and the birthplace of golf in Australia.
- Improving pedestrian/cycle linkages within the town between the town's facilities, attractions and open space areas.
- Improving linkages to key adjacent visitor attractions such as Ratho and Nant.
- Improving safety at the main junction in the town (Highlands Lakes Road / William Street, Market Place / Queen Street).
- Potential to increase visitor accommodation, including tourist, farm workers and windfarm construction workers.
- Telecommunications and television black spots.
- Proximity of new Agriculture Zone to the town, particularly the rural residential-sized titles.
- Flood prone land. (Note: GHD currently undertaken a flood analysis for Bothwell).

4.1.2 Bothwell Community Groups and Organisations

- Australasian Golf Museum Committee
- Bothwell Country Women's Association
- Bothwell Fire Brigade
- Bothwell Football Club
- Bothwell Cricket Club
- Bothwell Historical Society
- Bothwell Volunteer Ambulance:
- Bothwell Licensed Anglers Club
- Bothwell & District Lions Club
- Bothwell Golf Club
- Bothwell Wellness Exercise Group
- Bothwell Exercise Classes (Highlands Healthy Connect & Freedom Health & Wellness)
- Girl's Shed
- Bothwell School
- Bothwell Gun Club
- Bothwell Anglican Women's Association

4.1.3 Bothwell Maps

BOTHWELL



4.2 Ouse

4.2.1 Issues include:

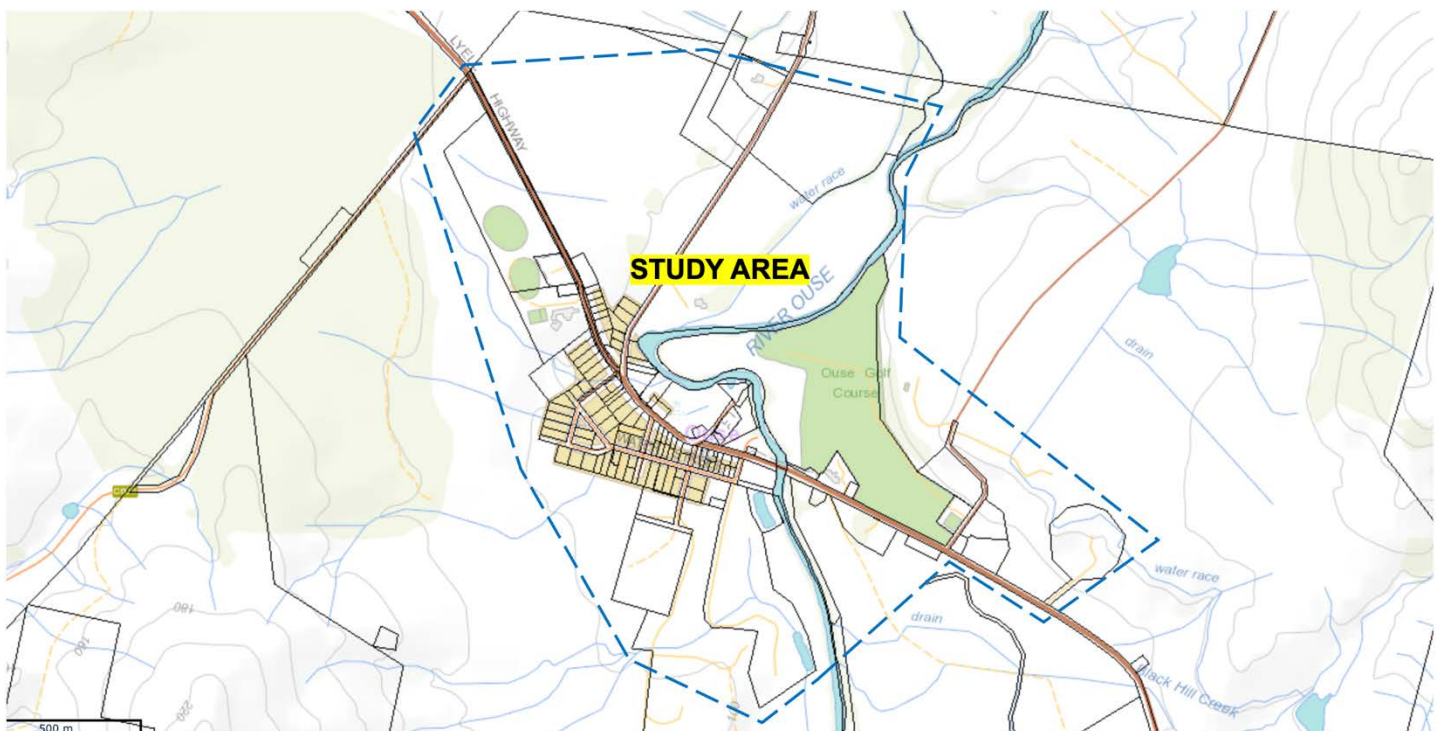
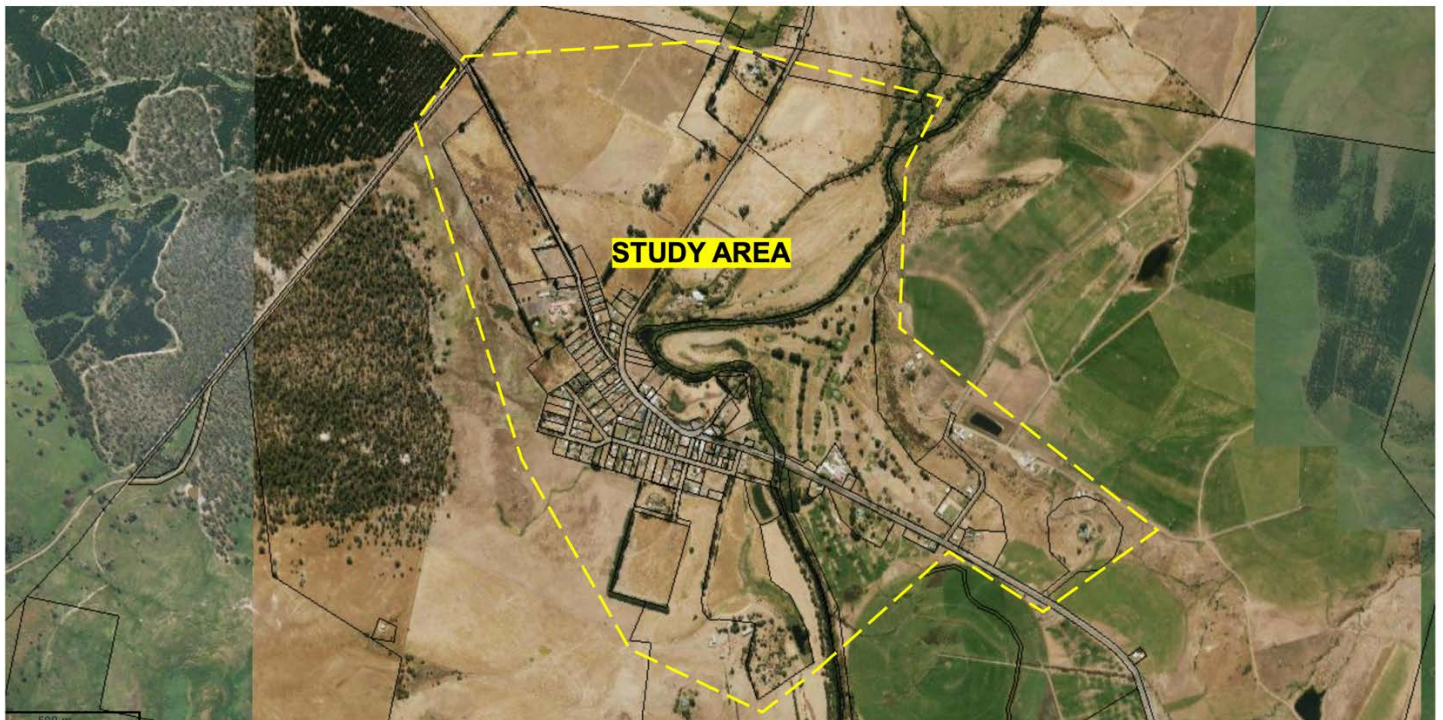
- Capacity of the town's water and sewer services.
- Potential rezoning of former Education Department land next to school from Rural/Agriculture to Village.
- The apparent lack of vacant lots in the town and potential town expansion areas (i.e. potential extension of the Village Zone).
- Health and aged care services.
- Strengthening the town's visitor potential as the gateway to the 'Western Wilds' fishing and bushwalking areas.
- Improving pedestrian/cycle linkages between the town's facilities, attractions and open space areas, including Department of Health and Human Services facilities.
- Pedestrian safety across the Lyell Highway.
- Lake Meadowbank – tourism potential.
- Proximity of the Agriculture Zone to the town.
- Flood prone land.

4.2.2 Ouse Community Groups and Organisations

- HATCH
- Central Highlands Community Health Centre
- Ouse Online Access Centre
- Ouse Community Country Club (including golf & bowls facilities)
- Ouse School
- Ouse Community Arts & Crafts Group
- Anglican parish group

4.2.3 Ouse Maps

OUSE



4.3 Hamilton

4.3.1 Issues include:

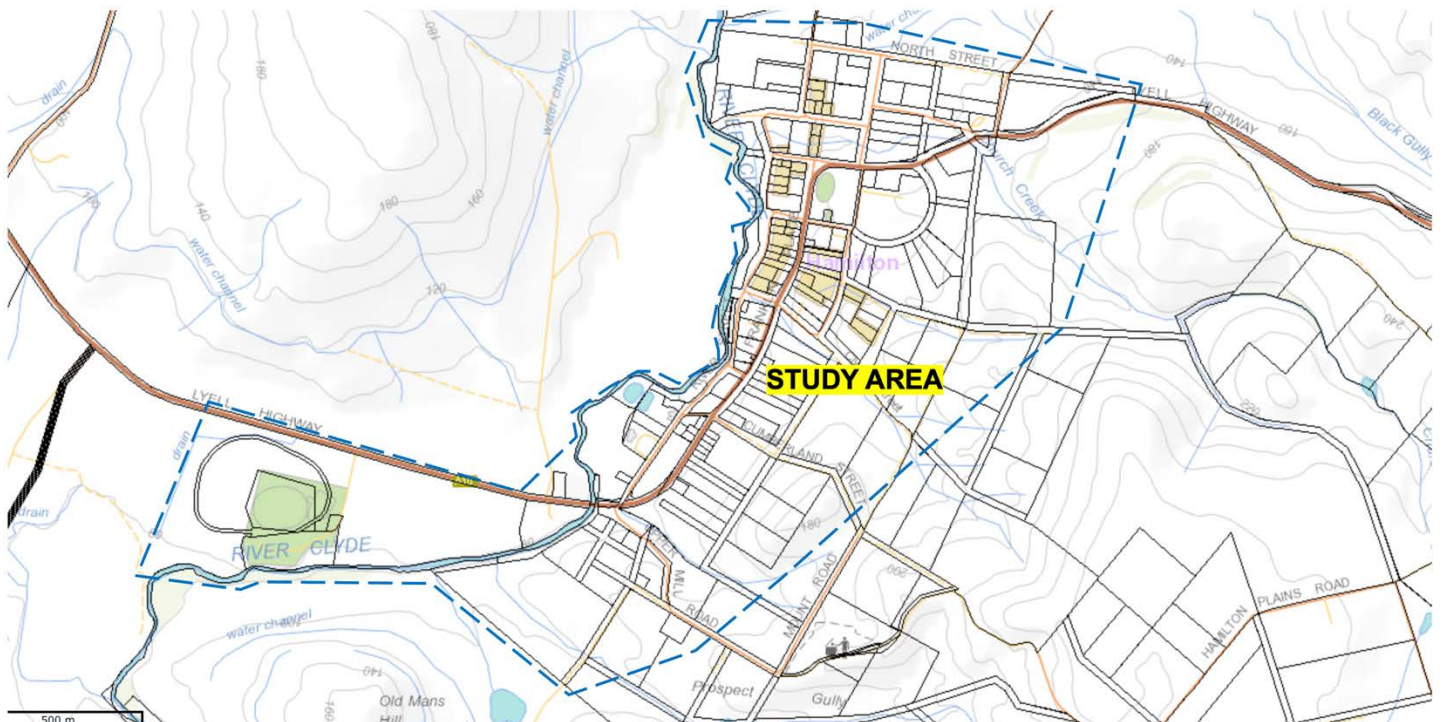
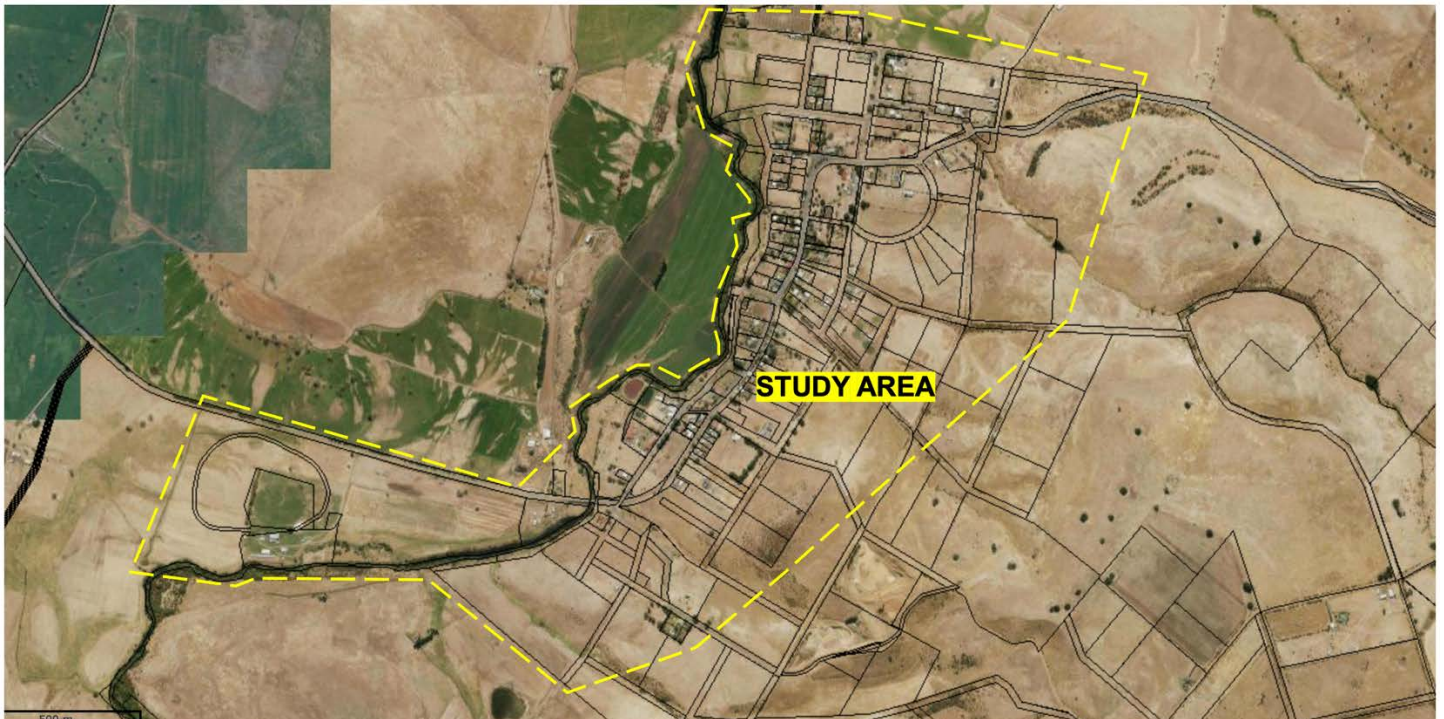
- Capacity of the town's water and sewer services.
- Potential relocation of the town's sewerage treatment facility, which is currently too close to the town.
- Appropriate zoning of the existing small lots south and east of the town currently zoned Rural.
- Strengthening the town's visitor potential as a beautifully preserved Georgian sandstone village.
- Potential to upgrade and/or expand the camping ground.
- Improving pedestrian/cycle linkages between the town's facilities, attractions and open space areas, including the Hamilton Showgrounds 1 km west of the town.
- Pedestrian safety crossing the Lyell Highway.
- Need for a safe pedestrian bridge across the river near the traffic bridge.
- Proximity of the new Agriculture Zone to the town, particularly the rural residential-sized titles.
- Communications and television blackspots.
- Access to Lake Meadowbank.

4.3.2 Hamilton Community Groups and Organisations

- Men's Shed & Lady's Shed
- Hamilton District Agricultural Show Society
- Hamilton Volunteer Fire Brigade
- Derwent Catchment Project
- Anglican parish group
- Hamilton Heritage Centre.
-

4.3.3 Hamilton Maps

HAMILTON



4.4 Gretna

4.4.1 Issues include:

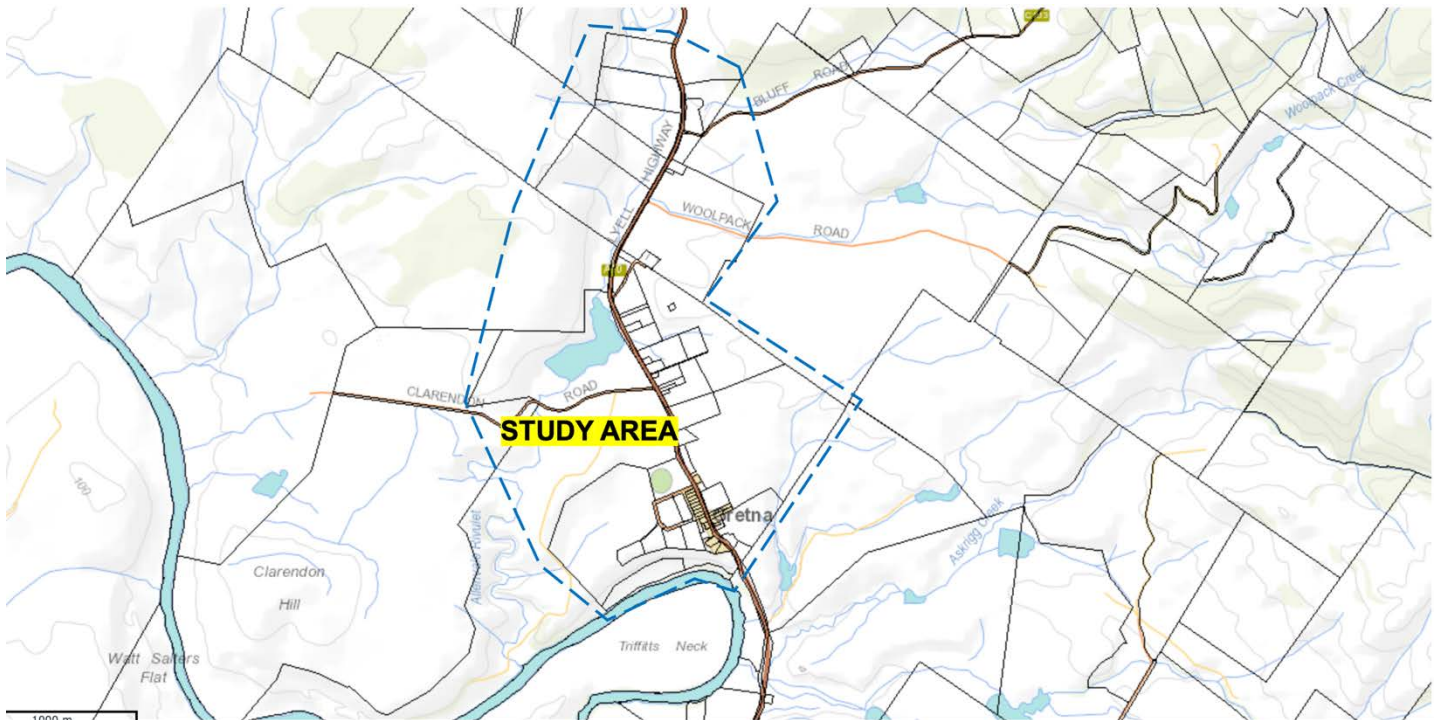
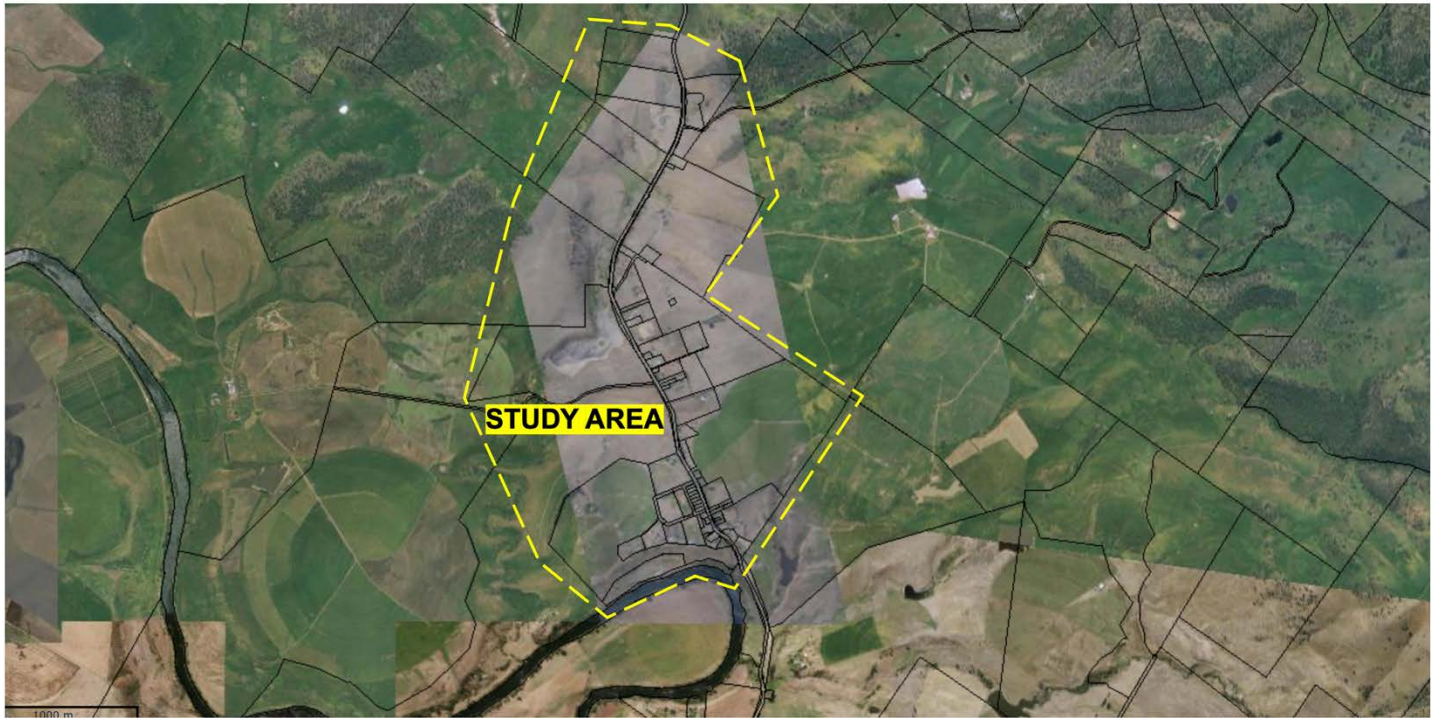
- Capacity of the town's water services.
- Potential expansion of the Rural Living Zone, taking advantage of exiting patterns of development and relative proximity to Greater Hobart.
- Future road layout plan
- Appropriate zoning of the existing small rural living use lots west of the town currently zoned Rural.
- Pedestrian safety across the Lyell Highway.
- Improving pedestrian/cycle linkages between the town's facilities and open space areas, including the war memorial.
- Proximity of the new Agriculture Zone to the village.
- ...

4.4.2 Community Groups and Organisations

- Gretna Red Cross
- Gretna Cricket Club
- Gretna Volunteer Fire Brigade

4.4.3 Gretna Maps

GRETNA



4.5 Miena / yingina – Great Lake area

4.5.1 Issues include:

- The appropriate spatial allocation and zoning of the heart of the town, currently Local Business. Alternatives include Village Zone and/or the Community Purpose and Recreation Zones.
- Strengthening the town’s visitor potential as the heart of the Highlands Lakes’ world-class trout fishing region and highland bushwalking area.
- Examining the relationship with, and linkages to, the business hub to the north at the junction of Highland Lakes Road and Marlborough Road.
- Assessing the supply of Low Density Residential land (including permanent dwellings and fishing shacks) in the vicinity, and possible new or expanded areas, potentially examining all settlements at yingina – Great Lake.
- Improving pedestrian/cycle linkages between the town’s facilities, attractions and open space areas.
-

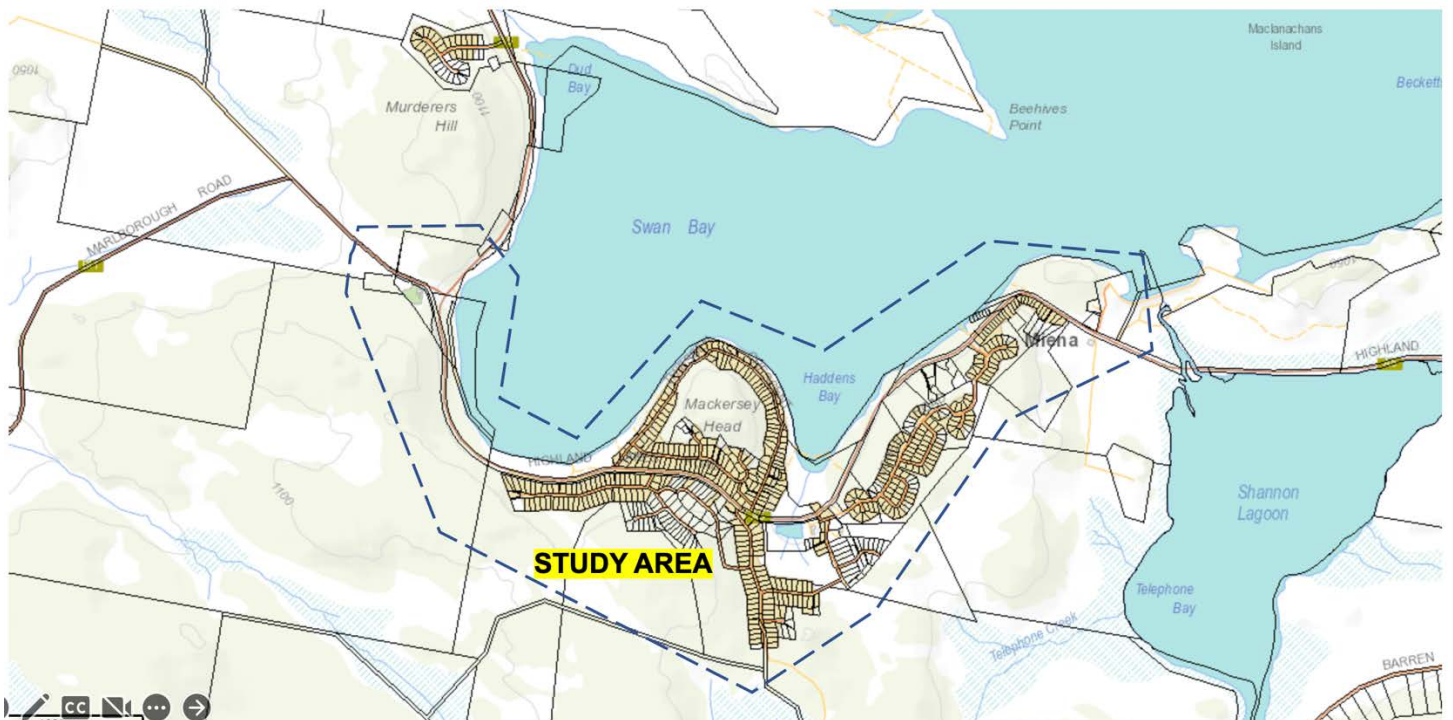
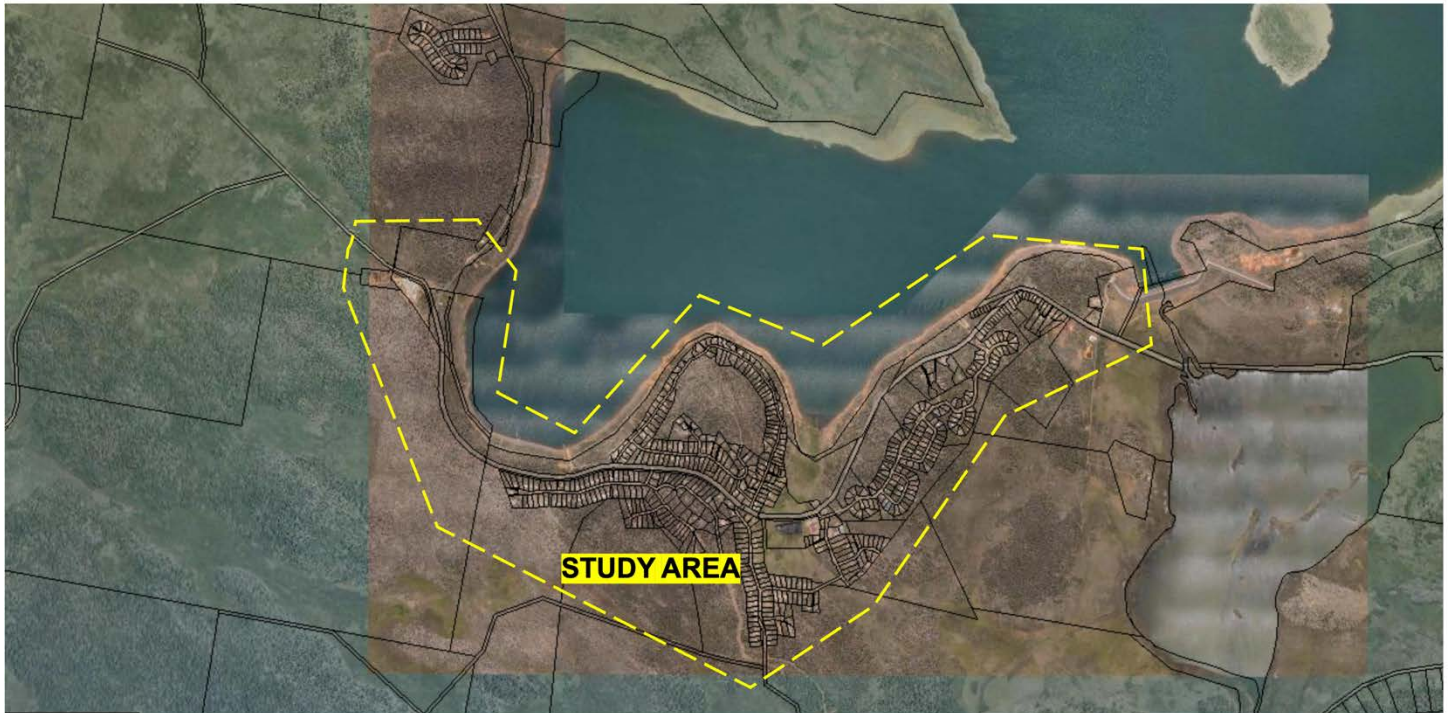
4.5.2 Community Groups and Organisations

- Great Lake Community Centre
- Great Lake Fire Brigade
- Miena Volunteer Ambulance
- Central Highlands Community Men’s Shed
- Central Highlands Shack-owners Association
- Steppes Hall Committee
- Friends of the Great Lake
- Great Lake Annual Christmas Party
- Friends of the Steppes

- ?

4.5.3 Miena / yingina – Great Lake area Maps

MIENA



4.6 Ellendale / Fentonbury

4.6.1 Issues include:

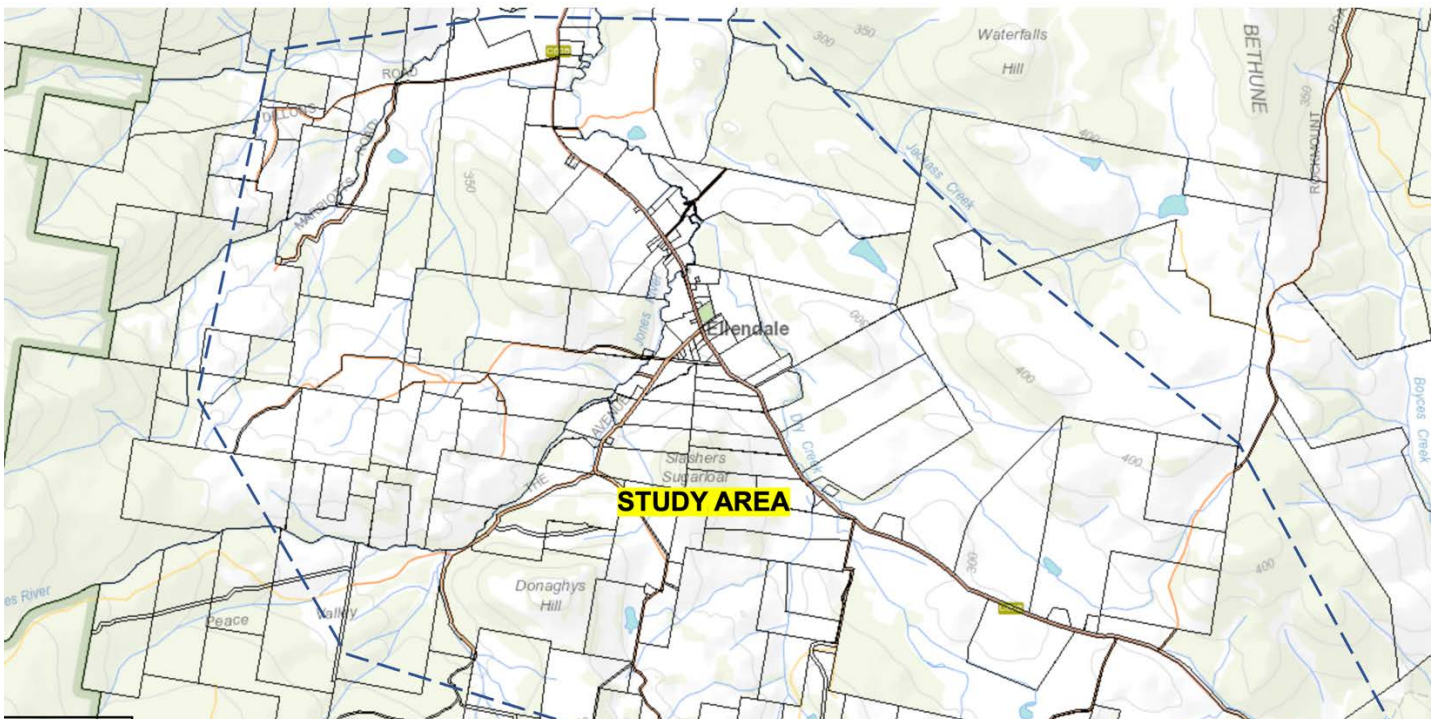
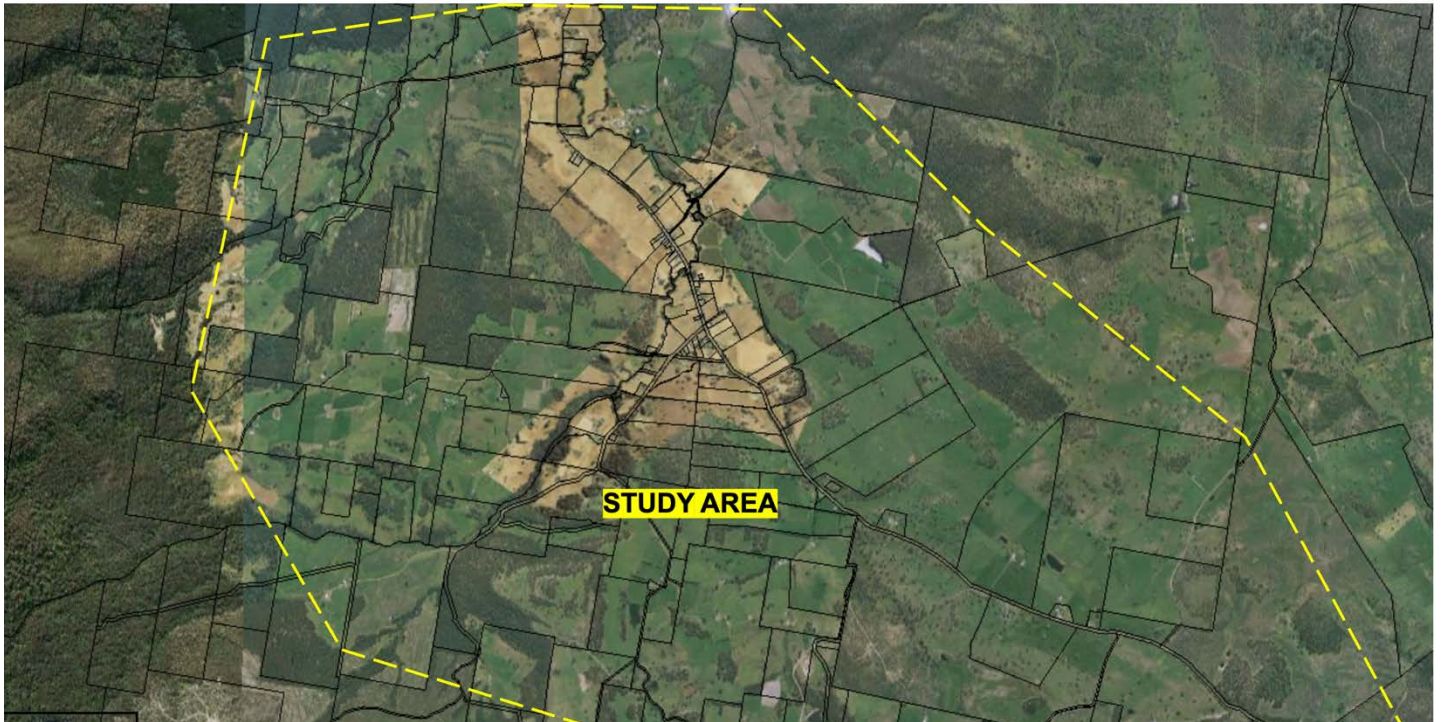
- The essentially rural living (hobby farming) nature of most of the area, not just the portion zoned Rural Living, and the desirability of changing zoning to reflect realities on the ground. (Assessment against the relevant Southern Tasmania Regional Land Use Strategy sections).
- The potential to consolidate and/or expand rural living opportunities.
- Whole-of-settlement planning, (Ellendale & Fentonbury), and the relationship with, and linkages to, the nearby village of Westerway in the Derwent Valley municipal area.
- Assessing the supply of Low Density Residential land in the vicinity.
- Adequacy of water supply.
-

4.6.2 Community Groups and Organisations

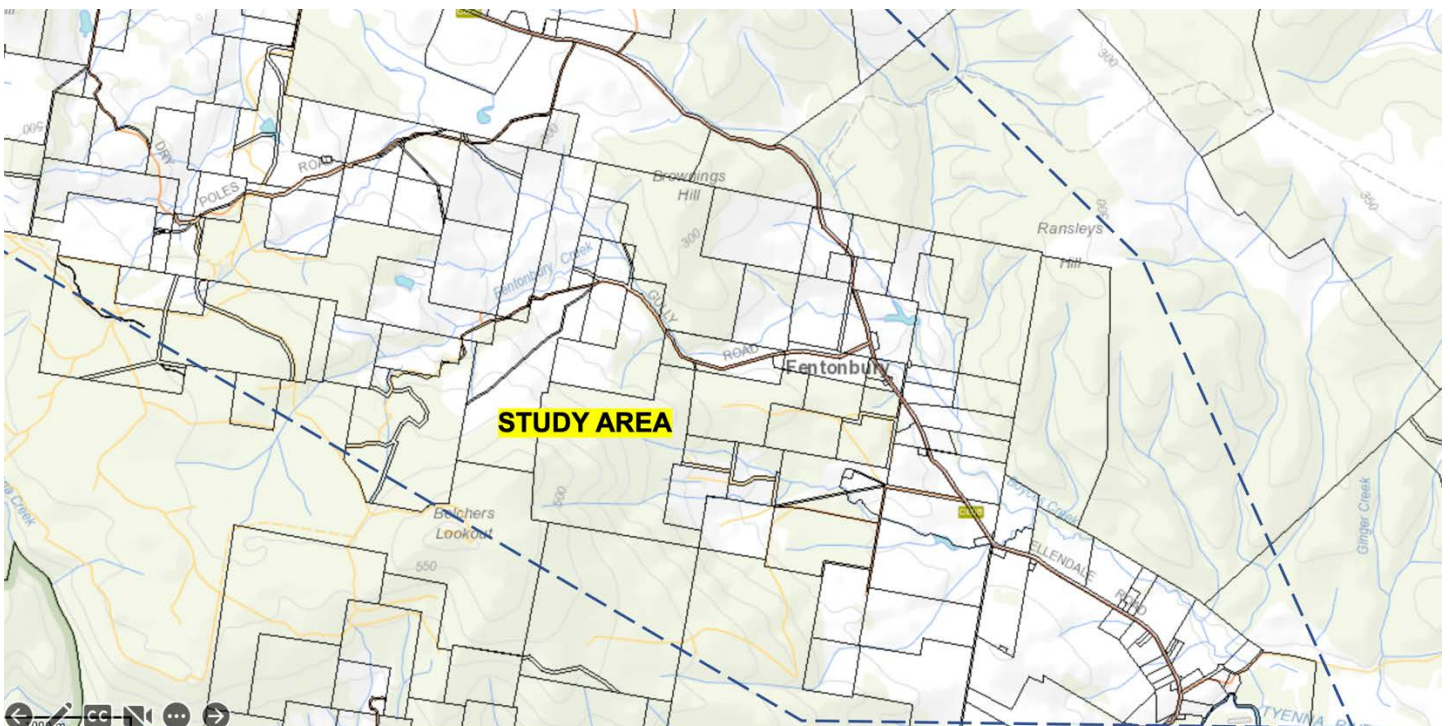
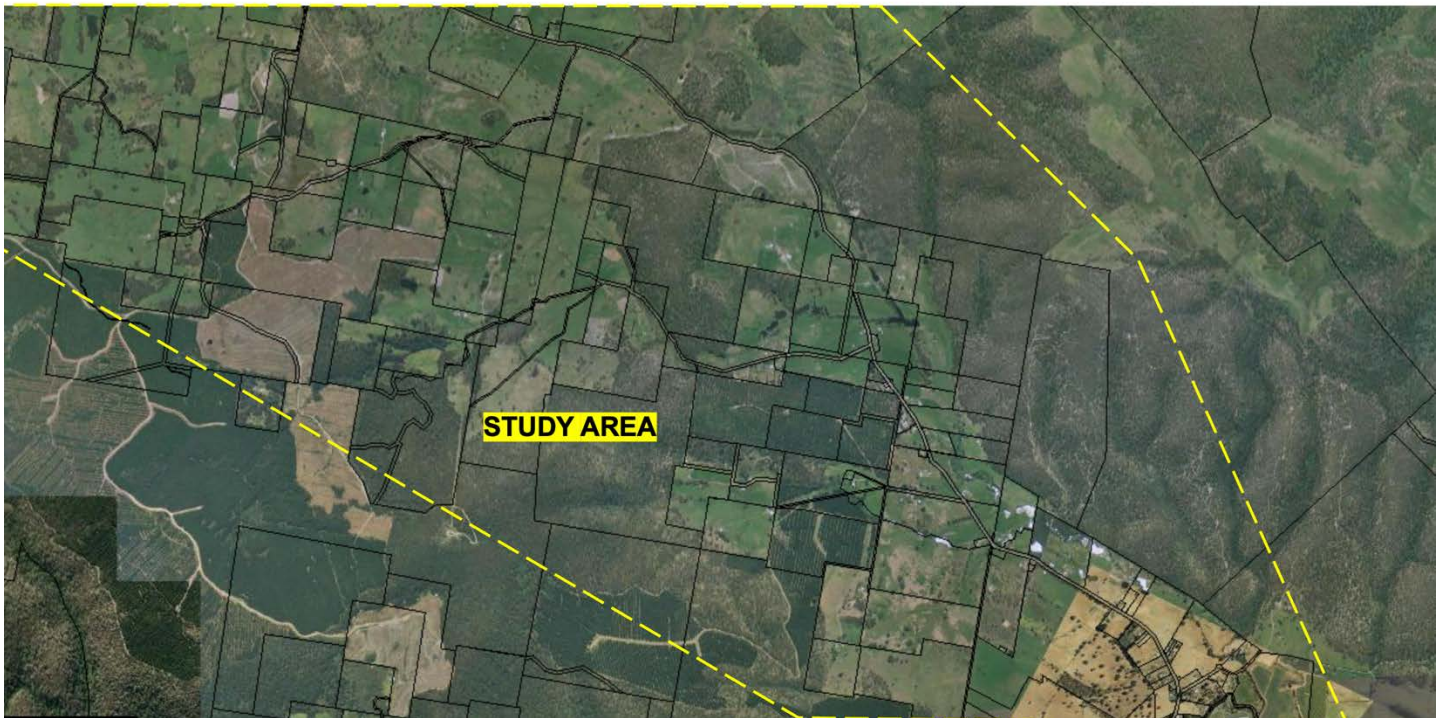
- Ellendale Hall Committee
- Ellendale Community Library
- Ellendale Craft Group
- Westerway & Derwent Valley Bushwatch
- Westerway Hall
- Westerway Fire Brigade

4.6.3 Ellendale / Fentonbury Maps

ELLENDALE / FENTONBURY



ELLENDALE / FENTONBURY



5. INDICATIVE PROJECT TIMELINE

January 2023	<p>Project Plan & Project Brief endorsed by Council.</p> <p>Request for Proposals advertised.</p> <p>Project Brief distributed to potential consultants.</p>
Jan – March 2023	Council engagement with the Regional Residential Demand & Supply Study.
March 2023	<p>Assessment of proposals by Project Steering Group.</p> <p>Interview(s) with potential consultant(s) by the Project Steering Group.</p>
April 2023	<u>Key decision point:</u> Appointment of consultant. Project Steering Group recommends, and Council confirms.
May 2023	Project inception meeting between Council and the consultant. Agreement reached on project details. Project work starts.
June 2023	<p>Stage 1: Background Analysis / Planning Context / Initial Community Consultation: residential demand & supply analysis (from regional project), demographic trends, physical infrastructure capacities and constraints, social infrastructure facilities & services and gaps, employment trends and needs, assets & opportunities, threats and constraints.</p> <p>Community Consultation Round One: Project introduction and explanation. Call for initial input from the community.</p> <p>Government agencies and infrastructure providers – input.</p>
July 2023	<p>Stage 1 completed.</p> <p><u>Key decision point</u> – Determination of the townships to be subject to the full structure-planning process, the order in which they are done and the details of the process. Project Steering Group recommends and Council confirms.</p> <p>Note: It is possible it may be agreed that the townships are grouped into two tranches, and/or subject to two levels of structure planning. The following timeline assumes all structure planning for all townships occur concurrently.</p>
July 2023	Alignment with State Structure Plan Guidelines . (If finalised).

Aug – Sep 2023	Stage 2: Community Consultation Round Two. Within each town: community workshop, submissions process for those not able to attend the workshop. Identification of an agreed ‘town vision’, growth priorities, growth areas, physical and social infrastructure needs, economic development opportunities, etc.
Oct - Dec 2023	Stage 3: Draft Structure Plans prepared by consultants.
Jan 2024	Stage 3 completed. Consideration by Project Steering Group & full Council. <u>Key decision point:</u> Draft Structure Plans recommended by Project Steering Group and endorsed by Council as suitable for community consultation.
February 2024	Stage 4: Community Consultation Round Three: Each draft structure plan is subject to final community consultation within each township.
March 2024	Stage 4 completed.
April 2024	Stage 5 completed: Final Structure Plans prepared by consultants.
May 2024	<u>Key decision point:</u> Final Structure Plans recommended by Project Steering Group and endorsed by Council.

6. GOVERNANCE & COMMUNICATIONS:

The Steering Group will guide the project and provide a sounding board for the Consultant.

Key decision points will be referred to full Council with the Steering Group's recommendation.

The Project Manager will report to the Steering Group.

The Consultant's primary point of contact will be the Project Manager.

The Consultant will, at times, be required to discuss the development of the plans with the Steering Group and possibly full Council at key decision points.

Communications with the media will be undertaken by the Mayor.

Day-to-day communications from the community or stakeholders will be filtered by the Project Manager.

Where appropriate, communications from the community or stakeholders will be directed to the Steering Group and/or the Consultant, as determined at the Project Inception Meeting.

7. REGIONAL RESIDENTIAL LAND DEMAND AND SUPPLY STUDY

The State Planning Office has funded and initiated a regional residential land demand and supply study. This will cover all rural areas in Southern Tasmania outside Greater Hobart and nearby towns. The outcomes for Central Highlands' settlements will feed down into the township structure planning process and up into the pending review of the Regional Land Use Strategy.

8. EVALUATION CRITERIA

The successful Consultant will be selected on the basis of the following criterion:

- Ability to meet desired consultancy tasks and deliver project outcomes and outputs on time;
- Experience in public consultation, including face-to-face meetings, public meetings and group workshops;
- Public consultation and engagement experience.
- Project methodology;
- Relevant skills, qualifications & experience;
- Understanding and experience in strategic land use planning, economic development, planning public open spaces;
- Value for money.

9. PROJECT BUDGET

The proposed Project Budget (excluding GST) shall not exceed \$220,000

10. SUBMISSION OF PROPOSALS

Proposals to undertake the project must be submitted by close of business on

Proposals are to be submitted to

11. CONTACT DETAILS

Further information can be obtained from:

Damian Mackey
Special Projects Officer
Central Highlands Council
Phone: 0499 782 584
Email: dmackey@southernmidlands.tas.gov.au



River Clyde Flood Mapping

Monthly Report – December 2022

Central Highlands Council

16 December 2022



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Project manager	Cameron Ormes
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Contents

1. Introduction	1
1.1 Purpose of this report	1
2. Program	1
2.1 Works completed this month	1
2.2 Works forecast next month	1
2.3 Delay Register	2
2.4 Deviations from program	2
3. Scope	3
3.1 Change Register	3
3.2 RFI register	4
3.3 Client supplied information	4
4. Actions register	5
5. Budget	6
5.1 Progress claim	6
5.2 Variation Register	6

Table index

Table 1	Summary of works complete in December	1
Table 2	Summary of works forecast in January	1
Table 3	Notice of delay summary	2
Table 4	Summary of program deviations	2
Table 5	Project change summary	3
Table 6	Project RFI summary	4
Table 7	Action Register – Central Highlands Council	5
Table 8	Progress Claim value	6
Table 9	Notice of delay summary	6

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 December.

Table 1 Summary of works complete in December

	WBS ID	Task Name	Date Completed
1	2.12	V02 – Process Drone Data	Received 13/12/2022
2	3.8	Prepare Community Consultation and Feedback Report	Commenced Ongoing
3	4.3.5	Update model based on Landowner feedback and drone imaging	Commenced 14/12/2022

2.2 Works forecast next month

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

Table 2 Summary of works forecast in January

	WBS ID	Task Name	Due Date
1	4.3.4	Additional information from landowner regarding implemented flood mitigations	Expected by 22/12/2022
2	4.3.5	Update model based on Landowner feedback and drone imaging	10/01/2023
3	4.4.1	Sensitivity Analysis - Increase Manning's Values Simulation	10/01/2023
4	4.4.2	Sensitivity Analysis - Increase Tailwater Level Simulation	10/01/2023
5	5.1	Develop flood management and mitigation options	Commence 10/01/2022
6	5.2	Natural Values Assessment	31/01/2023
	5.3	Land Use Planning Assessment	31/01/2023

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	20 days (estimated)	7/03/2023 (estimated)	Delay on going – proposed action identified in change register	

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	+30 days	Approximately 20 day delay to completion date	New task – feedback provided by (and subsequent discussion with) Thorpe Farm Update – further delay to receipt of information

	WBS ID	Task Name	Deviation (Start/Finish) - Duration	Effect on Overall Program	Reason for Deviation
10	4.3.5	Update model based on Landowner feedback and drone imaging	+3 days	Nil – added to critical path (potential to extend duration)	New task – updates stemming from 4.3.4

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	13/12/2022	Survey of implemented flood mitigation measures at landowner property	Cameron Ormes (GHD)	TBC	TBC	Potential – pending the receipt of information from relevant Landowner

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 December 2022).

Table 8 Progress Claim value

Index	Schedule Item	Total Value	Percent Complete	Previously Claimed (%)	Previously Claimed (\$)	Claimed this month
1	Project Management	\$ 25,240	73 %	73 %	\$ 18,425.20	-
2	Flood Modelling and Recommendations	\$ 103,345	65 %	65 %	\$ 67,174.25	-
3	Land Use Planning Analysis	\$ 19,380	-	-	-	-
4	Stakeholder and Community Engagement	\$ 60,645	85 %	85 %	\$ 51,548.25	-
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	-
	TOTAL	\$ 236,575	63.45%	63.45%	\$ 150,120.20	-

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

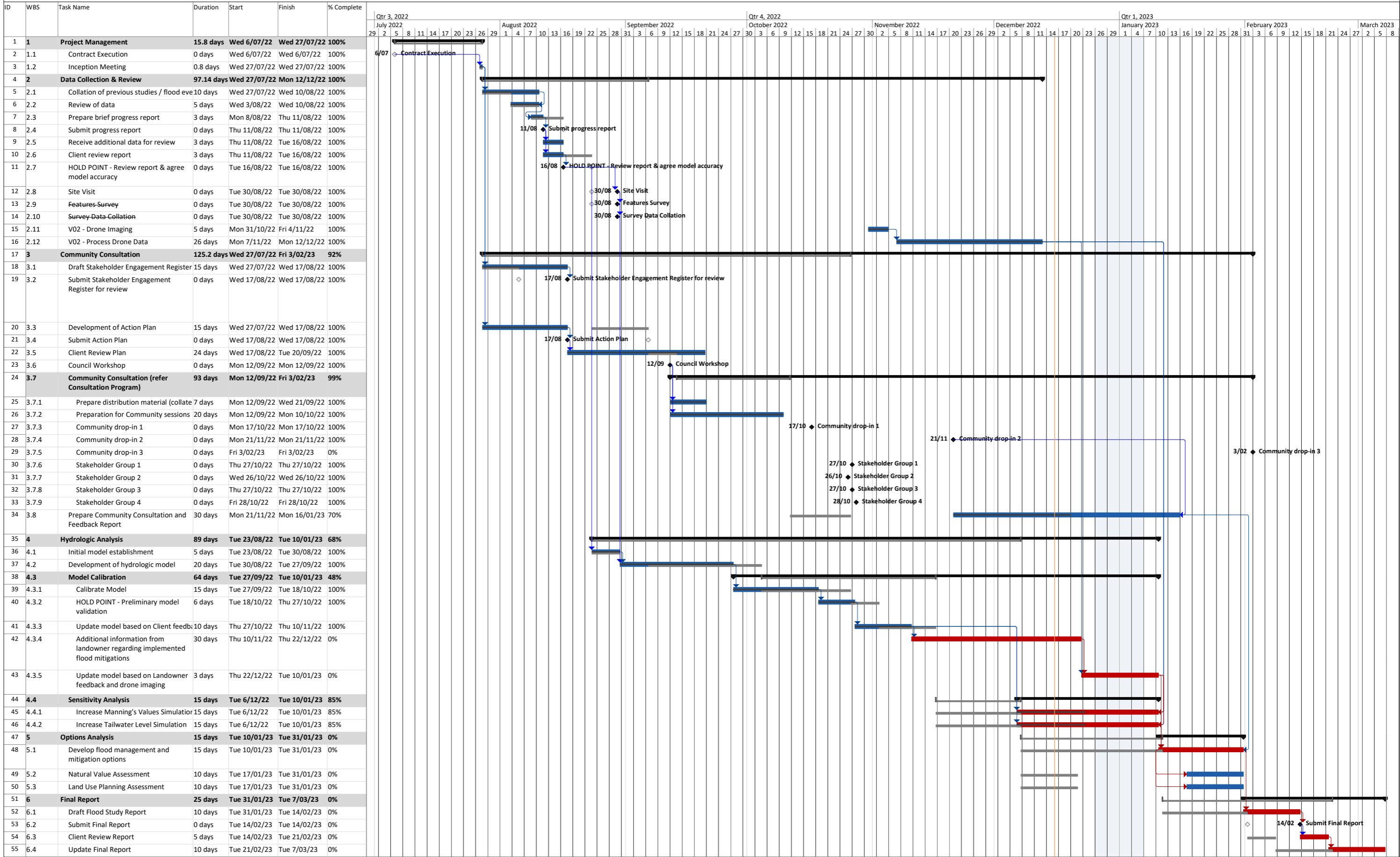
ID	Date raised	Details	Raised by	Cost	Revised contract value	Status	Complete
V01	29/09/2022	Scope reduction – feature survey	GHD	-\$16,875	\$230,485	Approved	Yes
V02	27/10/2022	Scope addition – drone footage of flood event	CHC	\$6,090	\$236,575	Approved	Yes

Appendix A

Program



12571871 - River Clyde Flood Study and Flood Management



Project: 12571871 - River Clyde FI Date: Fri 16/12/22	Task	Summary	External Milestone	Inactive Summary	Manual Summary Rollup	Finish-only	Critical Split	Baseline Summary	Progress
	Split	Project Summary	Inactive Task	Manual Task	Manual Summary	Deadline	Baseline	Baseline Milestone	Critical
	Milestone	External Tasks	Inactive Milestone	Duration-only	Start-only	Critical	Baseline Milestone	Critical	Critical



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

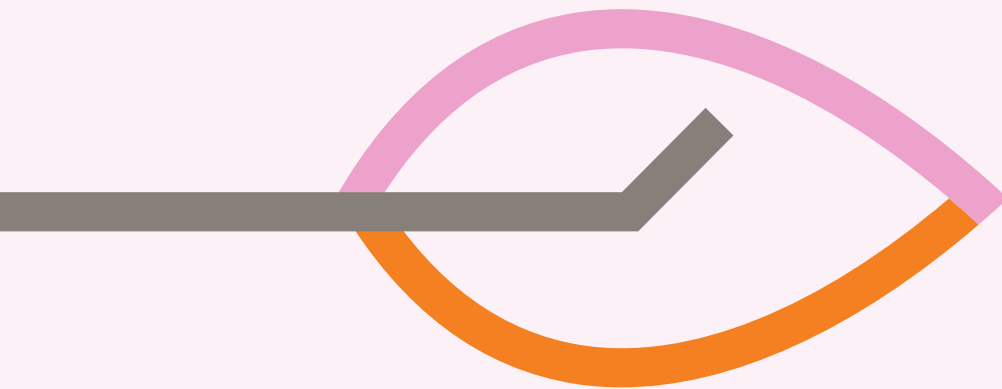
Postal address: Future of Local Government Review GPO Box 123, Hobart, Tasmania 7001

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

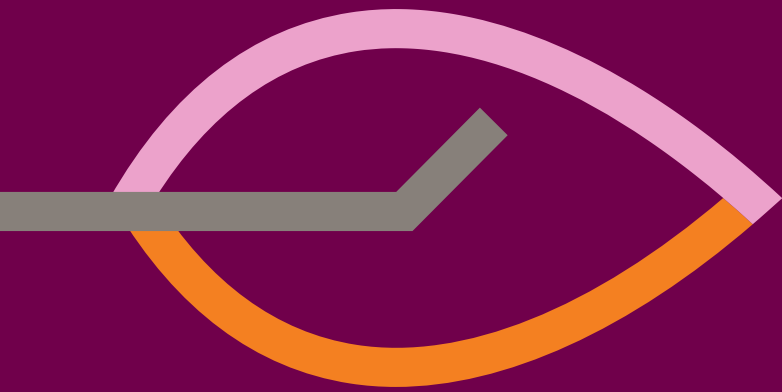
The future of local government review

Options Paper: Appendix

Review Stage 2 - December 2022



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



Reform outcomes and supporting options	4
Reform outcome 1: Councils are clear on their roles, focused on the wellbeing of their communities, and prioritising their statutory functions	6
Reform outcome 2: Councils are capable, conduct themselves in a professional manner, and reflect the diversity of their communities	10
Reform outcome 3: The community is engaged in local decisions that affect them	14
Reform outcome 4: Councils have a sustainable and skilled workforce	18
Reform outcome 5: Regulatory frameworks, systems, and processes are streamlined, simple, and standardised	21
Reform outcome 6: Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities	27
Reform outcome 7: The revenue and rating system efficiently and effectively funds council services	31
Reform outcome 8: Councils plan for and provide sustainable public assets and services	36



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

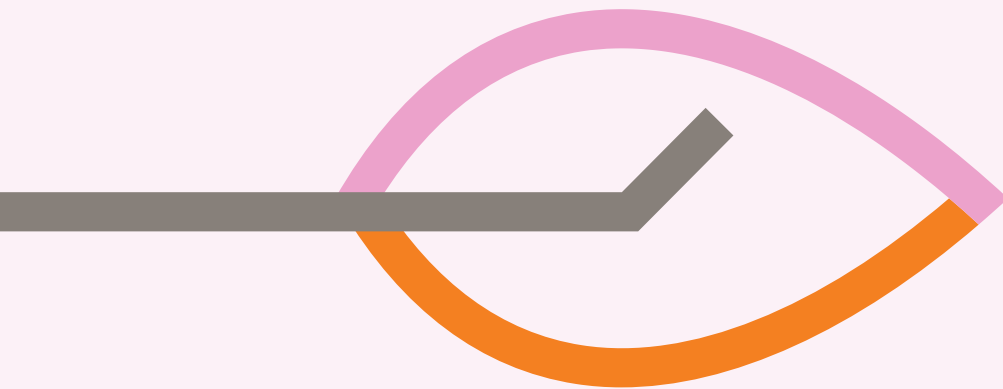
- There was in-principle support for this option, providing that a cost-effective system can be developed to meet the needs of councils
- The general view expressed was that the State mandates reporting on asset management but does little to facilitate and coordinate the process.

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



Tasmanian
Government

Department of
Premier and Cabinet

More information?

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

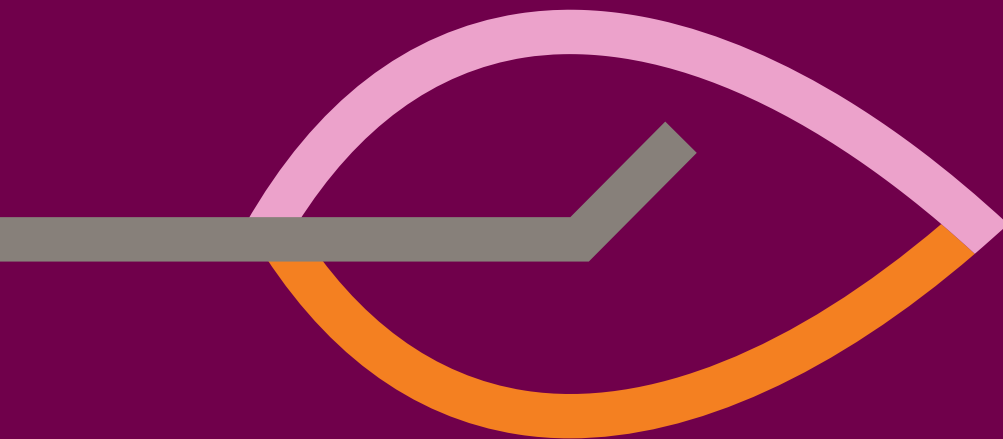
The future of local government review

Options Paper

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

Executive summary	4
Section 1: The journey so far	9
Section 2: The enduring importance of local communities	13
Section 3: The future role of local government	15
3.1 Breaking down councils' role and functions	19
3.2 Supporting wellbeing – 'core business' for local government	20
3.3 Strategic, structured, and sustainable partnerships	22
Section 4: Reform outcomes	24
Section 5: Building local government capability and capacity now and for the future	28
5.1 Anticipating future needs	30
5.2 Emerging capability gaps	31
5.3 Building capability – the benefits of consolidation and scale	32
Section 6: Structural reform – three potential pathways	34
Section 7: Having your say and the road ahead	42
Section 8: References	44



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.

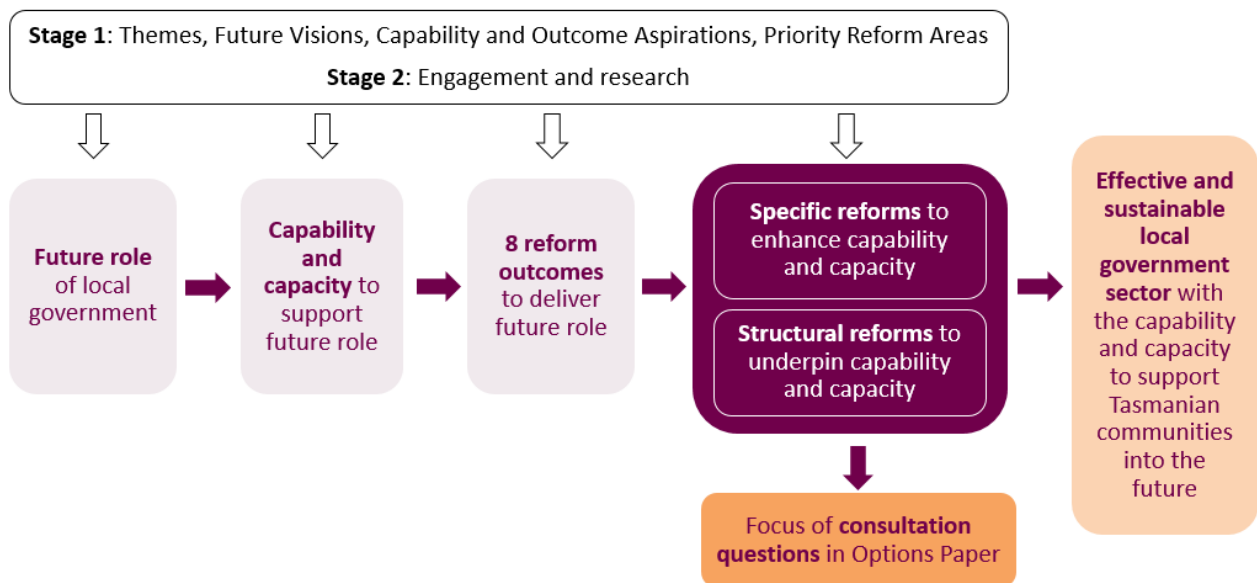
If this 'joining up' is well planned and properly supported by the State Government, we think the sector can improve the overall quality and range of services it provides to all Tasmanians and better support a range of important social, economic, and environmental outcomes. We also think this could

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.

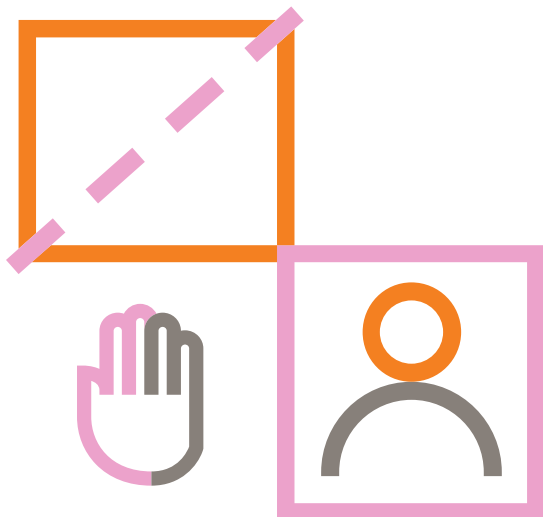
The Future of Local Government Review is at a critical juncture, and Tasmania has an opportunity to be bold. We should not rule out big ideas because we think they will be hard to implement. As the Review nears its final stage, the Board wants to hear your feedback – both on the specific reform options 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.

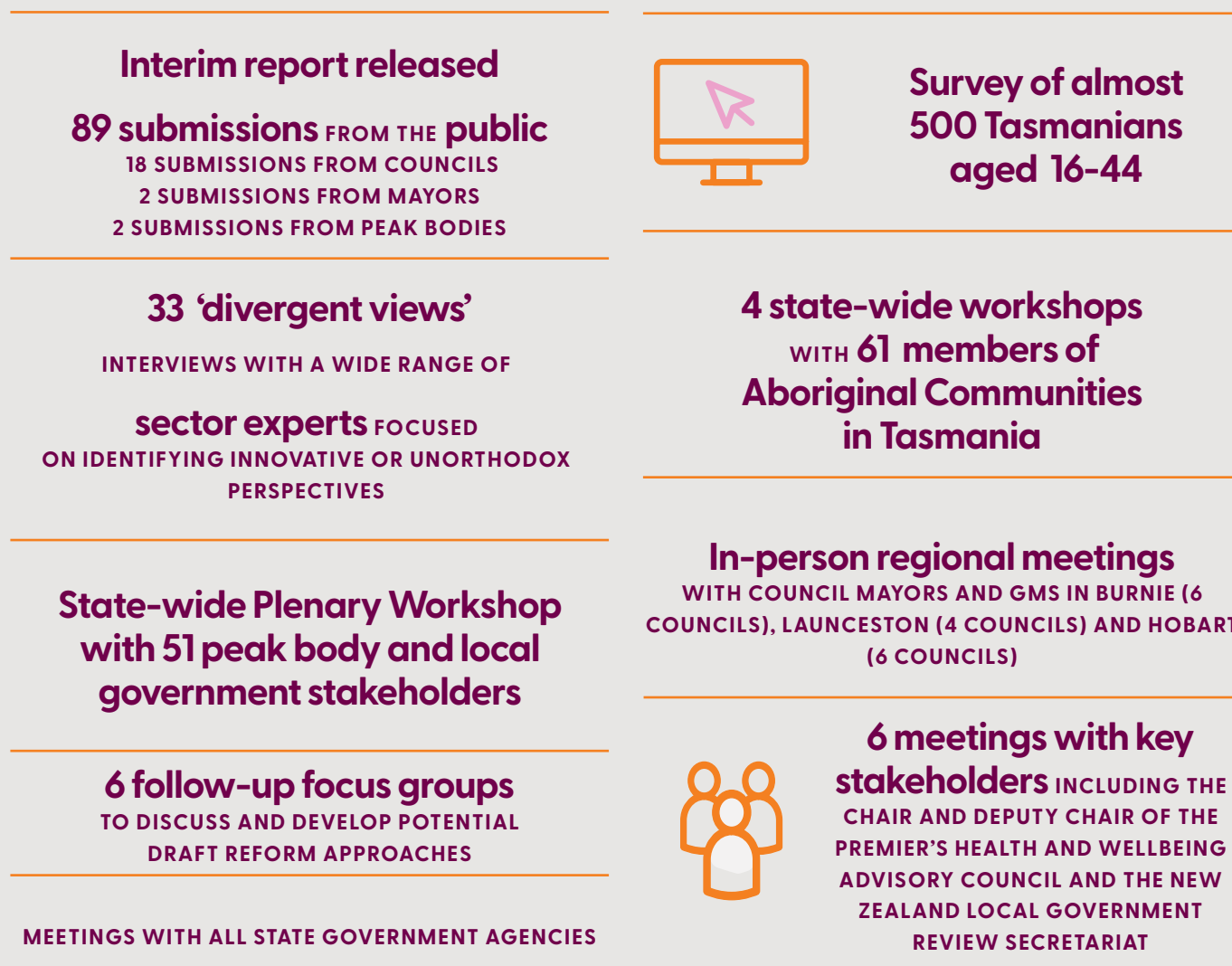


Figure 1 – Summary of Stage 2 engagement

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.

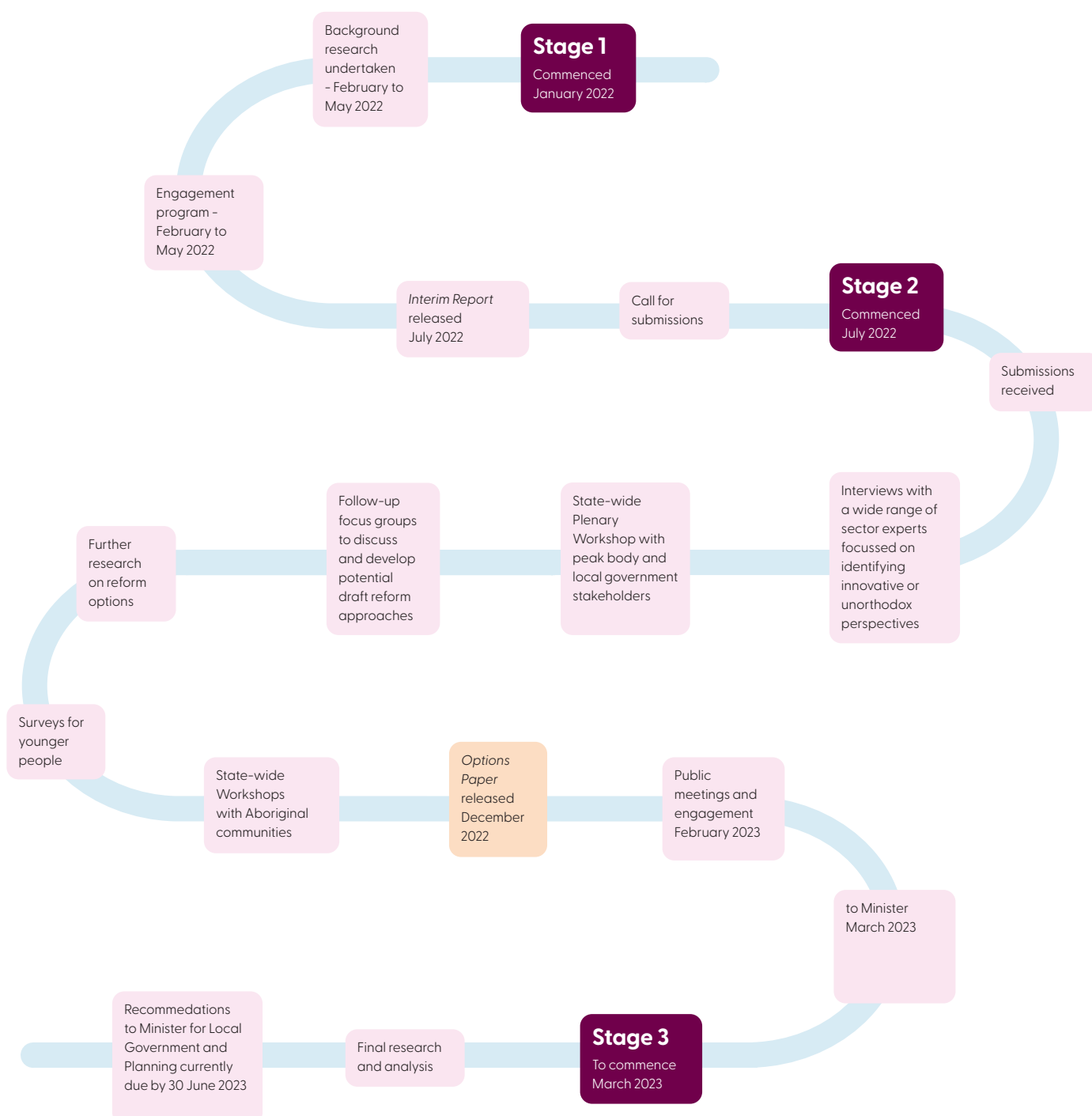
Section three explores the role of local government, including how it has naturally evolved and expanded over time, and – through what we have heard throughout our research and engagement – what we think this role should look like into the future. We have heard that the gradual expansion and evolution 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.

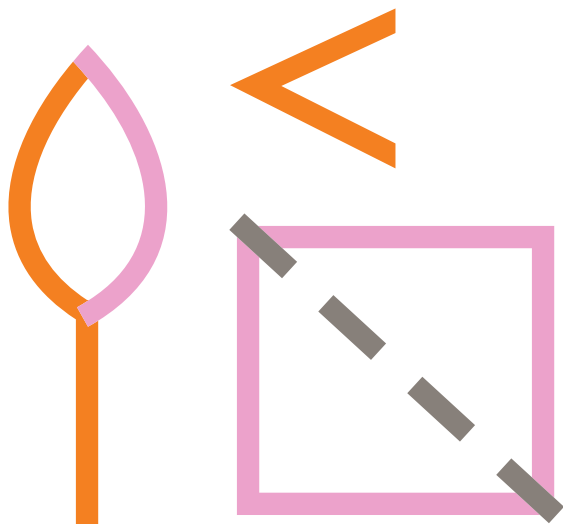
In **Section six**, we outline the high-level reform pathways that we believe have the potential to build the capability and capacity of our local government system to provide better quality services and representation and enable councils to be more responsive to future community needs. Finally, **Section 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.

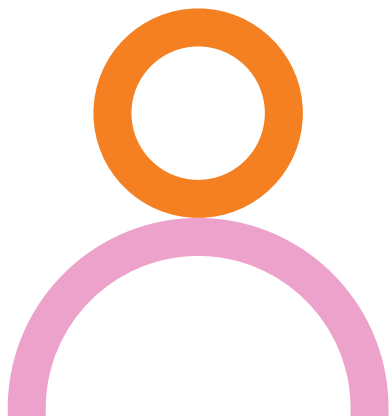
The adaptation of local government to meet changing community needs is not just desirable, it is essential.

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.

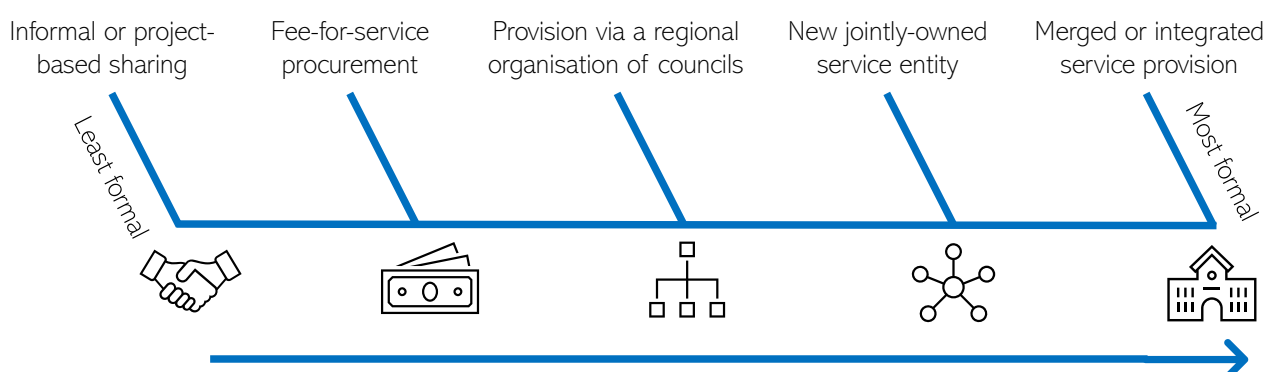


Figure 3: Range of joint authorities

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.

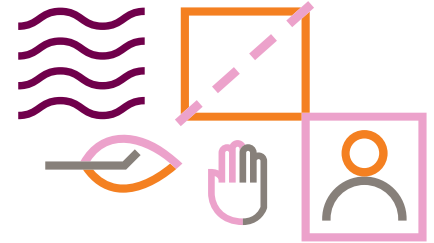
The Board is providing a few different ways for people to respond to the Options Paper

- 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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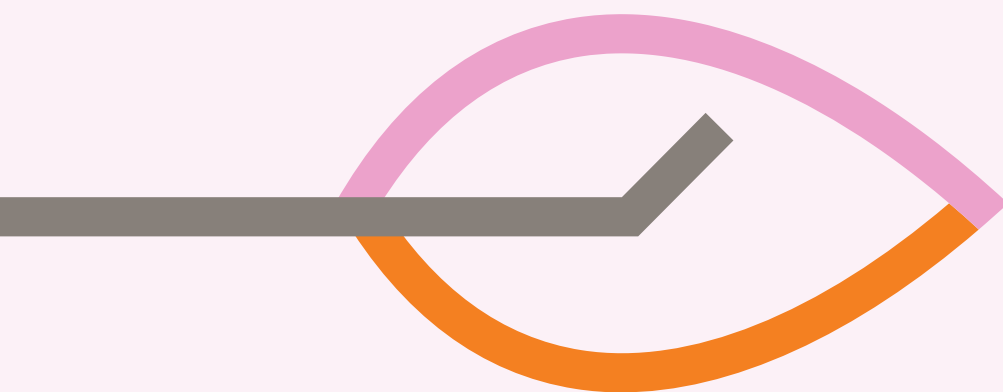
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The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

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

Minister for State Development, Construction and Housing
Minister for Energy and Renewables
Minister for Veterans' Affairs

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Email: guy.barnett@dpac.tas.gov.au



Ms Loueen Triffitt
Mayor
Central Highlands Council
council@centralmidlands.tas.gov.au

Dear Mayor Triffitt

I am writing to you regarding the Tasmanian Government's announcement that the north west of Tasmania will be the first region to be explored in detail for its potential to host the State's first Renewable Energy Zone (REZ).

This announcement is the culmination of nine months work since the release of the Renewable Energy Coordination Framework and is another significant step towards realising our State's renewables vision in a planned and strategic way. REZ can play an important role in locating new renewable generation in areas that have the least overlap with other important land uses and values and can minimise future transmission build out.

Importantly, this announcement is about the sequencing of REZs. To deliver the Tasmanian Renewable Energy Target of 200% renewable energy by 2040, we will likely require development in all four zones identified by the Australian Energy Market Operator as having excellent wind resource. However, it's important these are sequenced to ensure appropriate engagement with communities is undertaken to feed into the process.


Renewables, Climate and Future Industries Tasmania will continue to undertake engagement within your region with the objective of informing community and building capacity of the region to engage in future REZ establishment processes. This will commence with the establishment of Stakeholder reference groups in the second quarter of 2023.

This announcement does not mean that renewable generation projects cannot go ahead in your region. Indeed, our shorter term goals of bringing on new generation to meet organic growth in the economy and establishing a hydrogen industry, will likely require projects that are already in feasibility or approvals phases. These projects will need to continue to meet the State's rigorous planning and environmental approvals standards and will continue through those processes in place.

The Central Highlands, North East, and Bass Strait Zones are also important to the achievement of the Government's renewables vision. These high potential REZ regions will be considered and informed by the work occurring to implement the North West REZ, with the timeframe for the build out of these REZs to be determined over coming months.

I would like to take this opportunity to emphasise that Councils are critical to the success of the Tasmanian Government's renewables vision and we look forward to continuing to work with you into the future. If you have any questions, please contact my office on 6165 7678, or visit www.renewableenergyzones.tas.gov.au for more information.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Guy Barnett', written over a horizontal line.

Hon Guy Barnett MP
Minister for Energy and Renewables

21 December 2022

Southern Tasmanian Councils Authority

Quarterly Report to Members

December 2022



Bridgewater Jerry | Photo Credit: Aileen Gilmour

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

This report covers the three-month period ending 31 December 2022. This report with all previous quarterly reports is published on the Authority's website: www.stca.tas.gov.au

The Southern Tasmanian Councils Authority commenced on 1 July 2006.



Contents

ORDINARY BOARD MEETING – 21 November 2022.....3

Chairperson Positions – STCA Board and Audit Committee3

STCA Website Administration3

Regional Climate Change Initiative (RCCI).....3

Other Updates3

Annual Report & Audited Financial Statements3

Next Meeting.....3



Bonorong Wildlife Park | Photo Credit: Megan Braslin

ORDINARY BOARD MEETING – 21 November 2022

A Board meeting and Annual General Meeting of the STCA took place on 21 November 2022 hosted by Brighton Council. The following matters were discussed:

Chairperson Positions – STCA Board and Audit Committee

The following appointments were approved:-

- **STCA Chairperson** - Deputy Lord Mayor Helen Burnet
- **STCA Deputy Chairperson** - Mayor Michelle Dracoulis
- **STCA Governance & Audit Committee Chairperson** - Mayor Michelle Dracoulis
- **STCA Governance & Audit Committee Members** - Mayor Kerry Vincent, Deputy Lord Mayor Helen Burnet and Mayor Sally Doyle

STCA Website Administration

The MOU for website administration expires in February 2023. Expressions of Interest have been sought.

City of Hobart have given an undertaking to assist with STCA communication and will review and assess the cost to possibly assist with both website administration and communications and present to the next meeting.

Regional Climate Change Initiative (RCCI)

The Board reviewed and endorsed the quarterly Regional Climate Change Initiative Quarterly Report. The Board also endorsed the Regional Strategy – Adapting to a Changing Tasmanian Coastline final draft.

Other Updates

Updates were provided from South East Regional Development Authority; South Central Sub-Region and Southern Tasmanian Regional Land Use Planning Coordinator.

Annual Report & Audited Financial Statements

The 2021/2022 Annual Report including the audited Financial Statements for the year ended 30th June 2022 were adopted at the Annual General Meeting held on the 21st November 2022.

A copy of the Annual Report and Audited Financial Statements can be found at the link below:
<https://stca.tas.gov.au/wp-content/uploads/2022/12/2021-22-Southern-Tasmanian-Councils-Authority-Annual-Report.pdf>

Next Meeting

The next Board meeting will be hosted by City of Hobart and will be held on 20th February 2023.



Policy No. 2013-02

USE OF COUNCIL HALLS

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 1 of 16

CONTENTS:	Page No.
1. Introduction	3
2. Interpretation	3
3. Application	3
4. Hire	4
5. Damage	5
6. Cleaning	6
7. Free Access	6
8. Subject of Entertainment	6
9. Refusal to Hire Out	6
10. Municipal Function	6
11. Liquor	7
12. Disorderly Behaviour	7
13. Gambling	8
14. Subletting	8
15. Liability	8
16. Insurance	8
17. Indemnity	9
18. Management of Hall	9
19. Disputes	9
20. Hiring of Council Furniture and Equipment	9
21. Hirer shall enforce the following requirements within the facility	9
22. Emergency Evacuation Assembly Area	10
23. Form – Application to Hire Council Hall or Hall Equipment	11
24. Form – Compliance with Conditions of Use	13
25. Form – Bond and Inspection Report	15

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 2 of 16

1. Introduction

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 community halls and associated amenities for use by the community.

This Policy is applicable to all hirers of Council halls.

2. Interpretation

- **“Council Hall”** shall mean the community centre building, hall, supper room, kitchen and conveniences.
- **“Council”** shall mean the Central Highlands Council.
- **“Casual Hirer”** shall mean a group or individual granted use of the hall or any part thereof.
- **“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.
- **“Senior Council Officer”** shall mean the General Manager, Deputy General Manager or Senior Administration Officer.

3. Application

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.

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.

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 3 of 16

Bothwell Football Club has seasonal privileges to use the Bothwell Football Club and Community Centre building between April and September in each year subject to Council receiving an application from the Bothwell Football Club by the 28 February of that year on the required form signed by the President or Secretary of the club. The club must complete all sections of the application form and return to Council by the 28 February of that year prior to the commencement of hire. The application cannot be considered unless accompanied by current copy of the club's "Certificate of Currency" for Public Liability Insurance and the hire fees have been paid in full. These fees will be in accordance with Council's Fees & Charges for each financial year. The seasonal rights allocation relates to the home & away competition and Finals only. The Bothwell Football Club has no seasonal rights to use the Bothwell Football Club and Community Centre building for pre-season training. Pre-season training is to be booked as per normal hire procedures.

Bothwell Cricket Club has seasonal privileges to use the Bothwell Football Club and Community Centre building between October and March in each year subject to Council receiving an application from the Bothwell Cricket Club by the 31 August of that year on the required form signed by the President or Secretary of the club. The club must complete all sections of the application form and return to Council by the 31 August of that year prior to the commencement of hire. The application cannot be considered unless accompanied by current copy of the club's "Certificate of Currency" for Public Liability Insurance and the hire fees have been paid in full. These fees will be in accordance with Council's Fees & Charges for each financial year. The seasonal rights allocation relates to the home & away competition and Finals only. The Bothwell Cricket Club has no seasonal rights to use the Bothwell Football Club and Community Centre building for pre-season training. Pre-season training is to be booked as per normal hire procedures.

All events shall cease no later than 12 Midnight.

4. Hire Charges

Hire Charges (Schedule of Fees) are approved by Council annually as part of the budget process and are to be applied accordingly. A copy of the Schedule of Fees is available at the Council office in Bothwell and Hamilton or on Council's website.

An inspection of the Council hall shall be carried out immediately prior to the hire by the applicant and a Council employee, and again immediately after.

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 4 of 16

A bond is payable as set out in Councils Schedule of Fees and shall be refundable upon a satisfactory inspection.

If the facility or part there-of is not vacated by the engaged time, the hirer shall pay the additional charged as detailed in Council's Schedule of Fees.

Church Functions, Fundraising for Local Activities, Meetings of Local Groups, Local Non for Profit Groups and Local Schools may be eligible to hire on a free of charge basis.

Applications by these groups are to be directed to the General Manager or Senior Council Officer for consideration as to whether a hire charge is to be raised.

Normally, where hire charges are waived, a bond would not be required but this is still at the discretion of the General Manager or Senior Council Officer. Where bonds have been waived, the Hirer is to be advised that any damages or breakages will be invoiced to the Hirer.

5. Damage

The floor, walls, curtains, or any other part of the building or any fittings or furniture shall not be broken, pierced by nails or screws or in any such manner or in any way be damaged, and no notice, sign, advertisement, scenery, fittings, or decorations of any kind be erected in the building or attached to or affixed to the walls, doors or any other portion of the buildings, fittings or furniture without prior consent of the General Manager.

The hirer shall not be permitted to bring in any stage machinery, electrical installation appliances, exhibition stands and the like without the express consent of a Senior Council Officer. No staples, nails or sticky tape are to be used on the walls. Hooks may be installed to hang decorations for functions but only if agreed to by a Senior Council Officer.

If any damage takes place, the Senior Council Officer's assessment of the damage shall be taken as final without right of appeal, and such sum shall firstly be deducted from the bond. Any remaining balance shall be invoiced to the hirer and will be payable within thirty days from the date of the invoice.

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 5 of 16

6. Cleaning

The hirer shall leave the hall and/or rooms in a tidy condition and all fixtures and utensils in good order and condition, and shall remove all rubbish, refuse and waste matter immediately after the function.

If the hall is left in an unacceptable state, the cleaning cost will be deducted from the bond. Any remaining balance shall be invoiced to the hirer and will be payable within thirty days from the date of the invoice.

7. Free Access

The General Manager and any Council Officer shall at all times, notwithstanding any hiring, be entitled to free access of every part of the building.

8. Subject of Entertainment

Prior to engagement of the hall or any part thereof for a meeting, lecture or entertainment, the purpose of the meeting and the topic of such lecture or entertainment shall be submitted to, and be subject to approval by, a Senior Council Officer.

9. Refusal to Hire Out

It shall be at the discretion of Senior Council Officers to refuse to hire out the hall, other rooms or hall equipment. Notwithstanding that the hall, other rooms or hall equipment may have been hired out or that these conditions may have been accepted and signed, and the hire fee paid, a Senior Council Officer shall have the right to cancel such hire. Any hire fees or bond paid will be returned. The hirer agrees to accept this right and to be held to have agreed to such cancellation and to have no claim at law or in equity for any loss or damage in consequence thereof.

10. Municipal Function

Senior Council Officers shall be empowered to cancel any booking made for the hall or any part thereof when they are required for Council functions or State/Federal elections. Any hire fees or bond paid will be returned. The hirer agrees to accept this right and to be held to have agreed to such cancellation and to have no claim at law or in equity for any loss or damage in consequence thereof.

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 6 of 16

11. Liquor

No alcohol of any kind shall be brought into the building 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 building, otherwise the relative hall 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 building, otherwise the relative hall hire will be cancelled.

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 building, otherwise the relative hall 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.

12. Disorderly Behaviour

No fighting, obscene or insulting language or disorderly behaviour shall be permitted in any part of the building.

The hirer shall be held responsible for the behaviour and conduct of those in attendance during the period of hire.

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 7 of 16

13. Gambling

No game of chance in which money is passed as a prize, either directly or indirectly, shall take place in any portion of the building unless the required permits and the written consent of a Senior Council Officer are first obtained.

14. Subletting

No portion of the building hired shall be sublet or tenancy transferred or assigned without the written consent of a Senior Council Officer.

15. Liability

Neither the Council nor its servants shall be liable for any loss or damage sustained by the hirer, or any person from or corporation entrusted to, or supplying any article or thing to the hirer by reason of such article or thing being lost, damaged or stolen. The hirer hereby indemnifies the Council against any claim by any person, firm or corporation in respect of such article or thing.

16. Insurance

The hirer of the hall or any part thereof, 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 relative to fire or public risk in connection with the building, and the hirer hereby agrees to indemnify the Council to the extent that such policies are affected through any such act of commission or omission.

Sporting Clubs, Commercial and casual hirers are required to take out and keep current during the period of hire, insurance policies relating to Public Liability, Professional Liability and Product Liability (as applicable). These are to be in a form approved by the Council with Council noted as an interested party on the Certificate of Currency with Hirer insuring, for a minimum sum of twenty million dollars, the Council and the Hirer against all actions, costs, claims, charges, expenses and damages whatsoever which may be brought or made or claimed against the Council or the hirer or both arising out of or in relation to functions held at the hired facilities.

17. Indemnity

The 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 brought or made or

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 8 of 16

claimed against them or any of them arising out of or in relation to functions held at the hired facilities.

18. Management of Hall

The hirer and persons under his/her discretion shall obey all directions or orders given by the Council's staff as to the management of the hall and function being conducted therein.

Any hirer or servant of the hirer, committing a breach of one or more of these conditions will be expelled from the venue being used.

If not elsewhere expressly stated in these conditions, the hirer will at all times comply with the requirements of Federal or State Acts of Parliament as well as Local Laws, policies and procedures of the Central Highlands Council.

19. Disputes

In the event of any disputes or differences arising as to the interpretation of these conditions, or of any matter or thing contained therein, the decision of the General Manager thereon shall be final and conclusive.

20. Hiring of Council Furniture and Equipment

Council may hire out furniture and equipment from Council Halls. The hirer shall be held liable for the return of all such goods in the same condition in which they were received. All breakages and losses shall be charged to the hirer at the replacement cost of such breakages and/or losses.

21. The Hirer shall enforce the following requirements within the facility

- No smoking in the building or within 3 metres of the building
- No confetti to be used in or around the facility
- All electrical appliances being used by the hirer are to be switched off before vacating the facility, any electrical appliance that was on prior to the hiring the facility should be left on.
- All doors are to be checked to ensure they are locked before leaving the facility

22. Emergency Evacuation Assembly Area

The Hirer is to be aware of the hall layout and locations of emergency exits and the location of the Emergency Evacuation Assembly Area.

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 9 of 16



CENTRAL HIGHLANDS COUNCIL

APPLICATION TO HIRE COUNCIL HALL OR HALL EQUIPMENT

Applicant.....

Full Name and Business Name (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:

.....
.....
.....
.....

Period of Hire: From /...../..... To /...../.....

Time required: From am/pm To am/pm

Approximate number attending:

Do you intend having liquor at the function?

☐ Yes ☐ No

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 10 of 16

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

Name of Person Responsible for Serving of Alcohol

Note: Must have RSA Certificate (copy to be provided)

If Hall 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. Excess charges will be invoiced.

	DINNER PLATES	BREAD & BUTTER PLATES	CUPS & SAUCERS	BOWLS	SOUP BOWLS	KNIVES	FORKS	SOUP SPOONS	DESSERT SPOONS	TEA SPOONS	CHAIRS	TRESTLES
REQUIRED												
RETURNED												
BROKEN OR LOST												

APPLICANT'S POSITION IN THE ORGANISATION:.....

ADDRESS:.....

TELEPHONE: Business.....Private.....Mobile.....

EMAIL:.....

.....

...../...../.....

Applicant's signature

Date

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 11 of 16



COMPLIANCE WITH CONDITIONS OF USE OF COUNCIL POLICY 2013-02 USE OF COUNCIL HALLS

The above-named Applicant acknowledges having received and read a copy of the Central Highlands Council Policy 2013-02 Use of Council Halls 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 hall or part thereof at the times and days allocated for the Applicant shall comply with the conditions in the policy.

INSURANCE

Sporting Groups, Commercial and Casual Hires applicants further 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, 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 hall 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

Sporting Groups, Commercial and Casual Hires 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 name the Central Highlands Council as an interested party.
2. The insurance policies should contain a standard cross liability clause.

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 12 of 16

Copies of Certificates of Currency confirming the period and amount of cover and showing the Central Highlands Council as an interested party, must be produced and will form part of the Agreement.

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.

Dated at.....thisday of.....20.....

.....

Applicant's Signature

.....

Senior Officer's Name

.....

Senior Officer's Title

.....

Senior Officer's Signature

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 13 of 16

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

.....
Senior Officer's Name

.....
Senior Officer's Position Title

.....
Senior Officer's Signature

...../...../.....
Date

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 14 of 16

COUNCIL USE ONLY

Is the Application for Hire on behalf of a:

Church Function?

☐ Yes

☐ No

Fundraising Activity for a Local Facility?

☐ Yes

☐ No

Meeting of a Local Group?

☐ Yes

☒ No

Local Non for profit Group?

☐ Yes

☐ No

Local School?

☒ Yes

☒ No

If answered Yes to any of the questions above, please refer to the General Manager or Senior Council Officer for approval or rejection of the waiving of hire charges and bonds prior to finalising the application.

Acceptance or Rejection of Waiving Hire and Bond Charges:

(Delete as applicable)

Accepted

Rejected

.....

...../...../.....

General Manager's Signature

Date

OR

.....

...../...../.....

Senior Council Officer's Signature

Date

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 15 of 16



COUNCIL USE ONLY

BOND: \$.....

RECEIPT NO.....

PREMISES CHECKED PRIOR TO USE BY.....

PEMISES CHECKED IMMEDIATELY AFTER USE BY.....

REPORTED

DAMAGE.....
.....
.....
.....

ESTIMATED COST OF DAMAGE: \$.....

APPLICANT ADVISED:

☐ Yes

☐ No

BOND AMOUNT REFUNDED: \$.....

CHEQUE NO.....

ACCOUNT SENT:

☐ Yes

☐ No

AMOUNT\$..... A/C NO.....

Document:	Start Date: 17 Jan 2023	Page Reference:
Use of Council Halls Policy	Review Date: 31 Jan 2027	Page 16 of 16