

Quarterly Report

Quarter 3, 2020-21

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Strategic and Operational Highlights

Quarter 3, 2021

As we move into the final months of the financial year, Council is positioning itself for a challenging 12-months ahead both in terms of the post-COVID economic and financial impacts, but also in delivering key projects and programs in a dynamic and ever-changing environment.

The announcement on 25 March that a State election is to be held on 1 May inevitably means that some priorities of the Tasmanian Government which impact the local government sector will change, depending, of course, on which party wins Government and the make-up of the new State parliament.

Election campaigns and post-election periods can be challenging for local governments. While election commitments often deliver new and exciting projects and infrastructure which appear, on their face, to be a boon for councils, they can also have hidden pitfalls in the form of ongoing maintenance and depreciation costs for new assets and the need to reallocate resources into unplanned projects. This is particularly problematic where projects or programs do not align with a council's strategic plan or where there has been little or no consultation with the council before an election commitment is announced.

I am keen to ensure that relating to Glenorchy provide measurable and long-term benefits to our community.

Of course, I welcome the opportunity to discuss any potential investment in our city and will work with all levels of government to capitalise on opportunities which result in positive outcomes that will make lives better in Glenorchy. However, we will also consider each opportunity carefully and strategically to ensure it will provide a net benefit to our community and will not be a burden on future generations.

I mention this because in addition to the State election on 1 May, local and federal government elections are both due before the end of October next year, meaning we will be in the midst of an extended 'election season' for the foreseeable future. We need to approach this period with our eyes open to opportunities and while alert to potential hazards.

Despite the uncertain outlook ahead, I am pleased to report that Council has had another productive quarter and provide brief summaries of some of our recent strategic and operational highlights.

FINANCIAL UPDATE

Pleasingly, Council's financial position remains in line with our budget. A mid-year review of Council's 2020-21 budget was presented at the Council meeting on 25 January 2021, at which the forecast end



General Manager, Tony McMullen



year deficit was revised downwards from \$8.727m to \$7.679m. At 31 March we are forecasting an end of year financial position of \$302,000 favourable to budget. Notably, the recent reinstatement of dividend payments from TasWater has resulted in a more positive revenue outlook than was originally forecast for the financial year.

As I have noted in previous reports, although this is encouraging, there is no escaping the fact that Council's target position in any normal year is a break-even budget, which we are still well below due to the ongoing impacts of the COVID-19 pandemic during 2020. At this stage, however, we are hopeful the improving economic climate will allow us to return to a breakeven or surplus position sooner than 2029-30 financial year, which was originally forecast when the current budget was first adopted in June 2020. The 2022 budget, due to be adopted in June, will cast more light on whether this is achievable.

GREATER GLENORCHY PLAN

After extensive consultation and development during 2020 and early 2021, Council formally adopted the Greater Glenorchy Plan at its meeting in February 2021.

The Greater Glenorchy Plan sets out visionary precinct plans for the Glenorchy, Moonah, and Claremont CBDs based on their identities, roles and functions, which will guide future development within the Greater Glenorchy area to the year 2040. The project was originally envisaged as part of Council's Economic Development Strategy and was fast-tracked as a part of Council's economic recovery program from the COVID-19 pandemic.

Development of the Greater Glenorchy Plan has involved a tremendous amount of work by our City Strategy and Economic Development team, for which they deserve special mention. The Greater Glenorchy Plan will be a key driver of economic development and investment in our city and demonstrates to developers, business and government that Glenorchy is Open for Business.

ARTS AND CULTURE STRATEGY

Becoming a city of the arts was one of the key visions in Council's Community Plan when it was developed and is a consistent theme that has run through our strategic planning ever since.

The Glenorchy - City of Arts 2040 Strategy was formally adopted by Council at its February meeting. The strategy sets out a series of forward-looking strategic goals that have been developed through extensive consultation and community feedback, undertaken between September and November 2020. These closely reflect the arts and cultural life of the community and the city and recognise the range of strategies, plans, policies, actions, or aspirations held by the community and Council.

The goals, objectives and actions in the Strategy are intended to provide a clear direction for Council and community for the achievement of a culturally rich and vibrant city as envisaged in the Community Plan.

I extend my thanks to all Council staff and stakeholders involved in the development of this important and significant visionary document for our city.

MOONAH TASTE OF THE WORLD FESTIVAL

After its cancellation due to COVID-19 in 2020, the Moonah Taste of the World Festival made a



triumphant return from 15 to 21 March 2021. This year, the festival was in a different format to the usual one-day event in Benjafield Park, with a program of small events held in and around Moonah, coinciding with Harmony Week.

These included food stalls featuring food from all around the world at the Moonah Arts Centre and Moonah Post Office car park, a program of events, performances and other activities in and around Moonah.

The 2021 festival was an enormous success with events well attended and feedback being overwhelmingly positive. I am already looking forward to seeing what's in store for the 2022 festival.

ENTERPRISE AGREEMENT NEGOTIATIONS

Negotiations with Council staff and representatives from the Australian Service Union around Council's new Enterprise Agreement continued during the quarter.

A further five bargaining meetings were held with considerable progress being made. While we are unable to report on the final position that will be put to a vote until negotiations have concluded, I am pleased at the constructive and positive way that our Council representatives and staff body have approached the negotiations.

It is expected that an updated Enterprise Agreement will be put to a staff vote in late April 2021.

APPOINTMENT OF DIRECTOR INFRASTRUCTURE AND WORKS, EMILIO REALE

After an extensive, two-round, recruitment process with over 60 high-calibre applicants, Council has appointed Emilio Reale as its new Director Infrastructure and Works. Emilio will commence on 26 April 2021.

Emilio has been the General Manager at Huon Valley Council since 2017 where his key achievements have included:

- Leading the Huon Valley Council's response to its Board of Enquiry process, including the recruitment of a new Executive Leadership Team and staff morale improvements
- Developing a Strategic Masterplan for Huonville and Ranelagh
- Leading the community evacuation and recovery processes associated with the disastrous 2019 bushfires.

Emilio has worked in local government for 19 years, with 12 of those at being at Glenorchy City Council where he previously held the position of Director City Services and Infrastructure from 2015 to 2017. He also has significant private sector construction and leadership experience.

Emilio, will bring a deep understanding of infrastructure and works and the local government sector to Glenorchy City Council, and I am delighted that he has re-joined our leadership team.



INCREASED DEVELOPMENT ACTIVITY

Glenorchy continues to see strong increases in the numbers of development applications being lodged. At the end of March 2021, Glenorchy had received 530 applications, representing a 26.2% increase over the same period last year, the highest in percentage terms of all the Greater Hobart councils.

The strong increase in development activity in the municipality has put considerable pressure on our Planning Services team to continue to meet service levels and process applications within statutory time frames. It is a testament to the team's abilities that they have continued to maintain their perfect record of 100% of applications processed within the statutory time frame.

That is particularly noteworthy given that the development applications assessed this quarter included the application for a major housing and mixed-use development at the former Claremont Primary School site in Windemere Bay which further stretched resources. The Glenorchy Planning Authority approved this significant development (which included 315 residential dwellings and other commercial uses) on 15 March 2021 at a public meeting held at the Elwick Racecourse.

Aside from demonstrating our Planning team's ability to continue to meet demand despite the strong increase in activity, the Windemere Bay development also represents a \$200m investment in our city, part of more than \$1 billion in major developments that are currently planned for Glenorchy.

Clearly, despite the challenges ahead, the future is looking bright for Glenorchy.

Tony McMullen

General Manager

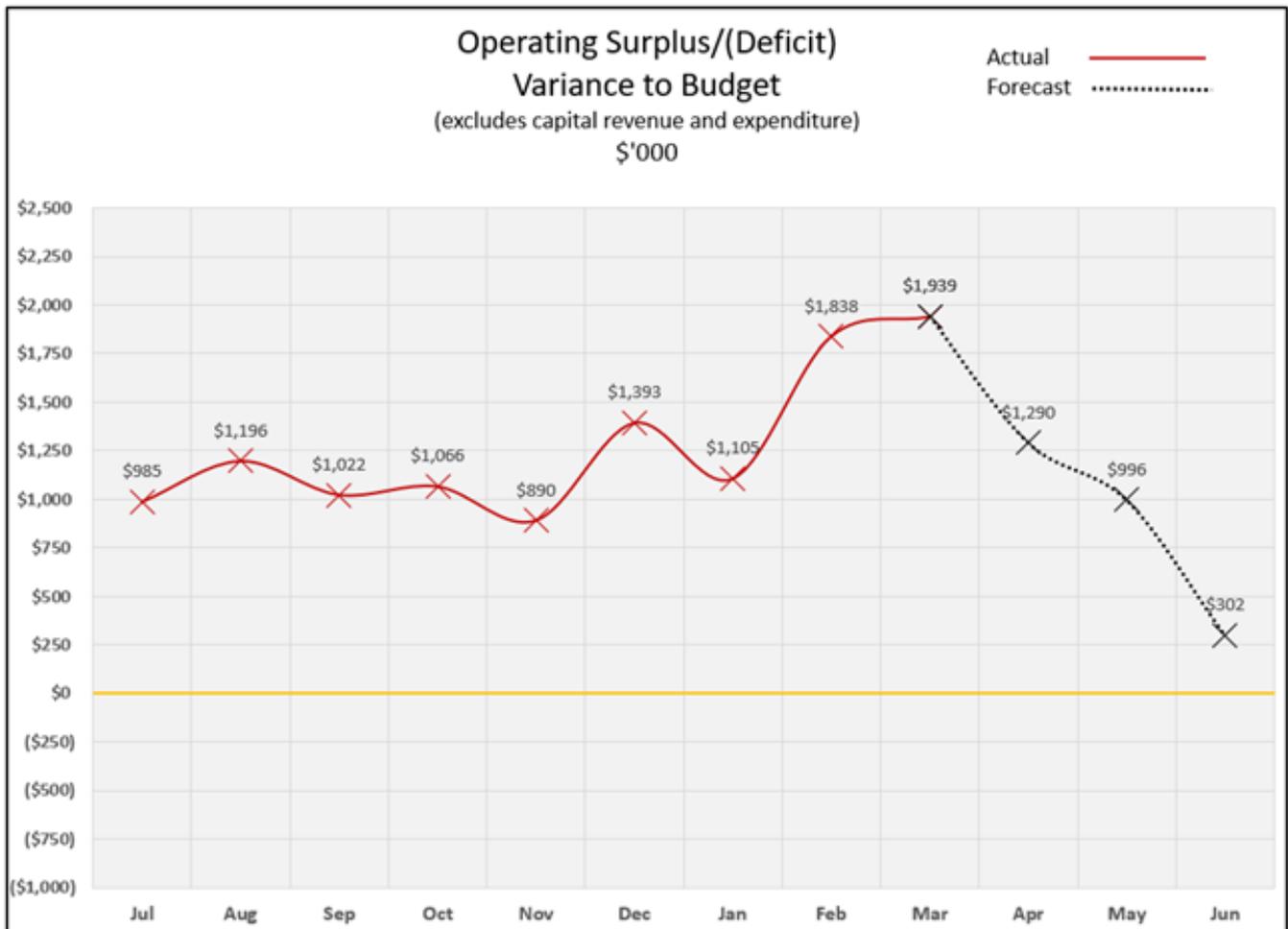
April 2021

Financial Performance

OPERATING SUMMARY

Council's operating surplus for the year ending 31 March 2021 is currently showing a favourable result of \$1.939 million against budget. This is made up of \$1.449 million more in revenue and \$490,000 less in expenditure.

Please note: The forecast result at 30 June 2021 is currently \$302,000 favourable to budget.



OPERATIONAL REVENUE

Year to date operational revenue at 31 March 2021 is \$54.048 million compared to budgeted operational revenue of \$52.599 million. This represents a favourable result of \$1.449 million or 2.80% against budget.

Revenue (favourable)

(\$543,000)	TasWater Dividend
(\$368,108)	User Charges and Licences
(\$250,783)	Rates
(\$247,098)	Grants
(\$59,401)	Other Income
\$6,795	Investment Interest
\$12,509	Contributions - Cash

(\$1,449,086) TOTAL

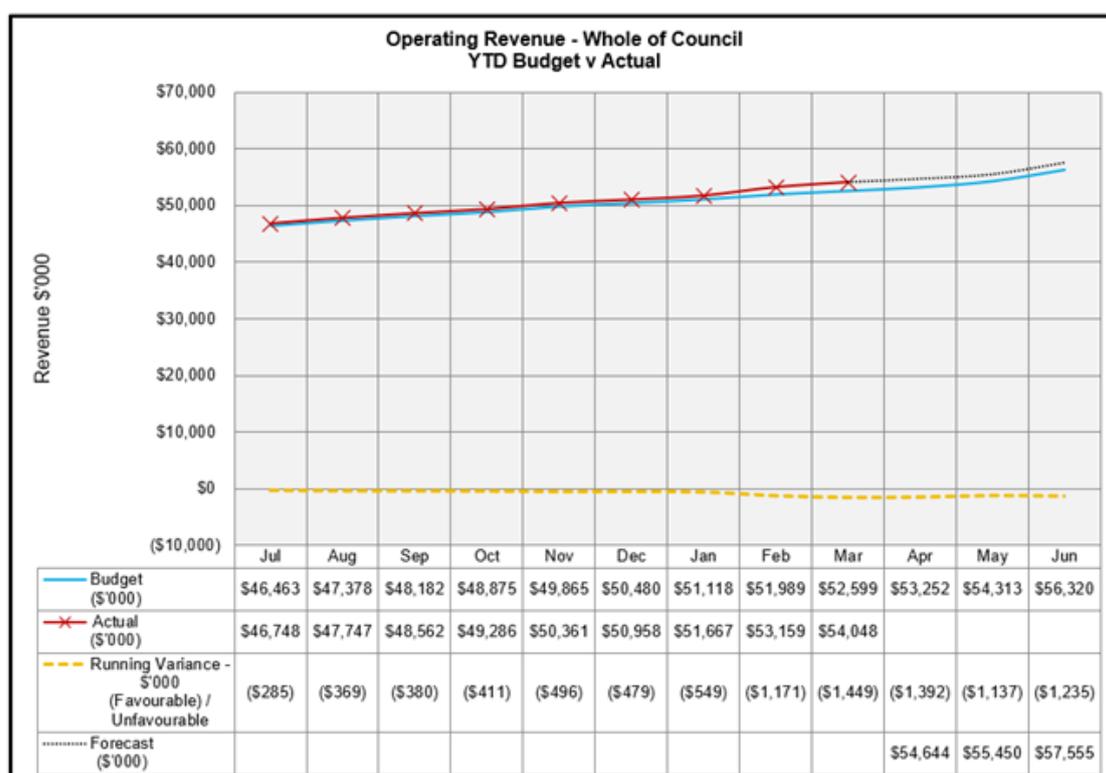
Of particular note:

TasWater Dividend

COVID-19 resulted in TasWater suspending all dividend payments to Council since February 2020. As a result, the adopted budget did not allow for any dividends this financial year. However, on 1 February 2021, TasWater advised it would make an interim dividend payment in the amount of \$543,000.

Rates

Supplementary valuations have generated \$271,000 in additional General Rate revenue which at 0.76% is above the 0.50% annual growth target. This indicates development activity is currently operating at increased levels due to government incentives, record low interest rates and entrepreneurial opportunities in a tight property market.



Note: operational revenue does not include capital items or gain/loss on sale of assets

OPERATIONAL EXPENDITURE

Actual year-to-date operational expenditure is \$43.408 million compared to budgeted expenditure of \$43.899 million. This represents a favourable result of \$490,000 or 1.1% compared to budget.

Expenditure (favourable)

- (\$141,168) Employment Costs
- (\$123,733) Materials and Services
- (\$94,481) Other Expenses
- (\$84,924) Depreciation and Amortisation
- (\$44,258) Finance Costs
- (\$1,832) Bad and Doubtful Debts

(\$490,396) TOTAL

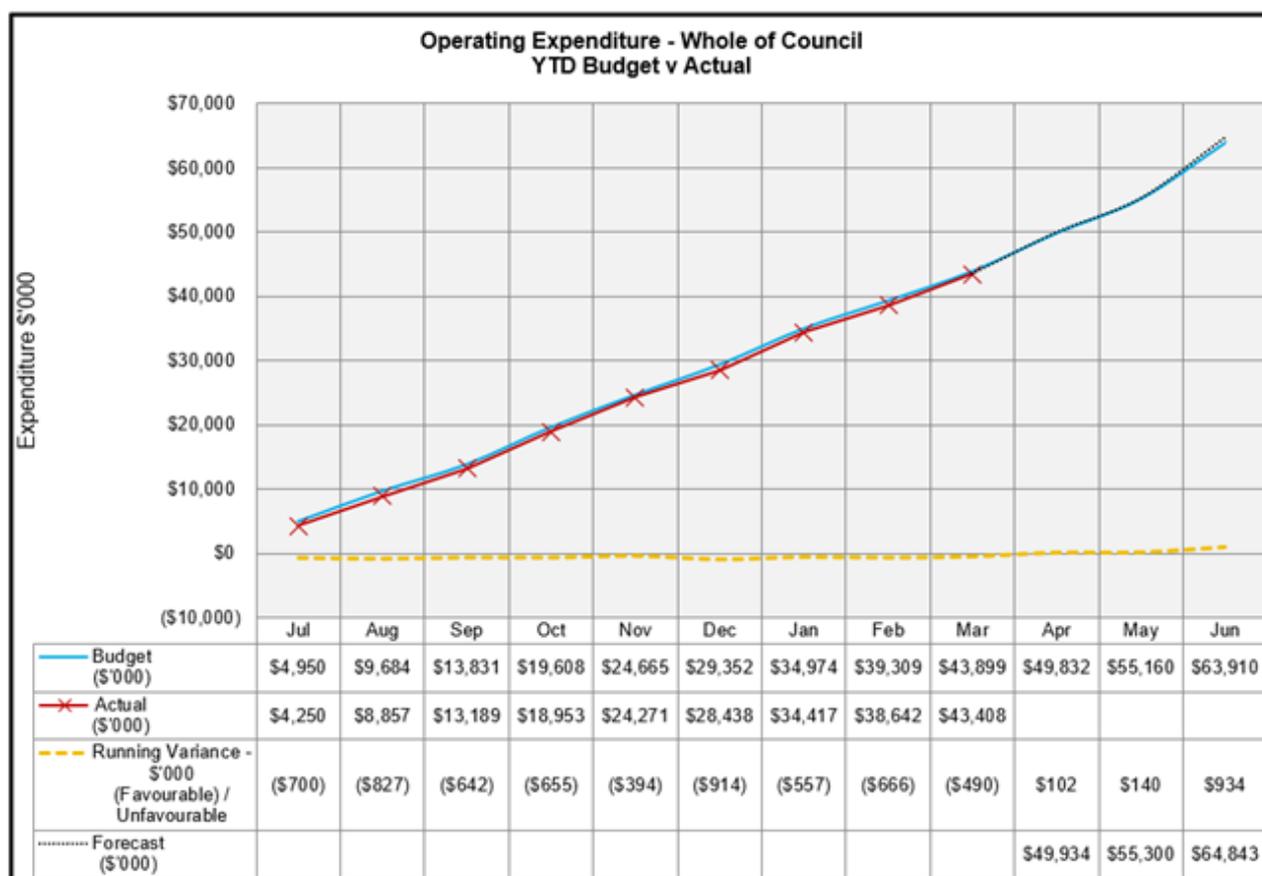
Of particular note:

Employee costs

Employee costs are currently \$141k under budget which represents a variance of less than 1% indicating a relatively stable workforce turnover.

Vegetation Control

Weather conditions to date have been conducive to prolific roadside vegetation growth. This has resulted in an increase in the frequency of control works over and above the normal schedule. There is currently an overspend of \$255k or 32% in this program, forecast to reduce to \$219k or 18% by 30 June.



NON-OPERATING - CAPITAL REVENUE

Revenue is \$1.412 million against a budget of \$940,000.

New grants have been received for \$250,000 each for the Tolosa BMX Track and Montrose Skatepark.

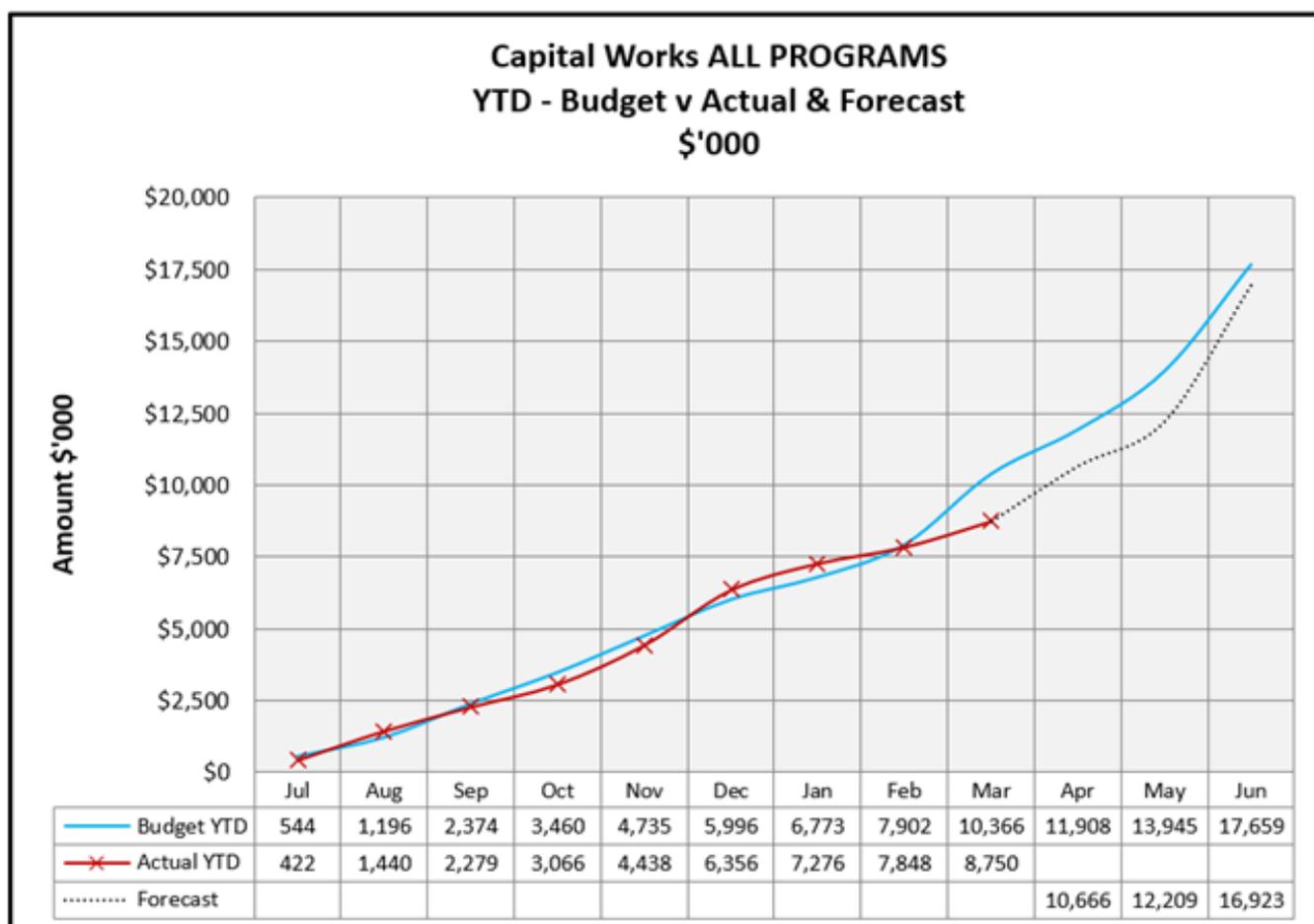
NON-OPERATING - NET GAIN/(LOSS) ON DISPOSAL OF ASSETS

Disposal of assets currently records a gain of \$68,000 against a budgeted gain of \$57,000.

This represents the disposal of end-of-life computer equipment, vehicles and plant & equipment at auction. Land sales net gain/(loss) will be included when the disposed land is treated in the asset and finance systems, in particular 3 Delwood Drive, 36 Elwick Road, 19A Clydesdale Avenue, 29 Stourton Street and 53 Springfield Avenue.

CAPITAL WORKS

Council's year-to-date Capital Works expenditure is \$8.750 million or 50% of the annual budget of \$17.659 million.



The forecast result at 30 June is currently \$16.923m representing 96% of the annual capital works program.

CASH AND INVESTMENTS

At 31 March 2021, actual funds available in cash and investments totalled \$40.325 million compared to \$27.472 million for the same period last year. The primary contributors are the sale of the Derwent Entertainment Centre, the drawdown of the economic stimulus loan amount, year-to-date increased revenue and reduced operational expenditure, and a \$3.568 million reduction in the capital works program from the original budget.

With no further rate instalments due and revenue primarily reliant on operational activities, the cash and investment balance has peaked and will now reduce for the remainder of the financial year.

RATES COLLECTIONS

At 31 March 2021, the total rates collected was 95.34% against a target of 96%. This is down on the pre-COVID collection rate of 96.22% at the same time last year.

However it is noted the year-on-year comparison across all nine months to date has been very close with an average difference of just 0.24% per month. This closeness represents an actual comparison outcome of five months behind and four months ahead.

COVID-19

For the 2020/21 financial year to date, expenditure and commitments totalling \$302k have been incurred in the carrying out of COVID-19 safety and control measures. This is in addition to the \$352k incurred in the 2019/20 financial year:

CATEGORY	EXPENDITURE	PURCHASE ORDERS
Allowances	\$47	\$0
Communication	\$40	\$0
Contractors	\$30,394	\$9,753
Employee Costs ¹	\$251,648	\$1,049
Equipment	\$702	\$468
Information Technology	\$23	\$0
Materials	\$13,218	\$267
Plant and Equipment	\$3,763	\$0
Public Relations	\$157	\$0
Safety Equipment	\$609	\$0
TOTALS	\$300,601	\$11,537

1. Primarily pandemic leave provision

YEAR	EXPENDITURE
2019-20	\$351,745
2020-21	\$300,601



Financial Reports

STATEMENT OF COMPREHENSIVE INCOME TO 31 MARCH 2021

Year-to-Date (YTD)	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000	2021 Variance Actual to Budget
Operating Revenue					
Rates	1	39,867	40,118	40,985	▲ 0.6%
User charges and licences	2	10,142	10,510	9,898	▲ 3.6%
Interest	3	25	18	239	▼ 27.2%
Grants	4	2,226	2,473	2,495	▲ 11.1%
Contributions - cash	5	55	42	302	▼ 22.8%
Investment income from TasWater	6	-	543	1,086	▲ 100%
Other income	7	285	344	302	▲ 20.9%
Total Operating Revenue		52,599	54,048	55,307	▲ 2.8%
Operating Expenditure					
Employment costs	10	17,770	17,629	16,702	▼ 0.8%
Materials and services	11	10,728	10,605	10,579	▼ 1.2%
Depreciation and amortisation	12	10,303	10,218	10,145	▼ 0.8%
State Fire Commission contribution		2,949	2,949	2,949	↔ 0.0%
Finance costs		84	40	63	▼ 52.7%
Assets written off		-	-	-	↔ 0.0%
Bad and doubtful debts		2	-	1	↔ 0.0%
Other expenses	13	2,062	1,967	1,781	▼ 4.6%
Total Operating Expenditure		43,899	43,408	42,220	▼ 1.1%
Total Operating Surplus/(Deficit)		8,700	10,639	13,087	▲ 22.3%

STATEMENT OF COMPREHENSIVE INCOME TO 31 MARCH (CONT'D)

Year-to-Date (YTD)	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000	2021 Variance Actual to Budget
Non Operating Revenue					
Contributions – monetary		-	-	-	↔ 0.0%
Contributions – non-monetary assets		-	-	-	↔ -
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	8	57	69	229	▲ 19.4%
Capital grants received specifically for new or upgraded assets	9	941	1,412	1,267	▲ 50.1%
Total Non-Operating Revenue		998	1,481	1,496	▲ 48.3%
Total Surplus/(Deficit)		9,698	12,120	14,583	▲ 25.0%
Capital Budget					
Economic Stimulus		1,041	383		
Transport		6,072	5,884		
Property		1,205	965		
Plant & Equipment		376	126		
Fleet		121	25		
Stormwater		1,285	1,109		
ICT & Other		266	258		
Total Capital Budget		10,366	8,750		▼ 15.6%



STATEMENT OF FINANCIAL POSITION TO 31 MARCH 2020 (CONT'D)

	2021 YTD \$'000	2020 YTD \$'000
Assets:		
Current assets		
Cash and Cash Equivalents Current	6,555	2,635
Trade and Other Receivables	2,378	2,670
Inventories	98	100
Non Current assets classified as held for sale	11,063	741
Contract Assets Current	-	111
Current Investments	32,432	23,500
Other Assets Current	-	-
Total current assets	52,526	29,757
Non-current assets		
Property, Infrastructure, Plant and Equipment	680,475	685,906
Investment in Water Corporation	146,905	191,317
Right of use assets Non Current	1,209	2,449
Other Non-Current Assets	12,852	13,890
Total non-current assets	841,441	893,562
Total assets	893,967	923,319
Liabilities:		
Current Liabilities		
Trade & Other payables Current	757	1,041
Provisions - Current	5,224	4,369
Borrowings Current	997	486
Trust Funds and Deposits Current	955	322
Lease Liabilities Current	747	1,232
Contract Liabilities Current	500	-
Other Liabilities Current	707	60
Total current liabilities	9,887	7,510
Non-current liabilities		
Provisions Non Current	3,859	3,952
Borrowings - Non Current	5,664	2,159
Non Current Lease Liabilities	470	1,216
Total non-current liabilities	9,993	7,327
Total Liabilities	19,880	14,837
Net assets	874,087	908,482

EXPLANATORY NOTES

These notes are provided where a single or collective variance within the Statement of Comprehensive Income requires explanation. To enable \$ variances to be contextualised, they are also expressed as a % variance (rounded to a whole number). In most instances, variances are 'year-to-date' specific and are not an indicator of potential budget or actual outcomes in the future.

Notes:

1. The threshold for variance reporting only details those areas deemed to be significant
2. Arrow indicators represent:

Revenue higher than budget		Revenue lower than budget	
Expense higher than budget		Expense lower than budget	

Note	Revenue / Expenditure Item				
1	Rates				
			Variance (\$)	Variance (%)	
	General Rates, Fire Levy, Interest, Penalty and Recovery of Legal Costs		250,783	1%	
2	User Charges and Licences:				
			Variance (\$)	Variance (%)	
		Landfill Operations – disposal fees		129,070	10%
		Property Services – lease and hire fees		97,273	28%
		Waste Management Services – kerbside collection		75,144	1%
		Learning & Development – qualification incentives		53,688	100%
		Building Governance – application fees		49,226	6%
		Planning Services – application fees		22,285	4%
		Customer Service – hut hire fees		14,119	41%
		Arts & Cultural Development - MAC		13,226	52%
		Financial Operations – s132 certificates		11,155	12%
		Benjafield Childcare Centre – parent fees		(32,806)	22%
	Public Compliance - infringements		(71,874)	9%	
3	Interest on Investments				
			Variance (\$)	Variance (%)	
	Interest		(6,795)	29%	
	The average interest rate across all current investments is 0.36%				

Note	Revenue / Expenditure Item		
4	Grants:		
			Variance (\$) Variance (%)
	Berriedale Childcare Centre - government subsidies	▲	73,274 12%
	Community Development Program - various carried forward 2019/20 grants	▲	48,136 46%
	Learning & Development - 26TEN	▲	44,717 100%
	Arts & Cultural Development - various carried forward 2019/20 grants	▲	28,993 100%
	Benjafield Childcare Centre - government subsidies	▲	27,718 8%
	▲	10,909 100%	
5	Contributions – Cash:		
			Variance (\$) Variance (%)
	Stormwater Private Connections	▼	(12,509) 23%
6	Investment in TasWater:		
			Variance (\$) Variance (%)
	Dividend	▲	543,000 100%
7	Other Income:		
			Variance (\$) Variance (%)
	Governance and Compliance - insurance refunds	▲	23,846 100%
	Berriedale Childcare Centre - staff training subsidies	▲	13,363 100%
	Benjafield Childcare Centre - staff training subsidies	▲	11,431 100%
8	Gain/(Loss) on Disposal of Assets:		
			Variance (\$) Variance (%)
	Sale of Plant, Equipment, ICT and Vehicles	▲	11,148 19%
	Excludes land sales until accounting treatment is completed		

Note	Revenue / Expenditure Item			
9	Capital Grants:			
			Variance (\$)	Variance (%)
	Montrose Skatepark	▲	250,000	100%
	Tolosa Park BMX	▲	250,000	100%
	Blackspot Funding – Glenorchy and Collinsvale	▲	149,000	100%
	Roads-2-Recovery – nominated projects	▲	111,815	31%
	Local Roads and Community Infrastructure	▼	(289,451)	50%
10	Employee Costs:			
			Variance (\$)	Variance (%)
	Salaries and On-costs (payroll tax, workers compensation premium, leave accruals, leave loading)	▼	141,168	1%

Note	Revenue / Expenditure Item		Variance (\$)	Variance (%)
	Materials and Services:			
	City Strategy – economic stimulus projects	▼	508,030	75%
	Waste Management Services – supplier invoice timing	▼	170,940	9%
	Property Services – supplier and utility invoice timing	▼	84,464	12%
	Community Planning and Engagement – MTOW	▼	65,135	56%
	Asset Management – public street lighting and asset revaluation timing	▼	57,526	11%
	Corporate Services Administration – consultancies	▼	57,011	37%
	Infrastructure – utility invoice timing	▼	49,168	42%
	Landfill Operations – various operational variances	▼	38,965	7%
	Internal Plant Hire – utilisation between departments	▼	36,028	16%
	Customer Service – customer service strategy	▼	34,345	54%
	Strategy & Development Administration – staff training	▼	31,674	42%
11	Financial Operations – suspension of legal rates recovery actions	▼	31,580	12%
	Legal Services – external referrals	▼	29,529	51%
	People Unit – WH&S solutions	▲	(26,639)	27%
	Public Relations – GCC newsletter	▲	(30,214)	100%
	Parks and Recreation – on demand works	▲	(30,660)	21%
	Development Operations – core systems review	▲	(31,719)	92%
	Environment – labour hire	▲	(31,732)	30%
	Land Sales – disposal program	▲	(41,305)	100%
	Service Management – core systems software	▲	(45,311)	3%
	Glenorchy Jobs Hub – regional workforce plan	▲	(63,677)	100%
	Facilities Maintenance – on demand works	▲	(102,464)	14%
	Bushfire Management – budget timing	▲	(114,995)	100%
	Planning Services – labour hire and professional services	▲	(118,608)	100%
	Roads and Stormwater Maintenance – on demand works	▲	(120,370)	27%
	Urban Services – on demand works	▲	(122,258)	92%
	Vegetation Control – excessive growth	▲	(283,810)	92%

Note	Revenue / Expenditure Item			
12	Depreciation			
			Variance (\$)	Variance (%)
	Depreciation Plant & Vehicles	▼	69,295	20%
	Lease amortisation - IT	▼	14,508	100%
	Depreciation ICT	▼	11,134	2%
	Depreciation Stormwater & Drainage	▲	(11,326)	1%
13	Other Expenses:			
			Variance (\$)	Variance (%)
	Internal Plant Hire - invoice timing for lease payments	▼	143,006	21%
	Landfill Operations - invoice timing for lease payments	▼	48,014	14%
	Community Department Administration - budget timing	▼	11,126	70%
	Accounting Services - external audit timing	▲	(10,440)	87%
	Property Services - various invoice and budget timing variations	▲	(19,216)	3%
	Aldermanic Allowances - as per published rates	▲	(21,305)	8%
Governance & Compliance - internal audit timing	▲	(46,967)	100%	

Adjustments to amounts previously reported

There are instances where ledger adjustments are required in respect of amounts reported in prior periods. These adjustments will be visible when comparing current versus previous “Whole of Council Revenue and Expenditure” reports.



Key Performance Indicators



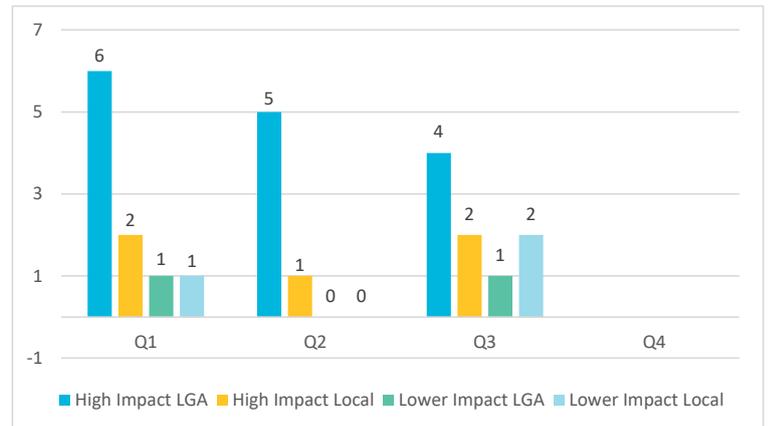


Making Lives Better

NUMBER OF ENGAGEMENTS

The following 9 community engagement projects were carried out during the quarter. All were all at the 'consult' level:

- Glenorchy Sport and Recreation Strategy
- Investigation into the Long Term Lease of Mitchell Range
- Draft Glenorchy Arts and Culture Strategy, Urban Trees in the City of Glenorchy
- Showcase Moonah, Youth Spaces (by invitation only)
- Special Committees Review (closed project for Special Committees members only)
- Staff Values (closed project for GCC staff members only), and
- Community Services Exchange (open to service providers who were invited to the forum).



The Urban Tree Strategy, Your Story and Paths, Tracks and Tails projects remain open as ongoing consultations which members of the community can comment on at any time through the 'Lets Talk, Glenorchy' website.

Up to 25 March the 'Let's talk, Glenorchy' site had a total of 2,300 visits which included:

- 1,609 aware participants (visited at least one page)
- 874 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool), and
- 411 engaged participants (participated in surveys or quick polls, contributed to ideas).



COMMUNITY PARTICIPATION

Moonah Arts Centre

7,313 people visited the Moonah Arts Centre during this quarter. There were 400 days of activity, with over 94% being arts-based activity. These included six exhibitions, 12 concerts, two film screenings, a market, dance auditions, filming and an award ceremony. Hire of the building continues to increase with a diverse range of activity.

Multicultural Hub

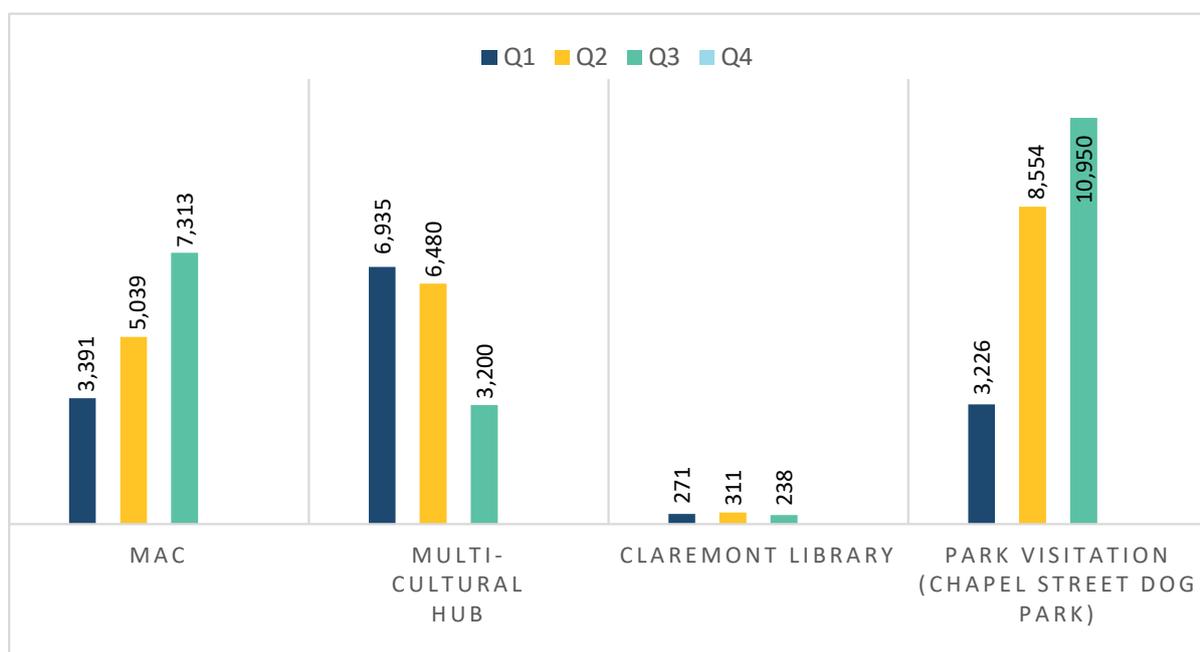
Around 3,200 people from a diverse range of cultures attended the Multicultural Hub this quarter.

An expression of interest process for a consultant to undertake a review of the Multicultural Hub was in progress as the Hub is now in its fourth and final year of the service agreement between the Multicultural Council of Tasmania and Council. The Tasmanian government has made a commitment of \$10,000 towards this work.

Council supported the quarterly Hub Advisory Forum which provides direction for the Hub's activities and also the first Moonah Bazaar, which attracted 11 stall holders who are starting micro-business. Around 150 people attended this event.

Claremont Library

There was a total 238 visitors to the Claremont Community Library in the 3rd quarter.





Making Lives Better

CAPITAL WORKS COMPLETED (\$'000)

Council is advanced in delivering its annual capital works program and on-track to deliver all the road, stormwater and property renewal and upgrade works.

Overall capital works delivery is generally on schedule, with expenditure figures slightly below the forecast spend in the third quarter. This is mainly due to awaiting outstanding invoices for payment. The annual road resurfacing program has been completed in time before the cooler autumn/winter months and footpath renewal projects are ahead of schedule.



Council has experienced delays in the new playground and facility projects, mainly due to market constraints and the increases in construction costs. Council has adjusted its annual capital works budget from \$21.7m to \$17.4m in the January budget review to reflect the current market situation and may further reduce its budget to reflect the difficulty in sourcing contractors with reasonable prices. This would affect the delivery of the Australian Government Grant and economic stimulus projects.

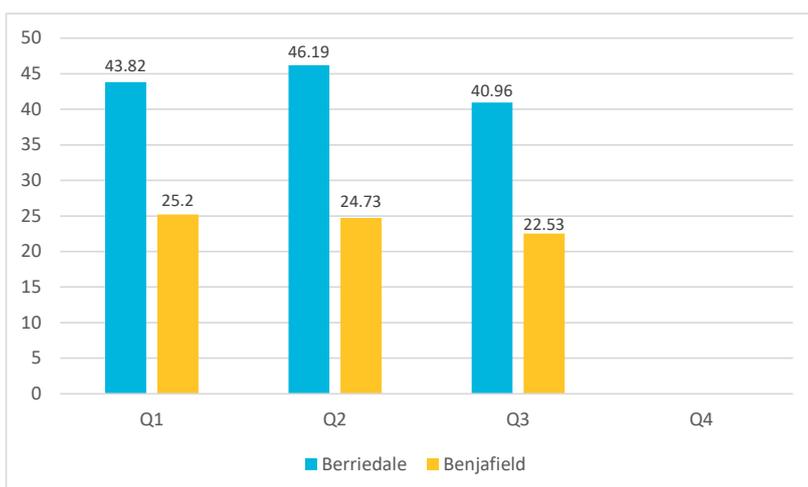
SERVICE DELIVERY - CHILDCARE

Child Care continues to be in high demand, Berriedale currently has families contacting on a regular basis for care, high demand for infant care.

Equivalent Full Time (EFT) places for the period were:

- Berriedale - 40.98
- Benjafield - 22.53

The 'Working Together' program has commenced for 2021, with 5 children attending 2 days per week, Monday and Tuesday, 7.5 hours per day. The children commenced in a staggered capacity from 22/02/2021 to ensure children were transitioned and settled in to care happily.



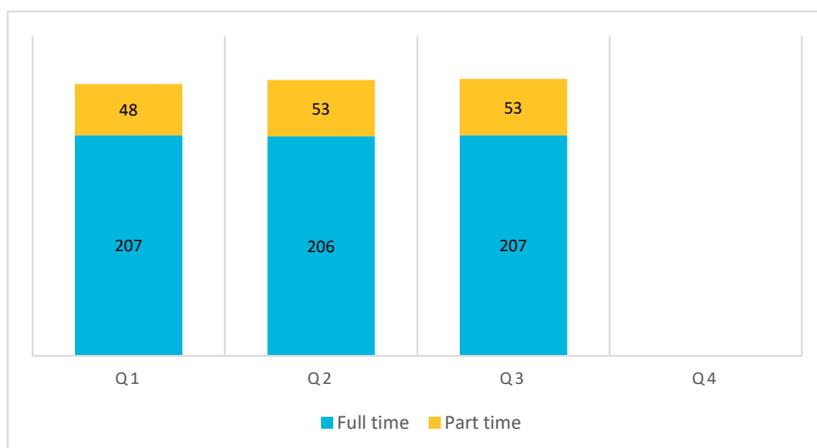
Both centres remain compliant with the Education and Care Services National Law and Regulations, under the National Quality Standard and maintain a rating of 'Meeting'.



Open for Business

FULL TIME EQUIVALENT

The limited movement in the amount of FTE positions across the three months shows considerable control over the recruitment approval processes.



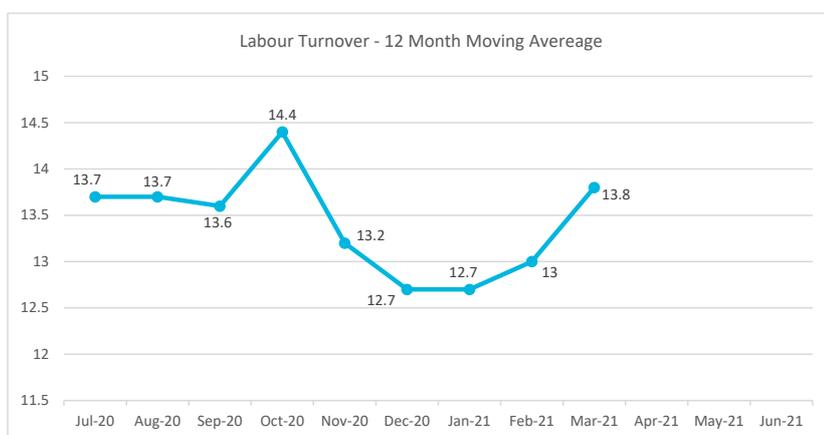
ALL EMPLOYEES - UNPLANNED LEAVE (PERSONAL LEAVE)

There has been an increase in the number of unplanned leave days taken during the quarter. Some of this may be seasonal as we start to move into the colder months, however there is no clear explanation for the rise from 155 to 204 between February and March.



LABOUR TURNOVER - 12 MONTH MOVING AVERAGE

Turnover remains around 13% which is higher than we would prefer. Correspondingly, there is considerable recruitment activity underway to fill vacancies.



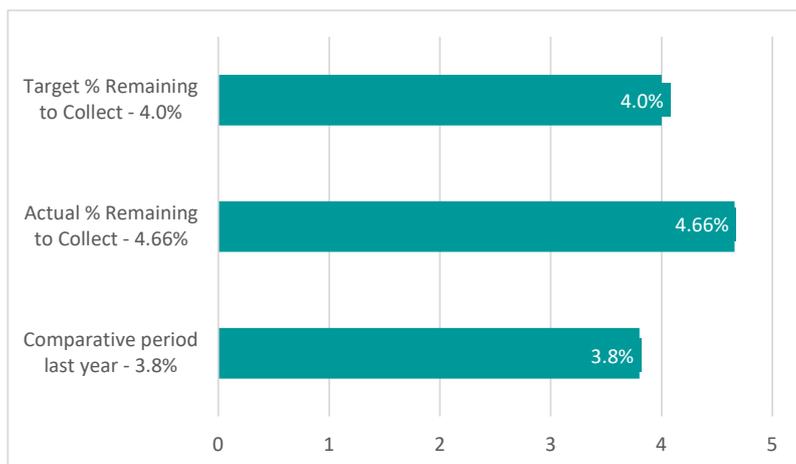


Open for Business

OUTSTANDING RATES DEBT PERCENTAGE

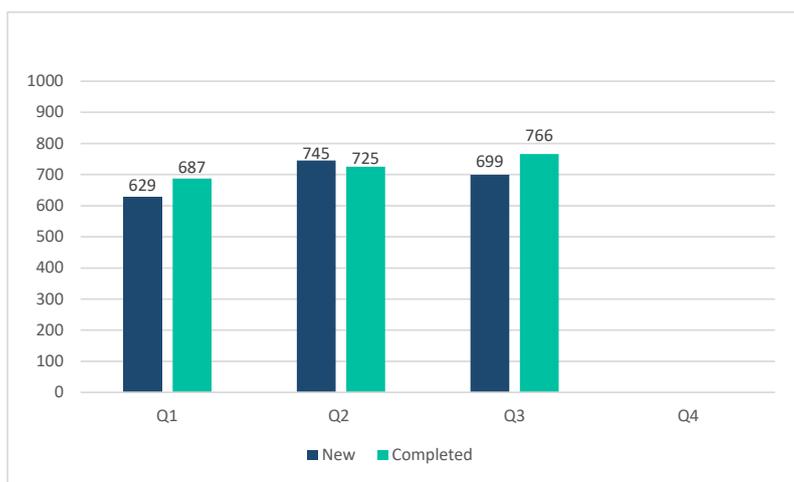
At 31 March 2021, 4.66% of rates remained uncollected (compared to 3.8% last year) against a target of 4.0%.

This is down on the pre-COVID collection rate of 3.78% at the same time last year. However it is noted the year-on-year comparison across all nine months to-date has been very close with an average difference of just 0.24% per month. This closeness represents an actual comparison outcome of five months behind and four months ahead.



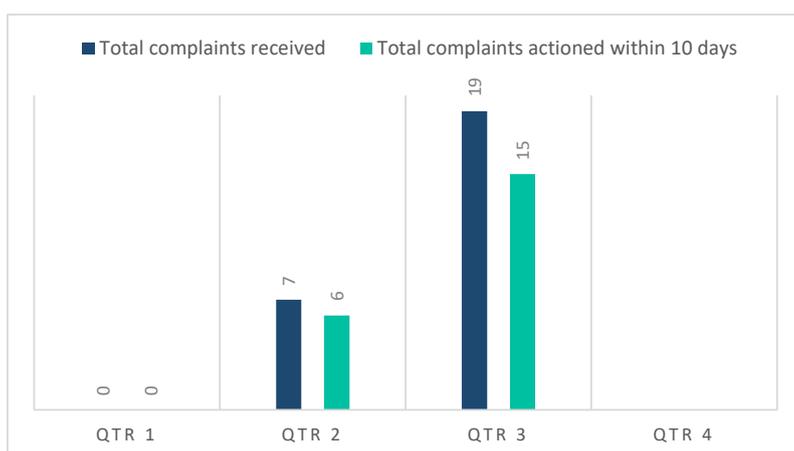
WORK CENTRE CUSTOMER SERVICE REQUESTS

The 3rd quarter of the Financial Year has seen an increase in completed requests. Roads and vegetation issues are still being received in significant numbers due to the above average rainfall over summer which has resulted in steady vegetation growth and potholing on roads.



CUSTOMER COMPLAINTS

Council received 19 formal complaints during Q3 with 15 of those (79%) actioned within the 10 working day service commitment.





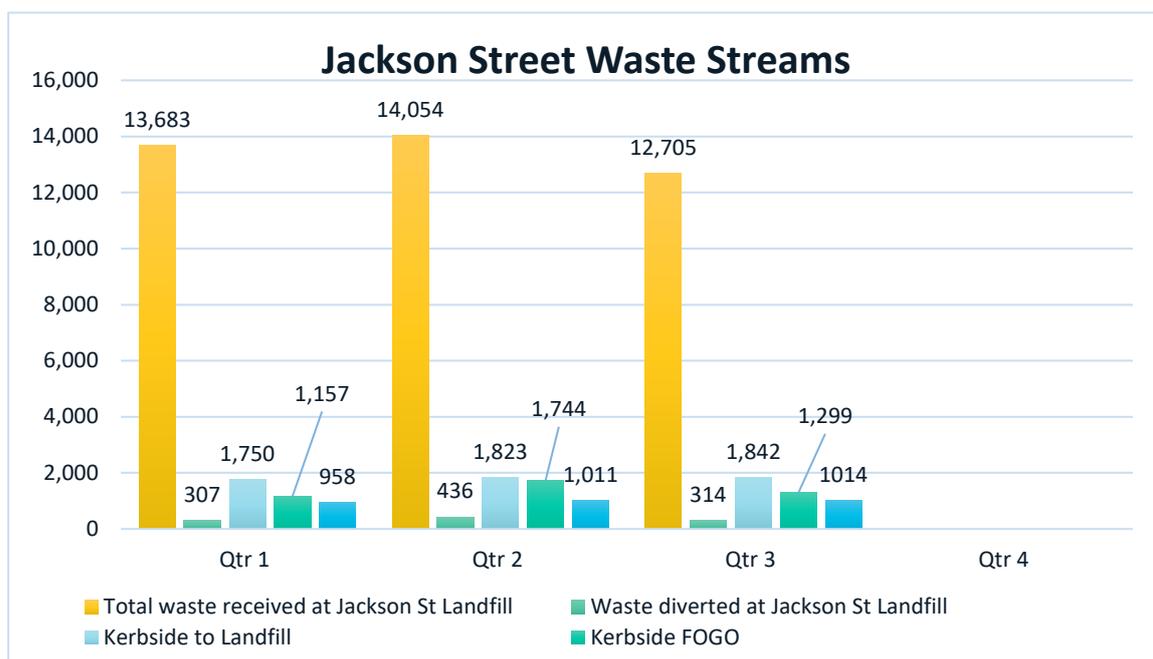
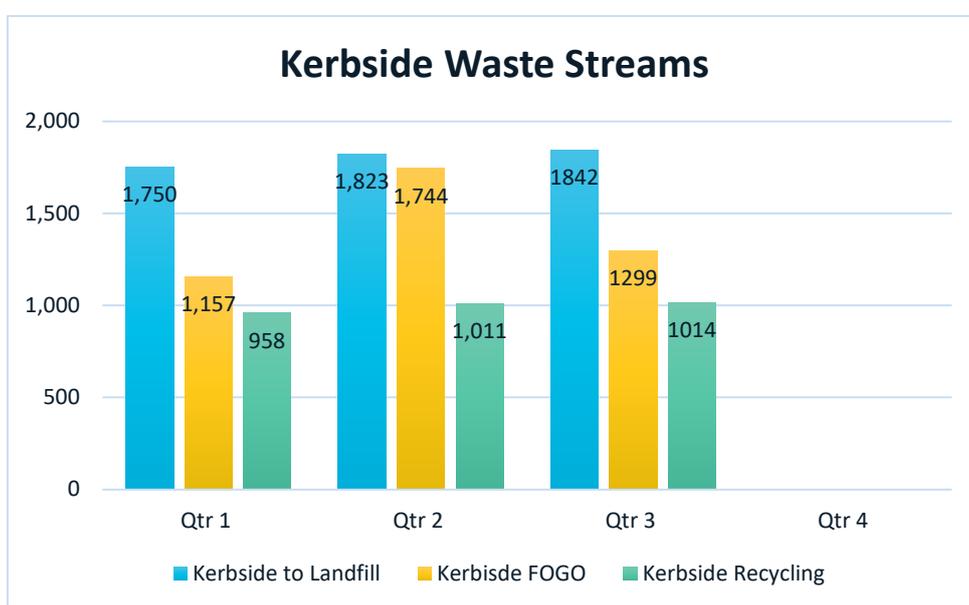
Valuing our Environment

WASTE RECEIVED BY COUNCIL BY QUARTER (TONNES)

Council's FOGO service continues to perform well, with the 3rd quarter seeing 1,299 tonnes of organic material diverted from landfill.

Between its commencement in February 2020 and the end of March 2021, Council has diverted approximately 5,940 tonnes of organic material from landfill through the FOGO service.

Recycling rates remain steady with 1,014 tonnes of commingled recyclables collected from the kerbside and processed.





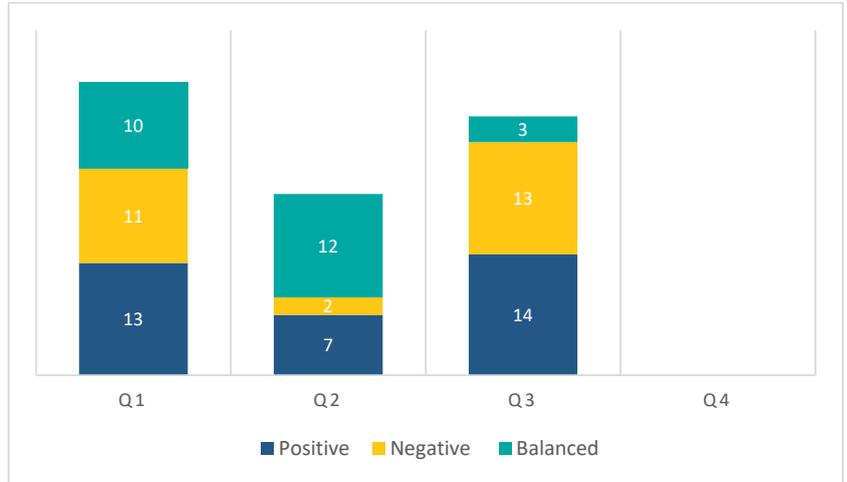
Leading our Community

MEDIA COVERAGE

Overall mentions of Council and its representatives in the media for this quarter were evenly balanced. On the positive, highlights included a successful launch of the Greater Glenorchy Plan which achieved national coverage. The coverage of the plan was well received and demonstrated a key focus on the future of Glenorchy and a vision for our community.

The joint collaboration on the flood warning system was instigated from our camp bringing together with the Lord Mayor and Mayor of Kingborough to promote the additional safety measures in place to share information during extreme weather events.

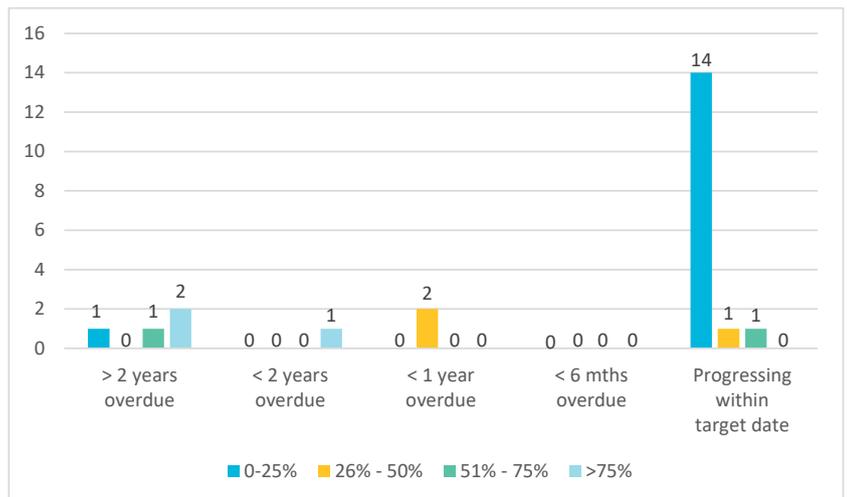
Some negative media coverage was received around individual proposed development by local residents such as, the proposed application for a large scale accommodation in Claremont.



OUTSTANDING AUDIT ITEMS - PERCENTAGE COMPLETE

During quarter 3, further audits were completed with a total of 10 new findings. These are progressing within their target date.

A total of eight outstanding recommendations were closed during this period. Overall, the audit program is on track and has reduced the overdue items to seven. The Audit Panel is pleased with Council's progress on reducing the number of audit items.



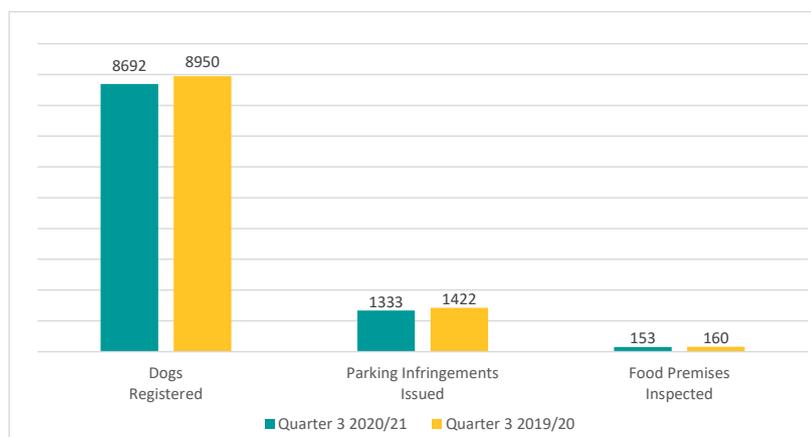


Leading our Community

DOGS, PARKING AND FOOD BUSINESS INSPECTIONS

The number of dogs registered has continued its slight drop over the last few years, with rates of dog ownership seemingly decreasing.

Parking infringements issued are consistent with previous years, and have increased over the last few months due to resourcing returning to pre-COVID levels.

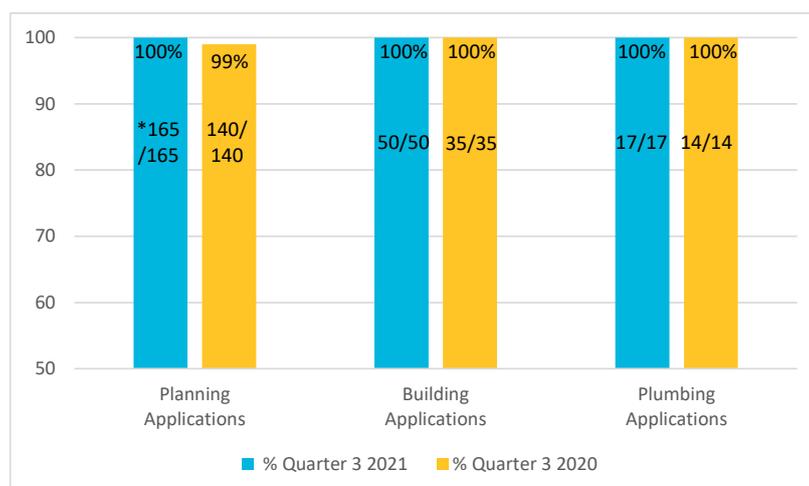


153 food businesses were inspected over the quarter with an additional 27 follow-up inspections undertaken to verify any required corrective actions.

DEVELOPMENT, BUILDING AND PLUMBING APPLICATIONS ASSESSED ON TIME

The number of planning, building and plumbing applications remains at an elevated level and this shows no signs of slowing.

The annual growth for planning applications for the year to March 2021 is 26.2% well exceeding the average of 5.1% for Greater Hobart.



It is expected that the number of building and plumbing applications will continue to rise, indicative of the lag time between planning and building approvals.

* As of Q2 2021, the number of planning applications listed includes section 56 applications, which were not previously counted. These are now included as impending legislation changes will impose a statutory time frame on them. For comparison, the number of s. 56 applications included in the total of 144 planning applications is 24.

 Risk Management



Risk Management Dashboard Report

GENERAL RISK UPDATE

Managers are now required, as a part of their monthly corporate reporting, to review and update their current risks. At 31 March 2021, there are 11 active Strategic Risks and 100 active Operational Risks.

NEW RISKS

WLF Accounting and Advisory completed a Customer Service and Complaints Audit and a total of 5 new operational risks were added as a result of this audit.

Crowe completed an audit of Council's Long Term Financial Sustainability Planning, including reviews of the Long Term Financial Management Plan, Strategic Asset Management Plan and Council's overarching Strategic Plan. As a result of this audit 2 new operational risks have been added to the register.

CLOSED RISKS

The following Treatment Actions have been closed and the related control/s have been updated:

Closed Treatment Action - Governance

- Develop, obtain approval and implement a revised Code for Tenders and Contracts.
- Train procurement champions in departments with significant procurement.
- Staff Training, Process Improvement in quality control of action items, Handover briefing to ensure continuity of information management, Improved monitoring and reporting of outstanding actions.
- Seek actuarial review of GCC cover and deductibles, Commence regular reporting to ELT.

Closed Treatment Action - Efficient and effective service delivery

- Digitisation of microfiche building files. Issue of a corporate tender of all other council hard copy records.
- POE document drafted and awaiting ELT and Council approval for funding, Development of an arts and culture strategy, Adoption of the strategy by Council.

Closed Treatment Action - IT Security and Data

- Recruit for a role within the ICT team with capability to assist with strategic ICT planning with all GCC business areas.
- Review core systems and applications.
- Develop and implement standard ICT contract conditions, irrespective of value of the contract.
- Continued staff awareness training and phishing testing. Transfer residual risk to Insurance, ensure network security patching is appropriate and maintained.
- ICT Manager will engage with all directorates on a regular basis to improve planning and provision of ICT solutions to meet business needs.
- Ongoing business engagement between ICT and all GCC Directorates. Externally, maintain

relationships with vendors and review SLAs, contracts and opportunities for consolidation as they come up for renewal.

Closed Treatment Action - Stakeholder Engagement and Relationship

- Develop and obtain ELT and Council approval for an Economic Development Strategy. Implement the approved Economic Development Strategy.

Closed Treatment Action - Workforce Risk

- Cross-training of other staff for a standard pay-run.

UPCOMING REPORTS/WORKSHOPS

Quarterly risk reporting as at 30 June 2021 is due to be provided to Council's Executive Leadership Team in July 2021.

STATUS OF STRATEGIC RISKS AT 31 MARCH 2021

STRATEGIC RISK NAME	RISK DESCRIPTION	RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Governance	The ability of GCC to maintain effective and transparent governance processes including the management and reporting of actions and priorities through the council structure, and accurate and timely reporting to all levels within Council.	Low	Low	No
Efficient and effective service delivery	The ability of GCC to deliver services in an efficient and effective way within the resources available.	Moderate	Moderate but escalating	Yes. This continues to be a work in progress with significant improvements being undertaken in Community development and asset management. It is expected these works, due for completion in 2022 will reduce this risk to below Appetite.
IT Security and Data	Ability of GCC to keep data and information secure and maintain a functioning IT system according to legislative requirements and expectations of the community.	Moderate	Moderate to High	Yes. Managed through continued vigilance and security monitoring / patching.
Compliance	Ability to ensure the Council is compliant with all relevant legislation, regulation, and contractual obligations.	Low	Low	No
Workforce	Ability to attract, retain and develop a workforce with the right skills, capabilities, and attitudes to service the community.	Moderate	Moderate	No
Financial Sustainability and Budget Control	Ability of GCC to manage the financial sustainability of the Council and deliver the services expected by the community including the revenue base, cost control, maintenance of infrastructure, and the management or sale of key assets.	Moderate	Moderate but escalating	Yes. Budget refinements are currently being modelled and presented to Council.
Stakeholder Engagement and Relationship	Ability to create, maintain and develop positive stakeholder relationships including good communication and consultation, managing stakeholder risks, and proactive engagement.	Moderate	Moderate	No
Environmental Management	Ability of GCC to effectively manage environmental risks such as natural disasters and waste management, including the impacts of climate change.	Moderate	Moderate	No
Advocacy and Role of Council in Social Outcomes	Ability of GCC to manage or influence social outcomes within the municipality including key issues such as homelessness.	Moderate	Moderate	No

