



Glenorchy City Council

QUARTERLY REPORT

Year to date
ending
31 March
2019



GLENORCHY CITY
Where ideas happen.

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Strategic and Operational Highlights

I am pleased to present the Quarterly Report for Glenorchy City Council for Quarter 3 in 2018/19 (quarter ending 31 March 2019).

CBD Revitalisation

Phase 3A works to revitalise Glenorchy's CBD area are on schedule, enabling streetscape revitalisation works to be completed on the western side of Main Road between Terry Street and Barry Street (in the Council Chambers forecourt).

The works include new paving, street furniture (seating) and garden beds.

Work is continuing on the planning and design of future stages to extend along Main Road in the direction of Barry Street.

City Deal

Mayor Kristie Johnston signed the Hobart City Deal, along with the Prime Minister, Premier and the Lord Mayor of Hobart and Mayors of Clarence and Kingborough on 24 February 2019.

The Hobart City Deal is a 10-year agreement between the governments and the councils to deliver a range of initiatives to benefit Greater Hobart.

The initiatives most relevant to Glenorchy are:

- establishing a reliable, sustainable and cost effective transport system, including activation of the former rail corridor
- the delivery of a diverse range of affordable housing options
- establishing governance to support better strategic planning for the city in the form of a Greater Hobart Act, and
- investing to support Hobart as a smart, liveable and investment ready city.

All parties are working together with the aim of developing an Implementation Plan for the City Deal within six months which will set out key milestones for projects, timeframes and who will be responsible.

Communications Strategy

The development of a Facebook page for Council was a key plank of the Communications Strategy adopted by Council in October last year.

Preparations are advanced for the imminent launch of Glenorchy City Council's Facebook page at the beginning of April.



Derwent Entertainment Centre

Council resolved on 29 October 2018 to reject an unsolicited proposal from the Hydraplay Consortium for sale of the DEC and to proceed with an open expression of interest process inviting proposals for its purchase or lease.

Based on independent property consultancy advice that to maximise disposal prospects for the DEC, it would be sensible to market the broader Wilkinsons Point precinct. Council resolved at its meeting on 25 March 2019 to invite public submissions about whether to dispose of the balance of Wilkinsons Point. That decision was made on the clear proviso that public access to the foreshore and roadway (Loyd road) are maintained.

Derwent Park Stormwater Harvesting

Council decided in May 2018 to switch off the water treatment component of the Derwent Park Stormwater Harvesting Scheme and to dispose of and write off the saleable elements of the plant to save \$200,000 in its first year of closure and an estimated \$500,000 per year thereafter.

The flood mitigation components of the scheme will continue to operate, as they did during the May 2018 storm event to minimise flooding in the Derwent Park catchment.

Following negotiations with the Commonwealth, the Minister for Agriculture and Water Resources, the Hon. David Littleproud MP, visited Council on 26 March 2019 to advise the Mayor that agreement had been reached to a settlement of the matter. Council has negotiated the retention of 50% of the sale proceeds of any redundant infrastructure that is disposed of.

In return for the Federal Government not enforcing its right under the funding agreement to require repayment of \$7M in grant funding, Council has agreed to a range of measures to improve water quality in the Derwent River project management. These include:

- installation of a gross pollutant trap
- fire trail works in Wellington Park
- additional funding of the Derwent Estuary Program
- foreshore planting works
- a project management review

KGV Sports and Community Hub Project

Significant progress has been made over the quarter in relation to construction issues and tenancy matters relating to the KGV Sports and Community Hub Project.

Council and the building's tenants continue to work through the issues surrounding operating costs in order to reach agreement and finalise leases.



Ministerial Directions

Council is in the process of working to address a range of Ministerial Directions that were issued by the (then) Minister for Planning and Local Government.

By 31 March 2018, 53 out of 58 Ministerial Directions had been complied with, with no outstanding requirements exceeding the timelines set.

MONA Hotel Proposal

On 17 December 2018, MONA lodged a planning permit application with Council's planning program for the development of a 170-room hotel at its Berriedale site. The estimated cost of development for the project is \$380M.

During Quarter 3, Crown and Council consents to the making of the application were given.

A planning appeal was brought by MONA on 12 March 2019 in relation to Council's further information requirement. As at the end of the quarter, productive discussions were underway between Council and the applicant with a view to resolving the appeal by agreement.

Organisational Structure Repair Project

Council has progressed the Organisational Structure Repair Project approved in February 2018 to substantively fill vacancies at Director and Manager levels within the Council's organisational structure has progressed.

All Director positions have now been substantively filled, completing the new Executive Leadership Team.

Recruitment to Management level positions is largely complete. The Manager Finance and ICT, the Manager Customer Services, the Executive Officer and the Manager People and Culture started during the quarter.

Recruitment of the Manager Corporate Governance is advanced.

There is an Acting Manager occupying the Waste and Property portfolios.

Planning Scheme Review

At its meeting on 26 November 2018, Council endorsed the Local Provisions Schedule for the City being submitted to the Tasmanian Planning Commission (TPC).

From this point, the TPC will assess the Local Provisions Schedule and determine when a 60-day community consultation process on the local provisions schedule may begin.

Recent enquiries from Council suggest that due to TPC staff leave and workloads, it is unlikely that the TPC will be able to discuss any issues they have with the draft with Council until the end of May 2019.



Repairs from May 2018 Storm Event

Infrastructure in Glenorchy was significantly affected by the 1 in 100-year storm event that took place in May last year.

\$2 Million was set aside in the 2018/19 budget to address storm damage including bridge and retaining wall repairs at O'Brien's Bridge and Brent Street Bridge and repair of road subsidence in Molesworth Road.

The Molesworth Road repair and the bridge and stabilisation project on New Town Rivulet have commenced with contracts due for completion by 30 June 2019.

Due to the timing of disaster relief funding, works are expected to take place across two financial years.

Tolosa Park Dam Remediation

Council is exploring the future options for remediation of Tolosa Park Dam, which centre around the method of decommissioning the dam and the extent to which fill could be used to restore the contours of the site. The options for decommissioning the dam range from demolition of the dam wall to putting a notch in it. The fill options range from no fill to some fill to complete restoration. The options present different opportunities, risks and time frames for the project.

Council considered two remediation options at its meeting on 29 October 2018 and resolved to request that a further report be presented at a future Council meeting, incorporating a revised business case which includes an additional option (which would partially restore the contours using fill which might be generated from the MONA hotel proposal). Council also resolved to defer any decision on the use of the Tolosa Dam site until that report and revised business case have been considered.

Council continues to work with TasWater and MONA to help it evaluate a preferred option.

Waste Management Futures for Glenorchy

At its meeting on 29 March 2019, Council resolved to update its Waste Management Strategy.

At the same meeting, Council resolved to initiate a fortnightly FOGO (Food organic, green organic) service from February 2020. Staff are working on the detailed implementation arrangements for FOGO for Council's future consideration.

Council is also actively managing the available capacity at the Jackson Street landfill, with a business case for landfill extension under development and landfill optimisation measures, including waste diversion and separation being employed.

Strategic and Key Operational Risks

Council endorsed a Strategic and Key Operational Risk Register at its meeting on 26 February 2018

The following table shows quarterly progress in the top 10 strategic and key operational risks:

Rank	Risk Category	Risk Type	Comment as at 31 March 2018
1	Work health and safety	Key Operational	<p>A desktop review of Council's Safety Management Systems was undertaken, which identified significant improvement opportunities. This was benchmarked against the AS/NZS 4801:2001 Occupational Safety Management Systems. Following this review, consultation has commenced with service providers who can deliver a robust safety management system. An integrated safety management system will provide a holistic entrenched management approach to maintain and monitor Council's ongoing compliance and due diligence obligations across all work health and safety aspects of the business</p> <p>Consultation with IPM and the engagement of a safety consultant to workshop parts of the business to improve WH&S knowledge, risk registers (operational) and support the implementation of a dedicated safety management system. An internal investigation of Council's current system capabilities within TechOne and MyData was undertaken. It revealed that certain aspects of Council's current system will not allow for specific functions such as email escalation of overdue actions, or a system designed to meet with current ISO and Australian Standards.</p>
2	Organisational Structure	Strategic	<p>The organisational structure repair project is advanced with all Directors now appointed, most appointments made to the Management positions and the final Management positions currently under recruitment with the exception of an Acting Manager overseeing the Waste and Property portfolios.</p>
3	Brand and reputation	Strategic	<p>Implementation of a Council Facebook page is imminent as an outcome of the Communications Strategy adopted by Council in October 2018.</p> <p>Council has completed 5 of the 58 Ministerial Directions and is receiving monthly reports on the progress of implementation of those Directions.</p>

Rank	Risk Category	Risk Type	Comment as at 31 March 2018
4	Resource Management	Key Operational	<p>Council is addressing legacy issues around poor choice, scoping, planning, monitoring and review of major projects. Particular focus at present is on addressing issues relating to the KGV Sports and Community Hub and the Derwent Park Stormwater Harvesting Scheme.</p> <p>A project management review has been agreed to be undertaken using part of the proceeds arising from sale of redundant Derwent Park Stormwater Harvesting Scheme assets.</p> <p>A virtual Project Management office is being explored.</p>
5	Culture	Strategic	<p>Alderman have now been operating for nearly 15 months with clear and cohesive strategic direction.</p> <p>Regular reporting to Council from various Directorates and the General Manager align with the Annual Plan, Strategic Plan and Community Plan.</p>
6	Process control	Key Operational	<p>A number of Directives have been either reviewed or developed.</p> <p>Work continues to address the outstanding items identified through internal and external audit processes.</p> <p>Compliance items are regularly reviewed by due dates with adjustments made as identified.</p>
7	Contractor management	Key Operational	<p>Contractor inductions continue to be held on a regular basis.</p> <p>The People and Culture Department monitors the qualifications and insurances of contractors working for Council.</p> <p>WHS staff undertake regular site visits to work areas to monitor contractors and documentation.</p>
8	Contract management	Key Operational	<p>This risk addresses issues around accountability for management of contracts for projects. The major response is to elevate the organisation's contract and project management capability.</p> <p>One of the major exposures is around ensuring the currency of contract insurances. WHS retain information that is reviewed monthly to ensure insurances remain current. Contractors cannot work on the site without current insurances</p>
9	Emergency management	Key Operational	<p>Council has an emergency management committee, and the emergency management plan has been reviewed (2018) pending formal adoption.</p>

Rank	Risk Category	Risk Type	Comment as at 31 March 2018
10	Financial sustainability	Strategic	<p>Monthly financial reporting to Council has been introduced along with more detailed quarterly reporting. As of the March Council meeting, the timeliness of this financial information being put before Council has been improved from a two month lag to reporting on the prior month's performance.</p> <p>Budget planning is underway for the 2019/20 financial year, with Council budget workshops continuing through the quarter.</p>

Financial Performance

Summary

Operating Result

Council's net operating result for the quarter ended 31 March 2019 is a surplus of \$604k comprising \$723k more in income which is offset by \$119k more in expenditure. This is an improvement on the 2nd quarter result of a \$370k surplus. The primary contributors are [Favourable/(Unfavourable)]:

Income

\$404,000 Capital Grants

\$380,000 Operating Grants

\$240,000 Other

\$62,000 Interest on Investments

\$79,000 Rates

(\$248,000) Investment in TasWater

(\$125,000) User Fees & Charges

(\$71,000) Contributions - Cash

Expenses

\$141,000 Employee Expenses

\$97,000 Depreciation

(\$373,000) Materials and Services

Operational Income

Total actual income is \$54.975 million compared to budgeted income of \$54.252 million. This represents a favourable result of \$723k or 1.3% ahead of budget. Of particular note:

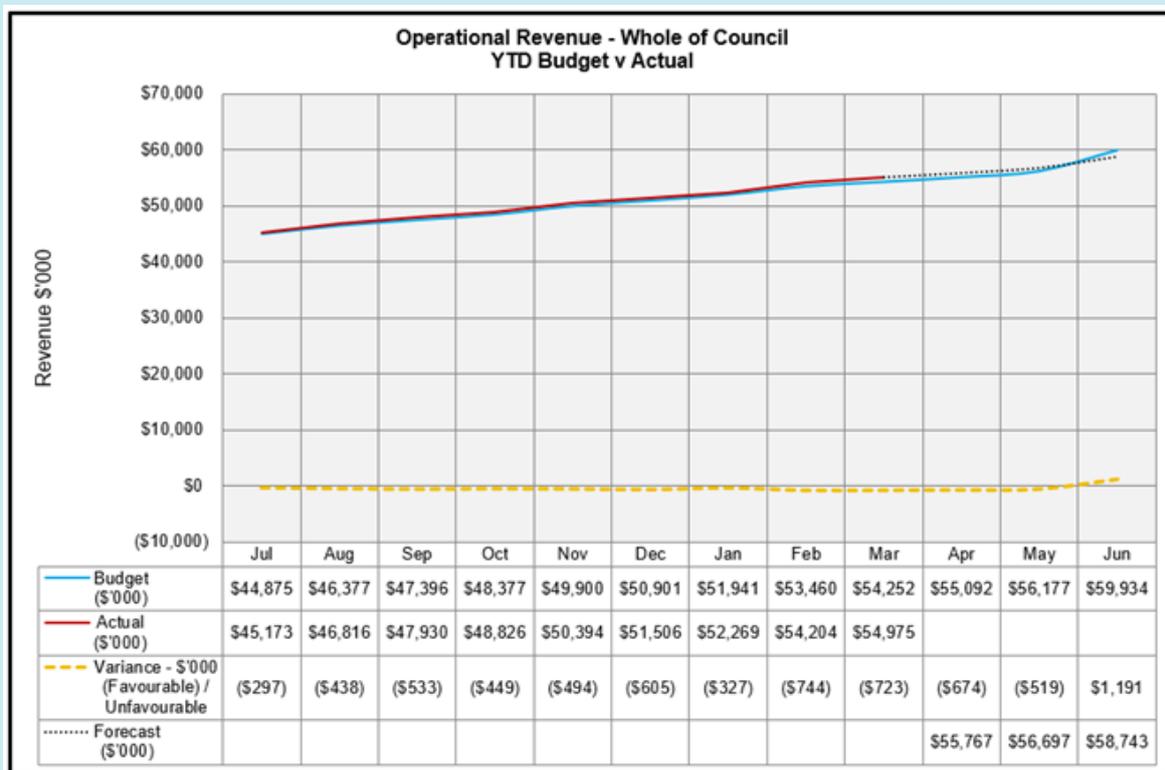
Additional operational and capital grant revenue has been received for Early Flood Warning System (\$75,000), Glenorchy Mountain Bike Trail (\$100,000), Granton Cycleway (\$200,000) and Childcare Subsidies (\$378,000).

Other Income records an above budget result of \$240,000 primarily due to amounts paid to us by our Insurers (\$142,000), POW Bay Sports Ground Fencing Contribution (\$37,000) and an unexpected Land Tax refund (\$28,000).

Rate income is ahead of budget by \$80k due to adjustments from supplementary valuations provided by the Valuer-General.

Investment income from TasWater is behind by \$248,000 at \$1.038 million received year to date. Payments received during the year are only interim and a final reconciliation is undertaken at the end of the year that may result in top-up payments being received.

User charges at \$10.370 million are within 1% of budget with notable variations being shortfalls in landfill (\$228,000) and parking / general infringements (\$75,000). On the positive side, there is increased income from planning fees (\$89,000).



The forecast result includes items presented to Council in the mid-year review at the February Council meeting.

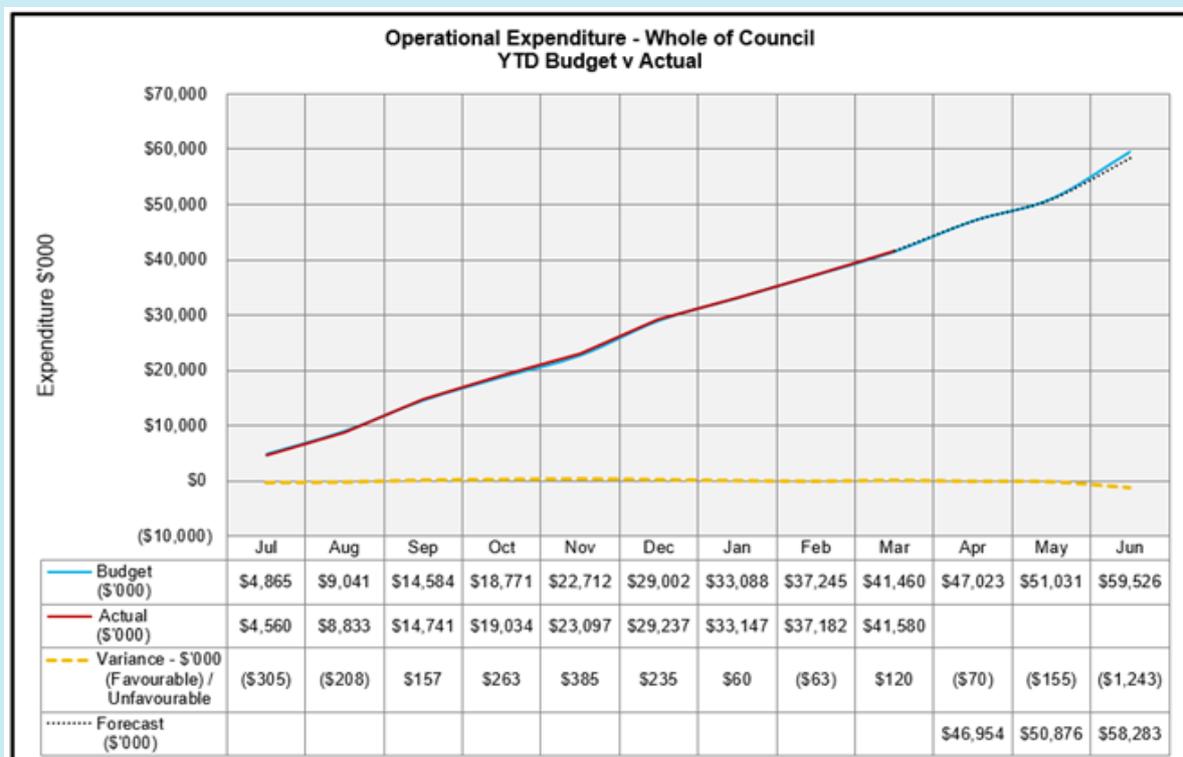
Operational Expenditure

Total actual expenditure is \$41.580 million compared to budgeted income of \$41.460 million. This represents an unfavourable result of \$120k or 0.30% above budget.

Employment costs are under budget at \$16.326 million, a favourable variation from budget of \$141k.

Materials and services recorded actual expenditure of \$11.466 million, an unfavourable variation from budget of \$373k. This is predominantly unbudgeted flood damage expenditure of \$429k.

Minor favourable variations exist for Depreciation (\$97,000) and Other Expenses (\$17,000).



The forecast result includes items presented to Council in the mid-year review at the February meeting.

Cash and Investments

At 31 March 2019, actual funds available in cash and investments totalled \$25.882 million compared to a budgeted position of \$25.219 million. There are no further Rate instalments due, so the remainder of the year will predominately see an outflow in cash down to the budgeted balance of \$13.8 million.

Capital Works

The capital works program at 31 March 2019 shows actual expenditure of \$7.497 million against a budget of \$9.590 million, representing a current underspend of \$2.093 million.

The Infrastructure Management Group has recently approved budget reallocations to projects that can be undertaken by 30 June in lieu of those deferred. This will assist the capital works program in expending its budget to the best possible extent. The individual capital works programs have recorded the following results at 31 March 2019:

Roads

\$4.491 million actual against an end of year forecast of \$6.461m

Property

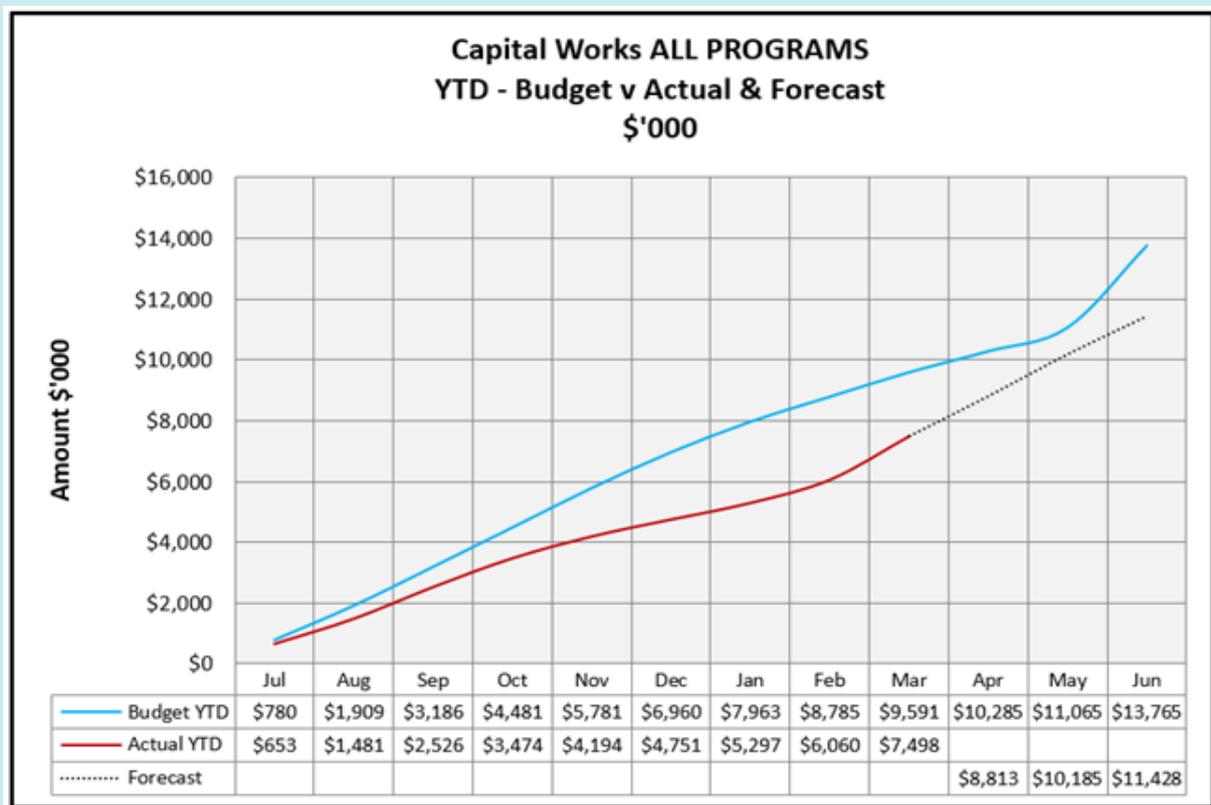
\$1.533 million actual against an end of year forecast of \$2.212m

Stormwater

\$910,000 actual against an end of year forecast of \$1.216m

ICT, Fleet, Plant and Equipment

\$564,000 actual against an end of year forecast of \$1.538m



Rates Collections

The target amount remaining to be collected at 31 March 2019 is 4.00%, however an improved result of 3.80% has been achieved. Recovery action has commenced for overdue amounts.

FTE Positions

A stable position is evident at 31 March 2019 with no appreciable variation to the full-time or part-time equivalent numbers for the quarter.

Employment Class	Current FTE (Q2)	Prior FTE (Q1)
Full Time	186.77	186.84
Part Time	55.31	54.86

Financial Reports

Statement of Comprehensive Income to 31 March 2018

Year-to-Date (YTD)	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000	2019 Variance Actual to Budget
Income				
Recurrent Income				
Rates	39,776	39,855	35,513	↑ 0.2%
User charges and licences	10,495	10,370	9,677	↓ -1.2%
Interest	292	380	288	↑ 30.1%
Grants	1,420	1,800	1,525	↑ 26.8%
Contributions - cash	102	31	214	↓ -69.5%
Investment income from TasWater	1,286	1,038	1,681	↓ -19.3%
Other income	447	687	603	↑ 53.6%
	53,817	54,161	49,501	↑ 0.6%
Capital Income				
Contributions – non-monetary assets	-	-	-	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	5	(19)	35	↓ >100%
Capital grants received specifically for new or upgraded assets	429	833	905	↑ 94.3%
Fair value recognition of land under roads	-	-	-	
	434	814	939	↑ 87.5%
Total Income	54,252	54,975	50,440	↑ 1.3%
Expenses				
Employment costs	16,467	16,326	15,993	↓ -0.9%
Materials and services	11,093	11,466	10,308	↑ 3.4%
Depreciation and amortisation	10,363	10,266	10,279	↓ -0.9%
State Fire Commission contribution	2,821	2,821	3,999	↔ 0.0%
Finance costs	133	135	174	↑ 2.0%
Assets written off	-	-	-	
Bad and doubtful debts	2	-	1	↓ -88.8%
Other expenses	582	566	396	↓ -2.9%
Total expenses	41,460	41,580	41,149	↑ 0.3%
Surplus/(deficit)	12,791	13,395	9,291	↑ 4.7%
Other Comprehensive income				
Items that will not be reclassified to surplus or deficit				
Net gain/(loss) on revaluation of property, plant and equipment	-	-	-	
Items that may be reclassified subsequently to surplus or deficit				
Financial assets available for sale reserve				
-Fair value adjustment on available for sale assets	-	-	-	
Total other comprehensive income	-	-	-	
Total comprehensive result	12,791	13,395	9,291	↑ 4.7%

Statement of Financial Position to 31 March 2018

	2019 YTD \$'000	2018 EOY \$'000
Asset		
Current assets		
Cash and cash equivalents	25,896	14,149
Trade and other receivables	2,654	1,915
Inventories	107	109
Non-current assets classified as held for sale	-	-
Other current assets	170	528
Total current assets	28,827	16,701
Non-current assets		
Investment in TasWater	167,145	167,145
Property, infrastructure, plant and equipment	663,230	673,580
Investment properties	-	-
Other non-current assets	23,600	16,102
Total non-current assets	853,975	856,827
Total assets	882,802	873,528
Liabilities		
Current Liabilities		
Trade and other payables	1,171	4,004
Provisions	4,926	4,944
Borrowings	481	952
Other current liabilities	2,241	2,839
Total current liabilities	8,820	12,739
Non-current liabilities		
Provisions	4,888	4,888
Borrowings	3,105	3,307
Total non-current liabilities	7,992	8,195
Total Liabilities	16,812	20,934
Net assets	865,989	852,594
Equity		
Accumulated Surpluses	525,385	525,385
Reserves	327,208	327,208
Total Equity	852,593	852,593

Explanatory Notes

These notes are provided where a single or collective variance within the Statement of Comprehensive Income requires explanation because (a) it has materially affected the financial position across multiple prior reporting periods or (b) it will continue to materially affect the financial position in future reporting periods or (c) is of particular relevance to require further explanation.

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	User charges and licences:			
			Variance \$'000	Variance %
	Landfill -Tip Fees	↓	228	10%
	Planning Application Fees	↑	89	48%
	Changes to landfill operations have been implemented following the decisions made by Council at the December 2018 Council Meeting.			
	Development applications continue to contribute increased fee revenue throughout the year.			
2	Grants:			
			Variance \$'000	Variance %
	Berriedale Child Care Centre – Fed Govt Subsidy	↑	190	76%
	Benjafield Child Care Centre – Fed Govt Subsidy	↑	165	>100%
	On 1 July 2018, the Federal Government introduced the “New Child Care Package”. The subsidy budget was based on conservative assumptions thus resulting in a favourable variance to date. Conversely, the parent contributions recorded in User Fees & Charges may be lower than budgeted due to the assumed effects of the new package.			
3	Investment in TasWater:			
			Variance \$'000	Variance %
	Dividend	↓	185	78%
	Tax Equivalent	↓	65	7%
	The interim dividend declared by TasWater was lower than budgeted.			
4	Capital Grants:			
			Variance \$,000	Variance %
	Granton Cycleway	↑	200	100%
	Eady Street	↑	77	100%
	Early Flood Warning System	↑	75	100%
Peltro Street	↑	52	100%	
	Applications for new grant funding have been successful.			
5	Materials & Services:			
			Variance \$'000	Variance %
	Flood Response Repairs (operational expenditure)	↓	429	100%
	Unbudgeted expenditure relating to the May 2018 floods has been incurred.			

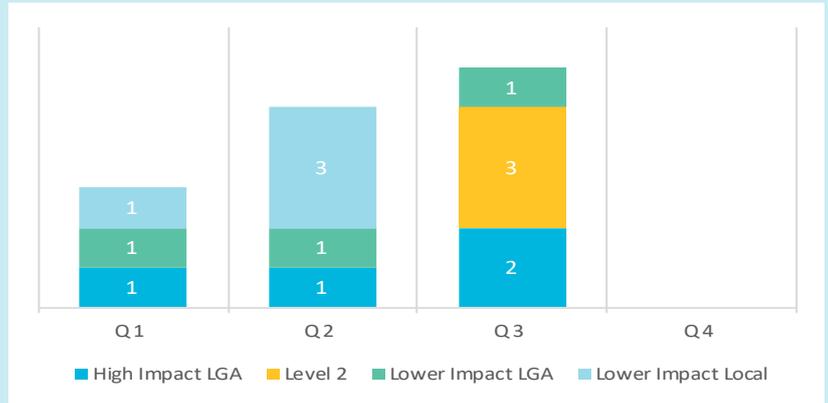
Directorate Key Performance Indicators



Making Lives Better

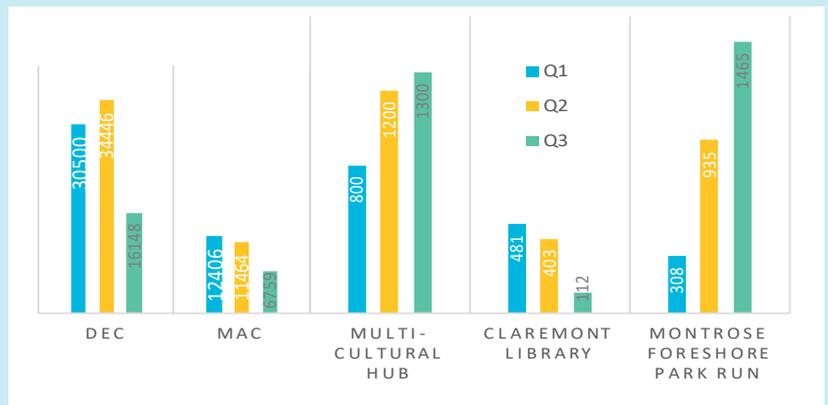
Number of Engagements

The 6 engagement activities undertaken in Q3 primarily focussed on the Jackson St Landfill and the CBD revitalisation projects. As part of the landfill extension business case, Council wrote to residents seeking feedback and followed up with doorknocking to understand community concerns.



Community Participation

Quarterly results are reflective of the summer period, as usage at the MAC and Claremont Library lessens. This is offset by continued growth in usage at the Multicultural Hub and continued growth in the Parkrun numbers at Montrose Bay. DEC figures also reflect the summer period with the majority of patrons coming from Red Hot Chilli Peppers and Missy Higgins / John Butler concerts.

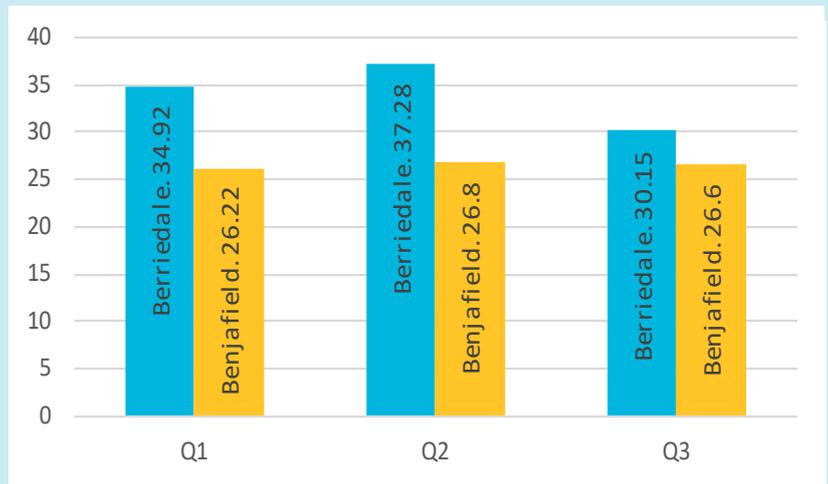


Making Lives Better

Service Delivery – Childcare

Children Enrolled/Day (ave.)

A slight reduction in usage at Berriedale over the quarter is attributable to the summer holiday period, but is counter balanced by the summer dip and increase in usage displaying as stability in the enrolment numbers at Benjafield.



Capital Works Completed (\$m)

Council delivered \$2.7m of work in Q3, meeting the quarterly budget. Overall, the team remains \$2.1m behind schedule and is expected to be \$1.5m under budget for the financial year. While there are some savings, the reduced expenditure is a result of waste and mobility projects waiting for business case approval.



Open for Business

Full Time Equivalent

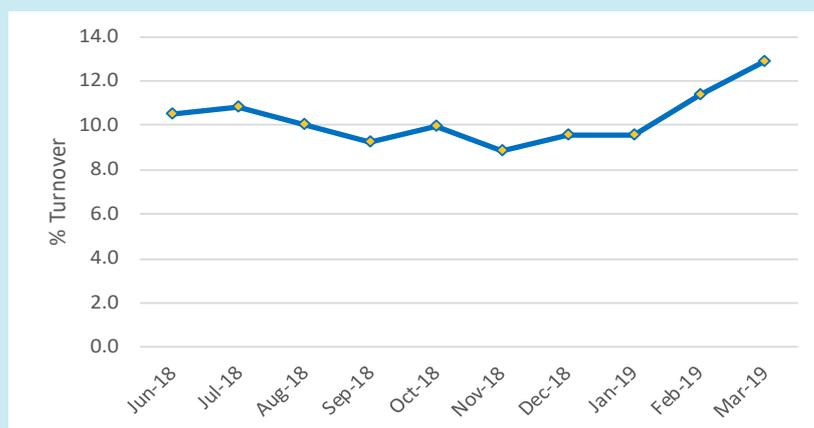
The number of full time equivalent positions remained steady from quarter 2 to 3, with negligible decrease. This is consistent with expectations.



Labour Turnover – 12 Month Moving Average

The 2018 AHRI Turnover and Retention Research Report detailed organisations experiencing an average turnover of 16% - 18% based on 250-499 employees. The sample thought the ideal level of turnover should be 1-10%. Council's turnover rose to approx. 13%, slightly above the industry standard. This is in-part due to a seasonal increase caused by increased recruitment activity in January.

https://www.ahri.com.au/media/1222/turnover-and-retention-report_final.pdf



All Employees – Unplanned Leave (Personal Leave)

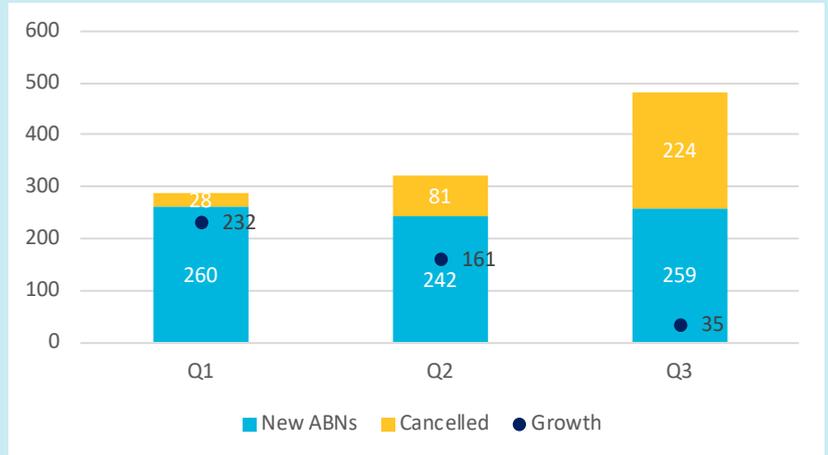
Unplanned leave remains higher in the months of January and December. Whilst there is no conclusive evidence to explain this, it is thought to be mainly attributed to school holiday care requirements.



Open for Business

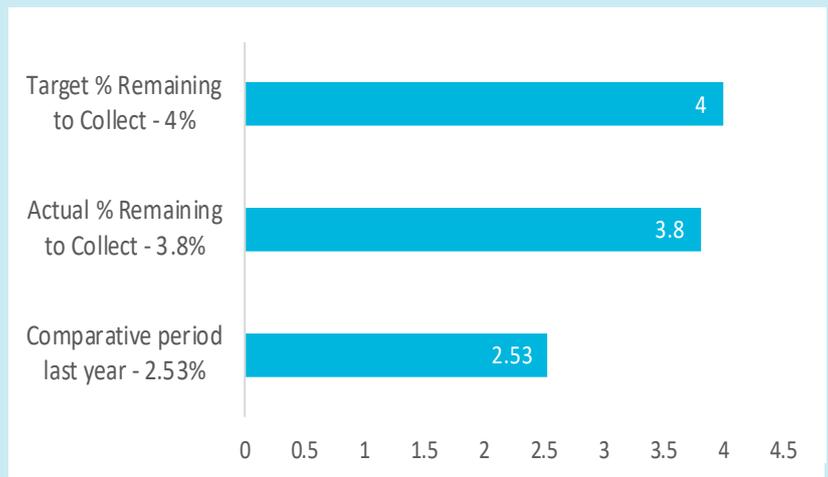
ABR* New Registrations Glenorchy LGA

Net growth in business registrations in Glenorchy was marginally below previous months at 35 for the quarter. There is no conclusive reason for the drop, however seasonal factors may provide some explanation.



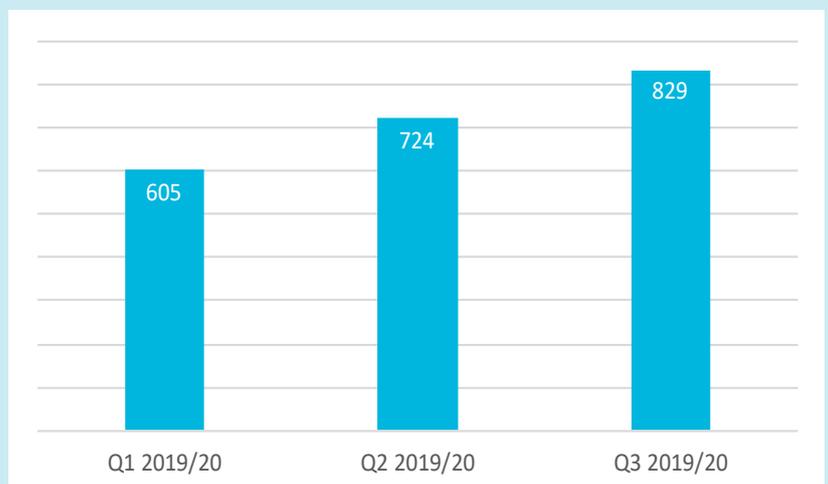
Outstanding Rates Debt Percentage

Collection of rates is trending above expectations after the 12.5% rate increase and is comparable to the same period last year. The introduction of monthly direct debit for ratepayers has been widely taken up.



Work Centre Customer Service Requests

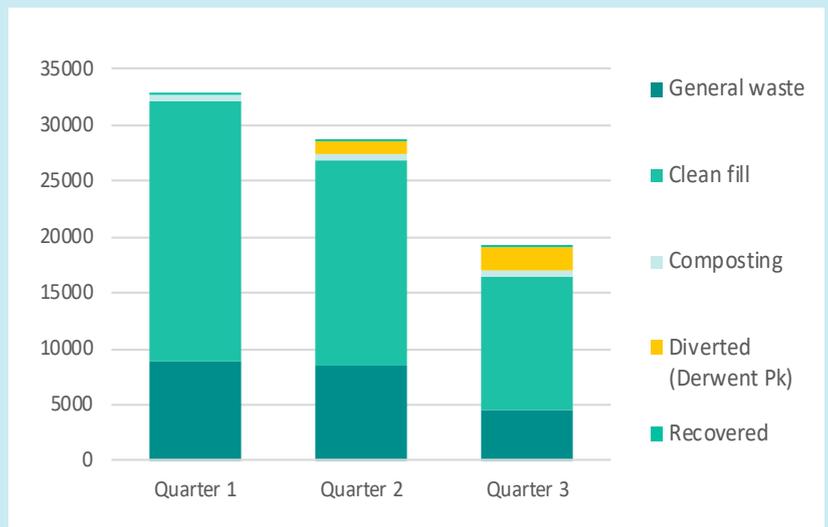
Customer service requests increased over summer. This is consistent with the seasonal average. Council completed more than 90% of the actions requested in the quarter.



Valuing our Environment

Waste Received By Council By Quarter (Tonnes)

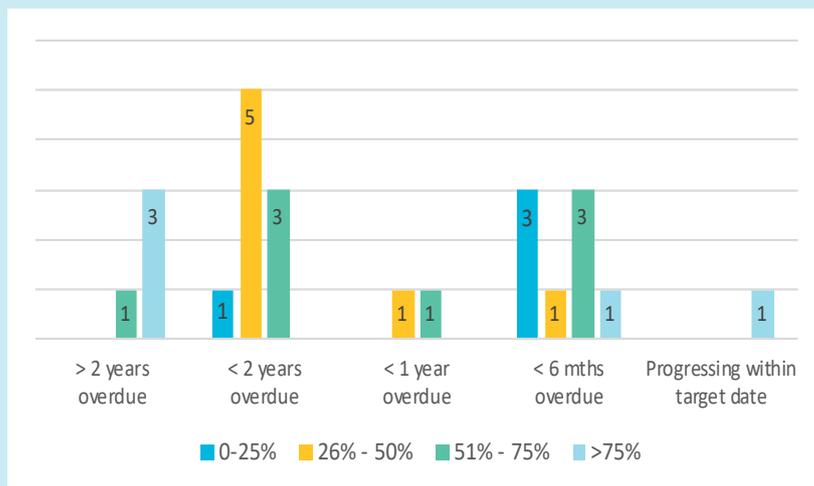
Council successfully implemented waste reduction measures at Jackson Street landfill that has seen waste to landfill reduce by half. Council has also seen improvements in the way locals are separating their waste and keeping the landfill tidy.



Leading our Community

Outstanding Audit Items - Percentage Complete

The number of outstanding audit items is slowly being reduced with a number of items due for completion by 30 June 2019.



Media Mentions

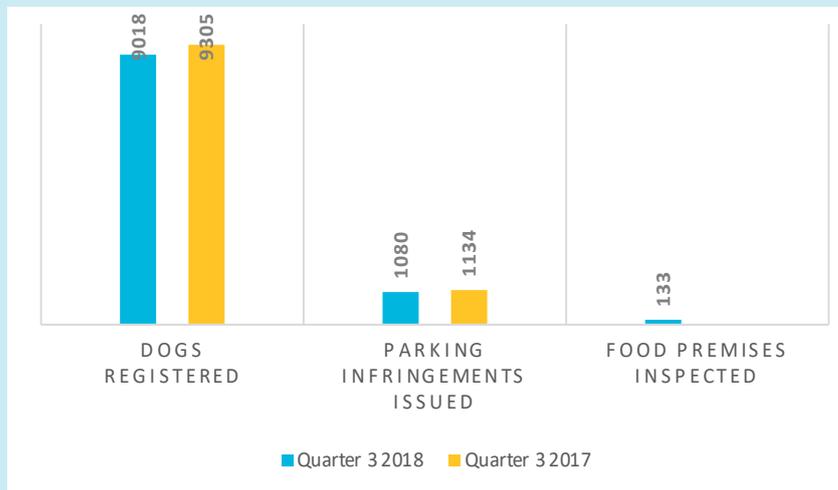
Council received generally positive media coverage for its decision to consider disposing of Wilkinsons Point, and for the Moonah Taste of the World Festival. Coverage of the FOGO decision was generally positive or neutral. Negative mentions predominantly came from letters to the editor around problems with the Red Hot Chili Peppers and John Butler/ Missy Higgins Concerts. Overall, there was a notable positive trend in media reporting around Council's activities.



Leading our Community

Delivering Services for our Community

[Glenorchy has one of the highest rates of dog ownership in Australia, with around 8000 dogs registered by end of 2018. Council continued to deliver services to the Glenorchy community, including inspecting premises where food is handled to keep residents healthy and monitoring parking to rotate cars through busy areas.



Development, Building and Plumbing Applications Assessed on Time

Glenorchy is open for businesses. To help grow our City, Council's Development Department works hard to assess applications for development, building and plumbing works, in a timely and efficient manner, consistently meeting statutory requirements.





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GLENORCHY CITY
Where ideas happen.