

# Quarterly Report

Quarter 2, 2020-21

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# Strategic and Operational Highlights

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Though only representing the halfway point of the financial year, the end of quarter 2 rounded out a difficult 2020 calendar year in which Council and our community were forced to confront the challenges of the COVID-19 pandemic and poor economic outlook.

The second quarter saw Council beginning to better understand the medium-term financial impacts of the pandemic and continuing its return to more normal operations as Tasmania's borders reopened and our focus was able to turn back to our programmed activities and projects.

Many of Council's strategic and operational highlights for the quarter involve the presentation or approval of development applications, planning documents and master plans, or other plans and strategies that increase Council's ability to provide services to our community. While they may not initially appear to be as exciting as some physical achievements (e.g. cutting the ribbon on a new park) these documents each represent a step towards achieving the vision for our city that is set out in our Glenorchy City Council Community Plan 2015-2040. They are also critical to ensuring that everything we do achieves value for money and is a responsible and measured use of our ratepayers' contributions.

The amount that has been achieved this quarter against the backdrop of the COVID-19 pandemic is testament to the dedication of our Aldermen and highly skilled staff towards working to make Glenorchy a better place, every day.

I have briefly summarised some of our key strategic and operational highlights, below.

## IMPROVED FINANCIAL POSITION

Last quarter, I reported on our August 2020 budget update, which saw Council's financial position improve from the initial outlook of a \$9.6m deficit that was forecast in our budget.

The August 2020 budget review showed that the forecast deficit had reduced from \$9.6m to \$8.73m due primarily to an improved revenue outlook, including additional grant funding.

By the end of the reporting period, that position had improved further, with the 31 December 2020 financial report showing that Council's year-to-date actual operating result was \$1.572m better than the budgeted position adopted in the August 2020 budget review. That improved position was the combined result of a \$677k increase in revenue (caused by improved planning application, lease, licence and hire fees and grant funding) and \$895k less in expenditure (predominantly the result of the timing of payments). However, at the date of reporting, this was not translating to any considerable movement in the overall forecast deficit at the end of the 2021 financial year.

Council will carry out a mid-year budget review in January 2021 which may lead to further revisions to the budget for the remainder of the financial year. It is important, however, to be aware that while Council's overall financial position has improved from the initially poor outlook, we are still a multi-million dollar budget deficit and a long return to a surplus or break even position as a result of the impacts of the Pandemic



## GREATER GLENORCHY PLAN

The Greater Glenorchy Plan seeks to deliver visionary precinct plans for Glenorchy, Moonah, and Claremont CBDs that are based on their identities, roles and functions which will guide future development of Greater Glenorchy 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 draft Greater Glenorchy plan has involved extensive community consultation through the Beyond the Curtain campaign which saw 100 residents of the Glenorchy Municipality interviewed to find out more about the true identity of Glenorchy and provided insight into living and working here. The 'Beyond the Curtain Master Story that was produced from these interviews then informed the development of the plans for each precinct.

Stage 2, the development of the precinct plans and a draft Greater Glenorchy plan, progressed during the quarter, with Council being presented with and endorsing the draft Greater Glenorchy Plan at its October 2020 meeting.

The draft Greater Glenorchy Plan was then released for public consultation and comment in November 2020 and will continue over the Christmas and New Year period into January 2021. It is aimed to bring the Greater Glenorchy Plan incorporating the results of community engagement back to Council for adoption in February 2021.

## ENTERPRISE AGREEMENT NEGOTIATIONS

Bargaining and negotiations for the renegotiation of the Glenorchy City Council Enterprise Agreement 2016 commenced during quarter 2, having been delayed from the originally proposed date of 6 April 2020 due to the impacts of the COVID-19 Pandemic.

In March 2020, I made the difficult decision to implement a freeze on salary step increases for Council for the 2020 calendar year due to the financial impacts of COVID. This was followed by an application by the Australian Services Union to Fair Work Australia seeking to compel Council to commence enterprise bargaining as soon as possible. That dispute was resolved through conciliation in September 2020, with Council agreeing to commence the bargaining process in early October.

By the end of the reporting period, Council, the ASU and staff representatives had held 4 formal enterprise bargaining meetings with good progress being made in a number of areas. Council has committed to reviewing the pay freeze at its mid-year budget review in January 2021. We currently expect the enterprise bargaining process to be complete by early February 2021, after which a revised enterprise agreement will be voted on by eligible staff members.

While I can't predict what the final outcome of this process will be, I commend our staff for the positive way in which they have approached negotiations, which are always difficult, and look forward to a positive resolution for both parties some time in the new year.

## **GLENORCHY MOUNTAIN BIKE PARK MASTER PLAN**

In October 2020, Council formally adopted Glenorchy Mountain Bike Park Master Plan.

The draft Master Plan was developed in close consultation with all stakeholders, including the mountain biking community, and was released for public consultation following endorsement by Council in June 2020. The main community engagement phase occurred in July to August 2020. Almost 2,700 unique users visited Council's website to look over the draft master plan and interactive maps, with 160 people making comments and submissions on the draft master plan.

The Master Plan aims to re-establish the Glenorchy Mountain Bike Park as a leading mountain bike destination, with a focus on key points-of-difference such as family-friendly riding, a broad range of track riding options, excellent contemporary facilities and connectivity to other riding opportunities such as the Intercity Cycleway and those available around the Springs/Lower Foothills of kunanyi/Mt. Wellington.

Council will now develop a prospectus to help secure the estimated \$3.8m required to develop the Mountain Bike Park as envisaged in the Master Plan. Council has not committed to funding any of the works to upgrade the park, and will require investment from other sources including Tasmanian and Australian Governments if it is to proceed.

## **BERRIEDALE PENINSULA MASTER PLAN**

Council adopted a master plan for the Berriedale Peninsula at its December meeting following public consultation on a draft Master Plan which was undertaken during November 2020.

The Berriedale Peninsula Master Plan will ensure that this valuable public space is developed in a way that balances the community's need for open space, recreation and public amenity, with the broader economic and cultural opportunities afforded through the site's proximity to Mona and its patrons. The Master Plan builds on existing resources, documentation and local knowledge, and, through engagement with community and commercial stakeholders, proposes a long-term integrated land use vision for the area that is in keeping with the vision and objectives of the Glenorchy City Community Plan 2015-2040.

Development of the Master Plan was another initiative under Council's COVID-19 Economic Recovery Program, which saw Council take out a no-interest loan of \$5m to fund projects aimed at promoting economic activity in Glenorchy to assist with the recovery from the pandemic.

## **BUSHFIRE MITIGATION STRATEGY**

Council adopted the Glenorchy City Council Bushfire Mitigation Strategy 2020-2030 at its final meeting for the calendar year in December 2020.

The Strategy is the first bushfire management strategy that has been prepared for bushfire-prone vegetation managed by Glenorchy City Council. It complements Council's existing Bushfire Mitigation Program which sees officers undertaking significant works in Wellington Park (such as fire trail maintenance, fuel reduction burns and the construction of fire breaks) to reduce the bushfire risk posed to residents of Glenorchy and Greater Hobart.



The Strategy will allow Council to mitigate bushfire risks efficiently, effectively and consistently in a coordinated approach within the Hobart Fire Management Area based on the principle that bushfires do not stop at cadastral boundaries. Its principal aim is to bring together a range of stakeholders that manage land use across the State, to work together to effectively manage vegetation fuels for the mitigation of bushfires.

Council will consider funding to implement various future actions under the Strategy as part of its 2021-22 budget.

## MUNICIPAL EMERGENCY MANAGEMENT PLAN

Following an extensive review with both internal and external stakeholders, Council endorsed an updated version of its Municipal Emergency Management Plan (MEMP) in November 2020.

The MEMP is designed to cover all types of emergencies, not just natural disasters, and aligns with the Tasmanian Emergency Management Arrangements across all emergency management phases, namely:

- Prevention and mitigation
- Preparedness
- Response, and
- Recovery.

The MEMP's update and adoption, together with the efforts of Council's internal Municipal Emergency Management Committee ensure that Council is as best placed as possible to respond to any type of emergency and help mitigate the impacts on our community and surrounding areas.

## GLENORCHY LOCAL PROVISIONS SCHEDULE

At its November 2020 meeting, Council reviewed the results of public consultation into its proposed Glenorchy Local Provisions Schedule (LPS) and resolved to submit a report on the consultation process to the Tasmanian Planning Commission.

The draft Glenorchy LPS is the local part of the Tasmanian Planning Scheme. It contains maps of the Zones and Codes that apply to use and development, as well as any specific provisions that might apply to a parcel of land (for example, urban design and heritage outcomes). It was publicly exhibited 23 July and 21 September 2020 with 33 representations received.

Submission of the consultation report to the TPC is another critical step in finalising the draft LPS, the preparation of which has been an enormous project that has run for multiple years.

The TPC will now hold hearings into the representations received and Council may be required to provide further information or conduct additional public consultation before the LPS is presented to the Minister for final approval.



## NEW COUNCIL WEBSITE

In October, we launched a new Glenorchy City Council website ([www.gcc.tas.gov.au](http://www.gcc.tas.gov.au)).

In commissioning the new website, our aim was to make important information about Council, our City and the services we provide easy to find and access for our community and other stakeholders.

Our new website has been designed to be intuitive for all users and has improved features and a more attractive look and feel. We aim to progressively expand the range of online services that we provide through the website over time, and welcome any feedback about features or improvements that the public would like to see.

Tony McMullen

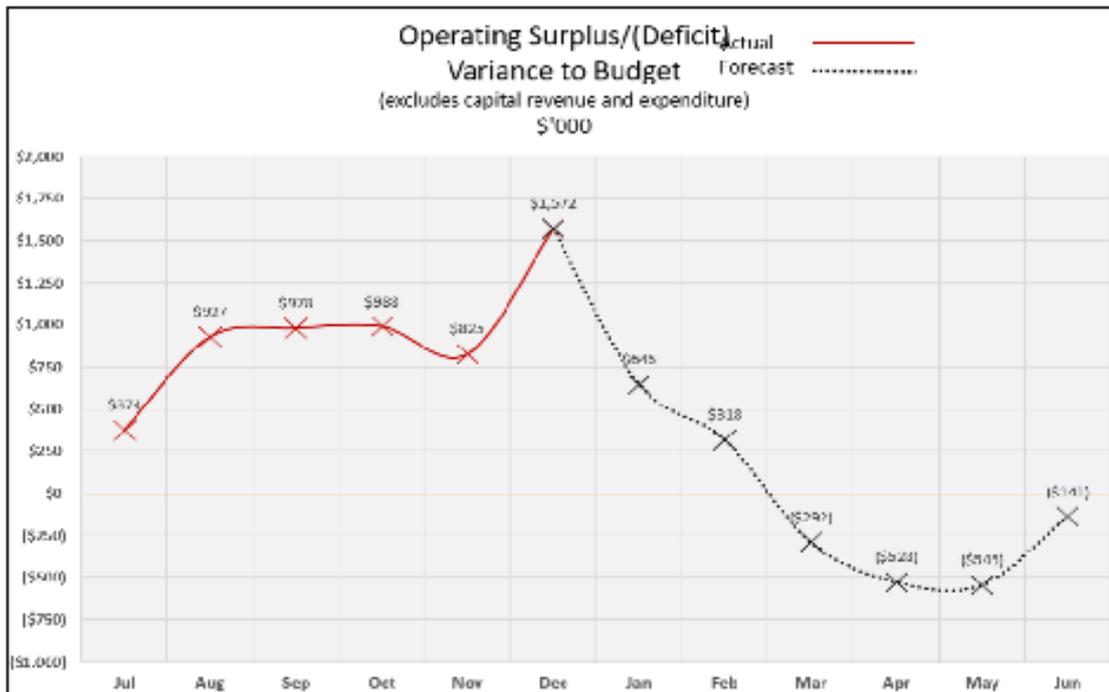
**General Manager**

January 2021

# Financial Performance

## OPERATING SUMMARY

Council's operating surplus for the year ending 31 December 2020 is currently showing a favourable result of \$1.572 million against budget. This comprises \$677,000 more in revenue and \$895,000 less in expenditure.



Note: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up to date analysis of Council's financial position which may result in differences to previously reported charts.



## OPERATIONAL REVENUE

Year to date operational revenue is \$50.960 million compared to budgeted operational revenue of \$50.283 million. This represents a favourable result of \$677,000 or 1.30% against budget.

### Revenue

\$475,510	Grants
\$374,421	User Charges and Licences
\$28,037	Other Income
(\$23,100)	Contributions - Cash
(\$57,690)	Rates
(\$120,086)	Investment Interest
<b>\$677,092</b>	<b>TOTAL</b>

Some variations at the program level worthy of particular note are:

### Planning application fees

New development within the municipality continues to generate additional planning application revenue, currently at \$163k. However, there is a commensurate demand on resourcing levels which incurs additional expenditure.

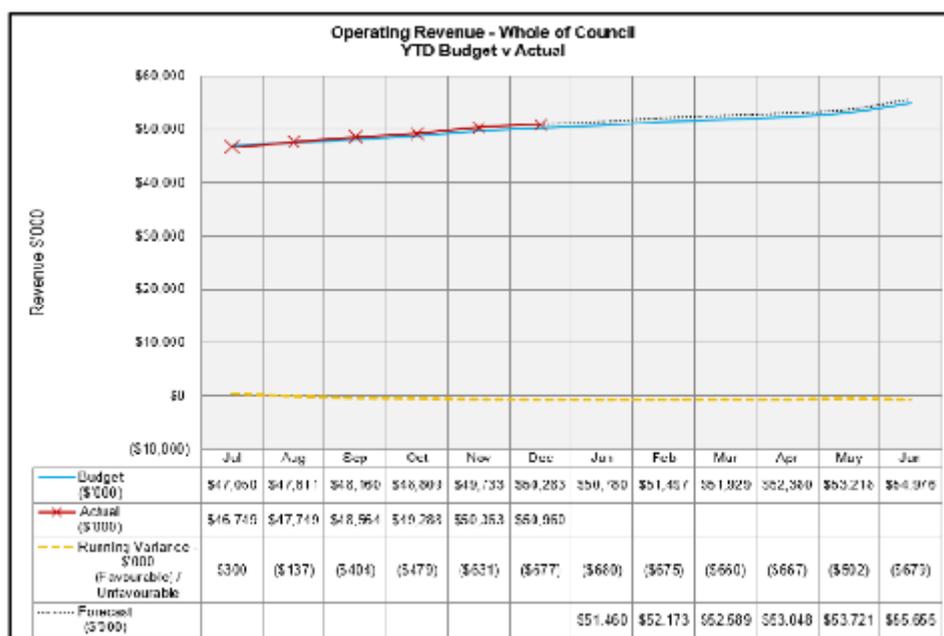
### Property lease, licence and hire fees

The budget adopted by Council allowed for near zero revenue, however the subsequent re-opening of facilities has seen \$167k in unbudgeted revenue being received.

### Operating grants

The net operating grant position is currently a favourable \$475k, primarily made up of:

- Childcare government subsidies being \$135k above budget
- A \$54k grant being received for the Full Gear motorcycle safety program
- The Glenorchy Jobs Hub project (phase 1) which has, to-date, received grant funding of \$231k with a further \$98k still to be received as milestone payments.



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

## OPERATIONAL EXPENDITURE

Actual year-to-date expenditure is \$28.574 million compared to budgeted expenditure of \$29.469 million. This represents a favourable result of \$895k or 3.0% compared to budget:

### Expenditure

\$602,703	Materials and Services
\$203,416	Other Expenses
\$124,218	Employment Costs
\$43,979	Finance Costs
\$1,103	Bad and Doubtful Debts
\$1	State Fire Commission Levy
(\$80,817)	Depreciation and Amortisation

### **(\$894,603) TOTAL**

Some variations at the program level worthy of particular note are:

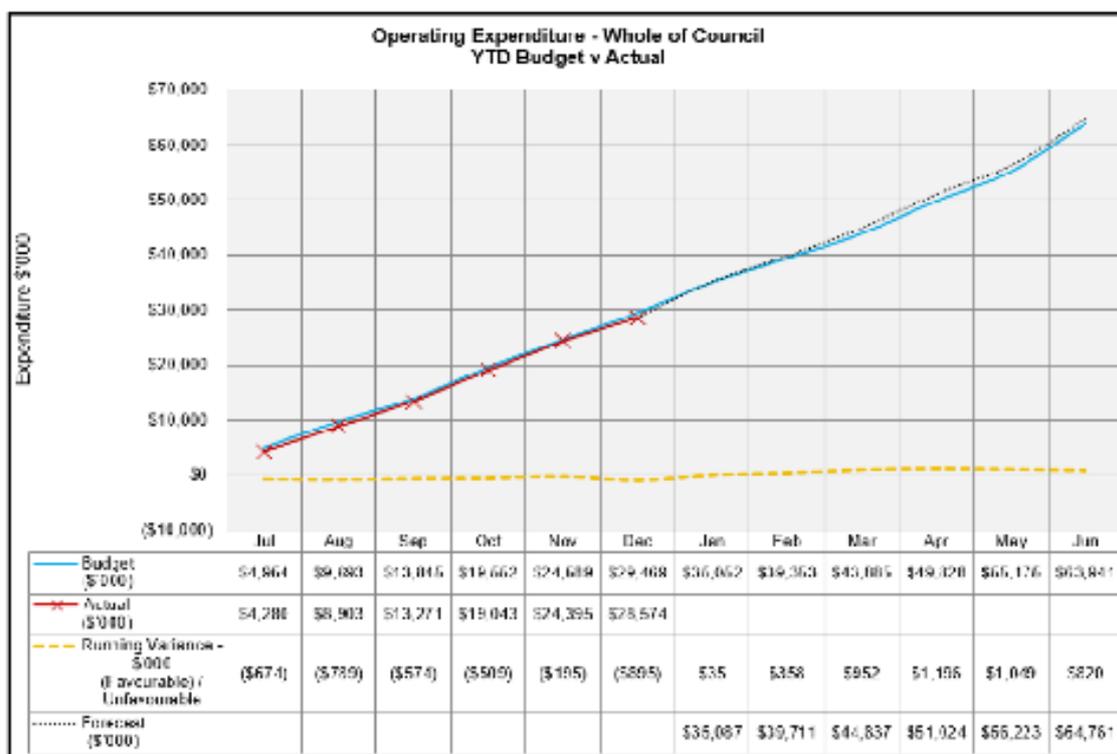
### Payments to suppliers

There is budgeted expenditure of around \$770k yet to be paid to some suppliers including Land Tax, Fleet Leasing and Fuel, Utility Charges and Waste Management. There is also a general underspend in payments for Contractors and Materials of around \$179k.

Expenditure on labour hire is currently \$298k over budget. This overspend was primarily incurred in the first quarter due to 12 Works Centre positions being vacant until September 2020, leading to the need to hire labour to fill the gap.

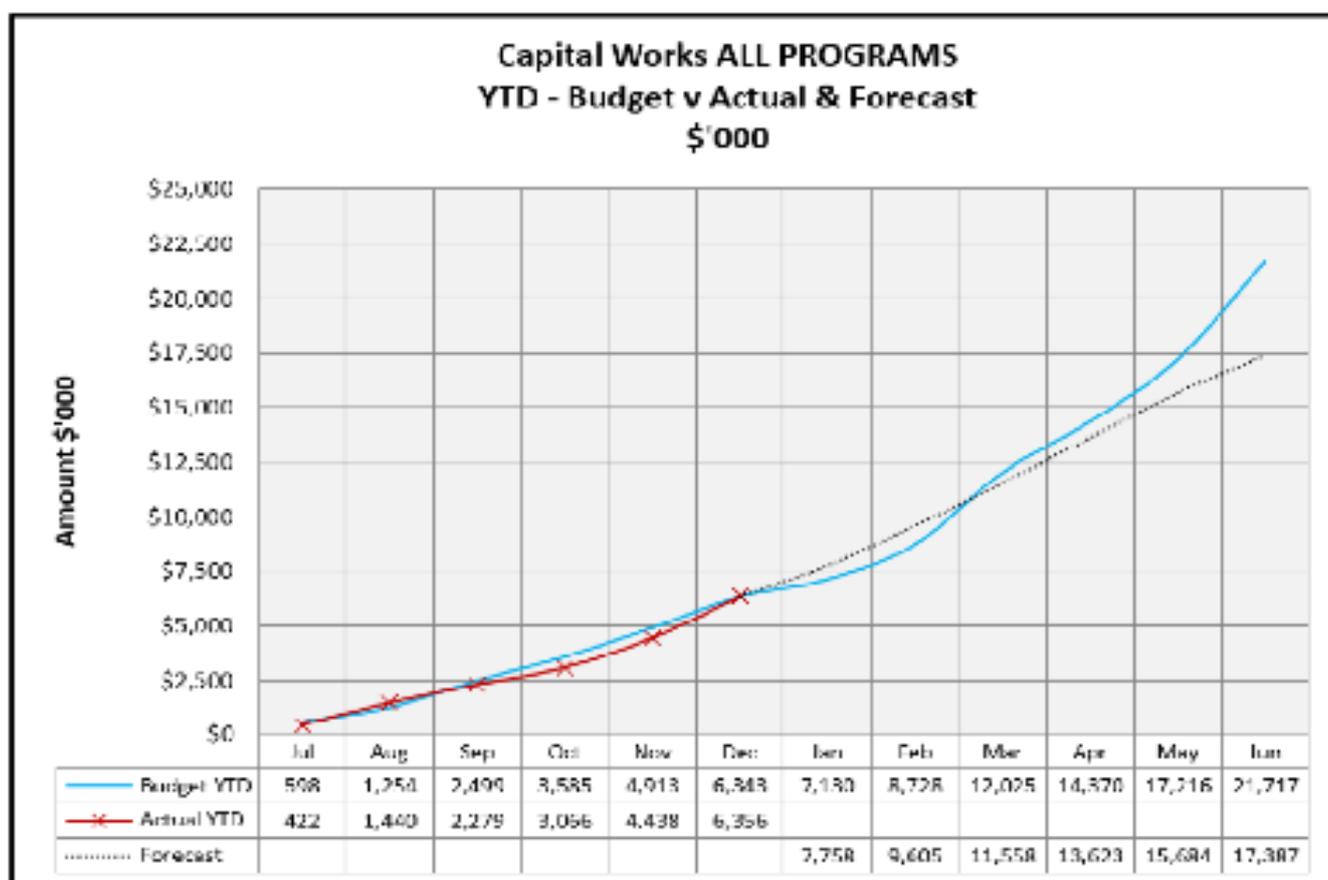
### Employee costs

Employee costs are currently \$124k under budget, with a gradual trend towards meeting budget over the past few months.



## CAPITAL WORKS

Council's year-to-date Capital Works expenditure is \$6.356 million or 29% of the annual budget of \$21.717 million at 31 December 2020. This result is substantially better than the year-to-date budget requirement of \$6.343 million.



## CASH AND INVESTMENTS

At 31 December 2020, actual funds available in cash and investments totalled \$36.122 million compared to \$24.607 million for the same period last year. The primary contributors are the sale of the Derwent Entertainment Centre, drawdown of the economic stimulus loan and year-to-date higher revenue, lower expenditure and stable rate payments.

## RATES COLLECTIONS

At 31 December 2020, the total rates collected was 65.84% marginally down on the collection rate at the same time last year of 66.96%. The year-to-date result provides encouragement there is no widespread difficulty in paying rates, but rather there are isolated cases where Council officers have discussed with the ratepayer what options are available.

## FTE (FULL TIME EQUIVALENT) POSITIONS

For the quarter ending 31 December 2020, there is a decrease of approximately one full-time FTE position and an increase of five part-time FTE positions. This indicates a relatively stable workforce for the quarter.

EMPLOYMENT CLASS	Q1 FTE (30/9/20)	Q2 FTE (31/10/20)
Full time	207	206
Part time	48	53

NOTE: Rounded up to nearest whole number

## COVID-19

For the 2020/21 financial year to date, expenditure and commitments totalling \$296k 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	\$41	\$0
Communication	\$40	\$0
Contractors	\$27,478	\$4,604
Employee Costs <sup>1</sup>	\$245,894	\$1,049
Equipment	\$702	\$468
Information Technology	\$23	\$0
Materials	\$10,946	\$815
Plant & Equipment	\$2,635	\$0
Public Relations	\$157	\$0
Safety Equipment	\$609	\$0
<b>TOTALS</b>	<b>\$288,524</b>	<b>\$7,378</b>

<sup>1</sup>Primarily Pandemic Leave Provision

YEAR	EXPENDITURE
2019-20	\$351,745
2020-21	\$288,524

# Financial Reports

## STATEMENT OF COMPREHENSIVE INCOME TO 31 DECEMBER 2021

Year-to-Date (YTD)	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000	2021 Variance Actual to Budget
<b>Operating Revenue</b>					
Rates		40,018	39,960	40,891	▼ 0.1%
User charges and licences		8,599	8,973	8,435	▲ 4.4%
Interest		100	(20)	174	▼ 100.0%
Grants		1,376	1,852	1,847	▲ 34.6%
Contributions - cash		37	13	297	▼ 63.3%
Investment income from TasWater		-	-	176	↔ 0.0%
Other income		153	181	166	▲ 18.3%
<b>Total Operating Revenue</b>		<b>50,283</b>	<b>50,960</b>	<b>51,986</b>	<b>▲ 1.3%</b>
<b>Operating Expenditure</b>					
Employment costs		12,290	12,166	11,592	▼ 1.0%
Materials and services		7,525	6,922	7,210	▼ 8.0%
Depreciation and amortisation		6,756	6,837	6,779	▲ 1.2%
State Fire Commission contribution		1,475	1,475	1,475	↔ 0.0%
Finance costs		84	40	63	▼ 52.6%
Assets written off		-	-	-	↔ 0.0%
Bad and doubtful debts		2	-	-	↔ 0.0%
Other expenses		1,338	1,135	960	▼ 15.2%
<b>Total Operating Expenditure</b>		<b>29,469</b>	<b>28,574</b>	<b>28,080</b>	<b>▼ 3.0%</b>
<b>Total Operating Surplus/(Deficit)</b>		<b>20,814</b>	<b>22,386</b>	<b>23,906</b>	<b>▲ 7.6%</b>

## STATEMENT OF COMPREHENSIVE INCOME TO 31 DECEMBER (CONT'D)

Year-to-Date (YTD)	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000	2021 Variance Actual to Budget
<b>Non Operating Revenue</b>					
Contributions – monetary		-	-	-	↔ 0.0%
Contributions – non-monetary assets		-	-	-	↔ -
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		76	682	47	▲ 100.0%
Capital grants received specifically for new or upgraded assets		289	488	567	▲ 68.8%
<b>Total Non-Operating Revenue</b>		<b>365</b>	<b>1,170</b>	<b>614</b>	<b>▲ 100%</b>
<b>Total Surplus/(Deficit)</b>		<b>21,180</b>	<b>23,556</b>	<b>24,520</b>	<b>▲ 11.2%</b>
<b>Capital Budget</b>					
Economic Stimulus		69	282	-	
Transport		3,669	4,234	3,394	
Property		1,153	658	470	
Plant & Equipment		199	98	480	
Fleet		121	-	28	
Stormwater		963	892	625	
ICT and Other		168	192	135	
<b>Total Capital Budget</b>		<b>6,343</b>	<b>6,356</b>	<b>5,132</b>	<b>▲ 0.2%</b>



## STATEMENT OF FINANCIAL POSITION TO 31 DECEMBER 2020

	2021 YTD \$'000	2020 YTD \$'000
<b>Asset</b>		
<b>Current assets</b>		
Cash and Cash Equivalents Current	3,417	2,270
Trade and Other Receivables	16,925	16,424
Inventories	95	114
Non Current assets classified as held for sale	11,063	741
Contract Assets Current	-	120
Current Investments	31,368	21,000
Other Assets Current	-	-
<b>Total current assets</b>	<b>62,868</b>	<b>40,669</b>
<b>Non-current assets</b>		
Property, Infrastructure, Plant and Equipment	683,783	689,272
Investment in Water Corporation	146,905	191,317
Right of use assets Non Current	1,209	2,449
Other Non-Current Assets	10,531	10,125
<b>Total non-current assets</b>	<b>842,427</b>	<b>893,163</b>
<b>Total assets</b>	<b>905,295</b>	<b>933,832</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade & Other payables Current	5,451	4,644
Provisions - Current	1,021	486
Borrowings Current	928	304
Trust Funds and Deposits Current	747	1,232
Lease Liabilities Current	500	-
Contract Liabilities Current	38	6
Other Liabilities Current	5,451	4,644
<b>Total current liabilities</b>	<b>9,631</b>	<b>7,956</b>
<b>Non-current liabilities</b>		
Provisions Non Current	3,859	3,952
Borrowings - Non Current	5,641	2,159
Non Current Lease Liabilities	470	1,216
<b>Total non-current liabilities</b>	<b>9,970</b>	<b>7,328</b>
<b>Total Liabilities</b>	<b>19,600</b>	<b>15,283</b>
<b>Net assets</b>	<b>885,695</b>	<b>918,549</b>

Note: The 2020/21 figures are subject to finalisation of the 2019/20 annual accounts audit.

### 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.

## 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			Variance (\$)	Variance (%)
1	<b>Rates</b>				
	General Rates, Fire Levy, COVID-19 Rebates, Charitable Rebates			(57,690)	0%
2	<b>User Charges and Licences:</b>				
				<b>Variance (\$)</b>	<b>Variance (%)</b>
	Planning Services			170,326	73%
	Property Services			167,160	100%
	Building Governance			86,871	17%
	Landfill Operations			66,674	8%
	Customer Service			32,432	100%
	Derwent Entertainment Centre			(24,189)	100%
	Benjafield Childcare Centre			(45,706)	38%
Public Compliance			(113,614)	16%	
3	<b>Interest on Investments</b>				
	Interest			(120,086)	100%
	The average interest rate across all current investments is 0.40%				

Note	Revenue / Expenditure Item			
4	<b>Grants:</b>			
			<b>Variance (\$)</b>	<b>Variance (%)</b>
	Glenorchy Jobs Hub	▲	231,000	100%
	Berriedale Childcare Centre	▲	113,567	32%
	Community Development Program	▲	101,661	100%
	Works Supervision	▲	48,607	100%
	Learning & Development	▲	44,717	100%
	Arts & Cultural Development	▲	28,993	100%
	Benjafield Childcare Centre	▲	21,055	9%
	Waste Management Services	▲	10,909	100%
	Community Planning and Engagement	▼	(47,778)	100%
Infrastructure	▼	(88,966)	13%	
5	<b>Contributions – Cash:</b>			
			<b>Variance (\$)</b>	<b>Variance (%)</b>
Stormwater Private Connections	▼	(23,100)	63%	
6	<b>Other Income:</b>			
			<b>Variance (\$)</b>	<b>Variance (%)</b>
	Asset Management	▲	10,537	100%
Landfill Operations	▼	(13,054)	27%	
7	<b>Gain/(Loss) on Disposal of Assets:</b>			
			<b>Variance (\$)</b>	<b>Variance (%)</b>
Property Sales	▲	605,921	100%	
	Five property sales have settled to date, 3 Delwood Dve, 36 Elwick Road, 19A Clydesdale Ave, 29 Stourton St and the Derwent Entertainment Centre			

Note	Revenue / Expenditure Item			
8	<b>Capital Grants:</b>			
			<b>Variance (\$)</b>	<b>Variance (%)</b>
	Roads-2 Recovery	▲	50,000	100%
	Blackspot Funding	▲	149,000	100%
9	<b>Employee Costs:</b>			
			<b>Variance (\$)</b>	<b>Variance (%)</b>
	Salaries & OnCosts	▼	124,218	1%
10	<b>Materials &amp; Services:</b>			
			<b>Variance (\$)</b>	<b>Variance (%)</b>
	Property Services	▼	237,475	42%
	Waste Management Services	▼	183,228	14%
	Landfill Operations	▼	137,279	33%
	Service Management	▼	109,869	9%
	Asset Management	▼	77,430	22%
	Community Planning and Engagement	▼	57,040	68%
	Governance & Compliance	▼	33,143	5%
	Internal Plant Hire	▼	32,897	21%
	Strategy & Development Administration	▼	27,819	50%
	Public Compliance	▼	27,193	24%
	Glenorchy Jobs Hub	▲	(30,160)	100%
	City Strategy	▲	(36,517)	42%
	Roads & Stormwater Maintenance	▲	(36,983)	13%
	Land Sales	▲	(41,905)	100%
	Facilities Maintenance	▲	(56,589)	11%
	Urban Services	▲	(58,844)	66%
	Planning Services	▲	(61,212)	100%
Bushfire Management	▲	(64,327)	100%	

Note	Revenue / Expenditure Item		Variance (\$)	Variance (%)
11	<b>Materials &amp; Services:</b>			
	Depreciation Stormwater & Drainage	▼	90,528	8%
	Depreciation Transport Assets	▼	75,312	2%
	Depreciation Plant & Vehicles	▼	42,525	19%
	Depreciation Restoration Costs (Landfill)	▼	41,800	68%
	Depreciation Other Non Current Assets	▲	(24,072)	6%
	Depreciation Buildings & Other Land	▲	(52,900)	16%
	Depreciation ICT Equipment	▲	(90,001)	34%
	Depreciation Office Furniture	▲	(164,008)	100%
12	<b>Other Expenses:</b>			
	Property - Land Tax	▼	178,830	52%
	Fleet Lease - Operating	▼	112,596	17%
	Aldermen - Fees & Allowances	▲	(16,890)	9%
	Property - Lease	▲	(39,526)	45%
	Financial - Internal Audit	▲	(45,379)	100%



# Key Performance Indicators

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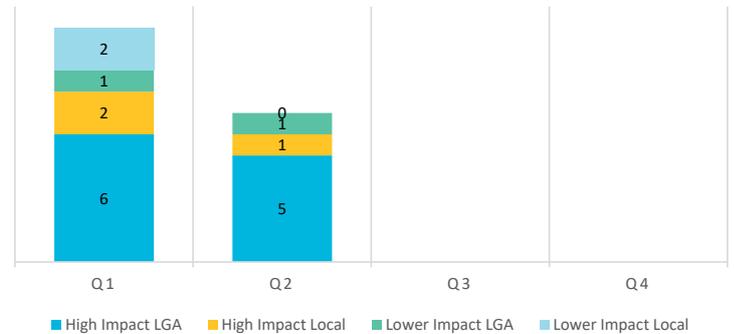
# Making Lives Better

## NUMBER OF ENGAGEMENTS

There were 6 community engagements across the quarter, with 4 at the 'consult' level and 2 at the 'consult/inform' level. 5 were higher impact LGA and 1 was higher impact local.

The 'Let's talk, Glenorchy' engagement platform was launched in November 2020. At 21 December 2020 there had been 1,400 total visits which included:

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

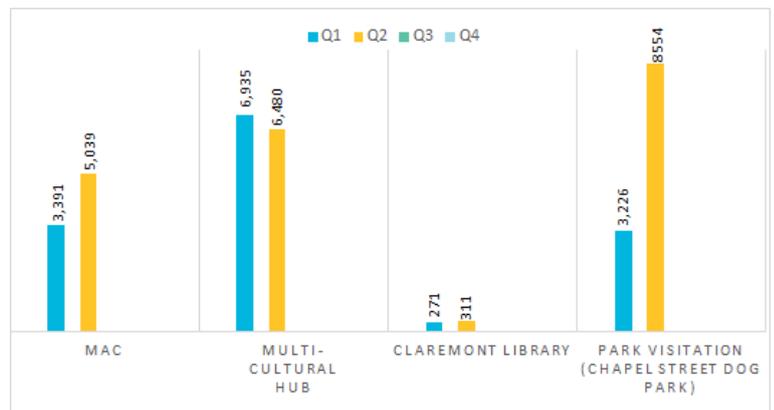


## COMMUNITY PARTICIPATION

### Moonah Arts Centre

5,039 people visited the Moonah Arts Centre during Q2. There were 343 days of activity, with over 95% being arts based activity. Thirteen exhibitions were presented. Hire of the building began to increase following the COVID lockdown with increasing concerts, workshops and performance activity.

Online content was presented over this period, including MAC and Moonah Taste of the World videos. Total video views across all platforms (Facebook, Instagram and YouTube) was 22,287, an average of 769 views per video. The total reach (the number of people who saw the content) was 44,696.



### Multicultural Hub

There was an average of 47 bookings per month in the last quarter with an estimated 6,480 people attending the Multicultural Hub

### Claremont Library

Total visitors for the 2<sup>nd</sup> quarter for the Claremont Community Library was 311.



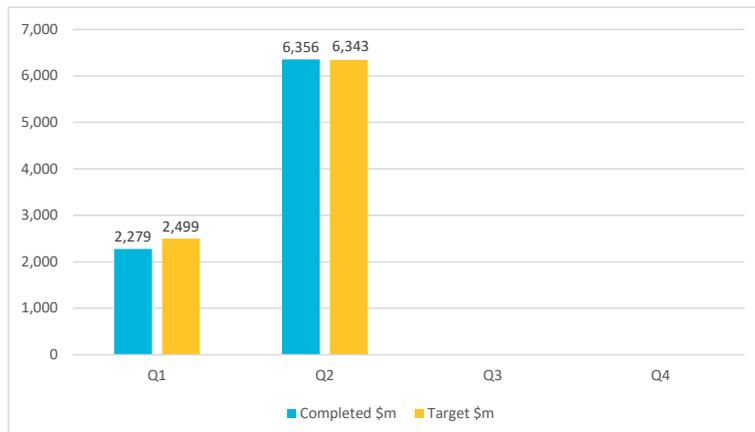
# Making Lives Better

## CAPITAL WORKS COMPLETED (\$'000)

Council's annual capital works budget of \$21.7m increased as compared to \$14m last financial year. The breakdown is made up of the usual new, upgrade and renewal projects and sport and recreation grant projects funded by the Australian Government and stimulus projects.

In the second quarter, the delivery of capital works is on target with expenditure figures slightly above the forecast spend. This is mainly due to all scheduled works being completed and payments received on time.

Both the sports and recreation grant projects and stimulus projects have advanced to the next step, with the procurement of works underway.

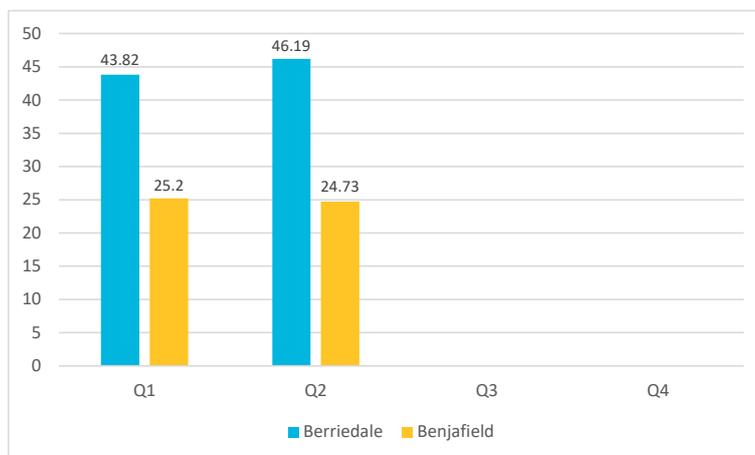


## SERVICE DELIVERY - CHILDCARE

Berriedale Child Care Centre has continued to experience high levels of utilisation during this period.

Berriedale Equivalent Full Time (EFT) places for the period increased to 46.19.

Child care continues to be in high demand. Berriedale currently has a waitlist, with families seeking both immediate care and care for in the future.



Benjafield Equivalent Full Time (EFT) places for the period were 24.73

Both Benjafield and Berriedale remain compliant with the Education and Care Services National Law and Regulations under the National Quality Standard and maintain a rating of 'meeting'.

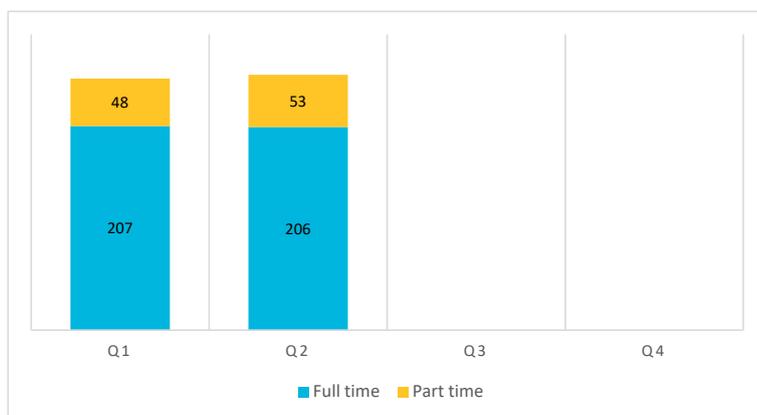
The children participating in the Working Together program continued to attend during this period. Positive feedback regarding the Service was received from families participating, noting the changes in their childrens', confidence, improvement with both their language and social skills.



# Open for Business

## FULL TIME EQUIVALENT

The data shows a decrease of approximately one full-time FTE positions and an increase of five part-time positions. Neither change is consequential and reflects improved stability in our workforce.



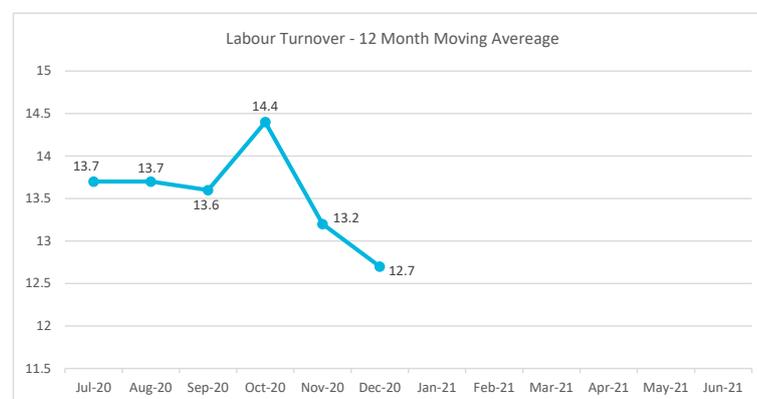
## ALL EMPLOYEES - UNPLANNED LEAVE (PERSONAL LEAVE)

Unplanned leave days have dropped from Q1 and have remained fairly steady during the quarter. This is a typical seasonal pattern expected at end of the winter months.



## LABOUR TURNOVER - 12 MONTH MOVING AVERAGE

The drop in the labour turnover rate for the last quarter has continued, with levels returning to those not seen since approximately mid-2019. This indicates a more settled workforce with fewer employees leaving Council's employment.



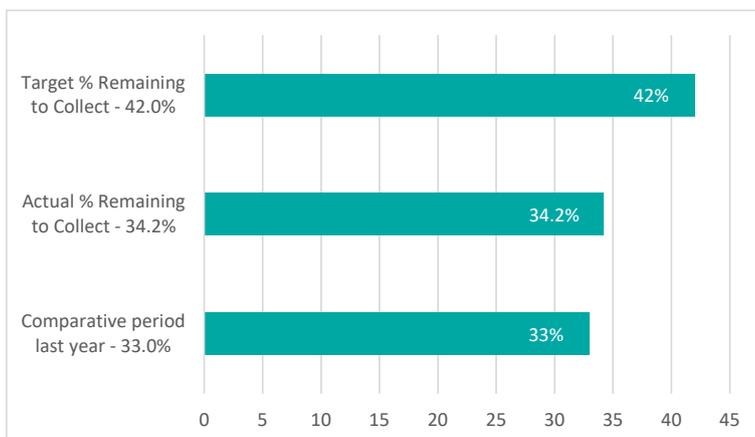


# Open for Business

## OUTSTANDING RATES DEBT PERCENTAGE

At 31 December 2020, 34.2% of rates remained uncollected (compared to 33.0% last year) against a target of 42.0%.

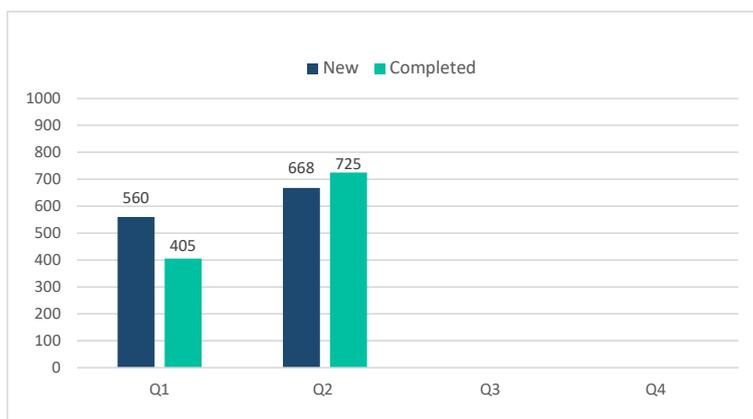
The impact of the COVID-19 on rates collection continues to be less than expected.



## WORK CENTRE CUSTOMER SERVICE REQUESTS

Council's Work Centre is remaining on top of customer service requests while moving towards more proactive maintenance systems.

Q2 saw requests predominately focused around roads and vegetation control as a wetter than average spring produced road issues (e.g. potholes) and an abundance of spring vegetation growth. Bottom line figures reflect the completion of remnant requests from previous quarters.



## CUSTOMER COMPLAINTS

Council received 7 formal complaints during Q2 with 6 of those (85%) actioned within the 10 day service commitment.





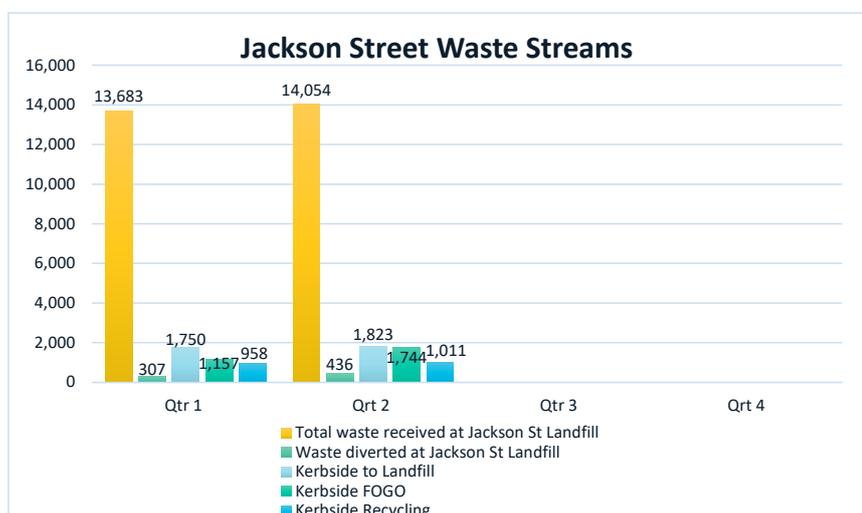
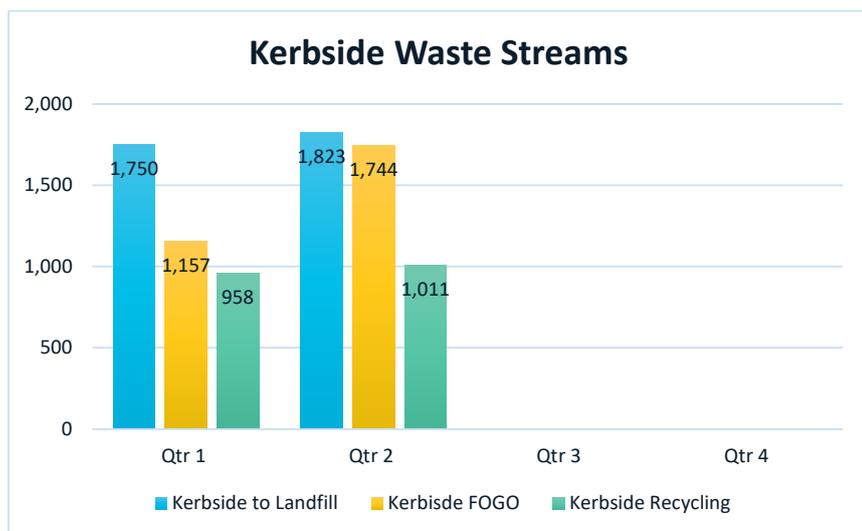
# Valuing our Environment

## WASTE RECEIVED BY COUNCIL BY QUARTER (TONNES)

Council's FOGO service continues to perform well, with Q2 again seeing a steady increase in the amount of organic material diverted from landfill with 1,744 tonnes collected from the kerbside.

Since its commencement in February 2020 and up until the end of December 2020, Council has diverted approximately 4,771 tonnes of organic material from landfill through the FOGO service.

As part of Council's waste education program, Council, in conjunction with its waste collection Contractor Veolia, recently conducted an audit of both FOGO and Recycling kerbside bins. This was undertaken over an eight week period throughout October and November 2020 and has seen a total of 6,729 bins audited, with 3,224 Kerbside Recycling Bins and 3,505 Kerbside FOGO Bins inspected. Households with waste placed in incorrect bins were notified and provided with information and tips on correct waste management practices.

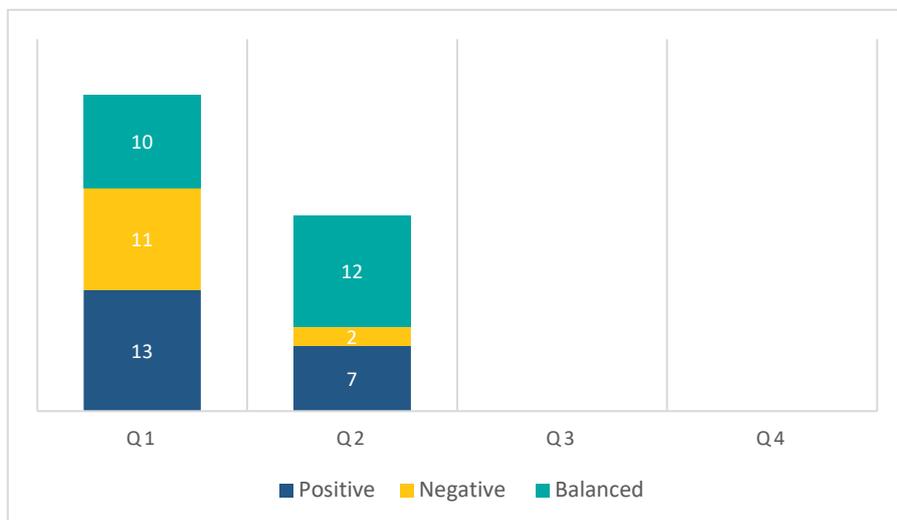




# Leading our Community

## MEDIA COVERAGE

Media mentions continued in a considered and proactive theme. This represents a positive shift for Council towards being represented as a voice for key issues that are important to our community and by driving the narrative for our city. October began with a wrap up of the successful 'Beyond the Curtain' identity campaign, identifying the true spirit and identity of the Glenorchy community. The master story feature in the media included some great characters in our community and provided a positive end note to a successful campaign of discovery.

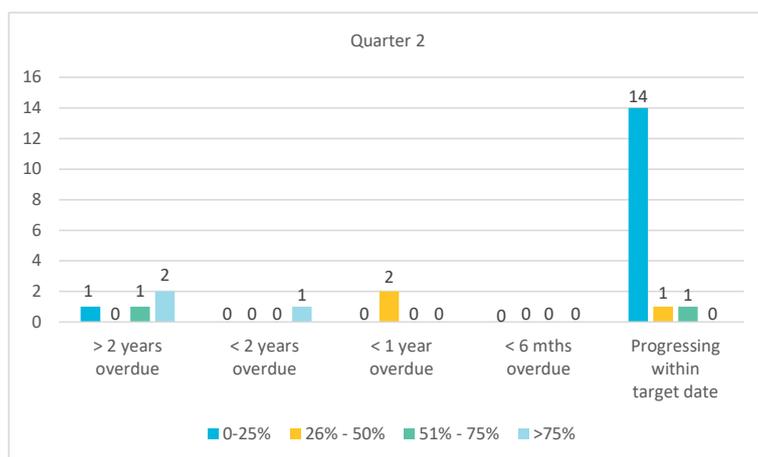


Light rail was received the most mentions this quarter, with Mayor Johnston driving the conversation, pushing for action on this issue. As a result of two key articles on the topic, there was plenty of healthy discussion on the issue across both paper and the social media platforms.

## OUTSTANDING AUDIT ITEMS - PERCENTAGE COMPLETE

During Q2, further audits were completed with a total of 10 new findings. These are progressing within their target date.

A total of 8 outstanding recommendations were closed during this period. Overall, the audit program is on track and has reduced the overdue items to 5. The Audit Panel are pleased with Council's towards addressing audit recommendations.



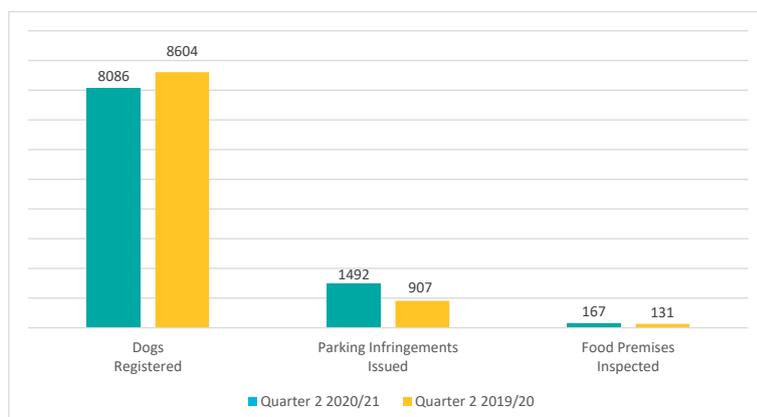


# Leading our Community

## DOGS, PARKING AND FOOD BUSINESS INSPECTIONS

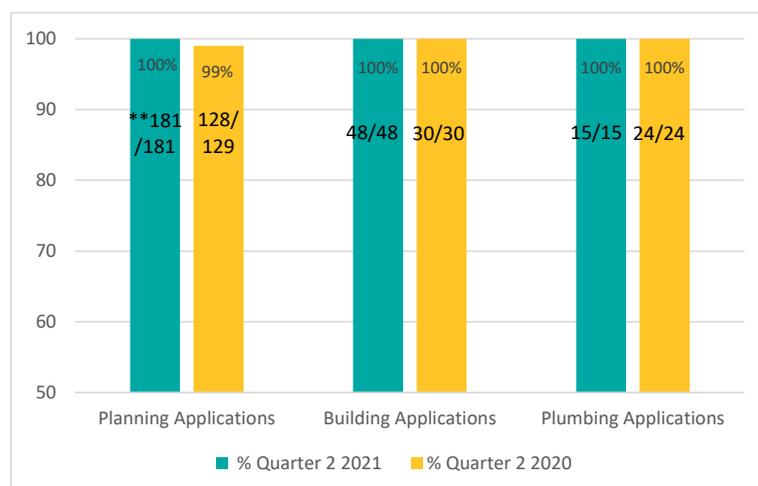
The number of dogs registered is down due to the late start of Council's annual audit of dog registrations, while the decrease in infringements is due to new parking officers being trained during Q2 and not being fully operational.

A total of 167 food businesses were inspected over the quarter and an additional 27 follow up inspections were required to verify any required corrective actions.



## DEVELOPMENT, BUILDING AND PLUMBING APPLICATIONS ASSESSED ON TIME

The number of planning applications received for Q2 2020/21 was 181 which, when adjusted for the inclusion of S56 and NPR applications, is 10.1% higher than Q2 2019/20. Overall, there has been a significant level of growth in applications, which for the year ended 31 December 2020 was 31.8% higher than the previous year. As a point of comparison, the average of the annual growth for the other three Greater Hobart Councils to the end of 2020 was only 3.0%.



\* as of Q2 2021, the number of planning applications will include section 56 applications, previously not counted. They are included now as impending legislation change will impose a statutory time frame on these. For comparison the number of section 56 applications included in the total of 181 is 26.



# Risk Management

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# Risk Management Dashboard Report

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## GENERAL RISK UPDATE

Council's risk register has now been included within the Cascade management reporting system. This became operational on 16 December 2020. Managers will now, as part of their monthly Cascade updates be required to review and update their current risks. There has been an increase in overall risk rating for Efficient and Effective Service Delivery that is attributed to the inclusion of six new risks relating to Council's asset management. These risks were derived from an internal audit by WLF.

There has been a decrease in the overall rating for governance. This is due to a decline in existing procurement and tendering risks due to the adoption of a new Code for Tenders and Contracts and completion of staff training in procurement and tendering.

There has been a slight decrease in the risk associated with IT Security and Data. This has been attributed to the successful completion of the treatments associated with council suffering a sustained cyber attack. All other strategic risks have remained stable.

## NEW RISKS

Asset Management:

1. Governance and oversight of strategic asset management to develop greater integration in asset management;
2. Greater inclusion of community consultation in developing Council's asset management plans;
3. Improved data and systems to increase the asset management and maintenance data available for asset management decision making;
4. Improved use of risk management to assist in asset management decision making;
5. Operational asset management plans included to support strategic asset management need to include more certain timeframes and associated actions; and
6. Core documents including Council's asset management plans should be reviewed to better reflect current capacity and capability.

## CLOSED RISKS

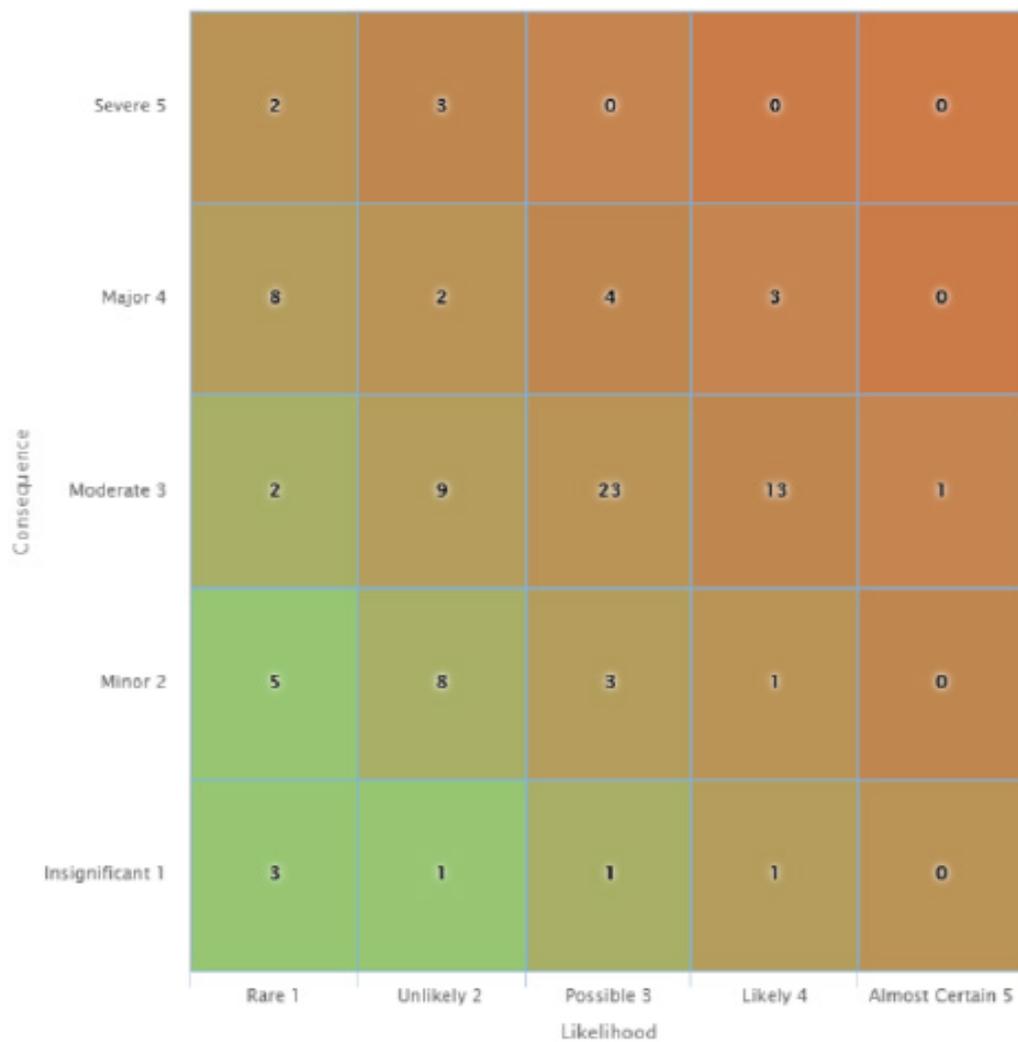
No risks were closed in Q2.

## UPCOMING REPORTS/WORKSHOPS

Quarterly Risk Reporting as at 31 March 2021 is due to be presented to Council's Executive Leadership Team (ELT) in late April 2021.

## OPERATIONAL RISK HEATMAP

The heatmap below provides a snapshot as at 31 December 2020 of Council's operational risk profile. In future dashboards, the previous quarter's heatmap will also be included alongside a commentary of significant changes in the profile.



## CHANGES TO OPERATIONAL RISKS AND TREATMENT ACTIONS DURING Q2

### Risk Updates:

Risk Updates					
Strategic Risk	Goal	Risk Owner	Date Updated	Update	Current Risk Status
Efficient and effective service delivery	Review of current programs requiring volunteer resources - Council approved strategy for volunteer engagement	Manager Community	19 Oct 2020	Council Workshop scheduled 1 March to discuss the future of Council Visitor Program. Program suspended since March 2019 as a result of COVID19. Volunteers and clients have received updates throughout the year.	Constant
Financial Sustainability and Budget Control	POE, Development of the Childcare Strategy approved by ELT and adopted by Council, Implementation of the Strategy	Manager Community	19 Oct 2020	Demand on the operational business and return to BAU, high utilisation, demand for staffing and increased compliance around COVID. Meeting standards, reviewing policies, advertising services, undertaken 2 recruitment rounds for casual educators, Working Together places (5 at each service) and participating in the LEG for the CFLC (potential role of Council). CCC to contribute to the development of Councils Children, Youth and Families Strategy. Have yet to progress the work related to seeking surety of Council for future direction of CCC. Maintaining surplus budget position and demands of COVID 19 reduced the urgency.	Constant
Stakeholder Engagement and Relationship	Change Management Framework, Community Engagement Platform, Corporate Communication Strategy	Manager Community	19 Oct 2020	New online engagement platform implemented.	Declining
Governance Risks	Develop, obtain approval and implement a revised Code for Tenders and Contracts.	Manager Corporate Governance	21 Dec 2020	The revised Code was adopted by Council in October 2020 and training commenced in November 2020.	Declining
Governance Risks	Train procurement champions in departments with significant procurement requirements.	Manager Corporate Governance	21 Dec 2020	Procurement training was completed in mid-December 2020 with all nominated champions being trained. Follow up checking on their progress will continue through 2021.	Declining

Strategic Risk	Goal	Risk Owner	Date Updated	Update	Current Risk Status
Governance Risks	Seek actuarial review of GCC cover and deductibles, Commence regular reporting to ELT.	Manager Corporate Governance	21 Dec 2020	Review completed and findings are being managed. Workers compensation review is also complete.	Constant
IT Security and Data	Standard ICT contract conditions, irrespective of value of the contract	Manager Corporate Governance	21 Dec 2020	December 2020. Legal Services have amended the existing purchase order T&Cs to include tighter requirements complying with the Privacy Act and ensuring security update management.	Constant
Workforce Risks	Resource Sharing between councils, Outsourcing opportunities, succession planning: 50	Manager Infrastructure Engineering and Design	23 Dec 2020	Structure change approved by ELT to include a Senior and a Junior role in the Project Engineering Office, which will enable knowledge passing and succession planning.	Declining

