

Quarterly Report

Quarter 4, 2020-21

To year-end 30 June 2021

Contents

Strategic and Operational Highlights

State Election and Departure of Mayor Kristie Johnston.....	3
2021-22 Budget Estimates.....	4
2021-22 Capital Works Program.....	4
Glenorchy Jobs Hub.....	5
Showcase Moonah.....	6
Corridor of Modern Art (COMA).....	7
Marine and Innovation Master Plan – Prince of Wales Bay.....	7
Record Development Activity.....	7
Draft Community Strategy.....	8
NEW Eady Street Amenity Building.....	8

Financial Performance..... 9

Financial Reports.....	15
Statement of Comprehensive Income.....	15
Statement of Financial Position.....	17

Key Performance Indicators..... 18

Making Lives Better.....	19
Number of Engagements.....	19
Community Participation.....	20
Capital Works Completed (\$'000).....	21
Service Delivery - Childcare.....	22

Open for Business.....	23
Full Time Equivalent.....	23
All Employees – Unplanned Leave (Personal Leave).....	23
Labour Turnover – 12 Month Moving Average.....	23
Outstanding Rates Debt Percentage.....	24
Work Centre Customer Service Requests.....	24
Customer Complaints.....	24

Valuing our Environment..... 25

Waste Received By Council By Quarter (Tonnes).....	25
Jackson Street Landfill Extension.....	25

Leading our Community..... 27

Media Coverage.....	27
Outstanding Audit Items - Percentage Complete.....	27
Dogs, parking and food business inspections.....	28
Development, Building and Plumbing Applications Assessed on Time.....	28

Risk Management..... 29

Risk Management Dashboard Report.....	30
General Risk Update.....	30
New risks.....	30
Closed risks.....	30
Upcoming reports/workshops.....	30
Status of Strategic Risks at 30 June 2021.....	31

Strategic and Operational Highlights

Quarter 4, 2021

The final quarter of the year (and the months that follow) is traditionally one of the busiest times for Councils. There's increased intensity as projects are pushed to be completed before June 30, end of year financial reporting is carried out and planning for the following year is undertaken. All this takes place against the backdrop of the preparation Council's budget for the following year, which requires input from across Council.

This year, of course, has been no exception. Our budget estimates were adopted unanimously by Council on 21 June 2021. Setting the budget each year is a huge and complex undertaking, both in terms of the amount of work involved (particularly for our financial services staff and CFO) and also balancing the competing needs of the community to keep rates at sustainable levels with increased demands for services and facilities. I have provided more information about the budget in my report, and would like to thank Council's financial staff, Aldermen and all other staff who contributed to this significant, annual, task.

Other key operational and strategic highlights for the quarter are as follows.

STATE ELECTION AND DEPARTURE OF MAYOR KRISTIE JOHNSTON

Arguably the most significant event to impact Council during the quarter was the outcome of the State Election held on 1 May 2021, which saw Glenorchy Mayor Kristie Johnston elected to State Parliament as the Independent Member for Clark.

Kristie was first elected to Council as an Alderman in 2011 and was elected Mayor in 2014 winning 59% of the vote. She was re-elected as Mayor at the extraordinary election in 2018 with 86% of the mayoral vote and 6.43 out of ten quotas for the Aldermanic vote.

Kristie has been a highly regarded Mayor and has overseen huge change at Council and the extraordinary growth of Glenorchy City. Her knowledge and understanding of the political landscape and ability to work with people at all levels of government has been outstanding.

I have no doubt Kristie will be successful and a force to be reckoned with in her next chapter as the Independent Member for Clark and on behalf of everyone at Glenorchy City Council I wish her every success in this role.

Kristie's resignation has triggered a by-election for the vacant Mayor and Alderman positions. The outcome of the by-election will be known in late July. Deputy Mayor Bec Thomas has stepped into the role of Acting Mayor until the elections are complete.



General Manager, Tony McMullen



2021-22 BUDGET ESTIMATES

Council adopted its 2021/22 budget at a special Council meeting on 21 June 2021. The budget has a strong focus on safety, sustainability, and growth.

The budget forecasts a deficit of \$1.3 million for the next financial year, but also predicts a return to surplus by the 2025-26 financial year, five years earlier than predicted when last year's budget was adopted.

In its 2020/21 budget, Council provided \$1.9 million in relief to ratepayers through the COVID-19 Rates Relief Rebate.

In the 2021/22 budget, we are unable to continue that rebate. The budget therefore provides for a rates increase of 2.5%, which will be on top of last year's 2.5% rate rise which was rebated to ratepayers. This will result in an effective rate increase of 5.06% (once compounding is factored in) which will put us back on track to meet the objectives in our Long-Term Financial Management Plan.

The combined increases will amount to around \$63 extra in rates on the average bill for a residential house in the City.

There will also be increases in Council's waste collection fees, which will add up to between \$12.00 and \$17.00 per household, depending on the waste services provided. Like rates, this year's waste charge increases will be in addition to last year's increases, which were rebated.

2021-22 CAPITAL WORKS PROGRAM

Adopted at the same time as the budget, Council's 2021-22 budget also plans for Council to deliver a record capital works program of \$25.5m in 2021/22, with a range of projects designed to upgrade and maintain our important infrastructure and continuing to stimulate our local economy. Key projects and programs scheduled for the next 12 months are:

Infrastructure upgrades and renewals

We will spend more than \$15m on renewing existing infrastructure assets and additional \$10m on upgrading important public and community assets, including:

- \$8.4m on a range of road projects including road resurfacing, patching and reconstruction works, including \$3m on road resurfacing and \$2.2m on footpath upgrades and trip hazard removal.
- \$280k to upgrade the footpath linking the Intercity Cycleway through to MONA.
- \$1.3m on our stormwater system reducing the risk of flooding and extending stormwater network to unserved areas.
- \$350k planned for the upgrade of the Giblins Reserve public toilets and further funding to implement our public toilet strategy.
- \$150k for works to improve tracks and trails in our reserves. This includes upgrading Lutana Woodlands' paths and our fire trail and mountain bike trail network in Wellington Park.

Jackson Street Landfill extension

\$3.5m has been allocated to constructing a new cell at the Jackson Street landfill. This priority project will provide a further ten-years of use for the landfill.



Sport and Recreation Facilities

\$4.7m has been allocated for works on new facilities funded by Australian Government Grants, including:

- new destination playgrounds at Montrose Foreshore and Giblins Reserve
- upgrading soccer facilities at KGV
- a new amenities building at the Eady Street Cricket Ground

Economic Recovery Program

\$1.5m will be spent on projects under Council's Economic Recovery Program, which commenced this year. This will include:

- \$135k to begin the implementing the Greater Glenorchy Plan, including activities to stimulate growth in the three CBD precincts in the City.
- \$280k to develop a master plan to reinforce Glenorchy's CBD as the civic heart of the northern suburbs.
- \$200k to fund capital works to support the implementation of the Marine and Innovation Master Plan for Prince of Wales Bay.
- \$320k to support the development of a business incubation hub uniquely suited to the needs of small and emerging businesses in Glenorchy.
- \$100k to develop a Sport and Recreation Master Plan to ensure efficient and appropriate land use, infrastructure and connectivity to support the MyState Bank Arena (DEC), Showgrounds, KGV precinct and Elwick Racecourse.
- \$460k to fund the relocation of the Southern City BMX track from the Berriedale Peninsula to Tolosa Park.

GLENORCHY JOBS HUB

In March 2020, the Tasmanian Government announced \$1.3 million towards establishing the Glenorchy Jobs Hub. Council and the Tasmanian Government agreed an establishment funding deed in September 2020. The Glenorchy Jobs Hub will help residents gain the skills they need to take up jobs in construction, manufacturing, tourism, hospitality, health and retail. This will help local residents of Glenorchy capitalise on the estimated 1,500 jobs that will be created by the more \$1.9 billion in development currently planned in our city, and will also redeploy workers who lost employment during the COVID pandemic in 2020.

Council has recruited a Workforce Development Facilitator to oversee the establishment of the Jobs Hub and has developed a Business Model in consultation with the Tasmanian Government. Council approved the awarding of the contract for establishment and operation of the Jobs Hub to STEPS Group Australia at its meeting in April 2021, following an open tender process.

The St Matthews Church in the Glenorchy CBD has been identified as the most suitable location for the Jobs Hub due to its central and accessible location. Council currently has a development application

submitted to enable the church's use as the Jobs Hub.

The physical establishment of the Jobs Hub will be undertaken once the development application has been approved and the key staff members are employed.

SHOWCASE MOONAH

After many months of planning, Council's Showcase Moonah program kicked off during May and June. Showcase is an economic development initiative, funded as part of Council's Economic Recovery Program which was initiated following in response to the COVID-19 pandemic. Showcase Moonah is a creative placemaking project to activate the Moonah CBD area and promote local businesses and creators. It funded 15 community led projects delivered by local artists, creatives and innovators to promote and celebrate Moonah.

Projects delivered included:

- **To The North Community Market**, produced by Lucy Baker of St Albi, which was a local street market held on Sunday, 6 June to celebrate the Northern Suburbs. This hugely popular market was attended by over 4,500 people and provided food, drink and entertainment on a closed off Albert Road between Main Road and Station Street.
- **The Make Your Mark Mural**, which is a large paint by numbers mural created by artist Melski and completed by community members (photo, right).
- **Guerilla Greening** by Tasmanian Young Planners, which aimed to demonstrate how leftover spaces on both public and private land can be enhanced with plants to improve the appearance and experience of the streetscape. The project saw the temporary installation of plants in leftover spaces will be documented and displayed throughout the precinct to demonstrate possible "easy wins" to enhance the urban Space



- **Rainbow Road**, in which a rainbow pathway has been painted through Memory Lane in Moonah by Artist Jovi Chu. Rainbow Road celebrates multiculturalism with colour to achieve cultural tolerance and diversity (photo, left).
- **Laneway Activation** where artists Billy Li and Krystal Tau, and Earthworm Landscaping have activated the laneway on Albert Street, between Oh Oh 9 Creative Space and Choice Flooring shop with new murals, chalkboards and two planter boxes.
- **Collaborate, Innovate, Celebrate**, a creative initiative of disability services providers Able Australia, Langford Support Services, Colony 47, Possability, Nexus Inc and Reclin., The initiative event promoted placemaking through art, craft and creativity held in conjunction with the To The North Market on 6 June.

CORRIDOR OF MODERN ART (COMA)

Another initiative under Council's Economic Recovery Program, COMA has seen 10 murals painted across 7 locations along the Intercity Cycleway between Moonah to Mona by local Tasmanian Artists.



The project aims to both activate the stretch of the Intercity Cycleway between Moonah and Mona and also develop a tourism asset for our City. Council and its partner, Vibrance, put a call out for expressions of interest from artists in January. The 10 successful artists were selected from over

70 applications. The artworks were painted throughout May and June and provide a vibrant corridor of

colourful street art installations, creating a destination and experience to be enjoyed by everyone.

(Photos: Above, Northgate Mural by artist, Jamin. Right, Cycleway murals by Artists Sarah Wells, Joel Gajda, Jennifer Tyers and Bec Adamczewski)



MARINE AND INNOVATION MASTER PLAN - PRINCE OF WALES BAY

At its June meeting, Council approved the release of the draft Marine and Innovation Master Plan for further stakeholder and public consultation.

The Prince of Wales Bay Marine Industrial Precinct Cluster is a group of businesses situated in the Glenorchy municipality which specialise in goods and service delivery for the marine sector. The purpose of the project is to deliver a Master Plan for the Prince of Wales Marine Industrial Precinct that will not only highlight the economic importance of the precinct but will outline a strategy to strengthen and protect the Precinct's economic viability.

The draft Master Plan was developed following through a highly detailed engagement process which included a wide range of stakeholders, including businesses within the precinct, education providers, and various agencies within the Tasmanian Government.

Feedback will now be gathered from the community and relevant stakeholders from late July 2021. Through this engagement process, it is expected that priorities will be established, and any missed opportunities identified. The final masterplan incorporating the results from consultation will be presented to Council in late 2021.

DRAFT COMMUNITY STRATEGY

Council approved the draft City of Glenorchy Community Strategy 2021-2030 at its meeting on 28 June 2021. The Strategy aims for a Glenorchy to be welcoming, safe, healthy and learning community which looks to the next ten years and delivers on our Community's goal of Making Lives Better.

The Strategy has four priority outcomes:

- Accessible, inclusive and diverse – we are a welcoming, accessible and inclusive community,



caring for all.

- Safe – we are a safe community with a strong sense of belonging, ownership, and pride.
- Healthy – we are a healthy, thriving, vibrant and strongly-connected community.
- Education and learning for life – we are a community that is engaged in diverse learning opportunities to achieve our aspirations.

The draft Strategy was developed in close consultation with Council officers, through extensive engagement with community, community services and other key stakeholders. It will be released for public comment throughout July 2021 and presented to Council at a future meeting for adoption.

NEW EADY STREET AMENITY BUILDING

Construction of the new Eady Street (Glenorchy Recreation Reserve) amenity building is set to begin very soon, with the approval of the tender for construction work.

The project will see the construction of a new amenity building at the Eady Street cricket ground. It is jointly funded by the Australian Government (\$1m) Tasmanian Government (\$80,000) and Council (\$125,000).

Designs for the facility were finalised in June 2020 with the project put out to a public tender in March. Council approved the tender at its June meeting. Construction is expected to begin during the next quarter.

COVID-19 PREPAREDNESS

Finally, as I write this, we are seeing an alarming spike in community transmission of COVID-19 cases in NSW, with the State looking like being in an extended lockdown and uncertainty about whether the outbreak will be able to be controlled.

I would like to assure our community that Council has robust business continuity processes in place, and will be able to keep delivering services in the event that we are placed under another lockdown here in Tasmania.

Tony McMullen
General Manager

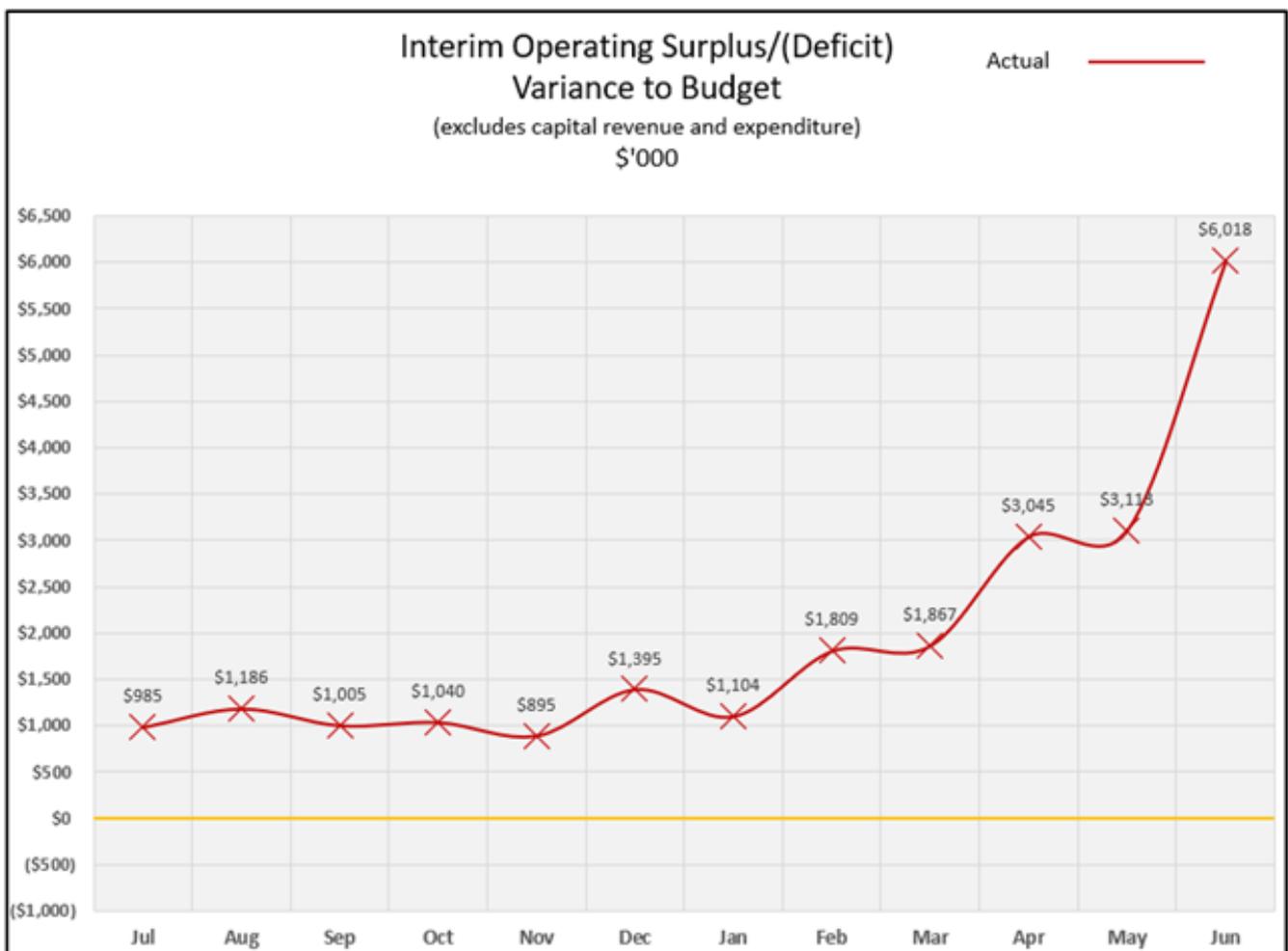
July 2021

Financial Performance

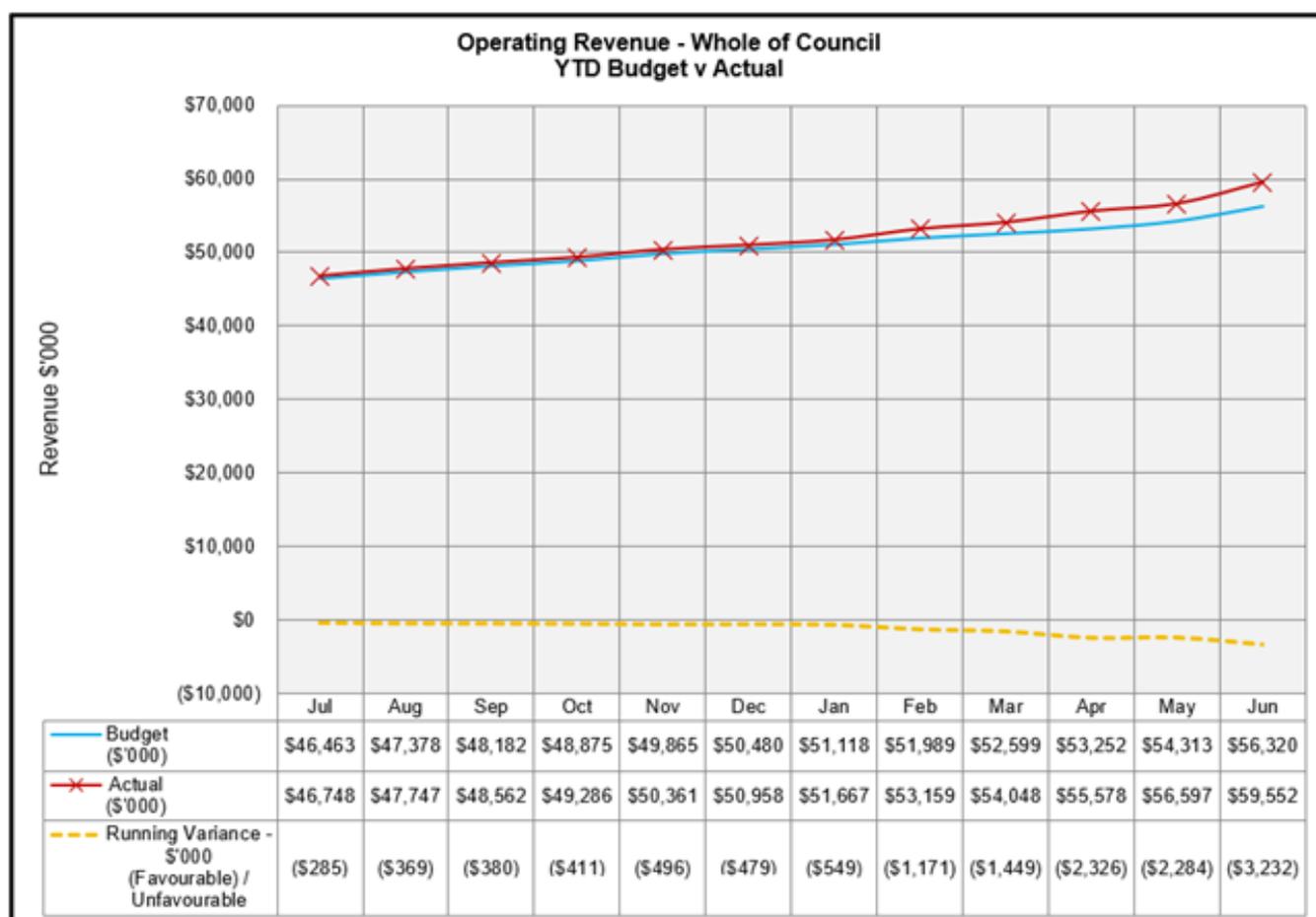
INTERIM OPERATING SUMMARY

Note: All operational Revenue and Expenditure actual figures in this report are interim and will not be finalised until completion of accounting adjustments and audit requirements for the 2020/21 financial year. It is expected that significant movements in both income and expenditure will occur during the year-end finalisation process, hence no reliance can be placed upon these early interim figures.

Council's interim operating surplus for the year ending 30 June 2021 is currently showing a favourable result of \$6.018 million against budget. This comprises \$3.232 million more in revenue and \$2.786 million less in expenditure.



INTERIM OPERATING REVENUE



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

Year to date operational revenue is \$59.552 million compared to budgeted operational revenue of \$56.320 million. This represents a favourable result of \$3.232 million or 5.7% against budget.

Note 1 - Rates Revenue

Favourable to Budget by \$0.195m as a result of increased growth within the City

Note 2 - User Charges and Licences Revenue

Favourable to Budget by \$0.534m due to increased activity in property (\$0.187m), planning (\$0.215m) and landfill (\$0.249m).

Note 3 - Interest on Investments

Materially in line with Budget for the year to date, noting the average interest rate across all investments of 0.36%

Note 4 - Operating Grants

Favourable to Budget by \$1.351m due to a number of additional grants received, predominantly Glenorchy Jobs Hub (\$0.353m), Flood Response (\$0.369m) and training subsidies (\$0.113m). Noting that a number of grants will be carried over into the next financial year to align with the timing of associated expenditure.

Note 5 - Contributions

Materially in line with Budget for the year to date

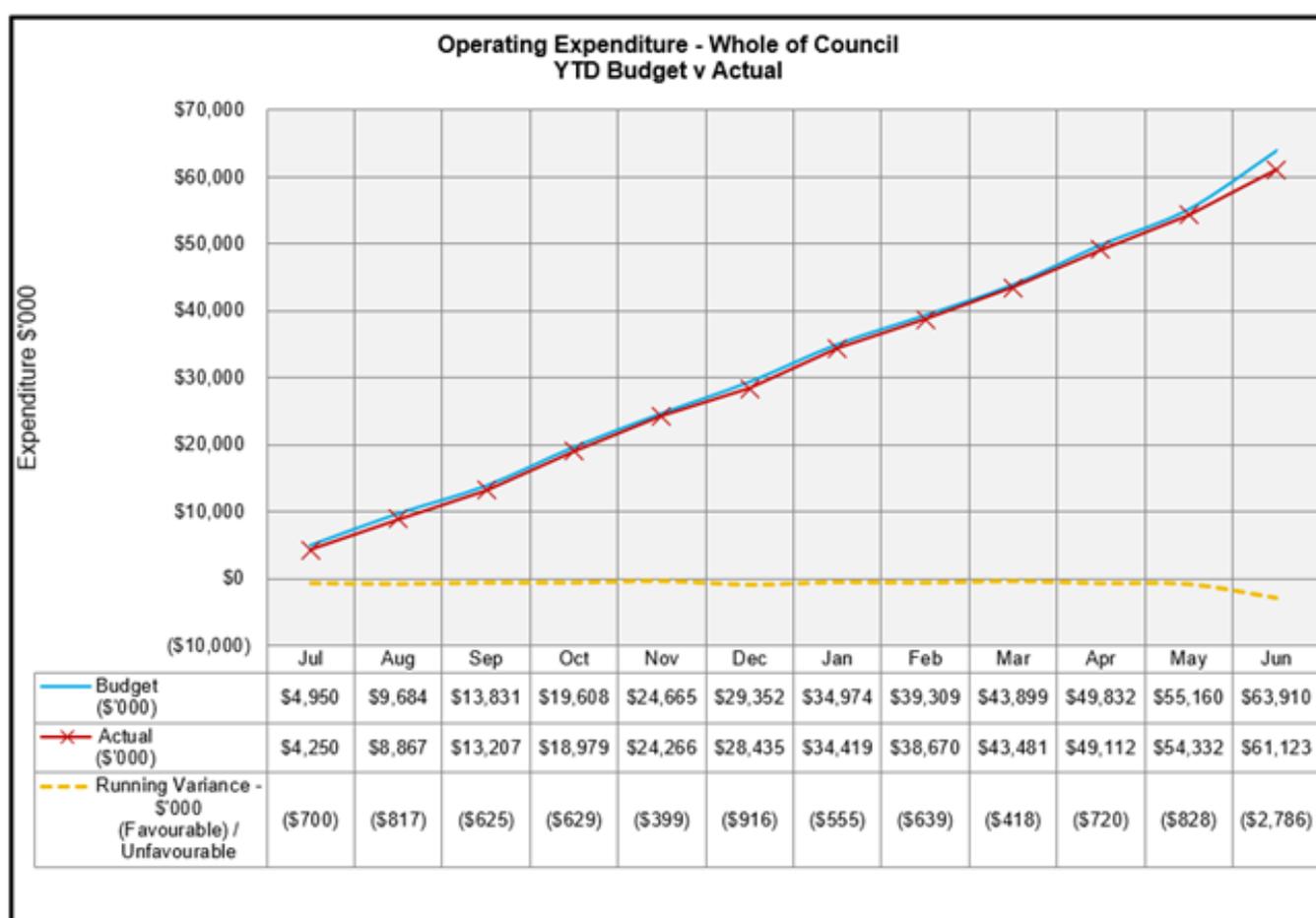
Note 6 - TasWater Income

Favourable to Budget by \$1.086m. TasWater had previously advised Owner Councils that it was unlikely to pay any contributions for the 2020/2021 financial year due to impacts of COVID. As a result of their improved position, two unbudgeted distributions were paid this financial year.

Note 7 - Other Income

Materially in line with Budget for the year to date

INTERIM OPERATING EXPENDITURE



Actual year-to-date operational expenditure is \$61.123 million compared to budgeted expenditure of \$63.910 million. This represents a favourable result of \$2.786 million or 4.4% compared to budget.

Note 8 - Employment Costs

Unfavourable to budget by \$0.583m, noting that end of financial year accruals and completion processes are yet to be finalised, including reconciliation of leave provisions.

Note 9 - Materials and Services Expenditure

Unfavourable to Budget by \$0.540m. The main contributors to this expenditure were labour hire costs across Council of (\$0.688m), predominantly in Works areas as well as additional expenditure in insurance, software and consultants.

Note 10 – Depreciation and Amortisation

Unfavourable to budget by \$0.753m. This expenditure is as a result of the introduction of new accounting standards in 2020 of whose impact was not budgeted for in the 2020/21 financial year. The offset for this is reflected in the “Other Expenses” result.

Note 11 – State Fire Commission Contribution

Materially in line with Budget for the year to date.

Note 12 – Finance Costs

Materially in line with Budget for the year to date.

Note 13 – Assets Written Off

Nil for the year to date as this is an end of financial year process

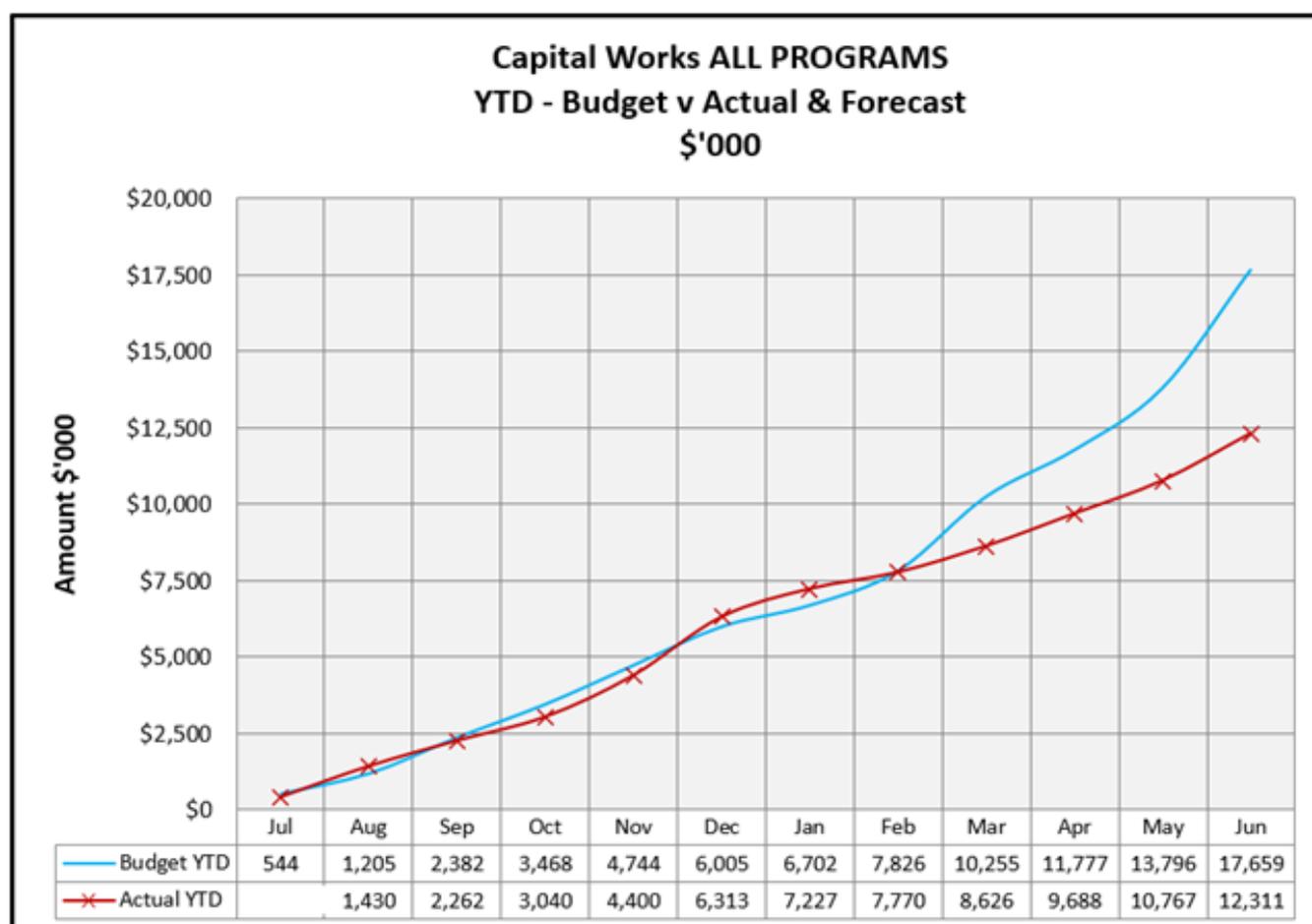
Note 14 – Bad and Doubtful Debts

Nil for the year to date with the bulk of this addressed at the end of financial year.

Note 15 – Other Expenses

Unfavourable to budget by \$1.222m as a result of shift in operating lease expenditure to Amortisation (new accounting standard - \$0.831m) and underutilisation of equipment at the Landfill (\$0.45m).

INTERIM CAPITAL WORKS



Council's year-to-date Capital Works expenditure is \$12.311 million against an annual budget of \$17.659 million.

It is anticipated the current expenditure amount will increase through the accrual of invoices paid after 1 July for works undertaken before 30 June 2021. There will however remain a large underspend in the capital works program, primarily being major projects funded by both the Federal and State Governments and Councils loan funded Economic Stimulus program. These projects are included in the 2021/22 capital program and are scheduled to be completed in that year.

INTERIM NON-OPERATING REVENUE

Note 16 – Contributions – Non Monetary Assets

Favourable to Budget by \$0.350m as a result of infrastructure assets constructed in new subdivisions passing ownership to Council upon completion and found assets not previously recorded in Council's asset register

Note 17 – Gain or Loss on Disposal of Fixed Assets

Unfavourable to Budget by \$0.613m due to gains on sale of property disposals (\$0.336m) offset by losses on disposal / write off (\$0.949m)

Note 18 – Capital Grants

Favourable to Budget by \$1.656m with the major contributors being additional grants received for Local Roads and Community Infrastructure (\$0.823m), Tolosa Park BMX (\$0.25m), Montrose Skate Park (\$0.25m), Berriedale Cycleway (\$0.343m), offset by a reduction in Roads to Recovery funding received (\$0.144m).

CASH AND INVESTMENTS

At 30 June 2021, actual funds available in cash and investments totalled \$29.799 million compared to \$16.884 million for the same period last year. The increase of approximately \$13 million comprises \$8 million from the sale of the Derwent Entertainment Centre and \$5 million in cash based additional revenue and reduced expenditure.

RATES COLLECTIONS

At 30 June 2021, the total rates collected was 98.3% against a target of 99.0%. This result is closely comparable to last year's result of 98.4%. This is an excellent result given the impact of COVID-19 and the debt collection constraints provided for in the Community Assistance package.

COVID-19

For the 2020/21 financial year to date, expenditure and commitments totalling \$317k 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

(see tables over page)



CATEGORY	EXPENDITURE	PURCHASE ORDERS
Allowances	\$246	\$0
Communication	\$40	\$0
Contractors	\$37,433	\$3,723
Employee Costs ¹	\$259,134	\$1,050
Equipment	\$702	\$0
Information Technology	\$23	\$0
Materials	\$13,627	\$890
Plant & Equipment	\$5,248	\$0
Public Relations	\$157	\$0
Safety Equipment	\$609	\$0
TOTALS	\$317,219	\$5,663

1. Primarily pandemic leave provision

YEAR	EXPENDITURE
2019-20	\$351,745
2020-21	\$317,219

This is the final reporting of COVID-19 expenditure in the monthly Financial Performance Report as expenditure beyond 30 June 2021 is expected to be minimal and no budget has been allocated. If the situation changes, the reporting of COVID-19 expenditure will be reinstated



Financial Reports

STATEMENT OF COMPREHENSIVE INCOME

Year-to-Date (YTD)	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000	2021 Variance Actual to Budget
Operating Revenue				
Rates	39,916	40,110	40,995	▲ 0.5%
User charges and licences	11,585	12,119	10,873	▲ 4.6%
Interest	82	42	346	▼ 49.0%
Grants	4,229	5,580	5,052	▲ 31.9%
Contributions - cash	73	84	471	▲ 15.2%
Investment income from TasWater	-	1,086	1,086	▲ 100%
Other income	435	531	524	▲ 22.0%
Total Operating Revenue	56,320	59,552	59,347	▲ 5.7%
Operating Expenditure				
Employment costs	24,575	23,992	23,589	▼ 2.4%
Materials and services	14,778	15,318	15,166	▲ 3.7%
Depreciation and amortisation	13,744	14,497	14,151	▲ 5.5%
State Fire Commission contribution	5,899	5,764	5,899	▼ 2.3%
Finance costs	157	185	147	▲ 18.0%
Assets written off	1,100	-	-	▼ 100.0%
Bad and doubtful debts	1,003	(69)	357	▼ 100.0%
Other expenses	2,655	1,433	1,057	▼ 46.0%
Total Operating Expenditure	63,910	61,123	60,365	▼ 4.4%
Total Operating Surplus/(Deficit)	(7,590)	(1,571)	(1,018)	▲ >100%

STATEMENT OF COMPREHENSIVE INCOME (CONT'D)

Year-to-Date (YTD)	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	2,120	2,478	1,406	16.9%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(94)	(707)	(6,105)	↔ >100%
Capital grants received specifically for new or upgraded assets	1,303	2,959	767	▲ >100%
Total Non-Operating Revenue	3,329	4,731	(3,932)	▼ 42.1%
				▲
Total Surplus/(Deficit)	(4,261)	3,160	(4,950)	▲ 79.3%
				▲
Capital Budget	Budget	Actual		
Economic Stimulus	3,420	327		▲
Transport	8,410	7,670		
Property	2,834	1,809		
Plant & Equipment	476	441		
Fleet	339	150		
Stormwater	1,465	1,415		
ICT & Other	715	499		
Total Capital Budget	17,659	12,311		



STATEMENT OF FINANCIAL POSITION

	2021 YTD \$'000	2020 YTD \$'000
Assets:		
Current assets		
Cash and Cash Equivalents Current	2,225	3,532
Trade and Other Receivables	961	1,709
Inventories	86	91
Non Current assets classified as held for sale	2,731	11,063
Contract Assets Current	-	100
Current Investments	26,237	12,015
Other Assets Current	-	385
Total current assets	32,240	28,895
Non-current assets		
Property, Infrastructure, Plant and Equipment	690,605	698,719
Investment in Water Corporation	146,905	146,905
Right of use assets Non Current	880	1,209
Other Non-Current Assets	12,480	4,197
Total non-current assets	850,870	851,030
Total assets	883,110	879,925
Liabilities:		
Current Liabilities		
Trade & Other payables Current	1,076	3,781
Provisions - Current	4,784	4,752
Borrowings Current	-	1,004
Trust Funds and Deposits Current	1,091	316
Lease Liabilities Current	530	747
Contract Liabilities Current	619	1,701
Other Liabilities Current	-	-
Total current liabilities	8,100	12,301
Non-current liabilities		
Provisions Non Current	3,859	3,859
Borrowings - Non Current	5,664	1,155
Non Current Lease Liabilities	376	470
Total non-current liabilities	9,899	5,484
Total Liabilities	17,999	17,785
Net assets	865,111	862,140

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





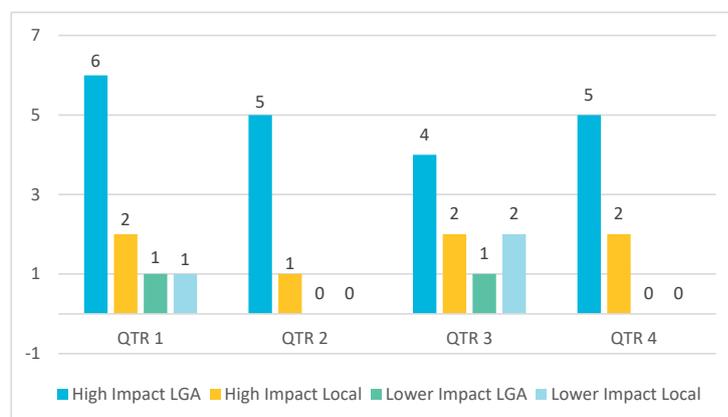
Making Lives Better

NUMBER OF ENGAGEMENTS

There were seven engagement projects during the quarter, with 5 at 'higher impact LGA' level and 2 at 'higher impact local level'.

Engagements were:

- Customer Service Survey (consult - higher impact LGA)
- Montrose Skatepark (consult/involve - higher impact LGA)
- Multicultural Hub review (consult - higher impact Local)
- Glenorchy Playspaces Strategy (Initial consultation) (consult - higher impact LGA)
- Glenorchy Sport and Recreation Strategy (Initial consultation) (consult/involve - higher impact LGA)
- Access and Inclusion Glenorchy City Council (consult - higher impact Local), and
- Community Strategy (consult - higher impact LGA).



There has been a wide range of community engagement in development of the Community Strategy. While some of the consultation has been specific to the Strategy, Council officers have also drawn on numerous associated engagements that have occurred recently.

During the quarter (up to 24 June) the Let's talk, Glenorchy site had a total of 2000 visits which included:

- 1500 aware participants (visited at least one page)
- 880 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool), and
- 294 engaged participants (participated in surveys or quick polls, contributed to ideas)

The Glenorchy Sport and Recreation Strategy was the project with the most participants, followed by the Glenorchy Playspaces Strategy and the Multicultural Hub Review.

There are currently 532 people registered on the site, with 197 new registrations during the quarter.



COMMUNITY PARTICIPATION

Moonah Arts Centre

8,643 people visited the Moonah Art Centre with 458 days of activity at 97% arts based activity. The total number of attendees at the MAC during the year is approximately 9,000 visits less than the equivalent period due to COVID-19 restrictions. The cultural facilities have almost returned to pre-COVID levels. One of the meeting rooms has,, until recently, been required for staff use due to COVID -19 restrictions but is now available for bookings.

Multicultural Hub

7,205 people from a diverse range of cultures attended the Multicultural Hub this quarter.

Claremont Library

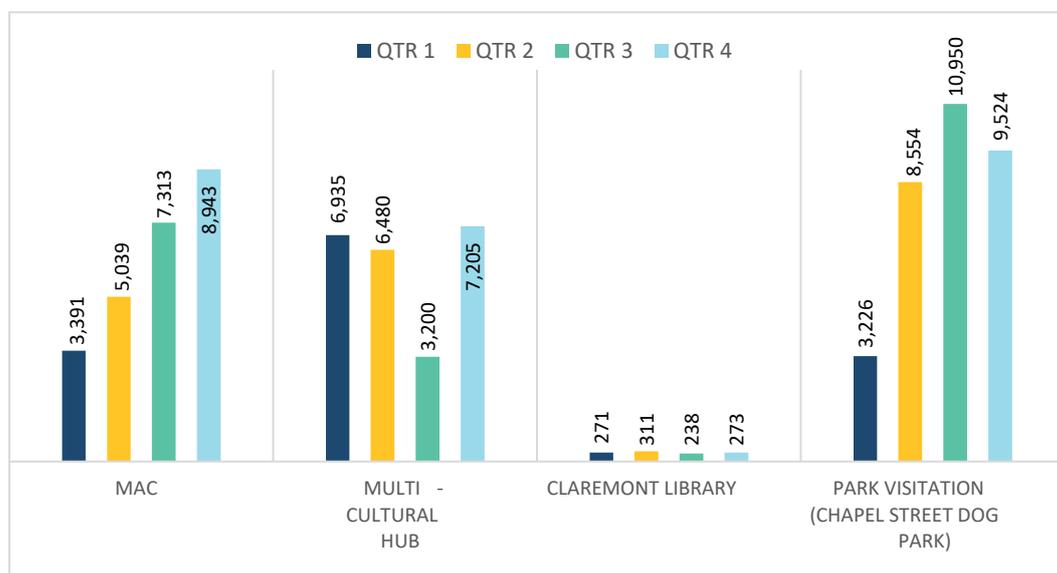
There were 273 visitors to the Claremont Community Library in the 4th quarter.

Park Visitation (Chapel Street Dog Park)

The 4th quarter saw 9,524 visitors to the Chapel Street dog park. The busiest month in the quarter was April, with visitors steadily decreasing in the following months.

The lower visitor numbers during the quarter were expected as the cooler months and shorter days are less conducive to outdoor activity.

Over the past 12 months (2020-21 financial year) there have been 37,000 visitors to the Park.





Making Lives Better

CAPITAL WORKS COMPLETED (\$'000)

Council's annual capital works program progressed well this year, delivering the majority of all road, stormwater and property renewal and upgrade works.

The annual road resurfacing, footpath and bridge maintenance programs were completed on time before the financial year end.

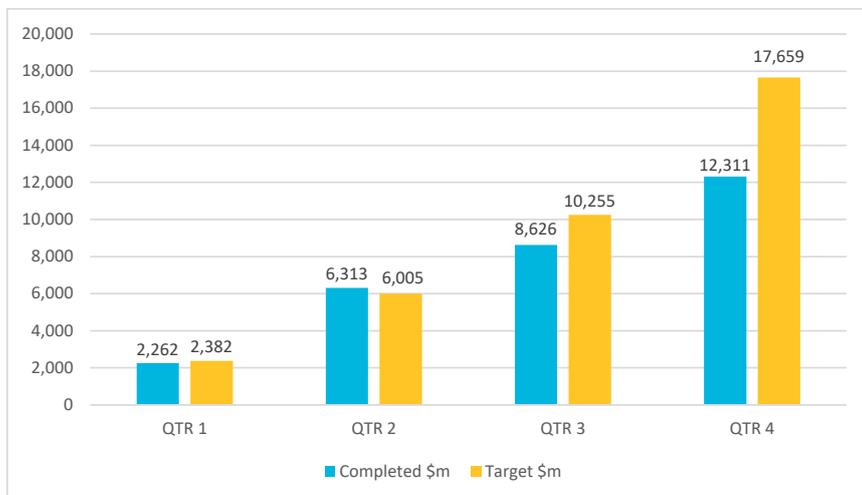
Some of the major transport / roads and stormwater projects that were completed include:

- Bowden Street Glenorchy, Cycleway to MONA Berriedale Stage 1 and various intersection safety upgrade projects (Black Spot program funded),
- Stormwater renewal works projects were completed in Centenary Crescent and Beverley Grove.

The overall capital works delivery and expenditure was below the forecast spend for the year. This was mainly due to a Council decision not to progress a major component of the Glenorchy CityScape project, which amounted to almost \$2.0m.

Council has experienced delays in funding for new play spaces and sporting facility projects. The delays with new play space projects is due to market constraints, increases in construction costs and available contractors. The delay with the redevelopment and upgrade of some of the sporting facilities has been caused by a delay in receiving finalised funding agreements from the Australian Government.

Since the economic impacts of COVID 19 Council is experiencing difficulties in procuring Plant and Equipment. There is a global shortage on vehicles due to Covid-19, and there was a high demand across Australia with the government business stimulus package (instant asset write-offs) and tradespeople buying new tools of trade vehicles.



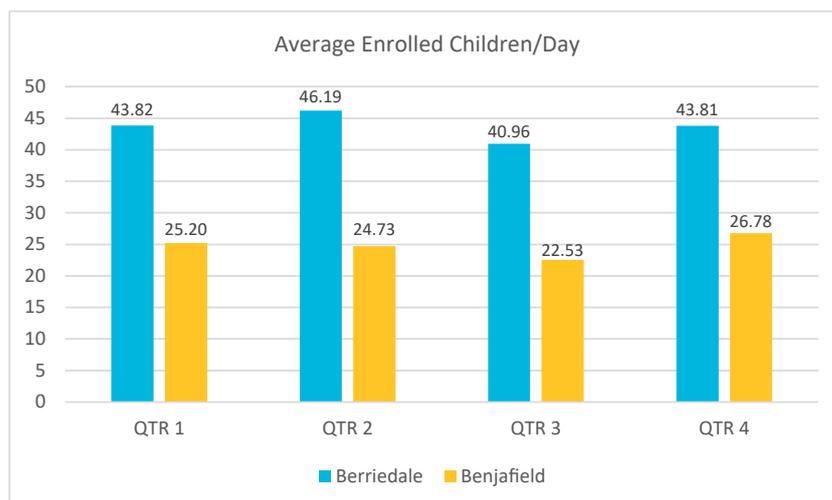


SERVICE DELIVERY - CHILDCARE

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 - 43.81 out of 53 approved places
- Benjafield - 26.78 out of 40 approved places



The Working Together Program is continuing to support 5 children attending 2 days per week, Tuesday, Wednesday and Thursday's 7.5 hours per day. The educators in the 3-5 age group work closely with Working Together Engagement Workers to support these children and their families.

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

FTE's remain stable with some minor variation in the part time hours worked. Increased monitoring of recruitment requests is now in place which will result in a reduction in recruitment activity.



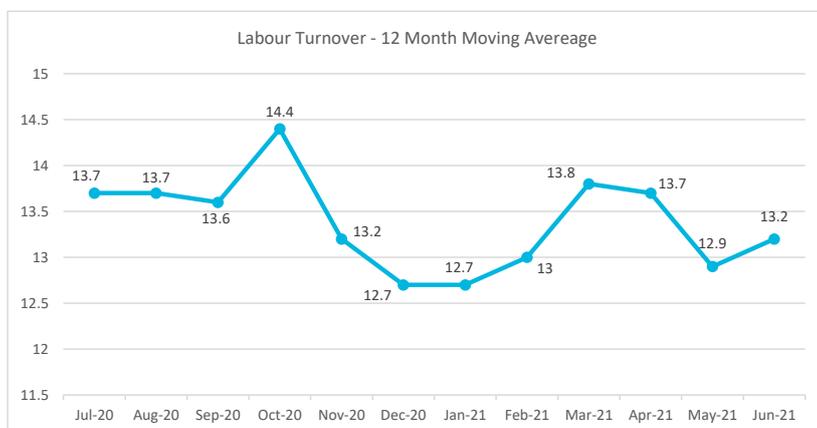
ALL EMPLOYEES - UNPLANNED LEAVE (PERSONAL LEAVE)

The unplanned leave continues to fluctuate within a defined range. Even with the reduction in seasonal flu due to COVID restrictions our unplanned leave is still relatively high.



LABOUR TURNOVER - 12 MONTH MOVING AVERAGE

There is downward trend in the labour turnover statistics although recruitment activity remains relatively high with 12 vacancies currently being processed.



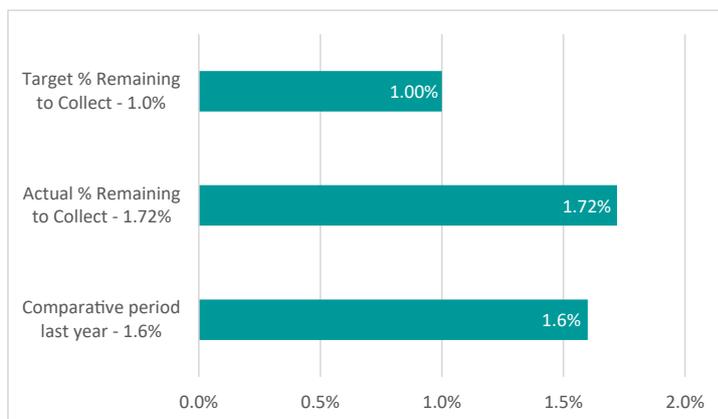


Open for Business

OUTSTANDING RATES DEBT PERCENTAGE

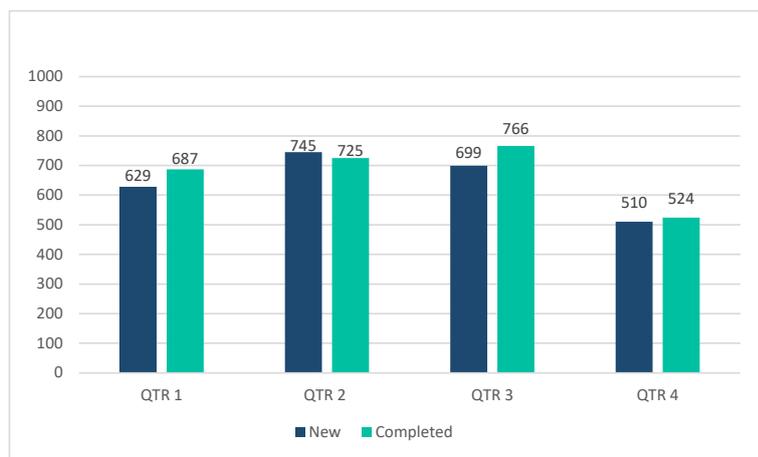
At 30 June 2021, 1.72% of rates remained uncollected (compared to 1.6% last year) against a target of 1.0%.

The variance of 0.12% in uncollected rates from the 2019-20 period can be attributed to changes in collection activities during the COVID-19 restriction period.



WORK CENTRE CUSTOMER SERVICE REQUESTS

Figures show the increase in customer request during the Spring/warmer months. Overall, the Works Centre have maintained a steady workflow and are consistent in actioning incoming customer requests. As a more proactive approach is implemented to maintenance tasks it is envisaged there will be reduced numbers of customer requests.



CUSTOMER COMPLAINTS

Council received 9 formal complaints during Q4 with 8 of those (89%) actioned within the 10 day service commitment.





Valuing our Environment

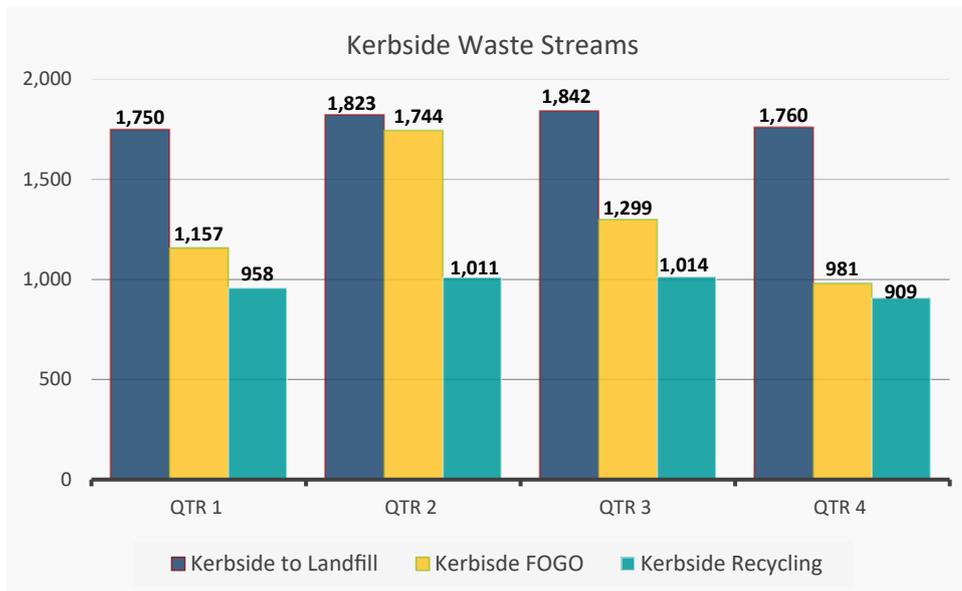
WASTE RECEIVED BY COUNCIL BY QUARTER (TONNES)

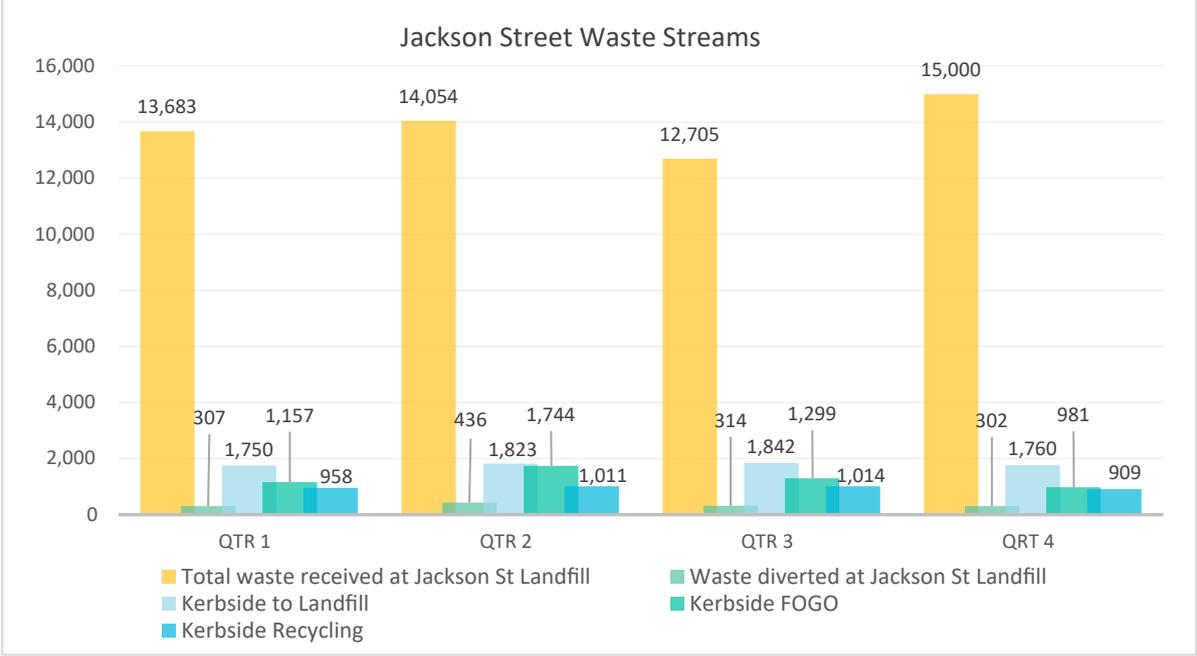
Council's FOGO service continues to perform well with a further 981 tonnes of organic material diverted from landfill in this quarter. Since its commencement in February 2020 (16 months) Council has diverted approximately 7,000 tonnes of organic material from landfill through the FOGO service

JACKSON STREET LANDFILL EXTENSION

Council has awarded the contract for the design and construction of the Jackson St Landfill extension to Downer EDI. Design of the extension is now under way with the design due to be submitted to the Environmental Protection Authority (EPA) in July.

The EPA as the regulatory authority will then review the proposed design and ultimately provide approval to commence the construction works. Pending EPA approval works are expected to commence in September 2021 and be completed by February 2022. The Jackson St Landfill extension is part of Council's broader waste strategy and will provide an approximate 10 additional years to the active life of the landfill





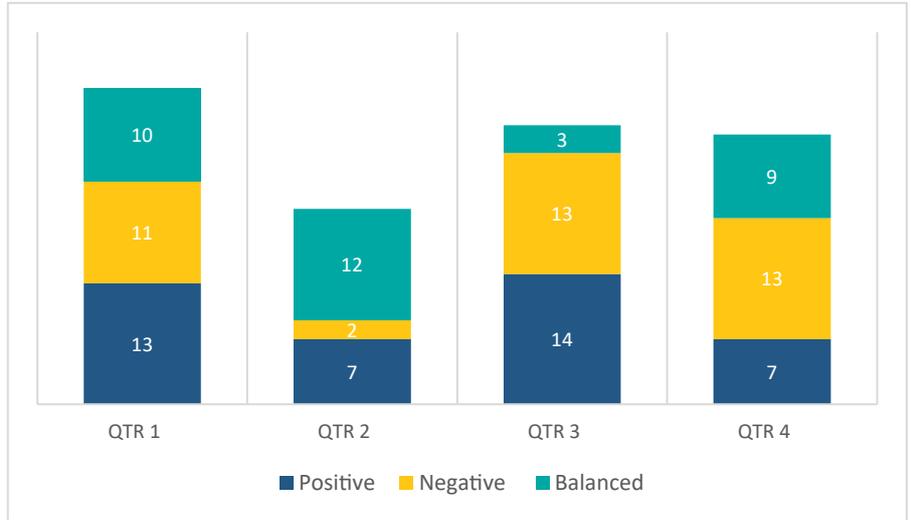


Leading our Community

MEDIA COVERAGE

The final quarter saw both both a State and a subsequent local by-election brought about by the resignation of Mayor Kristie Johnston.

As expected with the announcement of 2021-22 Council budget and the proposed 2.5% commentary was provided through in the letters to the editor and articles in the media. Overall, however, coverage was fair and balanced.

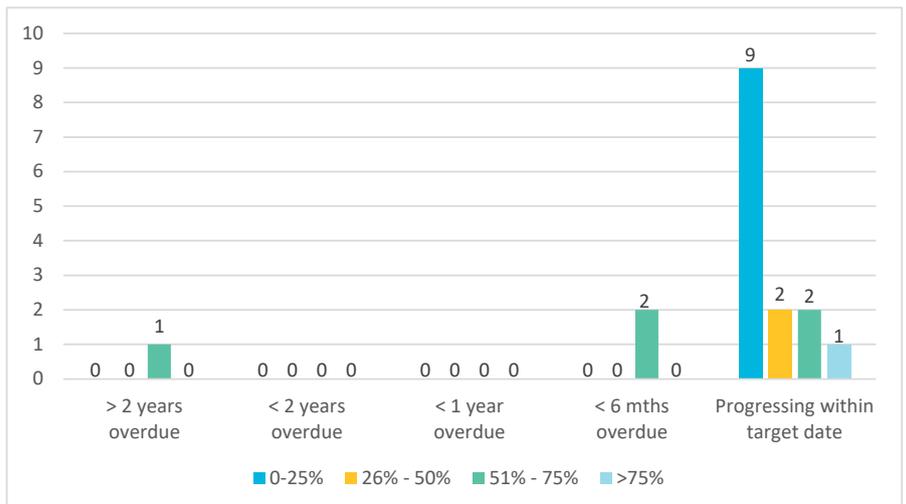


The development safety issues at McGill Rise in Claremont featured prominently in the media, however attention was predominantly focussed on the developers and building certifiers.

Council driven projects such as the Corridor of Modern Art, events funded through the placemaking initiative - Showcase Moonah and community based projects battling ageism, had strong positive media coverage.

OUTSTANDING AUDIT ITEMS - PERCENTAGE COMPLETE

During the April to June 2021 quarter a further four audit items were closed. Two of these closures related to outstanding and overdue audit items. Currently only two items are outstanding beyond their due date. One of these is overdue by one month and is expected to be closed in the current quarter.



The remaining item, overdue by two years, will be closed upon completion of a training program currently being delivered to relevant staff. This is expected to conclude in October 2021.



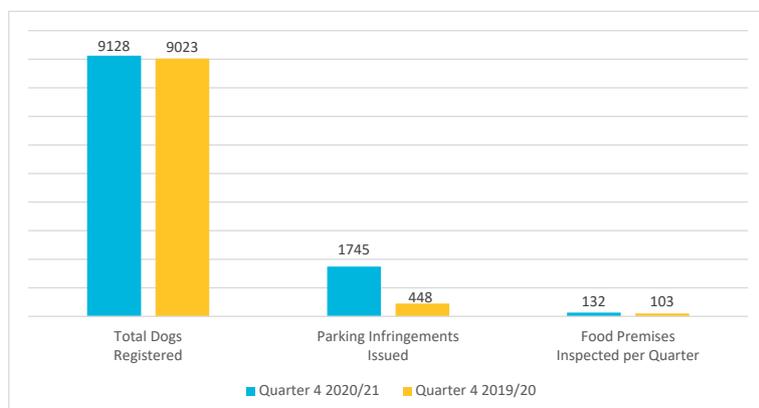
Leading our Community

DOGS, PARKING AND FOOD BUSINESS INSPECTIONS

The number of dogs registered for the year has risen slightly from last year, due to a very successful period for the Dog Registration Auditor. Dog registrations have slowly reduced overall over the last five years, however.

Parking infringements show a large increase from the same quarter last year due to the effects of the COVID restrictions placed on the community over a year ago. Across the year, infringements have stayed consistent once the restrictions were relaxed.

Environmental Health Officers continue to manage food safety risks in the community and undertook 132 food premises inspections for the quarter. This consisted of 113 routine/scheduled inspections and 19 follow up inspections for non-compliances.



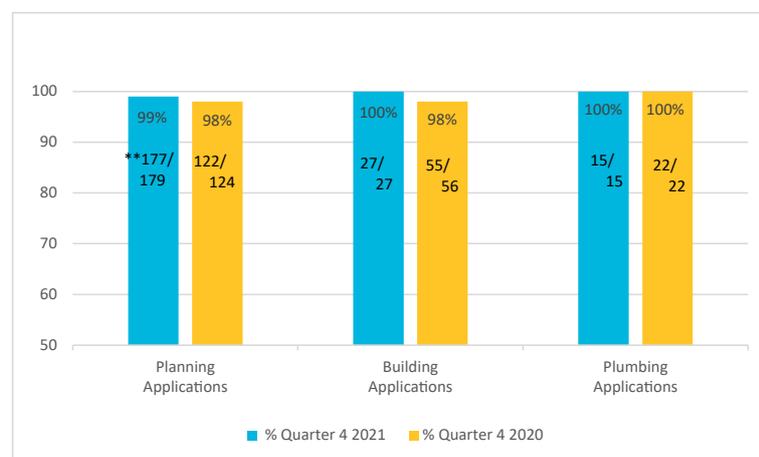
DEVELOPMENT, BUILDING AND PLUMBING APPLICATIONS ASSESSED ON TIME

Development activity in general remains consistently high. The number of planning applications decided in Q4 was the second highest recorded for many years and only 2 behind the highest recorded in Q2 2021.

The number of building 'permits' issued by Council dropped by about 50% when compared to last quarter however this reflected a change in legislation where many of the applications previously received as 'permit work' no longer require permits. These are now 'notifiable' applications, of which Council received 80 for Q4. The assessment of notifiable building applications is done by private building surveyors.

Plumbing permits issued for Q4 remain consistent.

Similarly to building approvals, most of the applications for plumbing approval are in the 'notifiable' category. The assessment of notifiable plumbing applications are however done by Council increasing the approvals by a further 62.



As of Q1 2021 the number of planning applications included S56 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 S56 applications included in the total of 144 is 24.

**As of Q2 2021 the number of planning applications included 'No Permit Required' 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 S56 applications included in the total of 181 is 26.

 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 30 June 2021, there were 10 active Strategic Risks.

NEW RISKS

No new risks were identified this quarter. From Mid- July workshops will be undertaken to identify new risks.

CLOSED RISKS

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

Closed Operational Risks

- A fraud occurrence that results in reduced revenues being collected
- An outdoor work force is exposed to a number of hazards including sun, asbestos, silica, organophosphates/herbicides
- Council lodges inaccurate returns/information to regulatory bodies due to lack of auditing
- Failure to appropriately plan and mitigate against the risk of bush fire leads to loss of critical infrastructure and loss of life/injury
- Inadequate oversight of our landfill operations which results in a breach of EPA requirements
- Inadvertent release of personal information that results in a harm to a person
- Manual handling tasks lead to long term injury
- Working around heavy equipment leads to injury
- Working in public and high risk spaces increases the likelihood of injury e.g. snake bites, jack jumper, working at heights, confined spaces, public abuse, controlled access to work sites, motor vehicle incidents

UPCOMING REPORTS/WORKSHOPS

Currently arranging meetings with Managers and Coordinators to undertake a risk management and risk register refresh. The workshops will also include expansion of business continuity planning at a Departmental level.

Risk assessments in Asset Management: Workshop 18 August 2021

Quarterly Risk Reporting as at 30/11/2021 – due to ELT December 2021

STATUS OF STRATEGIC RISKS AT 30 JUNE 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 Council's agreed 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. Ongoing vigilance, training staff awareness and continual updating of ICT security controls Debrief and lessons learnt undertaken from recent cyber attack. Will be included in the revised incident plans.
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	No
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

STRATEGIC RISK NAME	RISK DESCRIPTION	RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Management of Council's Assets	The ability of Council to manage all assets effectively and efficiently from acquisition/construction through to disposal.	Moderate	Moderate to High and constant	Continued discussions with the Institute of Public Works Engineers regarding asset management governance including draft terms of reference for an asset management committee are progressing the development of asset management in Council.

