

Quarterly Report

Quarter 1 2021-22



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Strategic and Operational Highlights

I am pleased to bring you the Strategic and Operational Highlights from the first quarter of the 2021-22 Financial Year.

MAYOR, DEPUTY MAYOR AND ALDERMAN ANNOUNCED

In July, we welcomed our new Mayor, Bec Thomas and new Alderman, Sue Hickey following a by-election to fill the vacancies created by the resignation of former Mayor Kristie Johnston after her election to State Parliament.

At the August Council meeting, Alderman Steven King was elected as Deputy Mayor to fill the vacant position left by the election of Alderman Thomas as Mayor.

CBD REVITALISATION PROJECT CONCLUDES

The transformation of the Glenorchy central business district (CBD) is now complete with the revitalised CBD opened by Mayor Bec Thomas on 21 September. The three-year, \$5.8m project has given our city heart a facelift, improving public spaces for the benefit of the community and local businesses.

Key project milestones have included:

- Critical upgrades to underground infrastructure, some close to one hundred years old.
- Accessible and widened footpaths with lower kerbs and a slower traffic speed have created a safer space for pedestrians and road users alike.
- Accessible parking and new seating to encourage the community to spend more time in the CBD and support the local businesses in the area.
- New street lighting, which was recently awarded Dark Sky compliance, a first in Tasmania, here in Glenorchy.

I would like to acknowledge the work of all Council staff who have delivered a significant development for our city a month ahead of schedule.

MAJOR SPORT AND RECREATION PROJECTS

With several major projects in the pipeline this year, Council, along with the rest of the country, continues to battle cost escalation, industry-wide shortages of supplies and labour in its capital projects due to the ongoing impacts of COVID-19. This has required us to revisit the scope of many of our projects to make sure the projects can be delivered without breaking the bank. The local government sector is not immune to this impact as new projects create ongoing depreciation and maintenance costs which must be funded each year. We continue to work hard to deliver the best outcome for ratepayers.

In times such as this, careful project selection and transparent project management will be critical to deliver meaningful (and affordable) benefits to our community in the long term.



EADY STREET CLUBROOMS

The upgrades to the Eady Street sportsgrounds officially started in late September. This project is set to deliver new clubrooms for the site including key facilities for the local sporting groups who lease the grounds. The tender was awarded to Maveric Builders on 28 June 2021. Despite delays with supplies and minor cost escalation, I am pleased to advise that the project is now underway.

REGIONAL PLAYSACES PROJECT - MONTROSE FORESHORE AND GIBLINS RESERVE

Originally, it was proposed to create two federally-funded regional playspaces - at the Montrose Bay Foreshore and at Giblins Reserve. However, when the projects were put out to tender, it was found that a doubling of materials and labour costs meant the available federal funding was only enough to cover one project.

Council made the decision at its August meeting to focus its spending on a single regional playspace at Giblins Reserve in Goodwood. Officers are working with the Federal Government to seek agreement to a modified funding agreement to approve the new direction.

NORTH CHIGWELL SOCCER GROUNDS AND KGV COMPLEX

Funding for the upgrade of soccer facilities at North Chigwell soccer grounds and KGV football park (70%/30%) was approved by the Federal Government in April 2021. The funding agreement is yet to be signed because of the need to rescope the projects with stakeholders as a result of cost escalation from \$12.8m to an estimated \$25m. Our project team has been carrying out extensive investigations to identify alternative solutions, including a needs analysis of future site options at North Chigwell.

BMX CLUB BERRIEDALE

The original proposal was to relocate the current BMX facility on the Berriedale Foreshore to Tolosa Park in order to deliver a new BMX facility close to other bike facilities like the Glenorchy Mountain Bike Park and facilitate future development by MONA. The initial budget was proposed at \$750k to complete the move. However it is estimated that there would be a cost closer to \$3m to deliver an Australian competition standard facility at this site. Council is working with key stakeholders to explore a range of project options.

TOLOSA RESERVOIR RE-INTEGRATION

At the July Council meeting, Council gave in-principle endorsement to TasWater concept plans for earth shaping, path benching, water body creation and site revegetation before the site is handed back to Council.

Council officers are working with TasWater to scope the extent of the decommissioning works and assign responsibility for various cost elements before bringing the project back to Council for formal consideration.

REVIEW OF DOG MANAGEMENT POLICY

Every five years, Council reviews its Dog Management Policy to ensure that we make best provision for our furry friends within the City. In July, Council set up a targeted reference group made up of community representatives and key stakeholders to help us develop the revised policy. The next step will be to seek community comment before the policy goes to Council for consideration.



WASTE MANAGEMENT STRATEGY

Waste management is a rapidly-changing area of Council operations at the moment with the State Government's waste action plan coming in and councils exploring the best ways of working together to scale up their activities to provide efficiencies and better environmental management outcomes.

JACKSON STREET LANDFILL EXTENSION

Council officers are working on detailed design works to extend Council's landfill, after the \$2.4m contract was awarded to Downer EDI in April 2021. The project will extend the life of the landfill to between 2030 and 2038 depending on the tipping rate. During initial works, historical waste was uncovered in the area of the proposed cell. This is being removed to ensure that the new landfill cell can be lined and drained in a way that protects our environment. Works are now expected to commence in February 2022.

RECYCLING

Council signed a one-year extension of its contract with Cleanaway through to December 2021 for comingled recycling. This has been collectively negotiated by the Southern councils. Cleanaway and the Waste team continue to share knowledge and provide the community with education opportunities to create awareness about sorting waste responsibly.

A Regional Recycling Processing Services tender was advertised on 18 September 2021, with investigations underway at a regional level into the creation of a Joint Authority to manage this contract. Working together with industry partners is a key part of a collaborative approach to managing our waste now and into the future.

FOGO

Council has taken up the option to extend FOGO disposal contract from February 2021 through to February 2022.

Council has been in active discussions with other inner metropolitan councils to explore the benefits of working together on a joint approach to FOGO disposal over the longer term.

129 DERWENT PARK ROAD

The land at 129 Derwent Park Road is jointly owned by the Glenorchy and Hobart City Councils and is currently leased to Southern Waste Solutions for use as a waste transfer station.

On 29 June 2021, Council authorised commencement of negotiations to pursue a longer-term lease of the Lutana site to Southern Waste Solutions. These negotiations are currently underway.

STATE GOVERNMENT WASTE ACTION PLAN

After lobbying from the local government sector, State Government has agreed to defer the start of the \$20 per tonne landfill levy until 1 July 2022. From that date, waste disposed to landfill will attract the levy. Council is already working to educate and inform the community about diverting valuable waste streams away from landfills through its Waste Management Strategy, which was revised in 2020.



COMMUNITY STRATEGY 2021-2030 ENDORSED

Council adopted the Community Strategy 2021-2030 on 30 August 2021, after extensive community consultation closing in early August 2021. The strategy sets a clear direction for Council's community-focused activities over the next ten years and is based on four key priority areas:

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 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.

GLENORCHY JOBS HUB

The Glenorchy Jobs Hub, a Council-led, State Government funded initiative to get local people into local jobs was launched during the quarter, placing its first jobseeker into work on its first day of operations.

The Hub is run by STEPS and is an important partnership with those local businesses who have pledged their commitment to work with local jobseekers and create further job opportunities across various industries including local government.

The Hub offers job coaching, interview practice and upskilling pathways for those looking for work or seeking a career change.

Located in the historic St Matthews Church, the Jobs Hub is already a familiar resource for the community and a strong online presence has also been developed.

NEW PLANNING SCHEME APPROVED

The Tasmanian Planning Commission advised on 11 August 2021 that the Glenorchy Local Provisions Schedule had been approved and came into effect from 18 August 2021. This Schedule along with the Tasmanian Planning Provisions makes up the new planning scheme applying to Glenorchy. This concludes a long and extensive project by Council to reach this milestone.

Council has been working towards this outcome since the State Government introduced the concept for a single planning scheme for Tasmania in 2015.

The new planning scheme creates more consistent planning scheme rules across the State for the benefit of developers and the community while still making provision for those characteristics that make Glenorchy unique.

COUNCIL ADVOCACY ON GAMING

Council takes a firm stance on gaming because of its significant harmful impacts on problem gamblers, their families and the wider community.

Last year, as a Council, we adopted a Statement on Gambling and we continue to be active in this space to provide a voice for our community. At the August Council meeting, Council's most recent response to the State Government's second round of consultation for its Future



Gaming in Tasmania Policy was tabled. Council had also made a submission to the first round of consultation and the fifth Social and Economic Impact Study of Gambling in Tasmania.

WORKPLACE CULTURE

During the quarter, our staff corporate values were rolled out to workgroups. The values were developed from the bottom up in consultation with staff across our organisation to further define our shared beliefs and goals.

Our staff values are:

- We respect each other
- We are trusted
- Together we are better
- We deliver.



Financial Performance

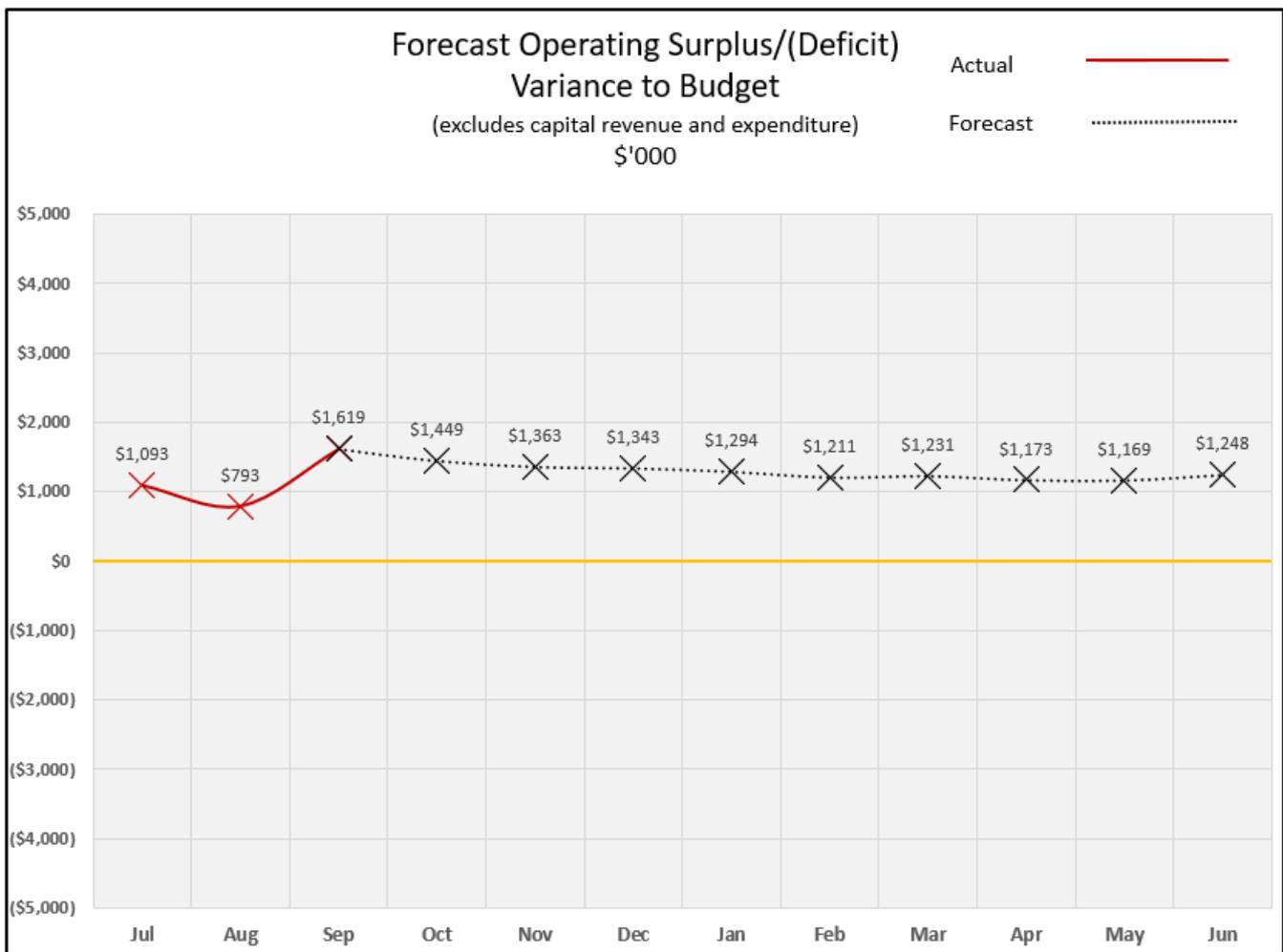


Quarterly Financial Performance Report

FOR THE YEAR-TO-DATE ENDING 30 SEPTEMBER 2021

OPERATING SUMMARY

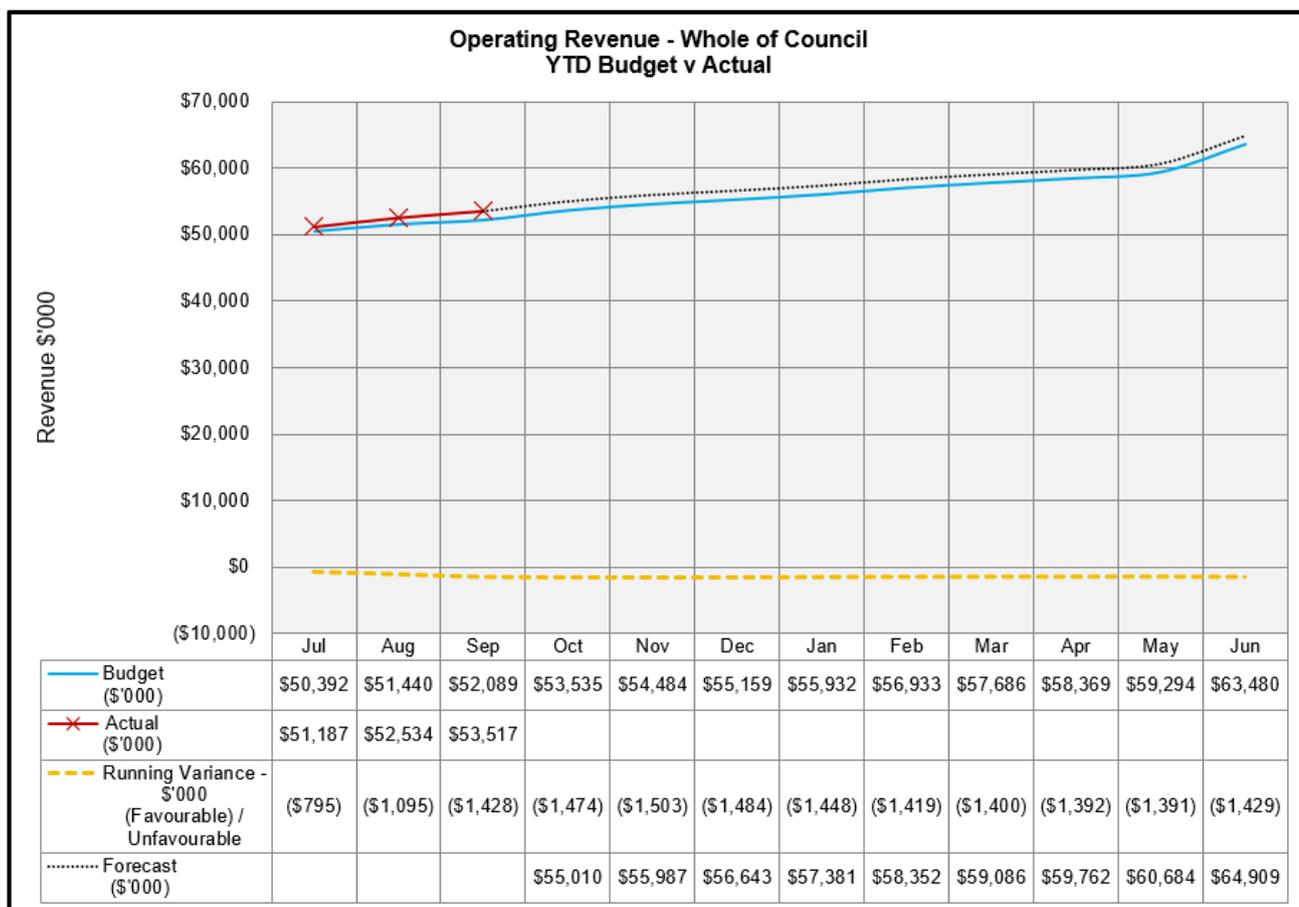
Council’s operating position for the period ending 30 September 2021 is currently showing a favourable result of \$1.619 million against budget. This comprises \$1.428 million more in revenue and \$0.191 million less in expenditure.



Note 1: 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 Councils financial position which may result in differences to previously reported charts.

OPERATING REVENUE

Year to date operational revenue is \$53.517 million compared to budgeted operational revenue of \$52.089 million. This represents a favourable result of \$1.428 million or 2.7% against budget.



Note 1 - Rates Revenue

Favourable to Budget by \$0.341m as a result of increased growth within the City.

Note 2 - User Charges and Licences Revenue

Favourable to Budget by \$0.572m, noting increased activity in planning (\$0.191m) and waste management (\$0.192m).

Note 3 - Interest on Investments

Materially in line with Budget for the year to date, noting the average interest rate across all investments is a historic low of 0.22%.

Note 4 - Operating Grants

Favourable to Budget by \$0.466m, noting that \$0.869m in unspent grants from last year were carried over into this year.

Note 5 - Contributions

Materially in line with Budget for the year to date.

Note 6 - TasWater Income

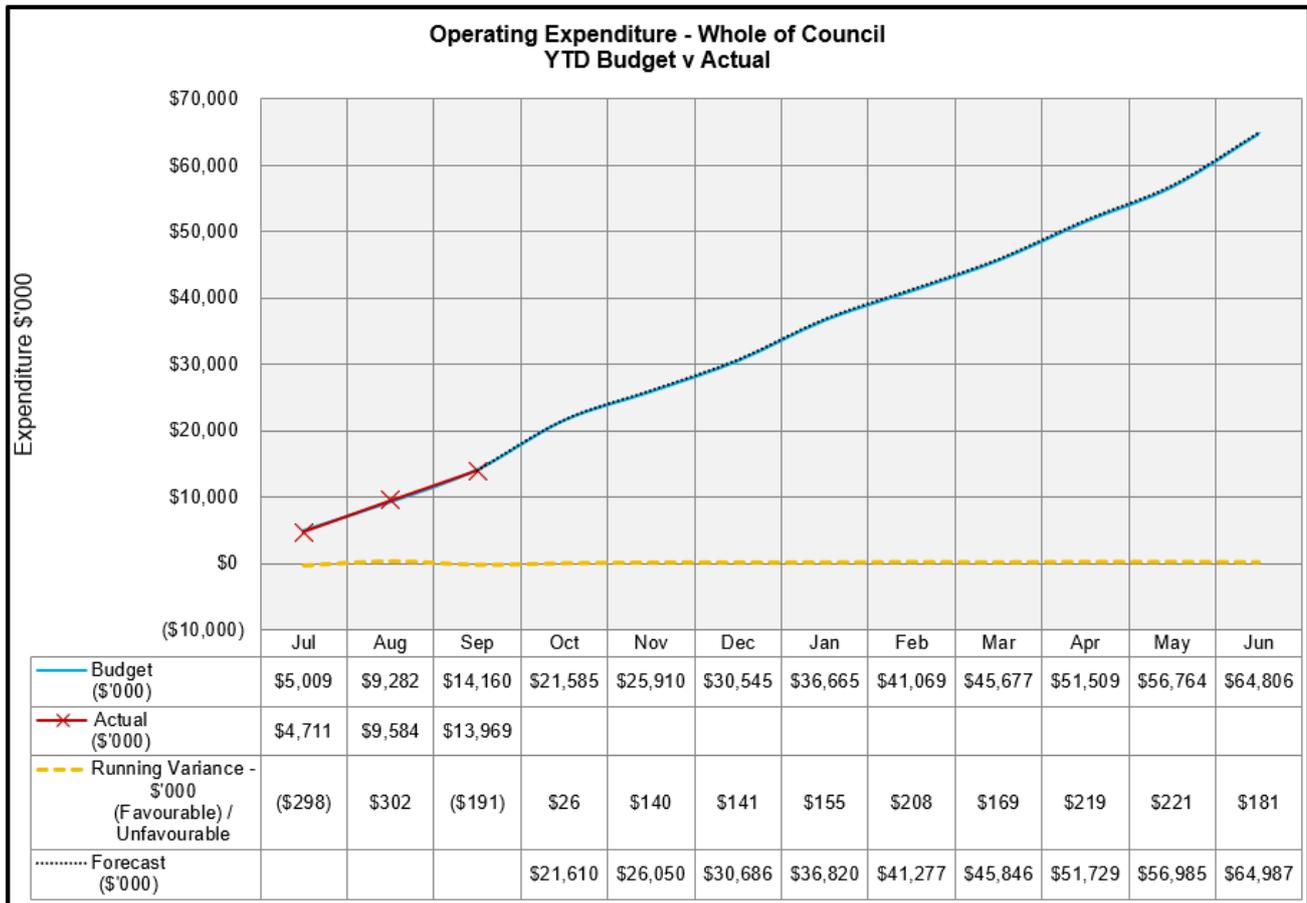
Nil for the year to date, noting the first interim dividend payment is due in October 2021.

Note 7 - Other Income

Materially in line with Budget for the year to date.

OPERATING EXPENDITURE

Actual year-to-date operational expenditure is \$13.969 million compared to budgeted expenditure of \$14.160 million. This represents a favourable result of \$0.191 million or 1.4% compared to budget.



Note 8 - Employment Costs

Favourable to budget by \$0.180m representing the procedural time span in filling / not filling vacant positions.

Note 9 - Materials and Services Expenditure

Materially in line with Budget for the year to date.

Note 10 - Depreciation and Amortisation

Materially in line with Budget for the year to date.

Note 11 - Finance Costs

Materially in line with Budget for the year to date.

Note 12 - Assets Written Off

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

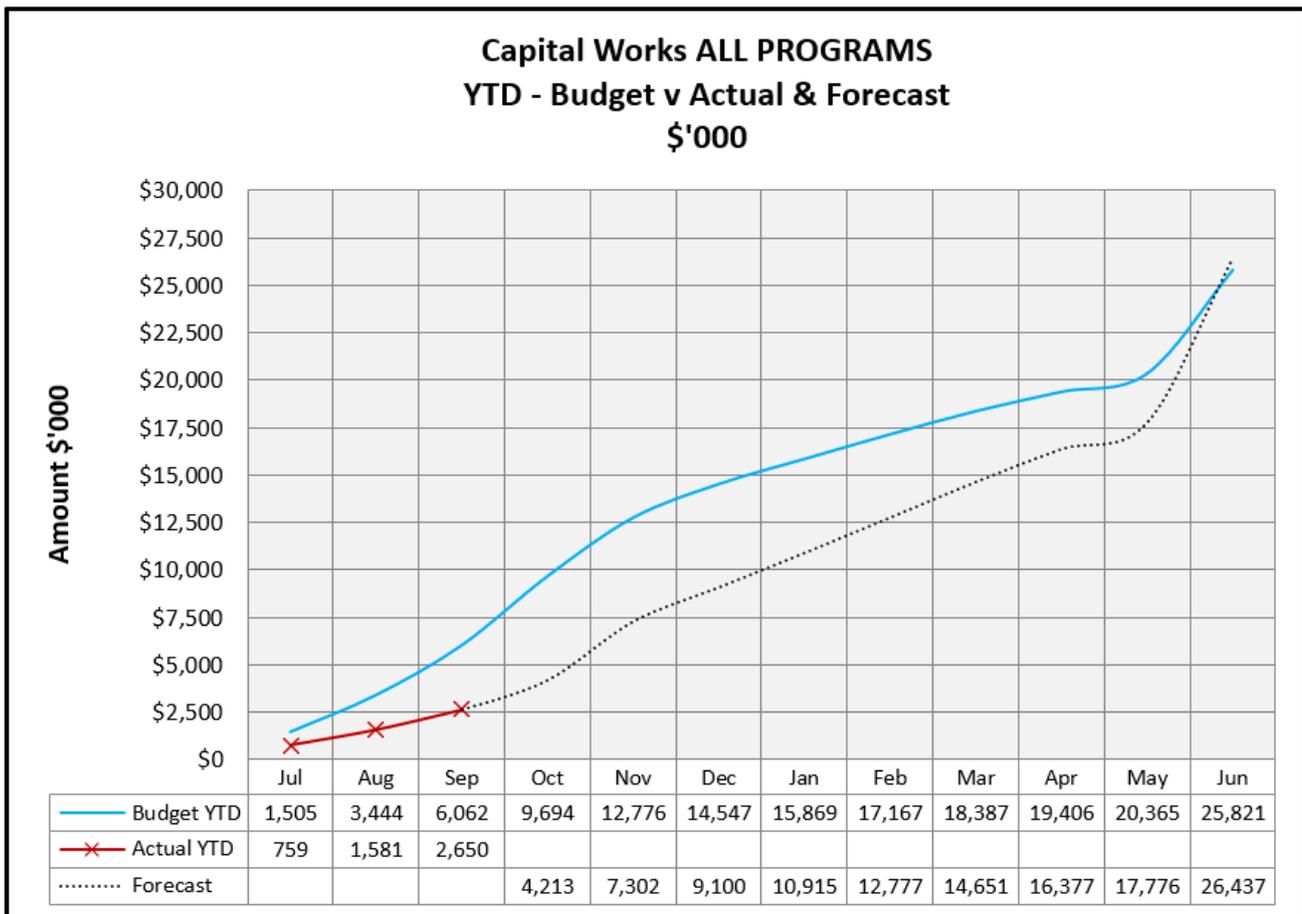
Note 13 - Bad and Doubtful Debts

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

Note 14 - Other Expenses

Materially in line with Budget for the year to date.

CAPITAL WORKS



Council’s year-to-date Capital Works expenditure is \$2.650 million against an annual budget of \$25.821 million.

Councils normal body of capital works is substantially up-to-date. However, Council is undertaking a large program of Grant funded major projects. The scope and size of these projects is a resource intensive process, both internal and external. This has resulted in unutilised budget due to extended timeframes in bringing these projects online.

It is expected the end of quarter 2 will provide a more comprehensive update, however of note at the end of quarter 1 are:

MAJOR CAPITAL PROJECTS NEGATIVE TO BUDGET

PROJECT	VARIANCE
Montrose Foreshore Skatepark	\$133,040
Marine & Innovation Precinct	\$170,000
Greenshoots	\$320,000
BMX Bike Park	\$370,000
Eady St Sports Facility	\$545,533
KGV Soccer - Design & Construction	\$945,211
Montrose Foreshore & Giblins Reserve Play Space Combined Budget	\$1,369,570

MAJOR CAPITAL PROJECTS POSITIVE TO BUDGET

PROJECT	VARIANCE
7 Peltro Street Purchase	\$446,741
Public Toilets Giblyns Reserve	\$163,773
Jackson Street Landfill Extension	\$136,101
Desktops/Laptops Replacement	\$133,420

NON-OPERATING REVENUE

Note 15 - Contributions - Non Monetary Assets

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

Note 16 - Gain or Loss on Disposal of Fixed Assets

Favourable to Budget by \$0.103m, noting \$0.092m in disposal revenue and \$0.057m in disposal costs against a net Budget of \$0.068m loss.

Note 17 - Capital Grants

Favourable to Budget by \$1.452m, noting \$2.085m in unspent grants from last year were carried over into this year and new grants for Flood Early Warning System \$0.132m and VRUP Eady Street/Bowen Road \$0.035m.

CASH AND INVESTMENTS

At 30 September 2021, actual funds available in cash and investments totalled \$41.693 million compared to \$26.618 million for the same period last year. The increase of approximately \$15 million comprises \$8 million from the sale of the Derwent Entertainment Centre and \$7 million in cash based additional revenue / reduced capital expenditure.

RATES COLLECTIONS

At 30 September 2021, the total rates collected was 46.9% which is marginally ahead of last year's comparable result of 45.5% but well ahead of the target collection of 37.5%. Primary contributors are a strong real estate market resulting in full payment of rates on settlement and the recommencement of recovery processes following the COVID-19 suspension last year.

STATEMENT OF COMPREHENSIVE INCOME

GLENORCHY CITY COUNCIL - FINANCIAL REPORT STATEMENT OF COMPREHENSIVE INCOME TO 30 SEPTEMBER 2021					
Year-to-Date (YTD)	Note	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000	2022 Variance Actual to Budget
Operating Revenue					
Rates	1	42,949	43,290	39,917	▲
User charges and licences	2	7,814	8,386	7,426	▲
Interest	3	12	12	(21)	↔
Grants	4	1,268	1,734	1,173	▲
Contributions - cash	5	10	10	4	↔
Investment income from TasWater	6	-	-	-	↔
Other income	7	36	84	62	▲
Total Operating Revenue		52,089	53,517	48,562	▲
Operating Expenditure					
Employment costs	8	5,757	5,577	5,545	▼
Materials and services	9	4,161	4,323	3,717	▲
Depreciation and amortisation	10	4,071	3,951	3,446	▼
Finance costs	11	33	18	-	▼
Assets written off	12	-	-	-	↔
Bad and doubtful debts	13	1	-	-	↔
Other expenses	14	137	99	499	▼
Total Operating Expenditure		14,160	13,969	13,207	▼
Total Operating Surplus/(Deficit)		37,929	39,548	35,356	▲
Non-Operating Revenue					
Contributions - non-monetary assets	15	-	-	-	↔
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(68)	34	652	▲
Capital grants received specifically for new or upgraded assets	17	800	2,252	789	▲
Total Non-Operating Revenue		732	2,286	1,441	▲
Total Surplus/(Deficit)		38,660	41,834	36,797	▲
Capital Budget					
Economic Stimulus		877	18		
Transport		1,635	1,060		
Property		3,171	1,026		
Plant & Equipment		44	34		
Fleet		0	148		
Stormwater		294	203		
ICT & Other		41	160		
Total Capital Budget	18	6,062	2,650		▼

STATEMENT OF FINANCIAL POSITION

GLENORCHY CITY COUNCIL - FINANCIAL REPORT STATEMENT OF FINANCIAL POSITION	2022 YTD \$'000	2021 YTD \$'000
Asset		
Current assets		
Cash and Cash Equivalents Current	4,109	4,229
Trade and Other Receivables	27,786	26,209
Inventories	93	88
Non-Current assets classified as held for sale	2,647	11,063
Contract Assets Current	-	-
Current Investments	36,246	21,052
Other Assets Current	-	-
Total current assets	70,881	62,641
Non-current assets		
Property, Infrastructure, Plant and Equipment	735,207	695,091
Investment in Water Corporation	158,717	146,905
Intangible Assets	50	112
Right of use assets Non Current	396	1,209
Other Non-Current Assets	8,007	6,437
Total non-current assets	902,377	849,754
Total assets	973,258	912,395
Liabilities		
Current Liabilities		
Trade & Other payables Current	967	636
Provisions - Current	5,215	5,013
Borrowings Current	2,137	1,004
Trust Funds and Deposits Current	1,079	391
Lease Liabilities Current	251	747
Contract Liabilities Current	48	-
Other Liabilities Current	57	245
Total current liabilities	9,754	8,036
Non-current liabilities		
Provisions Non Current	3,565	3,859
Borrowings - Non Current	3,527	1,155
Non Current Lease Liabilities	206	470
Total non-current liabilities	7,298	5,484
Total Liabilities	17,052	13,520
Net assets	956,206	898,875

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 this report against previously presented Financial Performance Reports.

✔ Key Performance Indicators



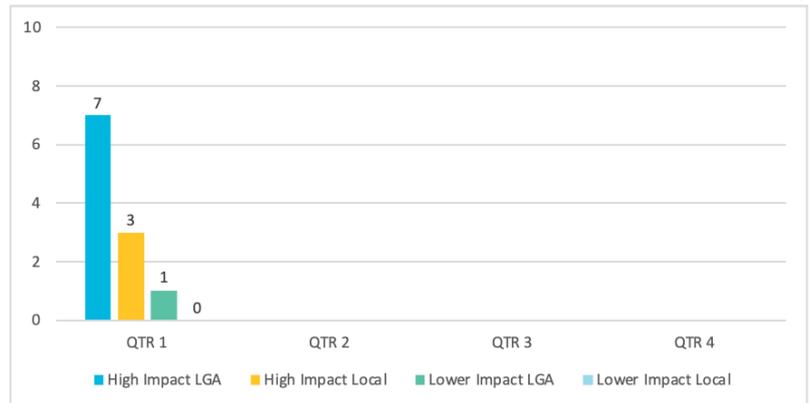


NUMBER OF ENGAGEMENTS

There were 11 engagement projects during the quarter.

Seven engagements were higher impact LGA, three at higher impact local and one lower impact LGA.

Eight engagements were at the “consult” level on the Spectrum of Public Participation, one was at the “consult/involve” level and two were at the “inform” level.



Engagements were:

- Customer Service Strategy (consult - higher impact LGA)
- Montrose Skatepark (consult/involve - higher impact LGA)
- Multicultural Hub Provider Grant (inform - lower impact LGA)
- Marine and Innovation Masterplan (consult - higher impact local)
- Draft Glenorchy Playspaces Strategy (stage 2) (consult - higher impact LGA)
- Draft Glenorchy Sport and Recreation Strategy (stage 2) (consult - higher impact LGA)
- Draft Community Strategy (consult - higher impact LGA)
- Dog Management Policy Review (consult - higher impact LGA)
- COVID-19 Business Impacts Survey (consult - lower impact LGA)
- Land Disposals - Alcorso Drive, Berriedale (consult - higher impact local)
- Flood mapping (inform - higher impact LGA)

The Urban Tree Strategy and Youth Spaces remained open during the quarter. There was also a Land Disposals page open where members of the public could register their details to get notifications when land disposals were being considered.

There were two internal surveys - new video conferencing units and Work Centre display units.

During the quarter (up to 24 September) the Let’s Talk, Glenorchy site had a total of 1,800 visits which included:

- 1,300 aware participants (visited at least one page)
- 917 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool)
- 348 engaged participants (participated in surveys or quick polls, contributed to ideas).

The Draft Placespaces Strategy was the project with the most participants, followed by the Montrose Skatepark and the Dog Management Policy Review.

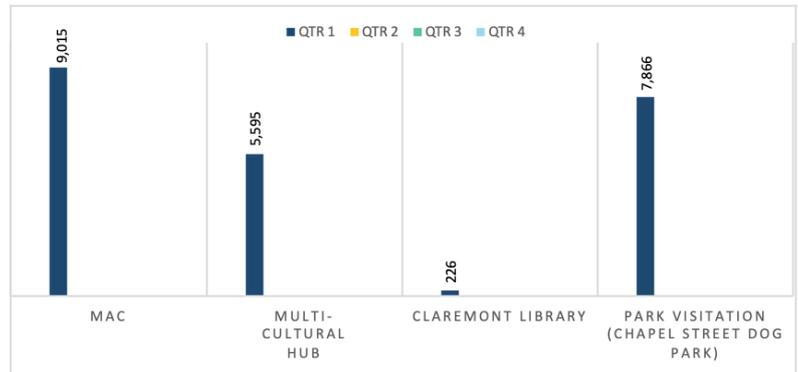
There are currently 690 people registered on the site, with 104 new registrations during the quarter.



COMMUNITY PARTICIPATION

MOONAH ARTS CENTRE

There were 9,015 people who visited the Moonah Arts Centre with 480 days of activity at 97% arts based activity. Days of activity is a measurement of the bookings and activity taking place in any of the spaces in the Centre. COVID restrictions and social distancing mean that capacity at the MAC is about 75%, and attendances are at about 75% of pre COVID-19 attendances.



MULTI CULTURAL HUB

There were 5,595 people from a diverse range of cultures attended the Multicultural Hub this quarter.

CLAREMONT LIBRARY

There were 226 visitors to the Claremont Community Library in the first quarter.

PARK VISITATION (CHAPEL STREET DOG PARK)

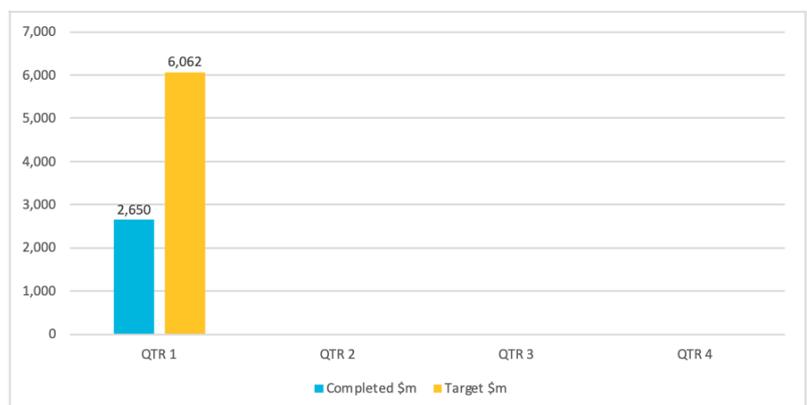
The July to September 2021 quarter saw 7,866 visitors to the Chapel Street dog park. The busiest month in the current quarter was September with visitors steadily increasing over the quarter.

Park usage is reasonably consistent across the days of the week, with a slight increase from Saturday to Monday.

There has not been significant change in the spread of use across the week over the past four quarters.

CAPITAL WORKS COMPLETED (\$'000)

Council's Capital Works program has an annual budget for this year of \$25.821 million. Council's normal body of capital works is progressing well and Council will complete the majority of all road, footpath, bridge, stormwater and property renewal and upgrade works that have been planned for this financial year.



Council is undertaking a large program of grant funded major projects, which involves some major sporting facility redevelopments. The scope and size of these projects is a resource intensive process. These projects were not scoped in detail when grant funding was made available, this coupled with significant material and contractor cost escalations has resulted in the need to rescope the projects to ensure they can be delivered within the available grant funding.



Due to the underfunding and cost escalation, Council has applied for a variation to the Australian Government to withdraw the regional playspace at Montrose Bay Foreshore and focus on the delivery of one regional playspace at Giblyns Reserve. This was supported by Council due to a number of road safety concerns with the intersection of Foreshore Road and the Brooker Highway at the Montrose Bay Foreshore site.

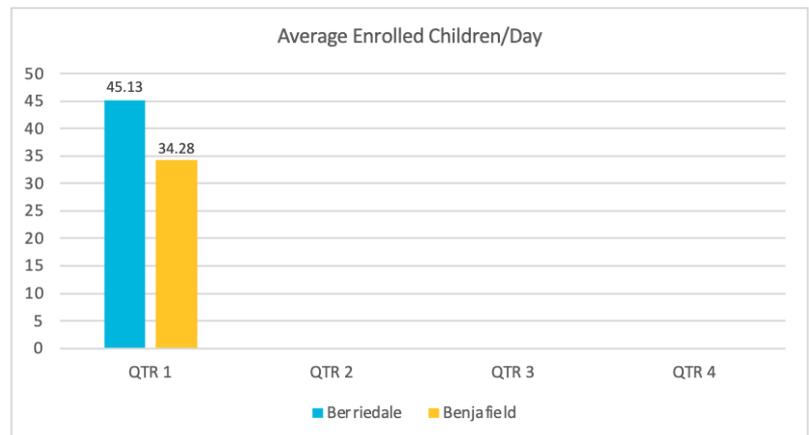
Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market.

SERVICE DELIVERY - CHILDCARE

Childcare continues to be in high demand. Both Benjafield and Berriedale Child Care Centres have high utilisation and a waitlist of families seeking both immediate care and care in 2022.

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

- Berriedale 45.13 out of 53 approved places
- Benjafield 34.28 out of 40 approved places



Benjafield and Berriedale continue to participate in the Working Together Program, a Tasmanian Government funded initiative. The program continues to provide five fully funded places for eligible three-year olds for up to 400 hours per year for each child. This program continues to provide opportunities for educators to participate in professional learning, collaborative conversations, and networking with early learning partners in Early Education and Care Services across Tasmania.

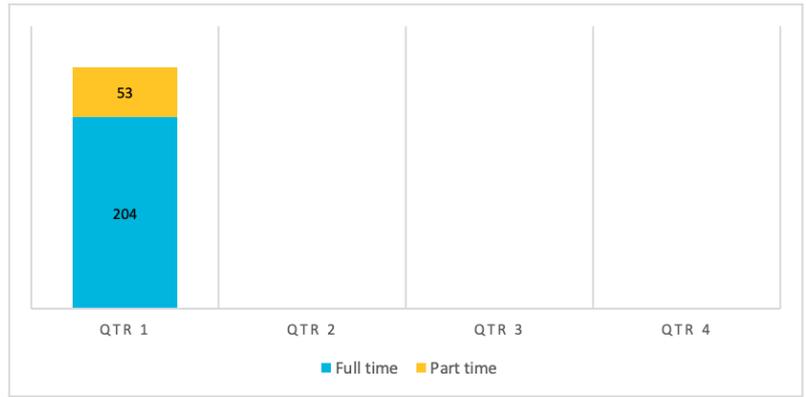
Both Centres remain compliant with the National Quality Standard and maintain a rating of 'Meeting'.

Both services continue to provide holistic support to all families, in particular those children and their families who are vulnerable and or at risk. The services liaise daily with a variety of external support services including: Early Childhood Intervention Services, St Giles, Local Primary Schools, private occupational therapists, paediatricians, psychologists, Child Safety Services and other medical professionals and specialist in individual child care plans.



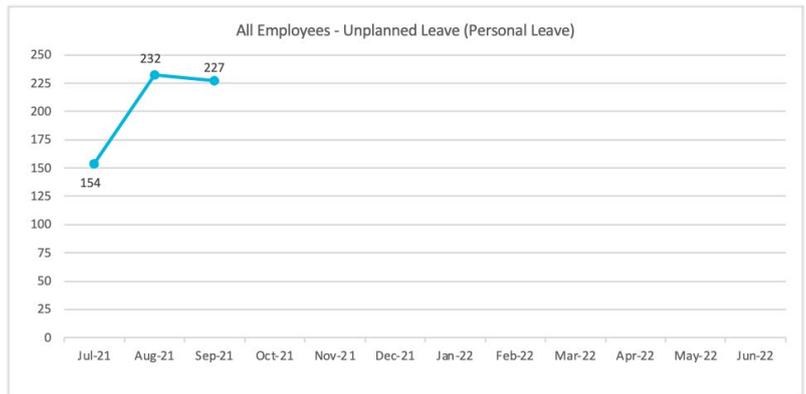
FULL TIME EQUIVALENT

Employment numbers remain steady throughout the quarter.



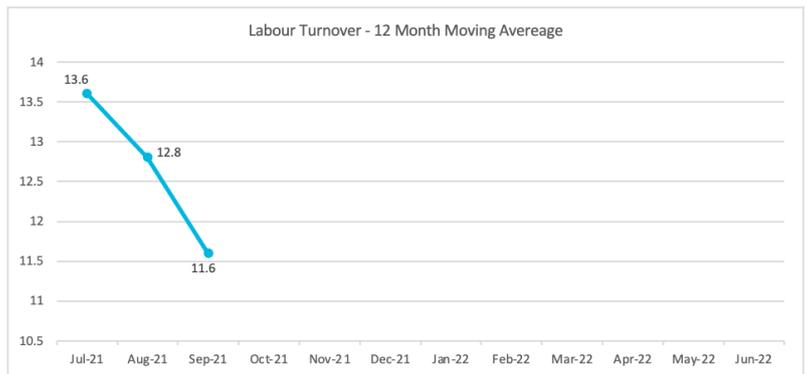
ALL EMPLOYEES - UNPLANNED LEAVE (PERSONAL LEAVE)

There has been an increase in unplanned leave associated with the later winter months.



LABOUR TURNOVER

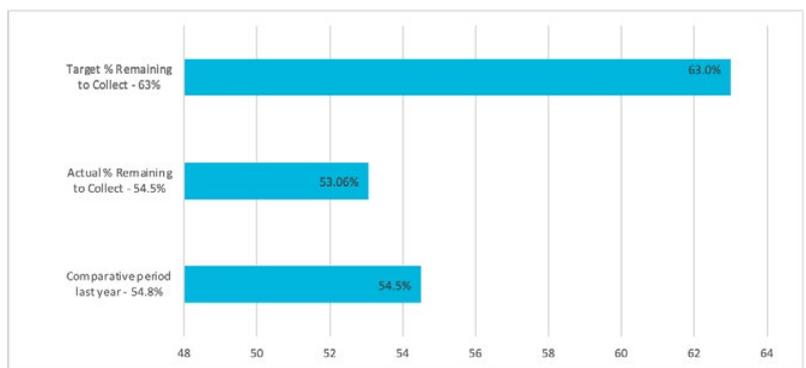
This quarter, we have seen a decline in staff turnover from the previous quarter, with a two percent drop in employees exiting the organisation.



OUTSTANDING RATES DEBT PERCENTAGE

As at 30 September 2021, 53.06% of rates remain uncollected (compared to 54.5% last year) against a target of 63%.

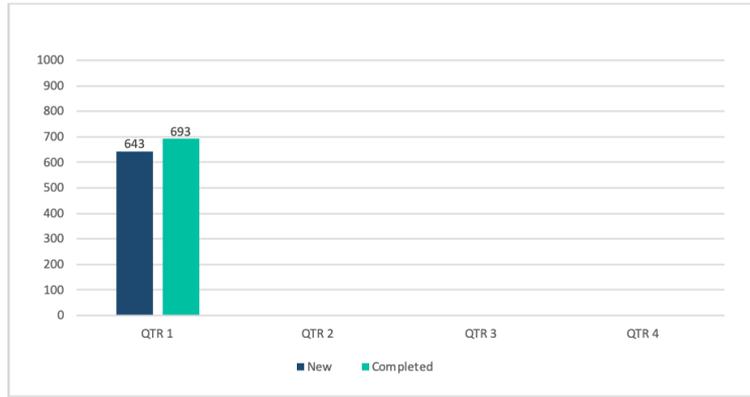
The variance of 1.44% in uncollected rates from the 2020-21 period can be attributed to the re-commencement of collection activities.





WORK CENTRE CUSTOMER SERVICE REQUESTS

Figures show more completed customer requests than new. Works Centre staff have maintained a steady workflow and are gradually catching up with actioning outstanding customer requests.



CUSTOMER COMPLAINTS

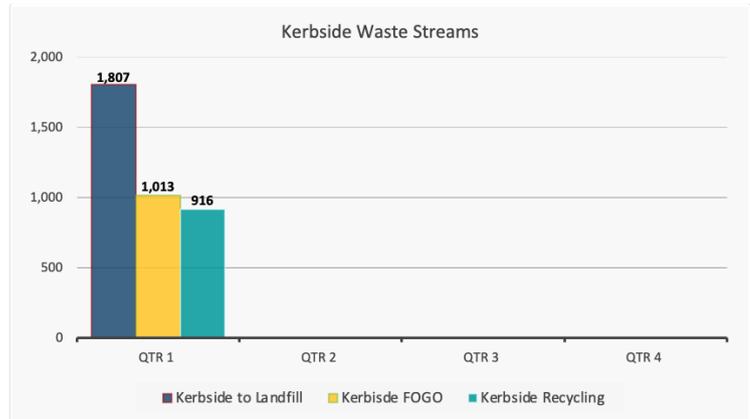
Council received three formal complaints during Q1 2021-22 with two of those (67%) actioned within the 10 day service commitment.



KERBSIDE SERVICES

Council’s FOGO service continues to perform well even during the winter months with **1,013 tonnes** of organic material diverted from landfill for the 1st quarter period.

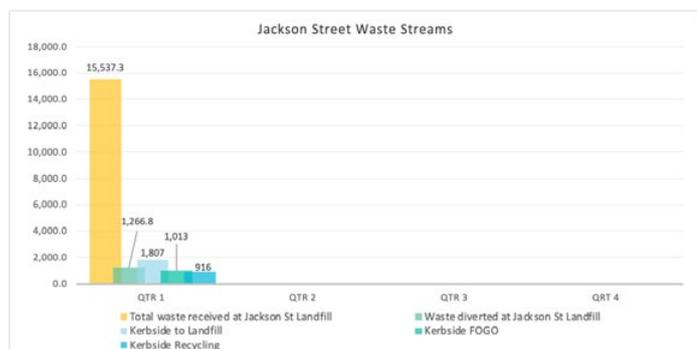
Since its commencement in February 2020 (16 months) Council has diverted approximately **8,000 tonnes** of organic material from landfill through the FOGO service.



Recycling rates remain steady with approximately 90% residential participation rate and with 916 tonnes of commingled recyclables collected from the kerbside and processed in this period.

JACKSON STREET LANDFILL EXTENSION

Council is continuing to work with Downer EDI to finalise the design of the landfill extension, once the design is complete this will be submitted to the Environmental Protection Authority (EPA). The EPA as the regulatory authority will





then review the proposed design and ultimately provide approval to commence the construction works. Due to some unexpected delays and pending EPA approval, works are now expected to commence in February 2022 and be completed by April 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.

MEDIA MENTIONS

The media coverage for the first quarter were mixed.

The majority of the negative commentary was focused on the McGill Rise development.

Understandably, this is an emotional situation for the community and was received with concern and confusion as to how this situation could occur. While the planning side

of this issue restricts the powers Council has, it was an opportunity to work with the community and mainstream media to open up the discussion into the statutory requirements of Council, as well as the building process, local government's role in such matters and the diversion of power to uphold standards.

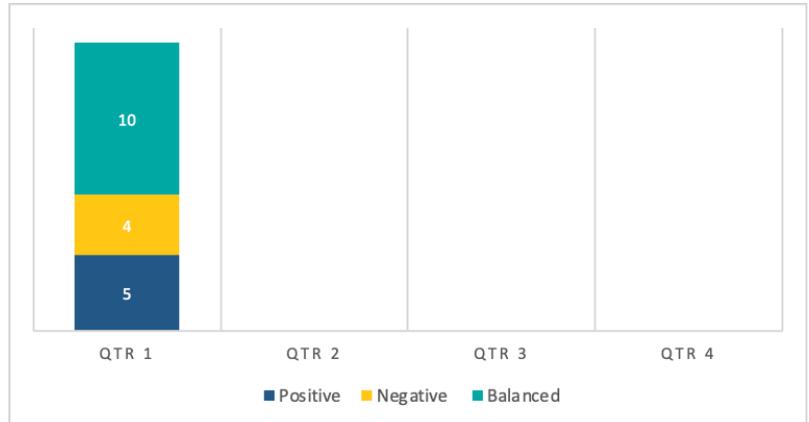
Positive stories came to light through the recently launched Glenorchy Jobs Hub and, in the same vicinity, the newly opened Glenorchy CBD area. It has been great to see new life and passion breathed into our city with fresh perspectives from pleased local shop owners and successful local job applicants speak proudly of Glenorchy to counter the often tired rhetoric historically attached to the Northern Suburbs.

The media have shown a key interest in our city in recent months including the ABC who set up for a month in our city to broadcast. Located at our facility, the Moonah Arts Centre, the ABC team shared and sought out local stories working alongside the Communications team. It was great to see high levels of engagement from the community who relished the opportunity to highlight our history, our innovation and our passion for Glenorchy.

For the remaining commentary in this quarter Council remained a stoic commentator on various topics offering our perspective as a local authority to clarify processes and provide factual evidence. There have been a few incidences of media centred around multiple Council topics and therefore Glenorchy has been but one of many to provide comment.

The Communications team have also worked with various departments to engage more broadly about Council processes such as the recent dog policy's first round of community engagement. This was well received and demonstrates another great avenue to encourage the community to action.

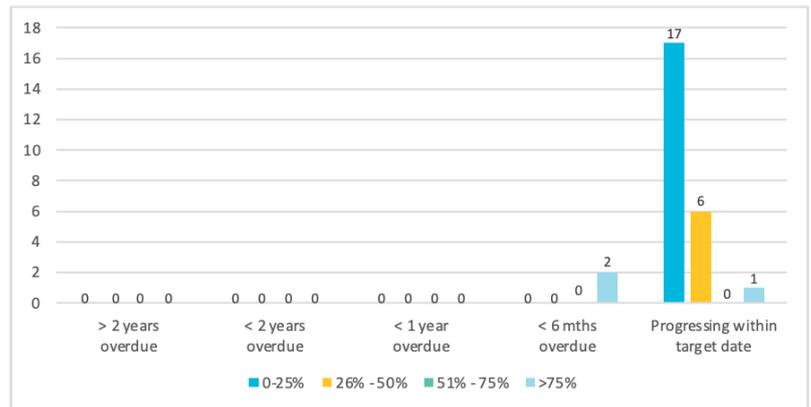
The overarching theme that is emerging is progress: Glenorchy is moving and things are happening in our area to attract the masses to the great North and the exciting spaces we are starting to activate.





OUTSTANDING AUDIT ITEMS

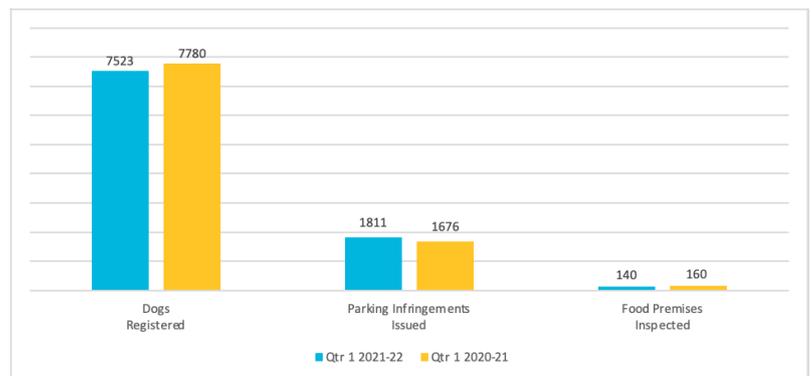
During the July to September 2021 quarter a further three audit items were closed. One of these closures related to the last remaining outstanding and overdue audit item from a project management audit completed in 2013. The remaining two items related to a 2020 change management audit.



The remaining audit findings relating to audits completed in 2019 to 2021 are all progressing within their agreed dates, with two subject to a four month delay due to COVID-19 delaying staff training outcomes.

DOGS, PARKING AND FOOD BUSINESS INSPECTIONS

During the July to September 2021 quarter, responsible dog ownership and compliance pursuant to the Dog Control Act 2000 drew parallels with compliance of the same period in recent years.



There were 7,523 dogs registered upon closure of the dog registration due date, and 43 infringement notices issued consisting of either failing to register dog or other non-registration offences under the Act. Increased dog registration compliance and identified breaches for failing to register dog will become more prevalent during the October and January quarters.

The abundance of off-street residential parking in the City provides residents with a desirable parking alternative to parking on the street which subsequently reduces the occurrences of parking non-compliance under the Road Rules (Tasmanian) 2019. During the July quarter there were 1,811 parking infringement notices issued for non-compliance under the Road Rules, of which the majority of these were subject to offences closer to shopping precincts, essential services, and/or in nearby streets. The majority of these parking breaches were identified during routine patrols, however, a number of breaches were identified as a result of customer requests received. Infringement notice recipients were deemed to be both residents and/or visitors to the City. The number of parking breaches identified during the July quarter are comparable to the same time period of recent years not impacted by COVID-19 closures.

Environmental Health Officers continue to manage food safety risks in the community and undertook 140 food premises inspections for the quarter. This consisted of 111 routine/scheduled inspections and 29 follow up inspections for non-compliances.

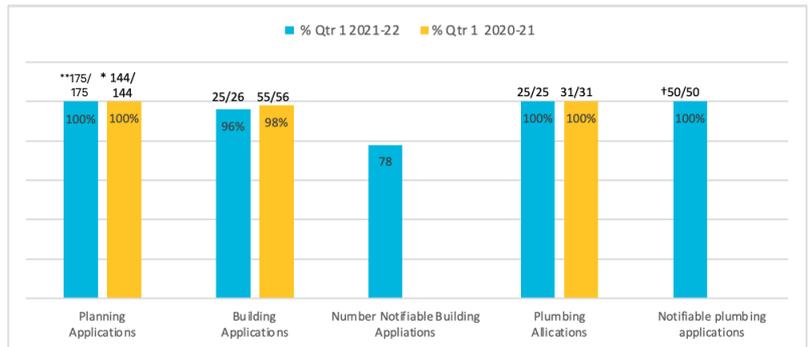


DEVELOPMENT, BUILDING AND PLUMBING APPLICATIONS ASSESSED ON TIME

The number of planning applications decided in Q1 was 175, well above previous months and pre-COVID numbers. A further 202 applications were received for the same period and was just shy of the record number of 209 received for the corresponding quarter in 2021.

A further 26 building permit and 78 building notifiable applications were received for Q1 2021-2022 consistent with those received in Q1 of 2020-2021. The Q2 statistics include both building notifiable and plumbing notifiable applications numbers previously not recorded but included to better reflect the work required by officers for their assessment. With 'notifiable' building applications most of the assessment is completed by private building surveyors.

The number of plumbing applications has increased for Q1 2021-2022 which reflects the higher number of planning applications that are progressing to construction. Plumbing Surveyors complete the full assessment of plumbing 'notifiable' and 'permit' applications.



*As of Q1 2021 the number of planning applications includes: Permitted, Discretionary and S56 amendments.

**The number of 'No Permit Required' applications is included from Q2 2021.

†As of Q1 2022 the number of 'plumbing notifiable' and 'building notifiable' applications has been recorded as this more adequately reflects the the work being performed by assessing officers.



Risk Management Dashboard Report

1 July 2021 – 30 September 2021





GENERAL RISK UPDATE

Managers are now required to, as a part of their monthly reporting, review and update their current risks. In September 2021 meetings commenced between Manager Corporate Governance and Departmental Managers, the purpose of these meetings is to review the progress of the risks identified approx. 18 months ago, close operational risks that treatment tasks have been completed and identify new risks.

This process has an expected completion date of 30 November 2021.

ACTIVE RISKS:

- There are 10 Strategic Risks.
- Workforce has 10 Operational Risks.
- Stakeholder Engagement and Relationship has 4 Operational Risks.
- Management of Council Assets has 6 Operational Risks.
- IT Security and Data has 9 Operational Risks.
- Governance has 25 Operational Risks.
- Financial Sustainability and Budget control has 12 Operational Risks.
- Environmental Management has 2 Operational Risks.
- Efficient and Effective Service Delivery has 23 Operational Risks.

NEW RISKS

As part of the review process some new risks have been identified:

NEW STRATEGIC RISK

- Advocacy and role of Council in Social Outcomes.

NEW OPERATIONAL RISK

- There is a lack of governance processes regarding Program Management leading to suboptimal outcomes for Council projects.

The above new operational risk is related to the Efficient and Effective Service Delivery strategic risk.

Note: not all departments have completed their review.

CLOSED RISK TREATMENTS

The following treatment actions have been closed and the related control/s have been updated:

CLOSED TREATMENT ACTION- RISK (EFFICIENT AND EFFECTIVE SERVICE DELIVERY)

- Issue tender for the digitisation of paper records.
- ELT to approve POE document, development of an arts and culture strategy, adoption of the strategy by Council implementation of the strategy.
- Review policies including clarifying roles and responsibilities ongoing training for Alderman and responsible officers.

**CLOSED TREATMENT ACTION - RISK (FINANCIAL SUSTAINABILITY AND BUDGET CONTROL)**

- Point of Entry developed, development of the Childcare Strategy approved by ELT and adopted by Council, implementation of the strategy.
- More frequent condition surveys on roads and footpaths, greater compliance on subdivisions/ follow-up post build compliance.

CLOSED TREATMENT ACTION - RISK (GOVERNANCE RISKS)

- Master Plan currently being developed which will look at upgrades and maintenance schedules (MBP).

CLOSED TREATMENT ACTION- RISK (IT SECURITY AND DATA)

- Ongoing business engagement between ICT and all GCC Directorates. Externally, maintain relationships with vendors and review SLAs, contracts and opportunities for consolidation as they come up for renewal.
- Review core systems and applications.
- ICT Manager will engage with all Directorates on a regular basis to improve planning and provision of ICT solutions to meet business needs.

CLOSED TREATMENT ACTION- RISK (MANAGEMENT OF COUNCILS ASSETS)

- Asset management will be included in Council's Strategic Risk Register.

CLOSED TREATMENT ACTION - RISK (STAKEHOLDER ENGAGEMENT AND RELATIONSHIP)

- Change Management Framework, Community Engagement Platform, Corporate Communication Strategy.

CLOSED TREATMENT ACTION - RISK (WORKFORCE RISK)

- Implement communications strategy and staff.
- Employ external agency to validate credentials.

UPCOMING REPORTING / WORKSHOPS

Quarterly Risk Reporting as at 30/12/2021 - due to ELT Jan 2022.



COMPARISON OF STRATEGIC RISK RATING TO RISK APPETITE THIS QUARTER

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	Yes. This continues to be a work in progress with significant improvements being undertaken in Community Development and asset management. It is expected these works, due for completion in 2022 will reduce this risk to below Appetite.
IT Security and Data	Ability of GCC to keep data and information secure and maintain a functioning IT system according to legislative requirements and expectations of the community.	Moderate	Moderate to High	Yes. Further work to be completed with core system review completed. Now to be planned and implemented.
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



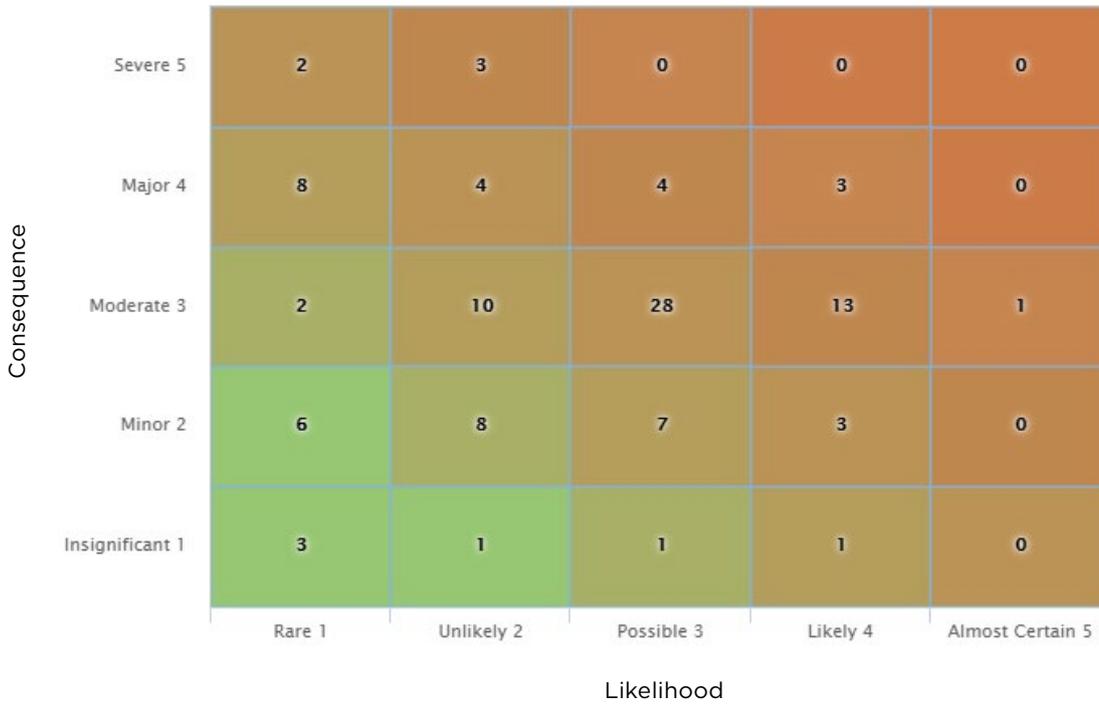
STRATEGIC RISK NAME	RISK DESCRIPTION	RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Stakeholder Engagement and Relationship	Ability to create, maintain and develop positive stakeholder relationships including good communication and consultation, managing stakeholder risks, and proactive 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
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 declining.	Yes. Continued progress in this area is expected. Controls are being updated moving closer to closing Operational Risks which will bring the Risk Status down.



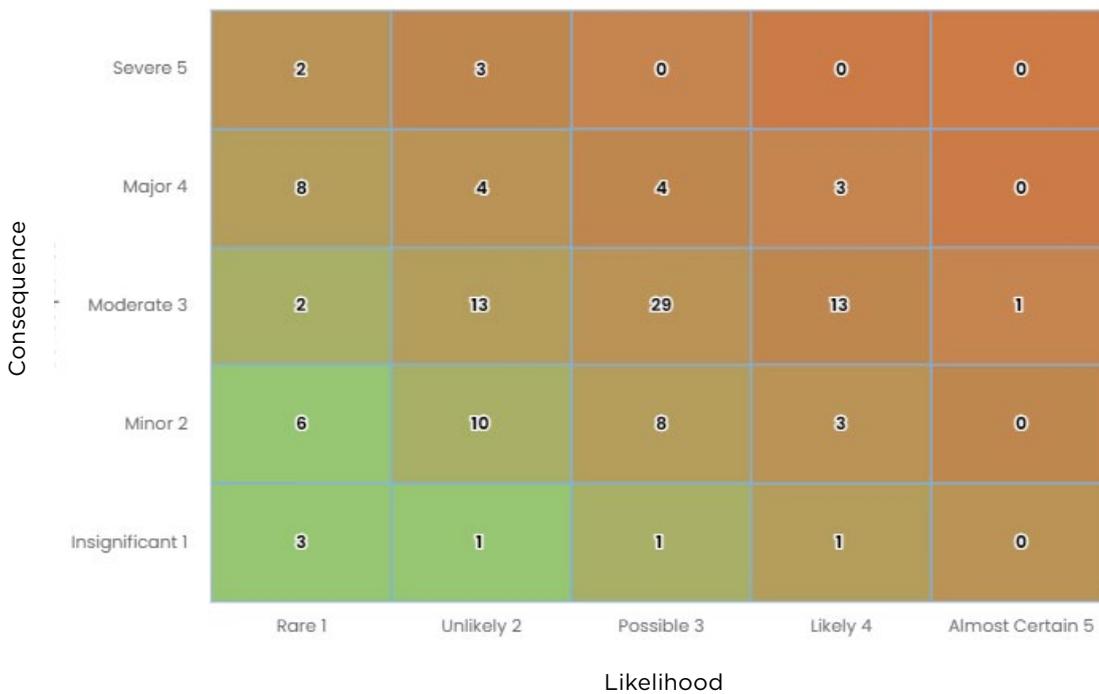
RISK MANAGEMENT HEATMAP

RESIDUAL RISK ASSESSMENT COMPARISON 5 JULY 2021 VS 5 OCTOBER 2021

As at 5 July 2021



As at 5 October 2021





COMPARISON

As at 5 October 2021



