Glenorchy City Council Ordinary Council Meeting Monday, 23 February 2026

AGENDA

Notice is hereby given of a Meeting of the Glenorchy City Council to be held at the Council Chambers commencing at 3:30pm.

GLENORCHY CITY COUNCIL

QUALIFIED PERSON CERTIFICATION

The Chief Executive Officer certifies that, in accordance with section 65 of the *Local Government Act 1993*, any advice, information and recommendations contained in the reports related to this agenda have been prepared by persons who have the qualifications or experience necessary to give such advice, information and recommendations.

_____

Emilio Reale

Chief Executive Officer

Monday, 23 February 2026

| **Workshops held since last Council meeting:** | **Date:** | Monday, 2 February 2026 |
| | **Purpose:** | To present and discuss: |

- Greyhound Rescue (Open workshop)
- Budget Bids (Closed workshop)

| | **Date:** | Tuesday, 10 February 2026 (Closed workshop) |
| | **Purpose:** | To present and discuss: |

- Southern Tasmanian Regional Land Use Strategy (STRLUS)
- Mid-Year Budget Review
- Moonah Improvements Upgrade

| | **Date:** | Monday, 16 February 2026 (Closed workshop) |
| | **Purpose:** | To present and discuss: |

- Emergency Management Update

ELECTED MEMBER STATEMENT OF INTENT

November 2022

We will...	By...
Be curious, open to change and difference	Being progressive, proactive, and innovative Taking calculated risks Asking questions before offering opinions or solutions Debating ideas without getting personal Remembering everyone is equal Always having an open mind
Be authentic and act with integrity	Being accessible Being honest and trustworthy Demonstrating transparency and accountability
Be respectful to each other	Going to the source, in person, early Assuming good intent, always Acting with good intent, always Actively listening, seeking to understand Valuing other's opinions Being prepared
Own and right our wrongs	Self-reflecting Being open to feedback Being brave enough to be vulnerable
Show strong leadership	Challenging the status quo Continually learning and practicing good governance Striving for financial sustainability and strength Having clarity on role and purpose
Consider the impact we have on others	Practicing emotional intelligence Hearing both sides before making judgement Remembering our behaviour and words matter to staff

ELECTED MEMBER LEGACY

November 2022

At the end of our term,

we will have made a real difference because, together:

We deliver

We're active and present

We put people first

We are inclusive

We are future focussed and brave

We improved communication and community engagement

We empowered our community

We rebuilt pride

We were accountable

We created a safe, clean, equitable city

TABLE OF CONTENTS

1 APOLOGIES

2 CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council meeting held on Tuesday, 27 January 2026 be confirmed.

3 ANNOUNCEMENTS BY THE CHAIR

4 PECUNIARY INTEREST NOTIFICATION

5   RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Question without Notice - Mala Crew, Glenorchy

Q1:   Is GCC committed to providing an accessible and inclusive system where all ages and abilities are not isolated? Do you have the loop system in place, and have you ensured that it works?

A1:   [CEO] Yes, Council did have a hearing loop, but this is older technology. Council now has upgraded to an infrared system that links to the hearing headsets that are on the desk next to the door, so if anyone does have a hearing disability, they can put those headsets on, and the system it links to them. The main microphone picks up the talking and transfers it straight to the headset. This has recently been checked and is working.

Q2:   You have an obligation to make sure that you have subtitles in real time?

A2:   [CEO] This question was taken on notice.

Response: The need to provide subtitles in real time was checked and found that it is not a legal requirement. Under Tasmania's Local Government Act 1993 and the Local Government (Meeting Procedures) Regulations, councils can livestream and record open council meetings, and many do. However, the legislation sets no mandatory requirement that they must do so, nor does it specify requirements for accessibility features like real-time subtitle captions.

Councils adopt their own livestreaming policies to govern how meetings are streamed and recorded, but these typically focus on technical arrangements and archival access, not captions.

6 PUBLIC QUESTION TIME (15 MINUTES)

Please note:

The Council Meeting is a formal meeting of the Elected Members elected by the Glenorchy community. It is chaired by the Mayor. Public question time is an opportunity in the formal meeting for the public to ask questions of their elected Council representatives about the matters that affect ratepayers and citizens.

In accordance with regulation 31(2) and (3) (Public question time) Local Government (Meeting Procedures) Regulations 2025, Council will allocate 15 minutes during each Council Meeting to invite members of the public to ask questions relating to the activities of Council.

The following rules and procedures apply to Public Question Time:

1. questions must relate to the activities of Council
2. members of the public are to announce their name and residential address before asking a question (which will be recorded in the minutes)
3. questions are to be put succinctly and in the form of a question, not a comment
4. questions must not be inflammatory, abusive, defamatory, contain a personal attack or otherwise breach any rules of the meeting which have been explained by the Chairperson
5. the Chairperson may limit the number of questions asked by each member of the public in order to ensure that all members of the public wishing to ask questions are given the opportunity within the allocated time
6. the Chairperson will decide the order in which questions are to be asked and may rotate the order between different members of the public if individuals have more than one question to ask
7. the Chairperson may, in their absolute discretion:
   a) refuse to answer a question if the Chairperson deems that it is inappropriate or does not comply with these rules or the rules of the Council meeting, or
   b) take a question 'on notice', in which case the answer will be provided in writing prior the next Council meeting and included on the agenda for the next Council meeting
8. if a question is taken on notice, the Chairperson may request that the member of the public submit their question in writing and may refuse to provide a response if the question is not provided as requested, and
9. the 15 minutes allocated for Public Question Time may be extended at the discretion of the Chairperson at the conclusion of the time period. Council is to publish information relating to Public Question Time, including any additional rules and procedures, on Council's website.

Question with notice – Natalie Larter, President of Friends of Glenorchy Pool Inc (FoGP Inc)
Received Tuesday, 10 February 2026
Response sent by email on Tuesday, 17 February 2026

Q1: **I note GCC "suspended" the contract with Belgravia when the pool was shut in 2023, and that council has reactivated this contract, in preparation for the reopening of the Glenorchy Pool in 2026.**

Will council provide to the Glenorchy community and Friends of Glenorchy Pool inc. (FoGP inc.) with a copy of the lease agreement between Glenorchy City Council and the operator?

If yes, when could we please be provided with it? If no, could council please explain the rationale behind keeping this from the public and FoGP inc.?

Response: This is a commercial agreement that is not a public document. Council has provided a public statement soon after the Council Meeting that outlines the rationale and is available here: www.gcc.tas.gov.au/wp-content/uploads/2026/01/GCC-MR-Glenorchy-War-Memorial-Pool-contractor.pdf . In summary the reasons are:

- Belgravia was selected through a public tender process in 2020, and had two years left to on its contract when the pool was closed in 2023 for safety reasons.
- It is difficult to run a tender process for a long term pool operator whilst the repairs of the pool are still underway, and there are significant changes to the pool that could affect the commercial operation (e.g. new heating system, significant accessibly improvements, removal of water slide).
- Waiting for the repairs to be finished before running that process would not provide sufficient time for an operator to recruit staff, organise school carnivals and programs.
- A public tender process for a longer term pool operator will be undertaken at the conclusion of these two years/seasons. At that time there will be a better understanding of the likely usage rates and operational costs to support that process.

Q2: **How long does the contract with Belgravia (from 2023) have to go (now that it's been reactivated) and when will tenders be sought from operators to run the pool after this contract with Belgravia has ended?**

Response: As detailed above, this is for the coming two seasons only. A public tender process will be run after that.

Q3: **How much will Glenorchy City Council pay the operator (Belgravia) to run the Glenorchy Pool each year?**

Response: The subsidy payments remain the same as previously but adjusted for inflation over that period. As noted above there are significant changes to the pool that could affect its usage rates and operational costs. At the conclusion of the two seasons this will be revaluated before going to market for a longer term pool operator.

Q4: **Will the operator be penalised for not opening the Glenorchy Pool at its advertised scheduled times? (FoGP inc. notes Belgravia closed the pool intermittently last time it operated the pool, due to staff shortages).**

Response: The Council can follow a formal dispute process that is included in the commercial agreement if it feels that the obligations of the agreement are not being met.

Q5: **Can GCC detail the measures it will take to ensure that the operation of the pool is financially sustainable?**

Response: Like most public pools, the Glenorchy Pool runs at a financial loss, which is why a Council (ratepayer) subsidy payment is offered to operators to run the pool. This will continue to be the case with the current Glenorchy Pool, which is accepted by Council due to the social and health benefits. Council will work with the operator to ensure the pool is run as efficiently as possible.

Q6: **Who is responsible for the repair of the pool once the contract between Belgravia and Glenorchy City Council is underway?**

Response: Council remains responsible for the repair of the pool and significant maintenance tasks. The operator is only responsible for basic maintenance.

Q7: **Who is responsible (the operator or Glenorchy City Council) for repair and maintenance of the pool after the defects liability period (DLP) has expired? How long is that DLP (is the DLP 12 months)?**

Response: The DLP period is 12 months from the date of Practical Completion. Council is responsible for the repair of the pool and significant maintenance tasks. The operator is only responsible for basic maintenance.

Q8: **After the DLP period has ended, what timeframes will be put in place by Glenorchy City Council to ensure any repair and maintenance of the pool is completed in a timely manner?**

Response: The pool will be subject to inspections and maintenance tasks that vary greatly depending on the specific items. There is also a need to be ready for unplanned issues and works that may occur and are reported by the operator or users.

Q9:   What regimes will be in place for regular safety and maintenance checks of the pool?

Response: As per Q8.

Q10:   Who will be responsible for regular safety and maintenance checks of the pool - Glenorchy City Council or the operator?

Response: The operator is responsible for ensuring the day to day operations are conducted in a safe manner. The operator is responsible for providing any reasonably required information to Council concerning safety matters, damage, incident reports and the like. Council also has rights to conduct its own inspections as required. More significant maintenance tasks are typically undertaken when Council is in control of the pool (eg. out of swimming seasons).

Q11:   Will council budget for repairs outside of the DLP, over the next 5 years so there will be money set aside for repairs and maintenance? How much will be set aside each year for repairs and maintenance of the pool?

Response: Yes, however this can vary substantially as there are more significant tasks such as repainting the pool that occur at certain intervals (e.g. 5 to 7 years). There can also be unforeseen issues that require works or repairs as needed. Council is committed to undertaking these works from within its own budgets within reason, notwithstanding a major failure that would need consideration of Council given the age of the pool and the plans for a major redevelopment for a long term aquatic centre.

Q12:   By law, Belgravia's pool lifeguards and management will be required to minimise and eliminate health and safety hazards and risks. What process will GCC put in place to ensure council is kept up tp date and informed of Belgravia's internal observations and the reports generated around risk management of the pool facility and patron safety?

Response: As noted earlier the operator is responsible for providing any reasonably required information to Council concerning safety matters, damage, incident reports and the like. Council also has rights to conduct its own inspections as required. The Commercial agreement has a requirement for the operator to provide regular reports to Council on usage and operation of the pool.

7　PETITIONS/ADDRESSING COUNCIL MEETING

8. COMMUNITY

Community Goal – Making Lives Better

8.1   ACTIVITIES OF THE MAYOR

Author: Mayor (Sue Hickey)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Activities of the Mayor

Executive Summary

This report details the recent activities of the Mayor and Deputy Mayor while in the role of Acting Mayor.

Mayor Hickey attended 17 events or external meetings during the period from Monday, 12 January 2026 to Sunday, 8 February 2026.

From the period Saturday, 24 January 2026 to Sunday, 1 February 2026, Deputy Mayor Russell Yaxley was delegated as Acting Mayor while the Mayor was on leave. When the Mayor is on approved leave, the Deputy Mayor is the delegated Acting Mayor and is therefore responsible for chairing meetings and formally representing Council.

Acting Mayor Yaxley attended seven events and external meetings during the period from Saturday, 24 January 2026 to Sunday, 1 February 2026.

Recommendation

That Council:

1.   RECEIVE and NOTE the report about the activities of Mayor Hickey during the period from Monday, 12 January 2026 to Sunday, 8 February 2026.

2.   RECEIVE and NOTE the report about the activities of the Acting Mayor Yaxley during the period from Saturday, 24 January 2026 to Sunday, 1 February 2026.

Proposal in Detail

These are the events and external meetings attended by Mayor Hickey during the period from Monday, 12 January 2026 to Sunday, 8 February 2026.

Monday, 12 January 2026

• Attended a meeting with Lisa Bennetto, Executive Officer for the Greater Hobart Strategic Partnership.

• Attended the 2026 Hobart International VIP experience in the Legends Lounge.

Wednesday, 14 January 2026

• Participated in the Tennis Tasmania Council Engagement Session at the Hobart International.

Friday, 16 January 2026

• Attended a memorial service for Neil Harwood, former Glenorchy Citizen of the Year.

Monday, 19 January 2026

- Attended a meeting with Peter Wheatley of Peopleworks, regarding a community Pay It Forward project.

- Chaired the Glenorchy City Council workshop.

Tuesday, 20 January 2026

- Attended a meeting with Marriner Group.

- Attended the Glenorchy City Council Project Control Group meeting.

Thursday, 22 January 2026

- Attended a meeting with Lisa Bennetto, Executive Officer for the Greater Hobart Strategic Partnership.

- Attended a meeting with Friendship Hub and Dementia Australia.

- Attended and opened the Moonah Arts Centre first exhibition opening event of 2026.

*The following dates are the events and external meetings attended by Acting Mayor Alderman Russell Yaxley during the period from Saturday, 24 January 2026 to Sunday, 1 February 2026.

Tuesday, 27 January 2026

- Participated in the Triple M Radio 'Mayor on the Air' interview. Topics of discussion included Glenorchy City Council's response to the Hobart/Glenorchy merger proposal, upcoming events and an update on the refurbishment of the Glenorchy War Memorial Pool.

- Chaired the Glenorchy Planning Authority meeting.

- Chaired the Glenorchy City Council meeting.

Wednesday, 28 January 2026

- Participated in an ABC Radio interview. Glenorchy City Council's response to the Hobart/Glenorchy merger proposal was discussed.

- Attended the Goodwood Family Fun Day (barbeque and basketball event) that launched a partnership between Glenorchy City Council (GCC) and Woolworths. This partnership involves Woolworths supplying food for the free-to-the-public barbeques hosted monthly by the GCC Community Development Team.

- Participated in a television interview with 7NEWS and ABC News. Glenorchy City Council's response to the Hobart/Glenorchy merger proposal was discussed.

- Presided over the Citizenship Ceremony held at MyState Bank Arena.

**The Mayor returned from leave Monday, 2 February 2026.

Monday, 2 February 2026

- Attended a barbeque lunch to mark the placement of a bench plaque in memory of Jack Allen (Past District Governor, Lions Club Glenorchy City).

- Chaired the Glenorchy City Council workshop.

Wednesday, 4 February 2026

- Attended a meeting with Benjamin Jardine, Chief Executive Officer of the District Nurses.

Thursday, 5 February 2026

- Attended a launch event for "Bikes For Good," Tasmania's first social enterprise bike shop.

Friday, 6 February 2026

- Participated in an ABC Radio 'Friday Forum' interview.

Sunday, 8 February 2026

- Participated in an ABC Radio interview regarding Esmond Dorney's Snows Dry Cleaning Building.

In addition to the above meetings and events, the Mayor and Acting Mayor attended numerous internal meetings and performed other administrative duties.

Attachments

Nil

9. ECONOMIC

Community Goal – Open for Business

9.1   SUBMISSION TO THE PRODUCTIVITY COMMISSION REGARDING GST DISTRIBUTION

Author: Director Community and Corporate Services (Tracey Ehrlich)

Qualified Person: Director Community and Corporate Services (Tracey Ehrlich)

File Reference: Federal Government Communications

Executive Summary

On 30 January 2026 the Treasurer wrote to Council advising that the Federal Government is undertaking a review of the GST distribution system through the *Treasury Laws Amendment (Making Sure Every State and Territory Gets Their Fair Share of GST) Act 2018*. The State Treasurer has asked all Councils to consider engaging in the Productivity Commission enquiry by making a submission to the Commission. The aim of which is to ensure collective advocacy aimed at securing new GST distribution arrangements that are in Tasmania's best interest.

The state's GST revenue (received from the Commonwealth as untied general revenue assistance under the Horizontal Fiscal Equalisation system) forms a major part of the Tasmanian Government's overall budget, at around 40% of total general government sector revenue.

Councils do not receive a "specific" allocation of GST revenue. This revenue is used to fund general grants and allocations of funds to capital or operational projects in the State. However, as the GST revenue is part of total state income, which is then carved up, it is hard to make a direct link.

The major grant Council receives is from the Commonwealth's Financial Assistance Grants (FAGs) program, established under the Local Government (Financial Assistance) Act 1995. While GST revenue is provided to States, the FAGs under the 1995 Act are part of the broader Commonwealth-State financial relations system. While GST revenue is technically paid to the States, FAGs are provided by the Commonwealth to local governments which is largely supported by taxation revenue, including the Goods and Services Tax (GST).

Therefore, there is a mutual interest of Council and the State that the distribution of GST revenue is reassessed, and the case made for Tasmania to receive its fair share. Accordingly, this report seeks Council approval to make a submission to the Productivity Commission supporting a fairer distribution of GST revenue to Tasmania.

Recommendation

That Council:

1.   APPROVE the submission to the Productivity Commission included as **<u>Attachment 2</u>** to this report, and

2.   AUTHORISE the CEO to send the submission to the Productivity Commission on behalf of the Council.

Community Plan Reference	Making Lives Better

We champion greater opportunities for our community.

Leading Our Community

We responsibly manage our community's resources to deliver what matters most.

Transparent and accountable government. |
| Strategic Plan Reference | Deliver services to our community at defined levels.

Identify and engage in partnerships that provide services effectively to our community.

Maintain a progressive approach that encourages investment and jobs.

Make informed decisions that are open and transparent and in the best interests of our community.

Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart.

Deploy the Council's resources effectively to deliver value while being financially responsible. |
| Consultation/ Engagement | CFO

Directors

Elected Members |
| Resources | Not applicable |
| Risk/Legal/ Legislative/ Reputational | The risks associated with this proposal are considered low.

While GST distribution is primarily a Commonwealth–State matter, the fiscal capacity of the State directly influences funding available for services, infrastructure and partnerships that impact local government.

Participation in the Productivity Commission inquiry is consistent with Council's strategic objective to build productive relationships with other levels of government.

The principal risk relates to potential perceptions of political advocacy; however, this is mitigated by framing Council's submission around fiscal sustainability, equity and service delivery outcomes for the community. |
| 25/26 Budget Allocation | Not applicable |

Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	Not applicable
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

Proposal in Detail

1. On 30 January 2026 the Tasmanian State Treasurer wrote to Glenorchy City Council advising that the Federal Government is undertaking a review of the GST distribution system through the *Treasury Laws Amendment (Making Sure Every State and Territory Gets Their Fair Share of GST) Act 2018*. This letter is included as **Attachment 1** to this report.

2. The Treasurer asked Council to consider engaging in the Productivity Commission enquiry by making a submission to the Commission. The aim of which is to ensure collective advocacy aimed at securing new GST distribution arrangements that are in Tasmania's best interest.

3. The Treasurer noted:

    •   The Productivity Commission has recently commenced its Inquiry and has released an Issues Paper, with initial submissions due by 27 February 2026. While the Tasmanian Government will be making a submission to the Inquiry, advocating strongly for full horizontal fiscal equalisation (**HFE**). The Treasurer is writing to convey the importance of and encourage a united Tasmanian approach to engagement and advocacy in the PC's Inquiry.

    •   GST is Tasmania's single largest source of revenue, accounting for approximately 40% of total General Government Sector revenue in 2025-26. GST is also provided to states and territories as untied revenue. For Tasmania, this provides crucial flexibility to direct revenue in accordance with State priorities, including funding essential services for Tasmanians.

    •   Given the importance of GST revenue for the State, it is imperative that Tasmania secures its fair share on an ongoing basis.

    •   When the GST was first introduced in 2000, the Australian Government and all states and territories agreed it would be distributed based on the long-standing egalitarian principle of HFE. The principle of HFE fundamentally binds the Federation by seeking to ensure that all Australians, no matter where they live, can access a similar standard of services and infrastructure. Under

full HFE, all states and territories were provided with the fiscal capacity of the fiscally strongest state to provide services.

- However, the 2018 GST distribution reforms weakened HFE by reducing the standard of equalising states from the strongest state (currently Western Australia) to equalising to the stronger of New South Wales or Victoria.

- The 2018 changes also introduced a GST relativity floor which guarantees a minimum revenue stream for all states, but to date has only benefitted Western Australia.

- The combined impact of the changes provides Western Australia with a disproportionately higher share of GST revenue, irrespective of its substantial mineral royalty income. As a result, Western Australia has a greater fiscal capacity to deliver more services and infrastructure, potentially to a higher standard, and to minimise its tax burden, relative to other states.

- As a result, the 2018 changes have effectively created a two-tier Federation by embedding a significant fiscal disparity between Western Australia and all other states.

- At the time the 2018 changes were introduced, the former Australian Government advised state governments that every state would be better off. While states ultimately supported the legislative changes based on this assurance, the revised arrangements have led to a reduction in GST revenue for all states and territories other than Western Australia. By way of magnitude, Western Australia has received $22.4 billion more in GST-related payments since the introduction of the revised arrangements than it would have under full HFE.

- Following sustained advocacy by all states and territories, the Australian Government agreed to provide a time-limited, no-worse-off guarantee, which has been extended to 2029-30 following substantial advocacy by State Treasurers. Contrary to the Australian Government's expectation at the time, all states (except Western Australia) have received no-worse-off guarantee payments totalling $14.6 billion to date.

- For Tasmania, this guarantee has protected the State from the reforms which would have otherwise reduced Tasmania's GST revenue by $318.6 million to date. The necessity of the no-worse-off guarantee to mitigate the fiscal impact for states, and the quantum of these payments, highlights the unsustainability of the revised arrangements and indicates they are not operating as intended.

- Given the materiality of GST for Tasmania, advocating for a return to a fair, equitable, and sustainable GST distribution system is critical. As outlined above, the Tasmanian Government intends to convey its concerns with the 2018 changes and provide evidence that the revised arrangements are not operating as intended and will advocate for a return to full HFE, given this is the only system that supports a sustainable Federation and delivers a fair share of GST for the State.

4.   Council's CFO has drafted a submission for Council's approval. This submission is included as **<u>Attachment 2</u>** to this report. The submission proposes that:

- The Federal Government reinstate the HFE as originally drafted with the GST legislation. This would have the effect of equalising to the strongest state's fiscal capacity, removing the 0.75 relativity floor introduced by the 2018 legislative amendment.

- The Federal Government replace the pool "boasts" and ad hoc top ups with a rules-based mechanism (yet to be developed).

- Codify clear, principles-based guidelines for the treatment of other Commonwealth payments in the Commonwealth Grants Commission assessments.

- Require the publication of an annual GST distribution and volatility statement, detailing the main drivers of changes in relativities and payments, including sensitivities to commodity prices, population shifts and economic variables.

5.   The above submission will benefit Council in providing the State Government with more certainty of the GST revenue likely to be received and the ability to provide greater grant funding opportunities to local government to deliver services and infrastructure to all Tasmanians.

Attachments

1.   GST Submission Request from Treasurer [**9.1.1** - 4 pages]
2.   Submission to the Productivity Commission Feb 2026 [**9.1.2** - 4 pages]

From:	"Minister Abetz" <Minister.Abetz@dpac.tas.gov.au>
Sent:	Fri, 30 Jan 2026 15:00:02 +1100
To:	"GCC Corporate Mail" <gccmail@gcc.tas.gov.au>
Subject:	Correspondence from the Hon Eric Abetz MP - Tasmanian GST Revenue
[SEC=OFFICIAL]	
Attachments:	SKM_C450i26013014060.pdf
Categories:	Poppy

You don't often get email from minister.abetz@dpac.tas.gov.au. Learn why this is important

CAUTION: External email.
Do not click links or open attachments unless you recognize the sender and know the content is safe.

OFFICIAL

Good Afternoon Mayor Hickey,

Please find attached correspondence from the Hon Eric Abetz MP.

Kind regards,

Scott Cragg
Departmental Liaison Officer

Office of the Hon Eric Abetz MP
Treasurer

Phone: 6232 7267
Level 10, 15 Murray Street, Hobart 7000
minister.abetz@dpac.tas.gov.au
www.premier.tas.gov.au

OFFICIAL

Document Set ID: 3580726
Version: 1, Version Date: 30/01/2026

OFFICIAL

Treasurer
Minister for Macquarie Point Urban Renewal
Leader of the House

Level 10, Executive Building, 15 Murray Street, Hobart
GPO Box 123, Hobart TAS 7001
Phone: 03 6165 9405 | Email: minister.abetz@dpac.tas.gov.au

**Tasmanian
Government**

30 JAN 2026

Mayor Ald Sue Hickey
Glenorchy City Council

Email: gccmail@gcc.tas.gov.au

Dear Mayor Sue,

We all need to stand up for Tasmania receiving our fair share of Goods and Services Tax (GST) revenue.

In 2018, the Australian Government legislated significant changes to the GST distribution system through the *Treasury Laws Amendment (Making Sure Every State and Territory Gets Their Fair Share of GST) Act 2018.*

Under this legislation, by the end of 2026, the Productivity Commission (PC) is required to review whether the 2018 GST distribution reforms are operating efficiently, effectively and as intended.

The PC has recently commenced its Inquiry and has released an Issues Paper, with initial submissions due by 27 February 2026. While the Tasmanian Government will be making a submission to the Inquiry, advocating strongly for full horizontal fiscal equalisation (HFE), I am writing to convey the importance of a united Tasmanian approach to engagement and advocacy in the PC's Inquiry.

GST is Tasmania's single largest source of revenue, accounting for approximately 40 per cent of total General Government Sector revenue in 2025-26. GST is also provided to states and territories as untied revenue. For Tasmania, this provides crucial flexibility to direct revenue in accordance with State priorities, including funding essential services for Tasmanians. Given the importance of GST revenue for the State, it is imperative that Tasmania secures its fair share on an ongoing basis.

When the GST was first introduced in 2000, the Australian Government and all states and territories agreed it would be distributed based on the long-standing egalitarian principle of HFE. HFE fundamentally binds the Federation by seeking to ensure that all Australians, no matter where they live, can access a similar standard of services and infrastructure.

OFFICIAL

Under full HFE, all states and territories were provided with the fiscal capacity of the fiscally strongest state to provide services. However, the 2018 GST distribution reforms weakened HFE by reducing the standard of equalising states from the strongest state (currently Western Australia) to equalising to the stronger of New South Wales or Victoria. The 2018 changes also introduced a GST relativity floor which guarantees a minimum revenue stream for all states, but to date has only benefitted Western Australia.

The combined impact of the changes provides Western Australia with a disproportionately higher share of GST revenue, irrespective of its substantial mineral royalty income. As a result, Western Australia has a greater fiscal capacity to deliver more services and infrastructure, potentially to a higher standard, and to minimise its tax burden, relative to other states. As a result, the 2018 changes have effectively created a two-tier Federation by embedding a significant fiscal disparity between Western Australia and all other states.

At the time the 2018 changes were introduced, the former Australian Government advised states that every state would be better off. While states ultimately supported the legislative changes based on this assurance, the revised arrangements have led to a reduction in GST revenue for all states and territories other than Western Australia. By way of magnitude, Western Australia has received $22.4 billion more in GST-related payments since the introduction of the revised arrangements than it would have under full HFE.

Following sustained advocacy by all states and territories, the Australian Government agreed to provide a time-limited no-worse-off guarantee, which has been extended to 2029-30 following substantial advocacy by State Treasurers. Contrary to the Australian Government's expectation at the time, all states (except Western Australia) have received no-worse-off guarantee payments totalling $14.6 billion to date. For Tasmania, this guarantee has protected the State from the reforms which would have otherwise reduced Tasmania's GST revenue by $318.6 million to date. The necessity of the no-worse-off guarantee to mitigate the fiscal impact for states, and the quantum of these payments, highlights the unsustainability of the revised arrangements and indicates they are not operating as intended.

Given the materiality of GST for Tasmania, advocating for a return to a fair, equitable, and sustainable GST distribution system is critical.

As outlined above, the Tasmanian Government intends to convey its concerns with the 2018 changes and provide evidence that the revised arrangements are not operating as intended and will advocate for a return to full HFE, given this is the only system that supports a sustainable Federation and delivers a fair share of GST for the State.

I ask that you use any public engagements or other opportunities to advocate for Tasmania and emphasise the importance of a return to full HFE.

I also encourage you to consider engaging in the PC Inquiry, including through making submissions to the Commission, to ensure we collectively advocate for securing new GST distributions arrangements that are in the State's best interest.

Submissions should be lodged using the online form on the PC's website, at www.pc.gov.au/inquiries-and-research/gst-reforms/make-submission. More information about lodging a submission is available on the PC's website. Submissions to the Inquiry are due to the PC by Friday, 27 February 2026.

OFFICIAL

Thank you for your consideration on this important matter.

Yours sincerely

Hon Eric Abetz MP
Treasurer

OFFICIAL

Submission to the Productivity Commission

Inquiry into GST Distribution Reforms

Date: 26 February 2026

Executive Summary

Tasmania's fiscal position has deteriorated materially over recent years and is forecast to remain under significant strain in the absence of structural adjustments to revenue and expenditure settings. The State's 2025-26 Budget projects persistent deficits in both the Net Operating Balance and Fiscal Balance, with net debt rising sharply and key fiscal targets at risk of ongoing breach. These challenges are compounded by Tasmania's structural disadvantages, including a small and dispersed population, elevated service delivery costs due to remoteness and demographics, and limited own source revenue capacity.

At the same time, the 2018 reforms to the Goods and Services Tax (GST) distribution particularly the introduction of a relativity floor of 0.75, the shift in the equalisation benchmark to the fiscally stronger of New South Wales or Victoria, and the move away from full Horizontal Fiscal Equalisation (HFE) have reduced the overall degree of needs based equalisation. These changes have entrenched advantages for Western Australia during periods of high commodity revenues, while increasing Tasmania's exposure to potential revenue shortfalls once transitional "No Worse Off" guarantees expire in 2029-30.

The arrangements have also imposed very large and growing costs on the Commonwealth through permanent pool top-ups and ad-hoc transitional payments, far exceeding original expectations and raising serious questions about long term fiscal sustainability.

Key Recommendations

Reinstate full Horizontal Fiscal Equalisation based on the pre-2018 standard (equalising to the strongest state's fiscal capacity), and abolish the 0.75 relativity floor to realign distributions with genuine needs based principles, while preserving the independence of the Commonwealth Grants Commission (CGC).

Replace permanent pool "boosts" and ad-hoc top-ups with rules based mechanisms to manage volatility, such as multiyear averaging of relativities and caps on annual changes, applied neutrally within the HFE framework.

If transitional or transitional assistance is deemed necessary during any adjustment period, make it temporary, declining over time, and funded from within the existing GST pool rather than through open ended Commonwealth contributions.

Codify clear, principles based guidelines for the treatment of other Commonwealth payments (such as specific purpose payments) in CGC assessments, emphasising materiality, policy neutrality, transparency, and consistency across cycles.

Require the publication of an annual GST Distribution and Volatility Statement, detailing key drivers of changes in relativities and payments, including sensitivities to commodity prices, population shifts, and economic variables, to improve transparency and planning certainty for all states.

Context and Alignment with the Terms of Reference

The Commission has been tasked with assessing whether the 2018 legislative changes are operating efficiently, effectively, and as intended; whether they deliver a reasonable level of HFE; appropriately balance responsiveness to changing circumstances with reduced volatility and greater certainty; support states in pursuing reforms to service delivery and revenue bases; and remain fiscally sustainable for both the Commonwealth and the states and territories.

The inquiry must also consider interactions with other Commonwealth payments and potential alternative arrangements.

The Commonwealth's escalating fiscal costs arising from permanent indexed top-ups to the GST pool and substantial "No Worse Off" payments highlight pressing sustainability concerns. These elements, combined with the dilution of full equalisation, have shifted burdens and risks in ways that disadvantage high needs jurisdictions like Tasmania.

Tasmania's Fiscal Position and the Critical Role of HFE

Tasmania's 2025-26 Budget and forward estimates paint a picture of ongoing fiscal pressure. The Net Operating Balance is projected to record a deficit of $1.008 billion in 2025-26, gradually improving to a modest surplus of $5.6 million by 2028-29 (with the surplus target potentially delayed to 2029-30).

Underlying deficits, excluding one off items, remain larger. The Fiscal Balance shows a deficit of approximately $1.352 billion in 2025-26, narrowing to around $152 million by 2028-29, though the target surplus is not anticipated until 2032-33, with rolling four year averages remaining deeply negative.

Net debt (General Government Sector, including leases) is forecast to rise sharply to approximately $7.08 billion by June 2026 and reach around $10.4 billion by 2028-29. Additional pressures include superannuation liabilities of $7.08 billion, provisions for child sexual abuse claims, negative contributions from government business enterprises, and interest plus superannuation costs exceeding fiscal targets.

These challenges are exacerbated by Tasmania's structural characteristics: a small population with significant outer regional and remote components, higher proportions of First Nations residents, elevated costs for health, education, and transport services due to isolation and demographic factors, and constrained own source revenue bases (with limited mining royalties and reliance on property related duties).

GST revenue remains a vital component, representing around 40 per cent of General Government Sector revenue, with total Commonwealth grants comprising about 67 per cent. More adequate and stable GST distribution under a restored HFE framework would provide essential support to Tasmania's economy, enabling better service delivery and infrastructure investment without disproportionate reliance on borrowing.

Reasonableness of Equalisation under Current Arrangements

The 2018 reforms departed from the pre-existing objective of full HFE equalising fiscal capacity to enable comparable service standards assuming equivalent revenue effort and efficiency by benchmarking to the stronger of New South Wales or Victoria and introducing a floor. This approach provides preferential protection during commodity booms (particularly benefiting Western Australia) and reduces the extent to which distributions reflect uncontrollable structural disadvantages.

A reasonable level of HFE should approximate the pre-2018 standard, ensuring high needs states receive funding commensurate with assessed expenditure needs and revenue raising capacity. Restoring full equalisation and removing the floor would better align outcomes with the core purpose of the system.

Balancing Responsiveness, Volatility, and Certainty

While the reforms sought to reduce volatility from commodity cycles, they have achieved this at the cost of diminished responsiveness to genuine structural changes (such as demographic shifts, natural disasters, or economic disruptions disproportionately affecting smaller states).

Volatility in GST shares for Tasmania arises from fluctuations in the pool size, relativities, and population; even modest changes (e.g., 1 per cent in the pool or relativity) can impact revenue by tens of millions annually.

Better management of volatility should rely on neutral, rules based tools such as multi-year averaging of relativities and limits on annual percentage changes rather than floors or open ended Commonwealth top-ups that transfer volatility to the federal level and risk politicising distributions. These mechanisms would enhance planning certainty for states while preserving equity and responsiveness.

Reform Incentives and Efficient Service Delivery

The CGC's policy neutral methodology should be maintained to ensure no state's GST share is directly influenced by discretionary choices in revenue raising or service provision. Stable, principle based HFE provides a predictable foundation for smaller states to pursue efficiency improvements and revenue base enhancements, supporting long term productivity and service reform.

Fiscal Sustainability for the Commonwealth and States

The pool top-ups and "No Worse Off" payments have significantly exceeded 2018 projections and continue to grow, placing unsustainable pressure on Commonwealth finances. Ending open ended top-ups in favour of temporary, declining, in pool transitional arrangements would restore integrity and sustainability without abrupt shocks to recipient states.

Conclusion

Implementing these recommendations would promote nation wide fiscal sustainability, restore equity in horizontal fiscal equalisation, and deliver better outcomes for all Australians particularly those in high needs jurisdictions such as Tasmania.

Thank you for the opportunity to contribute to this important inquiry. References to supporting sources including publications and submissions are available upon request.

10. ENVIRONMENT

Community Goal – Valuing our Environment

10.1 REGIONAL LAND USE STRATEGY REVIEW

Author: Strategic Planner (Liam Wallace)

Qualified Person: Director Infrastructure and Development (Patrick Marshall)

File Reference: Regional Land Use Strategy

Executive Summary

The draft Southern Tasmania Regional Land Use Strategy (STRLUS) was released for public exhibition by the State Planning Office in November 2025. The draft Strategy is intended to replace the existing STRLUS (2010–2035) to better reflect contemporary demographic trends, housing pressures, economic conditions and changes to the Tasmanian planning framework.

Regional Land Use Strategies form a key component of Tasmania's Resource Management and Planning System and provide the strategic direction that informs planning scheme amendments, structure planning and long-term growth management. The revised STRLUS will operate within a significantly reformed planning environment, including the Tasmanian Planning Scheme and the forthcoming Tasmanian Planning Policies (TPPs), due to commence on 1 July 2026. As such, its final form will have important implications for Council staff, developers and applicants progressing amendments to the Glenorchy Local Provisions Schedule.

The review of the STRLUS has been undertaken collaboratively between the State Government and the 12 southern region councils, supported by a steering committee and technical working group. A "State of Play" Report (2024) informed the development of the draft Strategy, identifying growth trends and key drivers of change across the region. During the review period, the Metropolitan Urban Growth Boundary was expanded by the Minister, a matter previously the subject of Council representation.

Council officers have prepared a formal representation in response to the exhibition of the draft STRLUS. The submission raises a number of strategic and technical concerns aimed at improving clarity, implementation certainty and alignment with Council's objectives for sustainable growth. Key matters raised include:

- The relationship between the STRLUS and the Tasmanian Planning Policies and associated implications for planning processes
- The need for clearer structure planning requirements
- The absence of a development contributions framework
- Insufficient policy direction regarding housing equity, design quality and industrial-residential land use conflict
- The need to distinguish between existing and intended future regional outcomes
- The absence of a clear monitoring and implementation framework

While there is no statutory requirement for representations to be reviewed by the Tasmanian Planning Commission, the State Planning Office will consider submissions prior to finalising the Strategy for Ministerial declaration, anticipated later in 2026.

Council endorsement of the officer representation presents minimal legal or financial risk and ensures Glenorchy City Council's interests are clearly articulated in shaping the final regional land use framework that will guide growth, housing, transport and employment outcomes across Southern Tasmania.

Recommendation

That Council:

1.   RECEIVE and NOTE the attached Southern Tasmania Regional Land Use Strategy.

2.   ENDORSE the representation from Council officers on the Southern Tasmania Regional Land Use Strategy to be provided to the State Planning Office.

3.   AUTHORISE the Chief Executive Officer to make minor administrative, editorial or grammatical amendments that do not materially alter the intent of the representation.

Community Plan Reference	Leading Our Community We are a leader and partner that acts with integrity and upholds our community's best interests.
Strategic Plan Reference	Work with others to improve access to housing and transport choices for our community.
Consultation/ Engagement	Consultation/engagement has been led by the State Government. Information about the STRLUS has been provided on Council's website and Let's Talk Glenorchy page on how and where to find out more about the project. Elected Member Workshop Presentation on 19 January 2026 and 10 February 2026
Resources	Not applicable
Risk/Legal/ Legislative/ Reputational	An endorsed representation on the STRLUS presents minimal legal or legislative risk, as it is simply an opportunity to provide feedback to improve the outcomes within the Strategy. There is some reputational risk, though very limited, if it is considered by the community or other stakeholders that the representation made is insufficient in raising issues that are of relevance to the community.
25/26 Budget Allocation	Not applicable
Life of Project, Service, Initiative or (Expectancy of) Asset	The consultation period for the STRLUS expired on the 22 February. No date has been provided as to when the STRLUS will be finalised, though it is expected to be by the end of the 2026 calendar year.
25/26 Budget Reconsideration	Not applicable
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

Proposal in Detail

1. The Resource Management and Planning System is a legislative, regulatory and administrative structure that supports the Tasmanian Planning system. Regional Land Use Strategies (RLUSs) are a key component of this framework (Figure 1).

2. Currently, the Southern Tasmania Regional Land Use Strategy 2010 – 2035 (STRLUS) is our regional strategy. It is a long-term plan to facilitate and manage change, growth and development, while still protecting our natural values and assets.

3. In early 2021, it was identified that a comprehensive review of the three RLUSs should be undertaken. Since the preparation of the current STRLUS more than a decade ago, the Southern Tasmanian region has experienced population growth, and new economic and social conditions are driving change. As such, it is not well-equipped to inform contemporary land use planning work.

4. There have also been changes to the Tasmanian planning framework since the current STRLUS commenced, including the introduction of the Tasmanian Planning Scheme and the preparation of the Tasmanian Planning Policies (TPPs) that come into effect on 1 July 2026.

5. In February 2023, a steering committee was established and co-funded by the 12 southern region Councils and the State Government for the purposes of reviewing and updating the STRLUS.

6. A working group comprising state agency representatives and council planners was implemented in December 2023 to provide advice on technical and regional planning matters relevant to the review.

7. During the operation of the steering committee and working group, the 'State of Play' Report was delivered in July 2024. The report provides an overview of demographic and development data and identifies key issues driving growth and change. It was designed to inform the development of the proposed draft STRLUS. More information about the State of Play Report and its relevance to the draft STRLUS can be found in the Council Report from 29 July 2024, or in the draft STRLUS Background Report published in November 2025.

8. In early 2025, the State Government announced that the Metropolitan Urban Growth Boundary (MUGB) would be expanded to accommodate potential development sites in Clarence, Sorell, Brighton and Kingborough. The expansion to the MUGB applies to the current STRLUS as well as the draft STRLUS on exhibition. Council provided a submission on this proposal raising concerns about the impacts it would have on achieving urban in-fill development. More information on this submission can be found in the 24 February 2025 Council report. However, the Minister approved the expansion, and it forms part of the draft STRLUS.

9. The draft STRLUS was placed on exhibition between 25 November 2025 and 22 February 2026. Council officers have prepared a representation that outlines various concerns with the content of the draft STRLUS and the implications for its future implementation if these issues are not addressed.

10. The representation prepared by Council officers, included in **Attachment 1**, identifies several broad, 'big picture' concerns, including the need for a development contributions framework and for more tangible strategies to be provided for managing industrial land and infill housing development.

11. The key concerns identified within the representation are as follows:

    (a) The unclear relationship between the STRLUS and the Tasmanian Planning Policies (TPPs) and how this will impact planning processes for developers/applicants

    (b) Lack of clarity around Structure Plan requirements

    (c) Lack of a development contributions framework

    (d) Lack of strategies or acknowledgement around housing equity and design shortcomings

    (e) Lack of policy direction to manage land use conflict between industrial and residential land

    (f) The need to distinguish between current and (intended) future regional planning outcomes

    (g) A lack of a monitoring or implementation plan for the strategies within the STRLUS

12. The representation also provides more specific points of a technical nature regarding the contents of the draft STRLUS, which complement but are not directly linked to the higher-level concerns outlined above.

13. As the exhibition period had closed prior to the representation being provided to the Elected Members, Council officers have already submitted an 'officer level' response. It is recommended that Council endorse this representation set out in Attachment 1 and provide it to the State Planning Office.

14. It is noted that there is no requirement for the Tasmanian Planning Commission (TPC) to review any of the representations received on the draft STRLUS, although the Minister is required to consult with the TPC on the draft STRLUS before it is declared.

15. The State Planning Office will review the comments provided from the community and stakeholders, including Glenorchy City Council, before releasing the final version of the STRLUS to the Minister for consideration. This is expected to occur in mid-2026, though no definitive timeline has been provided at this point

Attachments

1. Draft STRLUS - GCC Officer Submission Feb 2026 [**10.1.1** - 14 pages]

![Glenorchy City Council logo]

Our ref:	Regional Land Use Strategy
Enquiries	Lyndal Byrne, Coordinator Planning Services
Direct phone:	(03) 6216 6800
Email:	lyndal.byrne@gcc.tas.gov.au

February 2026

State Planning Office
Department of State Growth
GPO Box 536
Hobart TAS 7001
haveyoursay@stateplanning.tas.gov.au

Dear State Planning Office,

DRAFT SOUTHERN TASMANIA REGIONAL LAND USE STRATEGY

Thank you for the opportunity to comment on the draft Southern Tasmania Regional Land Use Strategy (STRLUS) which was placed on public consultation from 19 November 2025 to 22 February 2026. This submission sets out Glenorchy City Council planning officers' key concerns and suggestions for improvement.

Many of the issues raised in this submission were previously raised by Council officers during working group sessions on the development of the draft STRLUS – particularly the concerns about lack of reference to developer contributions; lack of strategies to support and encourage infill development; management of land use conflicts; and lack of clarity between existing land use matters and what the STRLUS is intending to achieve.

This letter addresses overarching 'big picture' issues, while more detailed and specific comments are provided in Appendix A.

Council officers acknowledge that some of the recommended changes may warrant re-advertising the draft STRLUS to allow for further peer review. Council officers strongly support the role of the STRLUS in achieving quality and effective strategic planning in Tasmania and consider that adequate time should be allowed to ensure the document is fit for purpose. Alternatively, the State could request the Tasmanian Planning Commission provide a review and assessment of all feedback received on the draft STRLUS and recommend any changes to the Minister for Planning, noting that this is not currently a requirement under S5A of LUPAA.

![Glenorchy City Council logo]

1. **Implementation – relationship to the Tasmanian Planning Policies (TPPs)**

The STRLUS applies the TPPs (p.8) but also must be considered *in conjunction* with the TPPs (p.21). This is unclear. It would be helpful to clarify whether a planning scheme amendment that is consistent with the STRLUS would also be consistent with the TPPs.

Clarifying this relationship would reduce the significant assessment burden for applicants to demonstrate compliance with the Local Provisions Schedule (LPS) Criteria at S34 (da) *satisfies the relevant criteria in relation to the TPPs* of the *Land Use Planning and Approvals Act 1993* (LUPAA) (noting the TPPs contains 39 pages of policies).

Nevertheless, it is acknowledged that the draft STRLUS may not fully address the full scope of the TPPs. The overlapping timeframes for developing these documents appear to have limited the opportunity for strong alignment between them.

2. **Structure plans**

Appendix 1 appears to mandate structure plans for Greenfield Growth Areas, Priority Growth Areas, Principal Centres, District Centres, Service Hubs, Neighbourhood Centres and Rural Centres. This represents a substantial amount of work. However, the draft STRLUS does not clearly explain when these structure plans would be required or the timeframes for their preparation or implementation. Introducing clear triggers such as the size or type of development as a minimum would improve clarity.

3. **Implementation – developer contributions scheme**

There is broad consensus amongst the planning profession and many developers that a developer contribution scheme is needed to support infrastructure delivery.

The TPPs (Policy 1.7, p21) already provide a clear policy and strategy for development contributions.

Despite this, the draft STRLUS does not include a clear regional strategy to give effect to this Policy. A strategy on developer contributions should be included – such as

Support the timely, fair and efficient delivery of planned infrastructure and services through the application of developer contributions.

4. **Housing equity**

The need for housing diversity is well captured in the draft STRLUS. However, it does not adequately address measures to support the delivery of social and affordable housing at the strategy level, this is only flagged at the Outcomes level. Specific strategies relating to social and affordable housing should be included.

2

5. Housing design

It is unclear how any of the work on improving residential standards or medium density design guidelines has informed the draft STRLUS. Design standards are explicitly considered in the TPPs, though given their general applicability in terms of housing types, they do not reflect the spatial context and greater need for infill housing in Southern Tasmania compared to the rest of the state. Inclusion of region-specific design considerations or strategies in the draft STRLUS would help apply the TPPs more effectively.

6. Infill Housing

The approved expansion of the Metropolitan Urban Growth Boundary (MUGB) incorporated in the current and the draft STRLUS remains a concern given the (likely) potential for it to undermine prospects of infill development in Glenorchy. While it is recognised that changes to the MUGB are unlikely to be reversed, this increases the importance of providing more concrete strategies that facilitate infill housing. Without more explicit emphasis placed on infill housing as a priority, rather than part of the housing mix, it is unlikely that relevant draft STRLUS Outcomes will be realised.

7. Environmental values outcomes

The Outcomes specified for the Environmental Values appear to place less emphasis of the environment relative to other considerations. The Outcomes should focus on what is intended to be achieved for the protection, conservation and improvement of environmental values, consistent with the TPPs.

8. Land use conflict

The Sustainable Economic Growth strategy acknowledges there is legacy land use conflict between some industrial areas in proximity to sensitive uses, however the draft STRLUS does not include any strategies to manage or mitigate these conflicts. This could be addressed in more detail within the Environmental Hazard strategy where land use conflict is also identified.

The strategies relating to densification of housing and enabling growth in Priority Growth Areas and the High Frequency Public Transport Network will in some instances either be constrained by, or exacerbate, the existing conflict with centrally located industrial uses.

Given the value of urban land, it would be more appropriate for the draft STRLUS to propose additional management strategies rather than solely relying on physical separation to address these conflicts.

A possible strategy could be:

3

Acknowledge land use legacy issues between industrial and residential land uses by encouraging design and layout measures that minimise land use conflict.

9.   Lack of an Industrial Land Study

It is noted that while there are references to the Industrial Land Study as a background document, as at 10 February 2026 this was not released. Without this document it is impractical to provide any meaningful comment on any of the industrial land strategies.

10. Current and future planning context

There are a number of instances where the draft STRLUS appears to be referencing both current and future housing, environmental or infrastructure conditions. In doing so, this creates confusion about what is the intended future function and characteristics of these matters (this is particularly relevant in the maps). The categorisation of different Activity Centres is one such example where the draft STRLUS would benefit from distinguishing between the present features of these Centres as well as their intended, future features.

11. Monitoring and review

Coordinated data collection supported with ongoing funding is essential to enable effective monitoring and review of the STRLUS. This is a key failing of the current STRLUS. Delivery of the referenced Implementation Plan will be an essential tool to realising the outcomes of the STRLUS however it is a concern that the plan was not released as part of the public exhibition. Further information is needed about when the Implementation Plan will be released and/or be available for public comment.

Concluding comments

The matters raised above are important to the finalisation of the STRLUS both for Glenorchy City Council and the region more broadly. A common theme throughout this letter and Appendix A below, is the need for greater clarity over how various processes, strategies and actions outlined within the STRLUS are to be implemented. It is imperative that, where possible, further clarification is provided on these matters given the long-term contribution the STRLUS is expected to make to the strategic planning framework within the region.

Thank you for the opportunity to provide feedback on the draft STRLUS. Please contact Lyndal Byrne, Coordinator Planning Services on the above number if you have any questions or wish to discuss any matters raised in this representation.

4

Appendix A – Detailed feedback comments

Reference	Comment	Recommendation
All	The document is very long. Could non-actionable sections like the Overviews for each Strategy be excluded or reduced, assuming the content largely reflects the State of Play document	Consider opportunities to reduce document length.
p.8	'The STRLUS applies the Tasmanian Planning Policies…' As the TPPs have only just been 'made,' how has the STRLUS been aligned with them?	Include cross-referencing from the STRLUS topics to the TPPs they apply.
p.13	Figure 2 – unclear on the value of identifying 'open space and recreation' land on a map of this scale (versus other uses)?	Consider grouping 'open space & recreation' with 'national parks, reserves and conservation areas,' as the areas appear to overlap to a large extent.
Figure 4	Unclear whether or how the 2050 map differs from current land use	Highlight areas of change from current, or where things are intended to remain as they are
Figure 5	Missing a legend	Include a legend
p.21	'The STRLUS and its Regional Strategies should also be considered and applied in conjunction with the TPPs, having regard to the General Application of the TPPs.' This implies that planning scheme amendments will need to consider the TPPs as well as the STRLUS, rather than the STRLUS giving effect to the relevant TPPs.	Clarify that the STRLUS gives effect to the TPPs, and that by being consistent with the STRLUS a planning amendment would also be consistent with the TPPs.

	In contrast, the Implementation Statement on p.8 states that 'The STRLUS applies the TPPs as relevant to strategic planning in the region,' which implies that amendment assessments can rely on the STRLUS rather than also directly addressing the TPPs.	
p.23	The TPPs refer to protection, conservation and improvement of biodiversity, water, geodiversity, landscape and coasts. In contrast, the Outcomes in the draft STRLUS make no mention of protection, conservation or improvement of environmental values. Instead, the Outcomes appear to prioritise economic growth, development and housing provision over the environment.	Reframe the Environmental Values outcomes to focus on the recognition, protection and conservation of environmental values (noting that this would better align with the strategies later in the document).
p.27	Figure 6 appears to show that there is a diversity of housing in the region, whereas the text states that diversity is lacking.	Consider re-labelling Figure 6 to clarify that the intent is for there to be a diversity of housing types in the future.
p.29	Figure 8: Cross reference the map at Figure 10 Unclear why increased density and diversity within 200m of schools, shops and public open space is not sought for priority growth areas. Unclear how the 400m catchment for public open space differs between priority and greenfield growth areas. Does active transport being prioritised within 400m/800m mean: - Planning should prioritise active transport over private vehicles in these areas, or	Revise the wording of targets to clarify intent.

GLENORCHY
CITY COUNCIL

6

GLENORCHY
CITY COUNCIL

Ref	Comment	Recommendation
	- Planning should prioritise the delivery of active transport in these areas, relative to delivery in other areas? It would be good to understand the relationship between the target dwelling density, target caps on the percentage of new homes in greenfield areas, and the number of dwellings needed to fulfil demand. Figure 8 – spelling 'Principal' not 'Principle'	
pp.45, 49, 51	Housing – consider addressing the need for solutions to land use conflict where residential use is in close proximity to industrial & commercial uses. This will help support increased density while maintaining viability of centrally located RSIPs. Industry - acknowledges that various areas have an historical mix of industrial and sensitive uses but doesn't include any strategies related to dealing with this.	Include consideration of measures to mitigate conflict between industrial and sensitive uses, other than physical separation. Include strategies that address the legacy of land use conflict between industrial and sensitive uses. Such as *Acknowledge land use legacy issues between industrial and residential land uses by encouraging design and layout measures that minimise land use conflict.*
Section 3.1.2	It is unclear how any of the work on improving residential standards or medium density design guidelines has informed the strategies. The emphasis of that work on design considerations warrants inclusion of these considerations in the STRLUS.	Include strategies related to housing design considerations. Such as *Consider implementing recommendations from any work on improving residential development standards or medium density design guidelines when preparing planning scheme amendments.*

7

GLENORCHY CITY COUNCIL

Section	Comment	Recommendation
3.1.2	No strategies relating to the provision of social and affordable housing are provided.	Include strategies specifically relating to social and affordable housing, in line with the TPPs.
p.24 & p.50	It may be beneficial to consider the relationship between supporting tourism and the economic health of residents as one of the Outcomes for Sustainable Economic Growth. It is vital that opportunities for tourism-centric economic development are not at the expense of, nor detrimental to, wellbeing of residents in the region. This is key for managing housing demand and short-term visitor accommodation as well.	Consider including an additional objective that highlights the balance between promoting tourism and non-tourist economic development. This could also be made explicit within 3.4.2.3 which only considers the balance between tourists and residents within (c) and even then, is limited to providing suitable accommodation types.
p.24	Outcome 5.1 for Physical Infrastructure should be tweaked slightly so that it reads: "Compact urban form, **achieved through increased** infill and densification, provides for…" The phrasing currently does not have infill and densification as an outcome, it only encourages this to occur.	Change wording to remove "encourage" and replace with wording shown in bold or something similar.
p.24	What 'Activity' is being referred to in Outcome 5.3? Is it referring to infrastructure development to facilitate "access to activity centres, employment hubs and other modes of transport"? Or is it meant to refer to some other form of activity?	Amend wording to clarify what 'Activity' refers to
p.32-34	Can Table 2 be amended so the classification and role and function categories are displayed at the top of the table for each page? This will improve legibility of the table.	Amend Table 2 with subheadings included at the top of each page.
p.40	3.2.2.1 (a) Should be amended to properly distinguish between 'avoid, minimise and mitigate' as part of the conservation hierarchy. This is particularly important for	Consider amending 3.2.2.1(a) to: "Avoid impacts on regional biodiversity values, geoconservation sites and the natural environment;

	minimisation and mitigation as these are fundamentally different.	(i)　Where avoidance cannot be achieved, minimise impacts. Where avoidance and minimisation cannot be achieved, mitigate impacts"
p.40	3.2.2.1(d) Says to "Avoid bushfire hazard management within regional biodiversity corridors…" Is it best practice to have no bushfire hazard management in biodiversity corridors, as there may be times where hazard management is required to minimise bushfires in these corridors? Is the intention to ensure that new development and associated bushfire hazard management is to be avoided in biodiversity corridors?	Suggest amending wording for 3.2.2.1(d) **Avoid development that would require bushfire hazard management works to occur within** regional biodiversity corridors…
p.40	3.2.2.1(f) Is work being undertaken to develop tree canopy cover targets? This is an area of urban biodiversity planning which would be enhanced by developing clear targets at some level, whether that's for individual development, precincts or the region as a whole	Requesting clarification as to whether any future planned work relating to tree canopy cover targets is being undertaken.
p.44	The actions outlined in the Coastal hazards section do not provide consideration of how to manage risk to existing development and settlement areas; the TPPs does cover this matter so it would seem reasonable the STRLUS aligns with this point.	Include action/reference to management of coastal hazards to existing development and settlements
p.45	Flooding and water cycle management actions under the Environmental Hazards strategy do not include reference to water sensitive urban design (systems) and how these can/should be integrated into planning for flood risk. They	Include action/reference to water sensitive urban design as it pertains to flood planning and managing risk.

9

	are referenced within the TPPs and in the Environmental Values strategy in the STRLUS but would benefit from inclusion here.	
p.50	Consider whether there is a need to support protection of the amenity, scenic values of the links between tourism attractions, as well as the attractions themselves.	Consider whether to include some consideration of protecting the amenity and scenic values of key tourism routes as well as attractions.
p.51	The growth of online spend is a major factor that may affect local retail. This may warrant some attention, particularly when it comes to the performance and vitality of Activity Centres	Consider whether there is an opportunity to include measures within 3.4.2.6 Activity Centres to mitigate conversion of local spend to online spend?
p.56-63	It is not clear whether the Activity Centre categorisation in Table 3 is describing the different Activity Centres in terms of their current or future/desired descriptions. For most characteristics, it appears that the description provided refers to the current state of activity centres; however, for residential character, the descriptions all appear to be relating to future planning. This categorisation could be improved by introducing separate columns for current descriptions and desired/future descriptions, especially for residential development.	Amend Table 3 to provide clarity on whether the categorisation descriptions are for current or future character. Consider introducing new columns to compare/contrast between current and future character of these areas.
p.67	Consider rearranging 3.5.2.2(c) so that the emphasis is on facilitating circular economies rather than only looking for opportunities. Suggested wording on the right. In addition, consider incorporating specific reference to FOGO (Food Organics, Garden Organics) within (c) as this provides a separate and important waste stream and management practice. Given over 60% of household waste	Amend 3.5.2.2(c) to "Facilitate circular economies through enhanced resource recovery, recycling, waste management and innovative sustainable practices" Also amend (c) to include reference to FOGO specifically.

GLENORCHY
CITY COUNCIL

10

GLENORCHY
CITY COUNCIL

	is FOGO and there is an emphasis from State and Local Governments to reduce this waste ending up in landfill, it would make sense to highlight FOGO within the STRLUS.	
p.68	3.5.2.5 'Passenger transport modes' may benefit from including more explicit consideration of multimodal transport. It is touched on within the current strategies, particularly within (c) "Protect ferry infrastructure points..." but should be a defined strategy to consider how different transport methods and nodes can best operate/interact collectively	Consider introducing additional strategy or amend wording of one of the existing strategies to highlight the need to develop and enhance multimodal transport networks.
p.68	3.5.2.5 (e) for Passenger transport modes could be tweaked to either state: "Provide *for* car parking that aligns with the goal of boosting public transport usage." OR "Provide car parking requirements for *new development* that aligns with the goal of boosting public transport."	Amend wording to either of the suggested options; or consider rewording to ensure emphasis is on parking/development rather than the requirements.
p.69	Figure 18 'High Frequency Public Transport Corridors' shows non-contiguous corridors in Bridgewater and Kingston. If these are separate and not easily connected transport corridors/services is this enough to sustain the target densities associated with these areas, given that there would still be a number of residents in these areas going in and out of Hobart Central rather than travelling locally?	Review mapping in Figure 18 to show how/if these corridors are connected to the wider transport network.

Consider revising mapping to exclude these areas from higher dwelling densities if it cannot be shown how the corridors connect. |
| p. 71 | 3.6 Cultural Heritage. 3.6.1 Overview. Paragraph 4 contains a narrow, 'dated' and very colonial precis of what constitutes historic heritage. Significance is a mutable quality that changes and evolves over time. While the colonial period is well represented in Southern Tasmania, | Amend to broaden the definition to better reflect the composition and diversity of Southern Tasmania's historic cultural heritage and the variety of site types (eg, built form, archaeological sites and landscapes). |

11

GLENORCHY CITY COUNCIL

	we are also – increasingly – recognising the importance of our vernacular and mid-20th century modern architecture.	
p. 71	3.6 Cultural Heritage. 3.6.1 Overview. Paragraph 5 implies the sole importance of heritage relates to the visitor economy, in ignorance of the importance of heritage to local communities.	Amend to include a sentence highlighting the importance of historic cultural heritage in imparting a sense of place within local communities as they evolve.
p. 72	3.6 Cultural Heritage. 3.6.2 Regional Strategies – cultural heritage. 3.6.2.2 Historical Cultural Heritage (e) fails to recognise the importance of 'conservation' (in the Burra Charter sense). For reference: Australia ICOMOS, *The Burra Charter*, Article 1.4. Conservation means all the processes of looking after a place so as to retain its cultural significance.	Amend to insert the word 'conservation', so that Strategy (e) reads:...identify land uses that support the retention, conservation, active or adaptive use of heritage items....
p. 72	3.6 Cultural Heritage. 3.6.2 Regional Strategies – cultural heritage. 3.6.2.2 Historical Cultural Heritage (e) fails to recognise the value of heritage to local communities (see also comments p. 71, para 5, above)	Amend so that Strategy (e) reads:...identify land uses that support the retention, conservation, active or adaptive use of heritage items and reflects their value to local communities in defining a sense of place and to local economies including as tourist attractions.
p.76	Implementation would benefit from the introduction of a developer contribution scheme.	Consider including the need for a developer contribution scheme, perhaps at the regional level if not the State level. Such as: *Support the timely, fair and efficient delivery of planned infrastructure and services through the application of developer contributions*

12

GLENORCHY CITY COUNCIL

Reference	Comment	Recommendation
p.77	The Monitoring and Review section should indicate the need for regional data collection and maintenance.	Consider updating to include a case for regional collection and maintenance of key data to monitor progress in achieving the STRLUS outcomes.
p.85	States that structure plans are to be prepared for Greenfield Growth Areas, Priority Growth Areas, Principal Centres, District Centres, Service Hubs, Neighbourhood Centres and Rural Centres. This is a substantial body of work. It is unclear whether the STRLUS intends to mandate preparation of structure plans for all these areas, and if so over what timeframe or in what context? For example, are structure plans required to support any planning scheme amendment within one of these areas?	Clarify the context/trigger for requiring structure plans for the specified areas.
p.87	Unclear why Sorell forms part of the Metropolitan Urban Boundary when not served by high frequency public transport per Figure 18.	Reconsider inclusion of Sorell in MUB or include a strategy to ensure its connection via high frequency public transport.
Appendix 1 – Structure Plans	The requirements for Structure Plans in Greenfield Growth Areas should include consideration of existing environmental values and the need to avoid, minimise and mitigate impacts to present values. While it is important to ensure adequate public open space, these criteria would be enhanced if it also focused on retaining, utilising and maximising areas of environmental value. The strategies proposed in 3.2.2.3 for Landscape values relate to more than just urban heat island effects and should be made explicit within the Structure Plan requirements.	Include additional criteria or amend existing criteria to refer to existing areas of biodiversity/environmental value and the need for these areas to be retained. Also include or amend criteria to refer to management of environmental hazards, specifically bushfire management.

13

These urban fringe areas are also more likely to be bushfire prone land and consideration should be given to management of this and other environmental hazards.

GLENORCHY
CITY COUNCIL

14

11. GOVERNANCE

Community Goal – Leading our Community

11.1 QUARTERLY REPORT - Q2 - PERIOD ENDING 31 DECEMBER 2025

Author: Chief Financial Officer (Michael Sokulski)

Acting Coordinator Strategy and Executive (Tim Douglass)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Corporate Reporting

Executive Summary

This report provides Council with the Quarterly Report for the period ending 31 December 2025, outlining key financial and operational performance results for the second quarter of the 2025/26 financial year.

The Quarterly Report includes:

* The Chief Executive Officer's Summary of strategic and operational highlights

* Council's Quarterly Financial Performance Report

* Progress Reporting Against Annual Plan Measures

Financial Performance

Council's operating result to the end of quarter two is $765,000 favourable compared to budget. Revenue is above budget while expenditure remains below budget, reflecting sound financial management and some timing variations across programs.

* Operating Revenue: $72.876 million, which is $375,000 (0.5%) above budget, driven by strong and stable revenue streams.

* Operating Expenditure: $38.019 million, which is $389,000 (1.0%) below budget, primarily due to vacancies in staff positions and timing delays in materials and services payments.

* Capital Grant Revenue: $5.192 million compared with an annual budget of $5.846 million, largely reflecting $4.698m in carried-forward grant funding for the Glenorchy Pool Repairs project.

* Capital Works: Actual expenditure of $10.527 million against a year-to-date budget of $10.199 million, within an annual program of $31.869 million.

A review of the 2025/26 Budget has identified several variations to align reporting with actual financial outcomes. These include:

* State Landfill Levy due to reduced tonnages

* Benjafield Childcare Centre lower revenue following renovations

* Planning Application Fees higher revenue on increased applications

* TasWater Dividend increased

* Employee Expenses reduced due to vacancy recruitment lead-time

These budget variations are addressed in the Mid-Year Budget Review report presented to this meeting.

Overall, Council's financial position at the end of the December quarter is favourable, with stable revenue performance, controlled expenditure, and continued delivery of capital works in line with the adopted budget.

Recommendation

That Council:

1.   RECEIVE and NOTE the attached Council's Quarterly Report (**Attachment 1)** and Quarterly Annual Plan Progress Report (**Attachment 2**) for the quarter ending 31 December 2025.

2.   AUTHORISE the Chief Executive Officer to make minor administrative, editorial or grammatical amendments that do not materially alter the intent of the Quarterly Report.

Community Plan Reference	Leading Our Community We responsibly manage our community's resources to deliver what matters most.
Strategic Plan Reference	Communicate effectively with our community and stakeholders about what Council is doing. Manage the City's assets responsibly for the long-term benefit and growth of our community. Deploy the Council's resources effectively to deliver value while being financially responsible. Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/ Engagement	Executive Leadership Team All Managers
Resources	Not applicable
Risk/Legal/ Legislative/ Reputational	1. Financial Risk While the December quarter results show a favourable position, there is an ongoing risk of revenue or expenditure variations arising later in the financial year due to economic conditions, timing of grant receipts, inflationary pressures, or unplanned maintenance requirements. Continuous monitoring and quarterly reviews mitigate this risk. 2. Budget Management Risk If budget variations are not appropriately approved or reflected in future reporting, Council may lose visibility over true financial performance. Regular review and alignment of budget estimates and a mid-year budget review reduce this risk. 3. Capital Delivery Risk Delays in the delivery of capital works or the use of carried-forward grant funds may result in project underspend or deferred community benefits. This risk is mitigated through project monitoring and separate Capital Works reporting. 4. Compliance Risk Failure to report or approve budget adjustments in accordance with Section 82(4) of the Local Government Act 1993 could lead to non-compliance with legislative requirements. This is mitigated by ensuring Council approval of all budget variations. 5. Operational Risk

	Timing differences in expenditure recognition, staff vacancies, and supplier delays can create short-term fluctuations in reported results. These are managed through quarterly reviews and adjustments to ensure reports reflect the true financial position. 6. Reputational Risk Inaccurate or inconsistent financial reporting may undermine public confidence in Council's financial management. Transparent financial reporting and the inclusion of explanatory notes help maintain community trust and accountability
25/26 Budget Allocation	The Financial Performance Report details actual results against budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	No budget reconsiderations are proposed in this report. A separate Mid-Year Budget Review report is being presented at this meeting.
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

Quarterly Report

1. The Quarterly Report **(Attachment 1)** contains a comprehensive summary of Council's performance to 31 December 2025. The report consists of the:

    - Chief Executive Officer's Summary of Strategic and Operational Highlights

    - Council's Quarterly Financial Performance Report

    - Reporting Against Annual Plan Measures

Financial Performance

2. Council's operating result at the end of the December 2025 quarter is $765,000 better than the budgeted position.

3. The reported financial results for the 2025/26 financial year to date show a favourable position with revenue ahead of budget and expenditure less than budget.

4.   A strong net position against budget is reported to 31 December 2025. The Mid-Year Budget Review will include budget variations reported year-to-date and allow for forecast variations through to 30 June 2026.

Revenue

5.   Year-to-date operational revenue is $72.876 million compared to budgeted operational revenue of $72.501 million. This represents a favourable result of $375,000 or 0.5% against budget.

6.   Key revenue sources are showing stable results with no variations requiring investigation or urgent remedial action.

7.   Revenue streams in line with budget generate reliable cash inflows to fund the various programs of Council. The December report indicates strong cash inflows have been maintained to date and are forecast to continue.

Expenditure

8.   Year-to-date operational expenditure is $38.019 million compared to budgeted expenditure of $38.409 million. This represents a favourable result of $389,000 or 1.0% against budget.

9.   Key expenditure sources are showing stable results with no variations requiring investigation or urgent remedial action.

10. Expenditure remains favourable to overall budget, however there is some offsetting between programs. This is not presently of concern as it indicates the required level of expenditure is being maintained across the organisation.

Non-operating – Capital Grant Revenue

11. Capital grant revenue is $5.192 million against the annual $5.846 million budget.

12. The year-to-date amount is largely unspent grant funds from last financial year, predominately $4.698 million for the Glenorchy Pool Repairs grant.

Non-operating – Monetary Contributions

13. No contributions have been received, and no budget is provided.

14. These are primarily tied to development permits which require the applicant to contribute to necessary capital works undertaken by Council. A budget is not provided due to the infrequent nature of this revenue.

Non-Operating – Net Gain/(Loss) on Disposal / Derecognition of Assets

15. Gain on disposal of assets is $75,000 against the annual $1.375 million budget loss.

16. Activities in this area are disposal of obsolete computer equipment, minor plant and vehicle changeovers. Land sales also contribute to the monthly result.

17. The reported loss is not a "cash" loss but mostly made up of the movement in asset values. The cash sale price of disposed assets is tempered by the expense in writing down the book value of those assets. There is also an allowance for derecognised assets where it is found the physical asset is no longer in accordance with the asset register.

Non-Operating – Contributions Non-Monetary Assets

18.   Non-monetary assets to the value of $219,000 have been received against an annual budget of $3.675 million. Typically, these are donated/gifted assets received from subdivisions and like developments, as well as assets found not to be currently recorded in the asset register.

Non-Operating – Assets Written Off

19.   Assets to the value of $676,000 have been written off against an annual budget of $700,000.

20.   Typically, this relates to the residual value of assets that have reached the end of their useful lives and have been replaced.

Capital Works

21.   Year-to-date Capital Works actual expenditure is $10.527 million against the year-to-date budgeted expenditure of $10.199 million. The annual budget is $31.869 million. The expenditure split is $7.380 million for recurrent projects and $2.819 million for major projects.

22.   A separate Capital Works Status Report will be presented to a future Council meeting.

Annual Plan Progress

23.   The attached Annual Plan Progress Report **(Attachment 2)** records the status and commentary on the nine priority actions and the Annual Plan actions, including business as usual items.

Attachments

1.   GCC Quarterly Report Q 2 2025–26 [**11.1.1** - 38 pages]
2.   Measure Reporting - Progress Attachment Q 2 [**11.1.2** - 8 pages]

Image: Kelvin Ball

![Glenorchy City Council logo]

Quarterly Report
Quarter 2, 2025–26
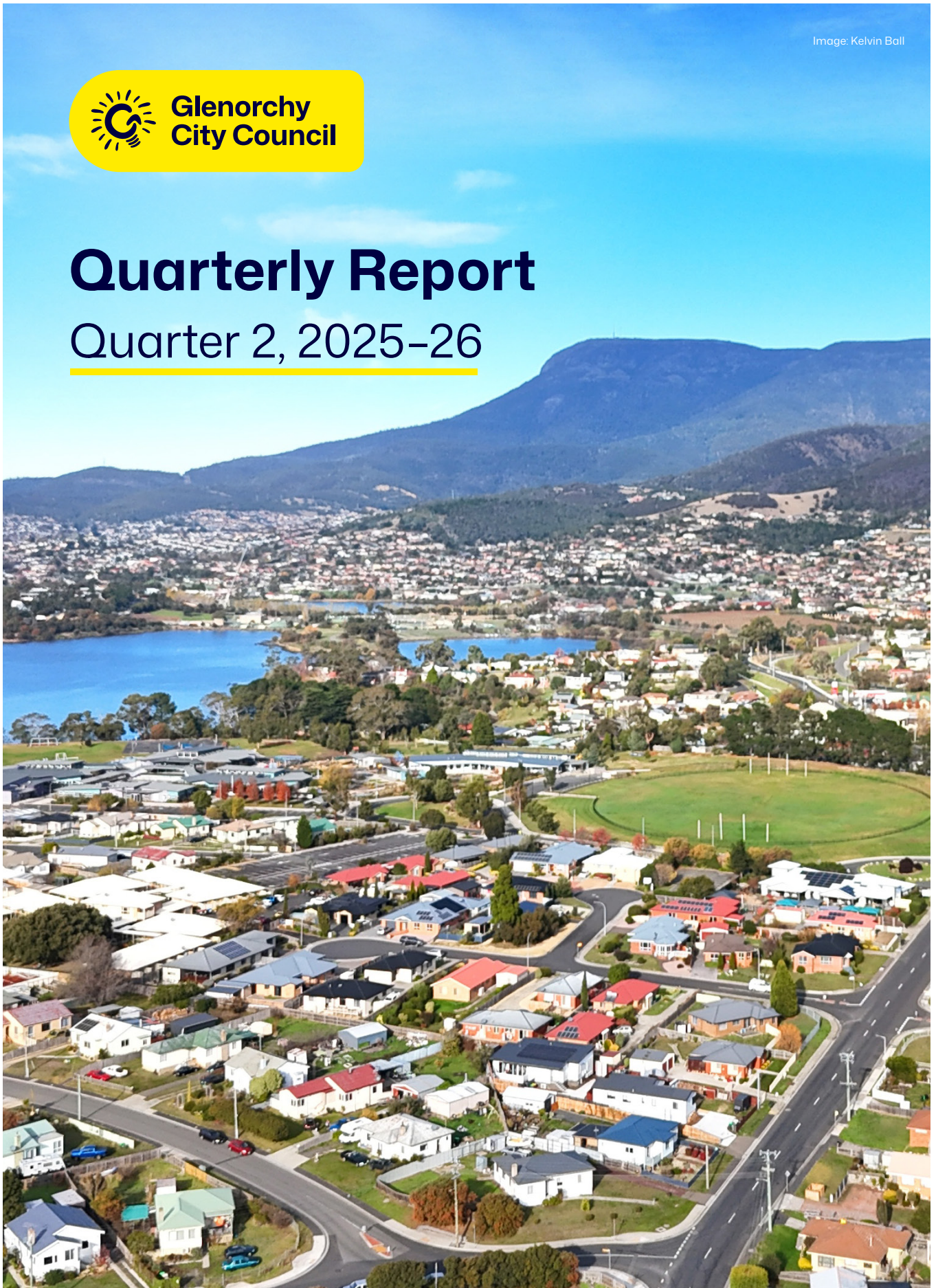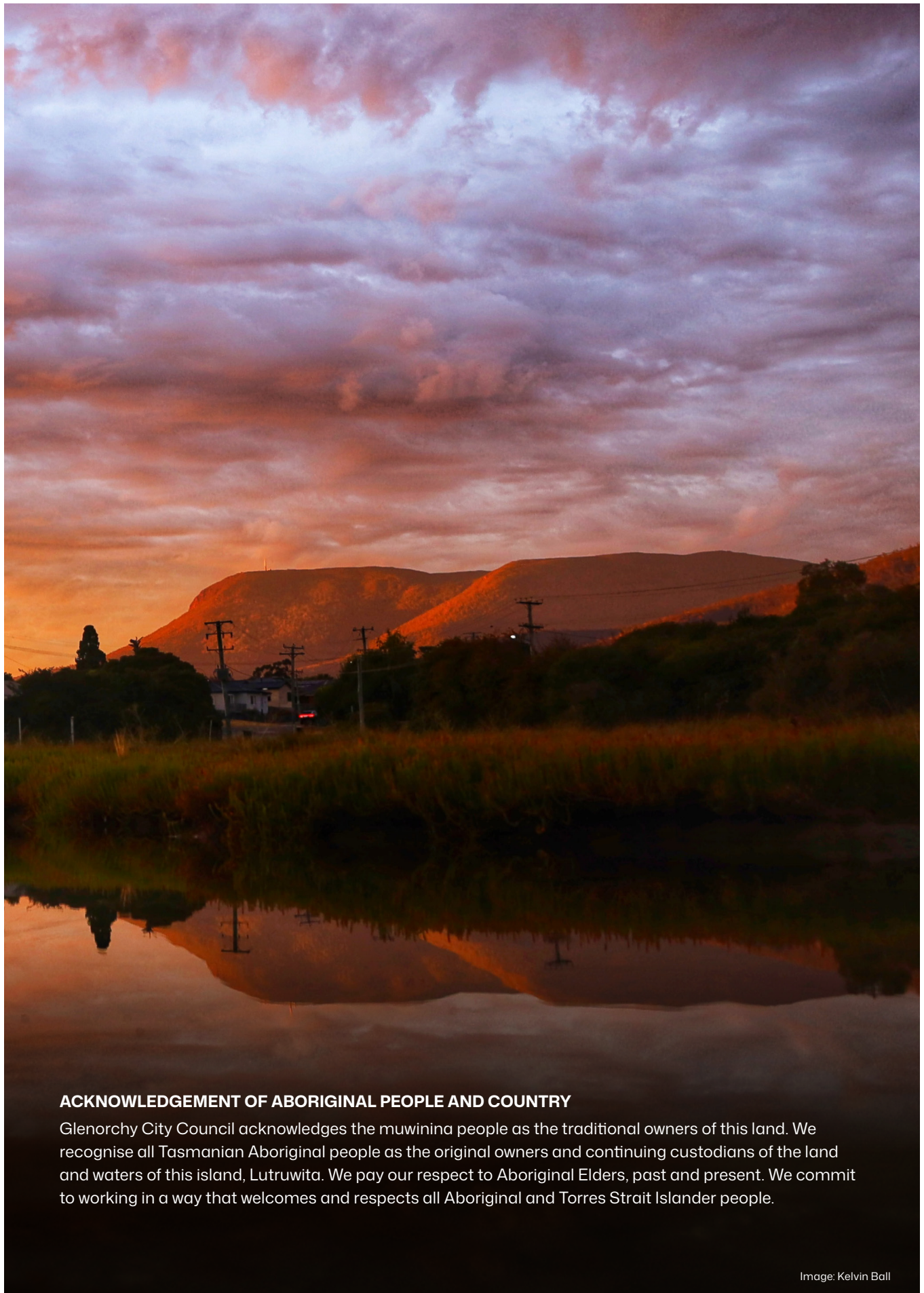
ACKNOWLEDGEMENT OF ABORIGINAL PEOPLE AND COUNTRY

Glenorchy City Council acknowledges the muwinina people as the traditional owners of this land. We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, Lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working in a way that welcomes and respects all Aboriginal and Torres Strait Islander people.

Image: Kelvin Ball

Contents

Image: Kelvin Ball

STRATEGIC AND OPERATIONAL HIGHLIGHTS FOR THE QUARTER

This quarter, Council continued to focus on responsible financial management, delivery of key infrastructure, and support for community wellbeing. Progress was made on several key projects, including the repair of the Glenorchy War Memorial Pool and the establishment of a Youth Hub in the Glenorchy CBD.

FINANCIAL POSITION

During the quarter, Council paid off the last of its debt, returning to a debt-free position.

At the end of the quarter, Council's operating result was $765,000 ahead of budget. This result was driven by $375,000 in additional revenue and $389,000 lower expenditure than forecast.

Operating revenue totalled $72.876 million year to date, compared with a budget of $72.501 million. These gains were partly offset by lower landfill gate fees and reduced child care income.

Operating expenditure was $38.019 million, or one per cent below budget, largely due to vacancies and recruitment timing.

Council's cash and investment balance was $45.681 million as at 31 December 2025. Capital works expenditure totalled $10.527 million year to date and remains on track, with most of the annual program expected to be delivered by the end of the financial year.

YOUTH HUB ESTABLISHMENT

Council continued to progress plans for the establishment of a Youth Hub.

A $1 million funding application to the Tasmanian Community Fund progressed to the final stage of consideration, reflecting the strength of the proposal and the clear community need for a dedicated youth space.

A five-year project plan was completed and endorsed by the Executive Leadership Team. The plan sets out the purpose, service model, governance arrangements and staged delivery of the Hub.

The Youth Hub is intended to provide a safe, inclusive and welcoming space for young people. It will support early intervention, skill development and access to services, while complementing existing youth programs across the municipality.

SAFE AND WELCOMING CITY

Council continued to work closely with Tasmania Police, service providers and local businesses in the interest of community safety.

Operational initiatives also continued, including the rollout of the new Graffiti Management Plan and Policy. A trial of proactive graffiti removal from business premises was undertaken, alongside increased street cleansing and footpath sweeping across Glenorchy, Moonah and Claremont.

CIVIC ENGAGEMENT AND COMMUNITY CONNECTIONS

Council maintained strong engagement with the community throughout the quarter.

The "Let's Talk, Glenorchy" platform supported open and transparent engagement. More than 4,000 site visits were recorded during the quarter, with community members contributing to projects including the Waste and Resource Recovery Strategy and community safety initiatives.

The Community Views survey attracted more than 1,000 responses. The results will assist Council's future planning, service priorities and engagement approaches.

Council also hosted a Citizenship Ceremony in November, welcoming 56 new Australian citizens from 25 countries. Around 200 guests attended, including family members, elected representatives and community leaders. These ceremonies continue to have an important role in celebrating diversity and fostering a sense of belonging in the community.

GLENORCHY WAR MEMORIAL POOL

Works to repair and reopen the Glenorchy War Memorial Pool progressed following site establishment and demolition works completed earlier in the year. Construction is now focused on pool and plant repairs, refurbishment of changerooms and installation of an accessible ramp into the main pool.

Once reopened, the pool will again provide opportunities for recreation, swim and fitness programs, and social connection. The project remains on track for completion in the fourth quarter of the 2025–26 financial year.

Council also continued to advocate for funding to support the long-term redevelopment of the site into a modern aquatic facility that can serve the wider region.

CAPITAL WORKS PROGRESSED

Council's capital works program continued to advance during the quarter. Significant works completed include extensive road resealing across multiple suburbs, footpath renewals at Kilpa Street, Grove Road and Brent Street, and stormwater upgrades at Riverview Parade, Chapel Street Reserve and Richards Road.

Works on Renfrew Circle Stage 2 are progressing well and remain on schedule. Planning and delivery of active transport infrastructure also continued, including progress on the Main Road Granton shared path. Projects such as these support safer travel, improved accessibility and better connections between neighbourhoods.

Overall, capital works expenditure across both recurrent and major projects is tracking close to forecast. Early commencement of key programs, such as road resealing, supported this outcome.

WASTE AND RESOURCE RECOVERY STRATEGY

Council's draft Waste and Resource Recovery Strategy was released for public consultation through the "Let's Talk" platform. Community feedback was compiled and will inform the final version of the strategy.

The strategy provides a framework to reduce waste, increase recycling and improve resource recovery across the municipality. The strategy is based on the principles of a circular economy and waste minimisation and supports Council's broader environmental objectives.

The final strategy is scheduled to be presented to Council for endorsement in the next quarter.

PRIORITY PROJECTS

Planning and advocacy work to define a set of major priority projects continued. The five chosen projects support the delivery of key community infrastructure, public spaces and cultural initiatives across the municipality.

Subject to endorsement at the January Council meeting, each project will require external funding, to be pursued through State and Federal Government budget processes and relevant grant programs.

The proposed projects include redevelopment of the Glenorchy War Memorial Pool to deliver a contemporary aquatic facility for year-round community use, and Stage B of the Tolosa Park Redevelopment, which would build on earlier improvements and enhance facilities for sporting clubs, spectators and the wider community.

A Destination Playspace at Berriedale Foreshore is also proposed, to create an inclusive playspace along the Derwent River. Design work for cost-effective future delivery of the Humphreys Rivulet Path, and a Glenorchy Street Art Program to transform public spaces, support local artists, and enhance safety and amenity were also selected.

LOOKING AHEAD

As we move into the second half of the 2025–26 financial year, Council remains focused on delivering planned projects and maintaining sound financial and operational management.

Priorities for the coming quarter include continuing progress on the Glenorchy War Memorial Pool repair works, advancing the establishment of a Youth Hub, and finalising and implementing the Waste and Resource Recovery Strategy. Council will continue to advocate and seek funding for priority projects and progress statutory processes in a transparent manner.

I thank Council staff, Elected Members and community partners for their ongoing work and collaboration in serving the community of Glenorchy.

Emilio Reale
Chief Executive Officer

Financial
Performance

Image: Kelvin Ball
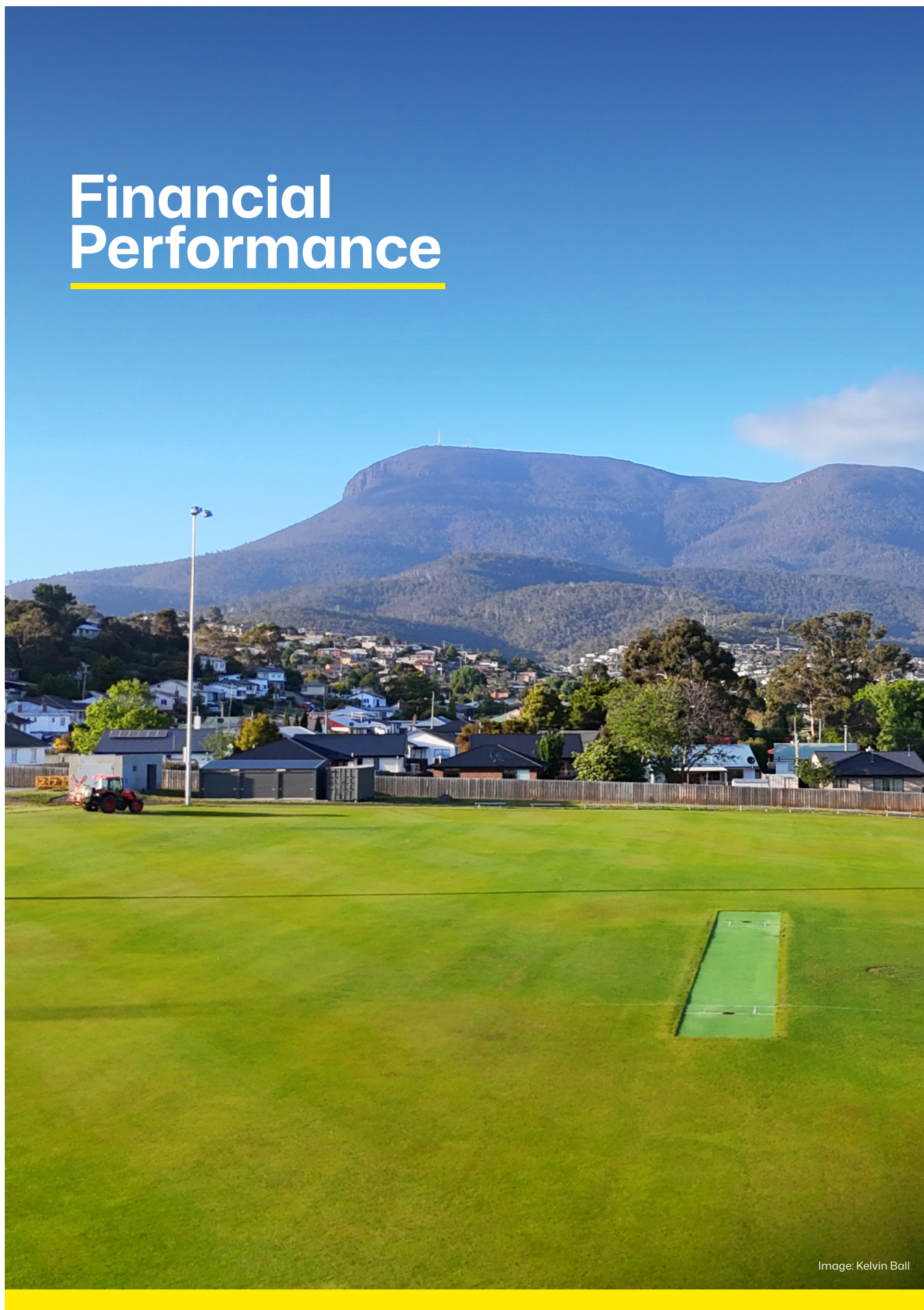
Financial Performance

Quarterly Financial Performance Report

For the quarter ending 31 December 2025

OPERATING SUMMARY

Council's operating result as at the end of the December 2025 quarter is $765k better than the budgeted position. The favourable variance is the combined result of $375k more revenue than budgeted and $389k less expenditure than budgeted.

OPERATING FORECAST TO 30 JUNE 2026

The forecast through to 30 June 2026 is currently showing an unfavourable end of year result of $582k based on (a) the actual variation reported year to date to 31 December 2025 and (b) all remaining months achieving forecast. The Mid-Year Budget Review to be presented to Council in February will revise targeted budgets resulting in a change to the current reported end of year result.
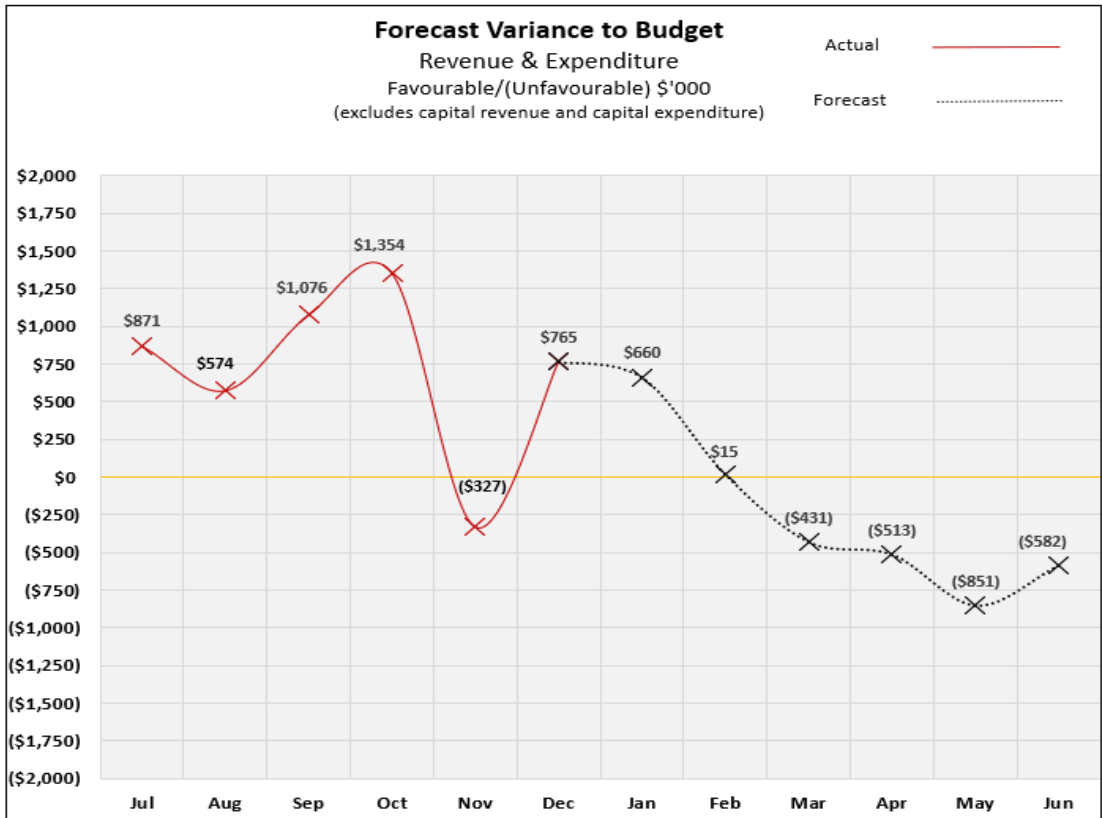
Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

OPERATING REVENUE

Year-to-date operational revenue is $72.876m compared to budgeted operational revenue of $72.501m. This represents a favourable result of $375k or 0.5% against budget.
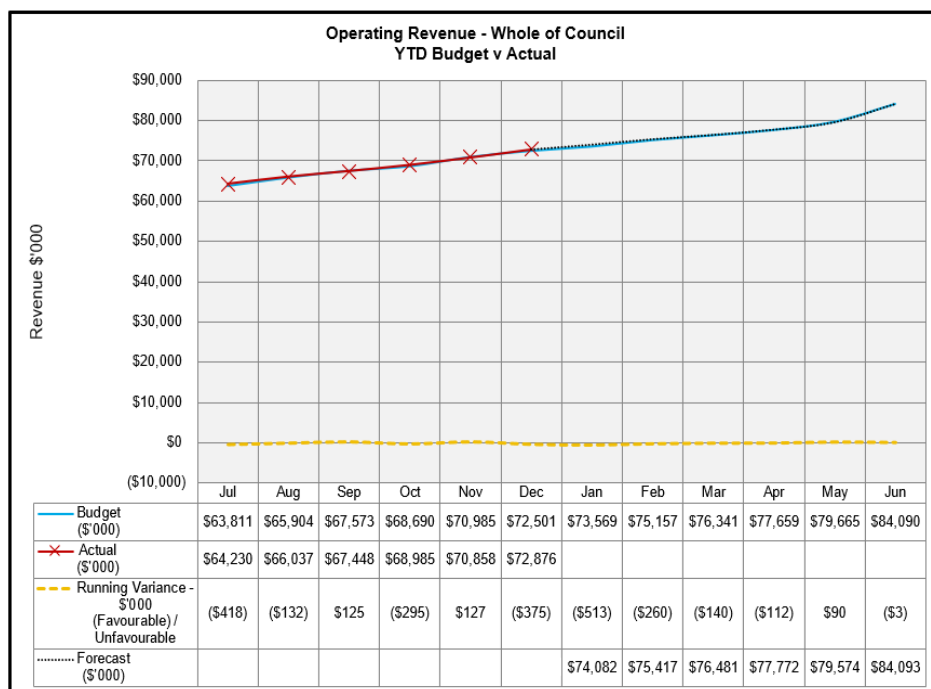
Operating Revenue - Whole of Council
YTD Budget v Actual

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget ($'000)	$63,811	$65,904	$67,573	$68,690	$70,985	$72,501	$73,569	$75,157	$76,341	$77,659	$79,665	$84,090
Actual ($'000)	$64,230	$66,037	$67,448	$68,985	$70,858	$72,876						
Running Variance - $'000 (Favourable) / Unfavourable	($418)	($132)	$125	($295)	$127	($375)	($513)	($260)	($140)	($112)	$90	($3)
Forecast ($'000)							$74,082	$75,417	$76,481	$77,772	$79,574	$84,093

Notes:

I. Operational revenue does not include capital revenue or gain/loss on sale or disposal of assets.

II. All noted amounts are reported as variance to budget as at 31 December 2025.

NOTE 1 – RATES REVENUE

Favourable against the year-to-date $54.812m budget by $17k, noting net general rate revenue gains ($138k) plus penalties and costs ($20k) offset by new charitable remissions ($140k).

NOTE 2 – USER CHARGES AND LICENCES REVENUE

Favourable against the year-to-date $12.105m budget by $180k, noting favourable higher development application fees ($247k), kerbside waste management revenue above original forecasts ($145k), reimbursements from property services and environmental health resource sharing ($46k) and s132 & s337 certificates ($45k) offset by lower landfill fees ($203k), child care parent fees ($105k) and property services leases & licences ($60k).

NOTE 3 – INTEREST ON INVESTMENTS

The annual budget for interest is $1.750m. To the end of December, $433k interest has been received from:

- Monthly at-call accounts ($169k)
- Reserve accounts ($44k)
- Term deposits maturity ($220k)

NOTE 4 – OPERATING GRANTS

Unfavourable against the year-to-date $3.920m budget by $101k, noting grants yet to receive are federal government child care subsidy ($300k), multicultural centre ($37k) and waste minimisation ($12k) offset by grants received for jackson street landfill ($40k), ricket nets ($72k), full gear ($56k), kitchen kickstart ($60k) and child care working together ($119k).

NOTE 5 – CONTRIBUTIONS – CASH

Unfavourable against the year-to-date $23k budget by $20k, noting this budget covers planning cash-in-lieu ($9k budget $0 received) and private stormwater connection permits ($14k budget $2k received) which are customer driven.

NOTE 6 – TAS WATER INCOME

Favourable against the year-to-date $1.086m budget by $108k, noting the two dividends received to date for $597k each are higher than the $543k expected.

NOTE 7 – OTHER INCOME

Favourable against the year-to-date $136k budget by $177k, noting favourable multi-year recovery of gas royalties from the Jackson Street Landfill ($141k) and insurance claim reimbursements ($31k).

OPERATING EXPENDITURE

Year-to-date operational expenditure is $38.019m compared to budgeted expenditure of $38.409m. This represents a favourable result of $389k or 1% against budget.
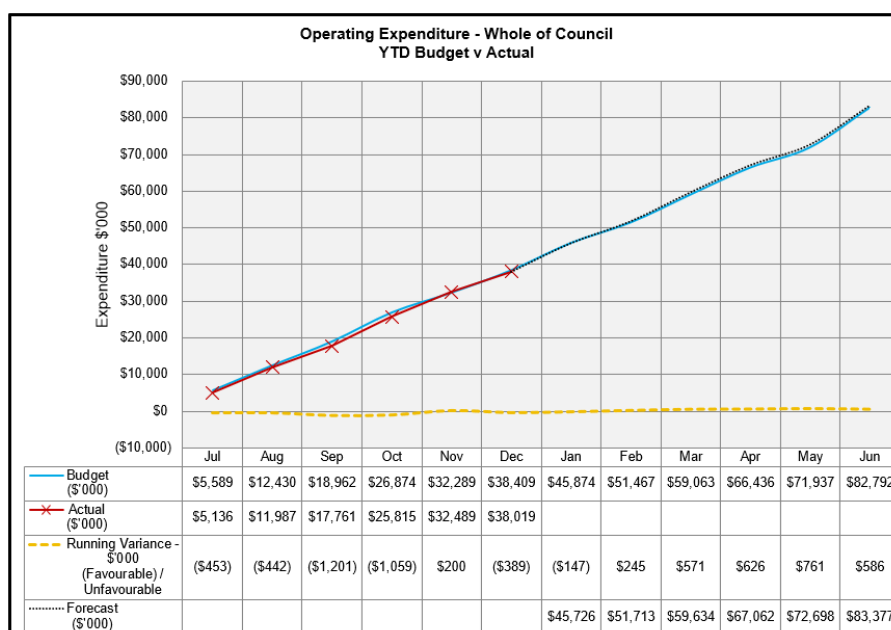
Operating Expenditure - Whole of Council
YTD Budget v Actual

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget ($'000)	$5,589	$12,430	$18,962	$26,874	$32,289	$38,409	$45,874	$51,467	$59,063	$66,436	$71,937	$82,792
Actual ($'000)	$5,136	$11,987	$17,761	$25,815	$32,489	$38,019						
Running Variance - $'000 (Favourable) / Unfavourable	($453)	($442)	($1,201)	($1,059)	$200	($389)	($147)	$245	$571	$626	$761	$586
Forecast ($'000)							$45,726	$51,713	$59,634	$67,062	$72,698	$83,377

Notes:

I.   Operational revenue does not include capital revenue or gain/loss on sale or disposal of assets.

II. All noted amounts are reported as variance to budget as at 31 December 2025.

NOTE 8 – EMPLOYMENT COSTS

Favourable against the year-to-date $15.953m budget by $380k, noting position vacancies and lead-times in recruitment will result in reduced employee expenses across the organisation. To cover essential vacancies, labour hire personnel have been engaged to the value of $362k.

NOTE 9 – MATERIALS AND SERVICES EXPENDITURE

Favourable against the year-to-date $11.119m budget by $396k, noting favourable results in the waste management ($499k) and landfill ($273k) offset by information technology ($517k) and works department ($127k).

NOTE 10 – DEPRECIATION AND AMORTISATION

Unfavourable against the year-to-date $8.485m budget by $377k, noting a reforecast of the depreciation budget will be undertaken in the mid-year budget review due to capitalisation effects of the large works program undertaken in recent years.

NOTE 11 – FINANCE COSTS

Materially in line with budget with only minor expenditure against the $8k budget.

NOTE 13 – BAD AND DOUBTFUL DEBTS

No bad or doubtful debts identified to date.

NOTE 14 – OTHER EXPENSES

Unfavourable against the year-to-date $2.844m budget by $17k, noting fleet amortisation awaiting reconciliation ($136k) offset by community sponsorships / cultural grants yet to pay ($53k) and lower land tax ($64k).

NON-OPERATING REVENUE

NOTE 15 – CONTRIBUTIONS – NON-MONETARY ASSETS

Non-monetary assets to the value of $219k have been received against an annual budget of $3.675m.

NOTE 16 – GAIN OR LOSS ON DISPOSAL OF ASSETS / DERECOGNITION OF ASSETS

Gain on disposal of assets is $75k against the annual loss of $1.375m budget, noting proceeds received from the public auction of changeover fleet and obsolete plant / equipment ($101k) offset by disposal costs and book value write offs ($21k) and land sale expenses ($5k).

NOTE 17 – CAPITAL GRANTS

Capital grant revenue is $5.192m against the annual $5.846m budget, noting $4.698m of the Glenorchy Pool grant and $22k for Abbotsfield Road Vulnerable Road User Projects (VRUP) have been carried forward to this year, new VRUP grant ($8k), Glenorchy Pool changing places ($130k) and roads to recovery ($333k).

NOTE 18 – CONTRIBUTIONS – MONETARY

No contributions - monetary capital revenue has been received, and no budget is provided.

NON-OPERATING EXPENDITURE

NOTE 12 – ASSETS WRITTEN OFF

Assets to the value of $676k have been written off against an annual budget of $700k.

CAPITAL WORKS

Year-to-date Capital Works expenditure is $10.527m against the nominal year-to-date budget of $10.199m with the expenditure split between Recurrent and Major projects being:

- RECURRENT: $7.840m has been expended against a budget of $7.380m

- MAJOR PROJECTS: $2.686m has been expended against a budget of $2.819m

Forward forecasts indicate the capital works program will achieve budget by 30 June 2026. The Infrastructure Management Group (IMG) actively monitors project progress and expenditure. In the event forecast trends suggest budget might not be achieved, funds will be redirected to other capital projects.

CAPITAL PROGRAM – RECURRENT
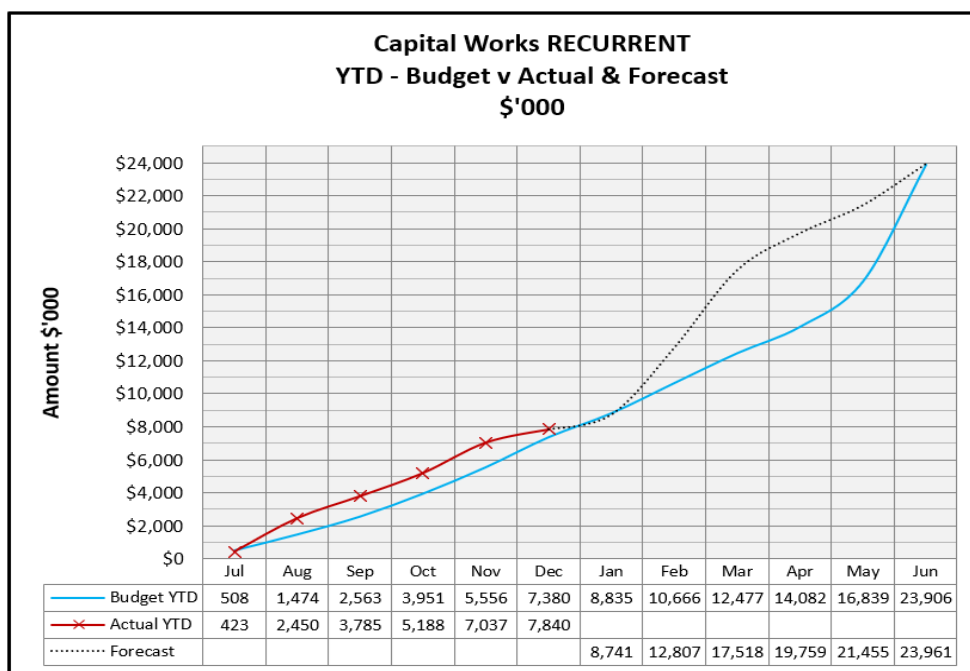
Capital Works RECURRENT
YTD - Budget v Actual & Forecast
$'000
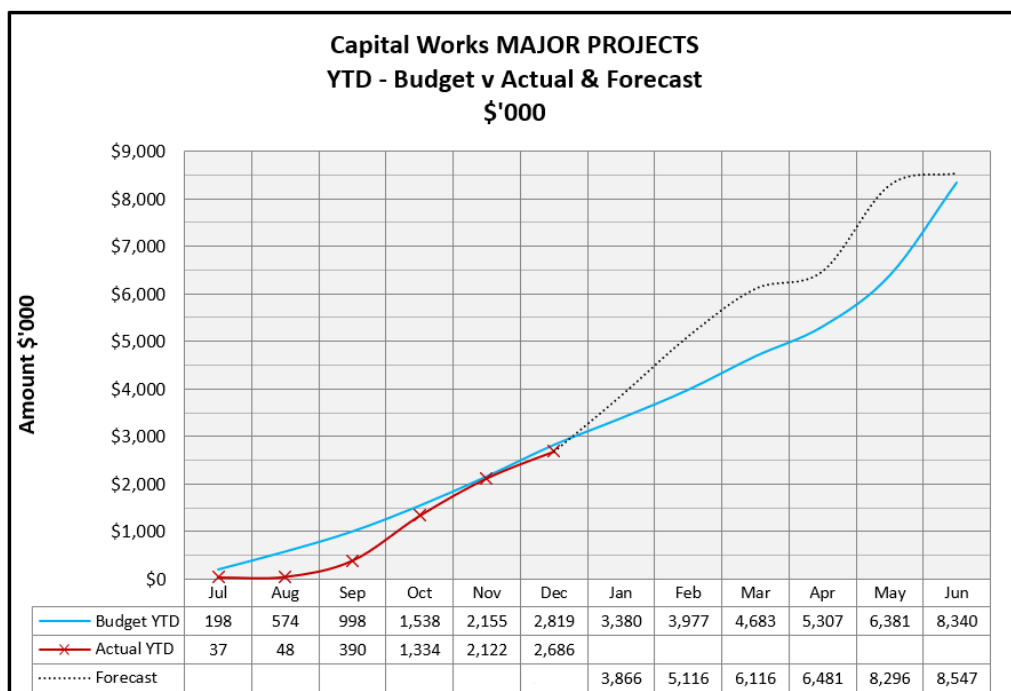
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget YTD	508	1,474	2,563	3,951	5,556	7,380	8,835	10,666	12,477	14,082	16,839	23,906
Actual YTD	423	2,450	3,785	5,188	7,037	7,840						
Forecast							8,741	12,807	17,518	19,759	21,455	23,961

Financial Performance

CAPITAL PROGRAM – MAJOR PROJECTS

Capital Works MAJOR PROJECTS
YTD - Budget v Actual & Forecast
$'000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget YTD	198	574	998	1,538	2,155	2,819	3,380	3,977	4,683	5,307	6,381	8,340
Actual YTD	37	48	390	1,334	2,122	2,686						
Forecast							3,866	5,116	6,116	6,481	8,296	8,547

The following projects form the Major Projects capital works program:

Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
102231 - Glenorchy Pool Reopening Repairs	$2,529,214	$6,500,000	$6,500,002
102312 - Glenorchy Pool Changing Places Facility	$105,032	$0	$130,032
102489 - Humphreys Rivulet Rehabilitation	$4,620	$1,689,500	$1,689,500
102490 - International Food Garden	$0	$150,000	$150,000
Various Unbudgeted Expenditure on Carryover Projects	$47,617	$0	$77,617
TOTALS	**$2,686,483**	**$8,339,500**	**$8,547,152**

Image: GCC Photo Library

Financial Performance

CASH AND INVESTMENTS

At 31 December 2025, cash and investments totalled $45.681m compared to $45.232m for the same period last year.

Cash & Investments	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Actual 2022/23	$30,304	$40,578	$42,818	$44,259	$43,702	$40,017	$41,858	$40,792	$44,448	$41,369	$36,347	$35,057
Actual 2023/24	$37,900	$46,655	$48,062	$47,979	$48,683	$46,642	$46,216	$46,027	$41,833	$43,118	$42,835	$34,718
Actual 2024/25	$36,012	$44,756	$43,774	$43,578	$46,158	$45,232	$44,882	$44,796	$41,720	$40,868	$40,150	$36,737
Actual 2025/26	$35,943	$48,947	$47,153	$47,562	$46,450	$45,681						

Note: total cash and investments includes non-restricted operating funds and funds restricted by policy and standards

RATES COLLECTIONS

At 31 December 2025, rates collected totalled 38.0%. This result is ahead of the target collection rate of 37.5% but behind the comparative 39.5% for the previous year. There is no definitive reason for a lower collection outcome compared to last year, however it is noted the 2025–26 budgeted increase does create a higher starting amount requiring collection. There has been no appreciable increase in the number of hardship applications received with eight received to date.

Rate Collections YTD Target v Actual	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Target Owing	82.0%	62.0%	58.0%	47.0%	40.0%	37.5%	27.5%	20.0%	17.5%	10.0%	5.0%	1.0%
Actual Owing 2025/26	83.9%	64.2%	59.6%	48.0%	41.0%	38.0%						
Actual Owing 2024/25	84.1%	65.0%	61.1%	49.6%	41.9%	39.5%	28.5%	21.4%	18.7%	9.1%	2.3%	2.0%

Financial Performance
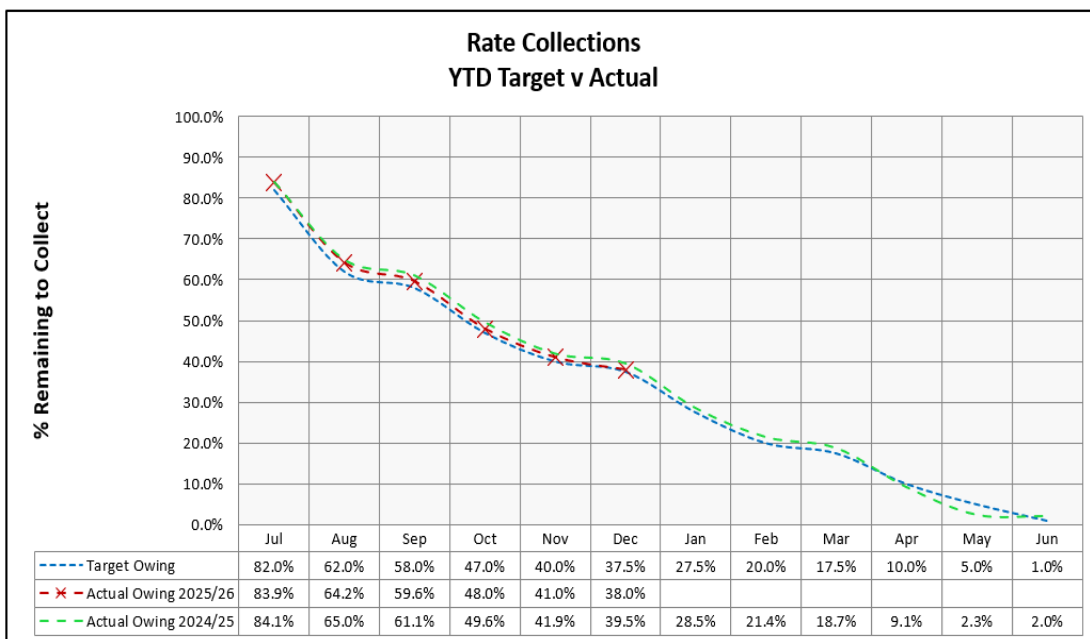
STATEMENT OF COMPREHENSIVE INCOME TO 31 DECEMBER 2025

Year-to-Date (YTD)	Note	2026 Budget $'000	2026 Actual $'000	2025 Actual $'000	2026 Variance Actual to Budget
Operating Revenue					
Rates	1	54,812	54,829	52,103	▲
User charges and licences	2	12,105	12,285	11,428	▲
Interest	3	418	433	838	▲
Grants	4	3,920	3,819	2,155	▼
Contributions – cash	5	23	2	54	▼
Investment income from Tas Water	6	1,086	1,195	1,086	▲
Other income	7	136	313	196	▲
Total Operating Revenue		**72,501**	**72,876**	**67,859**	▲
Operating Expenditure					
Employment costs	8	15,953	15,572	13,989	▼
Materials and services	9	11,119	10,723	9,891	▼
Depreciation and amortisation	10	8,485	8,863	8,998	▲
Finance costs	11	8	1	74	▼
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	2,844	2,861	2,033	▲
Total Operating Expenditure		**38,409**	**38,019**	**34,985**	▼
Total Operating Surplus/(Deficit)		**34,092**	**34,856**	**32,874**	▲
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	219	-	▲
Net gain/(loss) on disposal of property, infrastructure, plant, and equipment	16	(5)	75	609	▲
Capital grants received specifically for new or upgraded assets	17	5,646	5,192	6,444	▼
Contributions – Monetary	18	-	-	-	↔
Total Non-Operating Revenue		**5,641**	**5,487**	**7,054**	▼
Non-Operating Expense					
Assets written off	12	-	676	-	▼
Total Non-Operating Expense		**-**	**676**	**-**	
Total Surplus/(Deficit)		**39,733**	**39,668**	**39,927**	▼

Financial Performance

STATEMENT OF FINANCIAL POSITION TO 31 DECEMBER 2025

	2026 $'000	2025 $'000
Assets		
Current assets		
Cash and Cash Equivalents	11,180	13,108
Trade and Other Receivables	25,566	25,313
Inventories	137	159
Assets Classified as Held for Sale	1,183	1,183
Contract Assets	-	-
Current Investments	34,501	32,125
Other Current Assets	15	39
Total Current Assets	**72,583**	**71,926**
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	1,284,990	1,217,107
Investment in Water Corporation	180,686	177,228
Right of Use Assets	1,836	1,923
Other Non-Current Assets	11,384	12,812
Total Non-Current Assets	**1,478,896**	**1,409,069**
Total Assets	**1,551,479**	**1,480,995**
Liabilities		
Current Liabilities		
Trade & Other Payables	515	1,200
Provisions	5,200	5,925
Borrowings	-	169
Trust Funds and Deposits	657	744
Lease Liabilities	750	865
Contract Liabilities	592	-
Other Liabilities	-	-
Total Current Liabilities	**7,714**	**8,903**
Non-Current Liabilities		
Provisions	13,079	12,615
Borrowings	-	182
Lease Liabilities	1,115	1,136
Total Non-Current Liabilities	**14,193**	**13,934**
Total Liabilities	**21,907**	**22,836**
Net Position	**1,529,571**	**1,458,159**

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.

Glenorchy City Council | Quarterly Report   **16**

Measures

Image: Glenorchy Open 2025, Moonah Arts Centre

GCC Annual Plan Measures

MAKING LIVES BETTER

We continue to be a safe, inclusive, active, healthy and vibrant community. We will focus on developing a hub of multiculturalism, arts and culture.

PERCENTAGE OF DIRECT COUNCIL OPERATIONAL EXPENDITURE ON PRIORITY COMMUNITY SERVICES COMMUNITY DEVELOPMENT AND WELLBEING PROGRAMS

Program	Targeted Expenditure	Employee Effort	Total Expenditure on Priority Community Services	Program Consumption of Total Expenditure	Annual Budget for Priority Community Services	Percentage of Program Annual Budget Spent
Bushfire Mitigation	$41,064	$139,979	$181,044	2.2%	$640,171	28.3%
Childcare	$72,597	$1,515,348	$1,587,945	19.5%	$3,677,003	43.2%
Community Development	$208,158	$377,880	$586,039	7.2%	$1,458,846	40.2%
Community Engagement	$130,566	$173,913	$304,479	3.7%	$633,047	48.1%
Community Recognition	$6,869	$28,097	$34,966	0.4%	$77,199	45.3%
Environment	$41,712	$200,601	$242,313	3.0%	$848,463	28.6%
Glenorchy Jobs Hub	$15,663	$264,850	$280,513	3.4%	$1,030,917	27.2%
Moonah Arts Centre	$76,850	$304,390	$381,240	4.7%	$800,210	47.6%
Parks & Recreation	$463,338	$674,288	$1,137,626	14.0%	$2,702,687	42.1%
Roads & Stormwater	$660,745	$779,194	$1,439,939	17.7%	$3,659,236	39.4%
Urban Services	$807,724	$694,884	$1,502,609	18.5%	$2,748,730	54.7%
Vegetation Control	$218,897	$237,464	$456,361	5.6%	$1,105,453	41.3%
Total Direct Expenditure - Priority Community Services	**$2,744,184**	**$5,390,889**	**$8,135,073**	**100%**	**$19,381,961**	**Average 40.5%**

NUMBER AND TYPE OF GRANT FUNDED SERVICES AND NUMBER OF COMMUNITY MEMBERS RECEIVING SERVICES THROUGH COUNCIL PARTNERS

Council Officers coordinated five grant funded services with approximately 260 participants during Quarter 2.

Service	Type of service or program	Participants
LGBTIQA+ Inclusion Training	Two workshops in Quarter 2, held at Glenorchy Library and Multicultural Hub (4 of 7 sessions complete).	34
Full Gear	Youth motorcycle safety program held at Bucaan House and Karadi Aboriginal Corporation.	7
Walking Group	Regular walking groups in Claremont and Glenorchy.	Regular
School for Seniors	Located at Goodwood Community Centre with consistent attendance.	Regular

Service	Type of service or program	Participants
World Kindness Day	Community event focusing on social cohesion. Community partners included: • Migrant Resource Centre • Mission Australia • Working It Out • Glenorchy Library • Playgroup Tasmania • Bus Stop Films • Aurora Disability Services • Tasmania Police • Population Screening and Cancer Prevention (Tasmanian Health Service) • Karadi Aboriginal Corporation • State Emergency Service (SES) • Red Cross • Asuria • Priceline Chemist • Volunteering Tasmania • B Kinder Foundation • Cosgrove High School • Kirinari Baptcare Services Australia • Life Without Barriers.	200+

AMOUNT OF ADVOCACY UNDERTAKEN ON COMMUNITY PRIORITIES

Council advocated for key community priorities this quarter by providing a submission to the Tasmanian Government's 2026–27 Budget process. The submission highlighted priority projects including the Glenorchy Pool redevelopment, Tolosa Park Stage B, establishment of a Youth Hub, and the Humphreys Rivulet Path. With the Humphreys Rivulet and Youth Hub priorities progressing with funding secured during quarters one and two, work commenced on realigning the community's priority list for 2026.

Image: Kelvin Ball

Glenorchy City Council | Quarterly Report   **19**

BUILDING IMAGE AND PRIDE

We will show our pride as a city and others will see it.

NUMBER OF PROGRAMS DEVELOPED AND RUN IN PARTNERSHIP WITH GOVERNMENT AND COMMUNITY ORGANISATIONS THAT IMPROVE COMMUNITY SAFETY AND INCLUSION

Council delivered 13 programs and activities in partnership with government agencies, schools and community organisations. These programs were delivered across the municipality and involved collaboration with organisations including Tasmania Police, Tasmania PCYC, Youth Justice, Mission Australia, Tasmanian Council of Social Service, Glenorchy Library and local schools. The programs focused on prevention, engagement and community connection, supporting safer public spaces and inclusive participation for people of all ages.

NUMBER OF FUNDING BIDS MADE FOR A GLENORCHY YOUTH HUB

An application for grant funding of $1 million to support the project plan was submitted to Tasmania Community Fund (TCF) and progressed to the final stage of consideration in December.

PROGRESS ON DEVELOPMENT OF PROJECT PLAN FOR A GLENORCHY YOUTH HUB

A 5-year Project Plan was completed and supported by Council's Executive Leadership Team via the Youth Hub Steering Committee. The project plan to be presented to Council in January with the view to finalise a deed with TCF commencing 1 July 2026.

PROGRESS ON DEVELOPMENT AND IMPLEMENTATION OF ENGAGEMENT PLAN TO HEAR THE VOICES OF HARDER TO REACH COMMUNITY MEMBERS

A review of Council's current Engagement Framework commenced this quarter to identify gaps in how we hear from harder-to-reach community members. This work began with analysing results from the Community Views survey conducted in November in partnership with Informed Decisions(.id). The review is scheduled for completion in Quarter 3, after which any identified gaps will be addressed. This will inform the development of a comprehensive Engagement Plan for 2026, designed to ensure all voices across Glenorchy are represented.

VISITATION AT THE MOONAH ARTS CENTRE

During Quarter 2, the Moonah Arts Centre recorded 11,024 visits.

This period included 6 art exhibits featuring 125 artists. 98% of exhibiting artists live, work or attended school in the Glenorchy LGA. There were 65 venue hires, including 35 arts organisations, 13 community groups and 13 corporate businesses. 28 events were hosted, including 16 workshops, 5 free community events, 1 creative residency and 6 live ticketed shows.

PROGRESS ON REFLECT RECONCILIATION ACTION PLAN DELIVERY

The Reflect Reconciliation Action Plan has been completed.

In October it was decided that in 2026 Council will partner with Reconciliation Tasmania to implement a Reconciliation Commitment Process. This will result in a tailored strategy and action plan.

The strategy and action plan will provide Council with access to a local service provider with strong connections to palawa (Tasmanian Aboriginal people), Tasmanian service providers, and other relevant partners. Reconciliation Tasmania has a strong understanding and insight into the needs of communities and local government with respect to reconciliation.

OVERALL ESTIMATED ATTENDANCE AT CIVIC EVENTS

Council hosted one Citizenship Ceremony in November. At this ceremony, 56 conferees from 25 countries became Australian citizens. Approximately 200 guests attended, including friends and family of new citizens, elected representatives, and special guests.

FREQUENCY OF PRINCIPAL ACTIVITY CENTRE CLEANING ACTIVITIES AND MUNICIPAL STREET SWEEPING

Building upon Quarter 1, the new Graffiti Management Plan and Policy were completed and endorsed by Council in Quarter 2. Removal of graffiti from selected businesses was then trialled in the week prior to Christmas.

This progress will grow in Quarter 3, as the Work Centre Compliance Officer, working in conjunction with the Urban Services team, continues to offer support with graffiti issues to businesses within the municipality.

In addition to the increased footpath cleansing regime, the footpath sweeper continued to service the three CBD areas of Glenorchy, Moonah and Claremont.

NUMBER OF COMPLETED MAINTENANCE ACTIVITIES (SERVICE REQUESTS) FOR DIFFERENT ASSET CLASSES

In the second quarter Operations and Maintenance received 777 customer requests, with the breakdown being:

| Team	Requests Created	Percentage of Total Requests Created
Facilities	70	9.0%
Parks and Recreation	81	10.4%
Roads	347	44.7%
Stormwater	55	7.1%
Urban Services	77	9.9%
Vegetation	147	18.9%

642 requests were actioned and/or closed in this time with a clearance rate of 82.6%.

Roads requests remained consistent, with vegetation starting to spike from mid-November. This is consistent with the temperature starting to warm, bringing both vegetation growth and more people moving around.

Risk Management Dashboard Report: Building Image and Pride

CUSTOMER REQUESTS CREATED IN QUARTER 2 2025–26 BY WEEK

Month	Week	Total Created	Facilities	Parks and Rec	Roads	Stormwater	Urban Services	Vegetation
Oct	Wk 1	61	3	7	39	2	8	2
Oct	Wk 2	49	5	3	23	10	3	5
Oct	Wk 3	56	5	6	29	2	7	7
Oct	Wk 4	63	5	7	31	5	7	8
Oct	Wk 5	63	7	6	34	3	4	9
Nov	Wk 1	60	7	4	30	6	3	10
Nov	Wk 2	42	5	3	18	4	3	9
Nov	Wk 3	66	4	9	24	8	4	17
Nov	Wk 4	62	11	3	23	5	4	16
Dec	Wk 1	92	8	6	39	3	16	20
Dec	Wk 2	73	7	9	26	2	10	19
Dec	Wk 3	61	3	10	21	4	5	18
Dec	Wk 4	29	0	8	10	1	3	7
		777	**70**	**81**	**347**	**55**	**77**	**147**
	Percentage of Total:		**9.0%**	**10.4%**	**44.7%**	**7.1%**	**9.9%**	**18.9%**

Customer Requests Created Q2 2025–26
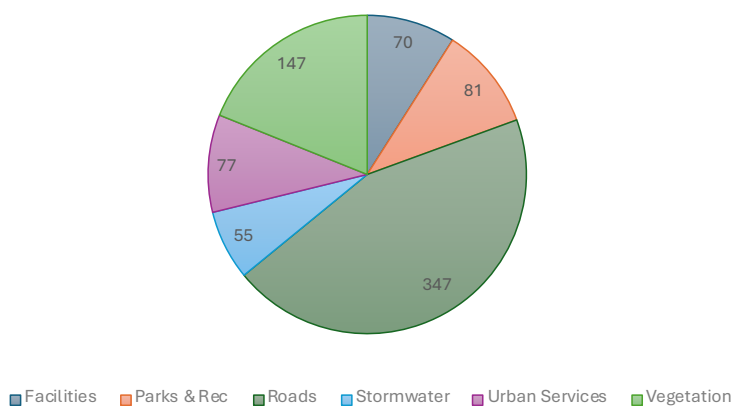
CUSTOMER REQUESTS CLOSED IN QUARTER 2 2025–26

	Total Closed	Facilities	Parks and Rec	Roads	Stormwater	Urban Services	Vegetation
Oct	262	23	25	140	23	21	30
Nov	204	25	14	86	22	13	44
Dec	176	21	20	73	8	22	32

OPEN FOR BUSINESS

We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish, continue and flourish.

GLENORCHY ECONOMIC DEVELOPMENT STRATEGY REVIEW PROGRESS

The review of the 2020–25 Economic Development Strategy was completed during the quarter, and work commenced on developing the 2026–30 plan. To ensure the planning was informed by broader state and national context, the work was undertaken in collaboration with a range of stakeholders. These included Council's Executive Leadership Team, internal stakeholders from relevant Council areas, and representatives from the Tasmanian Chamber of Commerce and Industry (TCCI), Jobs Tasmania and Regional Development Australia. By year's end, the overarching strategy and associated change strategies were drafted, and development of a detailed action plan to support their implementation was underway.

NUMBER OF PLANNING PERMIT APPLICATIONS DETERMINED WITHIN STATUTORY TIMEFRAMES
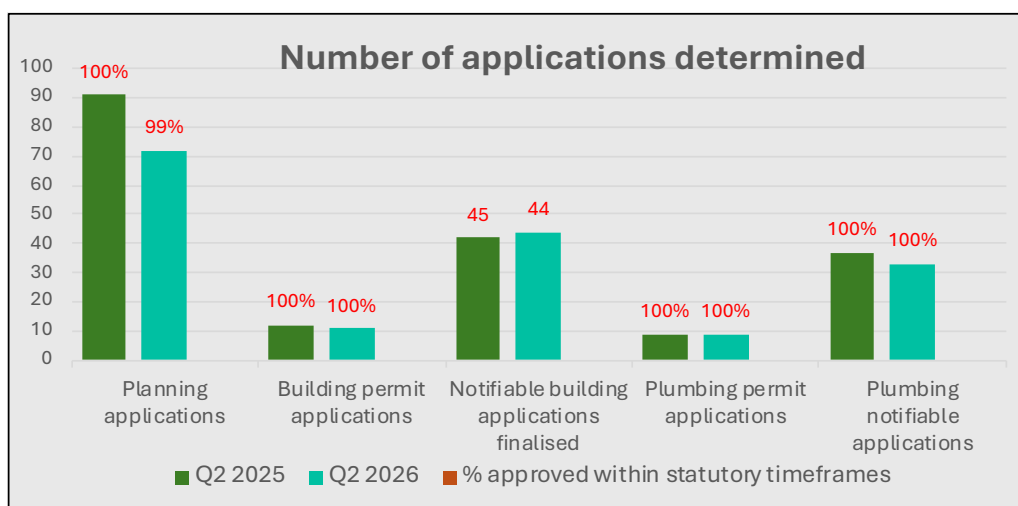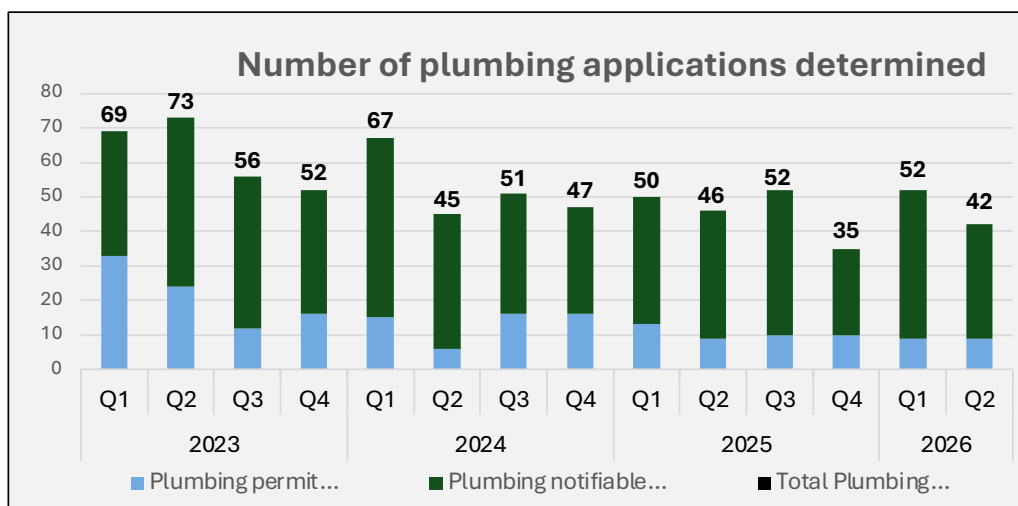

Number of applications determined — bar chart. Categories: Planning applications (Q2 2025: 100%, Q2 2026: 99%); Building permit applications (100%, 100%); Notifiable building applications finalised (45, 44); Plumbing permit applications (100%, 100%); Plumbing notifiable applications (100%, 100%). Legend: Q2 2025, Q2 2026, % approved within statutory timeframes.

Image: GCC Image Library

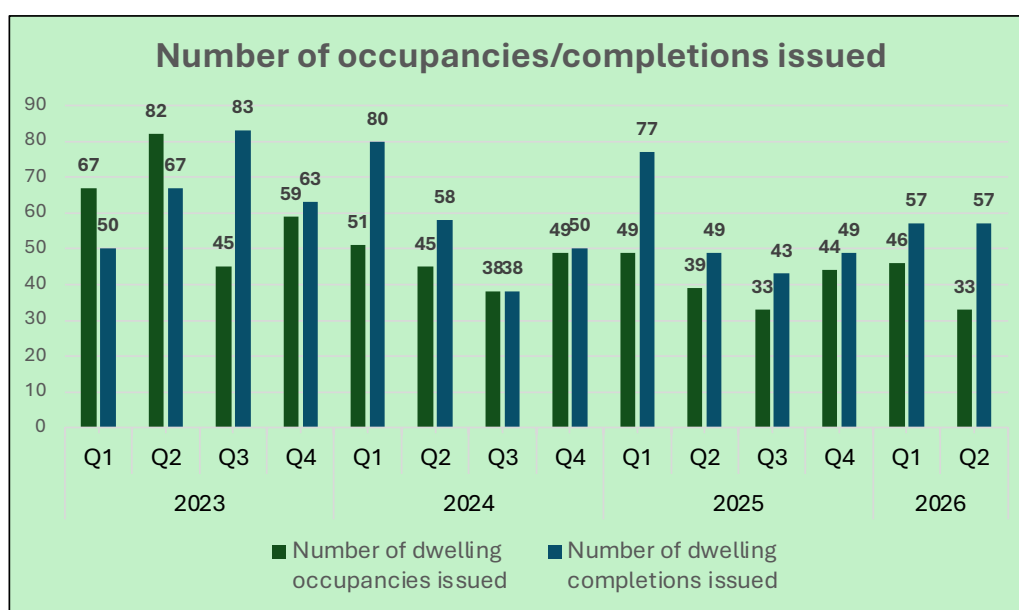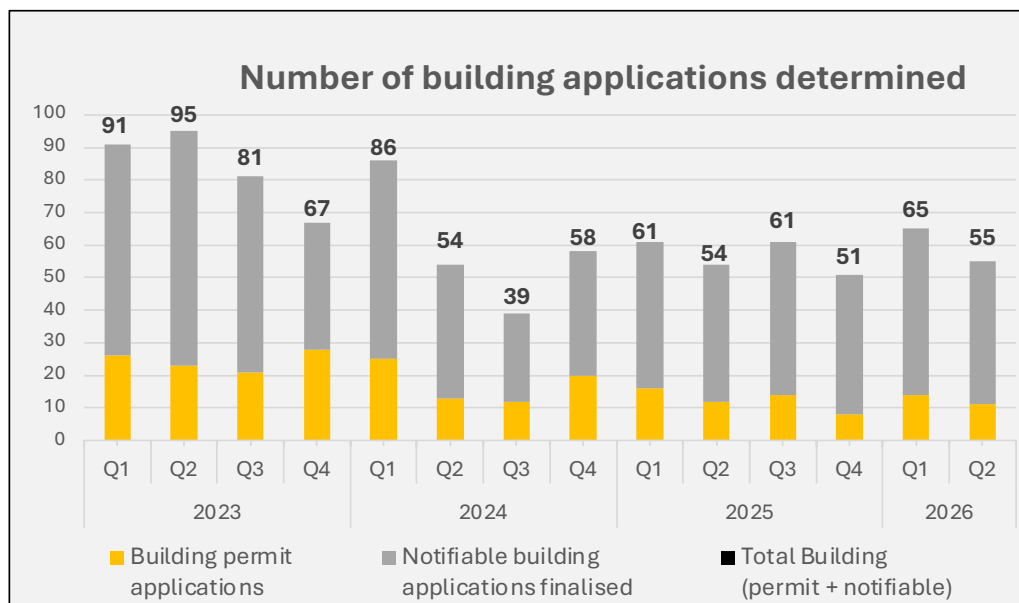Risk Management Dashboard Report: Open for Business

NUMBER OF BUILDING AND PLUMBING APPLICATIONS DETERMINED WITHIN STATUTORY TIMEFRAMES
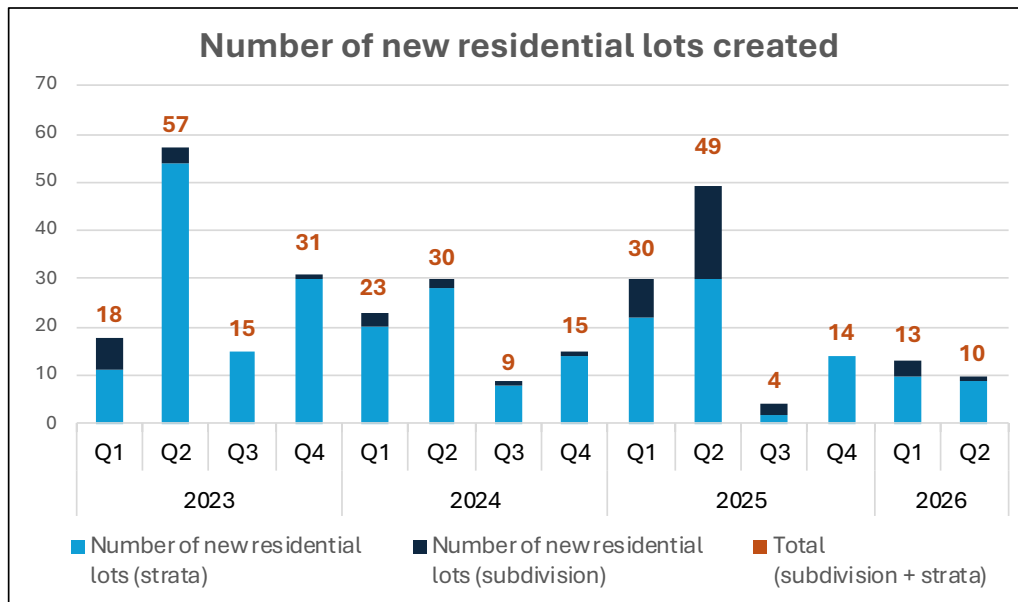
The number of new lots created by either subdivision or strata remains low, only averaging 10 over the last four quarters, well below the longer term average of 25 per quarter.

It is expected that this will increase over the next 12–24 months given works currently in progress but not yet complete and proposals currently in the pipeline.

Risk Management Dashboard Report: Open for Business

Number of building applications determined

Legend: Building permit applications (yellow) | Notifiable building applications finalised (grey) | Total Building (permit + notifiable) (black)

Number of occupancies/completions issued

Legend: Number of dwelling occupancies issued (green) | Number of dwelling completions issued (blue)

Building and Plumbing application numbers levelled out to be on par with Quarter 2 last financial year. Council received a record number of 337 applications for two of the months within the quarter, indicative of a strong housing market. The difference between occupancy and completions is due to a high number of solar panel and outbuilding applications being submitted. No occupancy is required for these types of applications. This is usual for the summer period.

CSAT SCORE (>75%)

Council's Customer Satisfaction (CSAT) Score for the second quarter of 2025–26 is 88.2%. This score was calculated from 753 responses received from customers via after-call, email signature and tablet surveys.

PERCENTAGE OF CALLS ANSWERED WITHIN 60 SECONDS (>80%)

Customer Service answered 84% of the 8,030 calls received within 1 minute.

PERCENTAGE OF FRONT COUNTER VISITS COMPLETED WITHIN 5 MINUTES

Customer Service completed 93% of the 3,152 enquiries at the front counter, in under 5 minutes.

PERCENTAGE OF CALL BACK REQUESTS COMPLETED WITHIN SERVICE LEVEL AGREEMENT

Customer Service returned 50% of the 867 call-back requests by the end of the next business day. This is an area that could be improved upon. However, the current core system is restrictive in both completing the requests in the system and reporting on them, so the accuracy of this statistic can vary.

Once the corporate system review project is complete, and an easier, more reliable method of processing call-backs is identified, this figure is expected to become more accurate, and it is predicted to show a significantly higher percentage.

PERCENTAGE OF COMPLAINTS COMPLETED WITHIN SERVICE LEVEL AGREEMENT

Council received two complaints and responded to both (100%) within 10 days.

PROGRESS OF GLENORCHY CUSTOMER SERVICE STRATEGY REVIEW

Development of the framework commenced in Quarter 2. Primary changes related to the format of the documentation.

NUMBER OF JOB PLACEMENTS THROUGH THE GLENORCHY JOB HUBS BY TYPE (CASUAL, PERMANENT ETC.)

During the quarter, the Glenorchy Jobs Hub supported 66 job placements across a range of employment types and received 50 new registrations. Targeted employer engagement resulted in 14 direct hires with employers including INCAT, Hungry Jack's, McDonald's and Federal Group. The Jobs Hub also facilitated an average of 52 training referrals per month, supporting access to licences, tickets and short courses aligned with employer demand.

Strategic and governance activities progressed, including finalisation of the 2025–27 Strategic Plan, updates to governance arrangements, and approval of a 12-month Project Plan. Funding and reporting requirements to Jobs Tasmania were met and the Migrant Resource Centre partnership advanced, supporting migrants to prepare for employment and connect to skills shortage areas.

Glenorchy City Council | Quarterly Report   **26**

PROGRESS OF COUNCIL PLANNING SCHEME LED AMENDMENTS

A planning scheme amendment was lodged in February 2024 for the Royal Agricultural Society of Tasmania showgrounds to facilitate redevelopment of the site to accommodate residential development. The application was made valid on 14 May 2025 and a request for further information (RFI) sent to the applicant on 3 June 2025. Council Officers had issued a draft RFI to the applicant on 4 June 2024.

A planning scheme amendment to rezone land at 271, 293 and 263 Main Road Austins Ferry from Rural Living to General Residential and apply a specific area plan control to manage the residential and industrial land interfaces was lodged in December 2024, and a further information request was sent out on 7 March 2025. The request included an application for 42 multiple dwellings on 271 Main Road. A similar amendment was rejected by the Tasmanian Planning Commission in February 2023. A report recommending the Glenorchy Planning Authority (GPA) prepare the amendment and put it on public exhibition was considered at the October 2025 GPA meeting.

Work on the review of the Regional Land Use Strategy has stalled, with the expansion of the Urban Growth Boundary approved by the Minister for Planning in May 2025, complicating the process, and the State Planning Office being given leadership of the project. Council Officers will continue participating in workshops and reviewing the document when the opportunity arises.

NUMBER OF ACTIONS IMPLEMENTED FROM THE GLENORCHY PARKING STRATEGY

A Parking Plan that includes provision for cash-in-lieu of parking places was endorsed by Council following a comprehensive public consultation process and workshop for Elected Members. The Plan will be effective from 2 January 2026.

Image: Kelvin Ball

Glenorchy City Council | Quarterly Report **27**

LEADING OUR COMMUNITY

We will be a progressive, positive community with strong Council leadership, striving to make our Community's Vision a reality.

NUMBER AND TYPE OF COMMUNITY ENGAGEMENTS COMPLETED

During this quarter, Council continued strong engagement through the "Let's Talk, Glenorchy" platform, which recorded 13 new registrations (1,772 total), 4,039 site visits, 61 project contributions and seven public questions, which were answered. Two new engagements—Draft Waste and Resource Recovery Strategy and Thrive to 25—were launched, while ongoing activities included land disposals and the Crime Prevention Awareness survey. The platform also supported promotion of Glenorchy Carols, Cultural Celebrations Grants, GPA sessions, Open Workshops, Council Meetings and Pop-ups, alongside external projects such as the Brooker Highway–Montrose Foreshore Intersection Upgrade, Latrobe University's Dementia Consultation, and the Southern Tasmania Regional Land Use Strategy.

A community Pop-up was held at the Salvation Army building on 13 November 2025 during a Refugee Week event, attracting around 100 attendees and generating four public questions, all addressed.

Council facilitated the Community Views survey during the quarter, delivered with Informed Decisions (.id). This comprehensive survey was promoted across social media, Council's website, "Let's Talk" and via hardcopy surveys at 15 locations across the LGA, resulting in more than 1,000 responses.

FINANCIAL HARDSHIP APPLICATIONS PROCESSED IN ACCORDANCE WITH THE POLICY

There were three hardship applications submitted, and all applicants received some form of support with their payment difficulty.

NUMBER AND TYPE OF COMMUNICATIONS WITH COMMUNITY, INCLUDING SOCIAL MEDIA AND WEBSITE ANALYTICS

Digital engagement across Council's social media channels dipped again slightly this quarter, with total content views at just under 1 million (down 3.8%). This was influenced, in part, by the Federal social media ban for users under 16 and the Christmas period.

Despite the overall decline, video performance grew strongly, achieving 60,741 three-second views (up 61%), 6,203 one-minute views (up 221.1%) and a total watch time of 17 days and 11 hours (up 69.3%), while content interactions remained steady at 7,056.

Council published a broad mix of content—161 photos, 15 videos and 15 text posts—and issued four media releases, maintaining its commitment to community information and engagement.

Website activity remained strong, with 36,592 active users and 34,923 new users within the period. The most visited pages included the Home page, Contact Us, Advertised Plans, Rubbish Collection, and Waste. Ten newsfeed posts and five media releases were published to the website during the quarter.

Traditional media supplemented this online media reach with five media statements released, an average of ten articles featured each month in the Glenorchy Gazette, and the Mayor appearing on ABC and commercial radio to discuss a variety of topics on a regular basis.

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES ON THE TOPIC OF GAMBLING MACHINE HARM REDUCTION

Council Officers attended two workshops with Elected Members to develop an updated Statement of Commitment on Gambling Harm Reduction in November. The Statement was adopted at the November Council meeting.

Council Officers also attended the Three Sides of the Coin video launch – "AGD – putting the G into AOD".

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES ON THE TOPIC OF HOUSING

Council Officers conducted five engagement activities with strategic partners and peak bodies on the topic of housing during the quarter. These were:

- Quarterly Greater Hobart Homelessness Alliance meeting
- Continued to pilot the cross-department "responding to homelessness" procedure
- Bimonthly Southern councils "Streets 2 Home" meetings
- Subscription to Parity Magazine (Council to Homeless Persons)
- GCC Housing Working Group meeting.

PERCENTAGE OF COUNCIL DECISIONS MADE IN OPEN MEETINGS

There were 87 decisions made at Council meetings, 80% of which were made in meetings that were open to the public.

PERCENTAGE OF COUNCIL MEETING AGENDAS AND MINUTES WITHIN STATUTORY TIMEFRAMES

All agendas and minutes were developed and released within statutory timeframes.

NUMBER OF ENGAGEMENTS WITH STRATEGIC PARTNERSHIPS AND PEAK BODIES

Senior leaders participated in a range of inter-Council and intergovernmental committees, groups and associations to ensure the interests of Glenorchy are well represented. These activities include Greater Hobart Mayors Forum, Northern Suburbs Transit Corridor Steering Committee, River Derwent Ferry Steering Committee, Glenorchy Sports Centre Steering Committee, Our Mountain's Future Working Group, Local Government Association of Tasmania, Tas Water South Local Government Forum and Southern Tasmania Regional Waste Authority Owners Forum.

COMPLETE FUEL REDUCTION BURNS

No prescribed burns were completed during Quarter 2, largely due to unexpectedly windy weather conditions persisting throughout the season. Planning, approvals and preparatory work is underway for prescribed burning during late Quarter 3, early Quarter 4.

METRES OF FIRE TRACKS MAINTAINED

Approximately 45 km of Council-managed fire trails were regularly inspected and maintained to specifications through Quarter 2 (the entire Glenorchy City Council fire trail network). Works conducted during Quarter 2 include drainage and culvert replacements, and re-grading/re-profiling trail surface sections.

Cross-organisational collaborations in bushfire risk management continued with strong connections to the Tasmanian Fire Service, City of Hobart Fire and Biodiversity Team, the Wellington Park Management Trust, the Hobart Fire Management Area Committee and the State Fire Management Council.

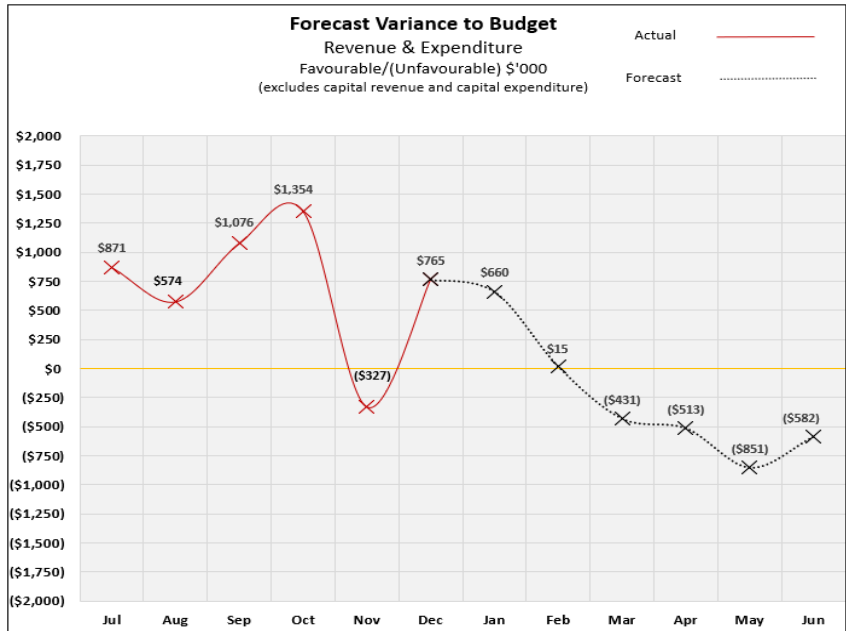## NUMBER OF ACTIONS DELIVERED FROM THE STORMWATER SYSTEM MANAGEMENT PLAN

The Redlands Drive Flood remediation project was deferred to the 2026–27 budget. However, all approvals, including Tas Water, land owner and planning permits, are granted and ready for procurement. The Riverview Parade stormwater extension was completed and the Little John Creek flood mitigation project is at procurement stage, to be completed this financial year.

PERCENTAGE OF RECURRENT CAPITAL WORK PROGRAM DELIVERED AGAINST ASSET MANAGEMENT PLANS

Capital works are on track with expected progress to complete the capital program by the end of the financial year.

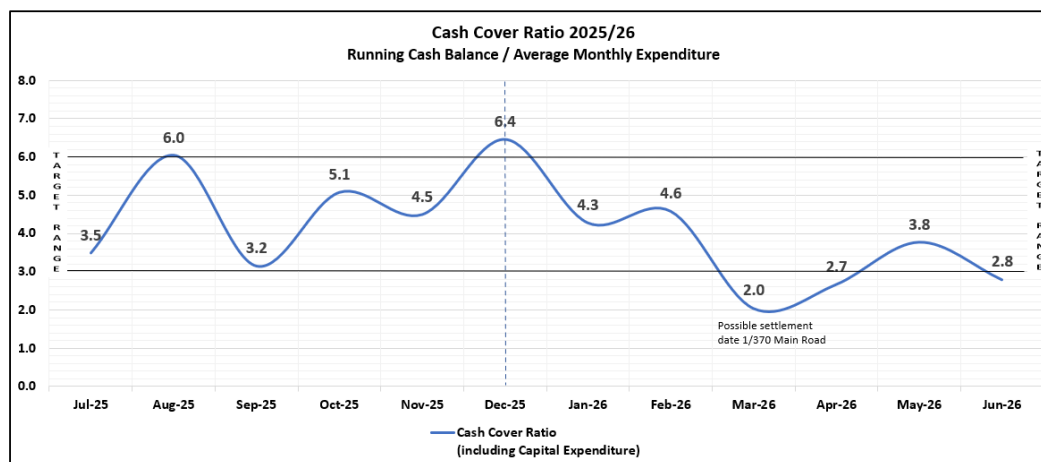## FINANCIAL PERFORMANCE AGAINST BUDGET REPORTED MONTHLY, QUARTERLY AND ANNUALLY

Council received two monthly and one quarterly Financial Performance reports.

Forecast Variance to Budget
Revenue & Expenditure
Favourable/(Unfavourable) $'000
(excludes capital revenue and capital 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.

Image: Kelvin Ball

CASH COVER RATIO IN MONTHS

Cash Cover Ratio 2025/26
Running Cash Balance / Average Monthly Expenditure

Cash Cover Ratio values by month:
- Jul-25: 3.5
- Aug-25: 6.0
- Sep-25: 3.2
- Oct-25: 5.1
- Nov-25: 4.5
- Dec-25: 6.4
- Jan-26: 4.3
- Feb-26: 4.6
- Mar-26: 2.0 (Possible settlement date 1/370 Main Road)
- Apr-26: 2.7
- May-26: 3.8
- Jun-26: 2.8

Cash Cover Ratio (including Capital Expenditure)

DELIVER ANNUAL, QUARTERLY AND MONTHLY REPORTS ON TIME

The Annual General Meeting was held on 1 December 2025. Council also received two monthly and one quarterly Financial Performance reports.

NUMBER, TYPE, AND NET VALUE OF GRANTS SOUGHT AND WON

Council was advised that, subject to the signing of a grant deed in early 2026, the Tasmanian Community Fund would approve a $1 million grant towards the establishment of a Youth Hub in Glenorchy.

PERCENTAGE OF STRATEGIC RISKS WITHIN AGREED RISK APPETITE

Governance commenced a risk assurance exercise to verify the effectiveness of control in relation to the completed Strategic Risk Register, aligned with the "Four Lines of Defence" assurance model. During the next quarter, work will focus on finalising residual risk ratings and assessing whether each risk remains within Council's agreed risk appetite. Where risks fall outside appetite, additional treatments will be identified and implemented to bring them to an acceptable level.

Following refinement, an updated Strategic Risk Report will be prepared for the May Audit Panel meeting, with meeting minutes to be subsequently shared with Council. This will be reported in February 2026 as a visualised risk position against our risk appetite.

PERCENTAGE OF INTERNAL AUDIT RECOMMENDATIONS COMPLETED

As of 28 November 2025, there are 14 outstanding audit recommendations.

NUMBER OF COUNCIL DOCUMENTS ADDED TO COUNCIL'S DOCUMENT MANAGEMENT SYSTEM

Council received, registered and tasked 23,929 articles of incoming correspondence during Quarter 2, adhering to regulatory obligations.
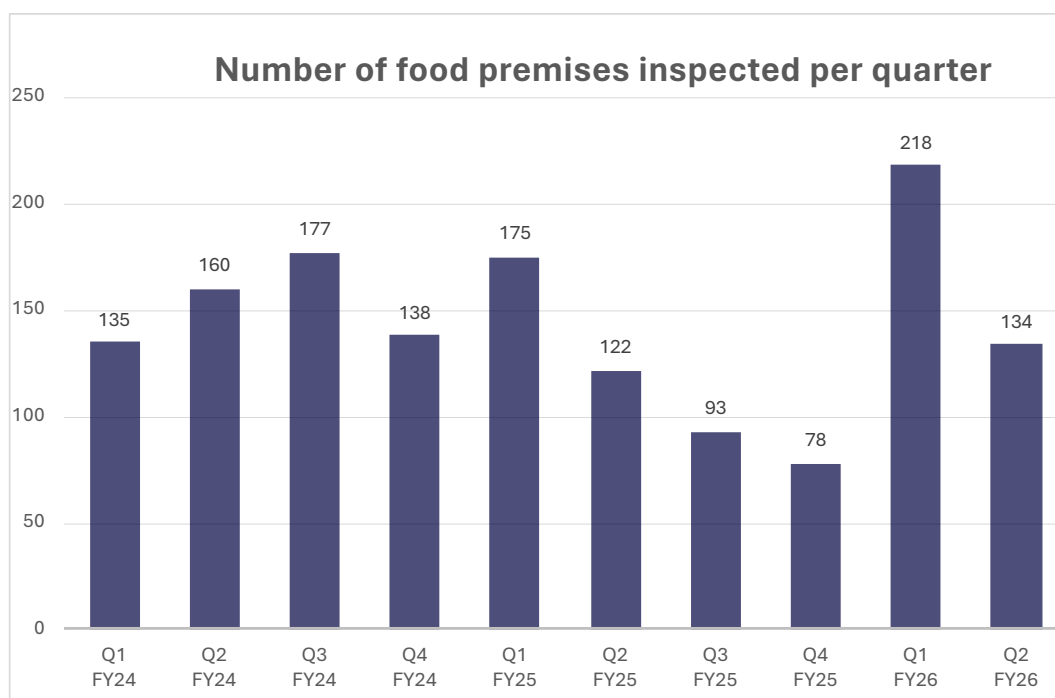
Glenorchy City Council | Quarterly Report **31**

NUMBER OF PROPERTIES INSPECTED FOR FIRE RISK AND NUMBER OF ABATEMENT NOTICES ISSUED FOR FIRE RISK

The fire season was declared later than expected, in late December.

During this quarter, 37 properties were inspected for fire risk, with 8 resulting in an abatement notice being issued.

NUMBER OF FOOD PREMISES INSPECTED

134 food premises inspections were conducted in the quarter. Environmental Health also responded to at least 136 customer requests for the period.

Number of food premises inspected per quarter

Quarter	Value
Q1 FY24	135
Q2 FY24	160
Q3 FY24	177
Q4 FY24	138
Q1 FY25	175
Q2 FY25	122
Q3 FY25	93
Q4 FY25	78
Q1 FY26	218
Q2 FY26	134

NUMBER OF PARKING TICKETS ISSUED

Council Officers issued 1,193 parking infringements.

Over 36,000 "digital chalks" were made during this quarter with Council's new parking enforcement technology.

NUMBER OF PATROLS CONDUCTED

Council Officers worked a combined 131 days across Quarter 2 and conducted 1,310 parking patrols.

NUMBER OF DOGS REGISTERED

As of the end of Quarter 2, a total of 6,438 dogs have been registered with Council. The Dog Registration Auditor followed up additional registrations to assist in increasing this figure.

NUMBER OF INFRINGEMENTS ISSUED FOR NON-COMPLIANCE OF THE DOG CONTROL ACT 2000 AND COUNCIL'S ANIMAL MANAGEMENT BY-LAW

Council issued 122 infringements this quarter for non-compliance of the *Dog Control Act 2000*. Most of these are for failing to register a dog.

No infringements were issued this quarter under Council's Animal Management By-Law.

COMPENSATION INCIDENT RATE BELOW 20 BENCHMARK

There were 10 workers compensation claims this quarter. This is an increase compared to last quarter, but claims are tracking below the annual average. The incidents were primarily strain injuries and there was an increase in the number of missed days. The increase suggests that incidents required longer recovery times when compared to last quarter.

The details of the incidents suggest an ageing workforce with likely pre-existing musculoskeletal conditions. Child Care is also a cluster for minor manual handling injuries that requires consistent education and monitoring.

NUMBER OF STAFF PARTICIPATING IN TRAINING

Council maintained focus on delivering essential training to strengthen safety, compliance and capability. Strategic planning efforts continued to align with business priorities, ensuring delivery of tangible value and return on investment. The emphasis remains on addressing ongoing training needs and supporting long-term development of staff.

Training Delivered:

- Working Safely at Heights
- Issue Work Permits
- First Aid and CPR
- Fire Warden and Chief Warden
- Traffic Management – Traffic Controller 1 and Traffic Management Implementer 1
- Work as a Safety Spotter
- Work Health and Safety Due Diligence

Leadership Development Course/Training

- Certificate IV in Leadership and Management
- Certificate IV - Business
- Diploma Boardroom Program

Workshops/Short Programs/Conferences

- Child and Youth Safe Framework – Workshops
- Local Government Professionals Workshops
- Conflict Resolution and Difficult Conversations Workshop

In-House Training

- Basic Microsoft Teams and Outlook Training

EMPLOYEE ENGAGEMENT

110 employees actively participated in training programs. Employees are actively engaging with Training Needs Analysis meetings, facilitated by Learning and Development, to help identify capability gaps and training opportunities.

LEARNING AND DEVELOPMENT STRATEGIC PRIORITIES

- Strong employee engagement through active participation in Training Needs Analysis
- Manager and Director capability uplift based on survey outcomes, with training delivered this quarter
- Implementation of Mentoring and Close Personal Supervision programs
- Training Matrix aligned to role-based PD requirements
- Expansion of in-house training
- Council-wide mandatory training on Code of Conduct, directives, and Child, Youth, and Safety compliance.

ISSUES

- Missed training sessions were identified as an ongoing issue, reducing learning impact and increasing costs, as Council is still charged when participants do not attend.

ACTION TAKEN/IMPROVEMENT

- Ownership for training bookings has been shifted to Managers and employees to self-schedule sessions. This should increase accountability and ownership of learning, resulting in improved attendance.

Image: Al Betts

VALUING OUR ENVIRONMENT

We will value and enhance our natural and built environment. Our CBD areas of Glenorchy, Moonah and Claremont will be revitalised, with a strong emphasis on great design, open spaces and public art.

PROGRESS OF ENVIRONMENTAL PROJECTS AND NUMBER OF WATER SAMPLES PROVIDED TO THE DERWENT ESTUARY PROGRAM

The Derwent Estuary sampling program commenced in the first week of December 2025 and runs through to the end of March 2026. Samples were taken at Windermere Beach (primary water contact) and Elwick Bay (environmental sample). All weekly samples at Windermere Beach and Elwick Bay returned compliant results.

NUMBER OF NATURAL ENVIRONMENT ENGAGEMENT EVENTS

Council supported 22 events in Quarter 2 with 166 Volunteers signed on and 528 hours of volunteer work.
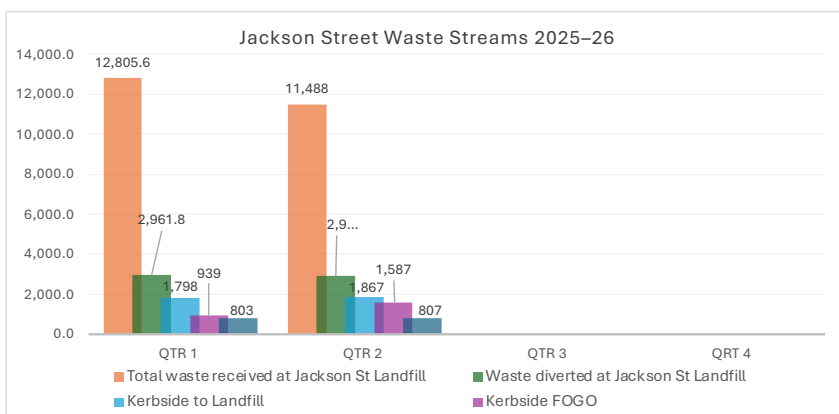
PROGRESS ON WASTE MANAGEMENT STRATEGY ACTIONS

The Waste and Resource Recovery Strategy has been drafted and put out for public feedback via Council's "Let's Talk" platform. The feedback was compiled and will, along with the Strategy, go to the Council meeting in January for endorsement.

KERBSIDE QUARTER 2 STATISTICS
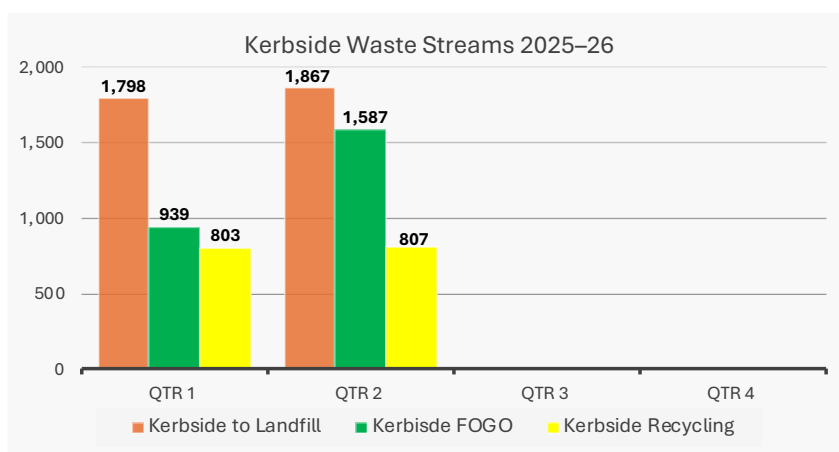
JACKSON STREET WASTE STREAMS

ACTIONS PROGRESSED ON THE COUNCIL'S CLIMATE CHANGE MITIGATION ACTION PLAN

A new Climate and Sustainability Officer was recruited and commenced work with Council in December. A new Public Recycling wall at the entrance of the Council Chambers was introduced.

POIMENA RESERVE TOILET DELIVERED AS AN ACTION UNDER THE PUBLIC TOILET STRATEGY

A tender process was completed and contract awarded to Digga. Works are scheduled to start by mid-February 2026.

PROGRESS ON PLAYGROUND UPGRADE AT APEX PARK LUTANA

The project has been designed and awarded to a contractor. Equipment is on order and due for installation to start in February 2026 (Quarter 3).

**PROJECT MILESTONES COMPLETED FOR ABBOTSFIELD PARK FOOTBALL GROUND**

RBD (contractor) was engaged to complete lighting. Works are scheduled to be undertaken and completed by end of Quarter 3.

PERCENTAGE OF CAPITAL WORKS PROGRAM DELIVERED- RECURRENT AND MAJOR WORKS

Council's Capital Works program has an annual budget for this year of $32.3 million.

Council's expenditure on its normal body of capital works is on track (96% of forecast). This is due to starting the road resealing program earlier this financial year. It is anticipated that 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 program of grant funded major projects, which includes the Glenorchy War Memorial Pool. Expenditure is also on track, with 99% of expenditure spent against original forecasts.
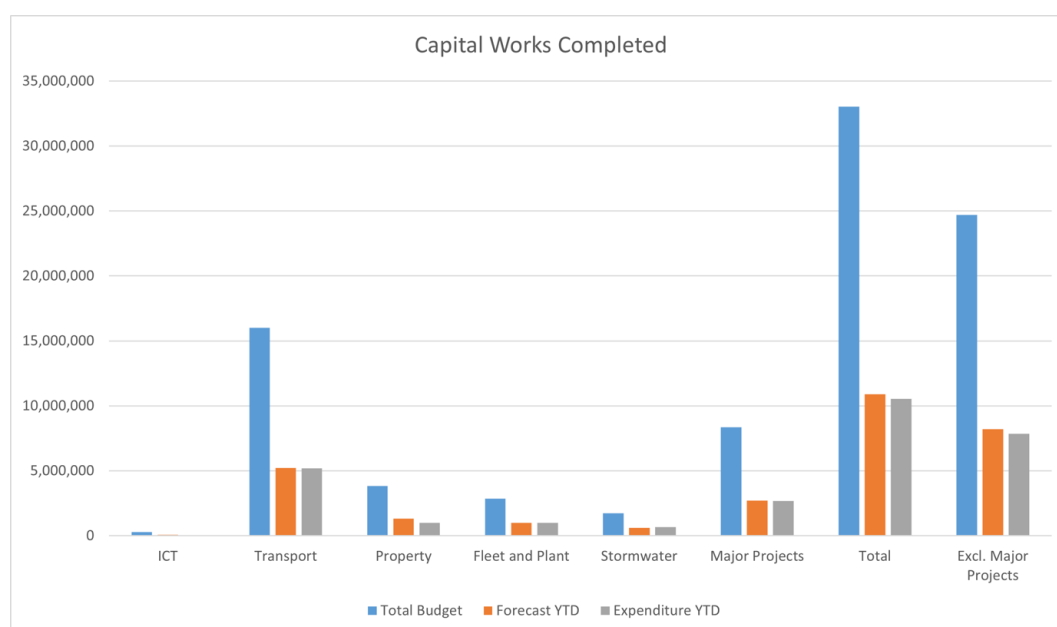
NUMBER OF IMPROVEMENT PLAN ACTIONS DELIVERED FROM COUNCIL'S STRATEGIC ASSET MANAGEMENT PLAN

Drafting of the Asset Management Skills Matrix commenced and will go through a review process. The Business Process Manual has not yet commenced and is pending the implementation of the new Enterprise Asset Management (EAM) solution.

REPAIR AND REOPEN THE GLENORCHY WAR MEMORIAL POOL PROJECT MILESTONES COMPLETE

Project works continue, with regular onsite meetings with the contractor. Site establishment and demolition works were completed in Quarter 1 with works now underway on pool and plant repairs and installation of the accessible ramp in Quarter 2. Works continue on the refurbishment of the changerooms. The project is on track for completion in Quarter 4.

ALTERNATIVE TRANSPORT PROJECTS COMPLETED

Renfrew Circle Stage 2 Reconstruction works are progressing and on track.

NUMBER OF FEDERAL GOVERNMENT FUNDED BLACK SPOT PROJECTS DELIVERED

One Black Spot project was completed (guard rails outside 107 Chapel Street). Two projects are scheduled to be completed this financial year that include high friction and "anti-hooning" seal application.

NUMBER OF VULNERABLE ROAD USERS PROJECTS DELIVERED

Both Vulnerable Road Users grant applications have been successful. One project is already complete (Pedestrian outstands at Central Avenue Moonah). The other pedestrian refuge project is scheduled to be completed this financial year.

Glenorchy
City Council

374 Main Road, Glenorchy
PO Box 103, Glenorchy TAS 7010
(03) 6216 6800 | gccmail@gcc.tas.gov.au
gcc.tas.gov.au

GCC Annual Plan Measures 2025–26 - Progress

Community Goals	Objectives	Strategies	Actions	Lead	Responsible Officer	Outcomes	Deliverables	Measure	Reporting	Q1 Per cent Complete	Q2 Per cent Complete
Making lives better	We deliver services to meet our community's needs	Deliver services to our community at defined service levels.	1.1.1.1 Implement the Moonah Arts Centre Business Plan	Community and Corporate Services	Manager Community	Services delivered meet community needs	Services delivered by council	Percentage of direct Council operational expenditure on priority community services community development and wellbeing programs	Quarterly reporting	25%	50%
Making lives better	We deliver services to meet our community's needs	Deliver services to our community at defined service levels.	1.1.1.2 Provide quality, sustainable, compliant childcare services	Community and Corporate Services	Manager Community	Services delivered meet community needs	Services delivered by council	Percentage of direct Council operational expenditure on priority community services community development and wellbeing programs	Quarterly reporting	25%	50%
Making lives better	We deliver services to meet our community's needs	In partnership with others, advocate for and facilitate a welcoming, inclusive, healthy and learning community.	1.1.2.1 Coordinate grant funded community activities and services	Community and Corporate Services	Manager Community	Services delivered meet community needs	Services delivered with partners	Number and type of grant funded services and number of community members receiving services through Council partners	Quarterly reporting	25%	50%
Making lives better	**We deliver services to meet our community's needs**	**We champion greater opportunities for our community.**	**1.2.1.1 Advocate for key community priorities**	**Executive Office**	**Manager Stakeholder and Executive**	**Advocacy undertaken**	**Amount of advocacy undertaken on community priorities**	**Amount of advocacy undertaken on community priorities**	**Quarterly reporting**	25%	50%
Making lives better	**We champion greater opportunities for our community.**	**Work with others to improve access to housing and transport choices for our community.**	**1.2.2.1 Support increased housing supply in the City through land release, proactive planning and advocacy**	**Infrastructure & Development**	**Manager Development**	**Work with others to improve access to housing for our community**	**Support increased housing supply**	**Council land released for housing development and social housing projects (number of lots)** **Status of the NSTC project**	**Quarterly reporting**	25%	50%
Building image and pride	**We work for a safe and clean city**	**Work proactively with other governments, service providers and the community to improve public safety in our City.**	**2.1.1.1 Deliver programs to improve opportunities for our young people**	**Community and Corporate Services**	**Manager Community**	**A safe and clean city**	**Youth engagement Improved public safety**	**Number of youth employment, training and referrals** **Number of programs developed and run** **Number and variety of partner organisations**	**Quarterly reporting**	25%	50%
Building image and pride	**We work for a safe and clean city**	**Work proactively with other governments, service providers and the community to improve public safety in our City.**	**2.1.1.2 Seek funding and develop project plan for a Glenorchy Youth Hub**	**Community and Corporate Services**	**Manager Community**	**A safe and clean city**	**Youth engagement Improved public safety**	**Number of funding bids made** **Progress on development of project plan**	**Quarterly reporting**	25%	50%
Building image and pride	**We work for a safe and clean city**	**Work proactively with other governments, service providers and the community to improve public safety in our City.**	**2.1.1.3 Develop and implement an engagement plan to hear the voices of harder to reach community members.**	**Executive Office**	**Manager Stakeholder and Executive**	**A safe and clean city**	**Youth engagement Improved public safety**	**Progress on development and implementation of engagement plan** **Number and type of engagement events**	**Quarterly reporting**	25%	50%

1

Building image and pride	We work for a safe and clean city	Work proactively with other governments, service providers and the community to improve public safety in our City.	2.1.1.4 Partner with government and community organisations to deliver programs that improve community safety and inclusion	Community and Corporate Services	Manager Community	A safe and clean city	Youth engagement Improved public safety	Number of programs developed and run in partnership with government and community organisations that improve community safety and inclusion	Quarterly reporting	**25%**	**50%**
Building image and pride	We work for a safe and clean city	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean.	2.1.2.1 Implement the upgraded city cleansing program including targeted graffiti management	Infrastructure and Development	Manager Works	A safe and clean city	Community Infrastructure in functional, safe, and clean	Frequency of principal activity centre cleaning activities and municipal street sweeping	Quarterly reporting	**25%**	**50%**
Building image and pride	We work for a safe and clean city	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean.	2.1.2.2 Maintain the City's infrastructure within defined service levels so that it is in good condition for our community	Infrastructure and Development	Manager Works	A safe and clean city	Community Infrastructure in functional, safe, and clean	Number of completed maintenance activities (service requests) for different asset classes: - roads - Parks and recreation - footpaths - stormwater - building	Quarterly reporting	25%	50%
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Encourage creative expression and participation in our community.	2.2.1.1 Plan, promote, and present an annual	Community and Corporate Services	Manager Community	A proud city with increased sense of belonging	Create expression in our community A welcoming and connected community	Visitation at the Moonah Arts Centre Attendance at other Council-run events	Quarterly reporting	25%	50%
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.	2.2.2.1 Continue to deliver the Reconciliation Action Plan to strengthen relationships with and opportunities for Aboriginal and Torres Strait Islander peoples including staff and community cultural safety.	Community and Corporate Services	Manager Community	A proud city with increased sense of belonging	A welcoming and connected community	Progress on Reflect Reconciliation Action Plan delivery	Quarterly reporting	25%	50%
Building image and pride	We nurture and celebrate our proud City with its strong sense of belonging.	Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.	2.2.3.1 Plan and support the delivery of civic events and awards programs	Executive Office	Manager Stakeholder and Executive	Positive relationships and interactions	A welcoming and connected community	Overall estimated attendance at civic events	Quarterly reporting	25%	50%
Open for Business	**We value our community by delivering positive experiences**	**Build and maintain relationships with government and the private sector that creates job opportunities and help our City to prosper.**	**3.1.1.1 Review of the Glenorchy Economic Development Strategy**	**Executive Office**	**Manager Stakeholder and Executive**	**Positive relationships and interactions**	**Connection to local Business and industry**	**Glenorchy Economic Development Strategy review progress**	**Quarterly reporting**	**50%**	**65%**
Open for Business	We value our community by delivering positive experiences	Work constructively with the development sector and the community to enable acceptable development opportunities.	3.1.2.1 Assess planning permit applications against the Tasmanian Planning Scheme, working constructively with parties through the process	Infrastructure and Development	Manager Development	Positive relationships and interactions	High standard of customer service	Number of applications determined within statutory timeframes	Quarterly reporting	25%	50%

Open for Business	We value our community by delivering positive experiences	Work constructively with the development sector and the community to enable acceptable development opportunities.	3.1.2.2 Assess building and plumbing applications against the National Construction Code, working constructively with parties through the process	Infrastructure and Development	Manager Development	Positive relationships and interactions	High standard of customer service	Number of applications determined within statutory timeframes **Number of new residential lots created** **Number of dwelling completions**	Quarterly reporting	25%	50%
Open for Business	We value our community by delivering positive experiences	Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.	3.1.3.1. Provide a high standard of customer service by meeting or exceeding service levels in our Customer Service Charter	Community and Corporate Services	Chief Financial Officer	High standard of customer serviceHigh standard of customer service	High standard of customer service	CSAT Score (>75%) Percentage of calls answered within 60 seconds (>80%) Percentage of front counter visits completed within 5 minutes Percentage of call back requests completed within Service Level Agreement Percentage of complaints completed within Service Level Agreement	Quarterly reporting	25%	50%
Open for Business	We value our community by delivering positive experiences	Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.	3.1.3.2. Review the Glenorchy Customer Service Strategy	Community and Corporate Services	Chief Financial Officer	High standard of customer serviceHigh standard of customer service	High standard of customer service	Progress of Glenorchy Customer Service Strategy Review	Quarterly reporting	25%	50%
Open for Business	We value our community by delivering positive experiences	Maintain a progressive approach that encourages investment and jobs.	3.2.1.1 Operate the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs	Executive Office	Manager Stakeholder and Executive	Well- managed growth encouraged	Investment in job creation	Number of job placements through the Glenorchy job Hubs by type (casual, permanent etc.)	Quarterly reporting Monthly reporting to the Jobs Hub Steering Committee and Jobs Tasmania (Grantor)	25%	50%
Open for Business	We encourage responsible growth for our City	Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport.	3.2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth	Infrastructure and Development	Manager Development	Well- managed growth encouraged	Future growth planned for	Progress of Council led amendments **Number of rezoning amendments prepared to increase capacity for housing**	Quarterly reporting	25%	50%
Open for Business	We encourage responsible growth for our City	Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport.	3.2.2.2 Implement the Glenorchy Parking Strategy 2017/2027 to include the development of parking plans and cash-in-lieu of car parking policy	Infrastructure and Development	Manager Development	Well- managed growth encouraged	Future growth planned for	Number of actions implemented from the Glenorchy Parking Strategy	Quarterly reporting	75%	100%

3

Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Listen to our community to understand their needs and priorities.	4.1.1.1 Actively listen to and include community feedback in our decision-making	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Engagement with the community using the Community Engagement Framework	Number and type of community engagements completed Number of community feedback insights shared across council	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Listen to our community to understand their needs and priorities.	4.1.1.2 Assist people in financial hardship by reviewing applications in a timely and sensitive manner	Community and Corporate Services	Chief Financial Officer	Leadership in the community's best interests	Good decision-making	Applications are processed in accordance with the policy	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Communicate effectively with our community & stakeholders about what Council is doing.	4.1.2.1 Keep the community up to date about what Council is doing and the decisions that are being made	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Engagement with the community using the Community Engagement Framework	Number and type of communications with community, including social media and website analytics	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Champion and work together to address our community's needs and priorities.	4.1.3.1 Advocate for the reduction of harm caused to our community by gaming machines in our City and seek opportunities to support Council's Statement of Commitment on Gambling including contributing to State Government policy development.	Community and Corporate Services	Manager Community	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies on the topic of Gambling machine harm reduction	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Champion and work together to address our community's needs and priorities.	4.1.3.2 Seek opportunities to support Council's Statement of Commitment on Housing including contributing to State Government policy development.	Community and Corporate Services	Manager Community	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies on the topic of housing	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Make informed decisions that are open and transparent and in the best interests of our community.	4.1.4.1 Ensure high quality Officer Council reports, agendas and minutes to assist Elected Member decision-making	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Good decision-making	Percentage of Council decisions made in open meetings Percentage of Council meeting agendas and minutes within statutory timeframes	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes.	4.1.5.1 Participate in interCouncil and intergovernmental committees, groups, and associations to advocate for the interests of the Glenorchy and wider southern Tasmanian community.	Executive Office	Manager Stakeholder and Executive	Leadership in the community's best interests	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Effective management of assets, resources, compliance, risk and WHS.	4.1.6.1 Implement the Bushfire Mitigation program to manage the risk of bushfire.	Infrastructure and Development	Manager Works	Leadership in the community's best interests	Prepared for emergency events	Complete fuel reduction burns Metres of fire tracks maintained Number and type cross organisational collaborations	Quarterly reporting	25%	50%

4

Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Manage the city's assets responsibly for the long-term benefit and growth of the community.	4.2.1.1 Maintain and upgrade stormwater infrastructure with priority on reducing flood risk	Infrastructure and Development	Manager Assets, Engineering, and Design	Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Number of Actions delivered from the Stormwater System Management Plan	Quarterly reporting	33%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Manage the city's assets responsibly for the long-term benefit and growth of the community.	4.2.1.2 Manage the city's property, parks and recreation facilities for the long term benefit of the community through effective asset management	Environmental Services	Manager Property, Environment, and Waste	Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Percentage of recurrent capital work program delivered against asset management plans	Quarterly reporting	25%	50%
Leading our community	We are a leader and partner that acts with integrity and upholds our community's best interests	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.1 Produce and monitor the Annual Budget in line with the long term financial management plan	Community and Corporate Services	Chief Financial Officer	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually Cash cover ratio in months	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.2 Prepare Council's Annual Plan and monitor the progress of actions	Executive Office	Manager Stakeholder and Executive	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Deploy the Council's resources effectively to deliver value while being financially responsible.	4.2.2.3 Actively pursue external grant funding to support and deliver on strategic priority projects included in Council's Priority Projects Prospectus	Executive Office	Manager Stakeholder and Executive	Effective management of assets, resources, compliance, risk and WHS	Effective resource use and financial management	Number, type, and net value of grants sought and won	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.1 Actively manage Council's strategic risks within their agreed risk appetites and provide regular status reports	Community and Corporate Services	Manager Governance and Risk	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Percentage of strategic risks within agreed risk appetite Percentage of internal audit recommendations completed	Quarterly reporting	25%	75%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.2 Manage Council's information assets within statutory requirements	Community and Corporate Services	Chief Financial Officer	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of Council documents added to Council's document management system	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.3 Undertake property inspections to address possible fire abatement risks	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of properties inspected for fire risk. Number of abatement notices issued for fire risk.	Quarterly reporting	25%	50%

5

Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.4 Assist businesses to comply with public health requirements	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of food premises inspected.	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.5 Manage compliance with parking regulations	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of parking tickets issued. Number of patrols conducted.	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Manage compliance and risk in Council and the community through effective systems and processes.	4.2.3.6 Assist residents to comply with animal management requirements	Environmental Services	Manager City Compliance	Effective management of assets, resources, compliance, risk and WHS	Effective risk management and compliance	Number of dogs registered. Number of infringements issued for non-compliance of the Dog Control Act 2000 and Council's Animal Management By-Law	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.1 Support staff to deliver services in a safe workplace through the Work Health and Safety Framework	Community and Corporate Services	Manager Governance and Risk	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Compensation incident rate below 20 benchmark Number of WHS incident actions outstanding	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.2 Support staff to continuously improve service delivery by implementing the Workforce Development Framework 2023-2026	Community and Corporate Services	Manager People & Culture	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Number of staff participating in training	Quarterly reporting	25%	50%
Leading our community	We responsibly manage our community's resources to deliver what matters most	Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.	4.2.4.3 Deliver Council's core technology project upgrade to enhance customer and user experience and productivity	Community and Corporate Services	Chief Information Officer	Effective management of assets, resources, compliance, risk and WHS	Skilled and adaptable workforce	Project milestone completed	Quarterly reporting (currently suspended)		
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Identify and protect our natural values and special places including Wellington Park and River Derwent foreshore.	5.1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring, reporting, and participating in environmental projects.	Environmental Services	Manager City Compliance	Natural environment protected	Increased access to natural areas	Number of water samples provided to the Derwent Estuary Program Progress of environmental projects	Quarterly reporting	25%	50%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Encourage access to and appreciation of natural areas.	5.1.2.1 Support stewardship of our natural environment through education programs and volunteer events in natural reserves	Environmental Services	Manager Property, Environment, and Waste	Natural environment protected	Increased access to natural areas	Number of natural environment engagement events	Quarterly reporting	25%	50%

6

Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Manage waste responsibility and innovate to reduce waste to landfill.	5.1.3.1 Implement the Waste Management Strategy to reduce waste to landfill and identify preferred waste management arrangements beyond the life of the landfill	Environmental Services	Manager Property, Environment, and Waste	Natural environment protected	Responsible waste management	Percentage of waste diverted from landfill. Progress on actions.	Quarterly reporting	25%	50%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a change climate.	5.1.4.1 Implement and report on the climate change mitigation and adaptation action plans	Environmental Services	Manager Property, Environment, and Waste	Natural environment protected	Reduced carbon emissions and adaption to climate change	Council's Climate Change Mitigation Action Plan - actions progressed.	Quarterly reporting	25%	50%
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together.	5.2.1.1 Implement and update the Public Toilet Strategy	Environmental Services	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Poimena Reserve Toilet delivered as an action under the Public Toilet Strategy	Quarterly reporting	25%	50%
Valuing our environment	**We protect and manage our City's natural environment and special places now and for the future**	**Make our city more liveable by providing and upgrading public spaces and facilities for people to come together.**	**5.2.1.2 Progress Council's Playground Strategy and complete the Playground upgrade at Apex Park Lutana**	**Environmental Services**	**Manager Property, Environment, and Waste**	**Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options**	**Infrastructure investment**	**Playgroup upgrade complete**	**Quarterly reporting**	**25%**	**50%**
Valuing our environment	We protect and manage our City's natural environment and special places now and for the future	Make our city more liveable by providing and upgrading public spaces and facilities for people to come together.	5.2.1.3 Complete Abbotsfield Park Football Ground upgrades to wickets and lighting	Environmental Services	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Project milestones complete	Quarterly reporting	25%	50%
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Make our city more liveable by investing in our City's infrastructure.	5.2.2.1 Deliver the capital works program to renew and upgrade Council infrastructure	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Percentage of Capital Works Program delivered- recurrent and major works	Quarterly reporting	25%	50%
		Make our city more liveable by investing in our City's infrastructure.	5.2.2.2 Deliver Council's Strategic Asset Management Plan	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Number of Improvement Plan actions delivered from Council's Strategic Asset Management Plan	Quarterly reporting	25%	50%

7

Valuing our environment	We responsibly manage our community's resources to deliver what matters most	Make our city more liveable by investing in our City's infrastructure.	5.2.2.3 Repair and reopen the Glenorchy War Memorial Pool	Environmental Services	Manager Property, Environment, and Waste	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Infrastructure investment	Project milestones complete	Quarterly reporting	25%	50%
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community.	5.2.3.1 Provide road network infrastructure that supports alternative transport modes and meets the needs of the community	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Alternative transport projects completed	Quarterly reporting	25%	50%
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community.	5.2.3.2 Review Urban Road Network to prioritise blackspot funding addressing identified safety issues	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Number of federal Government Funded Black Spot projects delivered	Quarterly reporting	25%	50%
Valuing our environment	We improve the quality of our urban and rural areas as places to live, work and play.	Improve our parks and public spaces for the wellbeing and enjoyment of our community.	5.2.3.3 Provide a network of shared paths, footpaths and trails that is safe and provides access to people of all abilities	Infrastructure and Development	Manager Assets, Engineering, and Design	Improved public places through infrastructure investment in public spaces, facilities, parks, and transport options	Accessible, safe and reliable transport options	Number of Vulnerable Road Users projects delivered	Quarterly reporting	25%	50%

8

11.2 MID-YEAR BUDGET REVIEW 2025/26

Author: Chief Financial Officer (Michael Sokulski)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Budget 2025/26

Executive Summary

Council's 2025/26 Budget Estimates were presented to and approved by Council on 23 June 2025.

The financial position of Council is reviewed regularly focussing on key sources of revenue and expenditure where forecasts for the financial year have materially changed.

After the adoption of the original budget in June 2025, budget variations were approved by Council at the following meetings:

27 October 2025

A review of the 2025/26 budget identified several changes including recognition of unspent grant revenue from 2024/25 carried forward into 2025/26, and to provide additional expenditure funding:

- Increase operational Grant revenue by $0.497m to $7.759m
- Increase capital Grant revenue by $4.720m to $5.846m
- Increase operational Materials & Services expenditure by $70,000 to $22.353m

24 November 2025

The Department of State Growth provided Council with a $500,000 grant to prepare a Corridor Plan consistent with the Northern Suburbs Transit Growth Strategy:

- Increasing operational Grant revenue by $500,000 to $8.259 million
- Increasing operational Materials & Services expenditure by $500,000 to $22.853 million

The Mid-Year Budget Review detailed in this report is the result of a further analysis of accounts where a material budget-versus-actual variation has been identified and assessed as requiring a formal adjustment.

In summary, the revenue and expenditure adjustments recommended in this report result in a $368,065 reduction to the operating surplus.

This is represented by the original budget surplus of $870,811 reducing to $502,746 due to the mid-year budget review and previously approved variations at the 27 October and 24 November 2025 meetings.

It is important to note that Council finances for 2025/26 remain stable and still report an operating surplus.

Recommendation

That Council:

1.   APPROVE alterations to Council's 2025/26 Budget estimates pursuant to Section 82(4) of the Local Government Act 1993 as follows:

(a)   An increase in estimated operating revenue of $23,818 to $84,113,479

(b)   An increase in estimated operating expenditure of $818,925 to $83,610,733

(c)   An increase in estimated capital revenue of $119,500 to $9,640,737

Community Plan Reference	Leading Our Community We responsibly manage our community's resources to deliver what matters most.
Strategic Plan Reference	Communicate effectively with our community and stakeholders about what Council is doing. Make informed decisions that are open and transparent and in the best interests of our community. Manage the City's assets responsibly for the long-term benefit and growth of our community. Deploy the Council's resources effectively to deliver value while being financially responsible.
Consultation/ Engagement	Executive Leadership Team All Managers
Resources	Not Applicable
Risk/Legal/ Legislative/ Reputational	1. Financial Risk While the Mid-Year Budget Review continues to report an operating surplus, there is an ongoing risk of revenue or expenditure variations arising later in the financial year due to economic conditions, timing of grant receipts, inflationary pressures, or unplanned maintenance requirements. Continuous monitoring and quarterly reviews mitigate this risk. 2. Budget Management Risk If budget variations are not appropriately approved or reflected in future reporting, Council may lose visibility over true financial performance. Regular review and alignment of budget estimates, as proposed in this report, reduces this risk. 3. Capital Delivery Risk Delays in the delivery of capital works or the use of carried-forward grant funds may result in project underspend or deferred community benefits. This risk is mitigated through project monitoring and separate Capital Works reporting. 4. Compliance Risk Failure to report or approve budget adjustments in accordance with Section 82(4) of the Local Government Act 1993 could lead to non-compliance with legislative requirements. This is mitigated by ensuring Council approval of all budget variations. 5. Operational Risk

	Timing differences in expenditure recognition, staff vacancies, and supplier delays can create short-term fluctuations in reported results. These are managed through quarterly reviews and adjustments to ensure reports reflect the true financial position. 6. Reputational Risk Inaccurate or inconsistent financial reporting may undermine public confidence in Council's financial management. Transparent quarterly reporting and the inclusion of explanatory notes help maintain community trust and accountability
25/26 Budget Allocation	As adopted by Council on 23 June 2025 and varied on 27 October 2025 and 24 November 2025
Life of Project, Service, Initiative or (Expectancy of) Asset	Not Applicable
25/26 Budget Reconsideration	As proposed in this report
Ongoing Costs (e.g. maintenance, operational)	Not Applicable
Other Funding Sources	Not Applicable

Report in Detail

Legislation

1. Section 82 of the *Local Government Act 1993* requires the General Manager to prepare estimates of Council's revenue and expenditure for each financial year.

2. Subsection (4) allows Council to alter any estimate referred to in subsection (2) during the financial year as follows.

    (2) Estimates are to contain details of the following:

    (a) the estimated revenue of the council

    (b) the estimated expenditure of the council

    (c) the estimated borrowings by the council

    (d) the estimated capital works of the council

    (e) any other detail required by the Minister.

    (4) A council may alter by absolute majority any estimate referred to in subsection (2) during the financial year.

Summary of Budget Variations

3.   The original budget surplus of $870,811 reduces to $502,746 through Mid-Year Budget Review variations detailed in this report, plus previously approved variations at the 27 October and 24 November 2025 meetings.

4.   These variations are reflected in the revised Comprehensive Income Statement detailed in Table 1 below:

Table 1 – Summary Changes to the Comprehensive Income Statement

Account Group	Budget 2025/26 ORIGINAL	Budget 2025/26 MYBR	Budget Difference
Rates	48,012,722	48,012,722	0
State Fire Commission Income	7,096,978	7,096,978	0
User Charges and Licences	16,323,476	16,268,476	55,000
Interest	1,750,000	1,750,000	0
Grants	7,897,829	7,262,168	635,661
Contributions - Cash	45,270	45,270	0
Investment Revenue Water Corporation	2,389,200	2,172,000	217,200
Other Income	598,004	485,004	113,000
Total Operating Revenue	**84,113,479**	**83,092,618**	**1,020,861**
Employee Costs	33,519,781	33,639,760	(119,980)
Materials and Services	22,807,637	22,283,488	524,149
Depreciation and Amortisation	18,317,649	17,881,943	435,706
Finance Costs	146,904	146,904	0
Bad and Doubtful Debts	20,000	0	20,000
Other Expenses	8,798,762	8,269,711	529,051
Internal Income/Expenses	0	0	0
Total Operating Expenditure	**83,610,733**	**82,221,807**	**1,388,926**
OPERATING SURPLUS / (DEFICIT)	**502,746**	**870,811**	**(368,065)**
Non Operating Income / Expenditure			
Assets Written Off	(700,000)	(700,000)	0
Asset Disposal & Fair Value Adjustments	(1,375,000)	(1,375,000)	0
Total Non Operating Income / Expenditure	**(2,075,000)**	**(2,075,000)**	**0**
UNDERLYING SURPLUS / DEFICIT	**(1,572,254)**	**(1,204,189)**	**(368,065)**
Capital Income			
Assets - Capital - Donated / Gifted assets	2,625,000	2,625,000	0
Assets - Capital - Found assets	1,050,000	1,050,000	0
Grants - Capital - Roads to Recovery Program	926,248	926,248	0
Grants - Capital - State Government	247,500	200,000	47,500
Grants - Capital - Other	72,000	0	72,000
Grants CapEx - Carry Forward Unspent Amount	4,719,989	0	4,719,989
Total Capital Income	**9,640,737**	**4,801,248**	**4,839,489**
RESULT FROM CONTINUING OPERATIONS	**8,068,483**	**3,597,059**	**4,471,424**

Details of Mid-Year Budget Review Variations

5.   Operating revenue is increased by $23,818 to $84,113,479. This amount and previous budget approvals total $1,020,861 as shown in Table 1.

      Rates

      No budget variations are proposed.

User Charges & Licences

Increase total by $55,000 across planning application fees, kerbside waste / recycle / FOGO charges, offset by a reduction to childcare parent fees.

Interest on Cash Investments

No budget variations are proposed.

TasWater Investment

Increase dividends by $217,200.

Grants & Subsidies

Decrease total by $361,382 across childcare subsidies, offset by a new full gear motorcycle grant and the jobs hub kitchen kickstart program.

Other Revenue

Increase the total by $113,000 across landfill gas extraction royalties.

6. Operating expenditure is increased by $818,926 to $83,610,733. This amount and previous budget approvals total $1,388,926 as shown in Table 1.

Employee Costs

Decrease total by $119,980 due to vacancy savings and childcare salary budgets, offset by increased worker compensation insurance premium costs and other workforce staffing increases to improve service levels.

Materials & Services

Decrease total by $45,851 across state landfill levy expense, recycling processing and FOGO processing, offset by increases to website redesign, landslip monitoring, staff compliance training, miscellaneous adjustments and cessation of car park lease.

Depreciation & Amortisation

Increase total by $435,706 for depreciation of new capitalised assets, offset by a decrease to leased asset amortisation.

Finance Costs

No budget variations are proposed.

Bad Debts

Increase total by $20,000 to allow for uncollectable aged infringements.

Other Expenses

Increase total by $529,051 across fleet leasing and management costs.

7. Non- Operating Revenue and Expenditure

Non-Operating Revenue

No budget variations are proposed.

<u>Non-Operating Expenditure</u>

No budget variations are proposed.

<u>Gain / Loss on Disposal of Assets</u>

No budget variations are proposed.

8. Capital revenue is increased by $119,500 to $9,640,737. This amount and previous budget approvals total $4,839,489 as shown in Table 1.

    <u>Capital Grants</u>

    Increase total by $119,500 across cricket nets and landfill infrastructure.

9. Capital Expenditure

    The Council has previously approved capital expenditure variations in the quarterly Capital Status Update reports hence no budget variations are proposed in this report.

10. Statement Of Financial Position

    The revised budget does not materially alter the Statement of Financial Position presented to Council in the budget papers in June 2025.

11. Cash Flow

    The revised budget does not materially affect forecast cash flow as revenue is minimally affected and approximately 50% of the increased expenditure is made up of non-cash depreciation and amortisation.

12. Long-Term Financial Management Plan

    The revised budget does not materially affect the LTFMP as most variations are one-off occurrences affecting only the 2025/26 financial year.

Statutory Considerations

13. Under section 82(4) of the Local Government Act 1993, Council can approve alterations to any of the budget estimates set out in section 82(2) of the Act, by absolute majority.

14. The Mid-Year Budget Review affects the estimates for the 2025/26 financial year as follows:

    •   increase in estimated operating revenue of $23,818 to $84,113,479

    •   increase in estimated operating expenditure of $818,925 to $83,610,733

    •   increase in estimated capital revenue of $119,500 to $9,640,737

15. If Council were to adopt the recommendations in this report, the Local Government Act requires it to be by an absolute majority of Elected Members.

Summary

The 2025/26 budget papers presented to Council in June 2025 foreshadowed that budget revisions would be presented to Council as required.

As a result, the revised budget proposed in this report contains changes based on information not previously available at the time the original budget was prepared and revised forecasts reflecting Council's position to 30 June 2026.

Attachments

Nil

11.3 PROCUREMENT EXEMPTIONS

Author: Legal Officer (Stella Edwards)

Qualified Person: Director Community and Corporate Services (Tracey Ehrlich)

File Reference: Procurement

Executive Summary

In accordance with section 333B of the *Local Government Act 1993*, Council has adopted a Code for Tenders and Contracts (the Code).

Under the Code, a report must be prepared for Council detailing any instances where the usual public tender or quotation has not been applied. Such procurement exemptions are to be reported at the earliest ordinary Council meeting following the execution of a contract or issue of a purchase order.

This report details an approved procurement exemption for the engagement of a specialist contractor to undertake deflectograph pavement testing on Council's road network.

The testing provides critical data on pavement structural capacity, which supports lifecycle modelling, renewal prioritisation, funding forecasts, and asset management planning.

A detailed quote to provide the service for $33,274.00 (excluding GST) was obtained from Pitt and Sherry Pty Ltd.

On 13 January 2026, the Director Infrastructure and Development approved the award of contract to Pitt and Sherry Pty Ltd, as the only local provider with the necessary specialised equipment, accreditation, and technical expertise.

Recommendation

That Council:

1.   RECEIVE and NOTE the exemption for deflectograph pavement testing services awarded to Pitt and Sherry for the sum of $33,274.00 excluding GST.

Community Plan Reference	Leading Our Community We are a leader and partner that acts with integrity and upholds our community's best interests. We responsibly manage our community's resources to deliver what matters most. Transparent and accountable government.
Strategic Plan Reference	Make informed decisions that are open and transparent and in the best interests of our community. Deploy the Council's resources effectively to deliver value while being financially responsible. Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/ Engagement	• Director Infrastructure and Development • Acting Manager Assets, Engineering and Design • Procurement and Contracts Coordinator
Resources	There are no human resources implications.
Risk/Legal/ Legislative/ Reputational	As this report is recommended for receiving and noting only, no risk management issues arise. Risks around procurement are monitored and reported on a continuous basis as part of standard processes and procedures.
25/26 Budget Allocation	The budget for road pavement investigation capital expenditure is allocated within the 2025/26 budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	Not applicable
Ongoing Costs (e.g. maintenance, operational)	The quotation for the service is $33,274.00 (excluding GST).
Other Funding Sources	Not applicable

Proposal in Detail

1. The exemption relates to the engagement of a specialist contractor to undertake deflectograph pavement testing on selected segments of Council's road network.

2. Deflectograph testing provides detailed information on pavement structural capacity that cannot be obtained through visual condition assessments or routine inspections. This data is essential for accurate pavement lifecycle modelling, prioritisation of renewal works, preparation of reliable long-term funding forecasts, and will more broadly support the development of Council's asset management programs.

3. Pitt and Sherry Pty Ltd have previously provided deflectograph testing services to Council and has consistently demonstrated a high level of technical expertise, accurate data collection, and reliable reporting.

4. They are the only locally available service provider with the specialised equipment, accreditations, and technical capability required to deliver the testing in accordance with Council and Austroads requirements.

5. Under the Code, an exemption from the usual public tender or quotation process may be approved for purchases or contracts valued less than $250,000.00 where:

    "Council's Requirements can be supplied only by a particular Service Provider and no reasonable alternative or substitute exists due to an absence of competition for technical reasons."

6. On this basis, an exemption from the standard procurement process was requested by the Acting Manager Assets, Engineering and Design, and approved by the Director Infrastructure and Development on 13 January 2026, to directly engage Pitt and Sherry Pty Ltd to deliver the testing for an estimated value of $33,274.00.

7. This procurement meets the above criteria for exemption as the required deflectograph testing services cannot be reasonably obtained from an alternative supplier.

8. Direct engagement of Pitt and Sherry Pty Ltd represents the most efficient, timely and cost-effective approach while ensuring the quality and consistency of pavement data required for Council's asset management planning.

Attachments

Nil

11.4 FINANCIAL PERFORMANCE REPORT TO 31 JANUARY 2026

Author: Chief Financial Officer (Michael Sokulski)

Qualified Person: Director Community and Corporate Services (Tracey Ehrlich)

File Reference: Corporate and Financial Reporting

Executive Summary

This report provides an overview of Council's financial performance for the year to date ending 31 January 2026. The reported operational result indicates a favourable position of $315,355 or 1.1% variance to budget.

The reported financial position can be influenced by several factors. This includes timing between the budget expectation and the actual occurrence of financial transactions, as well as more permanent variations which will be addressed in the mid-year budget review being considered by Council at this meeting.

Operational revenue is currently $133,885 (0.2%) above budget, with minor variances spread across a wide range of revenue streams. There are usually external factors influencing the revenue result including fluctuations in the property market, interest rate decisions, commercial rates of return in outsourced services and leasing activities, and availability of grants.

This month favourable outcomes are reported in other income and our investment in TasWater, while user fees and rates record below budget results. None of these revenue variances are of long-term concern.

Operational expenditure is $181,469 (0.4%) below budget representing a combination of timing issues and permanent variations. Expenditure continues to be well-controlled, and no remedial action is required other than the items detailed in the mid-year budget review.

This month employee expenses continue to record under forecast expenditure, while materials and services and depreciation report above budget results. None of these revenue variances are of long-term concern except for depreciation which is forecast to increase substantially following several years of record capital expenditure.

Non-operating items are tracking within expected ranges. Capital grant revenue is on target at $5.856 million, non-monetary asset contributions are $278,540 and there have been no monetary contributions received to date. Asset disposals currently reflect a small net gain of $74,944, noting that gains and losses depend on the relationship between sale price, book value, and derecognition of assets. Capitalisation of assets created in the capital works program has resulted in $865,322 of obsolete or residual assets being written off to date.

Year-to-date expenditure on the capital works program totals $11.895 million, marginally behind the nominal budget. A detailed quarterly capital works update will continue to be provided to Council.

Significant progress continues to be made on the Glenorchy War Memorial Pool upgrade, with approximately 50% of physical works completed as of 31 January 2026 (equating to

43% of financial expenditure). Works remain on schedule for completion within the financial year, with $2.774 million spent against a total project budget of $6.500 million.

Further details on financial performance, capital works, and variance analysis are provided in **Attachment 1** to this report.

Recommendation

That Council:

1.   RECEIVE and NOTE the attached report on Council's financial performance to 31 January 2026.

Community Plan Reference	Leading Our Community
	We are a leader and partner that acts with integrity and upholds our community's best interests.
	We responsibly manage our community's resources to deliver what matters most.
Strategic Plan Reference	Make informed decisions that are open and transparent and in the best interests of our community.
	Deploy the Council's resources effectively to deliver value while being financially responsible.
Consultation/ Engagement	Executive Leadership Team
	All Managers
	Community consultation was not required due to the regular and operational nature of this report.
Resources	Not applicable
Risk/Legal/ Legislative/ Reputational	1. Financial Risk
	There is an ongoing risk of revenue or expenditure variations arising later in the financial year due to economic conditions, timing of grant receipts, inflationary pressures, or unplanned maintenance requirements. Continuous monitoring and quarterly reviews mitigate this risk.
	2. Budget Management Risk
	If budget variations are not appropriately approved or reflected in future reporting, Council may lose visibility over true financial performance. Regular review and alignment of budget estimates, as proposed in this report, reduces this risk.
	3. Capital Delivery Risk
	Delays in the delivery of capital works or the use of carried forward grant funds may result in project underspend or deferred community benefits. This risk is mitigated through project monitoring and separate Capital Works reporting.
	4. Compliance Risk
	Failure to report or approve budget adjustments in accordance with Section 82(4) of the Local Government Act 1993 could lead to non-compliance with legislative requirements. This is mitigated by ensuring Council approval of all budget variations.

	5. Operational Risk
	Timing differences in expenditure recognition, staff vacancies, and supplier delays can create short-term fluctuations in reported results. These are managed through monthly reviews and adjustments to ensure reports reflect the true financial position.
	6. Reputational Risk
	Inaccurate or inconsistent financial reporting may undermine public confidence in Council's financial management. Transparent financial reporting and the inclusion of explanatory notes help maintain community trust and accountability.
25/26 Budget Allocation	The Financial Performance Report details actual results against budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
25/26 Budget Reconsideration	There is no budget reconsiderations proposed in this report.
Ongoing Costs (e.g. maintenance, operational)	Not applicable
Other Funding Sources	Not applicable

Report in Detail

Financial Performance Report

1. Details of Council's Financial Performance Report (Report) for the year-to-date ending 31 January 2026 is included in **Attachment 1**.

2. The Report highlights Council's operating result as at the end of January is $315,355 favourable to budget.

3. This is a solid result seven months into the financial year and shows all levels of the organisation are demonstrating financial responsibility in their day-to-day activities. It is important to note the financial performance report only has regard to the current year budget and may not necessarily translate to similar results in next year's budget.

Revenue

4. Year-to-date operational revenue is $73.703 million compared to budgeted revenue of $73.569 million. This represents a favourable result of $133,885 or 0.2% against budget.

5. There are no variations requiring immediate remedial or corrective action.

6. The overall favourable result does have some competing outcomes. Planning application fees, kerbside waste management charges and TasWater dividends all contribute above budget results while the phased reintroduction of full services at the recently renovated Benjafield Childcare Centre is generating reduced parent fees and government subsidies.

Expenditure

7. Year-to-date operational expenditure is $45.692 million compared to budgeted expenditure of $45.874 million. This represents a favourable result of $181,469 or 0.4% against budget.

8. There are no variations requiring immediate remedial or corrective action.

9. The overall favourable result does have some competing outcomes. Employee expenses continue to trend under budget while recent record investment in capital projects is beginning to increase the depreciation expense this year and into the future.

Non-operating – Capital Grant Revenue

10. Capital grant revenue is $5.856 million against the annual $5.846 million budget.

11. The main capital grant is for repairs and upgrade of the Glenorchy War Memorial Pool. An update on the progress of pool works is detailed in this report.

Non-operating – Monetary Contributions

12. No monetary contributions have been received, and no budget is provided due to the ad-hoc nature of this revenue.

13. Typically, this revenue is held in reserve to fund future capital works where current developments will impose capital upgrades on Council earlier than anticipated.

Non-Operating – Net Gain/(Loss) on Disposal / Derecognition of Assets

14. Disposal of assets currently records a minimal gain of $74,944 against an annual budget loss of $1.375 million.

15. Activities in this area are related to disposal of obsolete computer equipment, minor plant and vehicle changeovers. Land sales also contribute to the monthly result.

16. The sale price of all disposed assets is tempered by the expense in writing down the book value of those assets. There is also an allowance for derecognised assets when the physical asset is no longer in accordance with the asset register.

Non-Operating – Contributions Non-Monetary Assets

17. Non-monetary assets to the value of $278,540 have been received to date against an annual budget of $3.675 million.

18. Typically, these are donated/gifted assets received from subdivisions and like developments, as well as assets found not to be currently recorded in the asset register.

Non-Operating – Assets Written Off

19. Assets to the value of $865,322 have been written off to date against an annual budget of $700,000.

20. Typically, this relates to the residual value of assets that have reached the end of their useful lives and have been replaced.

Capital Works

21. Year-to-date capital works expenditure is $11.894 million against the nominal budgeted year to date expenditure of $12.976 million.

22. Separate quarterly capital update reports will continue to be provided to Council and will include recommendations for variations to the capital program or budget where necessary.

Glenorchy War Memorial Pool Update

23. Expenditure at 31 January is $2.774 million against the $6.500 million budget, including minor contractual variations of $42,991.

24. Works on the repairs and upgrade of the pool are making good progress.

   - Change room building:
     - Plastering completed
     - Floor drain works completed – screening completed.
     - Preparation for epoxy & vinyl floor covering installation
     - Waterproofing to wet areas completed
     - Door Lock rectification underway
     - External Glazing completed
     - External & internal painting underway
   - Pool Structure:
     - Pool accessible ramp works on-going, base and wall pours completed
     - Access ramps poured (currently curing for tile prep & install)
     - Pool access steps formed & ready for pour
     - Pool Engineers site visit inspecting progression of ongoing pool works completed Tues. 3 February 2026.

- Plant room:
    - Screed to plant room floor
    - Progress with removal of redundant pipework for the pool
    - Replaced filtration sand
    - Floor Prep completed
- Site works:
    - Grandstand stair works underway
    - Handrails shop drawings approved for fabrication
- Change-in-place POD:
    - Deed received
    - Temporary Occupancy Permit approved
    - Confirmation POD fabrication is complete & ready for delivery
    - Coordination of POD installation underway

Budget Variations

25.   No budget variations are proposed in this report.

Further Information

26.   Further details on revenue, expenditure and capital works figures are provided in **Attachment 1** to this report.

Attachments

1.   Attachment Financial Performance Report Jan 2026 (1) [**11.4.1** - 10 pages]

Glenorchy
City Council

Monthly Financial Performance Report for the year-to-date ending 31 January 2026

Statement of Comprehensive Income

Statement of Comprehensive Income to 31 January 2026					
Year-to-Date (YTD)	**Note**	**FY2026 Budget $'000**	**FY2026 Actual $'000**	**FY2025 Actual $'000**	**FY2026 Variance Actual to Budget**
Operating Revenue					
Rates	1	54,864	54,831	52,098	⬇
User charges and licences	2	12,744	12,917	12,066	⬆
Interest	3	477	481	887	⬆
Grants	4	4,153	3,877	2,536	⬇
Contributions - cash	5	26	2	56	⬇
Investment income from Tas Water	6	1,086	1,195	1,086	⬆
Other income	7	218	400	275	⬆
Total Operating Revenue		**73,569**	**73,703**	**69,005**	⬆
Operating Expenditure					
Employment costs	8	18,524	17,732	15,863	⬇
Materials and services	9	12,389	12,467	11,397	⬆
Depreciation and amortisation	10	9,900	10,375	10,461	⬆
Finance costs	11	9	1	86	⬇
Bad and doubtful debts	13	-	-	-	⬌
Other expenses	14	5,051	5,119	3,990	⬆
Total Operating Expenditure		**45,874**	**45,692**	**41,798**	⬇
Total Operating Surplus/(Deficit)		**27,695**	**28,011**	**27,207**	⬆
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	279	-	⬆
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(5)	75	640	⬆
Capital grants received specifically for new or upgraded assets	17	5,646	5,856	6,594	⬆
Contributions –monetary	18	-	-	-	⬌
Total Non-Operating Revenue		**5,641**	**6,210**	**7,234**	⬆
Non-Operating Expenses					
Assets written off	12	-	865	-	⬇
Total Non-Operating Expense		**-**	**865**	**-**	
Total Surplus/(Deficit)		**33,336**	**33,354**	**34,441**	⬆

Glenorchy City Council

Operating Revenue

Year-to-date operational revenue is $73.703m compared to budgeted operational revenue of $73.569m. This represents a favourable result of $134k or 0.2% against budget.

All noted amounts are reported as variance to budget as of 31 January 2026.

Note 1 – Rates Revenue

Unfavourable against the year-to-date $54.864m budget by $33k, noting new charitable remissions expense ($140k), offset by increased net general rate revenue ($85k) and penalties / costs ($22k).

Note 2 – User Charges and Licences Revenue

Favourable against the year-to-date $12.744m budget by $172k, noting increased revenue from higher development application fees ($242k), kerbside waste management charges ($135k), reimbursements from property services leases licences / environmental health outsourcing ($95k) and s132 & s337 certificates ($56k), offset by lower landfill fees ($187k), childcare parent fees ($120k) and property services leases & licences($54k).

Note 3 – Interest on Investments

Interest on cash and investments is $481k against an annual budget of $1.750m. Interest received from at-call accounts is $194k. Interest received from reserve accounts is $51k. Interest reinvested on term deposits is $313k. Accrued interest on term deposits before 1 July is $77k.

Note 4 – Operating Grants

Unfavourable against the year-to-date $4.153m budget by $275k, noting reduced federal government childcare subsidy ($488k), yet to receive jackson street landfill infrastructure grant ($50k) and yet to receive waste minimisation education sponsorship ($12k), offset by grants received for childcare working together ($119k), jobs hub partnership fund ($60k) and full gear motorcycle training ($56k).

Note 5 – Contributions - Cash

Unfavourable against the year-to-date $26k budget by $24k, noting this budget covers planning cash-in-lieu ($10k budget $0 received) and private stormwater connection permits ($16k budget $2k received).

Note 6 – Tas Water Income

Favourable against the year-to-date $1.086m budget by $108k, noting the two dividends received to date for $597k each are higher than the $543k expected.

Note 7 – Other Income

Favourable against the year-to-date $217k budget by $182k, noting favourable multi-year recovery of gas royalties from the Jackson street landfill ($141k) and insurance claim reimbursements ($34k).

Operating Revenue - Whole of Council
YTD Budget v Actual

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget ($'000)	$63,811	$65,904	$67,573	$68,690	$70,985	$72,501	$73,569	$75,157	$76,341	$77,659	$79,665	$84,090
Actual ($'000)	$64,230	$66,037	$67,448	$68,985	$70,858	$72,876	$73,703					
Running Variance - $'000 (Favourable) / Unfavourable	($418)	($132)	$125	($295)	$127	($375)	($134)	$119	$239	$267	$469	$375
Forecast ($'000)								$75,038	$76,102	$77,393	$79,196	$83,715
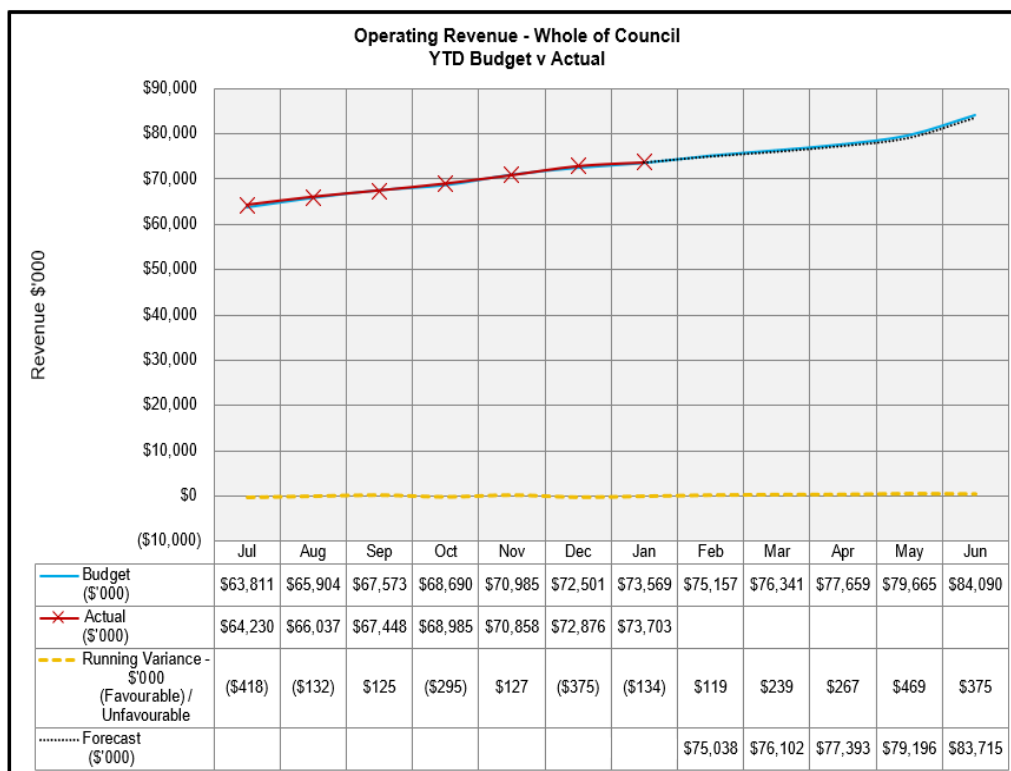
Operating Expenditure

Year-to-date operational expenditure is $45.692m compared to budgeted expenditure of $45.874m. This represents a favourable result of $181k or 0.4% against budget.

Note: All noted amounts are reported as variance to budget as at 31 January 2026.

Note 8 – Employment Costs

Favourable against the year-to-date $18.523m budget by $791k, noting position vacancies and lead-times in recruitment will result in reduced employee expenses across the organisation. To cover essential vacancies, labour hire personnel have been engaged to the value of $371k.

Note 9 – Materials and Services Expenditure

Unfavourable against the year-to-date $12.389m budget by $77k, noting information technology timing ($755k), offset by underspends in landfill ($361k) and waste management ($325k).

Note 10 – Depreciation and Amortisation

PAGE 4 | Attachment 1 - Financial Performance Report

Glenorchy
City Council

Unfavourable against the year-to-date $9.899m budget by $474k, noting a reforecast of the depreciation budget will be undertaken in the mid-year budget review due to capitalisation effects of the large works program undertaken in recent years.

Note 11 – Finance Costs

Materially in line with budget with only minor expenditure against the $9k budget.

Note 13 – Bad and Doubtful Debts

No bad or doubtful debts identified to date.

Note 14 – Other Expenses

Unfavourable against the year-to-date $5.051m budget by $67k, noting fleet amortisation awaiting reconciliation ($242k), offset by under expenditure in community sponsorships / cultural grants yet to pay ($51k), lower land tax ($66k) and Derwent park waste facility rent sharing with Hobart City Council yet to pay ($57k).
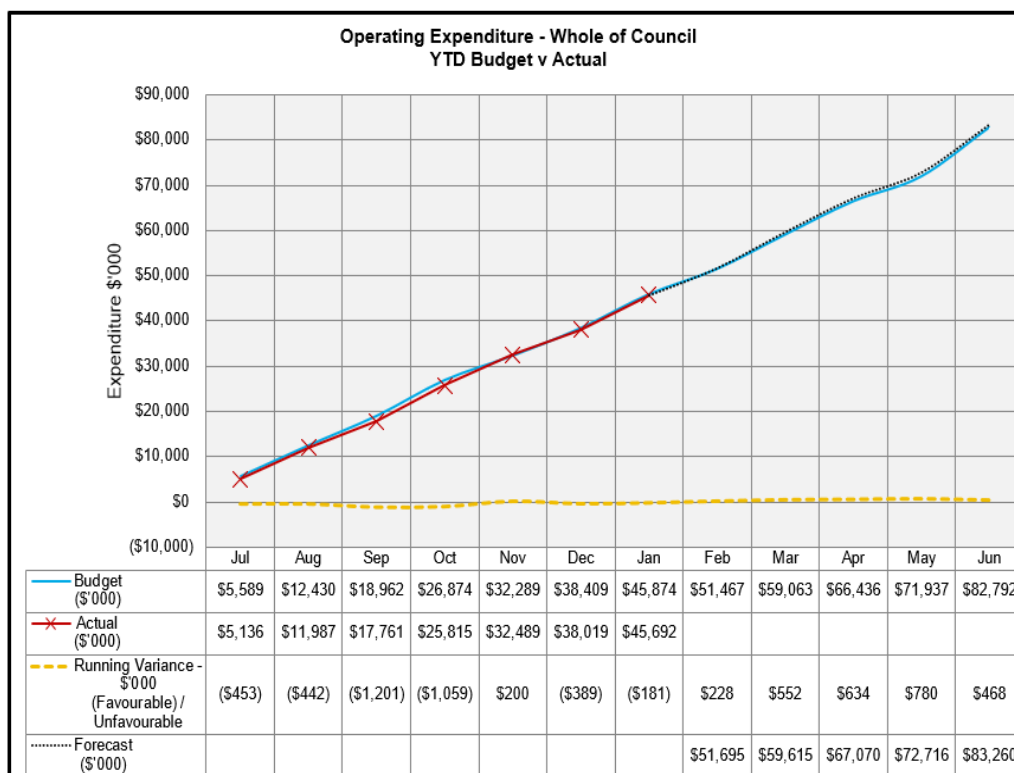
Operating Expenditure - Whole of Council
YTD Budget v Actual

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget ($'000)	$5,589	$12,430	$18,962	$26,874	$32,289	$38,409	$45,874	$51,467	$59,063	$66,436	$71,937	$82,792
Actual ($'000)	$5,136	$11,987	$17,761	$25,815	$32,489	$38,019	$45,692					
Running Variance - $'000 (Favourable) / Unfavourable	($453)	($442)	($1,201)	($1,059)	$200	($389)	($181)	$228	$552	$634	$780	$468
Forecast ($'000)								$51,695	$59,615	$67,070	$72,716	$83,260

Non-Operating Revenue

Note 15 – Contributions – Non-Monetary Assets

Non-monetary assets to the value of $279k have been received against an annual budget of $3.675m.

PAGE 5 | Attachment 1 - Financial Performance Report

Glenorchy City Council

<u>**Note 16 – Gain or Loss on Disposal of Assets / Derecognition of Assets**</u>

Gain on disposal of assets is $75k against the annual loss of $1.375m budget, noting proceeds received from the public auction of changeover fleet and obsolete plant / equipment ($101k) offset by disposal costs and book value write offs ($21k) and land sale expenses ($5k).

<u>**Note 17 – Capital Grants**</u>

Capital grant revenue is $5.855m against the annual $5.846m budget, noting:

401884 - Glenorchy War Memorial Pool	4,698,146
401654 - Local Roads & Community Infrastructure Phase 4	365,130
401400 - Roads 2 Recovery Grant	333,816
401916 - Glenorchy Pool Changing Places Facility	130,463
401945 - Abbotsfield Park Sports Lighting Upgrade	111,364
401903 - Infrastructure Grant Program Jackson Street	90,000
401924 - Cricket Infrastructure Fund	72,000
401946 - Upgrade of Bayswater Road Netball Court Lighting	25,000
401867 - Abbotsfield Road VRUP R1-09	21,843
401934 - VRUP-2025-02 - Central Ave Ped Crossing at Garden Rd	8,000

<u>**Note 18 – Contributions - Monetary**</u>

No contributions - monetary capital revenue has been received, and no budget is provided.

Non-Operating Expenditure

<u>**Note 12 – Assets Written Off**</u>

Assets to the value of $865k have been written off against an annual budget of $700k.

Capital Works

Year-to-date Capital Works expenditure is $11.894m against the nominal year-to-date budget of $12.976m with the expenditure split between Recurrent and Major projects being:

- RECURRENT: $8.963m has been expended against a budget of $10.133m
- MAJOR PROJECTS: $2.932m has been expended against a budget of $2.844m

Forward forecasts indicate the capital works program may not expend all funding by 30 June 2026. However, the Infrastructure Management Group (IMG) actively monitors project progress and expenditure. In the event forecast trends suggest budget might not be achieved, funds will be redirected to other capital projects that are able to be completed by 30 June.

Capital Program – Recurrent
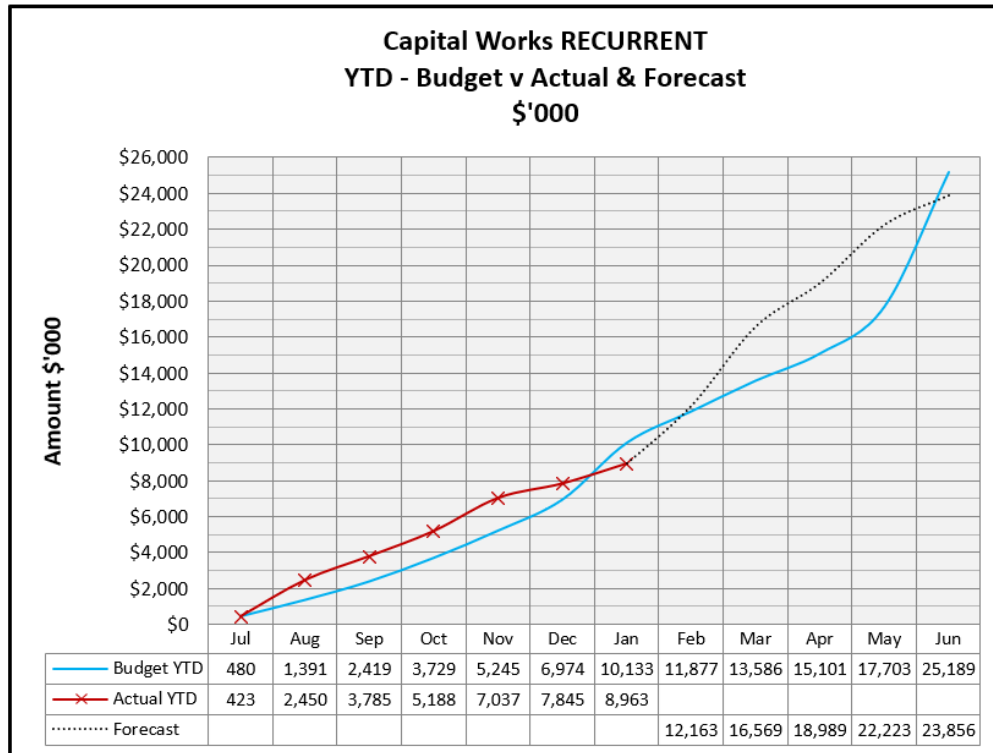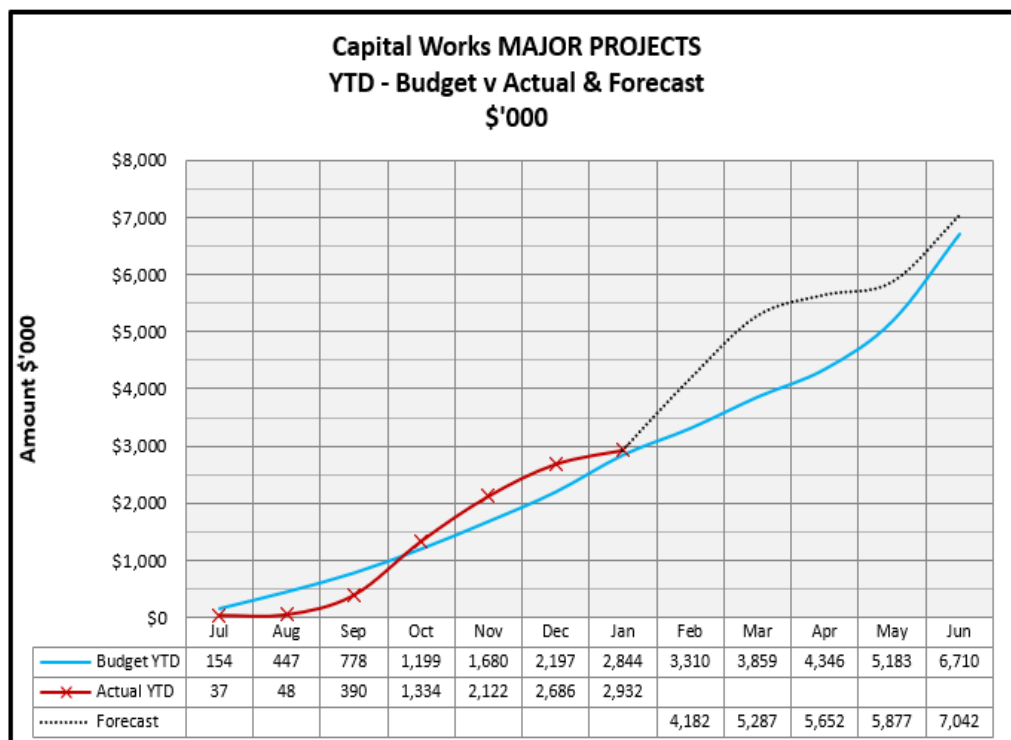
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget YTD	480	1,391	2,419	3,729	5,245	6,974	10,133	11,877	13,586	15,101	17,703	25,189
Actual YTD	423	2,450	3,785	5,188	7,037	7,845	8,963					
Forecast								12,163	16,569	18,989	22,223	23,856

Capital Program – Major Projects*

PAGE 7 | Attachment 1 - Financial Performance Report

Glenorchy City Council

**Capital Works MAJOR PROJECTS
YTD - Budget v Actual & Forecast
$'000**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget YTD	154	447	778	1,199	1,680	2,197	2,844	3,310	3,859	4,346	5,183	6,710
Actual YTD	37	48	390	1,334	2,122	2,686	2,932					
Forecast								4,182	5,287	5,652	5,877	7,042

*The following projects form the Major Projects capital works program:

Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
102231 - Glenorchy Pool Reopening Repairs	$2,774,235	$6,500,000	$6,500,000
102312 - Glenorchy Pool Changing Places Facility	$105,032	$105,032	$210,032
102489 - Humphreys Rivulet Rehabilitation	$4,620	$104,620	$104,620
102522 - Youth Hub Fitout	$3,175	$0	$183,175
Various Unbudgeted Expenditure on Carryover Projects	$44,443	$0	$44,443
TOTALS	$2,931,505	$6,709,652	$7,042,270

Operating Forecast to 30 June 2026

The forecast through to 30 June 2026 is currently showing an unfavourable end of year result of $0.143m based upon (a) the actual variation reported year to date to 31 January 2026 and (b) all remaining months achieving forecast. The Mid-Year Budget Review to be presented to Council in February will revise targeted budgets resulting in a change to the current reported end of year result.

Forecast Variance to Budget
Revenue & Expenditure
Favourable/(Unfavourable) $'000
(excludes capital revenue and capital expenditure)
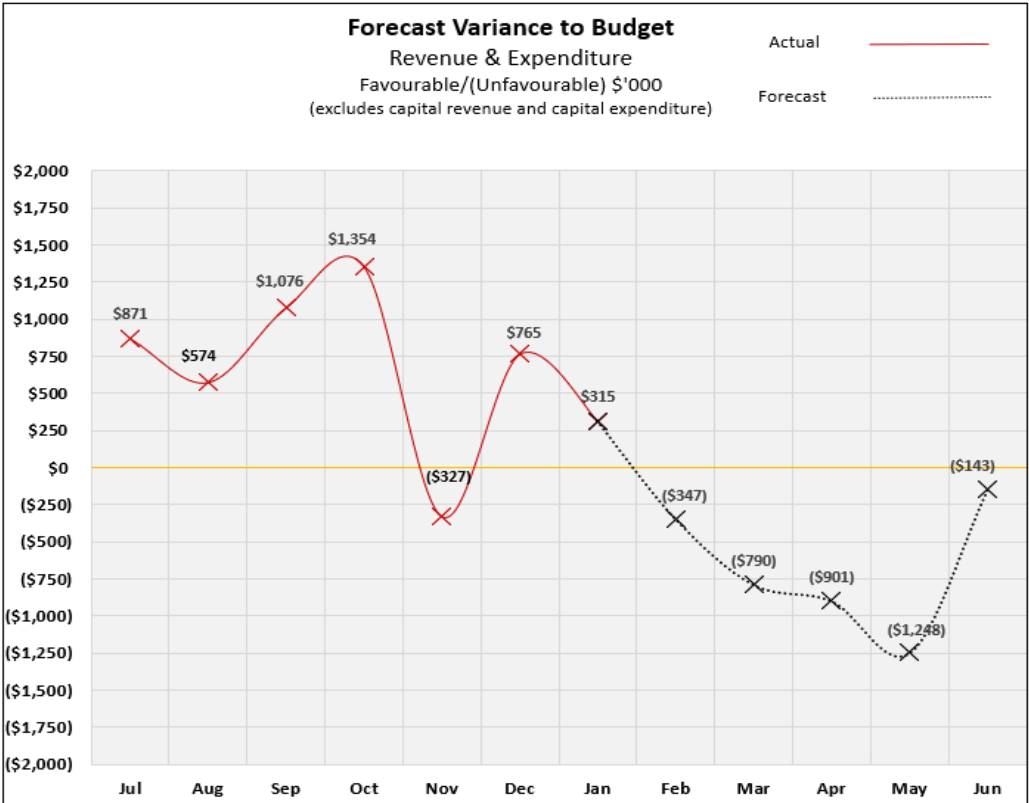
Actual ———
Forecast ·············

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.

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 Report.

Glenorchy City Council

11.5 GLENORCHY CITY COUNCIL MUNICIPAL EMERGENCY MANAGEMENT PLAN 2025 TO 2029

Author: Director Community and Corporate Services (Tracey Ehrlich)

Qualified Person: Chief Executive Officer (Emilio Reale)

File Reference: Emergency Management

Executive Summary

This report presents Council's draft Municipal Emergency Management Plan for endorsement and submission to the State Emergency Management Regional Controller, for approval.

In accordance with the *Emergency Management Act 2006* (the Act), Council is required to develop a Municipal Emergency Management Plan (MEMP) that details Council's approach to responding to emergencies.

Council's current MEMP was approved by Council at its meeting on 30 November 2020. This plan is now due for review.

Council acknowledges that effective emergency management relies on partnerships between individuals, businesses, local emergency management organisations and all tiers of government.

Council has an integral role in emergency management and has resources and vital information about the community that are critical in the process of responding to and recovering from an emergency.

Council is committed to achieving a high standard of emergency management capability by:

a. recognising the value of community contributions in emergency management and engaging with the community as required
b. developing a review system based on continuous improvement principles
c. developing documentation that confirms emergency management capabilities and arrangements
d. defining and adequately addressing all elements of prevention, preparedness, response and recovery
e. establishing and maintaining Glenorchy's Municipal Emergency Management Committee (MEMC)
f. preparing and maintaining a MEMP that is reviewed every two years, or after a major emergency event, in accordance with the Act, and
g. participating in Tasmania's state emergency management structures.

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

a.   Prevention and mitigation
b.   Preparedness
c.   Response, and
d.   Recovery.

The revised Plan recognises the considerable development in Tasmania's response and recovery planning that has occurred in the last 5 years.

Recommendation

That Council:

1.   ENDORSE the draft Glenorchy City Council Emergency Management Plan 2025 to 2029.

2.   AUTHORISE the Chief Executive Officer to submit the draft Plan to the State Emergency Management Regional Controller for approval.

3.   AUTHORISE the Chief Executive Officer to make minor administrative, editorial or grammatical amendments that do not materially alter the intent of the Municipal Emergency Management Plan.

Community Plan Reference	Building Image and Pride We work for a safe and clean City. Making Lives Better We deliver services to meet our community's needs. Valuing Our Environment We protect and manage our City's natural environment and special places now and for the future. Leading Our Community We responsibly manage our community's resources to deliver what matters most.
Strategic Plan Reference	Work proactively with other governments, service providers and the community to improve public safety in our City. Identify and engage in partnerships that provide services effectively to our community. Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore. Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes. Make informed decisions that are open and transparent and in the best interests of our community. Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart. Ensure our City is well planned and prepared to minimise the impact of emergency events and is resilient in responding to and recovering from them. Deploy the Council's resources effectively to deliver value while being financially responsible. Manage compliance and risk in Council and our community through effective systems and processes.
Consultation/ Engagement	Elected Members Glenorchy Emergency Management Committee Regional Recovery Officer – South, Department of Premier and Cabinet Regional Emergency Management Coordinator (South), State Emergency Service Council staff

Resources	Not applicable
Risk/Legal/ Legislative/ Reputational	Council will be in breach of its legal obligation under the Emergency Management Act 2006 if it does not hold and maintain a Municipal Emergency Management Plan. The Regional Controller may not approve the MEMP once submitted. This risk will be mitigated by further review if this occurs, with the MEMP being resubmitted after the review.
25/26 Budget Allocation	This project is within current allocated operational budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	The MEMP will expire in 2029 and be due for review approximately 6 months prior to this date.
25/26 Budget Reconsideration	Not applicable
Ongoing Costs (e.g. maintenance, operational)	As per Council's current operational budget of $27,462 per annum.
Other Funding Sources	Not applicable

Proposal in Detail

1.   Under the *Emergency Management Act 2006 s.34* Council is required to:

(1) Each Municipal Committee is to prepare a plan for emergency management in the municipal area or municipal areas in respect of which the Municipal Committee has the responsibility of instituting and coordinating emergency management.

(2) The Municipal Committee is to submit the plan to the appropriate Regional Controller.

(3) On receipt of a plan under subsection (2) *, the Regional Controller is to submit the plan to the State Controller.*

(4) When a plan is submitted to him or her, the State Controller may, after consulting with the appropriate Regional Controller –

(a) approve the plan; or

(b) require the plan to be amended and then resubmitted for approval under this subsection.

(5) A Municipal Emergency Management Plan is to provide details of the arrangements and responsibilities for the governance and coordination of emergency management within the Municipal Committee area.

(6) Each Municipal Committee is to review its Municipal Emergency Management Plan at least once every 2 years.

(7) At any time, a Municipal Committee may submit any suggested amendments to its Municipal Emergency Management Plan or a substitute plan to the Regional Controller who is to then submit to the State Controller the suggested amendments or substitute plan.

(8) On submission to him or her of suggested amendments or a substitute plan, the State Controller may, after consulting with the appropriate Regional Controller, approve or reject the amendments to, or the substitution of, the Municipal Emergency Management Plan.

2.   Council has complied with these legislated requirements and its current MEMP was approved by Council at its meeting on 30 November 2020.

3.   This MEMP is now due for review due to the passage of time, as well as developments and changes in the emergency management and emergency response provisions and capabilities of both State and local government in Tasmania.

4.   It was also appropriate to review the MEMP from an "all hazards" point of view to ensure flexibility to respond to emergencies which may possibly affect the Glenorchy LGA.

Municipal Emergency Management Committee

5.   Council's Municipal Emergency Management Committee (MEMC) has an important role in maintaining relationships so that information is shared and effective arrangements are in place for emergency management.

6.   Council's MEMC is chaired by Alderman Steven King, who was appointed to this role at the beginning of the current Council term. Alderman King is supported by Council's Municipal Coordinator (MC), Tracey Ehrlich. The Mayor also attends where possible.

7.   The MC has a central role in communicating with external agencies and internal to Council before, during and after an emergency, including to ensure that Council resources are available as required.

8.   Membership of the Committee includes Tasmanian Police, Tasmanian Fire Service, the State Emergency Service, Recovery Tasmania, Nyrstar and relevant Council staff.

Municipal Emergency Management Team

9.   To deliver the MEMP and support the MEMC to deliver across all emergency management phases (i.e. Prevention and mitigation, Preparedness, Response and Recovery) Council has an internal emergency management team. The team is made up of Council officers and comprises:

a.   Municipal Coordinator – Tracey Ehrlich

b.   Recovery Coordinator – Simone Salter

c.   Deputy Recovery Coordinator – Rachel Cooper

10.   The Municipal Coordinator is recommended for appointment by the Chief Executive Officer and is formally appointed by the Minister for Police, Fire and Emergency Management.

11.   The team is supported by an internal Bushfire Mitigation Team (Dr Stephen Bresnehan, Scott Byers) and by the Work Centre management and staff who are often on call and the first responder from Council.

Consultation and Review

12.   The draft MEMP has been consulted with all stakeholders represented on Council's Emergency Management Committee who have provided valuable feedback which was incorporated into the revised document.

13.   For Council's reference the tracked changes version of the approved MEMP 2020 is included as **Attachment 1** to this report and the review draft as at October 2025 is included as **Attachment 2**.

14.   Significant changes to the MEMP include:

a.   The inclusion of legal advice regarding the release of ratepayer information to the emergency services. Tasmania Police provided feedback that in emergency situations, councils can be unclear regarding what information they are able to provide to the emergency services. The inclusion of the legal advice under 'Disclosure of Information' (page 14), seeks to clarify this and prevent time delays in providing information.

b.   Amending the previous terminology "Nearby Safer Place" to the recommended "Place of Last Resort" (page 18).

c.   Updating the regional flood and early warning system information to include the additional flood monitoring deployed by Council and TasWater (page 19). Council has also updated its flood maps with recent modelling undertaken and provided to Council's engineers, TasWater and the SES.

d.   TEMA was updated in August 2023, and the updates include the new Australian Fire Danger Rating System, the TasALERT website and app, and the Tasmanian Disaster Risk Assessment which informed the risk assessment for Glenorchy (pages 19 & 20).

e.   Updating various titles and appointments to roles within the emergency services.

f.   Council's various supporting plans including the Bushfire Mitigation Plan 2020 to 2030, the GCC Flood Action Plan which is reviewed annually (pages 31 & 32) and Council's Community Recovery Plan 2025 (page 59).

g. The resource sharing arrangements between Councils and the State Government (page 36) where resources are made available to the Council(s) affected by the emergency.

h. Updated recovery arrangements which are predominantly coordinated by the local council(s) and Recovery Tasmania (pages 51-55).

15. Emergency management is dynamic and every changing function. As such, this MEMP will be subject to regular review and, if significant changes are required, an amended MEMP will be provided to Council for endorsement.

Conclusion

16. The draft Glenorchy City Council Municipal Emergency Management Plan 2025–2029 reflects Council's continued commitment to meeting its statutory obligations under the Emergency Management Act 2006 and to maintaining a high standard of emergency preparedness across the municipality.

17. The revised Plan incorporates legislative updates, changes to Tasmania's emergency management framework, and lessons learned from recent emergency events and operational developments. It strengthens governance clarity, clarifies information-sharing protocols, updates risk and hazard information, and reinforces Council's role across prevention, preparedness, response and recovery. Importantly, it reflects a contemporary "all hazards" approach and aligns with the Tasmanian Emergency Management Arrangements.

18. The Plan has been developed in consultation with the Municipal Emergency Management Committee, key state agencies and relevant Council officers, ensuring it is practical, collaborative and consistent with regional and state arrangements. Its endorsement will ensure Glenorchy City Council remains compliant with legislative requirements and well positioned to respond effectively to emergencies impacting our community.

19. Approval and submission of the draft MEMP to the State Emergency Management Regional Controller represents a responsible and necessary step in safeguarding the Glenorchy community, strengthening resilience, and maintaining productive partnerships across all levels of government and emergency services.

Attachments

1. Glenorchy MEMP 2025 tracked changes v 5 [**11.5.1** - 86 pages]
2. Glenorchy EMP 2025 v 6 [**11.5.2** - 96 pages]

Glenorchy Municipal Emergency Management Plan

Plan Details:

Plan Title:	Glenorchy Municipal Emergency Management Plan
Issue Details:	Issue 13,
Review Authority:	Glenorchy Municipal Emergency Management Committee
Submission Authority:	Commander
	Southern Region Emergency Management Controller

Approval:

Approval Authority:	State Emergency Management Controller

Signature:

Date:

Table of contents

List of tables

List of figures

Section 1: Overview

1.1 Glossary of terms

Terms used are consistent with the Tasmanian Emergency Management Arrangements (*TEMA*). The *Emergency Management Act 2006* (the Act) abbreviates some titles (eg. Municipal Committee instead of Municipal Emergency Management Committee). This practice also applies to this plan.

Table 1: Terms

Term	In the context of this plan, this means:
Affected Area Recovery Committee (AARC)	a committee established to collaboratively plan, prioritise and coordinate longer-term regional and/or local recovery activities after an emergency, in accordance with section 24E of the Act, generally comprising members of the affected community, council/s and relevant Tasmanian Government agencies
biosecurity	measures to protect the economy, environment and human health from the negative impacts associated with the entry, establishment or spread of exotic pests (including weeds) and diseases
capability	a function of human and physical resources, systems, processes, training and the supply chain, for example, trained personnel with equipment ready for deployment
capacity	the extent to which a capability can be applied to a particular task or function
combined area	means two or more municipal areas determined by the Minister to be a combined area under section 19 of the Act
command	the internal direction of an organisation's resources in an emergency
Community Centres *NB. Different centre types may be located at one site*	**Evacuation Centre**: a place or facility established to provide people affected by an emergency with temporary shelter
	Information/Service Centre: a place or facility established to provide information about an ongoing emergency, emergency response and/or relief services to assist those affected by the event
	Recovery Centre: a place or facility established to provide information and/or services to support the recovery of people affected by an emergency
companion animal	a captive-bred animal that is not commercial livestock
consequence management	activities undertaken to manage the consequences of an emergency and/or emergency response and minimise recovery needs, including but not limited to measures to protect public health standards, restore essential services and provide relief and financial assistance
consultation framework	a framework comprising groups of people within the emergency management sector and the way these groups contribute to decision-making through consultation and collaboration; groups may include established committees and related stakeholder groups, supplemented by temporary working groups
control	the overall direction and management of emergency management activities in an emergency situation; authority for control is established in legislation or in an emergency plan and carries with it responsibility for tasking other organisations in accordance with the needs of the situation; control relates to situations and operates horizontally across organisations
coordination	the act of bringing together organisations and other resources to support an emergency management response, and which involves the systematic acquisition and application of resources (organisational, human and equipment)
Council	in the context of this plan, Council refers to the Glenorchy local government authority
counselling	direct assistance provided by relevant service professionals to emergency-impacted people who may be having problems coping with the aftermath of an emergency
debrief	an activity held at the end of a task, shift or incident that is intended to gather information from action participants to gauge the success or otherwise of the action/s in which they participated
Deputy Municipal Coordinator (DMC)	a person appointed as Deputy Municipal Emergency Management Coordinator under section 23 of the Act, who supports and can act for the Municipal Coordinator when the Municipal Coordinator is: • absent from duty or Tasmania

Term	In the context of this plan, this means:
	• unable to perform Municipal Coordinator duties (permanently), or • temporarily not appointed (eg. has resigned)
emergency	an event, actual or imminent, that endangers or threatens to endanger life, property or the environment, and that requires a significant and coordinated response
emergency centres	**Emergency Coordination Centre (ECC)**: a facility that can be established at a municipal, regional and/or state level to support the coordination and organisation of service provision in an emergency
	Emergency Operations Centre (EOC): a facility, either static or mobile, from which the total operational response (or aspects of the operational response) to an incident or emergency is controlled, coordinated and managed
	Incident Control Centre (ICC): the location or facility at which the Incident Controller and members of the Incident Management Team provide overall direction of response activities
emergency management	the planning, organisation, coordination and implementation of measures that are necessary or desirable to prevent, mitigate, respond to, resist, adapt to, overcome and recover from an emergency; can include civil defence, emergency-related research or training, or the development of emergency policy and procedures relating to any of these measures or actions
emergency management plan	a document required by the Act (and other legislation that requires emergency management-related plans) that describes governance and coordination arrangements and assigned responsibilities for a: geographic area; identified hazard; or function relevant to emergency management; includes descriptions of processes that provide for safe and effective operations in emergency situations
emergency management worker	Includes a member of a statutory service, whether for payment or other consideration or as a volunteer, an authorised officer or a person who does (or omits to do) any act to assist or works under the direction or control of an authorised officer
emergency powers and special emergency powers	powers specified in Schedules 1 and 2 of the Act
emergency risk management	a systematic process that identifies, mitigates and manages emergency-related risks, including through a range of control measures that contribute to the safety and wellbeing of communities and the environment
environment	components include: land, air and water; organic and inorganic matter; living organisms; human-made or modified structures and areas; interacting natural ecosystems; and all other components of the earth further defined by the Act
exercise	a simulated emergency scenario designed to validate emergency management arrangements and/or familiarise workers with them
hazard	a place, structure, source or situation that may potentially endanger, destroy or threaten to endanger or destroy human life, property or the environment
Liaison Officer	a person nominated to represent his/her organisation and: provide advice about the organisation's resources, structures and capabilities; act as a conduit for information; and may be authorised to commit resources
Management Authority	Management Authorities provide direction so that capability is maintained for identified hazards across the prevention and mitigation, preparedness, response and recovery phases (PPRR), as well as assessing and validating the effectiveness of the strategies they implement
Municipal Emergency Management Committee (MEMC) Chairperson	the person determined by Council to be the Chairperson of the municipality's MEMC under section 21(2) of the Act
Municipal Committee	a Municipal Emergency Management Committee established under section 20 of the Act
Municipal Coordinator (MC)	a person appointed as a Municipal Emergency Management Coordinator under section 23 of the Act
Municipal Recovery Coordinator (MRC)	a Council employee responsible for recovery at the municipal level, appointed under section 24G of the Act

Term	In the context of this plan, this means:
Permanent Timber Production Zone land	a land classification established under the *Forest Management Act 2013* to replace the formerly-used term 'state forest'
preparedness	planned and coordinated measures that are undertaken to ensure safe and effective response and recovery can occur
prevention and mitigation	planned and coordinated measures that eliminate or reduce the frequency and/or consequences of emergencies
public information	In an emergency, refers to the function and/or resources used to develop and manage information intended for circulation to members of the public
recovery	activities and processes undertaken to help return all or part of the social, economic, environmental and/or infrastructure features of an emergency-affected area/community to a functional standard, and/or that help the area/community to deal with the impacts of the emergency, both during and after the event
Recovery function	a particular activity or group of activities that may be undertaken as part of recovery efforts
Regional Controller	a person appointed as Regional Emergency Management Controller under section 17 of the Act, who is either: a police commander determined by the Commissioner of Police and the State Controller, or a person appointed by the Minister
Regional Emergency Coordination Centre (RECC)	a facility from which regional coordination of emergency (consequence) management occurs during the response phase
Regional Emergency Management Committee (REMC)	a Regional Emergency Management Committee established under section 14 of the Act
Regional Emergency Management Plan (REMP)	a regional-level plan developed and amended from time to time and approved by the State Controller under section 33 of the Act
Regional Coordinator	the person appointed to the position of State Emergency Service (SES) Emergency Management Planner (South)
Regional Social Recovery Officer	a Tasmanian State Service employee who is nominated and authorised to coordinate the delivery of social recovery services within a region, in collaboration with the relevant Municipal Recovery Coordinators and their deputies
Register.Find.Reunite (RFR)	a service managed by Australian Red Cross that registers, finds and reunites family, friends and loved ones after an emergency
response	actions taken in anticipation of, during and immediately after an emergency to minimise the effects of the emergency and provide emergency-affected people with immediate relief and support
risk	derived from a combination of the probability of an event occurring and the severity of its negative consequences
risk assessment	methodology used to determine the nature and extent of risk, by analysing potential hazards and existing conditions of vulnerability that together could potentially harm people, property, services, livelihoods and the environment on which they depend
situational awareness	individual or group knowledge and understanding of an emergency as it unfolds, including how the situation could potentially evolve, to provide advance warning of impending threats and to facilitate the planning of response and mitigation strategies
Standard Operating Procedure	an agreed and standardised set of directions for actions to be taken
State Controller	a person appointed as State Emergency Management Controller under section 10 of the Act, who is either: • head of the Department of Police, Fire and Emergency Management, or • a person appointed by the Minister
state of alert	under Division 3A of the Act, a state of alert may be declared when there is a significant threat of an emergency occurring in Tasmania, or credible information that an emergency existing outside Tasmania may impact on Tasmania

Term	In the context of this plan, this means:
state of emergency	under Division 4 of the Act, a state of emergency may be declared when an emergency, or significant threat of emergency, exists within Tasmania, and in which special emergency powers may be required
Support Agency	**Assisting Support Agency:** an organisation with specific capabilities or resources that complement the Primary Support Agency in delivering the relevant support function
	Primary Support Agency: an organisation responsible for the delivery and/or coordination of specific support functions or resources that address a particular need and have the capability to command their own resources, as agreed and identified by and in coordination with the Management Authority
validation activities	activities including exercises, operational debriefs, workshops and reviews, which are conducted to assess or review the effectiveness of emergency management arrangements
warning	dissemination of a message that signals an imminent hazard (or hazards), and which may include advice on protective measures
worker	a generic term used to describe people who perform defined functions and paid or unpaid work for an organisation or system, including staff, volunteers, trainees and contractors/consultants

1.2 Acronyms

Acronyms used in this plan are consistent with the *TEMA*.

Table 2: Acronyms

Acronym	Stands for …
AARC	Affected Area Recovery Committee
AFDRS	Australian Fire Danger Rating System
AIIMS	Australasian Inter-Service Incident Management System
AT	Ambulance Tasmania
BOM	Bureau of Meteorology
CBRN	Chemical, Biological, Radiological, Nuclear
DECYP	Department *for* Education, Children and Young People
DSG	Department of State Growth
DMC	Deputy Municipal Coordinator
DMRC	Deputy Municipal Recovery Coordinator
DoH	Department of Health
DoJ	Department of Justice
DOTAF	Department of Treasury and Finance
DPAC	Department of Premier and Cabinet
DPFEM	Department of Police, Fire and Emergency Management
ECC	Emergency Coordination Centre
EM	emergency management
EOC	Emergency Operations Centre
EPA	Environment Protection Authority Tasmania
GIS	Geographic Information System
GM	General Manager (Council)
ICC	Incident Control Centre
LC	Logistics Coordinator
MC	Municipal Coordinator
MECC	Municipal Emergency Coordination Centre
MEMC	Municipal Emergency Management Committee

Acronym	Stands for …
MEMP	Municipal Emergency Management Plan (this plan)
MRC	Municipal Recovery Coordinator
NGO	Non-Government Organisation
NRE Tas	Department of Natural Resources and Environment Tasmania
OSEM	Office of Security and Emergency Management (DPAC)
PHS	Public Health Service (DoH)
PIU	Public Information Unit (DPAC)
PPRR	Prevention and Mitigation, Preparedness, Response and Recovery
PWS	Parks and Wildlife Service (NRE Tas)
RC	Recovery Coordinator
RCM	Recovery Centre Manager
RECC	Regional Emergency Coordination Centre
REMC	Regional Emergency Management Committee
REMP	Regional Emergency Management Plan
RFR	Register.Find.Reunite service
RMA	Response Management Authority
RRT	Resilience and Recovery Tasmania (DPAC)
RSRC	Regional Social Recovery Officer
SCC	State Control Centre
SEMC	State Emergency Management Committee
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SOP	Standard Operating Procedure
SREMC	Southern Regional Emergency Management Committee
SITREP	Situation Report
TASDRA	Tasmanian Disaster Risk Assessment (2022)
TASPOL	Tasmania Police
TEIS	Tasmanian Emergency Information Service (call centre)
TEMA	Tasmanian Emergency Management Arrangements
TERAG	Tasmanian Emergency Risk Assessment Guidelines
TFS	Tasmania Fire Service
THS	Tasmanian Health Service
TRRA	Tasmanian Relief and Recovery Arrangements

1.3 Introduction

Effective emergency management (EM) relies on collaborative partnerships between people, businesses, local EM organisations, community groups and all tiers of government.

Glenorchy City Council (Council) has an important role in EM, including maintaining and providing resources and vital information about the community that may be required to support emergency response and recovery.

Council is committed to achieving a high standard of EM capability by:

a   maintaining the structure and functions of Council's **Municipal Emergency Management Committee (MEMC)**

b   maintaining, reviewing and updating Council's EM plan every four years or after any major emergency

c   developing and maintaining other supportive documents that describe Council's EM capabilities and arrangements

d   defining and adequately addressing all elements of the Prevention and Mitigation, Preparedness, Response and Recovery (PPRR) phases of EM

e   recognising the value of community contributions and engaging with the community in relation to Council's EM arrangements, as and when required

f   maintaining an EM review and validation system, based on the principles of continuous improvement

g   participating in Tasmania's regional and state-level EM structures, as appropriate and required.

1.4 Authority

This Municipal Emergency Management Plan (MEMP) is maintained by Council in accordance with the requirements of the *Emergency Management Act 2006* (Act) and issued under the authority of the State Emergency Management Controller (State Controller). See *Section 7* for more information.

1.5 Purpose

The purpose of this MEMP is to describe and communicate Council's arrangements for managing emergency-related risks to the community and mitigating the impact and consequences of emergencies on life and property in Glenorchy.

1.6 Objectives

The objectives of this MEMP are to:

a   Describe and communicate roles and responsibilities (who, what, when) in relation to identified hazards, PPRR and EM functions.

b   describe current arrangements, including:

    i   the legislated requirement to maintain this plan

    ii   protocols for coordinating mutual support with neighbouring councils

    iii   ways to request/access additional support from regional, state and federal levels.

c   increase community awareness, preparedness and resilience to all hazards

d   inform State Government EM agencies regarding Glenorchy City Council's EM capabilities and procedures.

e   provide a framework for the ongoing identification and assessment of hazard risks to the safety and wellbeing of the local community (including across social, economic, environmental and infrastructure domains) and risk treatment options.

1.7 Scope and application

The arrangements described in this MEMP are designed to address emergencies that are:

a   caused by hazards impacting the Glenorchy municipal area, and

b   able to be managed through the capability of local EM structures.

This MEMP is consistent with the **Tasmanian Emergency Management Arrangements (TEMA)** and applies to all types of emergencies – not just natural disasters – that may occur in the Glenorchy municipal area. A map of the municipality is included at *Appendix 10*.

All EM arrangements are intended to be scalable and flexible so they can be adapted across the PPRR spectrum, taking into account that legislated powers and/or other authorised structural arrangements may be established to complement existing plans in response to a particular event. Arrangements for specific hazards or functions are described in the documents listed at *Appendix 1*.

1.8 Activation

Activation of this MEMP may be recommended or directed by the Southern Regional Emergency Management Controller (Regional Controller), via the Regional Coordinator, who also Chairs the Southern Regional Emergency Management Committee (REMC) or the MEMC Chairperson, in consultation with the Municipal Coordinator.

The Municipal Coordinator (MC) may also activate specific sections of the MEMP. Communication may occur between the MC and responsible officers in other Tasmanian Government agencies (as identified in *Section 2*) to inform decisions about activation.

1.9 Context

The municipality is located on the west bank of the River Derwent in Tasmania's Southern Region, covering an area of around 121 square kilometres. The municipal area extends from New Town Rivulet in the south to Black Snake Rivulet in the north, from River Derwent in the east to Wellington Range in the west. Neighbouring municipalities with common boundaries are Hobart, Derwent Valley and Kingborough.

Glenorchy covers both urban and semi-rural areas and is characterised by a diverse mix of industrial, commercial and residential development. Urban settlements range from sea level to 450m above sea level, where the rural-urban transition zone is most prominent.

The municipality's estimated resident **population** is over 51,000 (as at 2021 census), with a population density of around 424 people per hectare. The additional daily workforce population is more than 11,000 and there are close to 22,000 rate-able properties.

Local industries include shipbuilding, metal fabrication, zinc processing, food processing, furniture production and high technology industry.

1.9.1 Major routes and built environment

The major arterial roads are Main Road and Brooker Highway, with local roads connecting all areas of the municipality. Most roads are sealed and have kerbs, gutters and footpaths. Access to the east is via the Bowen Bridge or the Tasman Bridge across the River Derwent. During periods of intense bushfire activity, roads to the south of the municipality are susceptible to closure.

The decommissioned Northern Suburbs Rail Corridor runs from Macquarie Point through the northern suburbs of Hobart and the major commercial areas of Glenorchy. Although decommissioned some years ago, the railway infrastructure remains in place.

The Intercity Cycleway follows the decommissioned railway line from Hobart to Glenorchy, extending from Hobart Regatta Grounds to the Glenorchy suburb of Claremont.

A network of Metro bus routes extends throughout urban areas of the municipality.

1.9.2 Essential and community services

Stormwater: The municipality has an extensive underground pit and pipe network for stormwater that, in conjunction with creeks and rivulets, allows stormwater drainage of the municipality's urban areas. Semi-rural areas are largely serviced by table drains, culverts and natural watercourses of varying sizes. Council is generally responsible for stormwater, except in cases where there is a combined sewer and stormwater system for which TasWater is responsible.

Water and sewerage: TasWater provides a sewerage system and a reticulated potable water supply to most households in the municipality, except for some dwellings in the semi-rural areas of Collinsvale and Glenlusk that generally rely on rainwater tanks and onsite wastewater treatment systems.

Electricity: TasNetworks owns and operates an extensive network of electricity transmission and distribution assets across the municipality. Power supply to Glenorchy is via multiple extra-high voltage corridors. These corridors are not considered to be excessively vulnerable to bushfire due to the presence of steel towers and vegetation control measures. Severe bushfires may cause shutdown of power supply without excessive damage.

Residential power supply is largely via a network of underground cables, overhead powerlines and wooden poles. Above ground assets are vulnerable to damage from high wind, lightning and bushfire. In some severe scenarios, parts of the community may be without power for some days.

Gas: Tas Gas supplies a natural gas reticulation system, which is being progressively extended according to needs and/or demand.

Telecommunications: Telstra maintains several telephone exchanges in the area, including at Glenorchy, Claremont and Collinsvale, as well as some mobile telecommunication towers. Telstra has contingency plans in place to support the maintenance of Telstra-provided services in the event of an emergency that impacts telecommunications.

NBN Co Ltd has substantially installed National Broadband Network (NBN) services and infrastructure throughout the municipality. Internet coverage across the municipality is generally good.

Medical: The Royal Hobart Hospital (around 7 km from Glenorchy) is the nearest receiving hospital and emergency medical care facility.

Glenorchy Health Centre is located in the city's central business district, offering a wide range of community services, clinics and support groups including a Child Health and Parenting Service, Pulse Youth Health, and podiatry, continence, dental and renal services. A number of private medical practices are also located in the municipality.

Aged care: There are several large aged care facilities, complexes and services, including: Glenview, OneCare's Barossa Park Lodge, Eureka Glenorchy Gardens, Uniting AgeWell Strathglen and Uniting AgeWell Strathaven.

1.9.3 Climate

Glenorchy has a temperate maritime climate, with relatively mild winters and a relatively small annual temperature range, compared to inland locations. With the frequent passage of cold fronts, weather can be very changeable, with sudden showers interspersed with hours of sunshine and alternately warm and cool days, particularly in spring and early summer.

Average summer temperatures range from 11°C to 21°C, with the average winter range between 4°C and 11 °C and occasional frosts. In summer, extreme maximums may exceed 40°C, but -8°C minimums may be recorded on Kunanyi / Mount Wellington.

In the warmer months, Glenorchy may be a few degrees warmer than Hobart due to delayed arrival of the sea breeze. In winter, morning fog is frequent, known locally as the 'Bridgewater Jerry', occasionally lasting throughout the day with temperatures remaining below 10°C.

Average annual rainfall is around 700 mm, with no strong seasonal cycle (around 40-60mm each month of the year), while Kunanyi / Mount Wellington averages over 1100 mm. Rainfall can come from the regular westerly frontal rain systems that cross Tasmania, or from episodic systems from the north and east.

Snowfall to low levels generally occurs each year, usually at higher elevations in areas such as Collinsvale. Snow has settled in the city on around ten occasions in the last century. Hailstorms average around three to four times a year.

Occasional wind speeds of up to 150 km/hour have been recorded, resulting in minor to severe property damage.

1.9.4 Climate change

Climate change scenario modelling under the higher emissions scenario (Climate Futures Tasmania) projects a rise in average temperatures of 2.6-3.3°C over the 21st Century. Under the lower emissions scenario, the projected change over the same period is 1.3-2.0°C. These projections are similar to the rest of Tasmania.

The number of summer days with temperatures in excess of 25°C is expected to increase from 18 days per year to around 40 days per year under the higher emissions scenario. Warm spells (currently around four days) are expected to be longer (an additional two to six days).

The projected long-term influence of climate change on rainfall by the end of the century is that average annual rainfall in Glenorchy will increase slightly. Projections indicate a tendency for heavier rainfalls interspersed by longer dry periods and greater extremes. Average runoff is projected to increase in all seasons. Sea level rise is expected to be close to the global average. The impact of sea level rise in combination with a storm tide event is expected to influence flooding and inundation in the River Derwent estuary, within the Glenorchy municipality.

1.9.5 Topography, vegetation and hazards

1.9.5.1 Bushfire

The municipality includes more than 4,000 hectares of native bushland across the peaks, ridges and higher slopes of Wellington Park and N R Pierce Reserve. The most significant topographical feature influencing bushfire behaviour is Wellington Range, at around 1270m above sea level. The distribution of steep, inaccessible terrain and tall forest canopies allow fire to move freely, while making aerial suppression challenging.

There are other smaller bushland reserves on the lower foothills and River Derwent foreshore. Native vegetation on the fringes of urban and rural areas of the municipality is susceptible to bushfire during the warmer months, particularly when there are high temperatures, low humidity and prevailing north-westerly winds.

Lightning that occurs with thunderstorms in the warmer months is rarely the cause of bushfire outbreak as the accompanying rain generally quenches any fires that may ignite. However, dry lightning strikes do occur and can result in bushfires, as experienced during the January 2019 Tasmanian bushfires.

Council undertakes annual bushfire mitigation activities, in conjunction with the Tasmania Fire Service and other land management authorities. More information is provided in Council's *Bushfire Mitigation Strategy 2020-2030*.

1.9.5.2 Floods and storms

Heavy rainfall in the steep upper catchment areas of the municipality can cause flash flooding in urban areas. The steepness of the catchment and waterway/s result in high velocity floodwaters, which present a high hazard flood risk.

Humphreys Rivulet is a small stream that extends from near the summit of Kunanyi / Mount Wellington, through Glenorchy suburbs and CBD to Elwick Bay (River Derwent). Flooding in the CBD primarily originates from out-of-bank flow from Humphreys Rivulet, although flooding can also occur around Islet Rivulet, Littlejohn Creek and Barossa Creek. Once overtopping of Humphreys Rivulet occurs, floodwaters quickly spread across flat floodplains and may cause serious structural damage to properties in major flow-paths. Once the peak has been reached, floods generally recede within a few hours. Modelling shows significant flooding of key community infrastructure could occur in extreme events

Thunderstorms occur on average five times a year, mainly in the summer months, and may cause localised flash flooding. More prolonged, extreme rainfall is usually generated by strong, humid east to south-easterly airstreams interacting with topography around Kunanyi / Mount Wellington. When this happens, windward areas are likely to receive significantly more rainfall than low areas. This type of rainfall can lead to dangerous flows and destructive flooding of rivulets, as well as landslip and debris flow.

Humphreys Rivulet is particularly vulnerable to extreme rainfall, leading to destructive flooding, widespread damage, economic disruption and potential loss of life.

Antecedent rainfall has a significant influence on rain runoff and rivulet flows: if the ground is already saturated before heavy rain, flooding and rivulet rises can occur more rapidly, with landslips and debris flows expected to be more frequent. Bushfire also has a major influence on runoff, as fire can create hydrophobic soils that remain for many years. Heavy rainfall over a fireground may increase run-off and cause dangerous debris flows.

More information is provided in Council's *Flood Action Plan* *(May 2025)*.

1.9.6 Emergency management

1.9.6.1 Emergency services and locations

The map at *Appendix 10* shows the approximate location of local emergency services. The municipality is also within 10km of the State Headquarters (HQ) of Tasmania Police (TASPOL), Tasmania Fire Service (TFS), Ambulance Tasmania (AT) and State Emergency Service (SES), all near Hobart CBD and can provide support in a major emergency.

Police station	Glenorchy Police Station, 315-319 Main Rd, Glenorchy	13 14 44
Fire stations	Phone for information	1800 000 699
	Claremont Fire Brigade, Main Rd, Berriedale	
	Collinsvale Fire Brigade, 14 Hall Rd, Collinsvale	
	Glenorchy Fire, 1 Goodwood Rd, Goodwood	
	Wellington Fire Station, 28 Vieste Dr, Glenorchy	
	Tasmania Fire Service State HQ, 77-79 Argyle St, Hobart	
Ambulance	Phone for information	1800 008 008 or 1300 513 997
	Glenorchy Ambulance Station, 11 Timsbury Rd, Glenorchy	
	St John Ambulance, 177 Main Rd, Moonah	6271 0333
SES	Corner Melville & Argyle Streets Hobart, TAS, Australia, Tasmania 700	
		6173 2700

Nearby Places of Last Resort
Abbotsford Park

Rosetta Primary School
Chapel Street Reserve
Dominic College Soccer Grounds
Collinsvale War Memorial Hall
Jim Bacon Reserve

Royal Hobart Hospital
48 Liverpool Street, Hobart   6166 8308
Council Works Depot
34 Vieste Dr, Glenorchy   6216 6305
Waste Management Centre
26a Jackson Street, Glenorchy
Military barracks
Dowsing Point   6237 7471
Aged care facilities
Barossa Park Lodge, 17A Clydesdale Ave, Glenorchy   6208 0800
Eureka Glenorchy Gardens, 26 Vieste Dr, Glenorchy   6274 1800
Glenview Community Services, 2-10 Windsor St, Glenorchy 6277 8800

Korongee Dementia Village, 264a Main Road, Derwent Park	6145 6600
Menarock Life, 2-4 Mitcham Rd, Claremont	6249 7090
Uniting AgeWell Strathaven, 9 Strathaven Dr, Rosetta	6208 3208
Uniting AgeWell Strathglen, 2b Chardonnay Dr, Berriedale	6249 8766

1.9.6.2 Regional flood early warning system

Glenorchy, Hobart and Kingborough municipalities are susceptible to flash flooding. The timeliness of flood warnings, alerts and response in these areas can be challenging, due to the steep terrain on and around Kunanyi / Mount Wellington.

In response, the three councils established an inter-linked flood warning system, made up of municipally-owned rain gauges, water level and streamflow sensors, and an online dashboard and SMS alert system managed by Entura (part of Hydro Tasmania). The system aims to build community resilience, support targeted and timely emergency response, and provide valuable rainfall and flood data specific to each municipality.

Council's network consists of two rain gauges near the top of Humphreys Rivulet catchment, one rain gauge at the top of the Dooleys Creek catchment, one water level sensor at Knights Creek Dam and three stream gauges, one on Humphreys Rivulet at Northgate Shopping Centre and one each on Faulkners Rivulet and Roseneath Riverlet.

During extreme weather events, the system provides advanced warning of an impending flood and allows Council and emergency services to take action to minimise the impact of flooding from Humphreys Rivulet and Barossa Rivulet, which flow through the city centre. Publicly-available flood maps and recent modelling demonstrate the areas at greatest risk.

1.9.6.3 Evacuation management

While TASPOL is responsible for emergency evacuation planning and operations, Council maintains has a role in establishing and managing Evacuation Centres and supporting TASPOL during evacuation operations.

1.9.6.4 Recent emergency management developments and issues

The *TEMA* (Issue 2) dated August 2023 details the current emergency management arrangements for Tasmania**.** This MEMP has been developed in accordance with Issue 2.

The new Australian Warning System provides nationally-consistent information, warning icons and call-to-action advice for hazards including bushfire, flood, storm, cyclone, extreme heat and severe weather. The system includes three warning levels: Advice; Watch and Act; and Emergency Warning. Refer to *Section 5.5* for more information.

The **new** Australian Fire Danger Rating System (AFDRS) also came into effect in September 2022, introducing nationwide use of consistent colours, signs and terminology. Refer to Section 5.5 for more information.

The TasALERT website has been enhanced as the Tasmanian Government's authoritative source of clear and consistent **online** public information and emergency warnings from local emergency services and other government agencies, with a real-time map display and easy-to-use interface. The website also incorporates **TasRECOVERY** information to help members of the public know what to do before, during and after an emergency event. The site is administered by the Department of Premier and Cabinet (DPAC). More information is provided in subsequent sections of this MEMP.

In 2022, the Tasmanian Disaster Risk Assessment (TASDRA) was finalised and released, including new information that aims to help Tasmania and Tasmanians minimise risks and prepare for disasters. This information has been considered in review and revision of Council's risk assessment report at Appendix 2.

This risk assessment report has been prepared in the context of the [Tasmanian Emergency Risk Assessment Guidelines](#) (TERAG).

Section 2: Governance and management

2. Introduction

This section describes how municipal EM is governed and managed (refer to Figure 1) and who is involved, focusing on the main roles at a municipal level.

2.1 Roles of government and emergency management partners

In Australia, the three tiers of government (federal, state and local) work in partnership to achieve safer, more resilient communities through robust EM arrangements. The *TEMA* provides a summary of roles and responsibilities across all tiers of government, complemented by the work of NGOs, industry, professions, communities and individuals.

Local government authorities play a central role in coordinating and facilitating a range of activities across all hazards, as well as resourcing specific municipal responsibilities for EM. Glenorchy's *MEMC* plays a pivotal role in meeting these requirements, as detailed in *Section 2.5*.

2.2 Tasmania's legal framework for emergency management

In Tasmania, EM powers and authorities are established in the Act. The Act provides for a flexible and scalable system, including provision for emergency powers and the appointment of workers to fulfil various EM functions and roles, including Municipal Coordinators (MCs), Deputy Municipal Coordinators (DMCs) and MEMC Chairpersons.

Supporting municipal responsibilities are established in the *Local Government Act 1993*, including functions and powers that:
- provide for the health, safety and welfare of the community
- represent and promote the interests of the community
- provide for the peace, order and good government of the municipal area.

The *Public Health Act 1997* also provides for the management of public health risks, including provisions for the declaration of a public health emergency.

2.2.1 Emergency powers and declarations

Powers related to specific hazards and/or functions are established by specific Tasmanian legislation or national arrangements.

The Act provides additional powers for Regional Controllers, the State Controller, Minister and Premier to authorise and/or direct authorised officers to take action for the protection of life, property and the environment. A summary of the main powers under the Act is provided in Appendix 4 of the *TEMA*.

If powers are authorised, any specified authorised officer, including MCs, may be required to implement or support the implementation of authorised powers. The Regional Controller (supported by the Regional Coordinator) will assist MCs to perform the functions required of them. MCs may provide advice to the Regional Controller (or through the Regional Coordinator) if they consider that specific powers should be authorised.

In some instances, national legislation can also provide authority and powers, for example the *Biosecurity Act 2015* (Cwth) during the COVID-19 pandemic.

2.3   Emergency management governance
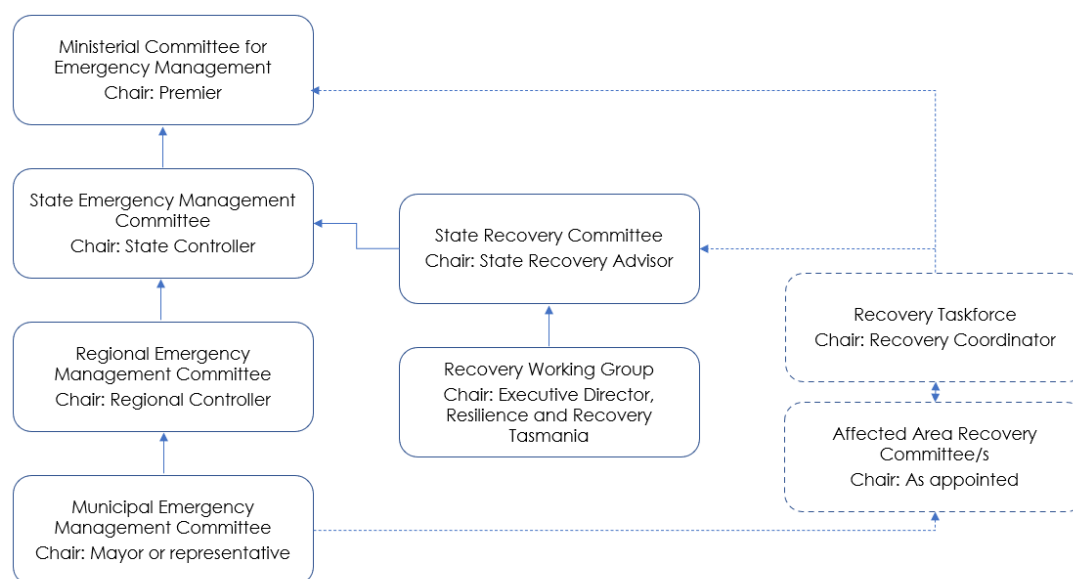
LEGEND:

——————   Permanent structure; direct reporting relationship

- - - - -   Temporary structure; also works/communicates with

Figure 1: Emergency management governance structures

2.4   Southern Regional Emergency Management Committee (SREMC)

SREMC has overarching responsibility for emergency management activities in the Southern Region. All southern municipalities are represented on SREMC by each council's respective MC. SREMC is chaired by the Regional Controller. Executive Officer support is provided by the Regional Coordinator.

SREMC Terms of Reference are included in the Southern Regional Emergency Management Plan (REMP), which is reviewed every two years and available via authorised access to WebEOC.

2.5   Municipal Emergency Management Committee (MEMC)

The MEMC is chaired by the Mayor (or representative) and supported by the MC. The MEMC's Terms of Reference are provided at *Appendix 3*. Terms of Reference are reviewed approximately every two years in conjunction with review of this MEMP, which is provided to SREMC for noting.

The strategic objectives of Council's MEMC are to:

a   maintain this MEMP to guide the management of risks to the community arising from emergencies by considering all elements of PPRR

b   recognise the value of relationships and partnerships for emergency management, in particular the importance of:

   i   community contributions in emergency management and promoting community engagement as required

   ii   maintaining linkages with related bodies, including SREMC

   iii   identifying roles and responsibilities and integration processes between emergency management and Council management structures.

c   develop and implement a progressive review system for all emergency management elements, based on continuous improvement principles; and

d   maintain an active and relevant MEMC.

The MEMC has an important role in effective leadership and communications before, during and after emergencies. The MEMC may provide strategic advice regarding Council's role during the response phase, but the MEMC is not expected to be operationally involved. If possible, the MEMC will meet prior to, during and after an emergency, depending on how much warning is given to allow opportunities for these meetings to occur. The MC maintains a procedure that guides when the MEMC may meet prior to or during an emergency and establish the agenda for those meetings.

The MC leads Council's support role in an emergency, which may include establishing a Municipal Emergency Coordination Centre (MECC), staffed by an Incident Management Team, based on the functions of the Australasian Inter-Service Incident Management System (AIIMS).

Council does not operate a separate recovery committee; recovery activities are incorporated into the business of the MEMC, of which the Municipal Recovery Coordinator (MRC) is a member.

2.6 Responsibilities

Tables 3 and 4 provide a summary of the responsibilities of Tasmania's Response Management Authorities (RMAs)and the support functions of Council relevant to specific hazards. These are not exhaustive, and changes can be made over the life of this plan and/or as required during emergencies. More detail is included in the Southern REMP and the *TEMA*.

Table 3: Summary of responsibilities

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
1	Biosecurity	NRE Tas (Biosecurity Tasmania)	Property identification Road closures Local operations centres Access to disposal facilities Plant and machinery
2	Coastal inundation – storm tide	NRE Tas	Property identification Road closures Local operations centres Plant and machinery
3	Cybersecurity	DPAC (Digital Strategy and Services)	Community information
4	Earthquake	DSG	Property identification Road closures Local operations centres Advice on facilities requiring priority restoration
5	Energy infrastructure (Includes electricity, gas, petroleum)	TasNetworks Enwave (Tas Gas) Tasmanian Gas Pipeline Pty Ltd Fuel distributors	Property identification Road closures Local operations centres Advice on facilities requiring priority restoration
6	Energy supply (Includes: petroleum, gas, electricity. Excludes: energy infrastructure failures)	DSG (Office of Energy Planning)	Property identification Local operations centres Advice on facilities requiring priority restoration
7	Fire National parks, other reserves	NRE Tas (PWS)	Community information Plant and machinery Community Centres
8	Fire Declared forest land, permanent timber production zone land	Sustainable Timber Tasmania	Community information Plant and machinery Community Centres
9	Fire Future potential timber production land	NRE Tas (PWS)	Community information Plant and machinery Community Centres

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
10	Fire Urban, structural and privately-managed rural land	TFS	Property identification Road closures Plant and machinery Community Centres
11	Flood – dams Dam safety	TASPOL (Assisted by dam owners)	Property identification Road closures Local operations centres Community information Plant and machinery
12	Flood – flash flood (Includes debris flow)	SES	Prevention, preparedness and mitigation measures Property identification Road closures Local operations centres Community information Plant and machinery
13	Flood – rivers	SES	Property identification Road closures Local operations centres Community information Plant and machinery
14	Food contamination	DoH (PHS)	Premises inspection Infection controls Community Information Property identification
15	Hazardous materials	TFS	Property identification Road closures
16	Hazardous materials – radiological (unintentional release)	TFS	Property identification Road closures
17	Heatwave	DoH (PHS)	Support health system response Community information
18	Infrastructure failure – building collapse	TASPOL	Property identification Road closures Local operations centres Community information Plant and machinery
19	Infrastructure failure – state roads and bridges	DSG (State Roads)	Local operations centres Community information Plant and machinery Alternative transport routes
20	Intentional violence (eg. CBRN attacks, terrorist events)	TASPOL	Property identification Road closures Local operations centres Community information Plant and machinery
21	Landslip	TASPOL	Property identification Road closures Local operations centres Community information Plant and machinery
22	Marine mammal stranding and entanglements	NRE Tas (PWS)	Property identification Road closures Local operations centres Plant and machinery Access to disposal facilities

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
23	Marine pollution	EPA	Infrastructure information relating to stormwater Plant and machinery Access to disposal facilities
24	Pandemic influenza	DoH (PHS)	Premises inspection Infection controls Community information Property identification
25	Pest infestation	NRE Tas (Biosecurity Tasmania)	Premises inspection Infestation controls Community information Property identification
26	Public health emergency	DoH (PHS)	Premises inspection Infection controls Community information Property identification
27	Recovery	Advisory agency – DPAC	Refer to Table 4 below
28	Space debris	TASPOL, DSG Tasmanian Museum and Art Gallery (for preservation of meteorite and impact scene)	Property identification Road closures Local operations centres Plant and machinery Community information
29	Storm – high winds – tempest	SES	Property identification Road closures Local operations centres Plant and machinery
30	Transport crash – aviation (Less than 1000m from the airport runway)	TASPOL	Property identification Road closures Local operations centres Plant and machinery
31	Transport crash – aviation (More than 1000m from the airport runway)	TASPOL	Property identification Road closures Local operations centres Plant and machinery
32	Transport crash marine (No environmental emergency)	TASPOL	Local operations centres Plant and machinery Road closures Alternative transport routes
33	Transport crash – railway	TASPOL TFS	Local operations centres Plant and machinery Road closures Alternative transport routes
34	Transport crash – road vehicles	TASPOL	Plant and machinery Road closures Alternative transport routes
35	Tsunami	TASPOL	Property identification Road closures Local operations centres Plant and machinery
36	Water supply contamination (drinking water)	DoH (PHS)	Property identification Road closures Local operations centres Plant and machinery Management of water carriers
37	Water supply disruption	TasWater	Property identification Road closures

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
			Local operations centres Plant and machinery Management of water carriers

Table 4: Other support services

Row	Function or activity	Responsible organisation	Council's support function and activities (as required)
1	Barriers and signage	Council	Provide resource support
2	Dissemination of public information	Relevant RMA Council	Provide community information on recovery services
3	Essential services • Power • Telecommunications • Water supply • Natural gas • Stormwater	TasNetworks Telstra NBN Co Ltd Other telecommunications provider/s TasWater Tas Gas Council	Engage with relevant service provider through the REMC (Regional Controller and/or Regional Coordinator) Provide resource support
4	Human resources	SES Council	Provide resource support.
5	Medical treatment and patient transport	AT	Provide resource support
6	Plant and equipment	Council	Provide resource support
7	Recovery services including • Accommodation (Evacuation Centres) • Catering • Personal support and community assessments • Financial and appeals • Insurance • Clothing • Children's services • Registration and enquiry • Recovery Centres • Information Centres • Immunisation • Community development • Animal welfare	Council Supported by regional or state-level resources as required	Coordinate delivery of recovery services

Section 3: Prevention and mitigation arrangements

3.1 Overview

This section describes prevention and mitigation arrangements for municipal EM. More detailed information about what preparedness entails is provided in the TEMA.

The MEMC oversees a range of prevention and mitigation activities, in collaboration with EM partners at municipal, regional and state levels. Current areas of focus for prevention and mitigation are:

- research
- risk management (includes risk assessment and risk reduction activities)
- protective security and business continuity
- land use planning
- climate change.

3.2 Research

Through its membership, the MEMC maintains awareness of research for hazards and EM relevant to the municipal area. Hazards are listed in *Table 3*. Prominent hazards and risks for the municipality are described in *Section 2* and *Appendix 2* of this plan.

Research findings that are relevant to the MEMC's EM partners (including the community) are communicated and shared in a coordinated and appropriate way by MEMC members.

3.3 Risk management

The identification and implementation of risk treatments, controls and mitigation strategies occur after emergency risk assessments. Risk reduction strategies may be categorised in a number of ways and summarised as:

- levels of autonomy (eg. behavioural, procedural and physical controls)
- nature of control (eg. process or physical)
- life-cycle phases (eg. PPRR, operational phases/elements).

Once risk assessments are validated and accepted, relevant stakeholders manage programs and projects to treat those risks. Management Authorities for prevention and mitigation and/or the relevant SEMC Hazard Advisory Agencies report on the outcomes of relevant programs and projects through the EM governance framework.

Appendix 2 summarises current risk assessment findings for Glenorchy and identifies general responsibilities for the treatment of risks, including responsibility attributed to:

- Council
- partnerships (combination of local and state government agencies, industries, individuals)
- Tasmanian Government agencies, industry associations, industry sectors or individuals
- whole-of-government.

3.4 Protective security and business continuity

Council's EM includes business continuity arrangements for the municipality and the region. Each asset owner and/or service provider is responsible for maintaining systems, processes and resources to achieve an appropriate standard of business continuity.

The supply or redundancy of main services is particularly important for local EM operations and requires the ongoing review of relationships and arrangements with asset owners or managers for the following areas, including but not limited to:

- power supply
- potable water
- transport networks and alternative route planning
- telecommunications
- public/environmental health standards.

Protective security practices have been further integrated into all safety management systems following increased frequency of events that are politically motivated or caused by intentional violence. As for business continuity arrangements, each organisation maintains their own arrangements to enhance their security. Specific advice related to counter-terrorism practices can be provided by TASPOL Emergency Management and Special ResponseCommand.

Council's business continuity arrangements are developed with consideration given to the _Tasmanian Municipal Emergency Management Guidelines_ developed by the Local Government Association of Tasmania (LGAT).

3.5 Land use planning

Land use planning responsibilities are identified in the _Land Use Planning and Approvals Act 1993_. At municipal level these are largely managed by local government.

Land use planning schemes are regularly reviewed and updated to include improved preventative measures to help mitigate the impact of emergencies on communities. For more information, see www.gcc.tas.gov.au/services/planning-and-building/planning-and-development/tasmanian-planning-scheme-glenorchy/.

Relevant aspects that have been included in planning schemes include:
- sediment and erosion control
- landslip risk management
- bushfire risk management
- flood risk management
- coastal inundation risk management
- coastal erosion risk management.

3.6 Climate change adaptation

Climate change is altering risk and hazard profiles for local governments and communities, with more frequent, more extreme weather events intensifying the risk posed by existing and evolving natural hazards.

Adaptation to climate change requires new or changed roles and resource burden at a local government level across the PPRR spectrum.

Council is working to maintain and increase its knowledge and understanding of existing and evolving hazards, and to identify programs, assets and services that have the potential to strengthen resilience across the municipal area.

Section 4: Preparedness arrangements

4.1 Overview

This section describes what is done to be ready for response to and recovery from an emergency, before the emergency occurs or is imminent. More detailed information about what preparedness entails is provided in the *TEMA*.

Preparedness is managed collaboratively between state and local government organisations and their EM partners. The Act identifies specific responsibilities for preparedness, including the following.

Council is responsible for:
- providing resources and facilities for the management of emergencies in the municipal area in accordance with the MEMP
- providing facilities and resources for Council-supported SES volunteer unit/s, as well as the storage and maintenance of the equipment used by the unit/s and areas for training (arranged in conjunction with the Director SES)
- establishing and maintaining the MEMC
- making recommendations for MC and DMC roles and providing a chairperson for MEMC
- preparing and maintaining a MEMP.

SES is responsible for:
- providing advice and services relating to EM in accordance with EM plans
- recruiting, training and supporting SES volunteer members.

SES also supports the Regional Controller in preparing and maintaining the Southern REMP and the SREMC, in which Council participates.

Support Agencies and owners/operators of specific facilities maintain various processes and arrangements, so they are prepared to:
- fulfill their roles in emergency management
- achieve 'business as usual' for as long as possible
- coordinate and/or assist broader recovery efforts after the emergency, if required.

4.2 Municipal Emergency Management Committee (MEMC)

The MEMC has an important role in coordinating the activities identified in this MEMP, including maintaining relationships so that information is shared and effective EM arrangements are in place. MEMC is chaired by the Mayor (or representative) and supported by the MC as Executive Officer.

MEMC preparedness and continuity is supported by *Terms of Reference* (*Appendix 3*) and a *Maintenance and Activity Schedule* (*Appendix 4*).

The MC has a central role in communicating with external agencies and internal to Council before, during and after an emergency, including to ensure that Council resources are available as required.

4.3 Municipal Emergency Management Plan (MEMP)

The MEMC is responsible for preparing and maintaining this MEMP, which is reviewed at least every two years from the date of last approval. Review considerations include:
- emerging risks, hazards and potential treatments
- compliance with current legislation and policy
- accuracy and currency of content, eg. roles, procedures, contacts
- functionality of the MEMP during emergencies
- comments and suggestions from stakeholders.

The Regional Coordinator provides guidance on MEMP format and content, and (as SREMC Executive Officer) coordinates processes for endorsement by the Regional Controller, prior to legislatively-required approval by the State Controller. The current version of the MEMP is available from the MC or through authorised access to WebEOC. More information is provided in *Section 7*.

Each organisation represented on MEMC is responsible for maintaining their own plans and procedures and making sure these are aligned with the arrangements set out in this MEMP.

4.4 Capacity and capability

Council recognises the importance of maintaining and monitoring EM capacity and capability, including:

- redundancy and adequate relief for Council EM roles
- EM education and training for Council workers
- maintaining the Municipal Emergency Coordination Centre (MECC)
- maintaining basic systems so resources can be requested and shared.

4.4.1 Municipal emergency management roles – primary and relief

Primary and relief personnel for key EM roles is provided in Table 5 below.

Table 5: Council's primary and relief roles and officers

Primary role	Relief role
MEMC Chairperson (Mayor or representative)	General Manager
Municipal Coordinator (MC) (Executive Manager Stakeholder Engagement)	Deputy Municipal Coordinator (DMC) (Supervisor Operations and Maintenance)
Municipal Recovery Coordinator (MRC) (Coordinator Community Development)	Deputy Municipal Recovery Coordinator (DMRC) (Healthy Communities Officer)

4.4.2 Emergency management education and training

The MC coordinates general induction for Council workers with EM functions, including media/information functions. The Regional Coordinator may assist as required.

TasEMT is an SES-provided, web-based resource for workers with EM responsibilities, to increase their knowledge, capability and proficiency across the PPRR spectrum. SES' Emergency Management Unit also conducts regular workshops.

Council is committed to undertaking awareness and validation activities to ensure that key staff and community groups are aware of their roles in EM, including validation of this MEMP. MEMC members attend these activities and/or arrange for relevant people from their respective organisations to participate. Major actions are reflected in the Maintenance Schedule (refer to *Appendix 4*).

4.4.3 Maintaining the Municipal Emergency Coordination Centre (MECC)

The MECC is maintained by the MC as a facility from which to:

- coordinate Council's overall emergency response activities
- coordinate requests from response/recovery organisations for additional resources
- provide information, for example to the Regional Controller, local community etc.

In an emergency, the MECC is activated by the MC under the following conditions:

- at the request of a Response Management Authority
- after consultation with the Mayor or General Manager
- at the direction of the Regional Controller.

If a MECC is required, the MC will nominate personnel to form an Incident Management Team to staff the MECC. As part of preparedness, the MC maintains MECC Action Cards and procedures for use during an emergency. These are designed to be used in combination with other EM centres, for example an Emergency Operations Centre (EOC). Versions current at the time of this MEMP Issue are included at *Appendix 6*.

4.4.4 Maintaining systems and resources

The MEMC's EM Contact List is maintained by the MC. Details are checked at each MEMC meeting, updated and circulated to members and stakeholders. This information is an important resource for MEMC and SREMC. Regional EM contacts are maintained and circulated by the Regional Coordinator after each quarterly SREMC meeting.

Council maintains resources and has access to other community resources and vital information about the community that will be required to support efforts to respond to and recover from an emergency. Information about other Council arrangements, including relevant service or equipment providers, is recorded and maintained by the MC. More details, including the location of the MECC and other sites, is included at *Appendix 5*.

In an emergency, resource support may be provided by seeking assistance through SREMC and/or neighbouring councils. Regional, state or national support can be accessed through the Regional Controller.

4.4.4.1 Glenorchy City Council Flood Action Plan

The *Glenorchy City Council Flood Action Plan*, which is reviewed annually, details the functions and procedures for use of the Regional Flood Early Warning System before and during an emergency.

4.4.4.2   Hobart Fire Management Area Bushfire Risk Management Plan

The *Hobart Fire Management Area Bushfire Risk Management Plan* is the overarching bushfire hazard mitigation plan that centralises risk assessments, priorities and treatments for the Hobart Fire Management Area, covering the municipalities of Glenorchy, Clarence, Brighton, Hobart and parts of Kingborough, Derwent Valley and Huon Valley. The plan is reviewed annually by the Hobart Fire Management Area Committee, in accordance with the *Fire Service Act 1979*. This is a strategic document that aims to coordinate and influence the treatment of bushfire risk. While the plan does not include details of all risk treatments, it identifies the organisations or individuals responsible for implementing those treatments.

4.4.4.3   Bushfire Mitigation Strategy 2020-2030

Council's *Bushfire Mitigation Strategy 2020-2030* describes the management of bushfire-prone vegetation within the municipality beyond Wellington Park. (Note: the *Wellington Park Fire Management Strategy 2006* details the bushfire mitigation strategy for Wellington Park.) Consistent with all bushfire mitigation plans, reducing risks to life and property is the strategy's overriding priority.

The three critical factors that contribute to bushfire risk are weather, vegetation and terrain. The strategy adopts a science and risk-based approach, based on the principles of *ISO 31000:2018 Risk Management – Guidelines* and the *Tasmanian Emergency Risk Assessment Guidelines* (TERAG). The objective is to allow Council to manage bushfire risks efficiently, effectively and consistently by considering what is currently being done by Council to manage bushfire risks, if those actions are adequate, and if and where improvements need to be made. This approach is based on the knowledge that bushfires do not stop at geographical boundaries.

4.5 Readiness for community warnings and public information

Response Management Authorities (RMAs) maintain scripts of key messages for community warnings and public information about emergencies. These are usually developed in advance, based on best practice, and maintained as drafts that can be customised to suit specific events. Pre-prepared public information resources can be tailored for municipal purposes; these resources can be accessed through TASPOL and SES.

Community information resources may also be used by TasALERT and the Tasmanian Government's public information hotline: Tasmanian Emergency Information Service (TEIS). Information about

response arrangements for issuing warnings and public information or opening TEIS is included in *Section 5*.

4.5.1 TasALERT

TasALERT is Tasmania's official, online source of publicly-available EM information. Administered by DPAC, the website provides a single source of clear and consistent information about disaster preparedness, resilience, emergency response and recovery, including RMA warnings and call-to-action information from Tasmania's emergency service organisations and government agencies.

In an emergency, the website is regularly updated with information about the event, including spatial (mapped) information and links to dedicated social media channels. After an emergency, information about all relevant TasRECOVERY activities is also published and regularly updated on the website.

4.5.2 Points for public enquiries

All organisations represented on MEMC maintain phone and internet public enquiry points. In an emergency, Council's website and social media platforms are regularly updated with relevant information.

4.5.3 Emergency warnings and call-to-action information

Relevant emergency warnings (and responsible agencies) are:
- flash and mainstream flooding (from rivers) (BOM/SES)
- major rivulet flood warning system (Council)
- severe weather eg. damaging winds (BOM)
- bushfire (TFS)
- Standard Emergency Warning Signal (SEWS) (TASPOL)
- Emergency Alert (all hazards) (TFS)
- local ABC Radio (primary Support Agencies or Response Management Authority)
- road closures (TASPOL)
- tsunami (TASPOL)
- heatwave (DoH)
- TasALERT (DPAC)
- social media accounts (all agencies).

4.6 Validation and performance management

Council is responsible for ensuring that regular testing and validation of the effectiveness of planned municipal processes and procedures are conducted as part of the EM planning process. Validation activities include debriefs, exercises, workshops, briefings and meetings. Planned validation activities are outlined in *Section 7*.

Council is also responsible for participating in other organisations' validation activities whenever possible. Debriefs are conducted after both exercises and operations. Combined debriefs may be arranged by MEMC or SREMC. Lessons identified are recorded and shared as appropriate through the EM consultation framework. Where opportunities for improvement are identified, action is taken to address the situation on a risk basis.

The *Tasmanian Municipal Emergency Management Guidelines* include a self-evaluation survey for use by the MEMC to formally review and identify collective areas for future attention. This process may also inform the prioritisation of relevant work programs and funding applications.

4.7 Administration systems

Each organisation is responsible for managing and maintaining its own administration systems so they can be used effectively in emergencies. Key administration systems are described below.

4.7.1 Information management

WebEOC is available online at all times and used in an emergency to record and share information including decisions, tasks, reports, plans and documents. WebEOC includes a library of municipal, regional and state EM plans.

Systems for recording and managing information during emergencies include draft templates and proformas for documents including but not limited to:

- Situation Reports (SITREPS)
- operational logs
- resource allocation
- recording costs and expenditure
- registration of spontaneous volunteers, public offers, impacted people/groups
- impact assessment and consequence management.

4.7.2 Cost capture and financial administration

Council maintains systems and processes so that emergency-related expenditure can be authorised and recorded. and (if applicable) financial assistance requested through the *Tasmanian Relief and Recovery Arrangements* (TRRA). Preparedness includes identifying the positions (and personnel) responsible for collating the costs of response and recovery efforts.

Council maintains arrangements to enable expenditure by the MC (or delegate) for EM costs. The MC will arrange the allocation of specific cost codes prior to an emergency, for distribution to relevant workers as/when required.

Cost capture systems are aligned with TRRA and Council maintains financial administration processes to support requests for access to funds.

Section 5: Response arrangements

This section describes how the roles and responsibilities relevant to municipal EM generally apply when an emergency occurs or is imminent. More detailed information about what response entails is provided in the *TEMA*.

5.1 Overview

Effective response relies on the coordinated activation of pre-agreed roles and responsibilities that are clearly defined, easily understood and well-communicated. High-level responsibilities for hazards or functions are usually prescribed in legislation, but the planning process establishes arrangements that draw on these responsibilities in a practical, flexible and scalable way to reduce the threat to life, property and the environment.

The arrangements described in this section are designed to address situations that occur in this municipal area, although these can be used to support response for emergencies affecting other municipal areas or the region. Also refer to the typical Council support functions and activities summarised in *Section 2*.

In an emergency that affects critical infrastructure in the municipality, for example telecommunications or electricity supply, the MC and/or MEMC are encouraged to engage early with the SREMC (through the Regional Coordinator or Regional Controller) to request support and assistance from the relevant SREMC member representative. Information on the exact location of critical infrastructure (spatial data held on LISTmap) can also be sought and obtained through contact with the SREMC.

Emergency powers enable authorised action to be taken to resolve emergencies. Primary powers and responsibilities are generally established in hazard-specific legislation and incorporated into hazard-specific plans. Additional powers provided for in the Act may be applied if and when specified criteria are met. Depending on the scale and extent of the emergency, overall control of response may be assumed by EM authorities, such as the Regional Controller or State Controller.

5.2 Command, control and coordination

5.2.1 All-hazards response arrangements and escalation

When an emergency occurs, initial response actions are usually carried out at the emergency site by those with primary responsibility for protecting the life, property or environment under threat. In the first instance, this is usually the asset owner or manager of the property or premises and/or the people at the emergency site. Command, control and coordination arrangements are described in the *TEMA*.

RMAs are supported by Support Agencies and Council may be requested to support the response and make resources available, usually through direct contact with the MC. At this point, consideration is given to the practicalities of opening a MECC to coordinate resources and requests (if not already open). See section below and *Appendix 5* for more information about the MECC.

Liaison Officers for responding agencies may support fellow workers at the emergency scene and provide advice to other agency representatives at emergency operations or coordination centres (EOCs or ECCs) and/or to senior managers monitoring the situation.

The Regional Coordinator assists with arranging regional support to Council if required, and usually assists and advises the MC and MECC. The Regional Coordinator also briefs the Regional Controller (and other stakeholders as required).

The Regional Controller can activate broader EM arrangements as necessary to support response/recovery operations (refer to section 18 of the Act). Legislated emergency powers do not need to be activated for this to occur.

5.2.2 Emergency powers

Emergency powers are established in the Act and summarised in Appendix 4 of the *TEMA*. If emergency powers are authorised, regional activities authorised by the Regional Controller will be supported by SES and the Regional Coordinator.

5.2.3 Municipal Emergency Coordination Centre (MECC)

The MECC provides a range of services to the community and is the centre for municipal decision-making and strategic direction (in conjunction with and to support emergency services) during and after an emergency. Council may be called upon to provide physical resource assistance to RMAs and Support Agencies in an emergency.

A request to open the MECC may be made by the Regional Controller, Regional Coordinator, Council's General Manager, the MEMC Chairperson or the MC.

Council's General Manager is responsible for providing adequate staff and resources to activate and operate the MECC. The MC is responsible for managing the MECC and for arranging for it to be opened. More detailed procedures are provided in *Appendix 6*.

Primary MECC functions are to:
- maintain information flow to and from WebEOC
- coordinate Council's EM support efforts, including the activation, deployment and management of Council and community resources
- coordinate requests from the RMA and Support Agencies for additional resources
- monitor operational activities and provide information to the Regional Controller, local community, etc
- identify additional emergency requirements (eg. the need to activate local or regional recovery arrangements)
- arrange to receive initially displaced people if evacuated.

The location of Council's **primary and secondary MECC** are identified at *Appendix 5*.

The MC leads Council's response to an emergency by establishing an Incident Management Team (IMT) within the MECC, if required. IMT membership will vary, depending on the nature and size of the event, but typically comprises officers to fulfil the following functions:
- coordination of activities (typically the MC or DMC)
- communications
- administration
- logistics coordination
- recovery.

The AIIMS incident management structure provides for the Incident Controller leading the IMT to be assigned overall responsibility for managing all activities to resolve the incident. The Incident Controller leads the IMT in accordance with the Unity of Command principle.

MECC/IMT structure is determined by the size and complexity of the emergency and adjusted accordingly. In smaller scale or less complex emergencies, or during the early phases of what may become a large or complex incident, the Incident Controller may manage all functions. An IMT is created when functions are delegated to others.

These arrangements are designed to be flexible and scalable and one person may fulfil more than one function. If Council's capacity to support emergency response is exceeded, the MC will seek support from SREMC through the Executive Officer (Regional Coordinator).

5.2.4 Emergency Operations Centre (EOC)

EOCs are established to manage operational aspects of the relevant organisations' emergency response activities. Council may establish an EOC from which to provide physical resource assistance to RMAs and Support Agencies.

The location of Council's **primary and secondary EOCs** are identified at *Appendix 5*.

EOC functions include:
- management of operational tasking, personnel and resources
- establishing and monitoring communication networks
- coordination of response support operations
- management of requests for additional support
- coordination of logistical support for EOC personnel.

5.2.5 Municipal Emergency Management Committee (MEMC)

When an emergency occurs, the MC liaises with the MEMC Chairperson and the Regional Coordinator to confirm whether MEMC should meet.

When an emergency meeting is convened, MEMC is to consider:
- nature of the emergency
- resources available to deal with the event
- task prioritisation
- communications
- business continuity
- community engagement
- recovery.

MEMC members are responsible for providing strategic advice within their field of expertise to the MEMC Chairperson and the Regional Controller, and for coordinating and managing resources from their respective organisations to support MECC operations.

5.3 Resource-sharing and coordination

In an emergency affecting one or more municipalities, resource support may be available through MC liaison with other councils, or by contacting the Regional Coordinator, who can assist with requests for the provision of regional, state or national support resources.

The availability of regional resources depends on the nature and scale of the emergency and resource priorities. Resources from other regions may be deployed if the event has not impacted those areas. Requests for such assistance are considered and activated by the Regional Controller.

Council has resource-sharing arrangements with other municipalities and agencies. These arrangements are generally informal and often facilitated through SREMC. The MC can coordinate and facilitate requests for shared resources.

5.4 Consequence management

A key focus for the Regional Controller is consequence management (including public information strategies), in consultation with SREMC members, Liaison Officers and/or advisors representing other stakeholders. If further assistance is required, the Regional Controller may make requests for assistance to other regions or to the State Controller.

The RMA handles offers of assistance from organisations that are not usually part of response arrangements (for example, offers from the community, industry, celebrities, other regions/jurisdictions and interstate agencies), although these offers can be referred to a supporting agency, depending on the scale and nature of the event.

- Figure 2 summarises the general command, control and coordination arrangements for hazards affecting the municipal area. These show model arrangements and are applied as required for each situation.

- Table 6 summarises typical All-Hazard response actions undertaken by Council officers, which are used or adjusted as required.
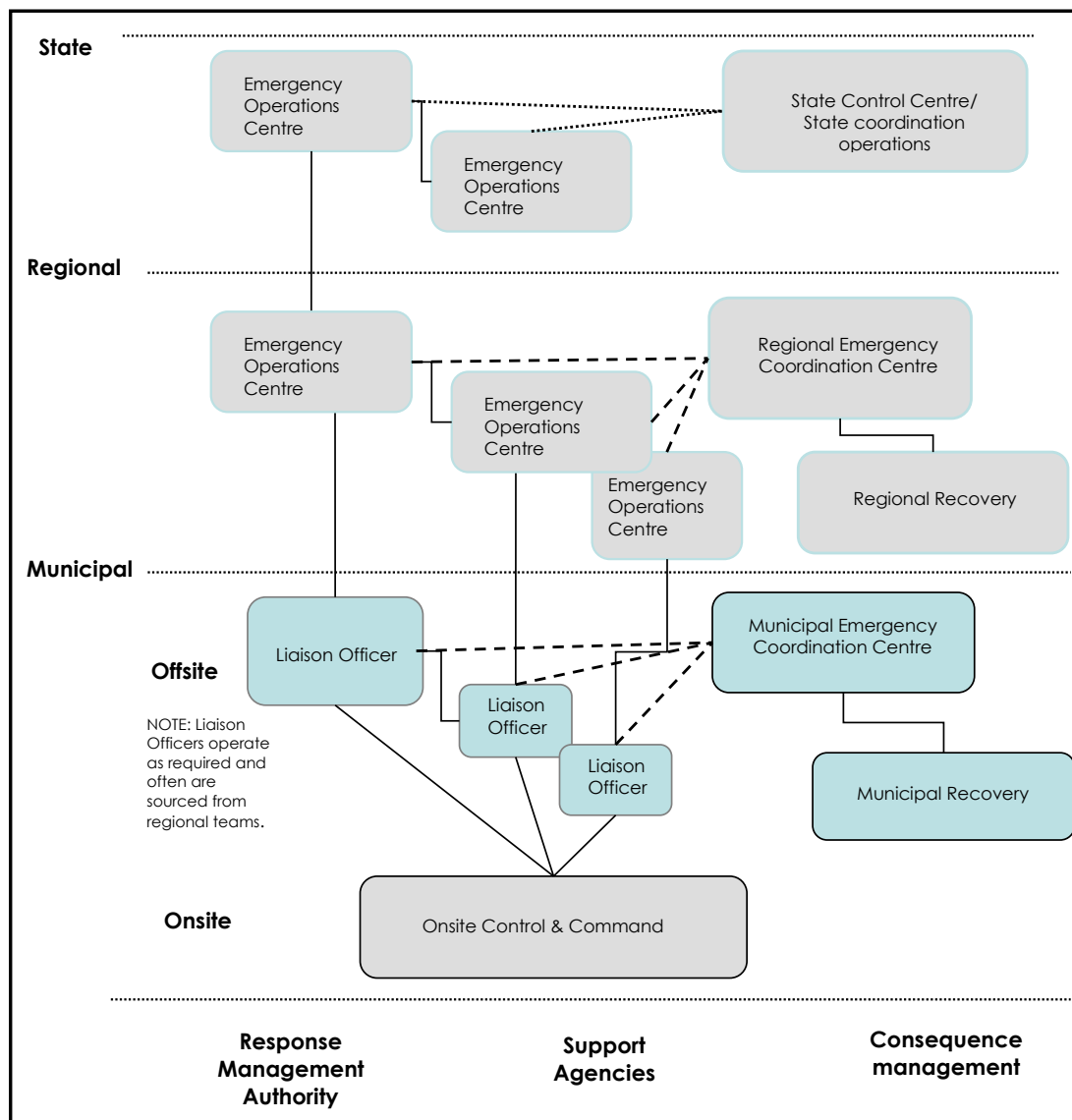
Figure 2: Response management structure

LEGEND:

—————— Direct reporting relationship

– – – – Also works/communicates with

Table 6: All-Hazards response – typical Council actions

Note: Please refer to Table 2 Acronyms

Row	Phase	Responsibilities	Council actions (action taken by)
1	**Alert**	• Monitor situation • Brief stakeholders	• Advise council stakeholders (**MC**) • Monitor situation (**MC**)
2	**Stand-by**	• Prepare to deploy for response • Arrange warnings (if relevant) • Update stakeholders • Nominate media/information officer and advise stakeholders • Consider MEMC meeting	• Update stakeholders (**Council, MEMC)** and circulate Contact List and Action Duties (**MC, DMC**) • Consider MEMC meeting (**MC**) • Locate keys to centres, notify centre managers and arrange staff rosters (**MRC; DMRC**) • Nominate IMT and Operations Team members and staff rosters for centres/tasks for next 24 hrs (**GM, MC, DMC, MRC, IMT**) • Locate supplies that are likely to be needed in the first few hours (**IMT**) • Nominate media officer and advise RMA (**MC**)
3	**Respond**	• Assess emergency scene • Establish command and control arrangements • Review whether MEMC should meet • Deploy resources and request extra assistance as required • Assess impacts and effectives of response strategies • Consider evacuation • Provide further warnings and public information as required • Provide information: SITREPs and public information • Conduct impact assessments and provide updates	• Establish and communicate coordination location for council resources/requests (**MC**) • Establish IMT (**MC**) • Manage requests for assistance and resources (**MC, IMT**) • Provide operational assistance (**Works Manager**) • Open and manage centres as required eg. evacuation centres (M**RC, DMRC**) • Provide public with information (**MC**) • Ongoing assessment of impacts, especially for: power supply; potable water; transport disruption; public and environmental health conditions; and recovery needs (**Works Manager**) • Update stakeholders and RC as required (**MC**) • Coordinate meals, relief and accommodation for workers (**IMT**)
4	**Stand-down** (including recovery handover)	• Assess effectiveness of response actions • Plan for end of response • Liaise with Council and RC regarding the status of recovery operations and arrange handover • Confirm end/close of response and stand-down • Collate logs, costs etc. and assess needs for resupply	• Confirm end/close of Council operations for response (**MC**) • Liaise with recovery workers and assess needs (M**RC**) • Reinstate transport routes etc. (**Works Manager**) • Consider establishing an Emergency Recovery Group (**MC**) • Close centres as agreed (M**RC**) • Collate logs, costs etc. and assess needs for resupply (**MC, IMT**)
5	**Debrief**	• Conduct internal debrief/s • Participate in multi-agency debriefs as required and report to RC, MEMC and SREMC	• Conduct council worker debrief (**MC**) • Arrange for MEMC debrief and report to RC, MEMC and SREMC (**MC**)

5.5 Warnings

RMAs are responsible for interpreting weather warnings, issuing hazard warnings and communicating potential impacts and consequences to the community. Hazard-specific information about warnings and call-to-action information are published on TasALERT and sent to media outlets (radio and television) for public broadcast. Warnings may be issued by emergency services to EM stakeholders via SMS, phone or email. Public warnings may be preceded or accompanied by the Standard Emergency Warning Signal (**SEWS**), in accordance with Tasmania's guidelines. The Regional Controller can request use of SEWS in an emergency (refer to *TEMA* for more information).

Council may support communications by relaying warnings in accordance with municipal responsibilities and/or assist other groups if requested by the RMA, Regional Coordinator or Regional Controller. Council works in consultation with the relevant EM authorities to ensure that messages are consistent and coordinated. **Radio, television and doorknocking** may also all need to be used.
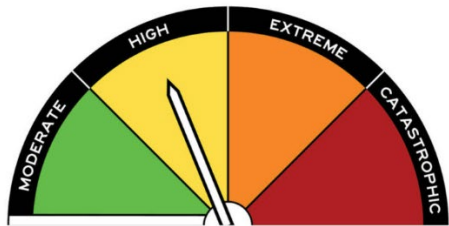
Emergency Alert is a fee-for-service national capability that is used to send emergency warnings via message to mobile phones (SMS) and landlines (voice) located within a particular geographic area. Warnings issued through this service are coordinated by the RMA and TFS. If Council identifies a need to use the system, this may be arranged through the Regional Coordinator. Cost recovery for use of the service is coordinated at state level by TFS and the relevant RMA.

The MC maintains procedures that further detail Council's response to warnings. Table 7 summarises prominent warning arrangements and typical Council actions. More information about warnings is published on the Get Ready section of the TasALERT website.

Table 7: Summary of prominent warning systems and arrangements

HAZARD	WARNING TYPE/INDICATION	BY	ACTION BY MC
SEVERE WEATHER			
WARNINGS	Warnings are issued when severe weather is expected that is not directly related to severe thunderstorms, tropical cyclones or bushfires. Examples are: land gales, squalls, flash flooding, dangerous surf or tides.		
Damaging winds	Issued when expected gusts in excess of 100 km/h (or 75 km/h when wind is from an unusual direction) or destructive winds above 125 km/h.	BOM	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Dangerous surf	Issued when swell expected to exceed: 6m about the north & east coasts; 7m about the south-east coast.	BOM	• Nil
Abnormally high tides	Issued when tides are expected to be high enough to damage foreshore areas or disrupt foreshore & maritime activities, generally when water level is expected to reach 40cm above normal spring tide level.	BOM	• Relay warnings • Update stakeholders • Place warnings at low-lying public carparks
Very heavy rain that may lead to flash flooding	Issued when rain falling over a one-hour period is expected to exceed the 1-in-5 or 1-in-10 year return period.	BOM	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Severe thunderstorm	Issued when thunderstorms are expected to produce dangerous or damaging conditions: such as hail greater than 2cm diameter; gusts greater than 100 km/h; flash flooding; tornadoes	BOM	• Relay warnings • Notify outdoor crews & check availability • Update stakeholders
Bushwalkers weather alert	Issued when conditions are likely to pose a danger to bushwalkers, ie. generally cold, wet, windy weather.	BOM	• Nil
Heatwave	Issued when heatwave conditions are forecast. Warning provides information on preparing for and coping with extreme heat.	DoH (PHS)	• Relay warnings • Update stakeholders
Ice and frost on roads	Road weather alerts to advise of potentially dangerous driving conditions eg. fog, low visibility in heavy rain, gusty winds, widespread frost, snow	BOM	• Nil

HAZARD	WARNING TYPE/INDICATION	BY	ACTION BY MC
FLOOD			
Flood Watch	**Flood Watch** means there is a developing weather pattern that may cause floods in 1-2 days. Can include advice for multiple catchments and areas.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
WARNINGS	Flooding is about to happen or is already happening.		
Flood Advice	An incident has started but no immediate danger. Stay up-to-date in case the situation changes. May also be used to communicate a reduced threat. May communicate inundation of low-lying areas near watercourses that may require the removal of stock and equipment. Minor roads may be closed and low-level bridges submerged.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Flood Watch and Act	Heightened level of threat. Conditions are changing and people are advice to start taking action to protect themselves, their families and properties. In addition to above, evacuation of some houses may be required. Main traffic routes may be covered. The area of inundation is likely substantial in rural areas, requiring removal of stock.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Flood Emergency	Highest level of warning. People may be in danger and advised to take immediate action. Any delay may put lives at risk. In addition to above, extensive rural areas and/or urban areas may be inundated. Properties and towns are likely to be isolated and major traffic routes likely to be closed. Evacuation of people in some areas may be required.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders • Consider MEMC meeting
FIRE			

AFDR Moderate	Fires breaking out can be controlled. Some risk to people, homes and property.
AFDR High	Fires may spread rapidly and be difficult to control. Lives may be at risk and homes may be destroyed. Well-prepared and actively defended homes can offer safety.
ARDR Extreme	Fires will spread rapidly and be uncontrollable. Lives may be at risk and homes likely to be destroyed. Only well-constructed, well-prepared and actively defended homes are likely to offer safety.
AFDR Catastrophic	Fires will spread rapidly and be uncontrollable. Significant risk to lives and properties. Many homes are very likely to be destroyed. Even the best-prepared homes are not safe.

HAZARD	WARNING TYPE/INDICATION	BY	ACTION BY MC
WARNINGS:	Location-specific information about fires in the environment.		
Advice	A fire has started but there is no immediate danger. Includes general, up-to-date information about developments.		• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Watch and Act	A heightened level of threat. Conditions are changing and people in the area need to start taking action to protect themselves and their families.		• Relay warnings • Ensure availability of outdoor crews • Update stakeholders • Consider MEMC meeting • Place Evacuation Centres on standby
Emergency	People in specific locations are in danger and need to take action immediately, as they will be impacted by fire. May be preceded by an emergency warning signal (siren).		• Relay warnings • Ensure availability of outdoor crews • Update stakeholders • Establish MECC/IMT • MEMC meeting, if possible • Place Evacuation Centres on standby
TSUNAMI			
No threat	Undersea earthquake detected but has not generated a tsunami, or the tsunami poses no threat to Australia and its offshore territories.	BOM	• Nil
Marine Alert Land Alert	Warning of potentially dangerous waves, strong ocean currents in the marine environment and possibility of only some localised overflow onto the immediate foreshore.	BOM	• Relay warnings • Update stakeholders
Marine Warning Land Warning	Warning for low-lying coastal areas of major land inundation, flooding, dangerous waves and strong ocean currents.	BOM	• Relay warnings • Update stakeholders • Establish MECC/IMT • Consider MEMC meeting

5.6 Public information

In an emergency, it is critical that information provided to the community is timely, accurate and informative. In periods of uncertainty, community anxiety and concern can be reduced by providing advice on what has happened, what needs to be done and where people can go for assistance. While the media will provide information on what has happened, their focus will not always provide the level of detail required to meet the needs of an affected community. Public information should be designed to accommodate the diverse needs of people experiencing cultural, language, general communication and literacy challenges. Translation may be accessed through the assistance of PIU, local multicultural organisations and language/speech interpretation services.

Council has a critical role in providing community leadership and relaying authorised information to reduce community anxiety and uncertainty, leveraging existing community communication protocols and guidelines. This role should be implemented as soon as possible after an emergency to reduce the potential for inappropriate action or undue concern.

If the MECC is activated, SITREPs and information bulletins about Council facilities and emergency assistance will be provided to the community through the MECC, by an officer authorised by the MEMC. A system of frequent community briefings at published times may need to be provided during

the emergency period, using the most effective communications channel/s, including to disseminate the clear, consistent and RMA-authorised information.

The Mayor has a pivotal role as community leader to coordinate community information and is the chief spokesperson for Council and the affected community. The Mayor should be supported in this role by an experienced media liaison officer, who can prepare community and media statements for Mayoral endorsement. **All Councillors and Council staff need to be aware that only the Mayor (or delegate) will speak on behalf of Council and the collective community.** The MC will provide the Mayor with emergency-related information.

Media statements and public information generated by Council should relate to community impact and Council actions. **Council should not comment** on matters that are the province of the RMA, emergency services, Support Agencies or post-emergency investigations. Statements made by people with knowledge of only a segment of the total emergency operations can cause public confusion and misunderstandings.

Any emergency that requires activation of the MEMP will require a two-way flow of information and advice between the MC and the Regional Coordinator.

Table 8 summarises arrangements for issuing public information about the emergency.

5.6.1 TasALERT

TasALERT is Tasmania's official online source of information about emergency resilience, response and recovery. In an emergency, the homepage of the website is updated with authoritative information about the incident/s, including mapped information and call-to-action advice.

5.6.2 Tasmanian Government Public Information Unit (PIU)

In an emergency of local, regional and/or state significance, the whole-of-government Public Information Unit (PIU) may be activated to support the preparation and distribution of timely, accurate and consistent information to all stakeholders – from government and community leaders, through to government agencies, members of the public and media outlets. PIU activation is required to support the operation of TEIS (refer to *Section 4.5* and *Section 5.6.3*).

PIU activation may be requested due to the:
- scale, impact or longevity of the emergency
- need for a coordinated, whole-of-government public information response
- insufficient resources within the RMA to manage all public information requirements in response to an emergency.

Council or the MC may request PIU support or activation by the Regional Controller through the Regional Coordinator. The PIU may provide Council with assistance in developing a public information document, Mayoral talking points and key messages consistent with the RMA's single 'source of truth'.

If PIU support or activation is approved, public messaging and information will be developed through collaboration between Council and PIU staff.

5.6.3 Tasmanian Emergency Information Service (TEIS)

TEIS operates on a fee-for-service basis. When activated, TEIS provides an initial point of contact for the community to access information about the emergency. TEIS is activated and deactivated by DPAC (Resilience and Recovery Tasmania), on request from the relevant RMA or Support Agency. Council or the MC may request TEIS activation by the Regional Controller through the Regional Coordinator.

The decision to activate includes acceptance of responsibilities that include appointing:
- a Liaison Officer to be located within TEIS for the duration of the activation, and
- a supporting Information Manager.

If activation of TEIS is approved, scripts are developed consultatively through the whole-of-government Public Information Unit (PIU).

5.6.4 Working with the media

Local and regional media outlets help disseminate public information about emergencies. Agencies involved in managing the emergency aim to provide comments through nominated spokespeople and/or media officers, limited to comments relevant to each agency's specific role in response/recovery activities. Queries outside this scope are referred to the RMA or the Regional Controller through the Regional Coordinator.

Media statements from Council will relate to community impact and action taken by Council. Council will not comment on matters that are the province of emergency services or post-emergency investigations.

Table 8: Summary of public information arrangements

Location	Information scope	Provided by	Developed by	Cleared by	Channels
On-site	The emergency and its known impact	RMA (Support Agencies may provide input)	RMA	RMA	Media TasALERT Emergency Alert
EOC/ECC	Actions/ responsibilities of the centre	Centre Coordinator	Centre Coordinator	EM Coordinator (eg. MC)	Media TasALERT TEIS Social media
Community Centres	Actions/ responsibilities of the centre	Centre Coordinator	Centre Coordinator	MC, MRC, GM	Media TasALERT/PIU Council website Social media Local networks TEIS
Municipal area	Impact of the emergency on local community	Mayor	Council communications officer	GM	Media TasALERT/PIU Council website Phone enquiries Social media Local networks TEIS
Within the region	Impact of the emergency on the region	Regional Controller	Regional Coordinator	Regional Controller	Media TasALERT/PIU Council website Phone enquiries Social media TEIS
		RMA	Public Information Officer	RMA Regional liaison	
		Resilience and Recovery Tasmania	Resilience and Recovery Tasmania	State Recovery Advisor	
Rest of the State	Impact of the emergency on Tasmania, including relief arrangements	State Controller	SES Director DPFEM Media Unit Government Media Office	DPFEM Media Unit Government Media Office	Media TasALERT/PIU Council website Phone enquiries Social media TEIS
		RMA	State Media Officer	RMA State liaison	
		Premier or Minister	Government Media Office	Head of Government Media Office	

5.7 Other elements

In an emergency, Council's usual administrative and financial arrangements may be disrupted and staff impacted. Increased personal demands on staff to maintain usual services while contributing to Council's role of responding to the incident imposes conflicting requirements. Council may wish to seek and obtain additional administrative support from other municipalities.

5.8 Evacuation

Evacuation involves the movement of people threatened by a hazard to a safer location and, typically, their eventual, safe and timely return. To be effective, evacuation must be appropriately planned and implemented. Coordination and communication must be maintained across all stages of evacuation. TASPOL has a lead role in evacuation. The *TEMA* and *Tasmanian Emergency Evacuation Framework* provide more detailed information about the evacuation process, roles and responsibilities in Tasmania.

5.8.1 Management

While EM authorities have legislated power to order emergency evacuation, voluntary evacuation is the preferred strategy. Evacuation requires the participation and cooperation of multiple agencies and/or organisations. When evacuation planning involves significant change to traffic flows, road owners or managers should be involved, eg. Council and DSG.

Council has primary responsibility for activating and managing an Evacuation Centre within the municipal area, if requested by the Regional Controller (via the Regional Coordinator), including the registration of evacuees and the management of waste, environmental health and pollution at the site. Council maintains a register of appropriate facilities that may be used as Evacuation Centres and provide services for displaced persons. Facility specifications and capabilities are provided in *Appendix 8*.

Council also has other support roles and responsibilities relating to evacuation and the MC may be contacted for Council advice and assistance with:
- evacuation risk assessment and decision to evacuate
- withdrawal coordination
- traffic management
- alternative emergency accommodation
- animal welfare (pets, companion animals, livestock) if facilities are available
- decision to return.

If necessary, TASPOL will liaise with Council about concerns for the welfare of individuals or missing person enquiries.

5.8.2 Decision

The decision to recommend the evacuation of people in and around at-risk areas, rests with the RMA's Incident Controller, who consults with TASPOL, Council and others. If a decision to evacuate is made, public warnings and calls-to-action are issued.

5.8.3 Withdrawal

TASPOL has a lead role in the withdrawal stage of evacuation. A TASPOL Evacuation Coordinator may be appointed to coordinate and manage the withdrawal process.

5.8.4 Shelter

If evacuation of an area is indicated, the Regional Controller (via the Regional Coordinator) may contact the MC to ask Council to activate an Evacuation Centre. Council's Evacuation Centres are list at Appendix 8.

Places of Last resort (sometimes called Nearby Safer Places) options are identified in Community Protection Plans. Places of Last resort within Council's municipal area are listed at *Appendix 9*.

5.8.5 Return

The RMA's Incident Controller is responsible for deciding when it is safe for evacuees to return to an area, in consultation with TASPOL and other experts. A TASPOL Evacuation Coordinator may be required to plan and manage the return of evacuees. Longer-term evacuees are managed by recovery agencies.

5.9 Registrations

Registration is an important system for recording relevant details of persons affected by emergencies or involved in emergency operations. Common groups requiring registration are:

- affected people, such as evacuees and families
- other stakeholder/affected groups, for example businesses
- spontaneous volunteers
- witnesses
- potential donors/sponsors (equipment, services, supplies).

Registration may be established and coordinated by the RMA. If an Evacuation Centre is activated, processes to support registration should be implemented at the Centre as soon as possible. Council is responsible for registering evacuees at an Evacuation Centre, generally through use of the Evacuation Registration Application, accessible through a handheld digital device, as arranged by the MC or MRC, in collaboration with neighbouring municipalities..

Registration data may be shared, as appropriate, with relevant EM stakeholders throughout emergency response, consistent with disclaimers provided to affected people at the time of data collection. For example, when providing personal information at the time of registration, affected people should be aware that the data they provide will be shared with the relevant government agencies (municipal/state/federal) for the purposes of providing relief and recovery assistance and services.

All personal information provided for registration purposes must be managed in accordance with the provisions and principles of the *Personal Information Protection Act 2004*.

5.10 Impact assessment

The RMA is responsible for coordinating progressive rapid impact assessments and reporting on this to all EM stakeholders, including Support Agencies, Resilience and Recovery Tasmania (DPAC) and the relevant municipality/ies MC, MRC and regional/state counterpart/s.

Secondary impact assessments may be coordinated through the RECC and Council may be asked to assist with this work by providing data on request.

Impact and damage assessment factors include, but are not limited to:

- number of injuries and deaths
- housing/accommodation needs
- energy supplies
- potable water supply
- transport networks and alternative route planning
- telecommunications
- stormwater infrastructure and waterways
- public/environmental health standards.

Where transport corridors also provide access for networks such as power, water and telecommunications, the relevant asset managers/owners will be involved in impact assessment and decision-making.

5.11 Pandemic health emergencies

The management of significant public health emergencies in Tasmania is guided by a State Special Emergency Management Plan (SSEMP): the *Tasmanian Public Health Emergencies Management Plan*. In a global pandemic emergency, such as the COVID-19 pandemic, this may be supported by development of a complementary, event-specific SSEMP, such as the SSEMP that was developed in response to COVID-19.

One element of a coordinated response to a large-scale health emergency, such as a pandemic, is the establishment of community-based clinics to perform critical and beneficial functions for the general community. The Tasmanian Health Service (THS) may call upon Council to provide a suitable venue for the establishment of clinic/s and to assist and support with the maintenance and operation of clinic/s during a pandemic emergency.

5.12 Debriefs

Immediately after an emergency, some issues invariably require investigation and discussion to identify learnings and the need for changed or new processes and systems. Lessons identified are shared with stakeholders including the MEMC and SREMC.

These matters are best initially considered in an Operational Debrief forum, the main objectives of which are to:
- acknowledge the input of all contributing organisations and individuals
- gain constructive feedback from all involved on lessons identified
- identify where gaps exist in training and planning systems
- determine and program a course of action for improving planning, management systems etc
- foster sound interagency communication
- identify the need for specific investigation of issues and further debriefing at individual or organisational levels.

The MEMC is responsible for reviewing emergencies that are significant to the municipality. Where impacts also extend beyond this area, the review may be conducted by SREMC so lessons can be shared easily with emergency management partners.

5.13 Administration: finance and cost capture

Records related to response are subject to the usual records management provisions and archiving legislation and treated accordingly. Logs, reports and briefings are collated progressively and stored centrally for future reference.

Organisations are responsible for retaining all invoices/records of emergency-related expenditure and absorbing their own expenses. Some expenses may be recovered if national (Disaster Recovery Funding Arrangements (DRFA)) and state (TRRA) disaster funding arrangements are activated and eligibility criteria are met. In an emergency, DPAC (Resilience and Recovery Tasmania) provides advice on the status of arrangements and eligibility criteria.

Council has an allocated project number to record costs associated with an emergency. All expenditure is to be approved by the MC, GM or other authorised person before expenditure commitments are made.

All expenditure that may be eligible for Government assistance under the TRRA Natural Disaster Local Government Relief Policy must be separately costed for consolidation and audit purposes. Normal maintenance and administration costs are not eligible for assistance. However, additional costs over and above normal operating budgets may be regarded as eligible expenditure (eg. plant hire and overtime).

Damage to any asset must be directly attributed to the event and should not include normal maintenance operations, particularly for assets that were in a poorly-maintained state at the time of the emergency. For auditing purposes, Council is required to supply records of maintenance on the items and assets in question.

Cost capture systems are established to align with different types of eligible expenditure as follows:

DRFA category	Type	Claimable expenses
Category A	Essential	Emergency food, clothing Repair or replacement of essential items and personal effects Essential emergency repairs to housing (to make residence safe and habitable) Demolition or rebuilding to restore housing Removal of debris from residential properties Extraordinary counter-disaster operations for the benefit of an affected individual Personal and financial counselling Evacuation Centre costs
Category B	Essential	Restoration or replacement of essential public assets (road, footpath, pedestrian bridge, stormwater, bridges, tunnels, culverts, rivulets, local government offices) Counter-disaster operations for the protection of the general public
Category C	Non-Essential	No automatic coverage however, an affected area may apply for a Community Recovery Fund for reimbursement of eligible expenditure associated with repairs of non-essential infrastructure (eg. repairs to sportsgrounds, playgrounds, tracks, trails, etc). A fund may also include community awareness and education campaigns and other resilience building grants.
Category D	Non-Essential	A Category D measure is an act of relief or recovery implemented to alleviate distress or damage in circumstances which are, according to the Minister, exceptional. These must be approved by the Prime Minister in writing.

Assistance may be provided to Council to restore an essential public asset to the equivalent of its pre-emergency standard, subject to current planning and developmental controls and building standards. Additional costs incurred by Council beyond that level in restoring or replacing an asset to a higher standard (improvement or betterment) are not eligible for assistance and must be borne by Council.

Where claims are to be made for TRRA relief reimbursement, the MC will discuss the matter first with DPAC. Where appropriate, a written application will be developed and submitted to DPAC. Council's Finance Department has designated responsibility for the cost recovery/claims process.

If the Premier announces TRRA activation for the Council area, Council will collate records accordingly and pursue cost recovery. Council claims under TRRA and Tasmanian Government claims under DRFA are subject to audit and assurance processes before acquittal. The TRRA and DRFA contain details about evidence that agencies and councils must collect and maintain. DPAC will provide information and advice on request.

5.14 Personal support

Council provides an employee assistance program to support staff and their families with the impact of an emergency. Supplementary personal support services may be sourced through SREMC.

Section 6: Recovery arrangements

This section describes what is done to support short to longer-term recovery across the four main recovery domains.

6.1 Overview

Recovery is the process of dealing with the impacts of an emergency and returning social, economic, infrastructure and natural environments to an effective level of functioning. Recovery is most effective when communities are supported to lead and participate in processes and activities in their local area. Municipal committees, councils, community groups and local leaders all play a significant role in enabling and facilitating local engagement in recovery planning, and in coordinating the implementation of local recovery activities.

The *State Recovery Plan* and *Southern REMP* describe various state-level and regional-level recovery arrangements and should be read in conjunction with this plan and the *Glenorchy Community Recovery Plan*.

During and after an emergency response of regional and/or state significance, the State Recovery Advisor and DPAC (Resilience and Recovery Tasmania) will review impact assessments and provide the Regional Controller and/or State Controller with advice on the recommended structure for longer-term recovery arrangements.

Recovery structures and activities are planned and coordinated across all recovery domains being:
- social
- economic
- infrastructure
- environment, and
- cross-domain.

Typical recovery considerations for Council include but are not limited to:
- assessing recovery needs across all domains and prioritising actions required
- developing, implementing and monitoring recovery activities that are aligned as much as possible with the Council's long-term planning objectives and goals
- enabling community communication and participation in decision-making
- wherever possible, contributing to future mitigation requirements or improvements to planning requirements (eg. through debrief processes).

6.2 Municipal recovery functions

Council has municipal-level responsibility for locally-led recovery across social, economic, infrastructure, environmental and cross-domain recovery functions. Council has a primary role in providing recovery services in the immediate aftermath of an emergency. This role can be delivered in partnership and with the assistance or support of Tasmanian Government agencies and NGOs, depending on the capacity and presence of support services in the area. This assistance can be coordinated through SREMC.

As longer-term recovery arrangements are determined, some of these responsibilities may transfer to a different recovery structure/organisation, such as an Affected Area Recovery Committee (AARC).

6.3 Current arrangements

Figure 3 below provides a guide to typical all-hazards recovery arrangements, showing the close relationship between response and recovery, spanning short to longer-term activities. Arrangements are applied as required and described in more detail in the following sections.
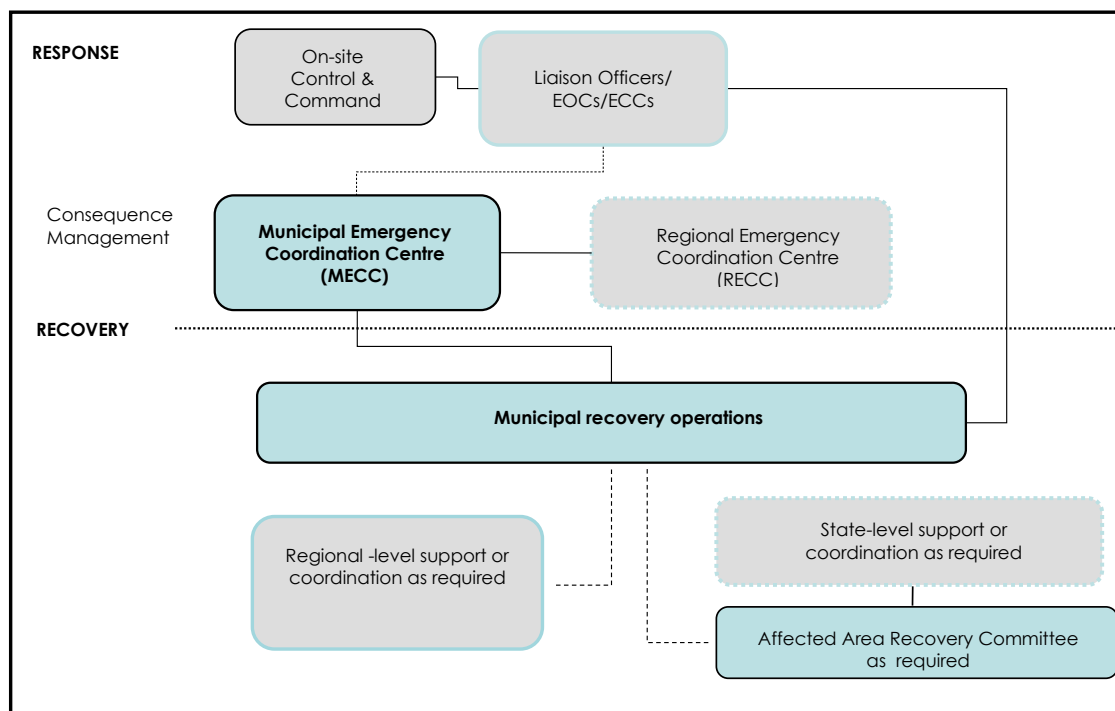
Figure 3: Typical recovery management arrangements

LEGEND

—————— Direct reporting relationship
---------- Also works/communicates with

6.4 Media and public information

In recovery, information may be communicated through a range of channels, including:

- TasRECOVERY section of the TasALERT website
- websites and social media of the RMA and other Tasmanian Government agencies
- radio, television and print media
- printed publications and brochures
- public meetings, Community Centres and face-to-face outreach visits.

Council has a critical role in providing community leadership and ongoing information updates to reduce community uncertainty. This role should be implemented as soon as possible after an emergency to reduce the potential for inappropriate action or undue concern.

The Mayor has a pivotal role as community leader to coordinate and communicate information to the local community, and be the spokesperson for Council and the affected community. The Mayor will be supported by Council's communications officer and the General Manager in the preparation of community and media statements. The MC provides the Mayor with recovery-related information.

If the whole-of-government PIU is activated in response to an emergency, it will have dedicated resources tasked with coordinating recovery information and contributing to the development of documents and messages to guide transition from response to recovery, including development of a *Recovery Communications Strategy*.

6.5 At-risk groups of people

Council-specific roles and responsibilities support a collaborative stakeholder approach for meeting the recovery needs of at-risk people.

In supporting community recovery, the MRC is responsible for leading Council's work in the following activities:

- provide Evacuation Centres that are accessible to a broad cross-section of the community
- maintain broad knowledge of relevant service providers within the municipality
- promote community resilience as part of normal Council business
- maintain a broad knowledge of the whereabouts of special facilities (schools, aged care facilities, childcare centres) within the municipality
- provide local demographic information and advice to stakeholders as able and required
- provide support to EM stakeholders with a statutory responsibility for vulnerable and at-risk people, as able and required
- develop and maintain relationships with relevant stakeholders whose role it is to directly cater for the EM needs of vulnerable and at-risk people, as able and required.

6.6 Short-term recovery

In the immediate aftermath of an emergency, short-term recovery services are generally delivered or coordinated by Council. After consultation with the RMA, DPAC (Resilience and Recovery Tasmania) and other EM partners about impact assessment, recovery needs and capacity, local arrangements may be activated by the MC, supported by the Regional Coordinator.

Short-term regional recovery coordination is activated by the Regional Controller through the Regional Coordinator at the request of Council. This may follow advice from the RMA and/or Regional Controller.

Council is responsible for operating facilities that provide access to recovery services for the community. The places currently identified as suitable for Recovery Centres and functions are summarised in *Appendix 8*. Recovery facilities may be activated at the request of or advice from:

- MC
- MRC
- Regional Coordinator
- Regional Controller.

Council is responsible for coordinating ongoing community impact assessments, particularly as they relate to recovery. This work informs appropriate governance structures for medium and long-term recovery. The MC (through an Emergency Recovery Committee, if formed) will arrange for impact assessments to be conducted.

Council registration processes must follow procedures or directions from the Regional Controller and advice provided by the MC, comply with confidentiality and security of personal information requirements, and be compatible with Register.Find.Reunite. Registration data collected by Council must be provided to Tasmanian Government agencies for recovery purposes.

6.7 Long-term recovery

As the response phase draws to a close, recovery activities transition from short-term coordination to long-term arrangements designed to meet anticipated recovery needs.

Arrangements for the assessment of recovery needs and long-term recovery structures are documented in the *State Recovery Plan*. The State Recovery Advisor (DPAC) works in consultation with the MC, Regional Controller and RMA to advise the Tasmanian Government on appropriate long-term recovery arrangements.

Where recovery needs can be met within municipal capabilities, medium to long-term recovery is coordinated locally by the MEMC (Level 1). Recovery activities in this instance are primarily supported by Council resources, business as usual services and community-based initiatives. The MC may seek support or raise emerging issues through SREMC. If recovery is locally led, the MC may seek to establish a Local Community Recovery Committee as soon as practicable. This group will include appropriate affected people, existing community groups and agencies to begin recovery discussions. No matter what the scale or severity of the event, it is important for local communities to have an avenue to discuss and share experiences.

After significant emergencies and/or where recovery needs exceed municipal capabilities and/or resources, additional state-level recovery support may be activated. Level 2 and Level 3 arrangements are detailed in the State Recovery Plan. State-supported recovery (Level 2) involves the Tasmanian Government supporting the coordination of recovery coordination at local or regional levels, usually through an AARC. State-coordinated recovery (Level 3) involves the Tasmanian Government coordinating recovery through AARC/s, as well as appointing a Recovery Taskforce, generally led by a Recovery Coordinator.

AARCs may be established under section 24E of the Act, in partnership with local government bodies, municipal committees and affected communities. AARCs may be established locally for one municipality or regionally for multiple municipalities.

The purpose of an AARC is to coordinate recovery activities at regional and local levels through information-sharing, collaboration and collective decision-making. An AARC's role includes developing event-specific recovery plans, facilitating community engagement and participation in recovery, and guiding the implementation of local recovery projects and activities.

An AARC is usually chaired by the Mayor, the MC or another regional/local representative. AARCs can include representatives from affected communities, local government, state government agencies and other organisations with a significant recovery role. DPAC may support the administration of an AARC and coordinate multi-agency recovery efforts to support local and council-led activities.

An AARC will typically develop a recovery plan that:
- takes account of Council's long-term planning and goals
- includes assessment of recovery needs and determines which functions are required
- develops a timetable for completing major functions
- considers the needs of specific population groups within the community, including but not limited to youth, aged, disabled and non-English speaking people
- allows full community participation and access
- allows for monitoring of recovery progress
- effectively uses the support of Tasmanian and Australian Government agencies
- provides public access to information on proposed programs and subsequent decisions and actions
- allows consultation with all relevant community groups.

The AARC is responsible for arranging and monitoring a communications program for the duration of the recovery program. It can include but is not limited to:
- forums and information sessions for the community
- debriefs for recovery workers
- progress reports for Council, the community, SEMC, SREMC and any other agency/organisation as agreed and appropriate, including progressive summaries/analysis of records (financial and information).

Section 7: Plan administration

7.1 Plan contact

This MEMP is maintained by the MC on behalf of the MEMC. Feedback should be provided in writing to:

Email: gccmail@gcc.tas.gov.au
Mail: PO Box 103, GLENORCHY 7010

7.2 Review requirements and issue history

Section 34 of the Act requires that this MEMP is reviewed by the MEMC at least once every two years after approval by the State Controller.

In reviewing the MEMP, the MEMC shall take account of all suggested amendments provided by relevant stakeholders. The MEMP is to be reissued in full, after approval by the State Controller, in accordance with the distribution list provided at *Section 7.4*.

This issue entirely supersedes the previous issue of this MEMP. Superseded issues are to be destroyed, or clearly marked as superseded, and removed from general circulation.

Table 9: Issue table

Issue No.	Year approved	Comments/summary of main changes
Issue 5	1999	Review and rewrite
Issue 6	2006	Review and rewrite
Issue 7	2010	Review and rewrite
Issue 8	2013	Review and rewrite
Issue 9	2015	Review and rewrite
Issue 10	2016	Review and update
Issue 11	2020	Review and update
Issue 12	2022	Review and update, incorporating new warnings, map, recovery information
Issue 13	2025	Review and update, incorporating new warnings, map, recovery information

7.3 Consultation for this issue

Review and update of this issue was coordinated by the MC for the MEMC as part of the statutory two-yearly review schedule. Comments was invited from:
- SES
- TFS
- AT
- DoH
- TASPOL
- MEMC members
- Regional Coordinator.

7.4 Distribution list

This plan will be available electronically through WebEOC after approval. Electronic copies will be provided as follows:

Table 10: Distribution list

Organisation	Position
Council	• All MEMC members • Mayor and Councillors • GM • Relevant community groups and organisations
SES	• SES Unit Manager/s • Regional Manager (South) • Regional Coordinator (for Regional Controller) • Senior Planning and Education Officer (for SES Director, State Controller, WebEOC)
TASPOL	• Officer in Charge, Glenorchy Station
TFS	• District Officer, Hobart District
AT	• Superintendent, Southern Region
St John Ambulance	• Chief Executive Officer
Neighbouring municipalities	• Hobart City Council • Derwent Valley Council • Brighton Council • Clarence Council
Other Organisations	• TasWater, TasNetworks

7.5 Communications plan summary

When endorsed by Council and approved by the State Controller, update of this MEMP will be communicated as follows:

• email copies sent to the positions listed in *Table 10*
• submitted for noting by SREMC
• published for staff access on Council's intranet
• published on Council's website and available to the public by request to the MC
• available to interested parties on request.

7.6 Validation

Arrangements in this plan will be validated within the two-year review cycle by:

• participating, where able, in other municipal/regional exercises
• conducting/participating in relevant debriefs
• as described in *Appendix 4*.

Section 8: Appendices

Appendices are part of this MEMP and as such are not to be updated or circulated as separate attachments without this MEMP being approved by the State Controller.

Appendix 1:	List of associated documents
Appendix 2:	Risk assessment report
Appendix 3:	MEMC terms of reference
Appendix 4:	MEMC maintenance and activity schedule
Appendix 5:	Centres for emergency management
Appendix 6:	Duty Statements and Action Cards
Appendix 7:	SOPs and policies for warnings, public information, working with the media
Appendix 8:	Community centres
Appendix 9:	Nearby Safer Places
Appendix 10:	Map of municipality and location of key services

APPENDIX 1: List of associated documents

The documents listed here are relevant to this MEMP. When the MEMP is reviewed, current versions of these documents will also be checked. Other relevant documents that may also have been developed between issues will be included.

a   Legislation

| |
| |
| |
| |
| |

b   Plans and arrangements

| |
| |
| 1 |
| 2 |
| 3 |
| 4 |
| 5 |
| |
| 6 |
| |
| 7 |
| 8 |
| 9 |
| |
| 10 |
| 11 |
| 12 |
| 13 |
| 14 |
| 15 |
| 16 |
| 17 |
| 18 |
| 19 |
| 20 |
| 21 |
| 22 |
| 23 |
| 24 |
| 25 |
| 26 |
| 27 |
| 28 |
| |
| 29 |

30	
31	
32	
33	

a. **Legislation**

Legislation	Related hazard or function	Administration
Emergency Management Act 2006	All-Hazard statewide emergency management provisions	SES
Land Use Planning and Approvals Act 1993	Planning schemes	DoJ
Local Government Act 1993	Council responsibilities	DPAC

b. **Plans and arrangements**

Row	Title	Custodian	Version	Available from/Date
Council arrangements and plans				
1.	Council maps for council roads and alternative transport plans	Council	N/A	Manager Assets, Engineering & Design
2.	GCC Flood Action Plan	Council	2025 – reviewed annually	Manager Assets, Engineering & Design
3.	Hobart Fire Management Area Bushfire Risk Management Plan	Council	2022	Coordinator Bushfire Management
4.	GCC Community Recovery Plan	Council	2025	Coordinator Recovery
5.	GCC Bushfire Mitigation Strategy 2020-30	Council	2020	Coordinator Bushfire Management
Regional arrangements and plans				
6.	Regional Emergency Management Plan	SES	Issue 10	2024
State arrangements and plans				
7.	Tasmanian Emergency Management Arrangements (TEMA)	SES	Issue 2	2023
8.	Tasmanian Emergency Evacuation Framework	SES	Issue 1	2018
9.	State Road and Bridge Emergency Management Plan	DSG	Issue 4	2024
State Special Emergency Management Plans (SSEMP)	**Available WebEOC File Library**			
10.	SEMP – Biosecurity	NRE Tas	Issue 2	2023
11.	SEMP – Building Collapse	TFS	Issue 3	2024
12.	SEMP – Counter-terrorism	TASPOL	Issue 3	2023
13.	SEMP – COVID 19	DoH	Issue 5	2022
14.	SEMP – Cyber Security Emergency Plan	DPaC	Issue 1	2025

15. SEMP – Dam safety	NRE Tas	Issue 5	2025	
16. SEMP – Electricity, gas and liquid fuel disruption arrangements	DSG	Issue 4	2023	
17. SEMP – Fire protection	TFS	Issue 4	2022	
18. SEMP – Flood	SES	Issue 4	2023	
19. SEMP – Hazardous materials	TFS	Issue 9	2021	
20. SEMP – Impact & damage assessment	DPAC	Issue 3	2019	
21. SEMP – Interoperability arrangements	DPAC	Issue 6	2025	
22. SEMP – Mass casualties	DoH	Issue 4	2023	
23. SEMP – Multiple Fatality	Chief Coroner	Issue 1	2017	
24. SEMP – Pandemic influenza	DoH	Issue 5	2024	
25. SEMP – Port safety (nuclear warships)	SES	Issue 5	2023	
26. SEMP – Public health	DoH	Issue 2	2014	
27. SEMP – Recovery	DPAC	Issue 4	2022	
28. SEMP – Search and rescue	DPFEM	Issue 6	2023	
29. SEMP – Tasmanian Public Health Emergencies	DoH	Issue 2	2014	
30. SEMP – Transport crash	TASPOL	Issue 4	2022	
31. SEMP – Tsunami	SES	Issue 3	2023	
Other				
32. Emergency Alert – Frequently Asked Questions	TFS			Emergency Alert FAQ
33. TasPorts Emergency Management Plan	TasPorts	2017		TasPorts website
34. TFS Community Protection Plans	TFS	Various		TFS website
35. SES Community Flood Guides	SES	Various		SES Website
36. Tasmania Marine Oil and Chemical Spill Contingency Plan	EPA	2019		EPA
37. Wellington Park Fire Management Strategy	Wellington Park Management Trust	March 2006	Under review	

Glenorchy Emergency Management SOPs (EMSOPs) are located in the ECC	
ID	**Title**
1	First alert of emergency or potential emergency
2	Communication with public, Councillors, staff and media
3	Standing up the Emergency Coordination Centre (ECC)

Glenorchy MEMP   Issue 13, October 2025   Page 54 of 86

4	Emergency Coordination Centre (ECC) roles
5	Customer Service Centre and the ECC
6	Emergency Operations Centre
7	After-hours access – store
8	Emergency road closures
9	After-hours access to Jackson Street Waste Management Centre
10	Bushfires – Council roles and responsibilities, plant and materials
11	Major plant and vehicle schedule

APPENDIX 2: Risk assessment report

a   Tasmanian Government responsibilities – emergency risk management

Tasmania's commitment to emergency risk management is demonstrated through development of *Tasmanian Emergency Risk Assessment Guidelines*, the *Tasmanian Disaster Risk Assessment* and risk assessment workshops.

b   Local government responsibilities – emergency risk management

Tasmania's local government authorities participated in workshops and contributed to development of the *Tasmanian Emergency Risk Assessment Guidelines* and the *Tasmanian Disaster Risk Assessment*. The benefits to Council in participating in these processes include to:

- demonstrates sound commitment to managing emergency risks within the community and a primary interest in community safety
- potentially reduces levels of risk within the community
- ensures the identification of risks that are the focus of EM planning
- ensures a focus on preventing emergencies rather than to reacting to them
- enables improved community understandings of EM and the risk management process
- improves governmental understanding of risks from a community perspective
- provides an opportunity to reduce the cost to communities from emergency impacts
- enables use of a best practice standard in risk management;
- ensures and maximises access to national DRFA funding
- complements Council's existing practices and commitment to risk management.

The responsibilities of Council and the MEMC in relation to emergency risk management are summarised in Table 3 and detailed in the TEMA.

c   Risks, recommended treatment strategies and timeframes

The following risk register includes a description of risks and treatment strategies. Sources of risk were reviewed and assessed with review of this MEMP.

Timeframes for undertaking treatment options are defined as:

- **Immediate action:** must be completed as soon as practical within current budget cycle (12 months)
- **Short-term action**: must be completed as soon as practical within the next budget cycle (12-24 months)
- **Long-term action**: must be completed within five years
- **Ongoing**: continuously monitor the adequacy of existing arrangements to mitigate the risk, or
- as described in the table.

d   Responsibility for treatment

Council is responsible for managing the incorporation of treatment strategies that are either the responsibility of Council, or of both Council and other levels of government or agencies, into appropriate operational plans and/or partnership agreements as required.

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 01 Flood				
GC 01.01	There is a risk that residential and commercial property will be flooded around Humphreys Rivulet	Flood mitigation planning and modelling Mitigation strategies	Council, SES	Short-term then ongoing
GC 01.02	There is a risk that residential and commercial property will be flooded around Islet Rivulet	Flood mitigation planning and modelling Mitigation strategies	Council, SES	Short-term then ongoing
GC 01.03	There is a risk that residential and commercial property will be flooded around New Town Rivulet	Flood mitigation planning and modelling Mitigation strategies	Council, SES	Short-term then ongoing
GC 01.04	There is a risk that residential property will be flooded around Faulkners Rivulet	Creek maintenance – vegetation control	Council/Landowner	Ongoing
		Community involvement	Council/Landowner	Ongoing
GC 01.05	There is a risk that residential and commercial property will be flooded around Abbotsfield Rivulet			
		Creek maintenance – vegetation control	Council/Landowner	Ongoing
GC 01.06	There is a risk that residential and commercial property will be flooded around Barossa Creek	Creek maintenance	Council/Landowner	Ongoing
		Flood mitigation strategies	Council/Landowner	Ongoing
GC 01.22	There is a risk that flooding of waterways will cause damage to roads and bridges	Assess structures at risk Maintain annual review and asset renewal program Keep waterways clear	Council	Short-term then ongoing
GC 02 Bushfire				

Glenorchy MEMP   Issue 13 October 2025   Page 57 of 86

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 02.01	There is a risk that bushfire will impact life and human settlements throughout the Council area	Hobart Fire Management Area Bushfire Risk Management Plan	TFS, Council, Hobart LGA, Derwent Valley LGA, Kingborough LGA, Clarence LGA, Brighton LGA, Huon Valley LGA, Sustainable Timber Tasmania, Wellington Park Management Trust, TasWater, TasNetworks, NRE Tas	Ongoing
		Wellington Park Fire Management Strategy	TFS, Council, Hobart LGA, NRE Tas, private landowners, Wellington Park Management Trust, TasNetworks	Seasonal and ongoing
		Planning scheme provisions for bushfire	Council	Ongoing
		Fuel reduction burning program	TFS, Council, other landowners	Ongoing
		Community education	TFS, Council, community	Ongoing
		Community participation	TFS, Council, community	Ongoing
		Critical asset identification	Government agencies	Ongoing
		Asset maintenance	Council, TFS, Government agencies	Ongoing
		Organisation coordination	TFS, SES, Council, AT, TASPOL, industry.	Ongoing
GC 02.02	There is a risk that bushfire will impact the natural environment throughout the Council area	Hobart Fire Management Area Bushfire Risk Management Plan strategies	TFS, Council, Hobart LGA, Derwent Valley LGA, Kingborough LGA, Clarence LGA, Brighton LGA, Huon Valley LGA, Sustainable Timber Tasmania, Wellington Park Management Trust, TasWater, TasNetworks, NRE Tas	Ongoing
		Wellington Park Fire Management Strategy	TFS, Council, Hobart LGA, NRE Tas, TasNetworks, private landowners, Wellington Park Management Trust	Ongoing
		Fuel reduction program	TFS, Council, private landowners	Ongoing
		Community education	TFS, Council, community	Ongoing
		Community participation	TFS, Council, community	Ongoing
		Critical asset identification	Government agencies	Ongoing
		Asset maintenance	Council, TFS, Govt Agencies	Ongoing
		Organisation coordination	TFS, SES, Council, AT, TASPOL, industry	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 02.03	There is a risk that bushfire will impact critical infrastructure throughout the Council area	Hobart Fire Management Area Bushfire Risk Management Plan	TFS, Council, Hobart LGA, Derwent Valley LGA, Kingborough LGA, Clarence LGA, Brighton LGA, Huon Valley LGA, Sustainable Timber Tasmania, Wellington Park Management Trust, TasWater, TasNetworks, NRE Tas	Ongoing
		Wellington Park Fire Management Strategy	TFS, Council, NRE Tas, TasNetworks, community, Wellington Park Management Trust	Ongoing
		Fuel reduction program	TFS, Council, private landowners.	Ongoing
		Community education	TFS, Council, community	Ongoing
		Community participation	TFS, Council, community	Ongoing
		Critical asset identification	Government agencies	Ongoing
		Asset maintenance	Council, TFS, TasNetworks, Government agencies	Ongoing
		Organisation coordination	TFS, SES, Council, AT, TASPOL, industry	Ongoing
GC 03 Storm				
GC 03.01	There is a risk that power supplies will be damaged due to storm throughout the Council area	Education programs	Council, SES, TasNetworks, BOM	Ongoing
		Alternate power supply routes	TasNetworks, Council	Ongoing
		Enforcement of Building Code of Australia	Council	Ongoing
		Early warning	BOM, SES, Council	Ongoing
		Provide resources	Council, insurance companies, SES	Ongoing
GC 03.02	There is a risk that residential, industrial and commercial assets will be damaged as a result of storms throughout the Council area	Education programs	Council, SES, TasNetworks, BOM	Ongoing
		Enforcement of Building Code of Australia	Council	Ongoing
		Early warning	BOM, SES, Council	Ongoing
		Provide resources	Council, insurance companies, SES,	Ongoing
		Identify high-risk assets	Council, industry, Government agencies, SES, utilities	Short-term then ongoing
		Education programs	Council, SES, TasNetworks, BOM	Ongoing

ID	Risk statement	Treatment/s	Responsibility for treatment	Timeframes
Register of risks and treatment strategies				
GC 03.03	There is a risk to life from storms	Enforcement of Building Code of Australia	Council	Ongoing
		Early warning	BOM, SES, Council	Ongoing
		Provide resources	Council, insurance companies, SES	Ongoing
		Identify high-risk assets	Council, industry, utilities, SES, Government agencies	Short-term then ongoing
GCC 05 Earthquake or landslip				
GC 05.01	There is risk of landslip causing property damage at identified sites	Geotechnical testing	Property owners, Council, DSG, property developers	Ongoing
		Planning controls	Council, NRE Tas	Ongoing
		Geological reports	DSG, property developers	Ongoing
		Buy-back	Council, DPAC, financial institutions	Ongoing
		Monitoring and maintenance	Council, DSG, property owners	Ongoing
		Area management systems	Council, State Growth, property owners	Ongoing
		Community Support	DoH, Council	Ongoing
GC 05.02	There is a risk that landslip will impact on non-declared developed sites	Geotechnical testing	Property owners, developers, Council, DSG	Short-term then ongoing
		Planning controls	Council, NRE Tas	Ongoing
		Geological reports	DSG, property developers	Ongoing
		Monitoring and maintenance	Council, DSG, property developers	Ongoing
		Area management systems	Council, DSG, property developers	Ongoing
		Community supports	DoH, THS, Council	Ongoing
GC 06 Public health				

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 06.01	There is a risk that a contagious disease will impact on the population	Education	DoH, health sector	Ongoing
		Immunisation – if available	DoH, health sector	Ongoing
		Legislation	Government agencies	Ongoing
		Sanitation/public health standards	DoH, private sector, health sector, community	Ongoing
		Quarantine	DoH, medical profession, Australian Government	Ongoing
GC 08 Animal disease				
GC 08.01	There is a risk that an exotic animal disease will cause hardship to the community	Legislation	Australian/Tasmanian Government, peak bodies	Ongoing
		Community awareness/response	Government agencies, community, animal owners	Ongoing
		Veterinary services	Government agencies, private sector, industry peak bodies	Ongoing
		Quarantine	Animal owners, Australian and Tasmanian Government, vets	Ongoing
		Animal destruction	Animal owners, NRE Tas	As required
		Carcass disposal	Animal owners, NRE Tas, Council	As required
GC 21 Infrastructure failure				
GC 21.01	There is a risk that damage to local bridges will cause community disruption	Bridge inspection	Council, Tasmanian Government	Ongoing
		Maintenance	Council, Tasmanian Government	Ongoing
GC 21.05	There is a risk that dam failure will result in loss of water supply and flooding	Dam failure studies	TasWater	Long-term
		Maintenance/upgrades to spillways to ANCOLD standards	TasWater	Long-term
		Monitoring	TasWater	Ongoing
		Flood Inundation mapping	TasWater, Council, SES	Long-term
GC 21.07	There is a risk of loss of power (greater than 4 hours) to essential services	Backup power supply	Council, TasNetworks	Short-term
		Risk assessment of Council infrastructure	Council	Ongoing
		Emergency Response Plan preparation	Council	Ongoing
GC 23 Hazardous materials				

Glenorchy MEMP   Issue 13 October 2025   Page 61 of 86

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 23.01	There is a risk of hazardous materials being released into the ground, water, air and consumables causing harm to the environment	Risk assessment & emergency response plans	Nyrstar, SES, Council, NRE Tas, peak industry groups	Ongoing
		Legislation, Council environmental policies	Tasmanian Government, Council	Ongoing
		Training (eg. incident protocols for staff)	Nyrstar, other industry, TFS, Council, DoH	Ongoing
		Education (public awareness)	WorkSafe Tasmania, Nyrstar, TFS, NRE Tas, other industry, poison information centre	Ongoing
		Monitoring/maintenance/audits/ compliance	WorkSafe Tasmania, Nyrstar, other industry, TFS, Council, NRE Tas	Ongoing
		Provision of dump site/disposal of waste	NRE Tas, Council, property owners, companies	As required
GC 23.02	There is a risk of hazardous materials being released into the ground, water, air and consumables causing harm to the health of the community within Glenorchy	Risk assessment & emergency response plans	Nyrstar, Council, NRE Tas, other industry groups	Ongoing
		Legislation, Council environmental policies	Tasmanian Government, Council	Ongoing
		Training (eg. incident protocols for staff)	Nyrstar, other industry, TFS, Council, DoH	Ongoing
		Education (public awareness)	WorkSafe Tasmania, TFS, NRE Tas, industry groups, poison information centre	Ongoing
		Monitoring/maintenance/audits/compliance	WorkSafe Tasmania, industry, TFS, Council, NRE Tas	Ongoing
		Provision of dump site/disposal of waste	NRE Tas, Council, property owners, companies	As required
GC 24 Industrial accident				
GC 24.01	There is a risk of an industrial accident affecting the community wellbeing	Audit of the diverse range of industries in the city and associated risks from industrial groupings	Tasmanian Government, Council	Short-term
		Legislative requirements for managing industrial risk	Tasmanian and Australian Governments	Ongoing
		Town planning legislation to ensure appropriate land use	Council	Ongoing
GC 25 Pollution				

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 25.01	There is a risk of pollution being released into the air, water and/or soil causing harm to the environment	Legislation	Tasmanian Government	Ongoing
		Emergency response plans/risk management plans	Industry groups, SES, Council, NRE Tas	Ongoing
		Community Education	NRE Tas, Council, industry groups, community environmental groups	Ongoing
		Clean-up/disposal of pollutant	Polluter, NRE Tas, Council	Immediate as required
GC 25.02	There is a risk of pollution being released into the air, water and/or soil causing harm to the wellbeing of the community	Legislation	Tasmanian Government	Ongoing
		Emergency response plans/risk management plans	Industry groups, SES, Council, NRE Tas	Ongoing
GC 26 Transport accident				
GC 26.01	There is a risk that traffic flow will be disrupted due to a transport accident	Identification and rectification of black spot areas on roads	DSG, Council, Australian Government	Ongoing
		Community education (speeding, DUI, fatigue	Australian and Tasmanian Governments	Ongoing
		Identification of alternative traffic routes	Tasmanian Government, Council	Short-term
GC 26.02	There is a risk that pollution of the environment will occur from a transport accident or from the clean-up operations	Development of plans and protocols to deal with expected problems with pollution eg. oil spills	Tasmanian Government, Council	Short-term
		Identification and provision of resources to deal with pollution	Tasmanian Government, Council	Short-term
		Monitoring of affected sites to mitigate migration of pollutants from control areas and also long-term environmental effects of the affected area	Tasmanian Government, Council	Ongoing
GC 45 Crowded places				

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 45.01	There is a risk to the community attending mass gathering events	Adherence to protocols and guidelines for health and safety in public places	Council, Tasmanian Government	Ongoing
GC 49 Terrorism				
GC 49.01 N	There is a risk that an act of terrorism will affect the municipality	Support national and state strategies and legislation	Council, Tasmanian and Australian Governments	Ongoing
GC 50 Business continuity				
GC 50.1 N	There is a risk that the business of council will be disrupted by emerging events or infrastructure failure	Develop a business continuity plan	Council	Short-term

APPENDIX 3: MEMC Terms of Reference

Glenorchy
Municipal Emergency Management Committee
Terms of Reference

Committee	Glenorchy Municipal Emergency Management Committee (MEMC)
Date and status	Issue 13, October 2025
Enquiries	Executive Officer (Municipal Emergency Management Coordinator) Glenorchy City Council
Review notes	These Terms of Reference are due for review in October 2024
General standards & practices	The *Tasmanian Emergency Management Arrangements* (TEMA) describes the framework for this MEMC and its usual practices are aligned with the guidelines maintained by the SES for emergency management (EM) committees (available from www.ses.tas.gov.au). The following are specific to this Committee:
1. Authority & background	Section 20 of the *Emergency Management Act 2006* (the Act) establishes the Glenorchy MEMC within the EM framework for Tasmania's Southern Region.
2. Purpose	Section 22 of the *Act* outlines the MEMC's purpose and functions generally as: *"…to institute and coordinate, and to support the institution and coordination of, emergency management in the municipal area, or in the case of a combined area, in the municipal are that constitutes the combined area, including the preparation and review of the Municipal Emergency Management Plan and Special Emergency Management Plans that relate to emergency management …"*
3. Role and functions	3.1.1 Institute and coordinate policy, arrangements and strategies for municipal EM, aligning activities where relevant with regional strategies and priorities.
	3.1.2 Determine and review EM policy for the municipal area, including the performance of hazard risk assessment and management in accordance with current and relevant standards
	3.1.3 Enhance EM arrangements by reviewing the management of emergencies that have occurred in the municipal area/s and identifying excellence as well as opportunities for improvement.
	3.1.4 Oversee management of emergencies where Council resources are required to support response and recovery.
	3.1.5 Report to the Regional Controller on any municipal matters that relate to the functions of the Regional Controller or the Southern Regional Emergency Management Committee.
	3.1.6 At the direction of the MEMC Chairperson or Municipal Coordinator, assist them or Council with the performance/exercise of functions and powers under the Act.
	3.1.7 Provide a municipal forum for organisations with EM responsibilities in the municipal area.
	3.1.8 Coordinate/participate in at least municipal EM exercise every two years.
	3.1.9 Support the activities of responding organisations during an emergency impacting the municipality.
	3.1.10 Coordinate a post-emergency operational debrief for all organisations involved in an emergency event.

4.	*Reports to*	Southern Regional Emergency Management Committee
5.	*Membership*	Section 21 of the *Act* establishes arrangements for this committee's membership, supplemented by the following practices:

- membership is reviewed when Terms of Reference are reviewed and members are confirmed in writing by the responsible officer/manager
- proxies assume the member's role if the member is unable to attend the meeting or is unable to perform their usual role for the committee.

Invited guests support municipal emergency management as requested by the Chairperson, within their limits of safety and training.

6.	*Chairperson and role*	Mayor or delegate.

The role of the MEMC Chairperson is to:
- chair MEMC and meetings
- receive notification of emergencies from the Municipal Coordinator
- maintain contact with and support the Municipal Coordinator during an emergency
- maintain regular contact/liaison with the Municipal Coordinator in regard to administrative arrangements of the MEMC.

7.	*Executive Officer*	Municipal Coordinator

8.	*Members*	

- Mayor or delegate (Chair)
- Municipal Coordinator (Executive Officer)
- Deputy Municipal Coordinator
- Municipal Recovery Coordinator
- Deputy Municipal Recovery Coordinator
- Council: Manager Engineering, Design & Infrastructure
- Council: Coordinator Bushfire Management
- Tasmania Police – Glenorchy Inspector
- Resilience and Recovery Tasmania Representative
- Ambulance Tasmania – Southern Operations Manager
- Hobart District Nursing Service – CEO
- Nyrstar Representative
- Tasmania Fire Service – Derwent Group Officer
- Tasmania Fire Service – Hobart District Officer
- SES – Regional Coordinator
- SES – Regional Manager

9.	*Meetings*	The MEMC aims to meet twice a year unless an emergency occurs and a review of operational aspects of the Municipal Emergency Management Plan (MEMP) is required. Meetings are scheduled by the Executive Officer.
10.	*Nominated proxies*	Chairperson proxy: Mayor or delegate
		Executive Officer: Deputy Municipal Coordinator
11.	*Sub-committees*	There are no formal standing sub-committees of the Glenorchy MEMC. Recovery matters are dealt with through the MEMC.
12.	*Stakeholders*	Stakeholder groups of Glenorchy MEMC include but are not limited to:

- Utility service providers eg. Telstra, TasNetworks, Hydro, TasWater
- Recovery service providers eg. Centrelink, St Vincent de Paul, Red Cross.

13.	*Plan review process*	The MEMC formally reviews the MEMP every two years in conjunction with the MEMC meeting schedule. Reviews will, as a minimum, take into consideration: emerging risks and hazards and potential treatments; compliance of the plan with current legislation and policy; accuracy of content e.g. roles, procedures and contacts; functionality of the MEMP during emergencies; and comments and suggestions from key stakeholders.

APPENDIX 4: MEMC maintenance and activity schedule

Action	Responsibility	Frequency	Scheduled for conduct
Conduct meetings of the MEMC	Municipal Coordinator	Biannually	April, September
Conduct meetings of the Glenorchy Recovery Committee	Social Recovery Coordinator	Biannually	April, September
Coordinate emergency management training for selected worker member/s on rotating basis	MEMC	Annual	October
Plan, conduct and review an EM related exercise	MEMC	Annual	November
Review EM Plan and all appendices (including risk assessments and treatment strategies). Lodge plan with SREMC	MEMC	Annual	March
Review and update contact lists	Municipal Coordinator	Biannually	March, August
Attend SREMC meetings	Municipal Coordinator	Quarterly	As advised
Attend regional recovery meetings	Recovery Coordinator	Quarterly	As advised
Review Risk Treatment options in conjunction with strategic plan and budget	Municipal Coordinator	Biannually	March, September
Conduct meetings of Glenorchy Emergency Management Working Group	Municipal Coordinator	Biannually, as required	March, September

APPENDIX 5: Centres for emergency management

a   Muncipal Emergency Operations Centre (EOC)

The EOC is the municipality's operational focus point for providing municipal resources and support at the request of the relevant RMA.

	Municipal location	Contact	Regional location	Contact
Primary:	Works Centre 34 Vieste Dr, Glenorchy	Manager Works (or delegate) 03 6216 6495 0475 727 766 Or Duty Supervisor after hours 6216 6800	SES Southern Region Headquarters 1/28 Bathurst St Hobart	SES Duty Officer T: 03 6173 2707

To provide accurate and timely coordination of resources in an emergency, the existing management structure will be used as far as practical. Outdoor crews across the municipality will work together under the coordination of the EOC Manager, who would take advice from the MC for managing the allocation of resources. Supervisors and team leaders will be assigned specific responsibilities as they are defined. Refer to Duty Statements and Action Cards in *Appendix 6.*

b   Municipal Emergency Coordination Centre (ECC)

The ECC is the focal point for coordinating municipal consequence management activities arising from the emergency, including the activation of Council and community resources. The ECC also monitors operational activities, coordinates the provision of information to local communities and identifies and coordinates local community recovery support.

	Municipal location	Contact	Regional location	Contact
Primary:	Council Committee Room & Chambers 374 Main Road, Glenorchy	MC, Deputy MC T: 0409 242 171	SES Southern Region Headquarters 1/28 Bathurst St Hobart	Regional Coordinator T: 03 6173 2707
Secondary:	Moonah Arts Centre 23 – 27 Albert Road Moonah 7009	MC, Deputy MC T: 0409 242 171		

Refer to Refer to Duty Statements and Action Cards in *Appendix 6* and ***EMSOP 5: Customer Service and Establishment of Coordination Centre*** for specific details on establishing the ECC and the procedures to follow once staff become aware of an event, noting the following:

- All significant emergencies will be referred to the MC/DMC on roster.

- The MC/DMC will advise the General Manager, Mayor and MEMC about the emergency and that identified Council staff may be required to undertake ECC functions.

- The MC/DMC is responsible for assessing the emergency and determining the appropriateness of establishing the ECC, considering whether or not:

  o   coordination of local resources is required by external agencies;

  o   it is expected that significant community impact will result from the event; and/or

  o   demand on resources is greater than normal operational resources available.

- Personnel required in the ECC will be determined by the MC. Depending on the emergency, the number and expertise of personnel will vary, but will generally comprise the MC, Administration Officer, Works Centre Communicator, GIS Officer, Recovery Coordinator and Communications Officer.

- All staff designated as having ECC functions will undergo appropriate training, with skills validated on a regular basis.

Telephone Operator/Administrative Officer

A staff member familiar with communications will be assigned to establish and oversee all necessary radio and telephone communications to the incident controller, support agencies, Council and SES Regional Headquarters and maintain the operations logs and status boards.

Administration staff

Council will provide staff who will be responsible for:

- operating telephones and/or radios as required
- undertaking administrative tasks as required
- ensuring the needs of ECC staff are met, eg. welfare and nourishment
- acting as messengers, if required
- maintaining event records, including using WebEOC.

GIS Officer

Council's GIS Officer will plot spatial data as required to map the location of incidents and impacts, and information about the deployment of Council resources. If Council's GIS officer is unavailable, Council may request assistance from a local, contracted provider or another member of staff. The MC can provide more information.

Liaison Officers

Each organisation involved in providing operational support in an emergency may provide a Liaison Officer to the ECC, being a person nominated to represent his/her organisation. Liaison Officers provide advice about their organisation's resources, structures and capabilities, act as a conduit for information, and may be authorised to commit resources.

Council may also be required to provide a Liaison Officer to support a RECC or the RMA's or Support Agency's EOC.

Customer Service Team

The Customer Service Team may become aware that an emergency situation is imminent and will:

- notify the MC that an event is potentially unfolding and normal channels are unable to cope with the volume of calls
- direct calls relating to the emergency according to instructions provided by the MC
- if the MC declares an 'Emergency Situation', be aware that an ECC will be established to respond to emergency calls
- liaise with the MC regarding after-hours operation of the call centre.

All media enquiries are to be referred to the ECC.

APPENDIX 6: Duty Statements and Action Cards

The following Duty Statements and Action Cards are designed to provide an abbreviated prompt to key emergency management personnel on the actions they need to consider when an emergency occurs. They can be extracted from the Plan and kept in a readily available location.

These arrangements are designed to be flexible and scalable and one person may fulfil more than one function, dependent upon the scale and nature of the emergency. Should the event be larger than Council's capacity to respond, the MC will seek support from the REMC.

MEMC Duty Statements

Committee

When it meets prior to or during an emergency, MEMC is to provide strategic advice on the management of emergencies where Council resources are required to support response and recovery. The committee shall also consider the following:

- nature of the emergency
- resources available to deal with the event
- task prioritisation
- communications
- business continuity
- community engagement
- recovery.

Chairperson

1. Chair the MEMC.

2. Arrange for reports to Council, on an as needs basis, covering the activities of the MEMC and related emergencies.

3. Maintain regular contact/liaison with the Municipal Coordinator and General Manager regarding MEMC and MECC administrative arrangements

4. Receive notification of emergency from the Municipal Coordinator and General Manager.

5. If appropriate, during an emergency, convene MEMC and support the Municipal Coordinator,

Executive Officer (Municipal Coordinator)

1. Undertake the role of MEMC Executive Officer and carry out the administrative functions of that role.

Committee Members

1. Provide advice within their field of expertise.

2. Coordinate and manage resources from their respective organisation in support of the MEMC.

ACTION CARD 1

GLENORCHY CITY COUNCIL

Position: **MAYOR**

Responsible to: **Glenorchy City Council**

DUTIES

1. Receive notification of emergency from Municipal Coordinator/General Manager

2. Advise and inform Councillors, if appropriate

3. Maintain contact with and support Municipal Coordinator/General Manager

4. Manage ongoing information to Councillors

5. Undertake the role of Council spokesperson for the local community and for providing information to the community and media in relation to the municipal area

6. Chair or delegate chairing MEMC meetings

7. Establish and maintain links with Australian and Tasmanian Government Ministers, when appropriate.

8. Establish and maintain community profile

9. Promote and support emergency relief appeal arrangements

ACTION CARD 2

GLENORCHY
CITY COUNCIL

Position: **MEMC CHAIRPERSON**

Responsible to: **Mayor/Glenorchy City Council**

DUTIES

1. Chair MEMC

2. Receive notification of emergency from Municipal Coordinator/General Manager

3. If appropriate, convene the MEMC and support the Municipal Coordinator

4. Maintain contact with & support the Municipal Coordinator and General Manager

5. If appropriate, support and liaise with the Mayor and other Councillors, including arranging reports to Council covering activities of the MEMC, MECC and related EM activities

6. Maintain regular contact/liaison with the Municipal Coordinator regarding MEMC administrative arrangements and meetings

ACTION CARD 3

GLENORCHY
CITY COUNCIL

Position: **GENERAL MANAGER**

Responsible to: **Glenorchy City Council**

DUTIES

1. Establish and maintain contact with the Mayor (and Councillors if warranted)

2. Assist the Mayor with community and media information

3. Manage ongoing information to the community and media

4. Manage ongoing information to Council staff

5. Liaise with and support the Municipal Coordinator

6. Authorise the use of resources as appropriate, outside normal operating guidelines, in support of Council's response to an emergency

7. Ensure accurate records of financial expenditure associated with the emergency are kept

ACTION CARD 4

GLENORCHY
CITY COUNCIL

Position: **MUNICIPAL COORDINATOR**

Responsible to: **General Manager**

DUTIES

As prescribed in the *Emergency Management Act 2006* and include:

1. Responsible for overall management of Council's role in supporting response to the emergency

2. Notify and liaise with the Mayor, MEMC Chairperson, General Manager and other MEMC members of the emergency or potential emergency

3. Ensure the MEMC Chairperson is fully briefed

4. Activate the municipal EOC and MECC as appropriate, and assist the Manager Works with EOC resourcing

5. Manage functions, resources and activities in the MECC

6. Liaise with emergency services

7. Liaise with the Regional Controller, as appropriate, and the Regional Coordinator

8. As MEMC Executive Officer, convene MEMC meetings and liaise with members

9. Represent Council at SREMC meetings

10. Lead activities in accordance with the MEMP

11. Liaise with the Municipal Recovery Coordinator and regional recovery authorities

ACTION CARD 5

GLENORCHY
CITY COUNCIL

Position:　　　　　**DEPUTY MUNICIPAL COORDINATOR**

Responsible To:　　　**General Manager/Municipal Coordinator**

DUTIES

As prescribed in the *Emergency Management Act 2006* and include:

1.　Assist the Municipal Coordinator in all duties

2.　Act as Municipal Coordinator in their absence

3.　Participate and contribute to the work of the MEMC and MECC

ACTION CARD 6

GLENORCHY
CITY COUNCIL

Position: **RECOVERY COORDINATOR**

Responsible To: **Municipal Coordinator**

DUTIES

1.   Receive notification of emergency from Municipal Coordinator

2.   Identify and establish an Evacuation Centre or other Community Centre, as requested by the Municipal Coordinator

3.   Notify and liaise with appropriate recovery organisations and personnel

4.   Liaise and maintain contact with Resilience and Recovery Tasmania (DPAC), including throughout the provision of services to the community

5.   Maintain contact with and support the Municipal Coordinator

6.   Manage assessment of community needs, with support from SREMC

7.   Manage and maintain the activities of an Evacuation Centre or other Community Centre, including recording expenditure associated with the emergency

8.   Participate in and contribute to the work of the work of the MEMC and MECC

ACTION CARD 7

GLENORCHY CITY COUNCIL

Position: **EOC MANAGER**

                       (MANAGER WORKS OR DELEGATE)

Responsible To: **General Manager/Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Ensure identified plant, equipment and other resources are available

3. Coordinate field operations relevant to the emergency

4. Establish and manage the EOC as requested by the Municipal Coordinator

5. Maintain contact with and support Municipal Coordinator

6. Record expenditure associated with the emergency

7. Participate in and contribute to the internal Emergency Management Working Group

ACTION CARD 8

GLENORCHY
CITY COUNCIL

Position: **EVACUATION CENTRE MANAGER**
                      (RECOVERY COORDINATOR)

Responsible To: **Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Establish Evacuation Centre and other Community Centres, as requested

3. Acquire and provide human/physical resources to sustain the operations of the Evacuation Centre

4. Maintain safe and effective coordination of activities at the Evacuation Centre

5. Maintain liaison with and support Municipal Coordinator and Deputy Municipal Coordinator

ACTION CARD 9

GLENORCHY CITY COUNCIL

Position: **ECC LOGISTICS COORDINATOR**

Responsible To: **Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Assist with the establishment of an EOC and the MECC, as requested

3. Acquire and supply human/physical resources to sustain the operations of these centres

4. Maintain liaison with and support Municipal Coordinator and Recovery Coordinator

ACTION CARD 10

GLENORCHY CITY COUNCIL

Position: **ECC ADMINISTRATION OFFICER**

Responsible To: **Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Assist with the establishment of an EOC and the MECC as requested

3. Support officers within the MECC with any administrative and other miscellaneous activities including phone calls, radio calls, nutritional provisions

4. Maintain contact with and support the Municipal Coordinator and Recovery Coordinator

APPENDIX 7: Standard Operating Procedures

When first advised of an emergency or potential emergency, the following roles and responsibilities will be followed. Council also maintains a series of Emergency Management SOPs (EMSOPs) to complement this MEMP. A list of these is provided at *Appendix 1*.

First alert – Municipal Coordinator (MC)

When first alerted about an emergency or potential emergency the MC must:

a   assess the necessity to establish the MECC and/or EOC
b   contact the Manager Works to alert/activate response EOC teams/supervisors and other potentially affected operational areas as deemed appropriate
c   notify Council's General Manager
d   notify the Media Officer/Executive Officer
e   contact the staff who may have a direct role in the emergency.

If the first alert is received outside usual working hours, the MC must re-assess and determine the appropriate people to contact, including the Duty Officer. Such contact will depend on the type and extent of the incident.

Liaison with emergency services

In the event of an emergency within the municipal area that threatens life and/or property, the MC will liaise with emergency services and SREMC through the Regional Coordinator or Regional Controller, who will arrange for briefings from the RMA. These briefings will identify the role of Council and the physical and human resources that may be required to assist.

Bushfire

The MC will be advised of days of total fire ban declared by the TFS and days of increased fire risk. This will provide the trigger to alert Council staff to be vigilant in identifying fire outbreaks and monitoring the situation.

Should any Council employee become aware of a fire that may have the potential to threaten any residential area of Glenorchy it will be reported immediately to TFS (phone 000) in the first instance, and then the MC. The MC shall contact the Manager Works or other nominated officer to be responsible for the coordination of information and response.

Council's employees are not required to provide frontline firefighting capability, however, support to the TFS will be provided in mop-up operations when the major fire risk has abated.

Flood

SES receives flood alerts and warnings from BOM and for conveys that advice to local government authorities that may be affected by potential floods.

Council is responsible for supporting the community during a flood emergency. The MC will be provided with advice on the potential for flood events, the possible extent of flood inundation, and the resources available from SES to assist with flood mitigation actions. If evacuation is required, the decision to evacuate will be made by the RMA (SES) in consultation with the Regional Controller.

Depending upon the severity of the event and potential for flooding, the MC may request the Manager Works to move all available crews to flood response operations and activate the EOC.

Storms

SES receives storm warnings from BOM and conveys that advice to the local government authorities that may be affected. The MC will be advised of any severe weather warnings that are issued by BOM that indicate an impact within the Glenorchy municipal area.

SES will provide initial response to any report of structural damage. In severe events, Council may be requested to support SES in responding to calls for assistance from the community. This request will be received through the MC. Depending upon the severity of the event, the MC may request the Manager Works to move all available crew to flood response operations and, if necessary, activate the EOC.

APPENDIX 8: Evacuation centres

This list summarises locations that may be useful for managing emergencies.

Centre, location title and contact	Facilities	Location	Normal usage	Could be used for	Comments
Metro Football Club ground Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 350	Kitchen facilities Large hall space and smaller separate rooms suitable for meeting room Tables and chairs Internet capability toilets and showers, lift access to changing rooms downstairs. Large grounds for animals, Good carparking space	155 Allunga Road, Chigwell, 7011	Daily	Assembly Evacuation Centre Information	May be cut off in flooding Primarily for bushfire evacuation Disability accessible facility
Moonah Community Centre Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 300	Commercial kitchen Large hall space 2 smaller breakout spaces Smaller office area Internet capability Tables and chairs 2 Male toilets, 1 urinal, 3 Female toilets, 1 unisex toilet and 1 staff toilet	7 Gormanston Road, Moonah	Daily	Assembly Evacuation Centre Information	Located next to Benjafield Park and barbecue area Walking distance from Moonah CBD, childcare centre and Multicultural Hub Limited parking Off main road – may be difficult for people to locate easily
Moonah Arts Centre Contact: PH: Andy Clark 0421 009 776 PH: General number business hours 6214 7633 Capacity – 100	Unisex toilets and accessible toilet Commercial kitchen Kiosk/server area Screen & Projector Office spaces Additional small kitchen Large performance space for main room and two additional spaces suitable for smaller groups and meeting room Fenced outdoor courtyard Tables and chairs Internet capability	23-27 Albert Road, Moonah	Occasional	Assembly Evacuation Centre Recovery Information	Close to shops, services and bus route Near shopping centre Car parking

Centre, location title and contact	Facilities	Location	Normal usage	Could be used for	Comments

Information and Recovery Centres

Centre, location title and contact	Facilities	Location	Normal usage	Could be used for	Comments
Berriedale Community Centre Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 100	1 male, 2 urinal, 2 female toilets and 1 unisex accessible toilet One large room ground level & smaller room and office space upstairs Commercial kitchen Office space-computers on ground level Internet capability Small outdoor grassed barbecue area	631 Main Rd Berridale	Occasional	Assembly Evacuation Centre Recovery Information	Close to shops, bus route, Chigwell and Bucaan community centres and the Child and Family Centre Has own carpark
Chigwell Barn Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 150	Adjacent to large Reserve 1 male, I urinal and 2 female toilets No accessible toilet Large hall space Kitchen for warming food/server Small breakout room Minimal tables and chairs Storage cupboards Internet capability	10 Bucaan St Chigwell	Daily	Assembly Evacuation Centre Recovery Information	Adjacent to Bucaan Community House, BBQ area and small shopping centre Has own carparking
Tolosa Hall Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 200	2 male, 2 single urinals, 3 female toilets and 1 unisex accessible toilet Kitchen for warning food Tables and chairs 1 large hall space Smaller space suitable for meeting room/office Internet capability	148 Tolosa St Glenorchy	Occasional	Assembly Evacuation Centre Recovery Information	Limited infrastructure Limited parking Near built-up area Close to Tolosa Park and Dominic College

Glenorchy MEMP   Issue 123, October 2025   Page 83 of 86

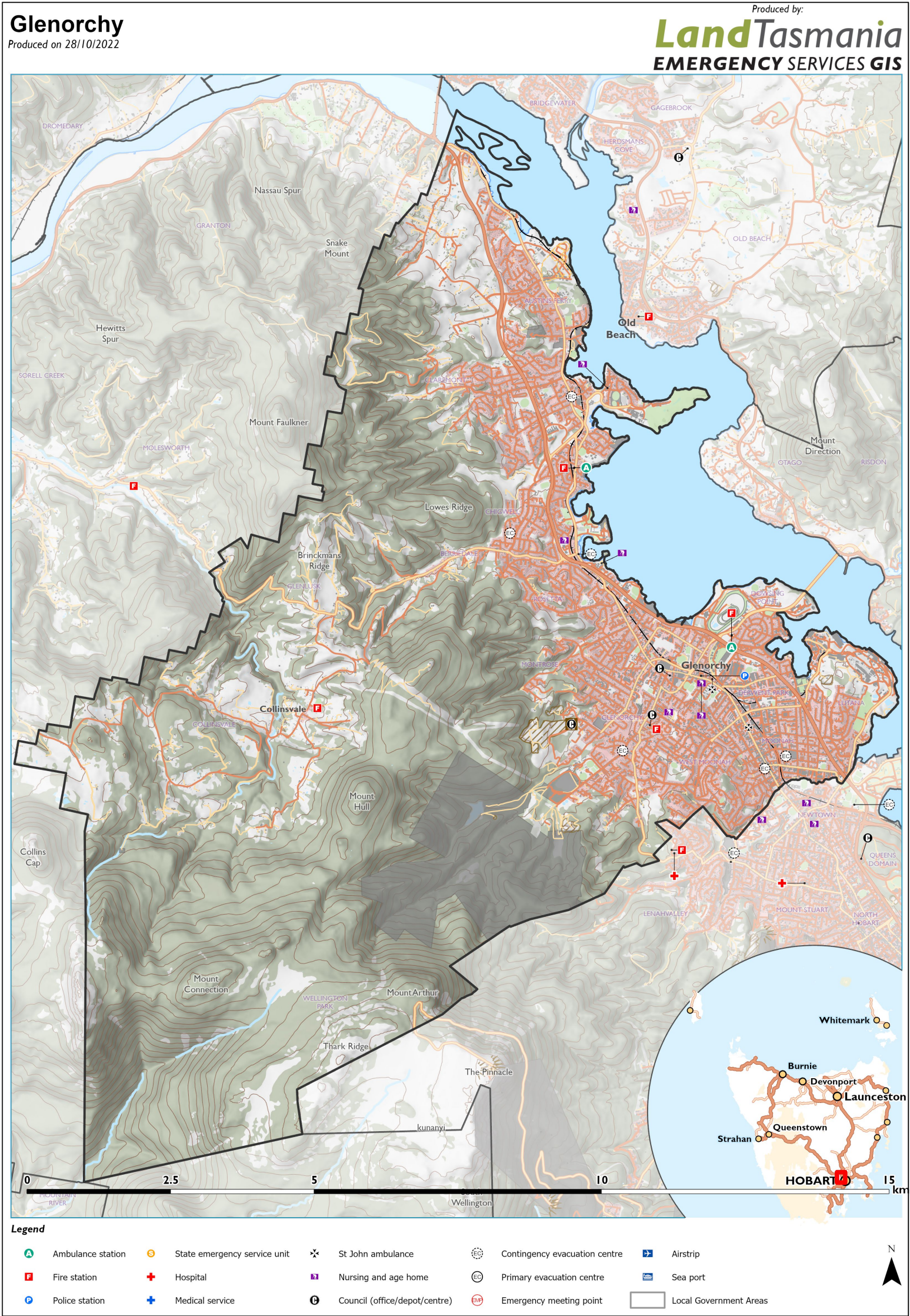## APPENDIX 9: Nearby Places of Last Resort

Nearby places of last resort where people can shelter during bushfires. Sheltering at a place of last resort is not without risk during an emergency.

TFS identifies Nearby Safer Places and lists these in *Community Bushfire Protection Plans*. Glenorchy refers to these places as Places of Last Resort as safety cannot be guaranteed and it is preferred that people evacuation earlier and safely.

Nearby Places of Last resport are identified below:

Row	Nearby Safer Place	Location	Community Bushfire Protection Plan	Fire Danger Rating/Index	Comments
1	Abbotsfield Park Claremont	Adelphi Rd Claremont	Granton Area	Catastrophic 100+	Sportsground
3	Rosetta Primary School	34 Riverview Pde Rosetta	Glenorchy Area	Catastrophic 100+	School buildings, toilets, sportsground
4	Chapel St Reserve	Chapel St Glenorchy	Glenorchy Area	Catastrophic 100+	Open Reserve
5	Dominic College Soccer Grounds	Tolosa St Glenorchy	Glenorchy – Lenah Valley Area	Catastrophic 100+	Open Reserve
6	Collinsvale Reaction Ground & War Memorial Hall	14 Hall Rd Collinsvale	Collinsvale Area	Catastrophic 100+	Sportsground, buildings, toilet
7	Jim Bacon Reserve	Devines Rd West Moonah	Glenorchy – Lenah Valley Area	Catastrophic 100+	Open reserve

APPENDIX 10: Map of municipality and location of key services

Glenorchy MEMP   Issue 12, January 2023   Page 86 of 86

Glenorchy City Council

Emergency Management Plan 2025 to 2029

GCC.TAS.GOV.AU

GCC.TAS.GOV.AU

Document Summary

DOCUMENT NAME	Glenorchy Municipal Emergency Management Plan
VERSION	13.0
OWNER	Glenorchy Municipal Emergency Management Coordinator
AUTHOR(S)	Glenorchy Municipal Emergency Management Coordinator Glenorchy Emergency Recovery Coordinator
RELEASE DATE	28/11/2025
RELEASE STATUS	Pending

Approval:

Approval Authority:	State Emergency Management Controller

Signature:

Date:

Version Control

VERSION	DATE	AUTHOR(S)	SUMMARY OF CHANGES
Issue 5	1999	Review and rewrite	Issue 5
Issue 6	2006	Review and rewrite	Issue 6
Issue 7	2010	Review and rewrite	Issue 7
Issue 8	2013	Review and rewrite	Issue 8
Issue 9	2015	Review and rewrite	Issue 9
Issue 10	2016	Review and update	Issue 10
Issue 11	2020	Review and update	Issue 11
Issue 12	2022	Review and update, incorporating new warnings, map, recovery information	Issue 12
Issue 13	2025	Review and update, incorporating new warnings, map, recovery information	Issue 13

Table of Contents

List of tables

List of figures

Section 1: Overview

Glossary of terms

Terms used are consistent with the Tasmanian Emergency Management Arrangements (*TEMA*). The *Emergency Management Act 2006 (the Act)* abbreviates some titles (eg. Municipal Committee instead of Municipal Emergency Management Committee). This practice also applies to this plan.

Table 1: Terms

Term	In the context of this plan, this means:
Affected Area Recovery Committee (AARC)	a committee established to collaboratively plan, prioritise and coordinate longer-term regional and/or local recovery activities after an emergency, in accordance with section 24E of the Act, generally comprising members of the affected community, council/s and relevant Tasmanian Government agencies
biosecurity	measures to protect the economy, environment and human health from the negative impacts associated with the entry, establishment or spread of exotic pests (including weeds) and diseases
capability	a function of human and physical resources, systems, processes, training and the supply chain, for example, trained personnel with equipment ready for deployment
capacity	the extent to which a capability can be applied to a particular task or function
combined area	means two or more municipal areas determined by the Minister to be a combined area under section 19 of the Act
command	the internal direction of an organisation's resources in an emergency
Community Centres *NB. Different centre types may be located at one site*	**Evacuation Centre**: a place or facility established to provide people affected by an emergency with temporary shelter
	Information/Service Centre: a place or facility established to provide information about an ongoing emergency, emergency response and/or relief services to assist those affected by the event
	Recovery Centre: a place or facility established to provide information and/or services to support the recovery of people affected by an emergency
companion animal	a captive-bred animal that is not commercial livestock
consequence management	activities undertaken to manage the consequences of an emergency and/or emergency response and minimise recovery needs, including but not limited to measures to protect public health standards, restore essential services and provide relief and financial assistance
consultation framework	a framework comprising groups of people within the emergency management sector and the way these groups contribute to decision-making through consultation and collaboration; groups may include established committees and related stakeholder groups, supplemented by temporary working groups
control	the overall direction and management of emergency management activities in an emergency situation; authority for control is established in legislation or in an emergency plan and carries with it responsibility for tasking other organisations in accordance with the needs of the situation; control relates to situations and operates horizontally across organisations
coordination	the act of bringing together organisations and other resources to support an emergency management response, and which involves the systematic acquisition and application of resources (organisational, human and equipment)
Council	in the context of this plan, Council refers to the Glenorchy local government authority
counselling	direct assistance provided by relevant service professionals to emergency-impacted people who may be having problems coping with the aftermath of an emergency
debrief	an activity held at the end of a task, shift or incident that is intended to gather information from action participants to gauge the success or otherwise of the action/s in which they participated
Deputy Municipal Coordinator (DMC)	a person appointed as Deputy Municipal Emergency Management Coordinator under section 23 of the Act, who supports and can act for the Municipal Coordinator when the Municipal Coordinator is: • absent from duty or Tasmania

Term	In the context of this plan, this means:
	• unable to perform Municipal Coordinator duties (permanently), or • temporarily not appointed (eg. has resigned)
emergency	an event, actual or imminent, that endangers or threatens to endanger life, property or the environment, and that requires a significant and coordinated response
emergency centres	**Emergency Coordination Centre (ECC):** a facility that can be established at a municipal, regional and/or state level to support the coordination and organisation of service provision in an emergency
	Emergency Operations Centre (EOC): a facility, either static or mobile, from which the total operational response (or aspects of the operational response) to an incident or emergency is controlled, coordinated and managed
	Incident Control Centre (ICC): the location or facility at which the Incident Controller and members of the Incident Management Team provide overall direction of response activities
emergency management	the planning, organisation, coordination and implementation of measures that are necessary or desirable to prevent, mitigate, respond to, resist, adapt to, overcome and recover from an emergency; can include civil defence, emergency-related research or training, or the development of emergency policy and procedures relating to any of these measures or actions
emergency management plan	a document required by the *Act (and other legislation that requires emergency management-related plans)* that describes governance and coordination arrangements and assigned responsibilities for a: geographic area; identified hazard; or function relevant to emergency management; includes descriptions of processes that provide for safe and effective operations in emergency situations
emergency management worker	Includes a member of a statutory service, whether for payment or other consideration or as a volunteer, an authorised officer or a person who does (or omits to do) any act to assist or works under the direction or control of an authorised officer
emergency powers and special emergency powers	powers specified in Schedules 1 and 2 of the Act
emergency risk management	a systematic process that identifies, mitigates and manages emergency-related risks, including through a range of control measures that contribute to the safety and wellbeing of communities and the environment
environment	*components include: land, air and water; organic and inorganic matter; living organisms; human-made or modified structures and areas; interacting natural ecosystems; and all other components of the earth further defined by the Act*
exercise	a simulated emergency scenario designed to validate emergency management arrangements and/or familiarise workers with them
hazard	*a place, structure, source or situation that may potentially endanger, destroy or threaten to endanger or destroy human life, property or the environment*
Liaison Officer	a person nominated to represent his/her organisation and: provide advice about the organisation's resources, structures and capabilities; act as a conduit for information; and may be authorised to commit resources
Management Authority	Management Authorities provide direction so that capability is maintained for identified hazards across the prevention and mitigation, preparedness, response and recovery phases (PPRR), as well as assessing and validating the effectiveness of the strategies they implement
Municipal Emergency Management Committee (MEMC) Chairperson	the person determined by Council to be the Chairperson of the municipality's MEMC under section 21(2) of the Act
Municipal Committee	a Municipal Emergency Management Committee established under section 20 of the Act
Municipal Coordinator (MC)	a person appointed as a Municipal Emergency Management Coordinator under section 23 of the Act
Municipal Recovery Coordinator (MRC)	a Council employee responsible for recovery at the municipal level, appointed under section 24G of the Act
Permanent Timber Production Zone land	a land classification established under the *Forest Management Act 2013* to replace the formerly used term 'state forest'

Term	In the context of this plan, this means:
preparedness	planned and coordinated measures that are undertaken to ensure safe and effective response and recovery can occur
prevention and mitigation	planned and coordinated measures that eliminate or reduce the frequency and/or consequences of emergencies
public information	In an emergency, refers to the function and/or resources used to develop and manage information intended for circulation to members of the public
recovery	activities and processes undertaken to help return all or part of the social, economic, environmental and/or infrastructure features of an emergency-affected area/community to a functional standard, and/or that help the area/community to deal with the impacts of the emergency, both during and after the event
Recovery function	a particular activity or group of activities that may be undertaken as part of recovery efforts
Regional Controller	a *person appointed as Regional Emergency Management Controller under section 17 of the Act*, who is either: a police commander determined by the Commissioner of Police and the State Controller, or a person appointed by the Minister
Regional Emergency Coordination Centre (RECC)	a facility from which regional coordination of emergency (consequence) management occurs during the response phase
Regional Emergency Management Committee (REMC)	a Regional Emergency Management Committee established under section 14 of the Act
Regional Emergency Management Plan (REMP)	a regional-level plan developed and amended from time to time and approved by the State Controller under section 33 of the Act
Regional Coordinator	the person appointed to the position of State Emergency Service (SES) Emergency Management Planner (South)
Regional Social Recovery Officer	a Tasmanian State Service employee who is nominated and authorised to coordinate the delivery of social recovery services within a region, in collaboration with the relevant Municipal Recovery Coordinators and their deputies
Register.Find.Reunite (RFR)	a service managed by Australian Red Cross that registers, finds and reunites family, friends and loved ones after an emergency
response	actions taken in anticipation of, during and immediately after an emergency to minimise the effects of the emergency and provide emergency-affected people with immediate relief and support
risk	derived from a combination of the probability of an event occurring and the severity of its negative consequences
risk assessment	methodology used to determine the nature and extent of risk, by analysing potential hazards and existing conditions of vulnerability that together could potentially harm people, property, services, livelihoods and the environment on which they depend
situational awareness	individual or group knowledge and understanding of an emergency as it unfolds, including how the situation could potentially evolve, to provide advance warning of impending threats and to facilitate the planning of response and mitigation strategies
Standard Operating Procedure	an agreed and standardised set of directions for actions to be taken
State Controller	a person appointed as State Emergency Management Controller under section 10 of the Act, who is either: • head of the Department of Police, Fire and Emergency Management, or • a person appointed by the Minister
state of alert	under Division 3A of the Act, a state of alert may be declared when there is a significant threat of an emergency occurring in Tasmania, or credible information that an emergency existing outside Tasmania may impact on Tasmania
state of emergency	under Division 4 of the Act, a state of emergency may be declared when an emergency, or significant threat of emergency, exists within Tasmania, and in which special emergency powers may be required
Support Agency	**Assisting Support Agency:** an organisation with specific capabilities or resources that complement the Primary Support Agency in delivering the relevant support function

Term	In the context of this plan, this means:
	Primary Support Agency: an organisation responsible for the delivery and/or coordination of specific support functions or resources that address a particular need and have the capability to command their own resources, as agreed and identified by and in coordination with the Management Authority
validation activities	activities including exercises, operational debriefs, workshops and reviews, which are conducted to assess or review the effectiveness of emergency management arrangements
warning	dissemination of a message that signals an imminent hazard (or hazards), and which may include advice on protective measures
worker	a generic term used to describe people who perform defined functions and paid or unpaid work for an organisation or system, including staff, volunteers, trainees and contractors/consultants

Acronyms

Acronyms used in this plan are consistent with the *TEMA*.

Table 2: Acronyms

Acronym	Stands for ...
AARC	Affected Area Recovery Committee
AFDRS	Australian Fire Danger Rating System
AIIMS	Australasian Inter-Service Incident Management System
AT	Ambulance Tasmania
BOM	Bureau of Meteorology
CBRN	Chemical, Biological, Radiological, Nuclear
DECYP	Department *for* Education, Children and Young People
DSG	Department of State Growth
DMC	Deputy Municipal Coordinator
DMRC	Deputy Municipal Recovery Coordinator
DoH	Department of Health
DoJ	Department of Justice
DOTAF	Department of Treasury and Finance
DPAC	Department of Premier and Cabinet
DPFEM	Department of Police, Fire and Emergency Management
ECC	Emergency Coordination Centre
EM	emergency management
EOC	Emergency Operations Centre
EPA	Environment Protection Authority Tasmania
GIS	Geographic Information System
GM	General Manager (Council)
ICC	Incident Control Centre
LC	Logistics Coordinator
MC	Municipal Coordinator
MECC	Municipal Emergency Coordination Centre
MEMC	Municipal Emergency Management Committee
MEMP	Municipal Emergency Management Plan (this plan)
MRC	Municipal Recovery Coordinator
NGO	Non-Government Organisation
NRE Tas	Department of Natural Resources and Environment Tasmania
OSEM	Office of Security and Emergency Management (DPAC)

Acronym	Stands for ...
PHS	Public Health Service (DoH)
PIU	Public Information Unit (DPAC)
PPRR	Prevention and Mitigation, Preparedness, Response and Recovery
PWS	Parks and Wildlife Service (NRE Tas)
RC	Recovery Coordinator
RCM	Recovery Centre Manager
RECC	Regional Emergency Coordination Centre
REMC	Regional Emergency Management Committee
REMP	Regional Emergency Management Plan
RFR	Register.Find.Reunite service
RMA	Response Management Authority
RRT	Resilience and Recovery Tasmania (DPAC)
RSRC	Regional Social Recovery Officer
SCC	State Control Centre
SEMC	State Emergency Management Committee
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SOP	Standard Operating Procedure
SREMC	Southern Regional Emergency Management Committee
SITREP	Situation Report
TASDRA	Tasmanian Disaster Risk Assessment (2022)
TASPOL	Tasmania Police
TEIS	Tasmanian Emergency Information Service (call centre)
TEMA	Tasmanian Emergency Management Arrangements
TERAG	Tasmanian Emergency Risk Assessment Guidelines
TFS	Tasmania Fire Service
THS	Tasmanian Health Service
TRRA	Tasmanian Relief and Recovery Arrangements

Introduction

Effective emergency management (EM) relies on collaborative partnerships between people, businesses, local EM organisations, community groups and all tiers of government.

Glenorchy City Council (Council) has an important role in EM, including maintaining and providing resources and vital information about the community that may be required to support emergency response and recovery.

Council is committed to achieving a high standard of EM capability by:

a   maintaining the structure and functions of Council's **Municipal Emergency Management Committee (MEMC)**

b   maintaining, reviewing and updating Council's EM plan every four years or after any major emergency

c   developing and maintaining other supportive documents that describe Council's EM capabilities and arrangements

d   defining and adequately addressing all elements of the Prevention and Mitigation, Preparedness, Response and Recovery (PPRR) phases of EM

e   recognising the value of community contributions and engaging with the community in relation to Council's EM arrangements, as and when required

f   maintaining an EM review and validation system, based on the principles of continuous improvement

g   participating in Tasmania's regional and state-level EM structures, as appropriate and required.

Authority

This Municipal Emergency Management Plan (MEMP) is maintained by Council in accordance with the requirements of the *Emergency Management Act 2006* (Act) and issued under the authority of the State Emergency Management Controller (State Controller). See *Section 7* for more information.

Purpose

The purpose of this MEMP is to describe and communicate Council's arrangements for managing emergency-related risks to the community and mitigating the impact and consequences of emergencies on life and property in Glenorchy.

Objectives

The objectives of this MEMP are to:

a   Describe and communicate roles and responsibilities (who, what, when) in relation to identified hazards, PPRR and EM functions.

b   describe current arrangements, including:

   i   the legislated requirement to maintain this plan

   ii   protocols for coordinating mutual support with neighbouring councils

   iii   ways to request/access additional support from regional, state and federal levels.

c   increase community awareness, preparedness and resilience to all hazards

d   inform State Government EM agencies regarding Glenorchy City Council's EM capabilities and procedures.

e   provide a framework for the ongoing identification and assessment of hazard risks to the safety and wellbeing of the local community (including across social, economic, environmental and infrastructure domains) and risk treatment options.

Scope and application

The arrangements described in this MEMP are designed to address emergencies that are:

a   caused by hazards impacting the Glenorchy municipal area, and

b   able to be managed through the capability of local EM structures.

This MEMP is consistent with the **Tasmanian Emergency Management Arrangements (TEMA)** and applies to all types of emergencies – not just natural disasters – that may occur in the Glenorchy municipal area. A map of the municipality is included at *Appendix 10*.

All EM arrangements are intended to be scalable and flexible so they can be adapted across the PPRR spectrum, taking into account that legislated powers and/or other authorised structural arrangements may be established to complement existing plans in response to a particular event. Arrangements for specific hazards or functions are described in the documents listed at *Appendix 1*.

Activation

Activation of this MEMP may be recommended or directed by the Southern Regional Emergency Management Controller (Regional Controller), via the Regional Coordinator, who also Chairs the

Southern Regional Emergency Management Committee (REMC) or the MEMC Chairperson, in consultation with the Municipal Coordinator.

The Municipal Coordinator (MC) may also activate specific sections of the MEMP. Communication may occur between the MC and responsible officers in other Tasmanian Government agencies (as identified in *Section 2*) to inform decisions about activation.

Disclosure of Information

Schedule 1, clause 1(q) of the *Emergency Management Act 2006* (the Act) provides that an authorised officer may "require any person to answer any questions asked by the authorised officer or to **provide any document or other information** required by the authorised officer that is in the control of the person". This means that, where emergency services formally request access to personal information about ratepayers, the Council is legally obliged to provide that information. In addition to the power to request information, authorised officers have a range of other powers under the Act, including powers to evacuate individuals, close roads, and enter premises. It could be argued that, in practice, the ability to access personal information is necessary for authorised officers to properly exercise these functions, such as identifying or contacting ratepayers affected by an emergency.

However, these powers are classified as "emergency powers" and may only be exercised once they have been formally authorised by the State Controller under section 40 of the Act. Authorisation will be given when the State Controller is satisfied that an emergency (or significant threat of one) exists or has occurred in Tasmania, or an emergency occurring outside Tasmania may have an impact within the state. The authorisation may also specify whether it applies to all authorised officers or only a particular class of officer, and whether certain powers can be exercised by particular bodies. As such, until this authorisation has been given, there is no legal requirement for the Council to disclose personal information under the Act.

For reassurance that Council is not breaching its privacy obligations, section 60A of the Act also provides that "the *Personal Information Protection Act 2004* does not apply, in relation to the disclosure, collection, exchange or use of relevant information, for the relevant purposes, by a relevant body or person". To put it simply, PIPA does not restrict the sharing of personal information when it occurs in accordance with authorised emergency management activities under the Act, the *Public Health Act 1997*, or other state and federal legislation relating to emergency or public health management.

Context

The municipality is located on the west bank of the River Derwent in Tasmania's Southern Region, covering an area of around 121 square kilometres. The municipal area extends from New Town Rivulet in the south to Black Snake Rivulet in the north, from River Derwent in the east to Wellington Range in the west. Neighbouring municipalities with common boundaries are Hobart, Derwent Valley and Kingborough.

Glenorchy covers both urban and semi-rural areas and is characterised by a diverse mix of industrial, commercial and residential development. Urban settlements range from sea level to 450m above sea level, where the rural-urban transition zone is most prominent.

The municipality's estimated resident **population** is over 51,000 (as at 2021 census), with a population density of around 424 people per hectare. The additional daily workforce population is more than 11,000 and there are close to 22,000 rate-able properties.

Local industries include shipbuilding, metal fabrication, zinc processing, food processing, furniture production and high technology industry.

Major routes and built environment

The major arterial roads are Main Road and Brooker Highway, with local roads connecting all areas of the municipality. Most roads are sealed and have kerbs, gutters and footpaths. Access to the east is via the Bowen Bridge or the Tasman Bridge across the River Derwent. During periods of intense bushfire activity, roads to the south of the municipality are susceptible to closure.

The decommissioned Northern Suburbs Rail Corridor runs from Macquarie Point through the northern suburbs of Hobart and the major commercial areas of Glenorchy. Although decommissioned some years ago, the railway infrastructure remains in place.

The Intercity Cycleway follows the decommissioned railway line from Hobart to Glenorchy, extending from Hobart Regatta Grounds to the Glenorchy suburb of Claremont.

A network of Metro bus routes extends throughout urban areas of the municipality.

Essential and community services

Stormwater: The municipality has an extensive underground pit and pipe network for stormwater that, in conjunction with creeks and rivulets, allows stormwater drainage of the municipality's urban areas. Semi-rural areas are largely serviced by table drains, culverts and natural watercourses of varying sizes. Council is generally responsible for stormwater, except in cases where there is a combined sewer and stormwater system for which TasWater is responsible.

Water and sewerage: TasWater provides a sewerage system and a reticulated potable water supply to most households in the municipality, except for some dwellings in the semi-rural areas of Collinsvale and Glenlusk that generally rely on rainwater tanks and onsite wastewater treatment systems.

Electricity: TasNetworks owns and operates an extensive network of electricity transmission and distribution assets across the municipality. Power supply to Glenorchy is via multiple extra-high voltage corridors. These corridors are not considered to be excessively vulnerable to bushfire due to the presence of steel towers and vegetation control measures. Severe bushfires may cause shutdown of power supply without excessive damage.

Residential power supply is largely via a network of underground cables, overhead powerlines and wooden poles. Above ground assets are vulnerable to damage from high wind, lightning and bushfire. In some severe scenarios, parts of the community may be without power for some days.

Gas: Tas Gas supplies a natural gas reticulation system, which is being progressively extended according to needs and/or demand.

Telecommunications: Telstra maintains several telephone exchanges in the area, including at Glenorchy, Claremont and Collinsvale, as well as some mobile telecommunication towers. Telstra has contingency plans in place to support the maintenance of Telstra-provided services in the event of an emergency that impacts telecommunications.

NBN Co Ltd has substantially installed National Broadband Network (NBN) services and infrastructure throughout the municipality. Internet coverage across the municipality is generally good.

Medical: The Royal Hobart Hospital (around 7 km from Glenorchy) is the nearest receiving hospital and emergency medical care facility.

Glenorchy Health Centre is located in the city's central business district, offering a wide range of community services, clinics and support groups including a Child Health and Parenting Service, Pulse Youth Health, and podiatry, continence, dental and renal services. A number of private medical practices are also located in the municipality.

Aged care: There are several large aged care facilities, complexes and services, including: Glenview, OneCare's Barossa Park Lodge, Eureka Glenorchy Gardens, Uniting AgeWell Strathglen and Uniting AgeWell Strathaven.

Climate

Glenorchy has a temperate maritime climate, with relatively mild winters and a relatively small annual temperature range, compared to inland locations. With the frequent passage of cold fronts, weather can be very changeable, with sudden showers interspersed with hours of sunshine and alternately warm and cool days, particularly in spring and early summer.

Average summer temperatures range from 11ºC to 21ºC, with the average winter range between 4ºC and 11 ºC and occasional frosts. In summer, extreme maximums may exceed 40ºC, but -8ºC minimums may be recorded on Kunanyi / Mount Wellington.

In the warmer months, Glenorchy may be a few degrees warmer than Hobart due to delayed arrival of the sea breeze. In winter, morning fog is frequent, known locally as the 'Bridgewater Jerry', occasionally lasting throughout the day with temperatures remaining below 10ºC.

Average annual rainfall is around 700 mm, with no strong seasonal cycle (around 40-60mm each month of the year), while Kunanyi / Mount Wellington averages over 1100 mm. Rainfall can come from the regular westerly frontal rain systems that cross Tasmania, or from episodic systems from the north and east.

Snowfall to low levels generally occurs each year, usually at higher elevations in areas such as Collinsvale. Snow has settled in the city on around ten occasions in the last century. Hailstorms average around three to four times a year.

Occasional wind speeds of up to 150 km/hour have been recorded, resulting in minor to severe property damage.

Climate change

Climate change scenario modelling under the higher emissions scenario (Climate Futures Tasmania) projects a rise in average temperatures of 2.6-3.3ºC over the 21st Century. Under the lower emissions scenario, the projected change over the same period is 1.3-2.0ºC. These projections are similar to the rest of Tasmania.

The number of summer days with temperatures in excess of 25ºC is expected to increase from 18 days per year to around 40 days per year under the higher emissions scenario. Warm spells (currently around four days) are expected to be longer (an additional two to six days).

The projected long-term influence of climate change on rainfall by the end of the century is that average annual rainfall in Glenorchy will increase slightly. Projections indicate a tendency for heavier rainfalls interspersed by longer dry periods and greater extremes. Average runoff is projected to increase in all seasons. Sea level rise is expected to be close to the global average. The impact of sea level rise in combination with a storm tide event is expected to influence flooding and inundation in the River Derwent estuary, within the Glenorchy municipality.

Topography, vegetation and hazards

1. **Bushfire**

   The municipality includes more than 4,000 hectares of native bushland across the peaks, ridges and higher slopes of Wellington Park and N R Pierce Reserve. The most significant topographical feature influencing bushfire behaviour is Wellington Range, at around 1270m above sea level. The distribution of steep, inaccessible terrain and tall forest canopies allow fire to move freely, while making aerial suppression challenging.

   There are other smaller bushland reserves on the lower foothills and River Derwent foreshore. Native vegetation on the fringes of urban and rural areas of the municipality is susceptible to bushfire during the warmer months, particularly when there are high temperatures, low humidity and prevailing north-westerly winds.

   Lightning that occurs with thunderstorms in the warmer months is rarely the cause of bushfire outbreak as the accompanying rain generally quenches any fires that may ignite. However, dry lightning strikes do occur and can result in bushfires, as experienced during the January 2019 Tasmanian bushfires.

   Council undertakes annual bushfire mitigation activities, in conjunction with the Tasmania Fire Service and other land management authorities. More information is provided in Council's *Bushfire Mitigation Strategy 2020-2030*.

2. **Floods and storms**

   Heavy rainfall in the steep upper catchment areas of the municipality can cause flash flooding in urban areas. The steepness of the catchment and waterway/s result in high velocity floodwaters, which present a high hazard flood risk.

   Humphreys Rivulet is a small stream that extends from near the summit of Kunanyi / Mount Wellington, through Glenorchy suburbs and CBD to Elwick Bay (River Derwent). Flooding in the CBD primarily originates from out-of-bank flow from Humphreys Rivulet, although flooding can also occur around Islet Rivulet, Littlejohn Creek and Barossa Creek. Once overtopping of Humphreys Rivulet occurs, floodwaters quickly spread across flat floodplains and may cause serious structural damage to properties in major flow-paths. Once the peak has been reached, floods generally recede within a few hours. Modelling shows significant flooding of key community infrastructure could occur in extreme events

   Thunderstorms occur on average five times a year, mainly in the summer months, and may cause localised flash flooding. More prolonged, extreme rainfall is usually generated by strong, humid east to south-easterly airstreams interacting with topography around Kunanyi / Mount Wellington. When this happens, windward areas are likely to receive significantly more rainfall than low areas. This type of rainfall can lead to dangerous flows and destructive flooding of rivulets, as well as landslip and debris flow.

   Humphreys Rivulet is particularly vulnerable to extreme rainfall, leading to destructive flooding, widespread damage, economic disruption and potential loss of life.

   Antecedent rainfall has a significant influence on rain runoff and rivulet flows: if the ground is already saturated before heavy rain, flooding and rivulet rises can occur more rapidly, with landslips and debris flows expected to be more frequent. Bushfire also has a major influence on runoff, as fire can create hydrophobic soils that remain for many years. Heavy rainfall over a fireground may increase run-off and cause dangerous debris flows.

More information is provided in Council's *Flood Action Plan* *(May 2025)*.

Emergency management

3.   Emergency services and locations

The map at *Appendix 10* shows the approximate location of local emergency services. The municipality is also within 10km of the State Headquarters (HQ) of Tasmania Police (TASPOL), Tasmania Fire Service (TFS), Ambulance Tasmania (AT) and State Emergency Service (SES), all near Hobart CBD and can provide support in a major emergency.

Police station	Glenorchy Police Station, 315-319 Main Rd, Glenorchy	13 14 44
Fire stations	Phone for information	1800 000 699
	Claremont Fire Brigade, Main Rd, Berriedale	
	Collinsvale Fire Brigade, 14 Hall Rd, Collinsvale	
	Glenorchy Fire, 1 Goodwood Rd, Goodwood	
	Wellington Fire Station, 28 Vieste Dr, Glenorchy	
	Tasmania Fire Service State HQ, 77-79 Argyle St, Hobart	
Ambulance	Phone for information	1800 008 008 or 1300 513 997
	Glenorchy Ambulance Station, 11 Timsbury Rd, Glenorchy	
	St John Ambulance, 177 Main Rd, Moonah	6271 0333
SES	Corner Melville & Argyle Streets Hobart, TAS, Australia, Tasmania 700	6173 2700

Nearby Places of Last Resort

Abbotsford Park

Rosetta Primary School
Chapel Street Reserve
Dominic College Soccer Grounds
Collinsvale War Memorial Hall
Jim Bacon Reserve

Royal Hobart Hospital
48 Liverpool Street, Hobart   6166 8308
Council Works Depot
34 Vieste Dr, Glenorchy   6216 6305
Waste Management Centre
26a Jackson Street, Glenorchy
Military barracks
Dowsing Point   6237 7471

Aged care facilities

Barossa Park Lodge, 17A Clydesdale Ave, Glenorchy   6208 0800
Eureka Glenorchy Gardens, 26 Vieste Dr, Glenorchy   6274 1800
Glenview Community Services, 2-10 Windsor St, Glenorchy   6277 8800
Korongee Dementia Village, 264a Main Road, Derwent Park   6145 6600

Menarock Life, 2-4 Mitcham Rd, Claremont	6249 7090
Uniting AgeWell Strathaven, 9 Strathaven Dr, Rosetta	6208 3208
Uniting AgeWell Strathglen, 2b Chardonnay Dr, Berriedale	6249 8766

4.   Regional flood early warning system

Glenorchy, Hobart and Kingborough municipalities are susceptible to flash flooding. The timeliness of flood warnings, alerts and response in these areas can be challenging, due to the steep terrain on and around Kunanyi / Mount Wellington.

In response, the three councils established an inter-linked flood warning system, made up of municipally-owned rain gauges, water level and streamflow sensors, and an online dashboard and SMS alert system managed by Entura (part of Hydro Tasmania). The system aims to build community resilience, support targeted and timely emergency response, and provide valuable rainfall and flood data specific to each municipality.

Council's network consists of two rain gauges near the top of Humphreys Rivulet catchment, one rain gauge at the top of the Dooleys Creek catchment, one water level sensor at Knights Creek Dam and three stream gauges, one on Humphreys Rivulet at Northgate Shopping Centre and one each on Faulkners Rivulet and Roseneath Riverlet.

During extreme weather events, the system provides advanced warning of an impending flood and allows Council and emergency services to take action to minimise the impact of flooding from Humphreys Rivulet and Barossa Rivulet, which flow through the city centre. Publicly-available flood maps and recent modelling demonstrate the areas at greatest risk.

5.   Evacuation management

While TASPOL is responsible for emergency evacuation planning and operations, Council maintains has a role in establishing and managing Evacuation Centres and supporting TASPOL during evacuation operations.

6.   Recent emergency management developments and issues

The TEMA (Issue 2) dated August 2023 details the current emergency management arrangements for Tasmania**.** This MEMP has been developed in accordance with Issue 2.

The new Australian Warning System provides nationally-consistent information, warning icons and call-to-action advice for hazards including bushfire, flood, storm, cyclone, extreme heat and severe weather. The system includes three warning levels: Advice; Watch and Act; and Emergency Warning. Refer to *Section 5.5* for more information.

The **new** Australian Fire Danger Rating System (AFDRS) also came into effect in September 2022, introducing nationwide use of consistent colours, signs and terminology. Refer to Section 5.5 for more information.

The TasALERT website has been enhanced as the Tasmanian Government's authoritative source of clear and consistent **online** public information and emergency warnings from local emergency services and other government agencies, with a real-time map display and easy-to-use interface. The website also incorporates **TasRECOVERY** information to help members of the public know what to do before, during and after an emergency event. The site is administered by the Department of Premier and Cabinet (DPAC). More information is provided in subsequent sections of this MEMP.

In 2022, the Tasmanian Disaster Risk Assessment (TASDRA) was finalised and released, including new information that aims to help Tasmania and Tasmanians minimise risks and

prepare for disasters. This information has been considered in review and revision of Council's risk assessment report at Appendix 2.

This risk assessment report has been prepared in the context of the Tasmanian Emergency Risk Assessment Guidelines (TERAG).

Section 2: Governance and management

Introduction

This section describes how municipal EM is governed and managed (refer to Figure 1) and who is involved, focusing on the main roles at a municipal level.

Roles of government and emergency management partners

In Australia, the three tiers of government (federal, state and local) work in partnership to achieve safer, more resilient communities through robust EM arrangements. The *TEMA* provides a summary of roles and responsibilities across all tiers of government, complemented by the work of NGOs, industry, professions, communities and individuals.

Local government authorities play a central role in coordinating and facilitating a range of activities across all hazards, as well as resourcing specific municipal responsibilities for EM. Glenorchy's MEMC plays a pivotal role in meeting these requirements, as detailed in *Section 2.5*.

Tasmania's legal framework for emergency management

In Tasmania, EM powers and authorities are established in the *Act*. The Act provides for a flexible and scalable system, including provision for emergency powers and the appointment of workers to fulfil various EM functions and roles, including Municipal Coordinators (MCs), Deputy Municipal Coordinators (DMCs) and MEMC Chairpersons.

Supporting municipal responsibilities are established in the *Local Government Act 1993, including* functions and powers that:

- provide for the health, safety and welfare of the community
- represent and promote the interests of the community
- provide *for the peace, order and good government of the municipal area.*

The Public Health Act 1997 also provides for the management of public health risks, including provisions for the declaration of a public health emergency.

Emergency powers and declarations

Powers related to specific hazards and/or functions are established by specific Tasmanian legislation or national arrangements.

The Act provides additional powers for Regional Controllers, the State Controller, Minister and Premier to authorise and/or direct authorised officers to take action for the protection of life, property and the environment. A summary of the main powers under the Act is provided in Appendix 4 of the *TEMA*.

If powers are authorised, any specified authorised officer, including MCs, may be required to implement or support the implementation of authorised powers. The Regional Controller (supported by the Regional Coordinator) will assist MCs to perform the functions required of them. MCs may provide advice to the Regional Controller (or through the Regional Coordinator) if they consider that specific powers should be authorised.

In some instances, national legislation can also provide authority and powers, for example the *Biosecurity Act 2015* (Cwth) during the COVID-19 pandemic.

Emergency management governance
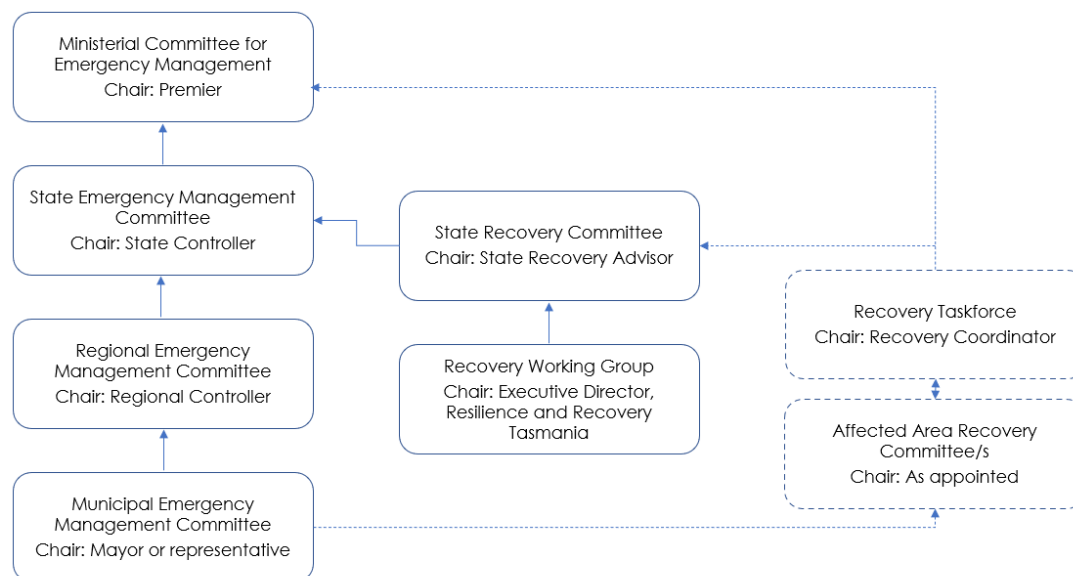
LEGEND:

――――　Permanent structure; direct reporting relationship

------　Temporary structure; also works/communicates with

Figure 1: Emergency management governance structures

Southern Regional Emergency Management Committee (SREMC)

SREMC has overarching responsibility for emergency management activities in the Southern Region. All southern municipalities are represented on SREMC by each council's respective MC. SREMC is chaired by the Regional Controller. Executive Officer support is provided by the Regional Coordinator.

SREMC Terms of Reference are included in the Southern Regional Emergency Management Plan (REMP), which is reviewed every two years and available via authorised access to WebEOC.

Municipal Emergency Management Committee (MEMC)

The MEMC is chaired by the Mayor (or representative) and supported by the MC. The MEMC's Terms of Reference are provided at *Appendix 3*. Terms of Reference are reviewed approximately every two years in conjunction with review of this MEMP, which is provided to SREMC for noting.

The strategic objectives of Council's MEMC are to:

  a *maintain this MEMP to guide the management of risks to the community arising from emergencies by considering all elements of PPRR*

  b *recognise the value of relationships and partnerships for emergency management, in particular the importance of:*

    i   community contributions in emergency management and promoting community engagement as required

    ii   maintaining linkages with related bodies, including SREMC

    iii identifying roles and responsibilities and integration processes between emergency management and Council management structures.

    c   *develop and implement a progressive review system for all emergency management elements, based on continuous improvement principles; and*

    d   *maintain an active and relevant MEMC.*

The MEMC has an important role in effective leadership and communications before, during and after emergencies. The MEMC may provide strategic advice regarding Council's role during the response phase, but the MEMC is not expected to be operationally involved. If possible, the MEMC will meet prior to, during and after an emergency, depending on how much warning is given to allow opportunities for these meetings to occur. The MC maintains a procedure that guides when the MEMC may meet prior to or during an emergency and establish the agenda for those meetings.

The MC leads Council's support role in an emergency, which may include establishing a Municipal Emergency Coordination Centre (MECC), staffed by an Incident Management Team, based on the functions of the Australasian Inter-Service Incident Management System (AIIMS).

Council does not operate a separate recovery committee; recovery activities are incorporated into the business of the MEMC, of which the Municipal Recovery Coordinator (MRC) is a member.

Responsibilities

Tables 3 and 4 provide a summary of the responsibilities of Tasmania's Response Management Authorities (RMAs)and the support functions of Council relevant to specific hazards. These are not exhaustive, and changes can be made over the life of this plan and/or as required during emergencies. More detail is included in the Southern REMP and the *TEMA*.

Table 3: Summary of responsibilities

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
1	Biosecurity	NRE Tas (Biosecurity Tasmania)	Property identification Road closures Local operations centres Access to disposal facilities Plant and machinery
2	Coastal inundation – storm tide	NRE Tas	Property identification Road closures Local operations centres Plant and machinery
3	Cybersecurity	DPAC (Digital Strategy and Services)	Community information
4	Earthquake	DSG	Property identification Road closures Local operations centres Advice on facilities requiring priority restoration
5	Energy infrastructure (Includes electricity, gas, petroleum)	TasNetworks Enwave (Tas Gas) Tasmanian Gas Pipeline Pty Ltd Fuel distributors	Property identification Road closures Local operations centres Advice on facilities requiring priority restoration
6	Energy supply (Includes: petroleum, gas, electricity. Excludes: energy infrastructure failures)	DSG (Office of Energy Planning)	Property identification Local operations centres Advice on facilities requiring priority restoration
7	Fire National parks, other reserves	NRE Tas (PWS)	Community information Plant and machinery Community Centres
8	Fire	Sustainable Timber Tasmania	Community information Plant and machinery

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
	Declared forest land, permanent timber production zone land		Community Centres
9	Fire Future potential timber production land	NRE Tas (PWS)	Community information Plant and machinery Community Centres
10	Fire Urban, structural and privately-managed rural land	TFS	Property identification Road closures Plant and machinery Community Centres
11	Flood – dams Dam safety	TASPOL (Assisted by dam owners)	Property identification Road closures Local operations centres Community information Plant and machinery
12	Flood – flash flood (Includes debris flow)	SES	Prevention, preparedness and mitigation measures Property identification Road closures Local operations centres Community information Plant and machinery
13	Flood – rivers	SES	Property identification Road closures Local operations centres Community information Plant and machinery
14	Food contamination	DoH (PHS)	Premises inspection Infection controls Community Information Property identification
15	Hazardous materials	TFS	Property identification Road closures
16	Hazardous materials – radiological (unintentional release)	TFS	Property identification Road closures
17	Heatwave	DoH (PHS)	Support health system response Community information
18	Infrastructure failure – building collapse	TASPOL	Property identification Road closures Local operations centres Community information Plant and machinery
19	Infrastructure failure – state roads and bridges	DSG (State Roads)	Local operations centres Community information Plant and machinery Alternative transport routes
20	Intentional violence (eg. CBRN attacks, terrorist events)	TASPOL	Property identification Road closures Local operations centres Community information Plant and machinery
21	Landslip	TASPOL	Property identification Road closures Local operations centres Community information Plant and machinery

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
22	Marine mammal stranding and entanglements	NRE Tas (PWS)	Property identification Road closures Local operations centres Plant and machinery Access to disposal facilities
23	Marine pollution	EPA	Infrastructure information relating to stormwater Plant and machinery Access to disposal facilities
24	Pandemic influenza	DoH (PHS)	Premises inspection Infection controls Community information Property identification
25	Pest infestation	NRE Tas (Biosecurity Tasmania)	Premises inspection Infestation controls Community information Property identification
26	Public health emergency	DoH (PHS)	Premises inspection Infection controls Community information Property identification
27	Recovery	Advisory agency – DPAC	Refer to Table 4 below
28	Space debris	TASPOL, DSG Tasmanian Museum and Art Gallery (for preservation of meteorite and impact scene)	Property identification Road closures Local operations centres Plant and machinery Community information
29	Storm – high winds – tempest	SES	Property identification Road closures Local operations centres Plant and machinery
30	Transport crash – aviation (Less than 1000m from the airport runway)	TASPOL	Property identification Road closures Local operations centres Plant and machinery
31	Transport crash – aviation (More than 1000m from the airport runway)	TASPOL	Property identification Road closures Local operations centres Plant and machinery
32	Transport crash marine (No environmental emergency)	TASPOL	Local operations centres Plant and machinery Road closures Alternative transport routes
33	Transport crash – railway	TASPOL TFS	Local operations centres Plant and machinery Road closures Alternative transport routes
34	Transport crash – road vehicles	TASPOL	Plant and machinery Road closures Alternative transport routes
35	Tsunami	TASPOL	Property identification Road closures Local operations centres Plant and machinery
36	Water supply contamination (drinking water)	DoH (PHS)	Property identification Road closures

Row	Hazard or emergency	RMA	Council's support function and activities (as required)
			Local operations centres Plant and machinery Management of water carriers
37	Water supply disruption	TasWater	Property identification Road closures Local operations centres Plant and machinery Management of water carriers

Table 4: Other support services

Row	Function or activity	Responsible organisation	Council's support function and activities (as required)
1	Barriers and signage	Council	Provide resource support
2	Dissemination of public information	Relevant RMA Council	Provide community information on recovery services
3	Essential services • Power • Telecommunications • Water supply • Natural gas • Stormwater	TasNetworks Telstra NBN Co Ltd Other telecommunications provider/s TasWater Tas Gas Council	Engage with relevant service provider through the REMC (Regional Controller and/or Regional Coordinator) Provide resource support
4	Human resources	SES Council	Provide resource support.
5	Medical treatment and patient transport	AT	Provide resource support
6	Plant and equipment	Council	Provide resource support
7	Recovery services including • Accommodation (Evacuation Centres) • Catering • Personal support and community assessments • Financial and appeals • Insurance • Clothing • Children's services • Registration and enquiry • Recovery Centres • Information Centres • Immunisation • Community development • Animal welfare	Council Supported by regional or state-level resources as required	Coordinate delivery of recovery services

Section 3: Prevention and mitigation arrangements

Overview

This section describes prevention and mitigation arrangements for municipal EM. More detailed information about what preparedness entails is provided in the TEMA.

The MEMC oversees a range of prevention and mitigation activities, in collaboration with EM partners at municipal, regional and state levels. Current areas of focus for prevention and mitigation are:

- research
- risk management (includes risk assessment and risk reduction activities)
- protective security and business continuity
- land use planning
- climate change.

Research

Through its membership, the MEMC maintains awareness of research for hazards and EM relevant to the municipal area. Hazards are listed in *Table 3*. Prominent hazards and risks for the municipality are described in *Section 2* and *Appendix 2* of this plan.

Research findings that are relevant to the MEMC's EM partners (including the community) are communicated and shared in a coordinated and appropriate way by MEMC members.

Risk management

The identification and implementation of risk treatments, controls and mitigation strategies occur after emergency risk assessments. Risk reduction strategies may be categorised in a number of ways and summarised as:

- levels of autonomy (eg. behavioural, procedural and physical controls)
- nature of control (eg. process or physical)
- life-cycle phases (eg. PPRR, operational phases/elements).

Once risk assessments are validated and accepted, relevant stakeholders manage programs and projects to treat those risks. Management Authorities for prevention and mitigation and/or the relevant SEMC Hazard Advisory Agencies report on the outcomes of relevant programs and projects through the EM governance framework.

Appendix 2 summarises current risk assessment findings for Glenorchy and identifies general responsibilities for the treatment of risks, including responsibility attributed to:

- Council
- partnerships (combination of local and state government agencies, industries, individuals)
- Tasmanian Government agencies, industry associations, industry sectors or individuals
- whole-of-government.

Protective security and business continuity

Council's EM includes business continuity arrangements for the municipality and the region. Each asset owner and/or service provider is responsible for maintaining systems, processes and resources to achieve an appropriate standard of business continuity.

The supply or redundancy of main services is particularly important for local EM operations and requires the ongoing review of relationships and arrangements with asset owners or managers for the following areas, including but not limited to:

- power supply
- potable water
- transport networks and alternative route planning
- telecommunications
- public/environmental health standards.

Protective security practices have been further integrated into all safety management systems following increased frequency of events that are politically motivated or caused by intentional violence. As for business continuity arrangements, each organisation maintains their own arrangements to enhance their security. Specific advice related to counter-terrorism practices can be provided by TASPOL Emergency Management and Special Response Command.

Council's business continuity arrangements are developed with consideration given to the *Tasmanian Municipal Emergency Management Guidelines* developed by the Local Government Association of Tasmania (LGAT).

Land use planning

Land use planning responsibilities are identified in the *Land Use Planning and Approvals Act 1993*. At municipal level these are largely managed by local government.

Land use planning schemes are regularly reviewed and updated to include improved preventative measures to help mitigate the impact of emergencies on communities. For more information, see www.gcc.tas.gov.au/services/planning-and-building/planning-and-development/tasmanian-planning-scheme-glenorchy/.

Relevant aspects that have been included in planning schemes include:

- sediment and erosion control
- landslip risk management
- bushfire risk management
- flood risk management
- coastal inundation risk management
- coastal erosion risk management.

Climate change adaptation

Climate change is altering risk and hazard profiles for local governments and communities, with more frequent, more extreme weather events intensifying the risk posed by existing and evolving natural hazards.

Adaptation to climate change requires new or changed roles and resource burden at a local government level across the PPRR spectrum.

Council is working to maintain and increase its knowledge and understanding of existing and evolving hazards, and to identify programs, assets and services that have the potential to strengthen resilience across the municipal area.

Section 4: Preparedness arrangements

Overview

This section describes what is done to be ready for response to and recovery from an emergency, before the emergency occurs or is imminent. More detailed information about what preparedness entails is provided in the *TEMA*.

Preparedness is managed collaboratively between state and local government organisations and their EM partners. The Act identifies specific responsibilities for preparedness, including the following.

Council is responsible for:
- providing resources and facilities for the management of emergencies in the municipal area in accordance with the MEMP
- providing facilities and resources for Council-supported SES volunteer unit/s, as well as the storage and maintenance of the equipment used by the unit/s and areas for training (arranged in conjunction with the Director SES)
- establishing and maintaining the MEMC
- making recommendations for MC and DMC roles and providing a chairperson for MEMC
- preparing and maintaining a MEMP.

SES is responsible for:
- providing advice and services relating to EM in accordance with EM plans
- recruiting, training and supporting SES volunteer members.

SES also supports the Regional Controller in preparing and maintaining the Southern REMP and the SREMC, in which Council participates.

Support Agencies and owners/operators of specific facilities maintain various processes and arrangements, so they are prepared to:
- fulfill their roles in emergency management
- achieve 'business as usual' for as long as possible
- coordinate and/or assist broader recovery efforts after the emergency, if required.

Municipal Emergency Management Committee (MEMC)

The MEMC has an important role in coordinating the activities identified in this MEMP, including maintaining relationships so that information is shared and effective EM arrangements are in place. MEMC is chaired by the Mayor (or representative) and supported by the MC as Executive Officer.

MEMC preparedness and continuity is supported by *Terms of Reference* (*Appendix 3*) and a *Maintenance and Activity Schedule* (*Appendix 4*).

The MC has a central role in communicating with external agencies and internal to Council before, during and after an emergency, including to ensure that Council resources are available as required.

Municipal Emergency Management Plan (MEMP)

The MEMC is responsible for preparing and maintaining this MEMP, which is reviewed at least every two years from the date of last approval. Review considerations include:
- emerging risks, hazards and potential treatments
- compliance with current legislation and policy
- accuracy and currency of content, eg. roles, procedures, contacts

- functionality of the MEMP during emergencies
- comments and suggestions from stakeholders.

The Regional Coordinator provides guidance on MEMP format and content, and (as SREMC Executive Officer) coordinates processes for endorsement by the Regional Controller, prior to legislatively-required approval by the State Controller. The current version of the MEMP is available from the MC or through authorised access to WebEOC. More information is provided in *Section 7*.

Each organisation represented on MEMC is responsible for maintaining their own plans and procedures and making sure these are aligned with the arrangements set out in this MEMP.

Capacity and capability

Council recognises the importance of maintaining and monitoring EM capacity and capability, including:

- redundancy and adequate relief for Council EM roles
- EM education and training for Council workers
- maintaining the Municipal Emergency Coordination Centre (MECC)
- maintaining basic systems so resources can be requested and shared.

Municipal emergency management roles – primary and relief

Primary and relief personnel for key EM roles is provided in Table 5 below.

Table 5: Council's primary and relief roles and officers

Primary role	Relief role
MEMC Chairperson (Mayor or representative)	General Manager
Municipal Coordinator (MC) (Executive Manager Stakeholder Engagement)	Deputy Municipal Coordinator (DMC) (Supervisor Operations and Maintenance)
Municipal Recovery Coordinator (MRC) (Coordinator Community Development)	Deputy Municipal Recovery Coordinator (DMRC) (Healthy Communities Officer)

Emergency management education and training

The MC coordinates general induction for Council workers with EM functions, including media/information functions. The Regional Coordinator may assist as required.

TasEMT is an SES-provided, web-based resource for workers with EM responsibilities, to increase their knowledge, capability and proficiency across the PPRR spectrum. SES' Emergency Management Unit also conducts regular workshops.

Council is committed to undertaking awareness and validation activities to ensure that key staff and community groups are aware of their roles in EM, including validation of this MEMP. MEMC members attend these activities and/or arrange for relevant people from their respective organisations to participate. Major actions are reflected in the Maintenance Schedule (refer to *Appendix 4*).

Maintaining the Municipal Emergency Coordination Centre (MECC)

The MECC is maintained by the MC as a facility from which to:
- coordinate Council's overall emergency response activities
- coordinate requests from response/recovery organisations for additional resources
- provide information, for example to the Regional Controller, local community etc.

In an emergency, the MECC is activated by the MC under the following conditions:
- at the request of a Response Management Authority
- after consultation with the Mayor or General Manager
- at the direction of the Regional Controller.

If a MECC is required, the MC will nominate personnel to form an Incident Management Team to staff the MECC. As part of preparedness, the MC maintains MECC Action Cards and procedures for use during an emergency. These are designed to be used in combination with other EM centres, for example an Emergency Operations Centre (EOC). Versions current at the time of this MEMP Issue are included at *Appendix 6*.

Maintaining systems and resources

The MEMC's EM Contact List is maintained by the MC. Details are checked at each MEMC meeting, updated and circulated to members and stakeholders. This information is an important resource for MEMC and SREMC. Regional EM contacts are maintained and circulated by the Regional Coordinator after each quarterly SREMC meeting.

Council maintains resources and has access to other community resources and vital information about the community that will be required to support efforts to respond to and recover from an emergency. Information about other Council arrangements, including relevant service or equipment providers, is recorded and maintained by the MC. More details, including the location of the MECC and other sites, is included at *Appendix 5*.

In an emergency, resource support may be provided by seeking assistance through SREMC and/or neighbouring councils. Regional, state or national support can be accessed through the Regional Controller.

7.   **Glenorchy City Council Flood Action Plan**

The *Glenorchy City Council Flood Action Plan*, which is reviewed annually, details the functions and procedures for use of the Regional Flood Early Warning System before and during an emergency.

8.   **Hobart Fire Management Area Bushfire Risk Management Plan**

The *Hobart Fire Management Area Bushfire Risk Management Plan* is the overarching bushfire hazard mitigation plan that centralises risk assessments, priorities and treatments for the Hobart Fire Management Area, covering the municipalities of Glenorchy, Clarence, Brighton, Hobart and parts of Kingborough, Derwent Valley and Huon Valley. The plan is reviewed annually by the Hobart Fire Management Area Committee, in accordance with the *Fire Service Act 1979*. This is a strategic document that aims to coordinate and influence the treatment of bushfire risk. While the plan does not include details of all risk treatments, it identifies the organisations or individuals responsible for implementing those treatments.

9.   **Bushfire Mitigation Strategy 2020-2030**

Council's *Bushfire Mitigation Strategy 2020-2030* describes the management of bushfire-prone vegetation within the municipality beyond Wellington Park. (Note: the *Wellington Park Fire Management Strategy 2006* details the bushfire mitigation strategy for Wellington Park.)

Consistent with all bushfire mitigation plans, reducing risks to life and property is the strategy's overriding priority.

The three critical factors that contribute to bushfire risk are weather, vegetation and terrain. The strategy adopts a science and risk-based approach, based on the principles of *ISO 31000:2018 Risk Management – Guidelines* and the *Tasmanian Emergency Risk Assessment Guidelines* (TERAG). The objective is to allow Council to manage bushfire risks efficiently, effectively and consistently by considering what is currently being done by Council to manage bushfire risks, if those actions are adequate, and if and where improvements need to be made. This approach is based on the knowledge that bushfires do not stop at geographical boundaries.

Readiness for community warnings and public information

Response Management Authorities (RMAs) maintain scripts of key messages for community warnings and public information about emergencies. These are usually developed in advance, based on best practice, and maintained as drafts that can be customised to suit specific events. Pre-prepared public information resources can be tailored for municipal purposes; these resources can be accessed through TASPOL and SES.

Community information resources may also be used by TasALERT and the Tasmanian Government's public information hotline: Tasmanian Emergency Information Service (TEIS). Information about response arrangements for issuing warnings and public information or opening TEIS is included in *Section 5*.

TasALERT

TasALERT is Tasmania's official, online source of publicly-available EM information. Administered by DPAC, the website provides a single source of clear and consistent information about disaster preparedness, resilience, emergency response and recovery, including RMA warnings and call-to-action information from Tasmania's emergency service organisations and government agencies.

In an emergency, the website is regularly updated with information about the event, including spatial (mapped) information and links to dedicated social media channels. After an emergency, information about all relevant TasRECOVERY activities is also published and regularly updated on the website.

Points for public enquiries

All organisations represented on MEMC maintain phone and internet public enquiry points. In an emergency, Council's website and social media platforms are regularly updated with relevant information.

Emergency warnings and call-to-action information

Relevant emergency warnings (and responsible agencies) are:
- flash and mainstream flooding (from rivers) (BOM/SES)
- major rivulet flood warning system (Council)
- severe weather eg. damaging winds (BOM)
- bushfire (TFS)
- Standard Emergency Warning Signal (SEWS) (TASPOL)
- Emergency Alert (all hazards) (TFS)
- local ABC Radio (primary Support Agencies or Response Management Authority)
- road closures (TASPOL)
- tsunami (TASPOL)

- heatwave (DoH)
- TasALERT (DPAC)
- social media accounts (all agencies).

Validation and performance management

Council is responsible for ensuring that regular testing and validation of the effectiveness of planned municipal processes and procedures are conducted as part of the EM planning process. Validation activities include debriefs, exercises, workshops, briefings and meetings. Planned validation activities are outlined in *Section 7*.

Council is also responsible for participating in other organisations' validation activities whenever possible. Debriefs are conducted after both exercises and operations. Combined debriefs may be arranged by MEMC or SREMC. Lessons identified are recorded and shared as appropriate through the EM consultation framework. Where opportunities for improvement are identified, action is taken to address the situation on a risk basis.

The *Tasmanian Municipal Emergency Management Guidelines* include a self-evaluation survey for use by the MEMC to formally review and identify collective areas for future attention. This process may also inform the prioritisation of relevant work programs and funding applications.

Administration systems

Each organisation is responsible for managing and maintaining its own administration systems so they can be used effectively in emergencies. Key administration systems are described below.

Information management

WebEOC is available online at all times and used in an emergency to record and share information including decisions, tasks, reports, plans and documents. WebEOC includes a library of municipal, regional and state EM plans.

Systems for recording and managing information during emergencies include draft templates and proformas for documents including but not limited to:
- Situation Reports (SITREPS)
- operational logs
- resource allocation
- recording costs and expenditure
- registration of spontaneous volunteers, public offers, impacted people/groups
- impact assessment and consequence management.

Cost capture and financial administration

Council maintains systems and processes so that emergency-related expenditure can be authorised and recorded. and (if applicable) financial assistance requested through the *Tasmanian Relief and Recovery Arrangements* (TRRA). Preparedness includes identifying the positions (and personnel) responsible for collating the costs of response and recovery efforts.

Council maintains arrangements to enable expenditure by the MC (or delegate) for EM costs. The MC will arrange the allocation of specific cost codes prior to an emergency, for distribution to relevant workers as/when required.

Cost capture systems are aligned with TRRA and Council maintains financial administration processes to support requests for access to funds.

Section 5: Response arrangements

This section describes how the roles and responsibilities relevant to municipal EM generally apply when an emergency occurs or is imminent. More detailed information about what response entails is provided in the *TEMA*.

Overview

Effective response relies on the coordinated activation of pre-agreed roles and responsibilities that are clearly defined, easily understood and well-communicated. High-level responsibilities for hazards or functions are usually prescribed in legislation, but the planning process establishes arrangements that draw on these responsibilities in a practical, flexible and scalable way to reduce the threat to life, property and the environment.

The arrangements described in this section are designed to address situations that occur in this municipal area, although these can be used to support response for emergencies affecting other municipal areas or the region. Also refer to the typical Council support functions and activities summarised in *Section 2*.

In an emergency that affects critical infrastructure in the municipality, for example telecommunications or electricity supply, the MC and/or MEMC are encouraged to engage early with the SREMC (through the Regional Coordinator or Regional Controller) to request support and assistance from the relevant SREMC member representative. Information on the exact location of critical infrastructure (spatial data held on LISTmap) can also be sought and obtained through contact with the SREMC.

Emergency powers enable authorised action to be taken to resolve emergencies. Primary powers and responsibilities are generally established in hazard-specific legislation and incorporated into hazard-specific plans. Additional powers provided for in the Act may be applied if and when specified criteria are met. Depending on the scale and extent of the emergency, overall control of response may be assumed by EM authorities, such as the Regional Controller or State Controller.

Command, control and coordination

All-hazards response arrangements and escalation

When an emergency occurs, initial response actions are usually carried out at the emergency site by those with primary responsibility for protecting the life, property or environment under threat. In the first instance, this is usually the asset owner or manager of the property or premises and/or the people at the emergency site. Command, control and coordination arrangements are described in the *TEMA*.

RMAs are supported by Support Agencies and Council may be requested to support the response and make resources available, usually through direct contact with the MC. At this point, consideration is given to the practicalities of opening a MECC to coordinate resources and requests (if not already open). See section below and *Appendix 5* for more information about the MECC.

Liaison Officers for responding agencies may support fellow workers at the emergency scene and provide advice to other agency representatives at emergency operations or coordination centres (EOCs or ECCs) and/or to senior managers monitoring the situation.

The Regional Coordinator assists with arranging regional support to Council if required, and usually assists and advises the MC and MECC. The Regional Coordinator also briefs the Regional Controller (and other stakeholders as required).

The Regional Controller can activate broader EM arrangements as necessary to support response/recovery operations (refer to section 18 of the Act). Legislated emergency powers do not need to be activated for this to occur.

Emergency powers

Emergency powers are established in the Act and summarised in Appendix 4 of the *TEMA*. If emergency powers are authorised, regional activities authorised by the Regional Controller will be supported by SES and the Regional Coordinator.

Municipal Emergency Coordination Centre (MECC)

The MECC provides a range of services to the community and is the centre for municipal decision-making and strategic direction (in conjunction with and to support emergency services) during and after an emergency. Council may be called upon to provide physical resource assistance to RMAs and Support Agencies in an emergency.

A request to open the MECC may be made by the Regional Controller, Regional Coordinator, Council's General Manager, the MEMC Chairperson or the MC.

Council's General Manager is responsible for providing adequate staff and resources to activate and operate the MECC. The MC is responsible for managing the MECC and for arranging for it to be opened. More detailed procedures are provided in *Appendix 6*.

Primary MECC functions are to:
- maintain information flow to and from WebEOC
- coordinate Council's EM support efforts, including the activation, deployment and management of Council and community resources
- coordinate requests from the RMA and Support Agencies for additional resources
- monitor operational activities and provide information to the Regional Controller, local community, etc
- identify additional emergency requirements (eg. the need to activate local or regional recovery arrangements)
- arrange to receive initially displaced people if evacuated.

The location of Council's **primary and secondary MECC** are identified at *Appendix 5.*

The MC leads Council's response to an emergency by establishing an Incident Management Team (IMT) within the MECC, if required. IMT membership will vary, depending on the nature and size of the event, but typically comprises officers to fulfil the following functions:
- coordination of activities (typically the MC or DMC)
- communications
- administration
- logistics coordination
- recovery.

The AIIMS incident management structure provides for the Incident Controller leading the IMT to be assigned overall responsibility for managing all activities to resolve the incident. The Incident Controller leads the IMT in accordance with the Unity of Command principle.

MECC/IMT structure is determined by the size and complexity of the emergency and adjusted accordingly. In smaller scale or less complex emergencies, or during the early phases of what may become a large or complex incident, the Incident Controller may manage all functions. An IMT is created when functions are delegated to others.

These arrangements are designed to be flexible and scalable and one person may fulfil more than one function. If Council's capacity to support emergency response is exceeded, the MC will seek support from SREMC through the Executive Officer (Regional Coordinator).

Emergency Operations Centre (EOC)

EOCs are established to manage operational aspects of the relevant organisations' emergency response activities. Council may establish an EOC from which to provide physical resource assistance to RMAs and Support Agencies.

The location of Council's **primary and secondary EOCs** are identified at *Appendix 5*.

EOC functions include:
- management of operational tasking, personnel and resources
- establishing and monitoring communication networks
- coordination of response support operations
- management of requests for additional support
- coordination of logistical support for EOC personnel.

Municipal Emergency Management Committee (MEMC)

When an emergency occurs, the MC liaises with the MEMC Chairperson and the Regional Coordinator to confirm whether MEMC should meet.

When an emergency meeting is convened, MEMC is to consider:
- nature of the emergency
- resources available to deal with the event
- task prioritisation
- communications
- business continuity
- community engagement
- recovery.

MEMC members are responsible for providing strategic advice within their field of expertise to the MEMC Chairperson and the Regional Controller, and for coordinating and managing resources from their respective organisations to support MECC operations.

Resource-sharing and coordination

In an emergency affecting one or more municipalities, resource support may be available through MC liaison with other councils, or by contacting the Regional Coordinator, who can assist with requests for the provision of regional, state or national support resources.

The availability of regional resources depends on the nature and scale of the emergency and resource priorities. Resources from other regions may be deployed if the event has not impacted those areas. Requests for such assistance are considered and activated by the Regional Controller.

Council has resource-sharing arrangements with other municipalities and agencies. These arrangements are generally informal and often facilitated through SREMC. The MC can coordinate and facilitate requests for shared resources.

Consequence management

A key focus for the Regional Controller is consequence management (including public information strategies), in consultation with SREMC members, Liaison Officers and/or advisors representing other stakeholders. If further assistance is required, the Regional Controller may make requests for assistance to other regions or to the State Controller.

The RMA handles offers of assistance from organisations that are not usually part of response arrangements (for example, offers from the community, industry, celebrities, other regions/jurisdictions and interstate agencies), although these offers can be referred to a supporting agency, depending on the scale and nature of the event.

- Figure 2 summarises the general command, control and coordination arrangements for hazards affecting the municipal area. These show model arrangements and are applied as required for each situation.

- Table 6 summarises typical All-Hazard response actions undertaken by Council officers, which are used or adjusted as required.

Figure 2: Response management structure

LEGEND:

———— Direct reporting relationship

– – – – Also works/communicates with

Table 6: All-Hazards response – typical Council actions
Note: Please refer to Table 2 Acronyms

Row	Phase	Responsibilities	Council actions (action taken by)
1	**Alert**	• Monitor situation • Brief stakeholders	• Advise council stakeholders (**MC**) • Monitor situation (**MC**)

Row	Phase	Responsibilities	Council actions (action taken by)
2	**Stand-by**	• Prepare to deploy for response • Arrange warnings (if relevant) • Update stakeholders • Nominate media/information officer and advise stakeholders • Consider MEMC meeting	• Update stakeholders (**Council, MEMC)** and circulate Contact List and Action Duties (**MC, DMC**) • Consider MEMC meeting (**MC**) • Locate keys to centres, notify centre managers and arrange staff rosters (**MRC; DMRC**) • Nominate IMT and Operations Team members and staff rosters for centres/tasks for next 24 hrs (**GM, MC, DMC, MRC, IMT**) • Locate supplies that are likely to be needed in the first few hours (**IMT**) • Nominate media officer and advise RMA (**MC**)
3	**Respond**	• Assess emergency scene • Establish command and control arrangements • Review whether MEMC should meet • Deploy resources and request extra assistance as required • Assess impacts and effectives of response strategies • Consider evacuation • Provide further warnings and public information as required • Provide information: SITREPs and public information • Conduct impact assessments and provide updates	• Establish and communicate coordination location for council resources/requests (**MC**) • Establish IMT (**MC**) • Manage requests for assistance and resources (**MC, IMT**) • Provide operational assistance (**Works Manager**) • Open and manage centres as required eg. evacuation centres (M**RC, DMRC**) • Provide public with information (**MC**) • Ongoing assessment of impacts, especially for: power supply; potable water; transport disruption; public and environmental health conditions; and recovery needs (**Works Manager**) • Update stakeholders and RC as required (**MC**) • Coordinate meals, relief and accommodation for workers (**IMT**)
4	**Stand-down** (including recovery handover)	• Assess effectiveness of response actions • Plan for end of response • Liaise with Council and RC regarding the status of recovery operations and arrange handover • Confirm end/close of response and stand-down • Collate logs, costs etc. and assess needs for resupply	• Confirm end/close of Council operations for response (**MC**) • Liaise with recovery workers and assess needs (M**RC**) • Reinstate transport routes etc. (**Works Manager**) • Consider establishing an Emergency Recovery Group (**MC**) • Close centres as agreed (M**RC**) • Collate logs, costs etc. and assess needs for resupply (**MC, IMT**)

Row	Phase	Responsibilities	Council actions (action taken by)
5	**Debrief**	• Conduct internal debrief/s • Participate in multi-agency debriefs as required and report to RC, MEMC and SREMC	• Conduct council worker debrief (**MC**) • Arrange for MEMC debrief and report to RC, MEMC and SREMC (**MC**)

Warnings

RMAs are responsible for interpreting weather warnings, issuing hazard warnings and communicating potential impacts and consequences to the community. Hazard-specific information about warnings and call-to-action information are published on TasALERT and sent to media outlets (radio and television) for public broadcast. Warnings may be issued by emergency services to EM stakeholders via SMS, phone or email. Public warnings may be preceded or accompanied by the Standard Emergency Warning Signal (**SEWS**), in accordance with Tasmania's guidelines. The Regional Controller can request use of SEWS in an emergency (refer to TEMA for more information).

Council may support communications by relaying warnings in accordance with municipal responsibilities and/or assist other groups if requested by the RMA, Regional Coordinator or Regional Controller. Council works in consultation with the relevant EM authorities to ensure that messages are consistent and coordinated. **Radio, television and doorknocking** may also all need to be used.

Emergency Alert is a fee-for-service national capability that is used to send emergency warnings via message to mobile phones (SMS) and landlines (voice) located within a particular geographic area. Warnings issued through this service are coordinated by the RMA and TFS. If Council identifies a need to use the system, this may be arranged through the Regional Coordinator. Cost recovery for use of the service is coordinated at state level by TFS and the relevant RMA.

The MC maintains procedures that further detail Council's response to warnings. Table 7 summarises prominent warning arrangements and typical Council actions. More information about warnings is published on the Get Ready section of the TasALERT website.

Table 7: Summary of prominent warning systems and arrangements

HAZARD	WARNING TYPE/INDICATION	BY	ACTION BY MC
SEVERE WEATHER			
WARNINGS	Warnings are issued when severe weather is expected that is not directly related to severe thunderstorms, tropical cyclones or bushfires. Examples are: land gales, squalls, flash flooding, dangerous surf or tides.		
Damaging winds	Issued when expected gusts in excess of 100 km/h (or 75 km/h when wind is from an unusual direction) or destructive winds above 125 km/h.	BOM	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Dangerous surf	Issued when swell expected to exceed: 6m about the north & east coasts; 7m about the south-east coast.	BOM	• Nil
Abnormally high tides	Issued when tides are expected to be high enough to damage foreshore areas or disrupt foreshore & maritime activities, generally when water level is	BOM	• Relay warnings • Update stakeholders

HAZARD	WARNING TYPE/INDICATION	BY	ACTION BY MC
	expected to reach 40cm above normal spring tide level.		• Place warnings at low-lying public carparks
Very heavy rain that may lead to flash flooding	Issued when rain falling over a one-hour period is expected to exceed the 1-in-5 or 1-in-10 year return period.	BOM	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Severe thunderstorm	Issued when thunderstorms are expected to produce dangerous or damaging conditions: such as hail greater than 2cm diameter; gusts greater than 100 km/h; flash flooding; tornadoes	BOM	• Relay warnings • Notify outdoor crews & check availability • Update stakeholders
Bushwalkers weather alert	Issued when conditions are likely to pose a danger to bushwalkers, ie. generally cold, wet, windy weather.	BOM	• Nil
Heatwave	Issued when heatwave conditions are forecast. Warning provides information on preparing for and coping with extreme heat.	DoH (PHS)	• Relay warnings • Update stakeholders
Ice and frost on roads	Road weather alerts to advise of potentially dangerous driving conditions eg. fog, low visibility in heavy rain, gusty winds, widespread frost, snow	BOM	• Nil
FLOOD			
Flood Watch	**Flood Watch** means there is a developing weather pattern that may cause floods in 1-2 days. Can include advice for multiple catchments and areas.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
WARNINGS	Flooding is about to happen or is already happening.		
Flood Advice 	An incident has started but no immediate danger. Stay up-to-date in case the situation changes. May also be used to communicate a reduced threat. May communicate inundation of low-lying areas near watercourses that may require the removal of stock and equipment. Minor roads may be closed and low-level bridges submerged.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Flood Watch **and Act**	Heightened level of threat. Conditions are changing and people are advice to start taking action to protect themselves, their families and properties. In addition to above, evacuation of some houses may be required. Main traffic routes may be covered. The area of inundation is likely substantial in rural areas, requiring removal of stock.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders

Glenorchy MEMP   Issue 13, October 2025   Page 41 of 96

HAZARD	WARNING TYPE/INDICATION	BY	ACTION BY MC
Flood **Emergency**	Highest level of warning. People may be in danger and advised to take immediate action. Any delay may put lives at risk. In addition to above, extensive rural areas and/or urban areas may be inundated. Properties and towns are likely to be isolated and major traffic routes likely to be closed. Evacuation of people in some areas may be required.	SES	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders • Consider MEMC meeting

<table>
<tr><td colspan="4" style="background:red;color:white">FIRE</td></tr>
</table>

The Australian Fire Danger Ratings (AFDRS) levels are:
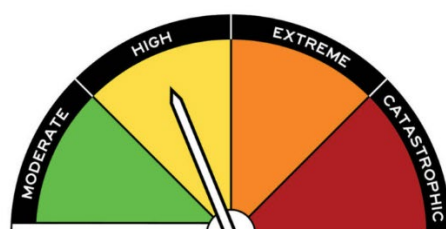
MODERATE Plan and prepare	**HIGH** Be ready to act
EXTREME Take action now to protect life and property	**CATASTROPHIC** For your survival, **leave bushfire risk areas**

AFDR Moderate	Fires breaking out can be controlled. Some risk to people, homes and property.
AFDR High	Fires may spread rapidly and be difficult to control. Lives may be at risk and homes may be destroyed. Well-prepared and actively defended homes can offer safety.
ARDR Extreme	Fires will spread rapidly and be uncontrollable. Lives may be at risk and homes likely to be destroyed. Only well-constructed, well-prepared and actively defended homes are likely to offer safety.
AFDR Catastrophic	Fires will spread rapidly and be uncontrollable. Significant risk to lives and properties. Many homes are very likely to be destroyed. Even the best-prepared homes are not safe.
WARNINGS:	Location-specific information about fires in the environment.

Advice 	A fire has started but there is no immediate danger. Includes general, up-to-date information about developments.	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders
Watch and Act 	A heightened level of threat. Conditions are changing and people in the area need to start taking action to protect themselves and their families.	• Relay warnings • Ensure availability of outdoor crews • Update stakeholders • Consider MEMC meeting

HAZARD	WARNING TYPE/INDICATION	BY	ACTION BY MC
			• Place Evacuation Centres on standby
Emergency	People in specific locations are in danger and need to take action immediately, as they will be impacted by fire. May be preceded by an emergency warning signal (siren).		• Relay warnings • Ensure availability of outdoor crews • Update stakeholders • Establish MECC/IMT • MEMC meeting, if possible • Place Evacuation Centres on standby
TSUNAMI			
No threat	Undersea earthquake detected but has not generated a tsunami, or the tsunami poses no threat to Australia and its offshore territories.	BOM	• Nil
Marine Alert Land Alert	Warning of potentially dangerous waves, strong ocean currents in the marine environment and possibility of only some localised overflow onto the immediate foreshore.	BOM	• Relay warnings • Update stakeholders
Marine Warning Land Warning	Warning for low-lying coastal areas of major land inundation, flooding, dangerous waves and strong ocean currents.	BOM	• Relay warnings • Update stakeholders • Establish MECC/IMT • Consider MEMC meeting

Public information

In an emergency, it is critical that information provided to the community is timely, accurate and informative. In periods of uncertainty, community anxiety and concern can be reduced by providing advice on what has happened, what needs to be done and where people can go for assistance. While the media will provide information on what has happened, their focus will not always provide the level of detail required to meet the needs of an affected community. Public information should be designed to accommodate the diverse needs of people experiencing cultural, language, general communication and literacy challenges. Translation may be accessed through the assistance of PIU, local multicultural organisations and language/speech interpretation services.

Council has a critical role in providing community leadership and relaying authorised information to reduce community anxiety and uncertainty, leveraging existing community communication protocols and guidelines. This role should be implemented as soon as possible after an emergency to reduce the potential for inappropriate action or undue concern.

If the MECC is activated, SITREPs and information bulletins about Council facilities and emergency assistance will be provided to the community through the MECC, by an officer authorised by the MEMC. A system of frequent community briefings at published times may need to be provided during the emergency period, using the most effective communications channel/s, including to disseminate the clear, consistent and RMA-authorised information.

The Mayor has a pivotal role as community leader to coordinate community information and is the chief spokesperson for Council and the affected community. The Mayor should be supported in this role by an experienced media liaison officer, who can prepare community and media statements for Mayoral endorsement. **All Councillors and Council staff need to be aware that only the Mayor (or delegate) will speak on behalf of Council and the collective community.** The MC will provide the Mayor with emergency-related information.

Media statements and public information generated by Council should relate to community impact and Council actions. **Council should not comment** on matters that are the province of the RMA, emergency services, Support Agencies or post-emergency investigations. Statements made by people with knowledge of only a segment of the total emergency operations can cause public confusion and misunderstandings.

Any emergency that requires activation of the MEMP will require a two-way flow of information and advice between the MC and the Regional Coordinator.

Table 8 summarises arrangements for issuing public information about the emergency.

TasALERT

TasALERT is Tasmania's official online source of information about emergency resilience, response and recovery. In an emergency, the homepage of the website is updated with authoritative information about the incident/s, including mapped information and call-to-action advice.

Tasmanian Government Public Information Unit (PIU)

In an emergency of local, regional and/or state significance, the whole-of-government Public Information Unit (PIU) may be activated to support the preparation and distribution of timely, accurate and consistent information to all stakeholders – from government and community leaders, through to government agencies, members of the public and media outlets. PIU activation is required to support the operation of TEIS (refer to *Section 4.5* and *Section 5.6.3*).

PIU activation may be requested due to the:
- scale, impact or longevity of the emergency
- need for a coordinated, whole-of-government public information response
- insufficient resources within the RMA to manage all public information requirements in response to an emergency.

Council or the MC may request PIU support or activation by the Regional Controller through the Regional Coordinator. The PIU may provide Council with assistance in developing a public information document, Mayoral talking points and key messages consistent with the RMA's single 'source of truth'.

If PIU support or activation is approved, public messaging and information will be developed through collaboration between Council and PIU staff.

Tasmanian Emergency Information Service (TEIS)

TEIS operates on a fee-for-service basis. When activated, TEIS provides an initial point of contact for the community to access information about the emergency. TEIS is activated and deactivated by DPAC (Resilience and Recovery Tasmania), on request from the relevant RMA or Support Agency. Council or the MC may request TEIS activation by the Regional Controller through the Regional Coordinator.

The decision to activate includes acceptance of responsibilities that include appointing:
- a Liaison Officer to be located within TEIS for the duration of the activation, and

- a supporting Information Manager.

If activation of TEIS is approved, scripts are developed consultatively through the whole-of-government Public Information Unit (PIU).

Working with the media

Local and regional media outlets help disseminate public information about emergencies. Agencies involved in managing the emergency aim to provide comments through nominated spokespeople and/or media officers, limited to comments relevant to each agency's specific role in response/recovery activities. Queries outside this scope are referred to the RMA or the Regional Controller through the Regional Coordinator.

Media statements from Council will relate to community impact and action taken by Council. Council will not comment on matters that are the province of emergency services or post-emergency investigations.

Table 8: Summary of public information arrangements

Location	Information scope	Provided by	Developed by	Cleared by	Channels
On-site	The emergency and its known impact	RMA (Support Agencies may provide input)	RMA	RMA	Media TasALERT Emergency Alert
EOC/ECC	Actions/ responsibilities of the centre	Centre Coordinator	Centre Coordinator	EM Coordinator (eg. MC)	Media TasALERT TEIS Social media
Community Centres	Actions/ responsibilities of the centre	Centre Coordinator	Centre Coordinator	MC, MRC, GM	Media TasALERT/PIU Council website Social media Local networks TEIS
Municipal area	Impact of the emergency on local community	Mayor	Council communications officer	GM	Media TasALERT/PIU Council website Phone enquiries Social media Local networks TEIS
Within the region	Impact of the emergency on the region	Regional Controller	Regional Coordinator	Regional Controller	Media TasALERT/PIU Council website
		RMA	Public Information Officer	RMA Regional liaison	

Location	Information scope	Provided by	Developed by	Cleared by	Channels
		Resilience and Recovery Tasmania	Resilience and Recovery Tasmania	State Recovery Advisor	Phone enquiries Social media TEIS
Rest of the State	Impact of the emergency on Tasmania, including relief arrangements	State Controller	SES Director DPFEM Media Unit Government Media Office	DPFEM Media Unit Government Media Office	Media TasALERT/PIU Council website Phone enquiries Social media TEIS
		RMA	State Media Officer	RMA State liaison	
		Premier or Minister	Government Media Office	Head of Government Media Office	

Other elements

In an emergency, Council's usual administrative and financial arrangements may be disrupted and staff impacted. Increased personal demands on staff to maintain usual services while contributing to Council's role of responding to the incident imposes conflicting requirements. Council may wish to seek and obtain additional administrative support from other municipalities.

Evacuation

Evacuation involves the movement of people threatened by a hazard to a safer location and, typically, their eventual, safe and timely return. To be effective, evacuation must be appropriately planned and implemented. Coordination and communication must be maintained across all stages of evacuation. TASPOL has a lead role in evacuation. The *TEMA* and *Tasmanian Emergency Evacuation Framework* provide more detailed information about the evacuation process, roles and responsibilities in Tasmania.

Management

While EM authorities have legislated power to order emergency evacuation, voluntary evacuation is the preferred strategy. Evacuation requires the participation and cooperation of multiple agencies and/or organisations. When evacuation planning involves significant change to traffic flows, road owners or managers should be involved, eg. Council and DSG.

Council has primary responsibility for activating and managing an Evacuation Centre within the municipal area, if requested by the Regional Controller (via the Regional Coordinator), including the registration of evacuees and the management of waste, environmental health and pollution at the site. Council maintains a register of appropriate facilities that may be used as Evacuation Centres and provide services for displaced persons. Facility specifications and capabilities are provided in *Appendix 8*.

Council also has other support roles and responsibilities relating to evacuation and the MC may be contacted for Council advice and assistance with:
- evacuation risk assessment and decision to evacuate
- withdrawal coordination
- traffic management

- alternative emergency accommodation
- animal welfare (pets, companion animals, livestock) if facilities are available
- decision to return.

If necessary, TASPOL will liaise with Council about concerns for the welfare of individuals or missing person enquiries.

Decision

The decision to recommend the evacuation of people in and around at-risk areas, rests with the RMA's Incident Controller, who consults with TASPOL, Council and others. If a decision to evacuate is made, public warnings and calls-to-action are issued.

Withdrawal

TASPOL has a lead role in the withdrawal stage of evacuation. A TASPOL Evacuation Coordinator may be appointed to coordinate and manage the withdrawal process.

Shelter

If evacuation of an area is indicated, the Regional Controller (via the Regional Coordinator) may contact the MC to ask Council to activate an Evacuation Centre. Council's Evacuation Centres are list at Appendix 8.

Places of Last resort (sometimes called Nearby Safer Places) options are identified in Community Protection Plans. Places of Last resort within Council's municipal area are listed at *Appendix 9*.

Return

The RMA's Incident Controller is responsible for deciding when it is safe for evacuees to return to an area, in consultation with TASPOL and other experts. A TASPOL Evacuation Coordinator may be required to plan and manage the return of evacuees. Longer-term evacuees are managed by recovery agencies.

Registrations

Registration is an important system for recording relevant details of persons affected by emergencies or involved in emergency operations. Common groups requiring registration are:

- affected people, such as evacuees and families
- other stakeholder/affected groups, for example businesses
- spontaneous volunteers
- witnesses
- potential donors/sponsors (equipment, services, supplies).

Registration may be established and coordinated by the RMA. If an Evacuation Centre is activated, processes to support registration should be implemented at the Centre as soon as possible. Council is responsible for registering evacuees at an Evacuation Centre, generally through use of the Evacuation Registration Application, accessible through a handheld digital device, as arranged by the MC or MRC, in collaboration with neighbouring municipalities.

Registration data may be shared, as appropriate, with relevant EM stakeholders throughout emergency response, consistent with disclaimers provided to affected people at the time of data collection. For example, when providing personal information at the time of registration, affected people should be aware that the data they provide will be shared with the relevant government agencies (municipal/state/federal) for the purposes of providing relief and recovery assistance and services.

All personal information provided for registration purposes must be managed in accordance with the provisions and principles of the *Personal Information Protection Act 2004*. Also refer to Section 1.9 of this Plan regarding the release of information to relevant authorities.

Impact assessment

The RMA is responsible for coordinating progressive rapid impact assessments and reporting on this to all EM stakeholders, including Support Agencies, Resilience and Recovery Tasmania (DPAC) and the relevant municipality/ies MC, MRC and regional/state counterpart/s.

Secondary impact assessments may be coordinated through the RECC and Council may be asked to assist with this work by providing data on request.

Impact and damage assessment factors include, but are not limited to:
- number of injuries and deaths
- housing/accommodation needs
- energy supplies
- potable water supply
- transport networks and alternative route planning
- telecommunications
- stormwater infrastructure and waterways
- public/environmental health standards.

Where transport corridors also provide access for networks such as power, water and telecommunications, the relevant asset managers/owners will be involved in impact assessment and decision-making.

Pandemic health emergencies

The management of significant public health emergencies in Tasmania is guided by a State Special Emergency Management Plan (SSEMP): the *Tasmanian Public Health Emergencies Management Plan*. In a global pandemic emergency, such as the COVID-19 pandemic, this may be supported by development of a complementary, event-specific SSEMP, such as the SSEMP that was developed in response to COVID-19.

One element of a coordinated response to a large-scale health emergency, such as a pandemic, is the establishment of community-based clinics to perform critical and beneficial functions for the general community. The Tasmanian Health Service (THS) may call upon Council to provide a suitable venue for the establishment of clinic/s and to assist and support with the maintenance and operation of clinic/s during a pandemic emergency.

Debriefs

Immediately after an emergency, some issues invariably require investigation and discussion to identify learnings and the need for changed or new processes and systems. Lessons identified are shared with stakeholders including the MEMC and SREMC.

These matters are best initially considered in an Operational Debrief forum, the main objectives of which are to:
- acknowledge the input of all contributing organisations and individuals
- gain constructive feedback from all involved on lessons identified
- identify where gaps exist in training and planning systems
- determine and program a course of action for improving planning, management systems etc

- foster sound interagency communication
- identify the need for specific investigation of issues and further debriefing at individual or organisational levels.

The MEMC is responsible for reviewing emergencies that are significant to the municipality. Where impacts also extend beyond this area, the review may be conducted by SREMC so lessons can be shared easily with emergency management partners.

Administration: finance and cost capture

Records related to response are subject to the usual records management provisions and archiving legislation and treated accordingly. Logs, reports and briefings are collated progressively and stored centrally for future reference.

Organisations are responsible for retaining all invoices/records of emergency-related expenditure and absorbing their own expenses. Some expenses may be recovered if national (Disaster Recovery Funding Arrangements (DRFA)) and state (TRRA) disaster funding arrangements are activated and eligibility criteria are met. In an emergency, DPAC (Resilience and Recovery Tasmania) provides advice on the status of arrangements and eligibility criteria.

Council has an allocated project number to record costs associated with an emergency. All expenditure is to be approved by the MC, GM or other authorised person before expenditure commitments are made.

All expenditure that may be eligible for Government assistance under the TRRA Natural Disaster Local Government Relief Policy must be separately costed for consolidation and audit purposes. Normal maintenance and administration costs are not eligible for assistance. However, additional costs over and above normal operating budgets may be regarded as eligible expenditure (eg. plant hire and overtime).

Damage to any asset must be directly attributed to the event and should not include normal maintenance operations, particularly for assets that were in a poorly-maintained state at the time of the emergency. For auditing purposes, Council is required to supply records of maintenance on the items and assets in question.

Cost capture systems are established to align with different types of eligible expenditure as follows:

DRFA category	Type	Claimable expenses
Category A	Essential	Emergency food, clothing
		Repair or replacement of essential items and personal effects
		Essential emergency repairs to housing (to make residence safe and habitable)
		Demolition or rebuilding to restore housing
		Removal of debris from residential properties
		Extraordinary counter-disaster operations for the benefit of an affected individual
		Personal and financial counselling
		Evacuation Centre costs
Category B	Essential	Restoration or replacement of essential public assets (road, footpath, pedestrian bridge, stormwater, bridges, tunnels, culverts, rivulets, local government offices)
		Counter-disaster operations for the protection of the general public

DRFA category	Type	Claimable expenses
Category C	Non-Essential	No automatic coverage however, an affected area may apply for a Community Recovery Fund for reimbursement of eligible expenditure associated with repairs of non-essential infrastructure (eg. repairs to sportsgrounds, playgrounds, tracks, trails, etc). A fund may also include community awareness and education campaigns and other resilience building grants.
Category D	Non-Essential	A Category D measure is an act of relief or recovery implemented to alleviate distress or damage in circumstances which are, according to the Minister, exceptional. These must be approved by the Prime Minister in writing.

Assistance may be provided to Council to restore an essential public asset to the equivalent of its pre-emergency standard, subject to current planning and developmental controls and building standards. Additional costs incurred by Council beyond that level in restoring or replacing an asset to a higher standard (improvement or betterment) are not eligible for assistance and must be borne by Council.

Where claims are to be made for TRRA relief reimbursement, the MC will discuss the matter first with DPAC. Where appropriate, a written application will be developed and submitted to DPAC. Council's Finance Department has designated responsibility for the cost recovery/claims process.

If the Premier announces TRRA activation for the Council area, Council will collate records accordingly and pursue cost recovery. Council claims under TRRA and Tasmanian Government claims under DRFA are subject to audit and assurance processes before acquittal. The TRRA and DRFA contain details about evidence that agencies and councils must collect and maintain. DPAC will provide information and advice on request.

Personal support

Council provides an employee assistance program to support staff and their families with the impact of an emergency. Supplementary personal support services may be sourced through SREMC.

Section 6: Recovery arrangements

This section describes what is done to support short to longer-term recovery across the four main recovery domains.

Overview

Recovery is the process of dealing with the impacts of an emergency and returning social, economic, infrastructure and natural environments to an effective level of functioning. Recovery is most effective when communities are supported to lead and participate in processes and activities in their local area. Municipal committees, councils, community groups and local leaders all play a significant role in enabling and facilitating local engagement in recovery planning, and in coordinating the implementation of local recovery activities.

The *State Recovery Plan* and *Southern REMP* describe various state-level and regional-level recovery arrangements and should be read in conjunction with this plan and the *Glenorchy Community Recovery Plan*.

During and after an emergency response of regional and/or state significance, the State Recovery Advisor and DPAC (Resilience and Recovery Tasmania) will review impact assessments and provide the Regional Controller and/or State Controller with advice on the recommended structure for longer-term recovery arrangements.

Recovery structures and activities are planned and coordinated across all recovery domains being:
- social
- economic
- infrastructure
- environment, and
- cross-domain.

Typical recovery considerations for Council include but are not limited to:
- assessing recovery needs across all domains and prioritising actions required
- developing, implementing and monitoring recovery activities that are aligned as much as possible with the Council's long-term planning objectives and goals
- enabling community communication and participation in decision-making
- wherever possible, contributing to future mitigation requirements or improvements to planning requirements (eg. through debrief processes).

Municipal recovery functions

Council has municipal-level responsibility for locally-led recovery across social, economic, infrastructure, environmental and cross-domain recovery functions. Council has a primary role in providing recovery services in the immediate aftermath of an emergency. This role can be delivered in partnership and with the assistance or support of Tasmanian Government agencies and NGOs, depending on the capacity and presence of support services in the area. This assistance can be coordinated through SREMC.

As longer-term recovery arrangements are determined, some of these responsibilities may transfer to a different recovery structure/organisation, such as an Affected Area Recovery Committee (AARC).

Current arrangements

Figure 3 below provides a guide to typical all-hazards recovery arrangements, showing the close relationship between response and recovery, spanning short to longer-term activities. Arrangements are applied as required and described in more detail in the following sections.
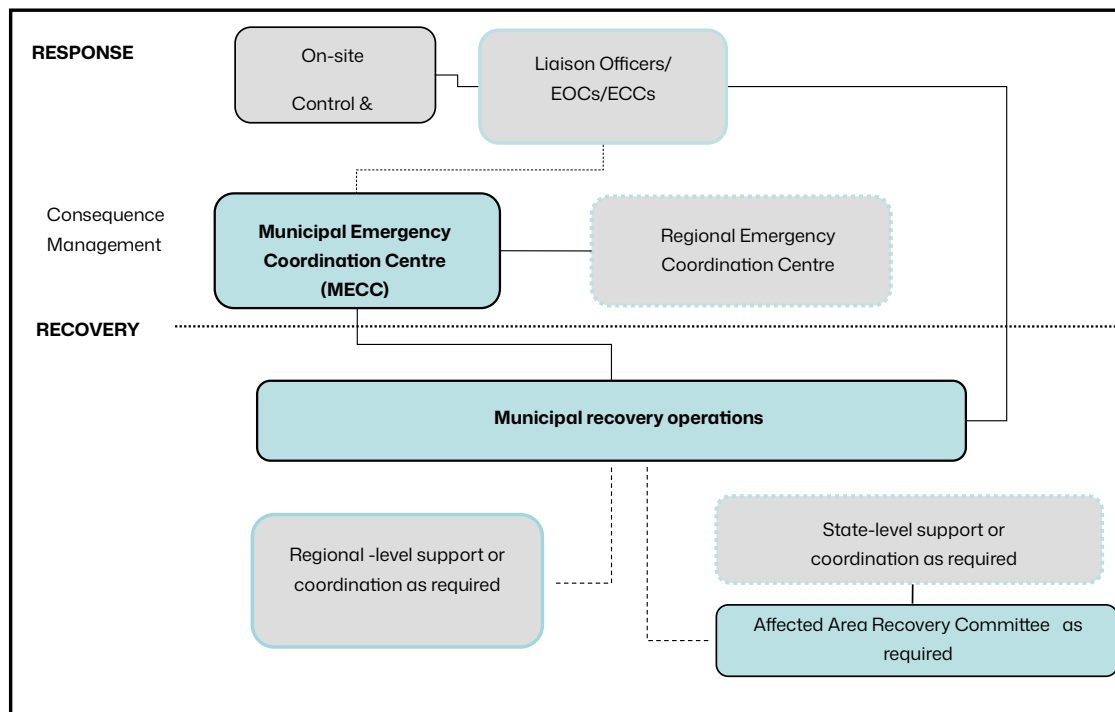
Figure 3: Typical recovery management arrangements

LEGEND

—————— Direct reporting relationship

---------- Also works/communicates with

Media and public information

In recovery, information may be communicated through a range of channels, including:
- TasRECOVERY section of the TasALERT website
- websites and social media of the RMA and other Tasmanian Government agencies
- radio, television and print media
- printed publications and brochures
- public meetings, Community Centres and face-to-face outreach visits.

Council has a critical role in providing community leadership and ongoing information updates to reduce community uncertainty. This role should be implemented as soon as possible after an emergency to reduce the potential for inappropriate action or undue concern.

The Mayor has a pivotal role as community leader to coordinate and communicate information to the local community, and be the spokesperson for Council and the affected community. The Mayor will be supported by Council's communications officer and the General Manager in the preparation of community and media statements. The MC provides the Mayor with recovery-related information.

If the whole-of-government PIU is activated in response to an emergency, it will have dedicated resources tasked with coordinating recovery information and contributing to the development of documents and messages to guide transition from response to recovery, including development of a *Recovery Communications Strategy*.

At-risk groups of people

Council-specific roles and responsibilities support a collaborative stakeholder approach for meeting the recovery needs of at-risk people.

In supporting community recovery, the MRC is responsible for leading Council's work in the following activities:

- provide Evacuation Centres that are accessible to a broad cross-section of the community
- maintain broad knowledge of relevant service providers within the municipality
- promote community resilience as part of normal Council business
- maintain a broad knowledge of the whereabouts of special facilities (schools, aged care facilities, childcare centres) within the municipality
- provide local demographic information and advice to stakeholders as able and required
- provide support to EM stakeholders with a statutory responsibility for vulnerable and at-risk people, as able and required
- develop and maintain relationships with relevant stakeholders whose role it is to directly cater for the EM needs of vulnerable and at-risk people, as able and required.

Short-term recovery

In the immediate aftermath of an emergency, short-term recovery services are generally delivered or coordinated by Council. After consultation with the RMA, DPAC (Resilience and Recovery Tasmania) and other EM partners about impact assessment, recovery needs and capacity, local arrangements may be activated by the MC, supported by the Regional Coordinator.

Short-term regional recovery coordination is activated by the Regional Controller through the Regional Coordinator at the request of Council. This may follow advice from the RMA and/or Regional Controller.

Council is responsible for operating facilities that provide access to recovery services for the community. The places currently identified as suitable for Recovery Centres and functions are summarised in *Appendix 8*. Recovery facilities may be activated at the request of or advice from:

- MC
- MRC
- Regional Coordinator
- Regional Controller.

Council is responsible for coordinating ongoing community impact assessments, particularly as they relate to recovery. This work informs appropriate governance structures for medium and long-term recovery. The MC (through an Emergency Recovery Committee, if formed) will arrange for impact assessments to be conducted.

Council registration processes must follow procedures or directions from the Regional Controller and advice provided by the MC, comply with confidentiality and security of personal information requirements, and be compatible with Register.Find.Reunite. Registration data collected by Council must be provided to Tasmanian Government agencies for recovery purposes.

Long-term recovery

As the response phase draws to a close, recovery activities transition from short-term coordination to long-term arrangements designed to meet anticipated recovery needs.

Arrangements for the assessment of recovery needs and long-term recovery structures are documented in the *State Recovery Plan*. The State Recovery Advisor (DPAC) works in consultation with the MC, Regional Controller and RMA to advise the Tasmanian Government on appropriate long-term recovery arrangements.

Where recovery needs can be met within municipal capabilities, medium to long-term recovery is coordinated locally by the MEMC (Level 1). Recovery activities in this instance are primarily supported by Council resources, business as usual services and community-based initiatives. The MC may seek support or raise emerging issues through SREMC. If recovery is locally led, the MC may seek to establish a Local Community Recovery Committee as soon as practicable. This group will include appropriate affected people, existing community groups and agencies to begin recovery discussions. No matter what the scale or severity of the event, it is important for local communities to have an avenue to discuss and share experiences.

After significant emergencies and/or where recovery needs exceed municipal capabilities and/or resources, additional state-level recovery support may be activated. Level 2 and Level 3 arrangements are detailed in the State Recovery Plan. State-supported recovery (Level 2) involves the Tasmanian Government supporting the coordination of recovery coordination at local or regional levels, usually through an AARC. State-coordinated recovery (Level 3) involves the Tasmanian Government coordinating recovery through AARC/s, as well as appointing a Recovery Taskforce, generally led by a Recovery Coordinator.

AARCs may be established under section 24E of the Act, in partnership with local government bodies, municipal committees and affected communities. AARCs may be established locally for one municipality or regionally for multiple municipalities.

The purpose of an AARC is to coordinate recovery activities at regional and local levels through information-sharing, collaboration and collective decision-making. An AARC's role includes developing event-specific recovery plans, facilitating community engagement and participation in recovery, and guiding the implementation of local recovery projects and activities.

An AARC is usually chaired by the Mayor, the MC or another regional/local representative. AARCs can include representatives from affected communities, local government, state government agencies and other organisations with a significant recovery role. DPAC may support the administration of an AARC and coordinate multi-agency recovery efforts to support local and council-led activities.

An AARC will typically develop a recovery plan that:
- takes account of Council's long-term planning and goals
- includes assessment of recovery needs and determines which functions are required
- develops a timetable for completing major functions
- considers the needs of specific population groups within the community, including but not limited to youth, aged, disabled and non-English speaking people
- allows full community participation and access
- allows for monitoring of recovery progress
- effectively uses the support of Tasmanian and Australian Government agencies
- provides public access to information on proposed programs and subsequent decisions and actions
- allows consultation with all relevant community groups.

The AARC is responsible for arranging and monitoring a communications program for the duration of the recovery program. It can include but is not limited to:

- forums and information sessions for the community
- debriefs for recovery workers
- progress reports for Council, the community, SEMC, SREMC and any other agency/organisation as agreed and appropriate, including progressive summaries/analysis of records (financial and information).

Section 7: Plan administration

Plan contact

This MEMP is maintained by the MC on behalf of the MEMC. Feedback should be provided in writing to:

Email:	gccmail@gcc.tas.gov.au
Mail:	PO Box 103, GLENORCHY 7010

Review requirements and issue history

Section 34 of the Act requires that this MEMP is reviewed by the MEMC at least once every two years after approval by the State Controller.

In reviewing the MEMP, the MEMC shall take account of all suggested amendments provided by relevant stakeholders. The MEMP is to be reissued in full, after approval by the State Controller, in accordance with the distribution list provided at *Section 7.4*.

This issue entirely supersedes the previous issue of this MEMP. Superseded issues are to be destroyed, or clearly marked as superseded, and removed from general circulation.

Table 9: Issue table

Issue No.	Year approved	Comments/summary of main changes
Issue 5	1999	Review and rewrite
Issue 6	2006	Review and rewrite
Issue 7	2010	Review and rewrite
Issue 8	2013	Review and rewrite
Issue 9	2015	Review and rewrite
Issue 10	2016	Review and update
Issue 11	2020	Review and update
Issue 12	2022	Review and update, incorporating new warnings, map, recovery information
Issue 13	2025	Review and update, incorporating new warnings, map, recovery information

Consultation for this issue

Review and update of this issue was coordinated by the MC for the MEMC as part of the statutory two-yearly review schedule. Comments was invited from:

- SES
- TFS
- TASPOL
- MEMC members
- Regional Coordinator.

Distribution list

This plan will be available electronically through WebEOC after approval. Electronic copies will be provided as follows:

Table 10: Distribution list

Organisation	Position
Council	- All MEMC members - Mayor and Councillors - GM - Relevant community groups and organisations
SES	- SES Unit Manager/s - Regional Manager (South) - Regional Coordinator (for Regional Controller) - Senior Planning and Education Officer (for SES Director, State Controller, WebEOC)
TASPOL	Officer in Charge, Glenorchy Station
TFS	District Officer, Hobart District
AT	Superintendent, Southern Region
St John Ambulance	Chief Executive Officer
Neighbouring municipalities	- Hobart City Council - Derwent Valley Council - Brighton Council - Clarence Council
Other Organisations	TasWater, TasNetworks

Communications plan summary

When endorsed by Council and approved by the State Controller, update of this MEMP will be communicated as follows:

- email copies sent to the positions listed in *Table 10*
- submitted for noting by SREMC
- published for staff access on Council's intranet
- published on Council's website and available to the public by request to the MC
- available to interested parties on request.

Validation

Arrangements in this plan will be validated within the two-year review cycle by:

- participating, where able, in other municipal/regional exercises
- conducting/participating in relevant debriefs
- as described in *Appendix 4*.

Section 8: Appendices

Appendices are part of this MEMP and as such are not to be updated or circulated as separate attachments without this MEMP being approved by the State Controller.

Appendix 1:　　List of associated documents

Appendix 2:　　Risk assessment report

Appendix 3:　　MEMC terms of reference

Appendix 4:　　MEMC maintenance and activity schedule

Appendix 5:　　Centres for emergency management

Appendix 6:　　Duty Statements and Action Cards

Appendix 7:　　SOPs and policies for warnings, public information, working with the media

Appendix 8:　　Community centres

Appendix 9:　　Nearby Safer Places

Appendix 10:　　Map of municipality and location of key services

APPENDIX 1: List of associated documents

The documents listed here are relevant to this MEMP. When the MEMP is reviewed, current versions of these documents will also be checked. Other relevant documents that may also have been developed between issues will be included.

a. **Legislation**

Legislation	Related hazard or function	Administration
Emergency Management Act 2006	All-Hazard statewide emergency management provisions	SES
Land Use Planning and Approvals Act 1993	Planning schemes	DoJ
Local Government Act 1993	Council responsibilities	DPAC

b. **Plans and arrangements**

Row	Title	Custodian	Version	Available from/Date
Council arrangements and plans				
1.	Council maps for council roads and alternative transport plans	Council	N/A	Manager Assets, Engineering & Design
2.	GCC Flood Action Plan	Council	2025 – reviewed annually	Manager Assets, Engineering & Design
3.	Hobart Fire Management Area Bushfire Risk Management Plan	Council	2022	Coordinator Bushfire Management
4.	GCC Community Recovery Plan	Council	2025	Coordinator Recovery
5.	GCC Bushfire Mitigation Strategy 2020-30	Council	2020	Coordinator Bushfire Management
Regional arrangements and plans				
6.	Regional Emergency Management Plan	SES	Issue 10	2024
State arrangements and plans				
7.	Tasmanian Emergency Management Arrangements (TEMA)	SES	Issue 2	2023
8.	Tasmanian Emergency Evacuation Framework	SES	Issue 1	2018
9.	State Road and Bridge Emergency Management Plan	DSG	Issue 4	2024
State Special Emergency Management Plans (SSEMP) **Available WebEOC File Library**				

10.	SEMP – Biosecurity	NRE Tas	Issue 2	2023	
11.	SEMP – Building Collapse	TFS	Issue 3	2024	
12.	SEMP – Counter-terrorism	TASPOL	Issue 3	2023	
13.	SEMP – COVID 19	DoH	Issue 5	2022	
14.	SEMP – Cyber Security Emergency Plan	DPaC	Issue 1	2025	
15.	SEMP – Dam safety	NRE Tas	Issue 5	2025	
16.	SEMP – Electricity, gas and liquid fuel disruption arrangements	DSG	Issue 4	2023	
17.	SEMP – Fire protection	TFS	Issue 4	2022	
18.	SEMP – Flood	SES	Issue 4	2023	
19.	SEMP – Hazardous materials	TFS	Issue 9	2021	
20.	SEMP – Impact & damage assessment	DPAC	Issue 3	2019	
21.	SEMP – Interoperability arrangements	DPAC	Issue 6	2025	
22.	SEMP – Mass casualties	DoH	Issue 4	2023	
23.	SEMP – Multiple Fatality	Chief Coroner	Issue 1	2017	
24.	SEMP – Pandemic influenza	DoH	Issue 5	2024	
25.	SEMP – Port safety (nuclear warships)	SES	Issue 5	2023	
26.	SEMP – Public health	DoH	Issue 2	2014	
27.	SEMP – Recovery	DPAC	Issue 4	2022	
28.	SEMP – Search and rescue	DPFEM	Issue 6	2023	
29.	SEMP – Tasmanian Public Health Emergencies	DoH	Issue 2	2014	
30.	SEMP – Transport crash	TASPOL	Issue 4	2022	
31.	SEMP – Tsunami	SES	Issue 3	2023	
Other					
32.	Emergency Alert – Frequently Asked Questions	TFS			Emergency Alert FAQ
33.	TasPorts Emergency Management Plan	TasPorts	2017		TasPorts website
34.	TFS Community Protection Plans	TFS	Various		TFS website

Glenorchy MEMP   Issue 13, October 2025   Page 60 of 96

35.	SES Community Flood Guides	SES	Various	SES Website
36.	Tasmania Marine Oil and Chemical Spill Contingency Plan	EPA	2019	EPA
37.	Wellington Park Fire Management Strategy	Wellington Park Management Trust	March 2006	Under review

Glenorchy Emergency Management SOPs (EMSOPs) are located in the ECC	
ID	**Title**
1	First alert of emergency or potential emergency
2	Communication with public, Councillors, staff and media
3	Standing up the Emergency Coordination Centre (ECC)
4	Emergency Coordination Centre (ECC) roles
5	Customer Service Centre and the ECC
6	Emergency Operations Centre
7	After-hours access – store
8	Emergency road closures
9	After-hours access to Jackson Street Waste Management Centre
10	Bushfires – Council roles and responsibilities, plant and materials
11	Major plant and vehicle schedule

APPENDIX 2: Risk assessment report

a   Tasmanian Government responsibilities – emergency risk management

Tasmania's commitment to emergency risk management is demonstrated through development of *Tasmanian Emergency Risk Assessment Guidelines*, the *Tasmanian Disaster Risk Assessment* and risk assessment workshops.

b   Local government responsibilities – emergency risk management

Tasmania's local government authorities participated in workshops and contributed to development of the *Tasmanian Emergency Risk Assessment Guidelines* and the *Tasmanian Disaster Risk Assessment*. The benefits to Council in participating in these processes include to:

- demonstrates sound commitment to managing emergency risks within the community and a primary interest in community safety
- potentially reduces levels of risk within the community
- ensures the identification of risks that are the focus of EM planning
- ensures a focus on preventing emergencies rather than to reacting to them
- enables improved community understandings of EM and the risk management process
- improves governmental understanding of risks from a community perspective
- provides an opportunity to reduce the cost to communities from emergency impacts
- enables use of a best practice standard in risk management;
- ensures and maximises access to national DRFA funding
- complements Council's existing practices and commitment to risk management.

The responsibilities of Council and the MEMC in relation to emergency risk management are summarised in Table 3 and detailed in the TEMA.

c   Risks, recommended treatment strategies and timeframes

The following risk register includes a description of risks and treatment strategies. Sources of risk were reviewed and assessed with review of this MEMP.

Timeframes for undertaking treatment options are defined as:

- **Immediate action:** must be completed as soon as practical within current budget cycle (12 months)
- **Short-term action**: must be completed as soon as practical within the next budget cycle (12-24 months)
- **Long-term action**: must be completed within five years
- **Ongoing**: continuously monitor the adequacy of existing arrangements to mitigate the risk, or
- as described in the table.

d   Responsibility for treatment

Council is responsible for managing the incorporation of treatment strategies that are either the responsibility of Council, or of both Council and other levels of government or agencies, into appropriate operational plans and/or partnership agreements as required.

Register of risks and treatment strategies				
ID	Risk statement	Treatment/s	Responsibility for treatment	Timeframes
GC 01 Flood				
GC 01.01	There is a risk that residential and commercial property will be flooded around Humphreys Rivulet	Flood mitigation planning and modelling Mitigation strategies	Council, SES	Short-term then ongoing
GC 01.02	There is a risk that residential and commercial property will be flooded around Islet Rivulet	Flood mitigation planning and modelling Mitigation strategies	Council, SES	Short-term then ongoing
GC 01.03	There is a risk that residential and commercial property will be flooded around New Town Rivulet	Flood mitigation planning and modelling Mitigation strategies	Council, SES	Short-term then ongoing
GC 01.04	There is a risk that residential property will be flooded around Faulkners Rivulet	Creek maintenance – vegetation control	Council/Landowner	Ongoing
		Community involvement	Council/Landowner	Ongoing
GC 01.05	There is a risk that residential and commercial property will be flooded around Abbotsfield Rivulet	Creek maintenance – vegetation control Council/Landowner Ongoing		
GC 01.06	There is a risk that residential and commercial property will be flooded around Barossa Creek	Creek maintenance	Council/Landowner	Ongoing
		Flood mitigation strategies	Council/Landowner	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 01.22	There is a risk that flooding of waterways will cause damage to roads and bridges	Assess structures at risk Maintain annual review and asset renewal program Keep waterways clear	Council	Short-term then ongoing
GC 02 Bushfire				
GC 02.01	There is a risk that bushfire will impact life and human settlements throughout the Council area	Hobart Fire Management Area Bushfire Risk Management Plan	TFS, Council, Hobart LGA, Derwent Valley LGA, Kingborough LGA, Clarence LGA, Brighton LGA, Huon Valley LGA, Sustainable Timber Tasmania, Wellington Park Management Trust, TasWater, TasNetworks, NRE Tas	Ongoing
		Wellington Park Fire Management Strategy	TFS, Council, Hobart LGA, NRE Tas, private landowners, Wellington Park Management Trust, TasNetworks	Seasonal and ongoing
		Planning scheme provisions for bushfire	Council	Ongoing
		Fuel reduction burning program	TFS, Council, other landowners	Ongoing
		Community education	TFS, Council, community	Ongoing
		Community participation	TFS, Council, community	Ongoing
		Critical asset identification	Government agencies	Ongoing
		Asset maintenance	Council, TFS, Government agencies	Ongoing
		Organisation coordination	TFS, SES, Council, AT, TASPOL, industry.	Ongoing
GC 02.02	There is a risk that bushfire will impact the natural environment throughout the Council area	Hobart Fire Management Area Bushfire Risk Management Plan strategies	TFS, Council, Hobart LGA, Derwent Valley LGA, Kingborough LGA, Clarence LGA, Brighton LGA, Huon Valley LGA, Sustainable Timber Tasmania, Wellington Park Management Trust, TasWater, TasNetworks, NRE Tas	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
		Wellington Park Fire Management Strategy	TFS, Council, Hobart LGA, NRE Tas, TasNetworks, private landowners, Wellington Park Management Trust	Ongoing
		Fuel reduction program	TFS, Council, private landowners	Ongoing
		Community education	TFS, Council, community	Ongoing
		Community participation	TFS, Council, community	Ongoing
		Critical asset identification	Government agencies	Ongoing
		Asset maintenance	Council, TFS, Govt Agencies	Ongoing
		Organisation coordination	TFS, SES, Council, AT, TASPOL, industry	Ongoing
GC 02.03	There is a risk that bushfire will impact critical infrastructure throughout the Council area	Hobart Fire Management Area Bushfire Risk Management Plan	TFS, Council, Hobart LGA, Derwent Valley LGA, Kingborough LGA, Clarence LGA, Brighton LGA, Huon Valley LGA, Sustainable Timber Tasmania, Wellington Park Management Trust, TasWater, TasNetworks, NRE Tas	Ongoing
		Wellington Park Fire Management Strategy	TFS, Council, NRE Tas, TasNetworks, community, Wellington Park Management Trust	Ongoing
		Fuel reduction program	TFS, Council, private landowners.	Ongoing
		Community education	TFS, Council, community	Ongoing
		Community participation	TFS, Council, community	Ongoing
		Critical asset identification	Government agencies	Ongoing
		Asset maintenance	Council, TFS, TasNetworks, Government agencies	Ongoing
		Organisation coordination	TFS, SES, Council, AT, TASPOL, industry	Ongoing
GC 03 Storm				
GC 03.01	There is a risk that power supplies will be damaged	Education programs	Council, SES, TasNetworks, BOM	Ongoing
		Alternate power supply routes	TasNetworks, Council	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
	due to storm throughout the Council area	Enforcement of Building Code of Australia	Council	Ongoing
		Early warning	BOM, SES, Council	Ongoing
		Provide resources	Council, insurance companies, SES	Ongoing
GC 03.02	There is a risk that residential, industrial and commercial assets will be damaged as a result of storms throughout the Council area	Education programs	Council, SES, TasNetworks, BOM	Ongoing
		Enforcement of Building Code of Australia	Council	Ongoing
		Early warning	BOM, SES, Council	Ongoing
		Provide resources	Council, insurance companies, SES,	Ongoing
		Identify high-risk assets	Council, industry, Government agencies, SES, utilities	Short-term then ongoing
GC 03.03	There is a risk to life from storms	Education programs	Council, SES, TasNetworks, BOM	Ongoing
		Enforcement of Building Code of Australia	Council	Ongoing
		Early warning	BOM, SES, Council	Ongoing
		Provide resources	Council, insurance companies, SES	Ongoing
		Identify high-risk assets	Council, industry, utilities, SES, Government agencies	Short-term then ongoing
GCC 05 Earthquake or landslip				
GC 05.01	There is risk of landslip causing property damage at identified sites	Geotechnical testing	Property owners, Council, DSG, property developers	Ongoing
		Planning controls	Council, NRE Tas	Ongoing
		Geological reports	DSG, property developers	Ongoing
		Buy-back	Council, DPAC, financial institutions	Ongoing
		Monitoring and maintenance	Council, DSG, property owners	Ongoing
		Area management systems	Council, State Growth, property owners	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
		Community Support	DoH, Council	Ongoing
GC 05.02	There is a risk that landslip will impact on non-declared developed sites	Geotechnical testing	Property owners, developers, Council, DSG	Short-term then ongoing
		Planning controls	Council, NRE Tas	Ongoing
		Geological reports	DSG, property developers	Ongoing
		Monitoring and maintenance	Council, DSG, property developers	Ongoing
		Area management systems	Council, DSG, property developers	Ongoing
		Community supports	DoH, THS, Council	Ongoing
GC 06 Public health				
GC 06.01	There is a risk that a contagious disease will impact on the population	Education	DoH, health sector	Ongoing
		Immunisation – if available	DoH, health sector	Ongoing
		Legislation	Government agencies	Ongoing
		Sanitation/public health standards	DoH, private sector, health sector, community	Ongoing
		Quarantine	DoH, medical profession, Australian Government	Ongoing
GC 08 Animal disease				
GC 08.01	There is a risk that an exotic animal disease will cause hardship to the community	Legislation	Australian/Tasmanian Government, peak bodies	Ongoing
		Community awareness/response	Government agencies, community, animal owners	Ongoing
		Veterinary services	Government agencies, private sector, industry peak bodies	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
		Quarantine	Animal owners, Australian and Tasmanian Government, vets	Ongoing
		Animal destruction	Animal owners, NRE Tas	As required
		Carcass disposal	Animal owners, NRE Tas, Council	As required
GC 21 Infrastructure failure				
GC 21.01	There is a risk that damage to local bridges will cause community disruption	Bridge inspection	Council, Tasmanian Government	Ongoing
		Maintenance	Council, Tasmanian Government	Ongoing
GC 21.05	There is a risk that dam failure will result in loss of water supply and flooding	Dam failure studies	TasWater	Long-term
		Maintenance/upgrades to spillways to ANCOLD standards	TasWater	Long-term
		Monitoring	TasWater	Ongoing
		Flood Inundation mapping	TasWater, Council, SES	Long-term
GC 21.07	There is a risk of loss of power (greater than 4 hours) to essential services	Backup power supply	Council, TasNetworks	Short-term
		Risk assessment of Council infrastructure	Council	Ongoing
		Emergency Response Plan preparation	Council	Ongoing
GC 23 Hazardous materials				
GC 23.01	There is a risk of hazardous materials being released into the ground, water, air and consumables causing harm to the environment	Risk assessment & emergency response plans	Nyrstar, SES, Council, NRE Tas, peak industry groups	Ongoing
		Legislation, Council environmental policies	Tasmanian Government, Council	Ongoing
		Training (eg. incident protocols for staff)	Nyrstar, other industry, TFS, Council, DoH	Ongoing
		Education (public awareness)	WorkSafe Tasmania, Nyrstar, TFS, NRE Tas, other industry, poison information centre	Ongoing
		Monitoring/maintenance/audits/ compliance	WorkSafe Tasmania, Nyrstar, other industry, TFS, Council, NRE Tas	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
		Provision of dump site/disposal of waste	NRE Tas, Council, property owners, companies	As required
GC 23.02	There is a risk of hazardous materials being released into the ground, water, air and consumables causing harm to the health of the community within Glenorchy	Risk assessment & emergency response plans	Nyrstar, Council, NRE Tas, other industry groups	Ongoing
		Legislation, Council environmental policies	Tasmanian Government, Council	Ongoing
		Training (eg. incident protocols for staff)	Nyrstar, other industry, TFS, Council, DoH	Ongoing
		Education (public awareness)	WorkSafe Tasmania, TFS, NRE Tas, industry groups, poison information centre	Ongoing
		Monitoring/maintenance/audits/compliance	WorkSafe Tasmania, industry, TFS, Council, NRE Tas	Ongoing
		Provision of dump site/disposal of waste	NRE Tas, Council, property owners, companies	As required
GC 24 Industrial accident				
GC 24.01	There is a risk of an industrial accident affecting the community wellbeing	Audit of the diverse range of industries in the city and associated risks from industrial groupings	Tasmanian Government, Council	Short-term
		Legislative requirements for managing industrial risk	Tasmanian and Australian Governments	Ongoing
		Town planning legislation to ensure appropriate land use	Council	Ongoing
GC 25 Pollution				
GC 25.01	There is a risk of pollution being released into the air, water and/or soil causing harm to the environment	Legislation	Tasmanian Government	Ongoing
		Emergency response plans/risk management plans	Industry groups, SES, Council, NRE Tas	Ongoing
		Community Education	NRE Tas, Council, industry groups, community environmental groups	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
		Clean-up/disposal of pollutant	Polluter, NRE Tas, Council	Immediate as required
GC 25.02	There is a risk of pollution being released into the air, water and/or soil causing harm to the wellbeing of the community	Legislation	Tasmanian Government	Ongoing
		Emergency response plans/risk management plans	Industry groups, SES, Council, NRE Tas	Ongoing
GC 26 Transport accident				
GC 26.01	There is a risk that traffic flow will be disrupted due to a transport accident	Identification and rectification of black spot areas on roads	DSG, Council, Australian Government	Ongoing
		Community education (speeding, DUI, fatigue	Australian and Tasmanian Governments	Ongoing
		Identification of alternative traffic routes	Tasmanian Government, Council	Short-term
GC 26.02	There is a risk that pollution of the environment will occur from a transport accident or from the clean-up operations	Development of plans and protocols to deal with expected problems with pollution eg. oil spills	Tasmanian Government, Council	Short-term
		Identification and provision of resources to deal with pollution	Tasmanian Government, Council	Short-term
		Monitoring of affected sites to mitigate migration of pollutants from control areas and also long-term environmental effects of the affected area	Tasmanian Government, Council	Ongoing

Register of risks and treatment strategies				
ID	**Risk statement**	**Treatment/s**	**Responsibility for treatment**	**Timeframes**
GC 45 Crowded places				
GC 45.01	There is a risk to the community attending mass gathering events	Adherence to protocols and guidelines for health and safety in public places	Council, Tasmanian Government	Ongoing
GC 49 Terrorism				
GC 49.01 N	There is a risk that an act of terrorism will affect the municipality	Support national and state strategies and legislation	Council, Tasmanian and Australian Governments	Ongoing
GC 50 Business continuity				
GC 50.1 N	There is a risk that the business of council will be disrupted by emerging events or infrastructure failure	Develop a business continuity plan	Council	Short-term

APPENDIX 3: MEMC Terms of Reference

Glenorchy

Municipal Emergency Management Committee

Terms of Reference

Committee	Glenorchy Municipal Emergency Management Committee (MEMC)
Date and status	Issue 13, October 2025
Enquiries	Executive Officer (Municipal Emergency Management Coordinator) Glenorchy City Council
Review notes	These Terms of Reference are due for review in October 2024
General standards & practices	The *Tasmanian Emergency Management Arrangements* (TEMA) describes the framework for this MEMC and its usual practices are aligned with the guidelines maintained by the SES for emergency management (EM) committees (available from www.ses.tas.gov.au). The following are specific to this Committee:
1. *Authority & background*	Section 20 of the *Emergency Management Act 2006* (the Act) establishes the Glenorchy MEMC within the EM framework for Tasmania's Southern Region.
2. *Purpose*	Section 22 of the *Act* outlines the MEMC's purpose and functions generally as: *"…to institute and coordinate, and to support the institution and coordination of, emergency management in the municipal area, or in the case of a combined area, in the municipal are that constitutes the combined area, including the preparation and review of the Municipal Emergency Management Plan and Special Emergency Management Plans that relate to emergency management …"*
3. *Role and functions*	3.1.1 Institute and coordinate policy, arrangements and strategies for municipal EM, aligning activities where relevant with regional strategies and priorities.
	3.1.2 Determine and review EM policy for the municipal area, including the performance of hazard risk assessment and management in accordance with current and relevant standards
	3.1.3 Enhance EM arrangements by reviewing the management of emergencies that have occurred in the municipal area/s and identifying excellence as well as opportunities for improvement.
	3.1.4 Oversee management of emergencies where Council resources are required to support response and recovery.
	3.1.5 Report to the Regional Controller on any municipal matters that relate to the functions of the Regional Controller or the Southern Regional Emergency Management Committee.

3.1.6 At the direction of the MEMC Chairperson or Municipal Coordinator, assist them or Council with the performance/exercise of functions and powers under the Act.

3.1.7 Provide a municipal forum for organisations with EM responsibilities in the municipal area.

3.1.8 Coordinate/participate in at least municipal EM exercise every two years.

3.1.9 Support the activities of responding organisations during an emergency impacting the municipality.

3.1.10   Coordinate a post-emergency operational debrief for all organisations involved in an emergency event.

4.	***Reports to***	Southern Regional Emergency Management Committee
5.	***Membership***	Section 21 of the *Act* establishes arrangements for this committee's membership, supplemented by the following practices:

- membership is reviewed when Terms of Reference are reviewed and members are confirmed in writing by the responsible officer/manager
- proxies assume the member's role if the member is unable to attend the meeting or is unable to perform their usual role for the committee.

Invited guests support municipal emergency management as requested by the Chairperson, within their limits of safety and training.

6. *Chairperson and role*   Mayor or delegate.

The role of the MEMC Chairperson is to:

- chair MEMC and meetings
- receive notification of emergencies from the Municipal Coordinator
- maintain contact with and support the Municipal Coordinator during an emergency
- maintain regular contact/liaison with the Municipal Coordinator in regard to administrative arrangements of the MEMC.

7. *Executive Officer*   Municipal Coordinator

8. *Members*

- Mayor or delegate (Chair)
- Municipal Coordinator (Executive Officer)
- Deputy Municipal Coordinator
- Municipal Recovery Coordinator
- Deputy Municipal Recovery Coordinator
- Council: Manager Engineering, Design & Infrastructure
- Council: Coordinator Bushfire Management
- Tasmania Police – Glenorchy Inspector
- Resilience and Recovery Tasmania Representative
- Ambulance Tasmania – Southern Operations Manager
- Hobart District Nursing Service – CEO
- Nyrstar Representative
- Tasmania Fire Service – Derwent Group Officer
- Tasmania Fire Service – Hobart District Officer
- SES – Regional Coordinator
- SES – Regional Manager

9.	*Meetings*	The MEMC aims to meet twice a year unless an emergency occurs and a review of operational aspects of the Municipal Emergency Management Plan (MEMP) is required. Meetings are scheduled by the Executive Officer.
10.	*Nominated proxies*	Chairperson proxy: Mayor or delegate Executive Officer: Deputy Municipal Coordinator
11.	*Sub-committees*	There are no formal standing sub-committees of the Glenorchy MEMC. Recovery matters are dealt with through the MEMC.
12.	*Stakeholders*	Stakeholder groups of Glenorchy MEMC include but are not limited to: • Utility service providers eg. Telstra, TasNetworks, Hydro, TasWater • Recovery service providers eg. Centrelink, St Vincent de Paul, Red Cross.
13.	*Plan review process*	The MEMC formally reviews the MEMP every two years in conjunction with the MEMC meeting schedule. Reviews will, as a minimum, take into consideration: emerging risks and hazards and potential treatments; compliance of the plan with current legislation and policy; accuracy of content e.g. roles, procedures and contacts; functionality of the MEMP during emergencies; and comments and suggestions from key stakeholders.

APPENDIX 4: MEMC maintenance and activity schedule

Action	Responsibility	Frequency	Scheduled for conduct
Conduct meetings of the MEMC	Municipal Coordinator	Biannually	April, September
Conduct meetings of the Glenorchy Recovery Committee	Social Recovery Coordinator	Biannually	April, September
Coordinate emergency management training for selected worker member/s on rotating basis	MEMC	Annual	October
Plan, conduct and review an EM related exercise	MEMC	Annual	November
Review EM Plan and all appendices (including risk assessments and treatment strategies). Lodge plan with SREMC	MEMC	Annual	March
Review and update contact lists	Municipal Coordinator	Biannually	March, August
Attend SREMC meetings	Municipal Coordinator	Quarterly	As advised
Attend regional recovery meetings	Recovery Coordinator	Quarterly	As advised
Review Risk Treatment options in conjunction with strategic plan and budget	Municipal Coordinator	Biannually	March, September
Conduct meetings of Glenorchy Emergency Management Working Group	Municipal Coordinator	Biannually, as required	March, September

APPENDIX 5: Centres for emergency management

a   Muncipal Emergency Operations Centre (EOC)

The EOC is the municipality's operational focus point for providing municipal resources and support at the request of the relevant RMA.

	Municipal location	Contact	Regional location	Contact
Primary:	Works Centre 34 Vieste Dr, Glenorchy	Manager Works (or delegate) 03 6216 6495 0475 727 766 Or Duty Supervisor after hours 6216 6800	SES Southern Region Headquarters 1/28 Bathurst St Hobart	SES Duty Officer T: 03 6173 2707

To provide accurate and timely coordination of resources in an emergency, the existing management structure will be used as far as practical. Outdoor crews across the municipality will work together under the coordination of the EOC Manager, who would take advice from the MC for managing the allocation of resources. Supervisors and team leaders will be assigned specific responsibilities as they are defined. Refer to Duty Statements and Action Cards in *Appendix 6.*

b   Municipal Emergency Coordination Centre (ECC)

The ECC is the focal point for coordinating municipal consequence management activities arising from the emergency, including the activation of Council and community resources. The ECC also monitors operational activities, coordinates the provision of information to local communities and identifies and coordinates local community recovery support.

	Municipal location	Contact	Regional location	Contact
Primary:	Council Committee Room & Chambers 374 Main Road, Glenorchy	MC, Deputy MC T: 0409 242 171	SES Southern Region Headquarters 1/28 Bathurst St Hobart	Regional Coordinator T: 03 6173 2707
Secondary:	Moonah Arts Centre 23 – 27 Albert Road Moonah 7009	MC, Deputy MC T: 0409 242 171		

Refer to Refer to Duty Statements and Action Cards in *Appendix 6* and ***EMSOP 5: Customer Service and Establishment of Coordination Centre*** for specific details on establishing the ECC and the procedures to follow once staff become aware of an event, noting the following:

- All significant emergencies will be referred to the MC/DMC on roster.

- The MC/DMC will advise the General Manager, Mayor and MEMC about the emergency and that identified Council staff may be required to undertake ECC functions.

- The MC/DMC is responsible for assessing the emergency and determining the appropriateness of establishing the ECC, considering whether or not:

- o   coordination of local resources is required by external agencies;
- o   it is expected that significant community impact will result from the event; and/or
- o   demand on resources is greater than normal operational resources available.

- Personnel required in the ECC will be determined by the MC. Depending on the emergency, the number and expertise of personnel will vary, but will generally comprise the MC, Administration Officer, Works Centre Communicator, GIS Officer, Recovery Coordinator and Communications Officer.
- All staff designated as having ECC functions will undergo appropriate training, with skills validated on a regular basis.

Telephone Operator/Administrative Officer

A staff member familiar with communications will be assigned to establish and oversee all necessary radio and telephone communications to the incident controller, support agencies, Council and SES Regional Headquarters and maintain the operations logs and status boards.

Administration staff

Council will provide staff who will be responsible for:

- operating telephones and/or radios as required
- undertaking administrative tasks as required
- ensuring the needs of ECC staff are met, eg. welfare and nourishment
- acting as messengers, if required
- maintaining event records, including using WebEOC.

GIS Officer

Council's GIS Officer will plot spatial data as required to map the location of incidents and impacts, and information about the deployment of Council resources. If Council's GIS officer is unavailable, Council may request assistance from a local, contracted provider or another member of staff. The MC can provide more information.

Liaison Officers

Each organisation involved in providing operational support in an emergency may provide a Liaison Officer to the ECC, being a person nominated to represent his/her organisation. Liaison Officers provide advice about their organisation's resources, structures and capabilities, act as a conduit for information, and may be authorised to commit resources.

Council may also be required to provide a Liaison Officer to support a RECC or the RMA's or Support Agency's EOC.

Customer Service Team

The Customer Service Team may become aware that an emergency situation is imminent and will:

- notify the MC that an event is potentially unfolding and normal channels are unable to cope with the volume of calls
- direct calls relating to the emergency according to instructions provided by the MC
- if the MC declares an 'Emergency Situation', be aware that an ECC will be established to respond to emergency calls
- liaise with the MC regarding after-hours operation of the call centre.

All media enquiries are to be referred to the ECC.

APPENDIX 6: Duty Statements and Action Cards

The following Duty Statements and Action Cards are designed to provide an abbreviated prompt to key emergency management personnel on the actions they need to consider when an emergency occurs. They can be extracted from the Plan and kept in a readily available location.

These arrangements are designed to be flexible and scalable and one person may fulfil more than one function, dependent upon the scale and nature of the emergency. Should the event be larger than Council's capacity to respond, the MC will seek support from the REMC.

MEMC Duty Statements

Committee

When it meets prior to or during an emergency, MEMC is to provide strategic advice on the management of emergencies where Council resources are required to support response and recovery. The committee shall also consider the following:

- nature of the emergency
- resources available to deal with the event
- task prioritisation
- communications
- business continuity
- community engagement
- recovery.

Chairperson

1. Chair the MEMC.

2. Arrange for reports to Council, on an as needs basis, covering the activities of the MEMC and related emergencies.

3. Maintain regular contact/liaison with the Municipal Coordinator and General Manager regarding MEMC and MECC administrative arrangements

4. Receive notification of emergency from the Municipal Coordinator and General Manager.

5. If appropriate, during an emergency, convene MEMC and support the Municipal Coordinator,

Executive Officer (Municipal Coordinator)

1. Undertake the role of MEMC Executive Officer and carry out the administrative functions of that role.

Committee Members

1. Provide advice within their field of expertise.

2. Coordinate and manage resources from their respective organisation in support of the MEMC.

ACTION CARD 1

GLENORCHY CITY COUNCIL

Position: **MAYOR**

Responsible to: **Glenorchy City Council**

DUTIES

1. Receive notification of emergency from Municipal Coordinator/General Manager

2. Advise and inform Councillors, if appropriate

3. Maintain contact with and support Municipal Coordinator/General Manager

4. Manage ongoing information to Councillors

5. Undertake the role of Council spokesperson for the local community and for providing information to the community and media in relation to the municipal area

6. Chair or delegate chairing MEMC meetings

7. Establish and maintain links with Australian and Tasmanian Government Ministers, when appropriate.

8. Establish and maintain community profile

9. Promote and support emergency relief appeal arrangements

ACTION CARD 2

GLENORCHY CITY COUNCIL

Position: **MEMC CHAIRPERSON**

Responsible to: **Mayor/Glenorchy City Council**

DUTIES

1. Chair MEMC

2. Receive notification of emergency from Municipal Coordinator/General Manager

3. If appropriate, convene the MEMC and support the Municipal Coordinator

4. Maintain contact with & support the Municipal Coordinator and General Manager

5. If appropriate, support and liaise with the Mayor and other Councillors, including arranging reports to Council covering activities of the MEMC, MECC and related EM activities

6. Maintain regular contact/liaison with the Municipal Coordinator regarding MEMC administrative arrangements and meetings

ACTION CARD 3

GLENORCHY CITY COUNCIL

Position: **GENERAL MANAGER**

Responsible to: **Glenorchy City Council**

DUTIES

1. Establish and maintain contact with the Mayor (and Councillors if warranted)

2. Assist the Mayor with community and media information

3. Manage ongoing information to the community and media

4. Manage ongoing information to Council staff

5. Liaise with and support the Municipal Coordinator

6. Authorise the use of resources as appropriate, outside normal operating guidelines, in support of Council's response to an emergency

7. Ensure accurate records of financial expenditure associated with the emergency are kept

ACTION CARD 4

GLENORCHY CITY COUNCIL

Position: MUNICIPAL COORDINATOR

Responsible to: General Manager

DUTIES

As prescribed in the *Emergency Management Act 2006* and include:

1. Responsible for overall management of Council's role in supporting response to the emergency

2. Notify and liaise with the Mayor, MEMC Chairperson, General Manager and other MEMC members of the emergency or potential emergency

3. Ensure the MEMC Chairperson is fully briefed

4. Activate the municipal EOC and MECC as appropriate, and assist the Manager Works with EOC resourcing

5. Manage functions, resources and activities in the MECC

6. Liaise with emergency services

7. Liaise with the Regional Controller, as appropriate, and the Regional Coordinator

8. As MEMC Executive Officer, convene MEMC meetings and liaise with members

9. Represent Council at SREMC meetings

10. Lead activities in accordance with the MEMP

11. Liaise with the Municipal Recovery Coordinator and regional recovery authorities

ACTION CARD 5

GLENORCHY
CITY COUNCIL

Position: DEPUTY MUNICIPAL COORDINATOR

Responsible To: General   Manager/Municipal
                        Coordinator

DUTIES

As prescribed in the *Emergency Management Act 2006* and include:

1.   Assist the Municipal Coordinator in all duties

2.   Act as Municipal Coordinator in their absence

3.   Participate and contribute to the work of the MEMC and MECC

ACTION CARD 6

GLENORCHY CITY COUNCIL

Position: **RECOVERY COORDINATOR**

Responsible To: **Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Identify and establish an Evacuation Centre or other Community Centre, as requested by the Municipal Coordinator

3. Notify and liaise with appropriate recovery organisations and personnel

4. Liaise and maintain contact with Resilience and Recovery Tasmania (DPAC), including throughout the provision of services to the community

5. Maintain contact with and support the Municipal Coordinator

6. Manage assessment of community needs, with support from SREMC

7. Manage and maintain the activities of an Evacuation Centre or other Community Centre, including recording expenditure associated with the emergency

8. Participate in and contribute to the work of the work of the MEMC and MECC

ACTION CARD 7

GLENORCHY CITY COUNCIL

Position: **EOC MANAGER**

                      (MANAGER WORKS OR DELEGATE)

Responsible To: **General Manager/Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Ensure identified plant, equipment and other resources are available

3. Coordinate field operations relevant to the emergency

4. Establish and manage the EOC as requested by the Municipal Coordinator

5. Maintain contact with and support Municipal Coordinator

6. Record expenditure associated with the emergency

7. Participate in and contribute to the internal Emergency Management Working Group

ACTION CARD 8

GLENORCHY
CITY COUNCIL

Position: **EVACUATION CENTRE MANAGER**

                                        (RECOVERY COORDINATOR)

Responsible To: **Municipal Coordinator**

DUTIES

1.   Receive notification of emergency from Municipal Coordinator

2.   Establish Evacuation Centre and other Community Centres, as requested

3.   Acquire and provide human/physical resources to sustain the operations of the Evacuation Centre

4.   Maintain safe and effective coordination of activities at the Evacuation Centre

5.   Maintain liaison with and support Municipal Coordinator and Deputy Municipal Coordinator

ACTION CARD 9

**GLENORCHY
CITY COUNCIL**

Position: **ECC LOGISTICS COORDINATOR**

Responsible To: **Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Assist with the establishment of an EOC and the MECC, as requested

3. Acquire and supply human/physical resources to sustain the operations of these centres

4. Maintain liaison with and support Municipal Coordinator and Recovery Coordinator

ACTION CARD 10

GLENORCHY CITY COUNCIL

Position: **ECC ADMINISTRATION OFFICER**

Responsible To: **Municipal Coordinator**

DUTIES

1. Receive notification of emergency from Municipal Coordinator

2. Assist with the establishment of an EOC and the MECC as requested

3. Support officers within the MECC with any administrative and other miscellaneous activities including phone calls, radio calls, nutritional provisions

4. Maintain contact with and support the Municipal Coordinator and Recovery Coordinator

APPENDIX 7: Standard Operating Procedures

When first advised of an emergency or potential emergency, the following roles and responsibilities will be followed. Council also maintains a series of Emergency Management SOPs (EMSOPs) to complement this MEMP. A list of these is provided at *Appendix 1*.

First alert – Municipal Coordinator (MC)

When first alerted about an emergency or potential emergency the MC must:

a   assess the necessity to establish the MECC and/or EOC

b   contact the Manager Works to alert/activate response EOC teams/supervisors and other potentially affected operational areas as deemed appropriate

c   notify Council's General Manager

d   notify the Media Officer/Executive Officer

e   contact the staff who may have a direct role in the emergency.

If the first alert is received outside usual working hours, the MC must re-assess and determine the appropriate people to contact, including the Duty Officer. Such contact will depend on the type and extent of the incident.

Liaison with emergency services

In the event of an emergency within the municipal area that threatens life and/or property, the MC will liaise with emergency services and SREMC through the Regional Coordinator or Regional Controller, who will arrange for briefings from the RMA. These briefings will identify the role of Council and the physical and human resources that may be required to assist.

Bushfire

The MC will be advised of days of total fire ban declared by the TFS and days of increased fire risk. This will provide the trigger to alert Council staff to be vigilant in identifying fire outbreaks and monitoring the situation.

Should any Council employee become aware of a fire that may have the potential to threaten any residential area of Glenorchy it will be reported immediately to TFS (phone 000) in the first instance, and then the MC. The MC shall contact the Manager Works or other nominated officer to be responsible for the coordination of information and response.

Council's employees are not required to provide frontline firefighting capability, however, support to the TFS will be provided in mop-up operations when the major fire risk has abated.

Flood

SES receives flood alerts and warnings from BOM and for conveys that advice to local government authorities that may be affected by potential floods.

Council is responsible for supporting the community during a flood emergency. The MC will be provided with advice on the potential for flood events, the possible extent of flood inundation, and the resources available from SES to assist with flood mitigation actions. If evacuation is required, the decision to evacuate will be made by the RMA (SES) in consultation with the Regional Controller.

Depending upon the severity of the event and potential for flooding, the MC may request the Manager Works to move all available crews to flood response operations and activate the EOC.

Storms

SES receives storm warnings from BOM and conveys that advice to the local government authorities that may be affected. The MC will be advised of any severe weather warnings that are issued by BOM that indicate an impact within the Glenorchy municipal area.

SES will provide initial response to any report of structural damage. In severe events, Council may be requested to support SES in responding to calls for assistance from the community. This request will be received through the MC. Depending upon the severity of the event, the MC may request the Manager Works to move all available crew to flood response operations and, if necessary, activate the EOC.

APPENDIX 8: Evacuation centres

This list summarises locations that may be useful for managing emergencies.

Centre, location title and contact	Facilities	Location	Normal usage	Could be used for	Comments
Metro Football Club ground Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 350	Kitchen facilities Large hall space and smaller separate rooms suitable for meeting room Tables and chairs Internet capability toilets and showers, lift access to changing rooms downstairs. Large grounds for animals, Good carparking space	155 Allunga Road, Chigwell, 7011	Daily	Assembly Evacuation Centre Information	May be cut off in flooding Primarily for bushfire evacuation Disability accessible facility
Moonah Community Centre Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 300	Commercial kitchen Large hall space 2 smaller breakout spaces Smaller office area Internet capability Tables and chairs 2 Male toilets, 1 urinal, 3 Female toilets, 1 unisex toilet and 1 staff toilet	7 Gormanston Road, Moonah	Daily	Assembly Evacuation Centre Information	Located next to Benjafield Park and barbecue area Walking distance from Moonah CBD, childcare centre and Multicultural Hub Limited parking Off main road – may be difficult for people to locate easily
Moonah Arts Centre Contact: PH: Andy Clark 0421 009 776 PH: General number business hours 6214 7633 Capacity – 100	Unisex toilets and accessible toilet Commercial kitchen Kiosk/server area Screen & Projector Office spaces Additional small kitchen Large performance space for main room and two additional spaces suitable for smaller groups and meeting room Fenced outdoor courtyard Tables and chairs Internet capability	23-27 Albert Road, Moonah	Occasional	Assembly Evacuation Centre Recovery Information	Close to shops, services and bus route Near shopping centre Car parking

Centre, location title and contact	Facilities	Location	Normal usage	Could be used for	Comments

Information and Recovery Centres

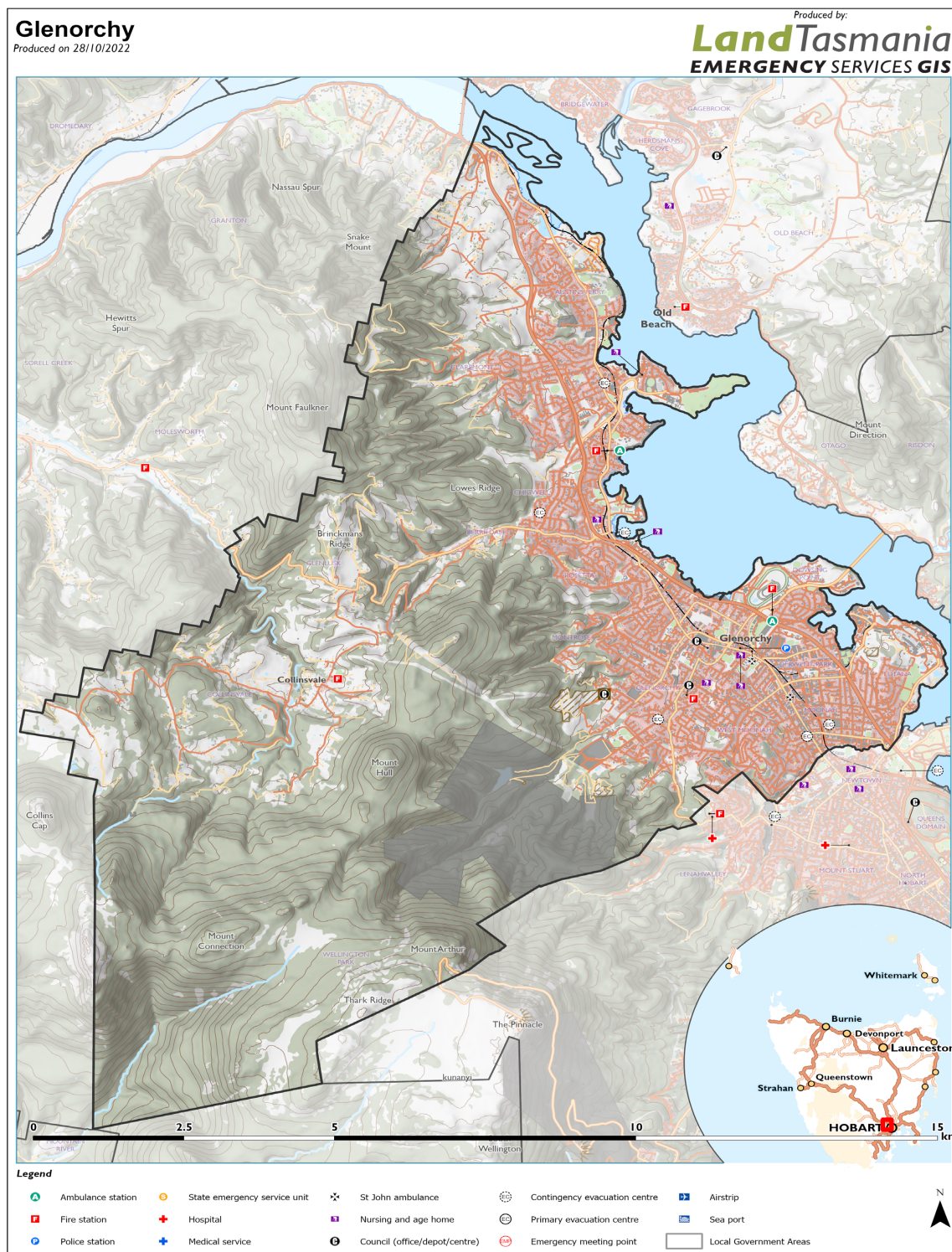| Centre, location title and contact	Facilities	Location	Normal usage	Could be used for	Comments
Berriedale Community Centre Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 100	1 male, 2 urinal, 2 female toilets and 1 unisex accessible toilet One large room ground level & smaller room and office space upstairs Commercial kitchen Office space-computers on ground level Internet capability Small outdoor grassed barbecue area	631 Main Rd Berridale	Occasional	Assembly Evacuation Centre Recovery Information	Close to shops, bus route, Chigwell and Bucaan community centres and the Child and Family Centre Has own carpark
Chigwell Barn Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 150	Adjacent to large Reserve 1 male, I urinal and 2 female toilets No accessible toilet Large hall space Kitchen for warming food/server Small breakout room Minimal tables and chairs Storage cupboards Internet capability	10 Bucaan St Chigwell	Daily	Assembly Evacuation Centre Recovery Information	Adjacent to Bucaan Community House, BBQ area and small shopping centre Has own carparking
Tolosa Hall Contact: Ben Atkin PH: 0419 108 726 Or out of hours Council emergency number 62166800 Capacity – 200	2 male, 2 single urinals, 3 female toilets and 1 unisex accessible toilet Kitchen for warning food Tables and chairs 1 large hall space Smaller space suitable for meeting room/office Internet capability	148 Tolosa St Glenorchy	Occasional	Assembly Evacuation Centre Recovery Information	Limited infrastructure Limited parking Near built-up area Close to Tolosa Park and Dominic College

APPENDIX 9: Nearby Places of Last Resort

Nearby places of last resort where people can shelter during bushfires. Sheltering at a place of last resort is not without risk during an emergency.
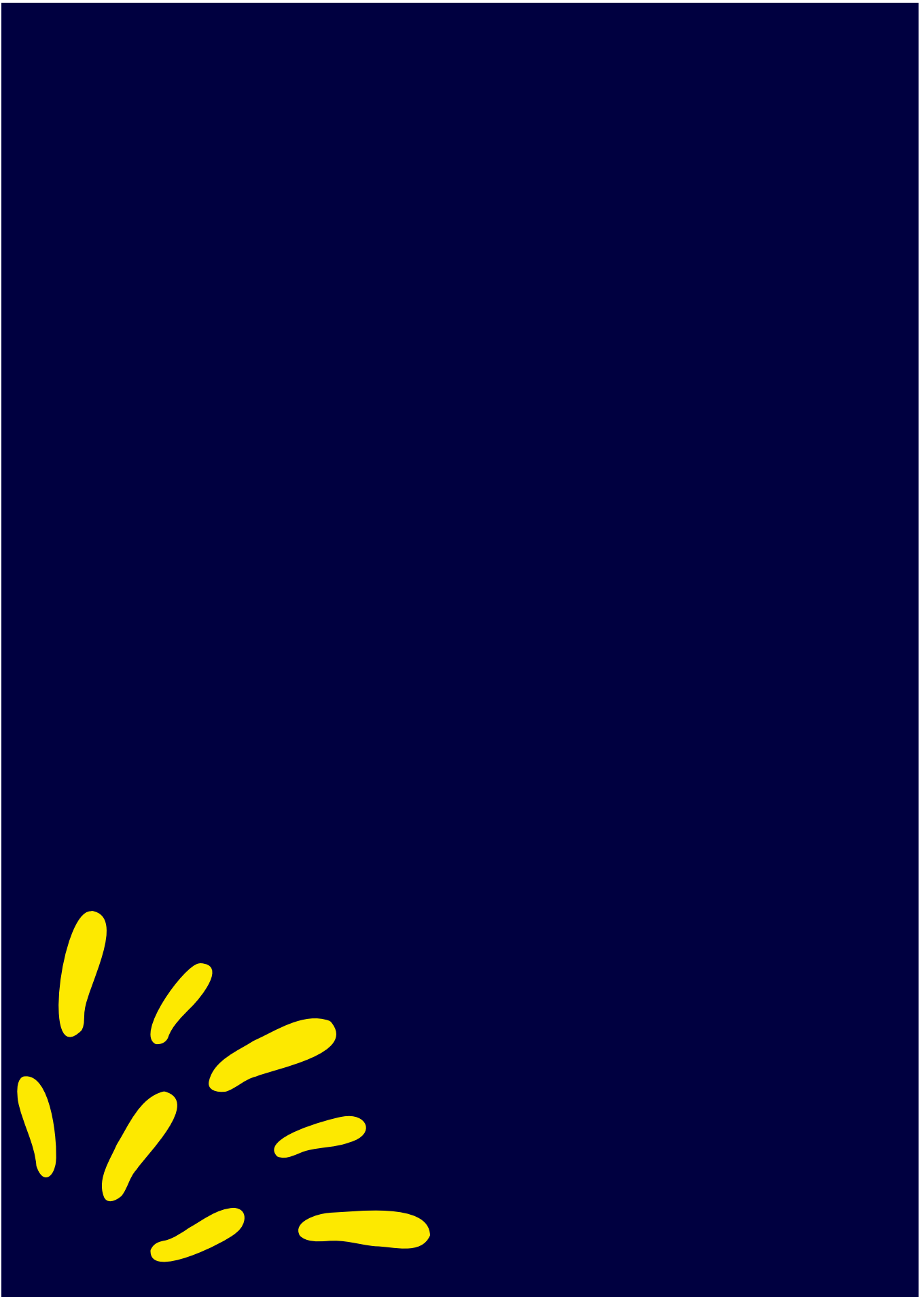
TFS identifies Nearby Safer Places and lists these in *Community Bushfire Protection Plans*. Glenorchy refers to these places as Places of Last Resort as safety cannot be guaranteed and it is preferred that people evacuation earlier and safely.

 Nearby Places of Last resport are identified below:

Row	Nearby Safer Place	Location	Community Bushfire Protection Plan	Fire Danger Rating/Index	Comments
1	Abbotsfield Park Claremont	Adelphi Rd Claremont	Granton Area	Catastrophic 100+	Sportsground
3	Rosetta Primary School	1 Riverview Pde Rosetta	Glenorchy Area	Catastrophic 100+	School buildings, toilets, sportsground
4	Chapel St Reserve	Chapel St Glenorchy	Glenorchy Area	Catastrophic 100+	Open Reserve
5	Dominic College Soccer Grounds	Tolosa St Glenorchy	Glenorchy – Lenah Valley Area	Catastrophic 100+	Open Reserve
6	Collinsvale Reaction Ground & War Memorial Hall	14 Hall Rd Collinsvale	Collinsvale Area	Catastrophic 100+	Sportsground, buildings, toilet
7	Jim Bacon Reserve	Devines Rd West Moonah	Glenorchy – Lenah Valley Area	Catastrophic 100+	Open reserve

APPENDIX 10: Map of municipality and location of key services

11.6 NOTICES OF MOTION - QUESTIONS ON NOTICE / WITHOUT NOTICE

The meeting be closed to the public to allow discussion of matters that are described in Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2025*.

The meeting was closed to members of the public and the live stream was terminated at [TIME]

The Chair adjourned the meeting for a 5-minute recess.

12. CLOSED TO MEMBERS OF THE PUBLIC

The closed session commenced at [TIME]

12.1 CONFIRMATION OF MINUTES (CLOSED MEETING)

12.2 APPLICATIONS FOR LEAVE OF ABSENCE

12.3 SELECTION OF AUDIT PANEL MEMBER

This item is to be considered at a Closed Meeting of Council by authority of the Local Government (Meeting Procedures) Regulations 2025, in accordance with the following reason(s):

15(2)(g) (Information of a personal and confidential nature or information provided to the Council on the condition it is kept confidential).

12.4 NOTICES OF MOTION - QUESTIONS ON NOTICE/ WITHOUT NOTICE

This item is to be considered at a Closed Meeting of Council by authority of the Local Government (Meeting Procedures) Regulations 2025.