

COUNCIL MEETING
MONDAY 27 FEBRUARY 2023

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BUSINESS TO BE CONDUCTED AT THIS MEETING IS TO BE CONDUCTED IN THE ORDER IN WHICH IT IS SET OUT IN THIS AGENDA UNLESS THE COUNCIL BY ABSOLUTE MAJORITY DETERMINES OTHERWISE

COUNCIL MEETINGS, NOT INCLUDING CLOSED MEETING, ARE AUDIO-VISUALLY RECORDED AND PUBLISHED TO COUNCIL'S WEBSITE

1. ACKNOWLEDGEMENT OF COUNTRY

The Mayor will:

- make the following statement:

“I acknowledge the Tasmanian Aboriginal Community as the traditional custodians of the land on which we meet today, and pay respect to elders, past and present”.

- invite those present to pause for a moment of quiet reflection and respect before commencing the council meeting.
- advise the Meeting and members of the public that Council Meetings, not including Closed Meeting, are livestreamed, audio-visually recorded and published to Council’s website. The meeting is not protected by privilege. A link to the Agenda is available via Council’s website.

2. APOLOGIES

Nil.

3. DECLARATIONS OF INTERESTS OF COUNCILLORS OR CLOSE ASSOCIATE

In accordance with Regulation 8 of the Local Government (Meeting Procedures) Regulations 2015 and Council’s adopted Code of Conduct, the Mayor requests Councillors to indicate whether they have, or are likely to have a pecuniary interest (any pecuniary benefits or pecuniary detriment) or conflict of interest in any item on the Agenda.

4. OMNIBUS ITEMS**4.1 CONFIRMATION OF MINUTES****RECOMMENDATION:**

That the Minutes of the Council Meeting held on 6 February 2023, as circulated, be taken as read and confirmed.

4.2 MAYOR'S COMMUNICATION**4.3 COUNCIL WORKSHOPS**

In addition to the Councillor's Meeting Briefing (workshop) conducted on Friday immediately preceding the Council Meeting the following workshops were conducted by Council since its last ordinary Council Meeting:

PURPOSE

City Heart Concepts

Budget

Waste Strategy Response

Workshop Schedule and Timing

Councillor Allowances and Reimbursement Policy

Family Day Care Construction Project

DATE

14 February

RECOMMENDATION:

That Council notes the workshops conducted.

4.4. TABLING OF PETITIONS

(Note: Petitions received by Councillors are to be forwarded to the Chief Executive Officer within seven days after receiving the petition).

Petitions are not to be tabled if they do not comply with Section 57(2) of the Local Government Act, or are defamatory, or the proposed actions are unlawful.

4.5 REPORTS FROM OUTSIDE BODIES

This agenda item is listed to facilitate the receipt of both informal and formal reporting from various outside bodies upon which Council has a representative involvement.

REPORTS FROM SINGLE AND JOINT AUTHORITIES

Provision is made for reports from Single and Joint Authorities if required.

Council is a participant in the following Single and Joint Authorities. These Authorities are required to provide quarterly reports to participating Councils, and these will be listed under this segment as and when received.

- **COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY**
Representative: Cr James Walker

Quarterly Reports

September and December Quarterly Reports pending.

Representative Reporting

- **TASWATER CORPORATION**
- **GREATER HOBART COMMITTEE**

REPORTS FROM COUNCIL AND SPECIAL COMMITTEES AND OTHER REPRESENTATIVE BODIES

4.6 WEEKLY BRIEFING REPORTS

The Weekly Briefing Reports of 6, 13 and 20 February 2023 have been circulated to Councillors.

RECOMMENDATION:

That the information contained in the Weekly Briefing Reports of 6, 13 and 20 February 2023 be noted.

5. PUBLIC QUESTION TIME

Public question time at ordinary Council meetings will not exceed 15 minutes. An individual may ask questions at the meeting. Questions may be submitted to Council in writing on the Friday 10 days before the meeting or may be raised from the Public Gallery during this segment of the meeting.

The Chairman may request a Councillor or Council officer to answer a question. No debate is permitted on any questions or answers. Questions and answers are to be kept as brief as possible.

5.1 PUBLIC QUESTIONS ON NOTICE

(Seven days before an ordinary Meeting, a member of the public may give written notice to the Chief Executive Officer of a question to be asked at the meeting). A maximum of two questions may be submitted in writing before the meeting.

Questions on notice and their answers will be included in the minutes.

Mr Victor Marsh of Bellerive has given notice of the following question:

COUNCIL MEETING BEHAVIOUR

I received an emailed Mayoral letter on 24/1/2023 re expectations of council meeting behaviour. I responded to the Mayor in a letter dated 31/1/2023. In the letter I stated “As Mayor of Clarence you hold a position of influence and responsibility. Your position brings with it a high level of accountability”. I requested that you answer my 23/1/2023 question, which you took on notice and answered on the 6/2/23. I also requested that you apologise to me, your colleagues and the community, in the chamber, for the rulings and demands you made at the 23/1/23 council meeting.

My question is: Why haven’t you apologised?

Mr Bradley Walker of Howrah has given notice of the following questions:

1. ADJOURNED COUNCIL MEETING 16 JANUARY 2023

Adjourned council meeting of 16 January 2023 is noted as being adjourned because of “unavailability of several councillors and attendees”. Minutes for this meeting show there was a quorum of councillors and only the Manager Governance (C Shea) from the usual noted attendees missing. Will all future meetings with this level of attendance be adjourned, and if not, why was this one?

2. COUNCIL MEETING 6 FEBRUARY 2023

Meeting of 6 February 2023 at 1.38.00 on the video recording. After Councillor James made an error with Mathew Healey’s name which could easily been sawpast. He was then stopped mid speech, singled out in front of the entire council chambers to highlight this mistake by Mayor Brendan Blomeley. Then Mayor Brendan Blomeley is heard to continue and say, “tread carefully”. What was the intent or reasons for this further statement/direction?

5.2 ANSWERS TO QUESTIONS ON NOTICE

The Mayor may address Questions on Notice submitted by members of the public.

5.3 ANSWERS TO PREVIOUS QUESTIONS TAKEN ON NOTICE

Nil.

5.4 QUESTIONS WITHOUT NOTICE

The Chairperson may invite members of the public present to ask questions without notice.

Questions are to relate to the activities of the Council. Questions without notice will be dependent on available time at the meeting.

Council Policy provides that the Chairperson may refuse to allow a question on notice to be listed or refuse to respond to a question put at a meeting without notice that relates to any item listed on the agenda for the Council meeting (note: this ground for refusal is in order to avoid any procedural fairness concerns arising in respect to any matter to be determined on the Council Meeting Agenda).

When dealing with Questions without Notice that require research and a more detailed response the Chairman may require that the question be put on notice and in writing. Wherever possible, answers will be provided at the next ordinary Council Meeting.

6. DEPUTATIONS BY MEMBERS OF THE PUBLIC

(In accordance with Regulation 38 of the Local Government (Meeting Procedures) Regulations 2015 and in accordance with Council Policy, deputation requests are invited to address the Meeting and make statements or deliver reports to Council)

7 PLANNING AUTHORITY MATTERS

In accordance with Regulation 25 (1) of the Local Government (Meeting Procedures) Regulations 2015, the Mayor advises that the Council intends to act as a Planning Authority under the Land Use Planning and Approvals Act 1993, to deal with the following items:

7.1 DEVELOPMENT APPLICATION PDPLANPMTD-2022/032895 – 50 EAST DERWENT HIGHWAY, ROSE BAY - 2 MULTIPLE DWELLINGS (ONE NEW AND ONE EXISTING)**EXECUTIVE SUMMARY****PURPOSE**

The purpose of this report is to consider the application made for two Multiple Dwellings (1 existing and 1 proposed) at 50 East Derwent Highway, Rose Bay.

RELATION TO PLANNING PROVISIONS

The land is zoned General Residential and subject to the Parking and Sustainable Transport Code, Road and Railway Assets Code and Safeguarding of Airport Assets Code under the Tasmanian Planning Scheme - Clarence (the Scheme). In accordance with the Scheme the proposal is a Discretionary development.

LEGISLATIVE REQUIREMENTS

The report on this item details the basis and reasons for the recommendation. Any alternative decision by Council will require a full statement of reasons in order to maintain the integrity of the Planning approval process and to comply with the requirements of the *Judicial Review Act* and the *Local Government (Meeting Procedures) Regulations 2015*.

Council is required to exercise a discretion within the statutory 42-day period which was extended with the consent of the applicant until 1 March 2023.

CONSULTATION

The proposal was advertised in accordance with statutory requirements and two representations were received raising the following issues:

- Density;
- Privacy;
- Building envelope, overshadowing and separation between dwellings;
- Visual impacts;
- Private Open Space; and
- Driveway and parking widths.

RECOMMENDATION:

A. That the Development Application for two Multiple Dwellings (one New and one Existing) at 50 East Derwent Highway, Rose Bay (CI Ref PDPLANPMTD-2022/032895) be approved subject to the following conditions and advice.

1. GEN AP1 – ENDORSED PLANS.
2. ENG M1 – DESIGN DA [access, carpark and driveways and service upgrades].
3. ENG A5 – SEALED CAR PARKING.

4. ENG S1 – INFRASTRUCTURE REPAIR.

5. Prior to undertaking any access (or other) works in the state road reserve an Access Permit is required from the Department of State Growth in accordance with Section 16 of the Roads and Jetties Act 1935.

Application for permits can be found at https://www.transport.tas.gov.au/roads_and_traffic_management/permits_and_bookings. Applications must be received by the Department of State Growth at least 20 business days before the expected start date for works, to allow enough time to assess the application.

6. The development must meet all required Conditions of Approval specified by TasWater notice dated 15 December 2022 (TWDA 2022/02008-CCC).

- B. That the details and conclusions included in the Associated Report be recorded as the reasons for Council's decision in respect of this matter.

ASSOCIATED REPORT

1. BACKGROUND

No relevant background.

2. STATUTORY IMPLICATIONS

- 2.1.** The land is zoned General Residential under the Scheme.

- 2.2.** The proposal is discretionary because it does not meet an applicable Acceptable Solutions under the Scheme.

- 2.3.** The relevant parts of the Planning Scheme are:

- Section 7.5 – Compliance with Applicable Standards;
- Section 8.10 – Determining Applications;
- Section 8.0 – General Residential Zone;
- Section C2.0 – Parking and Sustainable Transport Code;
- Section C3.0 – Road and Railway Assets Code; and
- Section C16.0 – Safeguarding of Airports Code.

2.4. The following Code applies to the site but is not applicable as described below.

- Safeguarding of Airports Code - The maximum height of development within this area is 147m Australian Height Datum (AHD). However, the height of the proposed dwelling is approximately 47m which is less than the requirement and therefore the code is not applicable.

2.5. Council's assessment of this proposal should also consider the issues raised in any representations received, the outcomes of the State Policies and the objectives of Schedule 1 of the *Land Use Planning and Approvals Act, 1993* (LUPAA).

3. PROPOSAL IN DETAIL

3.1. The Site

The site is a 702m² rectangular shaped lot on the eastern side of East Derwent Highway, with a 15m frontage. The site supports an existing single-storey, single dwelling and outbuilding. The site slopes gradually down to the west towards the East Derwent Highway, is clear of significant vegetation and is located within an established residential area of Rose Bay.

3.2. The Proposal

Application is made to develop two multiple dwellings (one existing, one new) on the site at 50 East Derwent Highway, Rose Bay. Unit 1 would be the existing dwelling located closest to the highway, which is a 2-bedroom single storey, weatherboard dwelling with a floor area of 123m². No alterations or additions are proposed for this dwelling.

The proposed dwelling located at the rear of the site would be double storey with a floor area of 154m², consisting of 3-bedrooms and clad in a range of materials, including brick "Pontville Eco Refined" and Colorbond ribbed panelling in Monument Matt and timber slats.

A shared access from East Derwent Highway is proposed to provide vehicle access to the parking spaces servicing each dwelling. Each dwelling is provided with two carpark spaces and a shared visitor park will be located between the dwellings and the street.

4. PLANNING ASSESSMENT

4.1. Compliance with Applicable Standards [Section 5.6]

“5.6.1 A use or development must comply with each applicable standard in the State Planning Provisions and the Local Provisions Schedules.”

4.2. Determining Applications [Section 6.10]

“6.10.1 In determining an application for any permit for use or development the planning authority must, in addition to the matters required by section 51(2) of the Act, take into consideration:

- (a) all applicable standards and requirements in this planning scheme; and*
- (b) any representations received pursuant to and in conformity with section 57(5) of the Act, but in the case of the exercise of discretion, only insofar as each such matter is relevant to the particular discretion being exercised.”*

References to these principles are contained in the discussion below.

4.3. General Provisions

The Scheme contains a range of General Provisions relating to specific circumstances not controlled through the application of Zone, Code or Specific Area Plan provisions. No general provisions are applicable to this application.

4.4. Compliance with Zone and Codes

The proposal meets the Scheme’s applicable Acceptable Solutions of the General Residential Zone and Parking and Sustainable Transport Code, Road and Railway Assets Code and Safeguarding of Airports Code with the exception of the following.

General Residential Zone

- **Clause 8.4.2 A3 in relation to setbacks and building envelope for all dwellings.** The south (side) and eastern (rear) sections of the roof of proposed Unit 2 would project beyond the three-dimensional building envelope as prescribed by the acceptable solution.

The proposal must therefore be considered pursuant to the associated performance criteria, P3, as follows.

Clause	Performance Criteria	Assessment
8.4.2 P3	<i>“The siting and scale of a dwelling must: (a) not cause unreasonable loss of amenity by:</i>	See below assessment.
	<i>(i) reduction in sunlight to a habitable room (other than a bedroom) of a dwelling on an adjoining lot; or</i>	The proposed development is orientated in an east west alignment, with overshadowing impacts to the properties located to the south and east. Sun shadow diagrams have been provided with the application. These diagrams demonstrate the degree of shadowing cast by the proposed development upon the adjoining dwellings and associated private open space. The application was advertised with the inclusion of the sun shadow diagrams. A review of the shadow diagrams demonstrates the adjoining dwelling to the south, 48 East Derwent Highway, would have a shadow cast over the rear bedroom window during the early morning on 21 June (Winter Solstice). However, the impacts on the bedroom are excluded from assessment under subclause (a)(i). The test of (a) is therefore met by the proposal.

		In terms of the adjoining properties to the east, 39 and 41 Kaoota Road, the sun shadow diagrams demonstrate the shadow cast by the proposed development would not extend to the dwelling at 39 Kaoota Road and only extend to the dwelling at 41 Kaoota Road after 3pm on the solstice. Therefore, the dwelling at 41 Kaoota Road would receive unimpeded sunlight to windows from morning until 3pm. This therefore is not considered to cause an unreasonable impact upon an adjoining dwelling's habitable room. For the above reason the test of subclause (a) is met by the proposal.
	<i>(ii) overshadowing the private open space of a dwelling on an adjoining lot; or</i>	The proposed overshadowing upon the private open space of 48 East Derwent Highway will be at its greatest extent between 9-11am on 21 June, where the shadow will be cast over the backyard closest to the dwelling. From 12pm the shadow cast from the proposed development will shade only the rear portion of the lot. While overshadowing of the private open space will occur on this adjoining property, the impact will be limited to specific areas with most of the space remaining otherwise unobstructed by shadows cast from the proposed development. Considering the extent of these impacts, the shadowing will not cause an unreasonable loss of amenity.

		In relation to the overshadowing impact upon the private open space of the adjoining dwellings to the east at 39 and 41 Kaoota Road, the shadow diagrams demonstrate the properties will be clear of shadow prior to 12pm, and then only a small area at the rear of the lots will be in shadow between 12pm-2pm on the 21 June. The worst shadowing will occur after 3pm to the property located at 41 Kaoota Road. The extent of this overshadowing is considered not to represent an unreasonable loss of amenity to the occupants of the adjoining dwellings, being that the whole backyard will receive full sun between 9am-12pm at Winter Solstice. For the above reasons, the test of subclause (b) of the Scheme is met.
	<i>(iii) overshadowing of an adjoining vacant lot; or</i>	Not applicable – the site does not adjoin a vacant lot/s.
	<i>(iv) visual impacts caused by the apparent scale, bulk or proportions of the dwelling when viewed from an adjoining lot; and</i>	The visual impact of the development would be moderate as a result of the two-storey design and that the proposal is for multiple dwellings within a streetscape typified by single storey, detached, mid-century dwellings. However, the proposed dwelling has been designed to minimise the visual impacts when viewed from adjoining properties, by cutting the dwelling partially into the rising slope of the site. This will result in reducing the height of the rear elevation above natural ground level.

		The resulting height will be 4.9m, which would be consistent in terms of height and appearance with dwellings within the vicinity of the site, especially along Kaoota Road, where dwellings have responded to the sloping sites by raising the floor levels of the buildings. Further, the footprint of the proposed dwelling, being only 89m², is less than the single storey footprint of the adjoining dwellings. This moderate footprint and the inclusion of a flat roof and dark cladding will reduce the impacts of the apparent scale, bulk and proportions of the upper level of the dwelling that is visible to adjoining properties. It is therefore considered that the proposal would not result in an unreasonable loss of amenity by way of visual impact as required by subclause (a)(iv).
	(b) <i>provide separation between dwellings on adjoining lots that is compatible with that prevailing in the surrounding area.</i>	The proposed separation distances of the dwelling from the side and rear boundaries are comparable with the existing setbacks on established properties within the surrounding area. For example, the proposed 1.5m side setback of Unit 2 is compatible with the 1m side setback of the dwellings located at 2/37 Kaoota Road, 11 Swinton Place and 68a Esplanade, and the 0m side setback of 55 East Derwent Highway. In relation to the rear boundary setback being between 1m and 2.2m, this is compatible with the rear setbacks of the dwellings located at 29 Kaoota Road, Units 2 and 3, 31 Kaoota Road and 63 East Derwent Highway.

		The proposed separation distances are considered compatible with existing setbacks in the surrounding area, and for these reasons, the proposal complies with the performance criterion.
	(c) <i>not cause an unreasonable reduction in sunlight to an existing solar energy installation on:</i> (i) <i>an adjoining property; or</i> (ii) <i>another dwelling on the same site.</i>	The adjoining property located at 41 Kaoota Road has three rows of solar panels on the roof. However, the shadow cast from Unit 2 will extend over four of these panels in one row after 3.30pm on the solstice. Therefore, it is considered no adjoining property would be compromised as a result of the proposed development and therefore the requirements of subclause (c) are met.

5. REPRESENTATION ISSUES

The proposal was advertised in accordance with statutory requirements and two representations were received. The following issues were raised by the representors.

5.1. Density

One of the representors raised concern that the proposal is not compatible with the density of existing development within the area.

- **Comment**

While the proposal will provide for a higher density than that prevailing on adjoining properties, the subject lot has a site area of 702m² which is compliant with the Scheme for the density requirements of multiple dwellings, which is one dwelling per 325m².

Furthermore, within a 100m radius of the subject lot there are five other examples of multiple dwelling sites that predominately contain two dwellings, and a further three lots have been subdivided with new dwellings constructed on the newly created internal lots.

With eight other lots within a 100m radius having higher density housing than the traditional single dwelling located on a 700m² plus lot, the proposal would be compatible with the surrounding area.

5.2. Privacy

The representors have raised concern that the upper-level living area, the bedroom windows and decks will overlook the adjoining properties.

- **Comment**

The proposed multiple dwelling development satisfies the requirements of the Scheme in relation to privacy, as articulated by the acceptable solutions of Clause 10.4.6 A1 and A2.

5.3. Building Envelope, Overshadowing and Separation between Dwellings

The representors have raised concern in relation to the proposed dwelling protruding outside the building envelope, resulting in overshadowing of adjoining properties and insufficient separation between dwellings.

- **Comment**

The south (side) and eastern (rear) sections of the roof of the proposed dwelling would project minimally beyond the three-dimensional building envelope, as prescribed by clause 8.4.2 A3 of the Scheme. An assessment of overshadowing impact upon adjoining properties is provided in detail under Section 4.4 of this report and is considered to satisfy the associated performance criteria, P3, in that the shadow diagrams show that there would be no additional overshadowing of habitable room windows of adjoining dwellings nor any unreasonable loss of sunlight to the private open space of these adjoining dwellings.

Furthermore, as discussed under Section 4.4 of this report, the proposed setbacks of the development would be comparable to the setbacks of surrounding buildings, therefore is not considered unreasonable in terms of the tests of the Scheme.

5.4. Visual Impacts

The representors raised concern about the visual impacts, specifically being a steel-clad dwelling located close to the side and rear boundaries and no opportunities for landscaping to mitigate the visual intrusion.

- **Comment**

The proposed dwellings rely on performance criteria in clause 8.4.2 P3 of the Scheme in relation to building envelope. An analysis of the visual impact is provided in detail under Section 4.4 of this report whereby it has been determined the proposal would not cause an unreasonable loss of amenity by way of visual impact.

5.5. The Private Open Space not convenient to the Living Areas

One of the representors stated that the private open spaces proposed are not convenient to the living areas, as required under Clause 8.4.3 of the Scheme.

- **Comment**

The requirements for private open space being conveniently located to the living areas of a dwelling is only considered if the development does not meet the acceptable solutions of Clause 8.4.3 A2. The proposed development did meet the criteria under the acceptable solutions and therefore an assessment in relation to the private open space and living areas was not required.

5.6. Driveway and Parking Widths

A representor raised concern that the driveway has an insufficient width to meet the required engineering standards, along with the turning circles and parking spaces.

- **Comment**

The application was assessed against the Parking and Sustainable Transport Code of the Scheme which includes driveway, vehicle manoeuvring areas and car parking space requirements. Council's Development Engineer is satisfied that the driveway and parking design adequately meets the Scheme.

Furthermore, conditions have been provided requiring engineering designs to be submitted prior to the commencement of the works.

6. EXTERNAL REFERRALS

The proposal was referred to TasWater, who have provided a number of conditions to be included on the planning permit if granted.

The application was referred to the Department of State Growth, who have provided conditions to be included on the permit if granted.

The proposal was referred to TasNetworks and it was advised the development is not likely to adversely affect TasNetworks' operations.

7. STATE POLICIES AND ACT OBJECTIVES

7.1. The proposal is consistent with the outcomes of the State Policies, including those of the State Coastal Policy.

7.2. The proposal is consistent with the objectives of Schedule 1 of LUPAA.

8. COUNCIL STRATEGIC PLAN/POLICY IMPLICATIONS

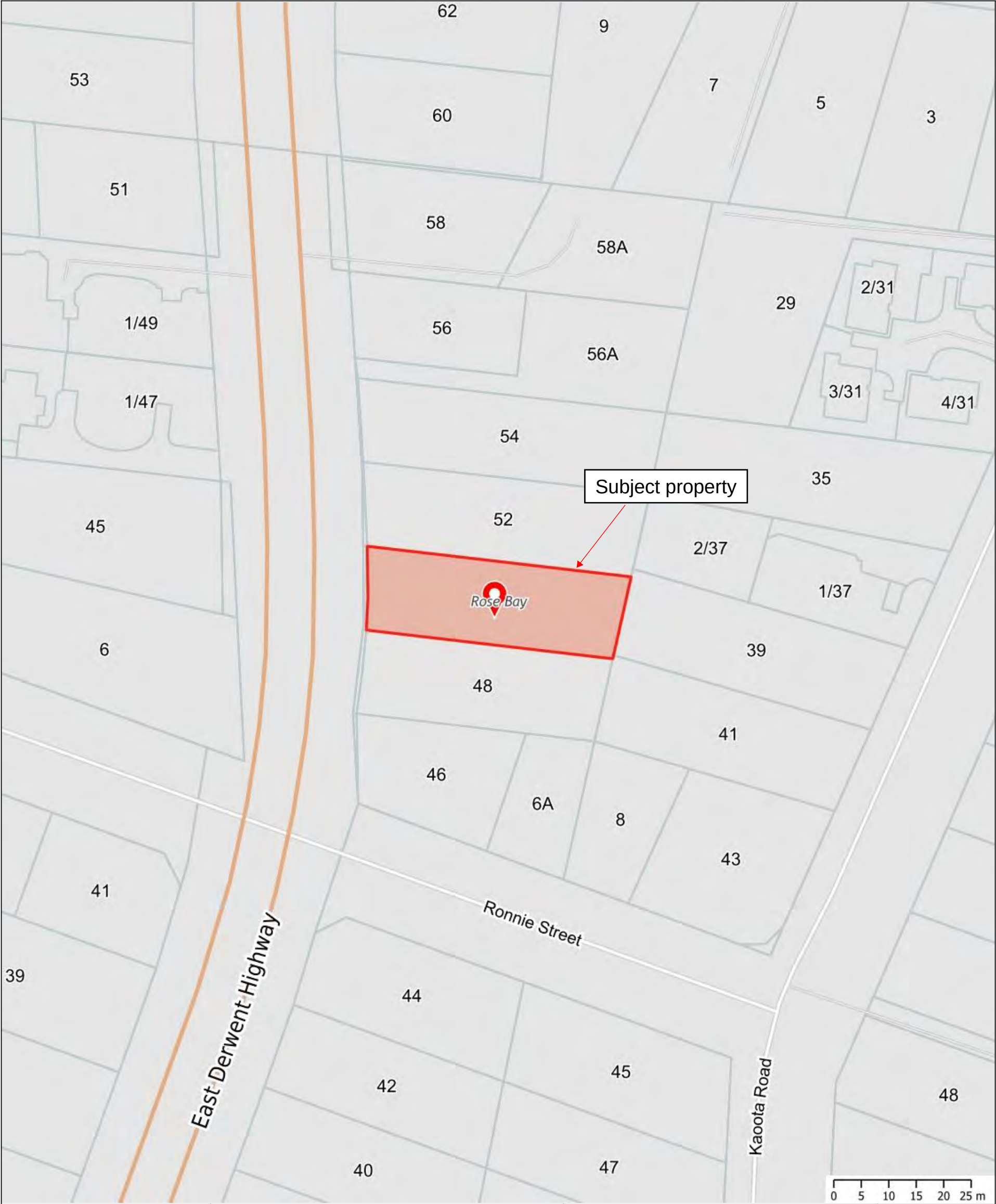
There are no inconsistencies with Council's adopted Strategic Plan 2021-2031 or any other relevant Council Policy.

9. CONCLUSION

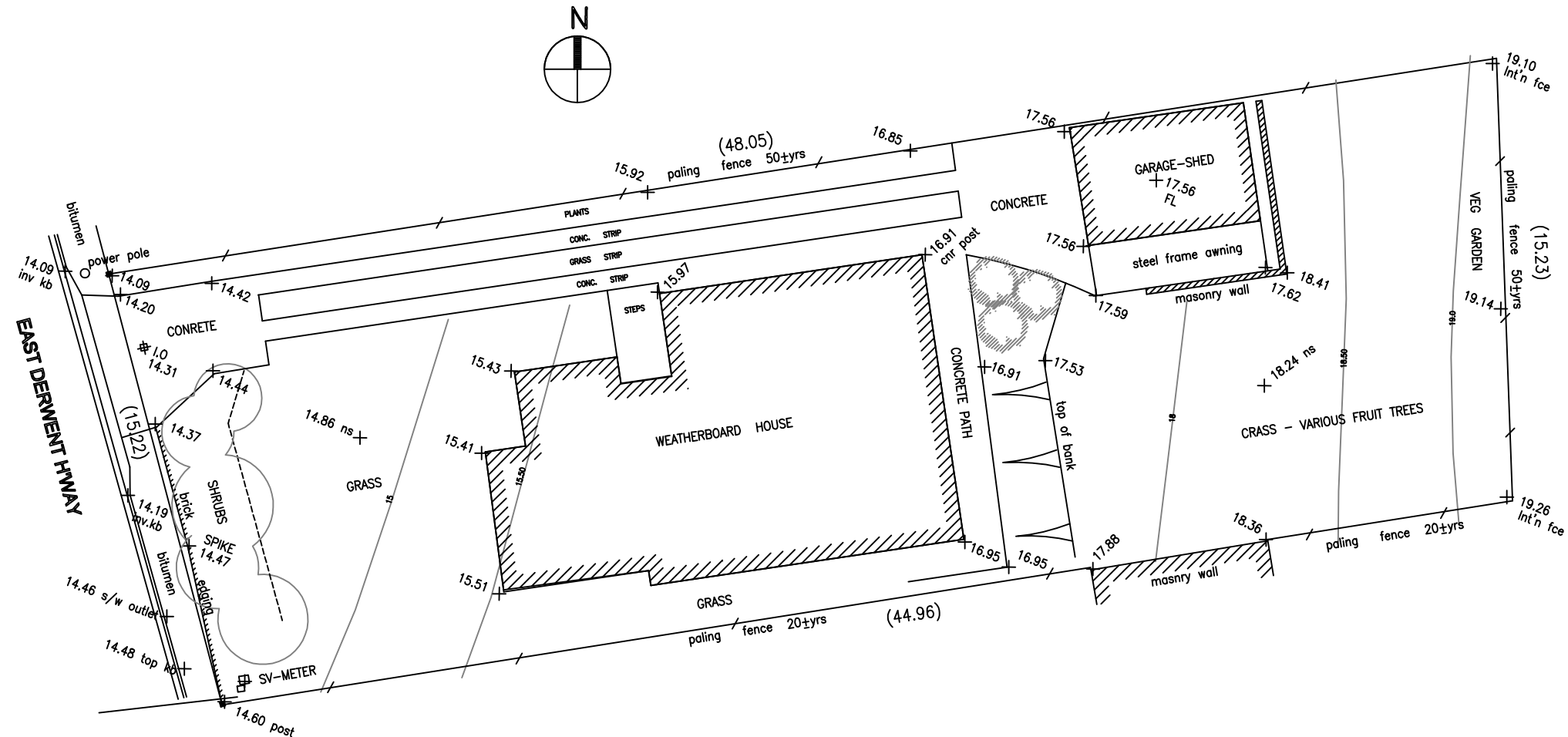
The proposal for two multiple dwellings at 50 East Derwent Highway, Rose Bay is considered to comply with all applicable acceptable solutions and performance criteria of the Scheme and is accordingly recommended for approval subject to conditions.

Attachments: 1. Location Plan (1)
2. Proposal Plan (12)
3. Site Photo (1)

Ross Lovell
MANAGER CITY PLANNING



	This map has been produced by Clarence City Council using data from a range of agencies. The City bears no responsibility for the accuracy of this information and accepts no liability for its use by other parties.	16/02/2023	
		1:949	



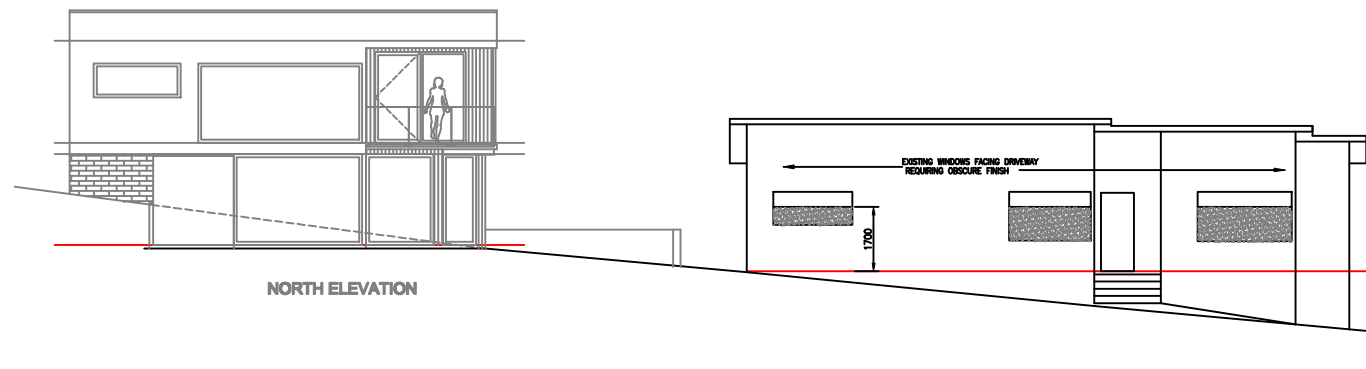
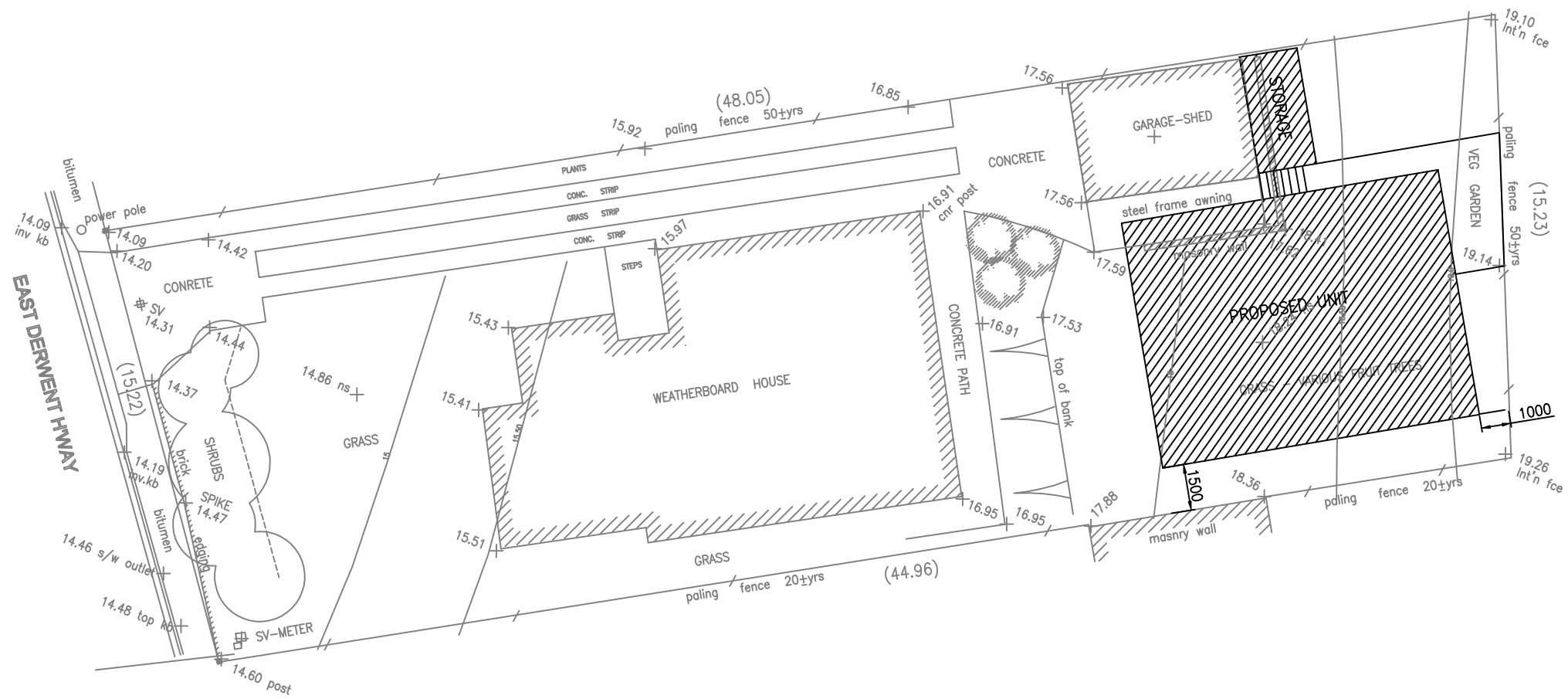
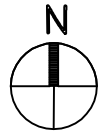
BOB FORD Surveyors
14 VICTORIA ESPLANADE
BELLERIVE 7018
PHONE 03 62446985
MOBILE 0409972272

SITE LEVELS: AHD

DEVELOPMENT APPLICATION ONLY

PRINT IN COLOUR

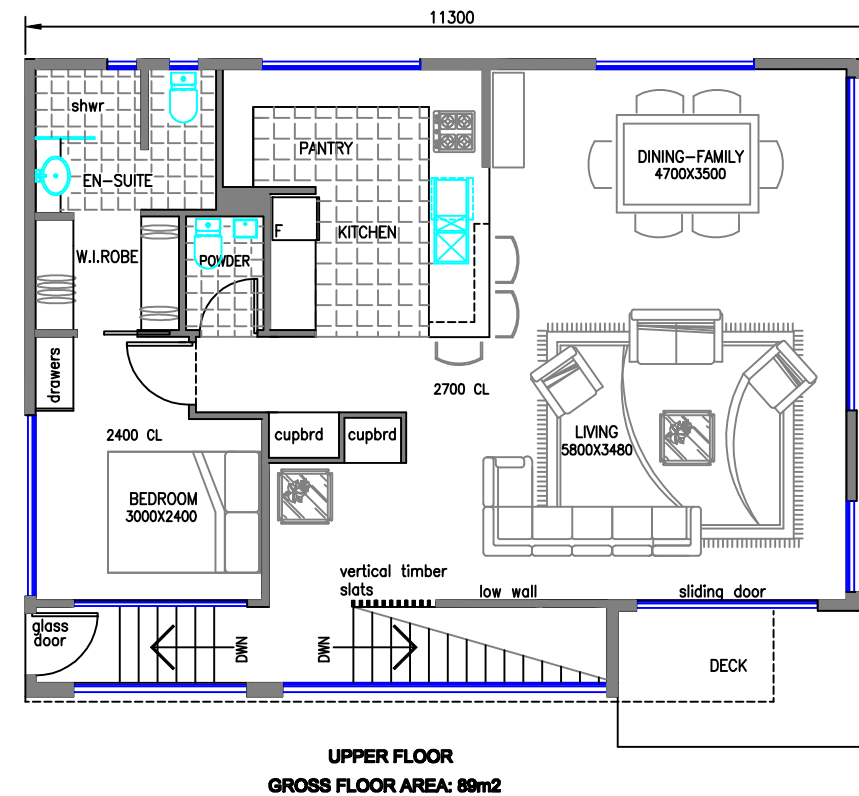
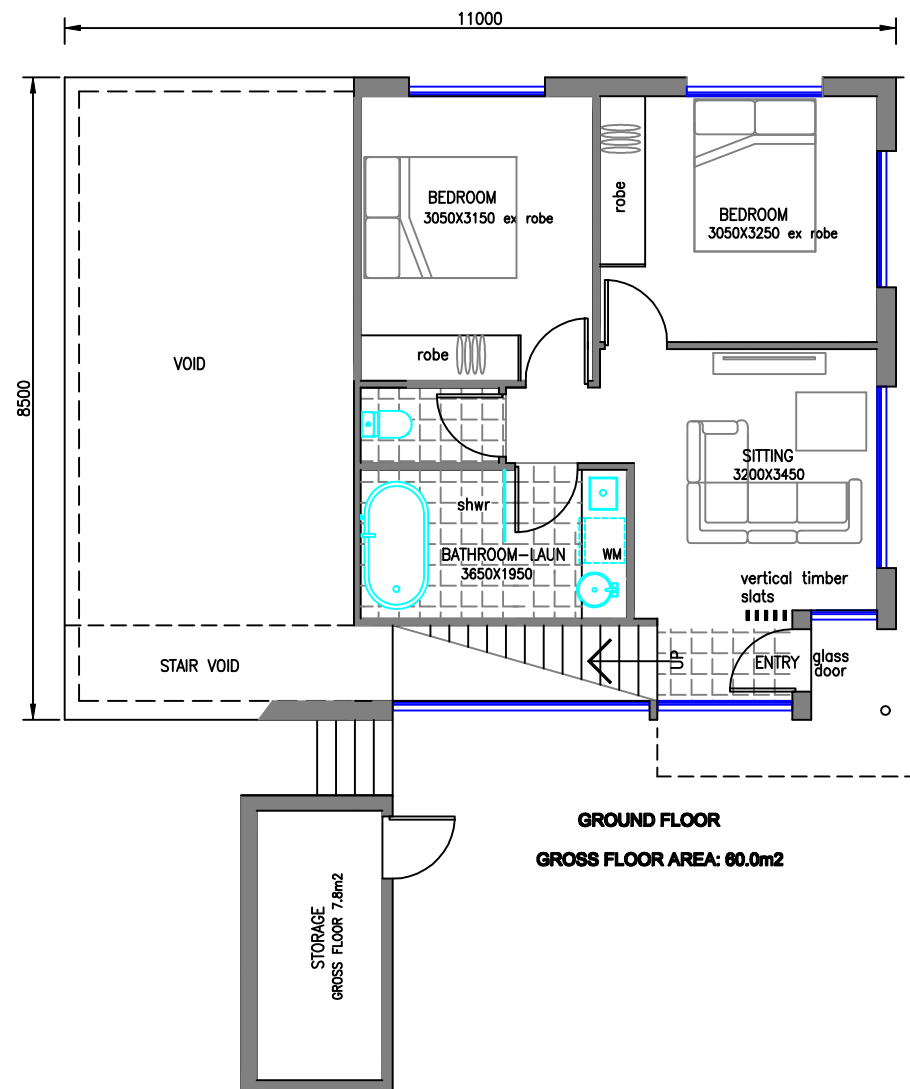
project..	client..	drawing number	SCALE 1:200@A3	VERIFY ALL DIMENSIONS ON DRAWINGS DIMENSIONS AS SHOWN TAKE PREFERENCE OVER SCALED READINGS VERIFY ALL SITE LEVELS PRIOR TO COMMENCING BUILDING SETOUT SCALE MAY ALTER DUE TO COPY REPRODUCTION © COPYRIGHT THIS DRAWING IS THE PROPERTY OF <i>ian PICONE DESIGN</i> AND MUST NOT BE REPRODUCED OR COPIED WITHOUT PERMISSION	ian PICONE DESIGNS building designer Phone/Fax 62251333 Mobile 0409 611133 ipicone@bigpond.net.au bdaa Building Designers Association of Australia Accreditation number CC1120S
PROPOSED UNIT DEVELOPMENT 50 EAST DERWENT H'WAY LINDISFARNE	GOURLAY-THURSTANS	M022-11-011DA			
	EXISTING SITE PLAN	DATE: NOV. 2022			
		SHEET 1 OF 7			



DEVELOPMENT APPLICATION ONLY

PRINT IN COLOUR

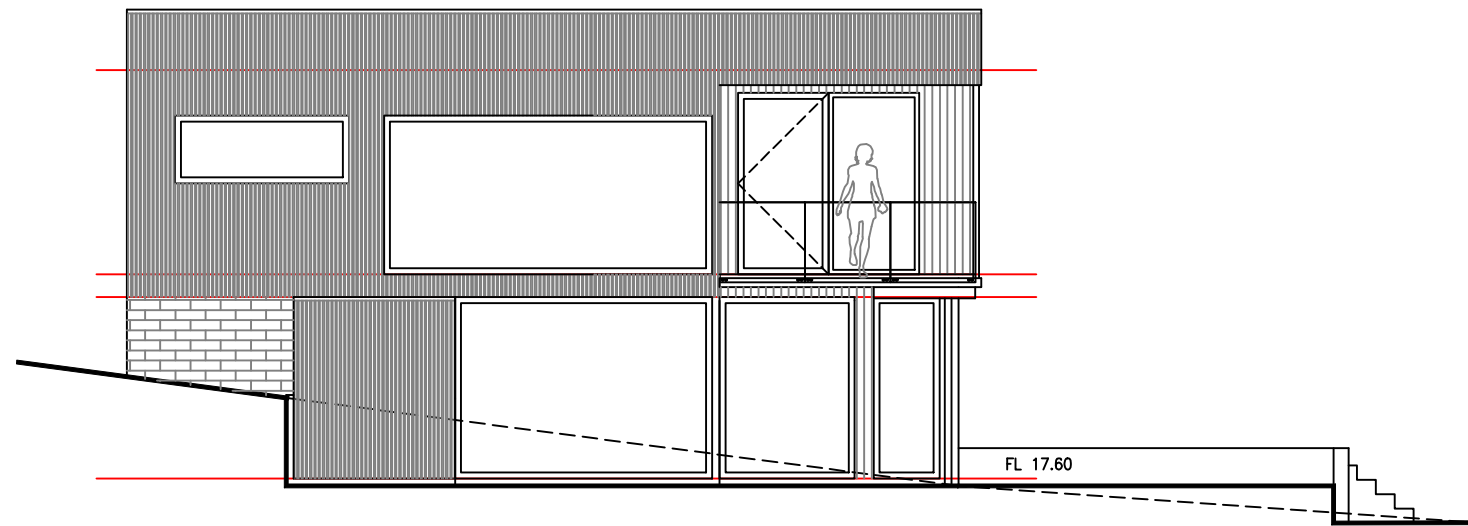
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PROPOSED UNIT DEVELOPMENT 50 EAST DERWENT H'WAY LINDISFARNE	GOURLAY-THURSTANS	M022-11-011DA	AMENDMENT: 19/12/22 DRIVEWAY ELEVATION: EXISTING WINDOWS REQUIRING OBSCURE FINISH		
	TOWNHOUSE OVERLAY ON EXISTING SITE	DATE: NOV. 2022 SHEET 2 OF 7		© COPYRIGHT THIS DRAWING IS THE PROPERTY OF <i>ian PICONE DESIGN</i> AND MUST NOT BE REPRODUCED OR COPIED WITHOUT PERMISSION	Accreditation number CC1120S



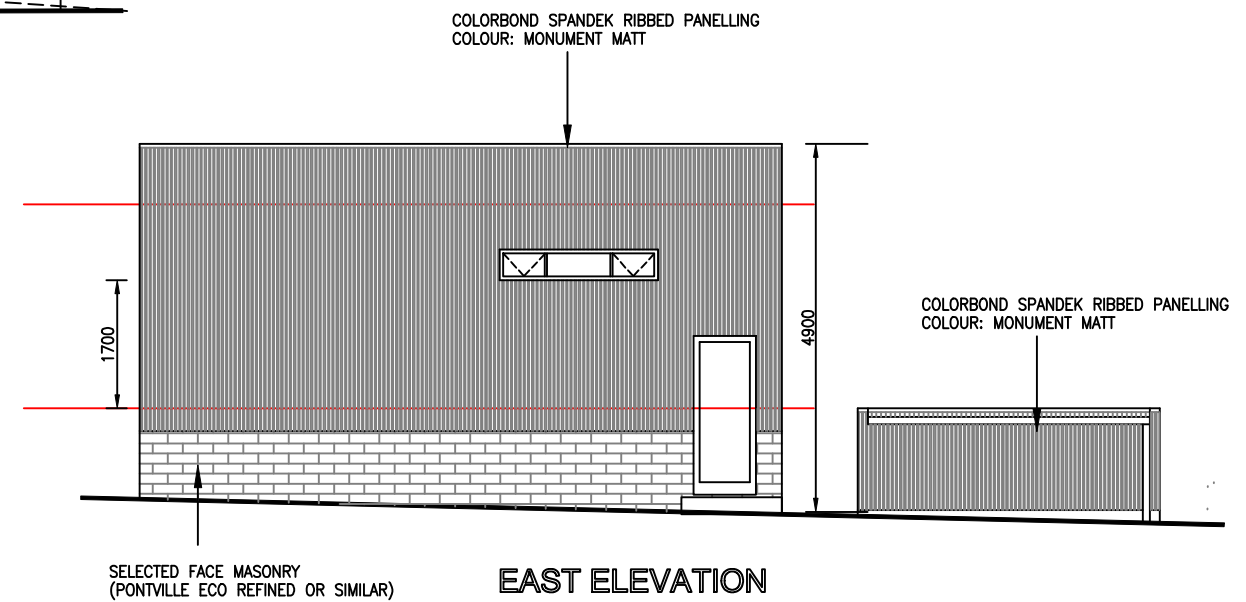
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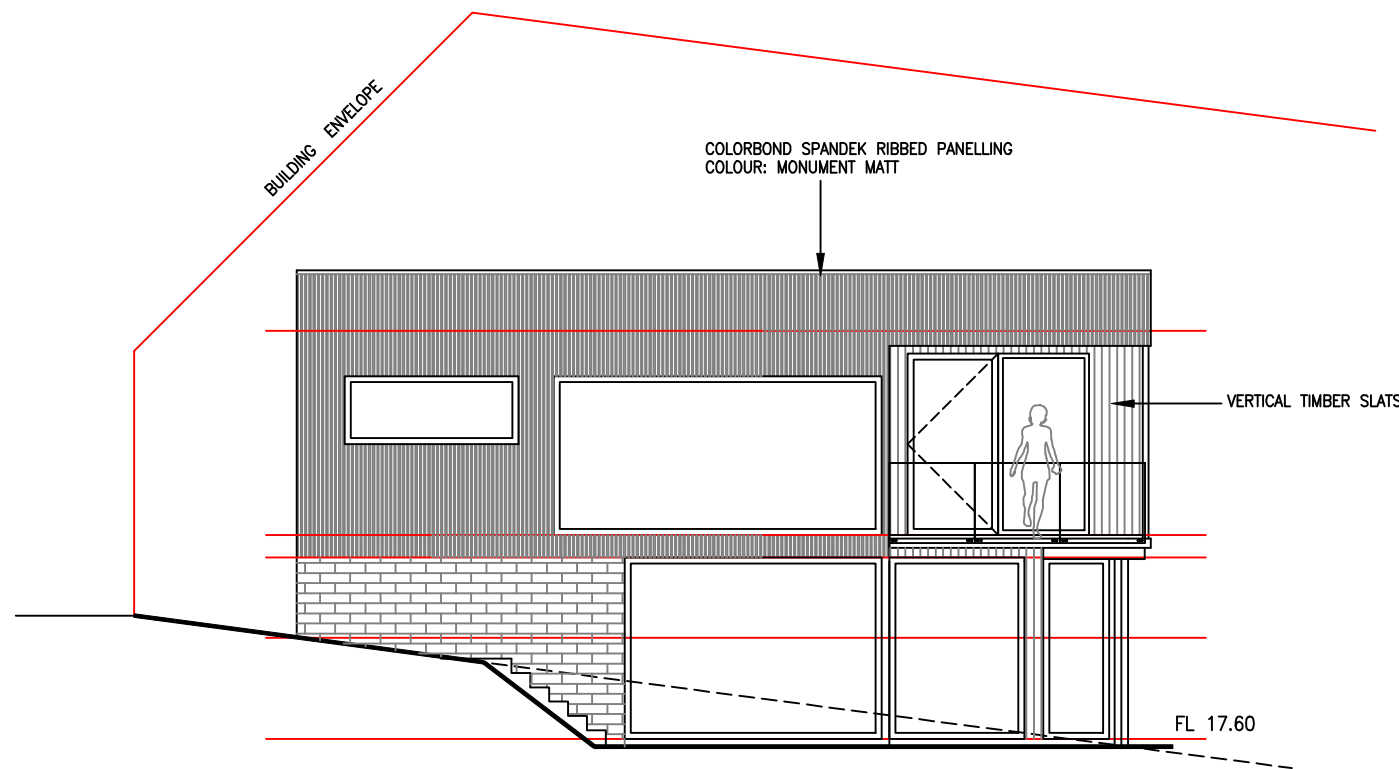
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PROPOSED UNIT DEVELOPMENT 50 EAST DERWENT H'WAY LINDISFARNE	GOURLAY-THURSTANS	M022-11-011DA		© COPYRIGHT	bdaa Building Designers Association of Australia
	FLOOR LAYOUTS	DATE: NOV. 2022 SHEET 3 OF 7		THIS DRAWING IS THE PROPERTY OF <i>ian PICONE DESIGN</i> AND MUST NOT BE REPRODUCED OR COPIED WITHOUT PERMISSION	Accreditation number CC1120S



NORTH ELEVATION



EAST ELEVATION

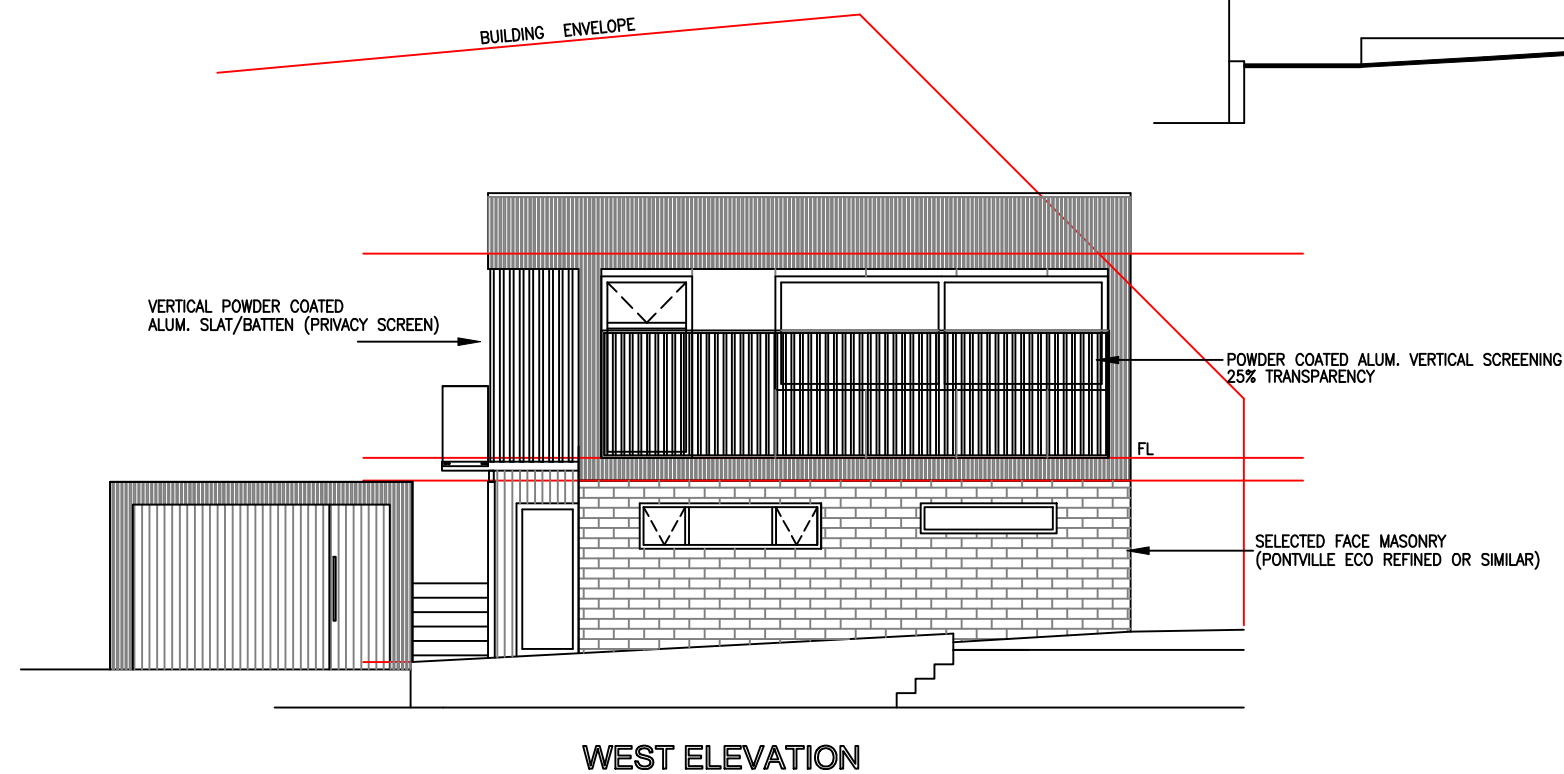
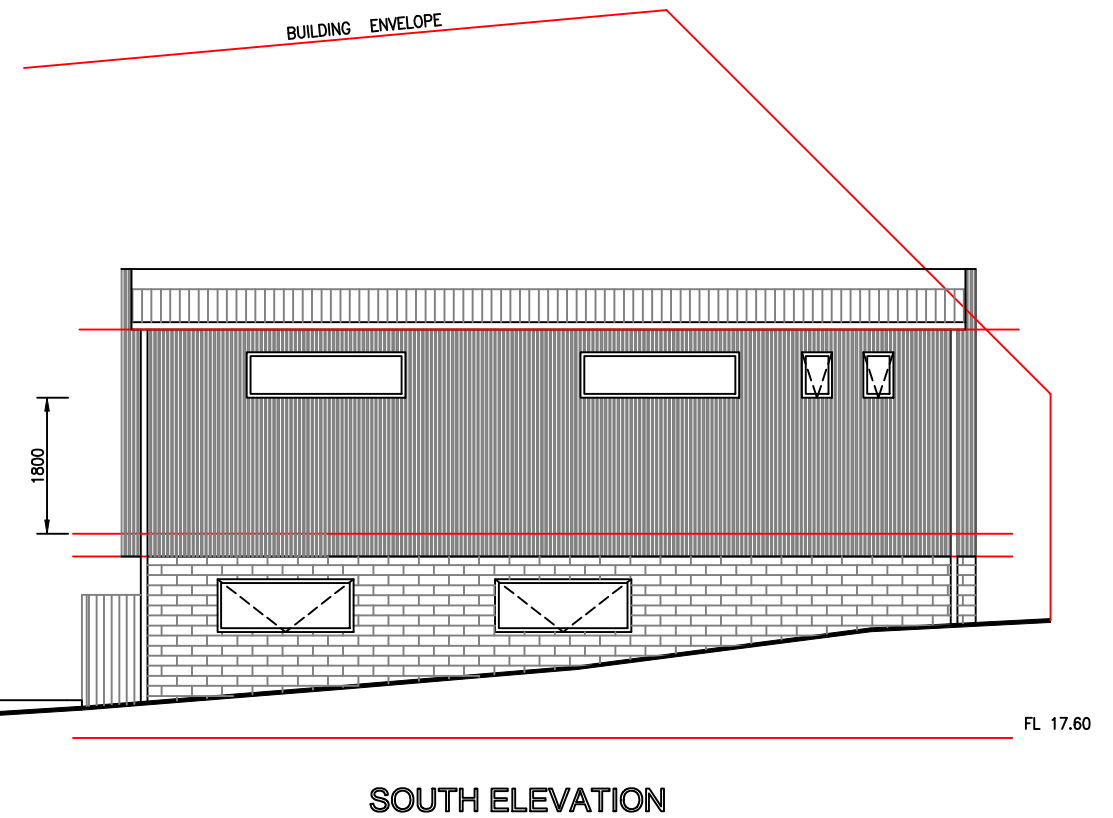
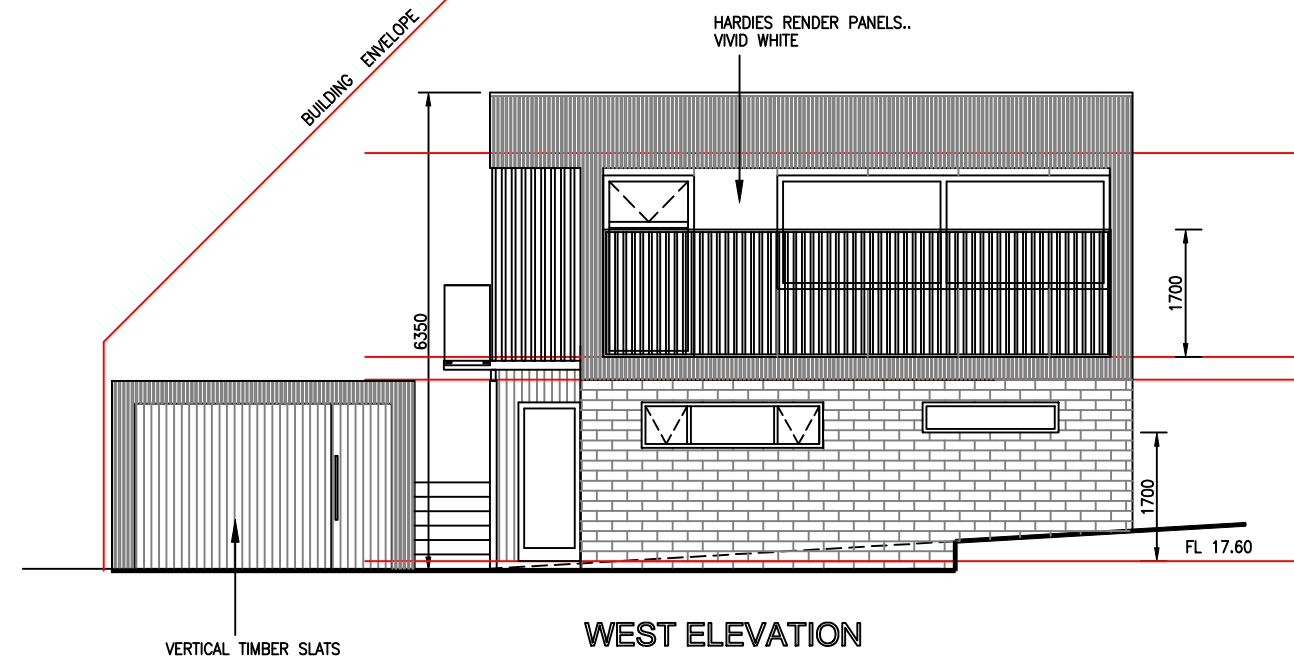


NORTH ELEVATION

DEVELOPMENT APPLICATION ONLY

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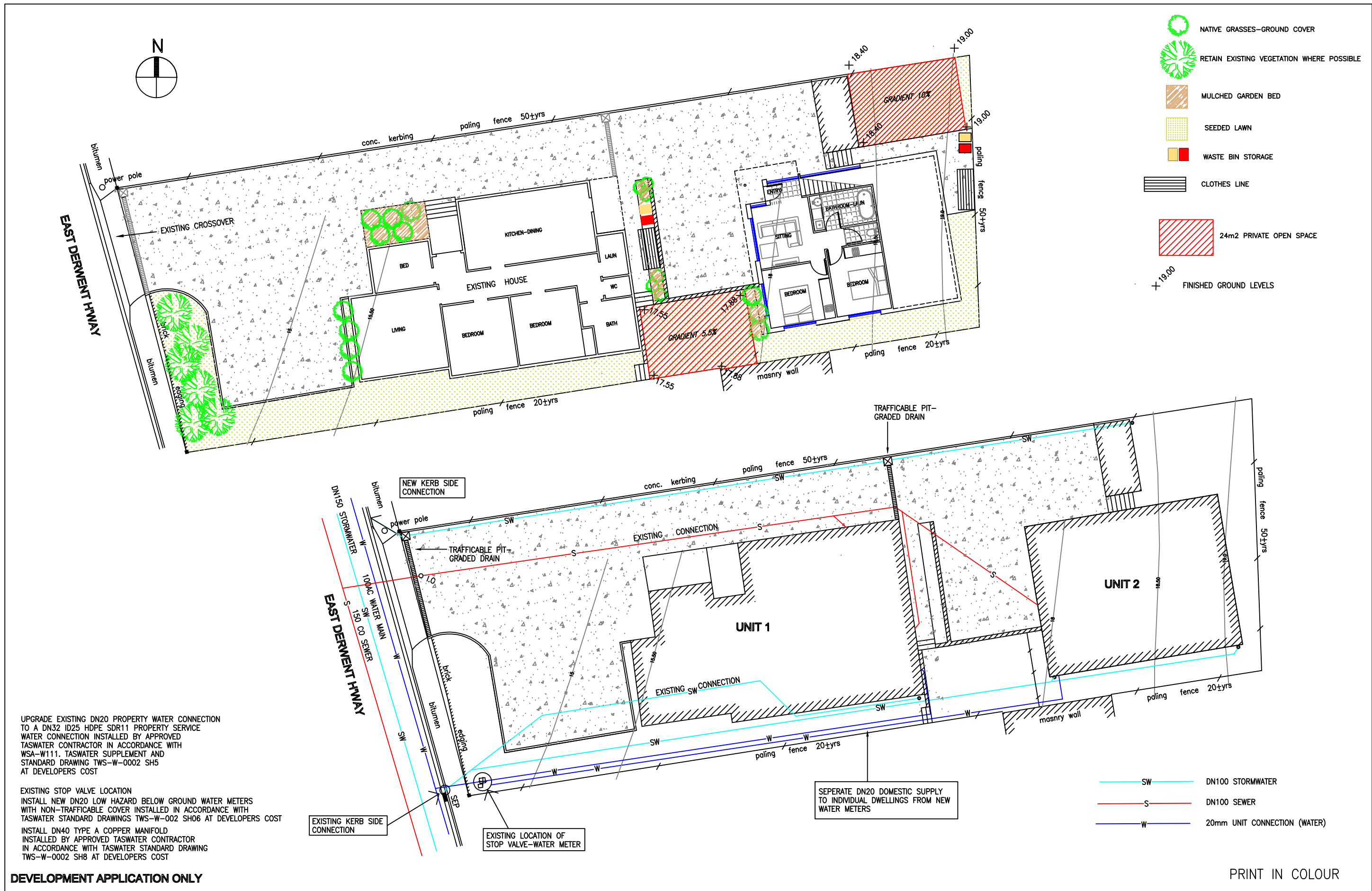
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PROPOSED UNIT DEVELOPMENT 50 EAST DERWENT HWAY LINDISFARNE	GOURLAY-THURSTANS	M022-11-011DA		© COPYRIGHT THIS DRAWING IS THE PROPERTY OF <i>ian PICONE DESIGN</i> AND MUST NOT BE REPRODUCED OR COPIED WITHOUT PERMISSION	bdaa Building Designers Association of Australia
	ELEVATIONS	DATE: NOV. 2022 SHEET 4 OF 7			Accreditation number CC1120S



DEVELOPMENT APPLICATION ONLY

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PROPOSED UNIT DEVELOPMENT 50 EAST DERWENT H'WAY LINDISFARNE	GOURLAY-THURSTANS	M022-11-011DA	AMENDMENT: 19/12/22 PRIVACY SCREENING ADDED	© COPYRIGHT THIS DRAWING IS THE PROPERTY OF <i>ian PICONE DESIGN</i> AND MUST NOT BE REPRODUCED OR COPIED WITHOUT PERMISSION	bdaa Building Designers Association of Australia
	ELEVATIONS	DATE: NOV. 2022 SHEET 5 OF 7			Accreditation number CC1120S



UPGRADE EXISTING DN20 PROPERTY WATER CONNECTION TO A DN32 ID25 HDPE SDR11 PROPERTY SERVICE WATER CONNECTION INSTALLED BY APPROVED TASWATER CONTRACTOR IN ACCORDANCE WITH WSA-W111. TASWATER SUPPLEMENT AND STANDARD DRAWING TWS-W-0002 SH5 AT DEVELOPERS COST

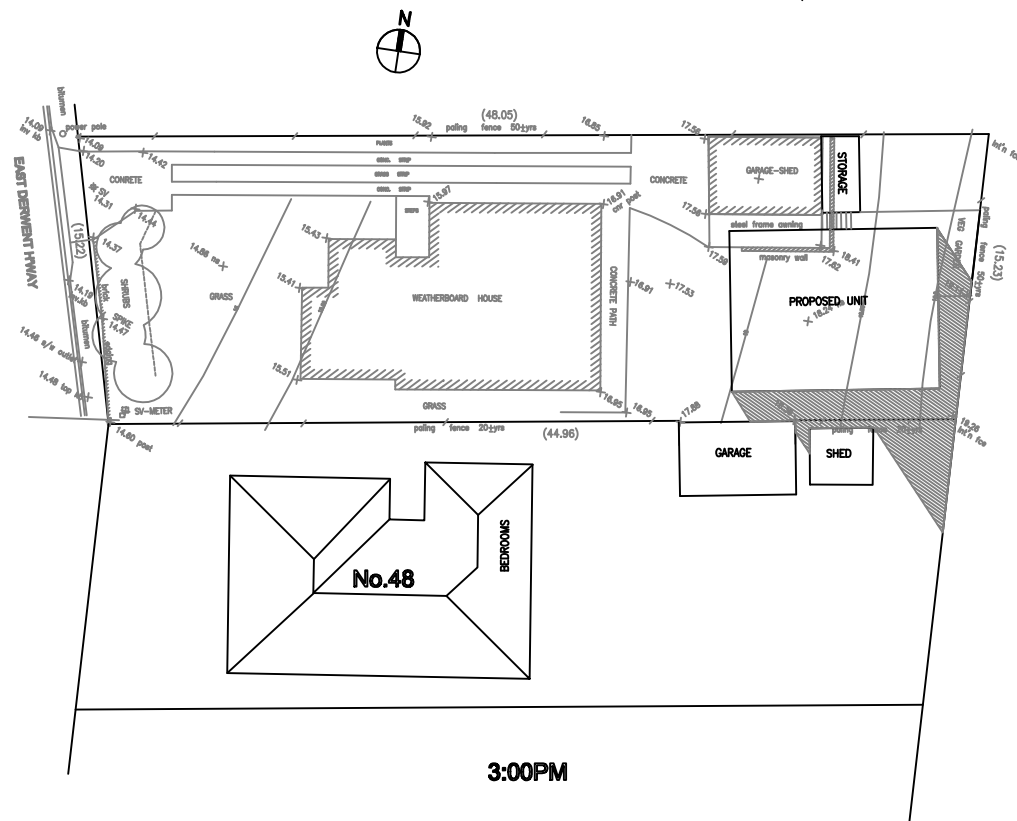
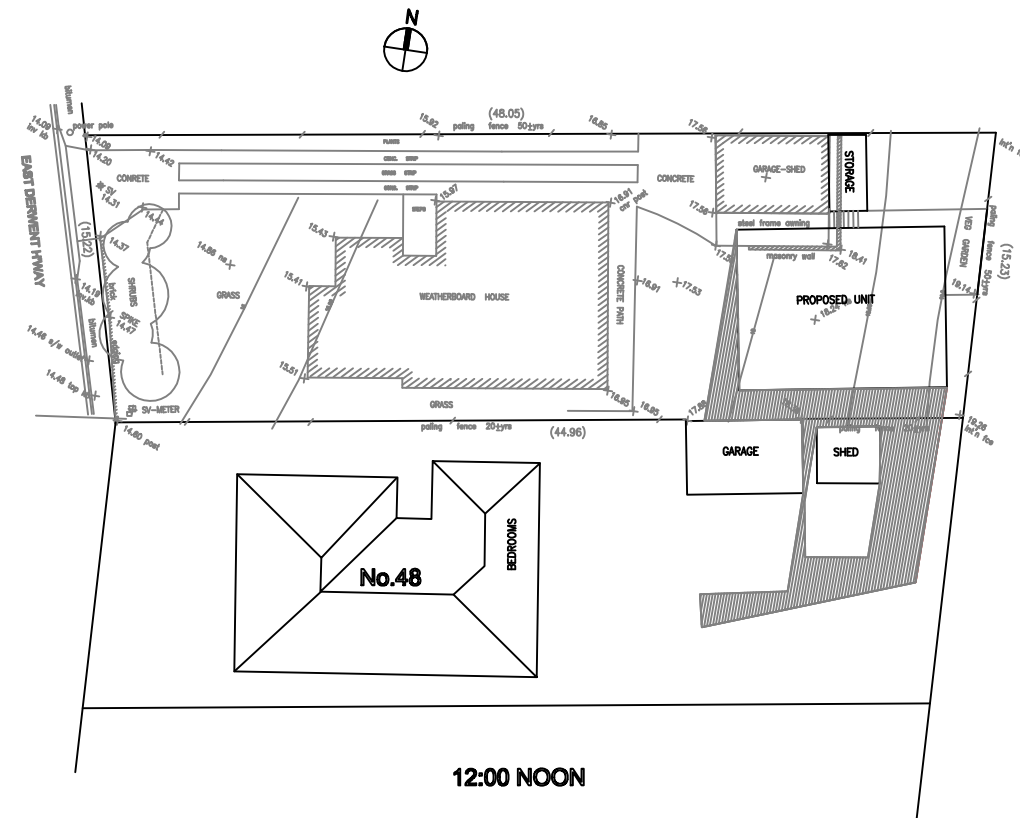
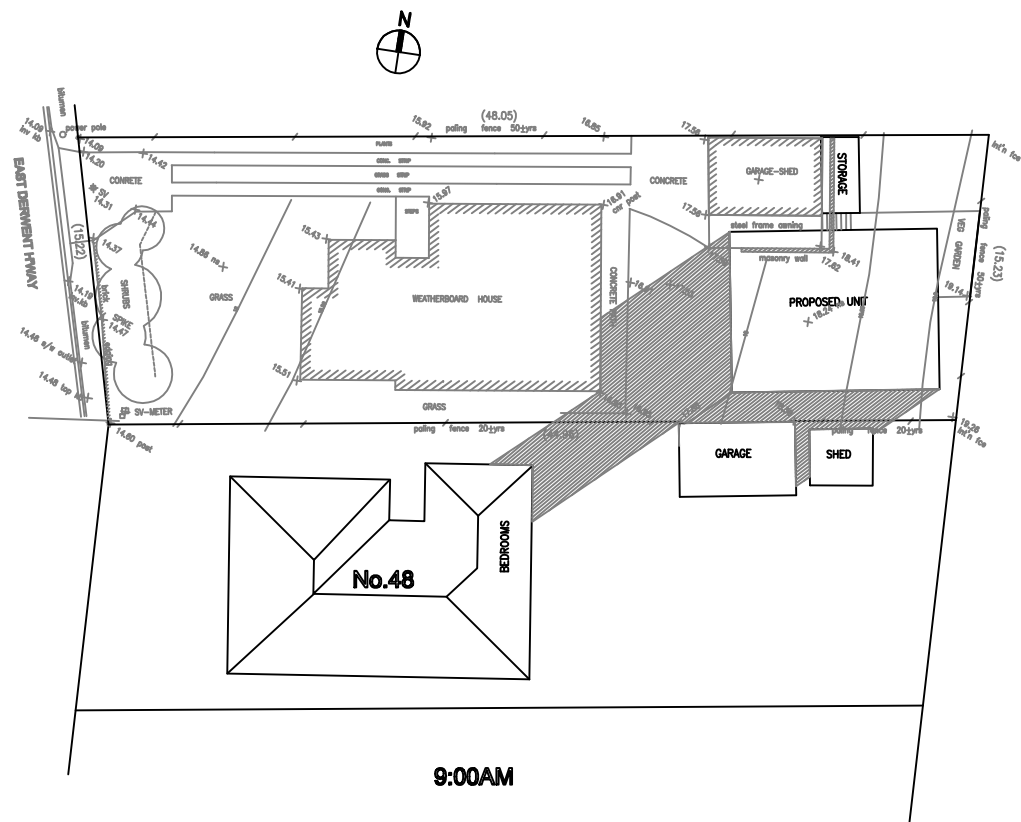
EXISTING STOP VALVE LOCATION
INSTALL NEW DN20 LOW HAZARD BELOW GROUND WATER METERS WITH NON-TRAFFICABLE COVER INSTALLED IN ACCORDANCE WITH TASWATER STANDARD DRAWINGS TWS-W-002 SH06 AT DEVELOPERS COST

INSTALL DN40 TYPE A COPPER MANIFOLD INSTALLED BY APPROVED TASWATER CONTRACTOR IN ACCORDANCE WITH TASWATER STANDARD DRAWING TWS-W-0002 SH8 AT DEVELOPERS COST

DEVELOPMENT APPLICATION ONLY

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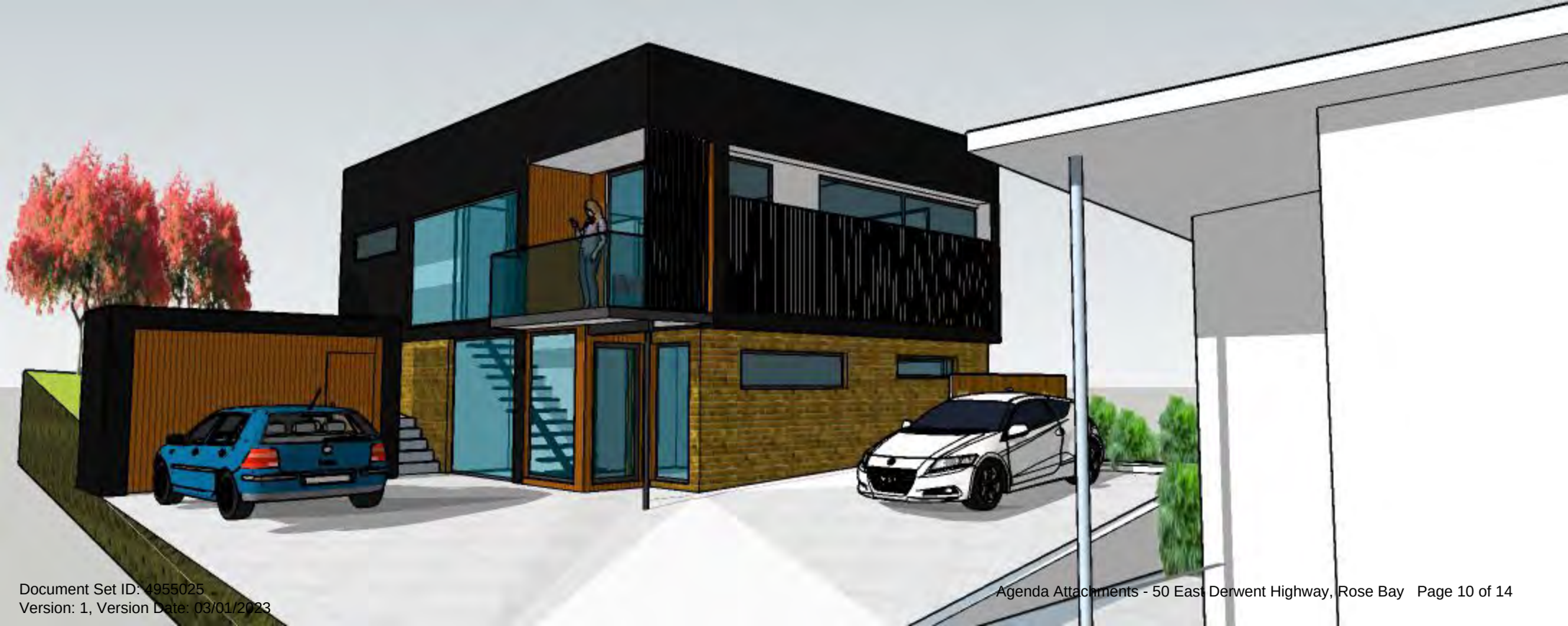
project..	client..	drawing number	SCALE 1:200@A3	VERIFY ALL DIMENSIONS ON DRAWINGS DIMENSIONS AS SHOWN TAKE PREFERENCE OVER SCALED READINGS VERIFY ALL SITE LEVELS PRIOR TO COMMENCING BUILDING SETOUT SCALE MAY ALTER DUE TO COPY REPRODUCTION	ian PICONE DESIGNS building designer Phone/Fax 62251333 Mobile 0409 611133 ipicone@bigpond.net.au Accreditation number CC1120S	 Building Designers Association of Australia
PROPOSED UNIT DEVELOPMENT 50 EAST DERWENT HWY LINDISFARNE	GOURLAY-THURSTANS	M022-11-011DA	AMENDMENTS: 19/12/22 RE-LOCATION OF SERVICES AMENDED PRIVATE OPEN SPACE LAYOUT	© COPYRIGHT THIS DRAWING IS THE PROPERTY OF <i>ian PICONE DESIGN</i> AND MUST NOT BE REPRODUCED OR COPIED WITHOUT PERMISSION		
	LANDSCAPING SITE DRAINAGE	DATE: NOV. 2022 SHEET 7 OF 7				



DEVELOPMENT APPLICATION ONLY

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PROPOSED UNIT DEVELOPMENT 50 EAST DERWENT H'WAY LINDISFARNE	GOURLAY-THURSTANS SHADOW DIAGRAMS	M022-11-011DA DATE: NOV. 2022 ATTACHMENT	AMENDMENTS: 1/01/2023 SHADOW DIAGRAMS			









Attachment 3



Subject Site - 50 East Derwent Highway Rose Bay

7.2 DEVELOPMENT APPLICATION PDPLANPMTD-2022/031777 – 52 SURF ROAD, SEVEN MILE BEACH - 2 PERGOLAS AND GARAGE/BOAT SHED**EXECUTIVE SUMMARY****PURPOSE**

The purpose of this report is to consider the application made for two pergolas and garage at 52 Surf Road, Seven Mile Beach.

RELATION TO PLANNING PROVISIONS

The land is zoned Low Density Residential and subject to the Coastal Inundation Hazard Code, Road and Railway Assets Code, Safeguarding of Airports Code and Parking and Sustainable Transport Code under the Tasmanian Planning Scheme - Clarence (the Scheme). In accordance with the Scheme the proposal is a Discretionary development.

LEGISLATIVE REQUIREMENTS

The report on this item details the basis and reasons for the recommendation. Any alternative decision by Council will require a full statement of reasons in order to maintain the integrity of the Planning approval process and to comply with the requirements of the *Judicial Review Act* and the *Local Government (Meeting Procedures) Regulations 2015*.

Council is required to exercise a discretion within the statutory 42-day period which expires on 1 March 2023 as agreed with the applicant.

CONSULTATION

The proposal was advertised in accordance with statutory requirements and no representations were received.

RECOMMENDATION:

- A. That the Development Application for two pergolas and garage at 52 Surf Road, Seven Mile Beach (C1 Ref PDPLANPMTD-2022/031777) be refused as the proposal is contrary to the provisions of the Tasmanian Planning Scheme-Clarence for the following reason.
 - 1. The proposal does not comply with clause 10.4.3 Setbacks Performance Criterion P1 (b) and (c) in that the proposed frontage setback is not compatible with the streetscape and character of development existing on established properties in the area.
- B. That the details and conclusions included in the Associated Report be recorded as the reasons for Council's decision in respect of this matter.

DEVELOPMENT APPLICATION PDPLANPMTD-2022/031777 – 52 SURF ROAD, SEVEN MILE BEACH - 2 PERGOLAS AND GARAGE/BOAT SHED /contd...

ASSOCIATED REPORT**1. BACKGROUND**

The site is developed with a single dwelling and garage integrated into the dwelling both of which were approved by building permit application B-1993/672.

2. STATUTORY IMPLICATIONS

2.1. The land is zoned Low Density Residential under the Scheme.

2.2. The proposal is discretionary because it does not meet the Acceptable Solutions under the Scheme relating to front and side setbacks.

2.3. The relevant parts of the Planning Scheme are:

- Section 5.6 – Compliance with Applicable Standards;
- Section 6.10 – Determining Applications;
- Section 10.4 – Low Density Residential Zone;
- Section C3.0 – Road and Railway Assets Code;
- Section C11.0 – Coastal Inundation Hazard Code; and
- Section C16.0 – Safeguarding of Airports Code.

2.4. The proposal will require authorisation under the *Building Act 2016* therefore is exempt from the Coastal Inundation Hazard Code in accordance with clause C11.4.1(a) of the Code.

2.5. The site is affected by the Safeguarding of Airports Code and is within the identified 47m obstacle limitation area and airport noise attenuation area. However, the site is at 3m AHD and therefore exempt from the provisions of the Code by Clause C16.4.1(a) in that the development would not exceed the prescribed obstacle limitation area.

- 2.6.** Council's assessment of this proposal should also consider the issues raised in any representations received, the outcomes of the State Policies and the objectives of Schedule 1 of the *Land Use Planning and Approvals Act, 1993* (LUPAA).

3. PROPOSAL IN DETAIL

3.1. The Site

The site has an area of 832m² and has no significant slope. The site has dual frontage to Surf Road and Leyden Avenue with vehicular access provided from Leyden Avenue. The site is developed with a two-storey dwelling with a garage integrated into the north-western elevation of the dwelling, with frontage to Leyden Avenue. The garage provides parking for two vehicles.

The area surrounding the site is similarly zoned Low Density Residential, containing single dwellings. The southern end of the existing Leyden Avenue streetscape features buildings with front setbacks predominantly within a range of 1m to 9m. Garage and carport structures within the surrounding area (100m distance along Leyden Avenue) are limited to a wall length of 3m facing the street. The street is also characterised with landscaped front gardens and nature strips including native species (approximately 2-6m in height) directly outside the property.

3.2. The Proposal

Application is made for additions to the existing dwelling and a garage.

The dwelling additions would consist of a 29m² pergola structure attached to the southern elevation of the dwelling and a 19m² pergola structure attached to the north-western elevation of the dwelling. The pergolas would have a maximum height of 3.2m above existing ground level.

The proposal also includes the construction of a detached garage which would be located to the north-western elevation of the dwelling, with a frontage setback of 0.9m from Leyden Avenue.

The garage would be setback 5m from the north-western side boundary and would have a height of 3.52m at its highest point above existing ground level. The garage would be clad with “Hardies Axon” cladding and “Colorbond” roofing in a moderately pitched gabled profile running the long axis of the building (north-west to south-east). The long axis (8m wall length) would face the Leyden Avenue frontage.

The garage is intended to be used for boat parking and would be accessed via the existing vehicular access provided from Leyden Avenue. The garage would be partially obscured from the street by being located behind an existing solid fence (approximately 1.8m high).

4. PLANNING ASSESSMENT

4.1. Compliance with Applicable Standards [Section 5.6]

“5.6.1 A use or development must comply with each applicable standard in the State Planning Provisions and the Local Provisions Schedules.

Applicable standard means in any zone, code or specific area plan, the objective for a particular planning issue and the means for satisfying that objective through either an acceptable solution or performance criterion presented as the tests to meet the objective.”

To assist with deciding whether the proposal complies with the two tests of each applicable standard, the scheme defines technical terms and unless the contrary intention appears the scheme uses ordinary meanings.

Streetscape is defined by the scheme to mean *“the visual quality of a street depicted by road width, street planning, characteristics and features, public utilities constructed within the road reserve, the setback of buildings and structures fronting the road reserve. For the purposes of determining streetscape for a particular site, the above matters are relevant when viewed from either side of the same street within 100m of each side boundary of the site.”*

4.2. Determining Applications [Section 6.10]

“6.10.1 In determining an application for any permit for use or development the planning authority must, in addition to the matters required by section 51(2) of the Act, take into consideration:

- (a) all applicable standards and requirements in this planning scheme; and*
- (b) any representations received pursuant to and in conformity with section 57(5) of the Act, but in the case of the exercise of discretion, only insofar as each such matter is relevant to the particular discretion being exercised.”*

References to these principles are contained in the discussion below.

4.3. General Provisions

The Scheme contains a range of General Provisions relating to specific circumstances not controlled through the application of Zone, Code or Specific Area Plan provisions.

There are no General Provisions relevant to the assessment of this proposal.

4.4. Compliance with Zone and Codes

The proposed alterations and additions to dwelling and garage are associated with the existing Residential (Single dwelling) use which has a No Permit Required status in the Low-Density Residential Zone. The pergola proposed on the north-western elevation of the dwelling satisfies all applicable acceptable solutions of the Scheme and therefore retains a No Permit Required status.

The pergola proposed on the southern elevation of the dwelling and garage meet the Scheme’s applicable Acceptable Solutions of the Low-Density Residential Zone and Road and Railway Assets Code with the exception of the following.

Low Density Residential Zone

- Clause 10.4.3 A1 in relation to frontage setback. Specifically, the proposed garage would be setback 0.9m from the Leyden Avenue frontage, as opposed to the prescribed 8m frontage setback required by the applicable acceptable solution.

The proposed variation must be considered pursuant to the Performance Criteria P1 of Clause 10.4.3 as follows.

Clause	Performance Criteria	Assessment
10.4.3 P1	<i>“The siting of a dwelling must be compatible with the streetscape and character of development existing on established properties in the area, having regard to:</i> <i>(a) the topography of the site;</i> <i>(b) the setbacks of surrounding buildings;</i>	See below assessment. The site is level with no identified topographical constraints that would restrict the siting and design of the proposed garage. An analysis of aerial photographs of the area and an on-site inspection of Leyden Avenue has revealed the prevailing building line for the south-western side of the street is between 4.5m and 6m from the frontage boundaries, as shown in the attachments. The building line established by existing development within the south-western side of Leyden Avenue consists of dwelling facades as opposed to garage and /or carport structures. The north-eastern side of Leyden Avenue displays a different streetscape characteristic in that open walled carport structures are located between dwelling facades and the frontage boundary. Examples include a carport located at 3 Leyden Avenue which displays a 1m frontage setback and a carport located at 5 Leyden Avenue which displays a 4m setback. Both examples are located directly opposite the subject site and have an open sided “wall” length of 3-5m facing the street, making the existing carports to be less obtrusive to the streetscape than the proposed garage.

		All remaining garages and carports within this part of the street are setback in line or behind the dwelling façades. While there are examples of carports within the front setback, and of a comparable setback to the proposed garage, these structures do not set the prevailing building setback within the streetscape. Furthermore, the proposed location would introduce a taller, solid walled structure with a wall length greater than the wall length of other open sided carports within the street (8m as opposed to 3m maximum currently displayed in the street), resulting in the proposed garage being the dominant feature in the streetscape, unlike open sided carports. The proposal would not maintain the uniform building line established along the south-western side of Leyden Avenue and is not in harmony or broad correspondence with the scale, height and bulk of other garages or carports located within the frontage setback. It is noted <i>“that to be in harmony with or broad correspondence with”</i> are the terms used by recent Tribunal decisions to describe compatibility. Additionally, sub-clause 5.6.4 of the Scheme provides that the planning authority may consider the relevant objective of that standard which in this case is sub-clause (a) <i>provides reasonably consistent separation between dwellings and their frontage within a street.</i>
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		When considering the relevant objective, the proposal would provide compatibility with the two examples of carports within the frontage setback as opposed to the prevailing frontage separation (setback) characterising the streetscape. This is directly the opposite to what the objective of the standard sets out to achieve.
	(c) <i>the height, bulk and form of existing and proposed buildings;</i>	As per above assessment.
	(d) <i>the appearance when viewed from roads and public open space adjacent to the site; and</i>	The streetscape is characterised by landscaped front gardens and nature strips rather than buildings within 4.5m – 6m of the front boundaries. The location of the garage would not enhance these characteristics of the site, adjoining lots, and the streetscape.
	(e) <i>the safety of road users.”</i>	Council’s Development Engineer is of the view the proposed setback is sufficient to ensure the safety of road users is not compromised. In conclusion, the proposed development is unable to satisfy the performance criteria and does not comply with the standard.

It is appropriate to contemplate the purpose of the Low-Density Residential zone to provide context to what the development standards are required to achieve. The zone purpose is to provide residential use/development in residential areas where there are infrastructure or environmental constraints that limit the density, location or form of development.

The neighbourhoods created by this zone have fewer dwellings on larger lots, with proportionate setbacks creating wide streetscapes, compared to the higher density, built up neighbourhoods created by the General Residential zone provisions. However, the existing streetscape character and pattern of development is a legacy of former planning controls, which may make it challenging for new development to meet the frontage setback standard of the new zoning. Fortunately, the performance criteria provide flexibility and allow for new development within the prescribed 8m depth of the frontage, provided what is proposed is compatible with the existing streetscape and pattern of development.

In determining the compatibility of a proposal, the standard directs that regard be given to the listed matters for the site and streetscape characteristics, as well as the design (height, bulk and form) of existing and proposed buildings, and for the safety of road users. This is because buildings in the frontage have visual primacy and should address the street, engaging with it to create a legible and somewhat active frontage, located and designed to complement the existing pattern of development in the area. The uniqueness of a corner lot presents the valuable opportunity for buildings and associated infrastructure to be designed to work with two frontages and contribute to the distinctiveness of the place on both the higher order main street and the entrance to the lower order side street.

For this assessment, the applicant was made aware of the pending recommendation to refuse the application based on the location and design of the garage relative to the frontage (first design proposal showed the garage to be built on the frontage boundary) and was given the opportunity to explore alternative options for the design and placement of the garage of the site. As a result, an updated plan was submitted showing the garage in the current proposed location, 0.9m from the frontage with no change to the design or orientation of the garage.

It is important to note that the Act requires an application to be considered and decided as one and cannot be separated into parts for separate decisions. Relevantly, s51 concerns an application for use and development that requires a permit under the scheme, and both the proposed pergola on the southern elevation and garage require a permit making consideration under s57 of the Act is relevant (for discretionary applications).

The proposed pergola on the north-western elevation does not require a permit, which means the applicant can proceed with this pergola irrespective of the decision made for this application as a whole.

In regard to the proposed pergola on the southern elevation, this element of the proposed development could be approved if a new application was made for that development, albeit an application requiring discretionary consideration. However, as the garage element of the proposed development is recommended for refusal the entire application must be refused given the Act requirements. It is relevant to note that In an effort to facilitate the development and in addition to consideration of alternative solutions for the proposed garage as described above, the opportunity was extended to the applicant to withdraw the current application and submit a new application for the development, in full or in part, that could be recommended for approval. At the time of writing the applicant had declined these options.

Low Density Residential Zone

- Clause 10.4.3 A2 in relation to side setback. Specifically, the proposed southern elevation pergola addition would provide a 2.03m setback from the south-western side boundary as opposed to the required 5m setback.

The proposed variation must be considered pursuant to the Performance Criteria P2 of Clause 10.4.3 as follows.

Clause	Performance Criteria	Assessment
10.4.3 P2	<i>“The siting of a dwelling must not cause an unreasonable loss of amenity to adjoining properties, having regard to:</i>	The proposed dwelling addition would not cause an unreasonable loss of amenity to the adjoining property to the south-west (50 Surf Road) for the following reasons.
	<i>(a) the topography of the site;</i>	The site is level therefore the local topography would not increase the potential for overshadowing impact upon the adjoining property to the south-west. The proposed pergola being to the south-west of the existing two-storey dwelling, would not increase overshadowing impact upon the adjoining property at 50 Surf Road.
	<i>(b) the size, shape and orientation of the site;</i>	The property has a land area of 832m ² , is oriented to the north-east and is rectangular in configuration. The location of the existing dwelling and narrow lot configuration hinder the ability to achieve a compliant setback location.
	<i>(c) the setbacks of surrounding buildings;</i>	The proposed 2.03m side setback from the south-western side boundary would maintain the setback established by the existing dwelling and would be consistent with the 2m setback provided by the existing dwelling at 50 Surf Road.
	<i>(d) the height, bulk and form of existing and proposed buildings;</i>	The proposed addition would be contained to the lower level of the dwelling and would provide a low height profile. The proposed addition would appear as a recessive structure against the two-storey dwelling located on the site.

	<i>(e) the existing buildings and private open space areas on the site;</i>	The dwelling addition would maintain the setback established by the existing dwelling and would be contained within the existing roofline. For these reasons, the proposed additions would be commensurate with the height, bulk and form of the existing dwelling on the site.
	<i>(f) sunlight to private open space and windows of habitable rooms on adjoining properties; and</i>	The proposal would not cause any additional overshadowing impact upon the adjoining dwelling to the south-west at 50 Surf Road.
	<i>(g) the character of development existing on established properties in the area.”</i>	The proposed addition would be small in scale and would not compromise the character of development on established properties in the area.

5. REPRESENTATION ISSUES

The proposal was advertised in accordance with statutory requirements and no representations were received.

6. EXTERNAL REFERRALS

No external referrals were required or undertaken as part of this application.

7. STATE POLICIES AND ACT OBJECTIVES

7.1. The proposal is consistent with the outcomes of the State Policies, including those of the State Coastal Policy.

7.2. The failure to comply with the relevant performance criteria for front setback results in a development which is inherently inconsistent with the objectives of Schedule 1 of LUPAA.

8. COUNCIL STRATEGIC PLAN/POLICY IMPLICATIONS

There are no inconsistencies with Council’s adopted Strategic Plan 2021-2031 or any other relevant Council Policy.

9. CONCLUSION

The proposal seeks approval for alterations and additions to dwelling and garage at 52 Surf Road. The proposal has been assessed as failing to comply with the Performance Criteria of Clause 10.4.3 P1(b) and (c), insofar as the proposal is not compatible with the prevailing setback of existing garages and carports within the street, excluding those at 3 and 5 Leyden Avenue which are exceptions to the rule.

Although no representations have been received, Council's decision on this application is important as it will prevent a disorderly development pattern relative to the frontage from being established in the streetscape.

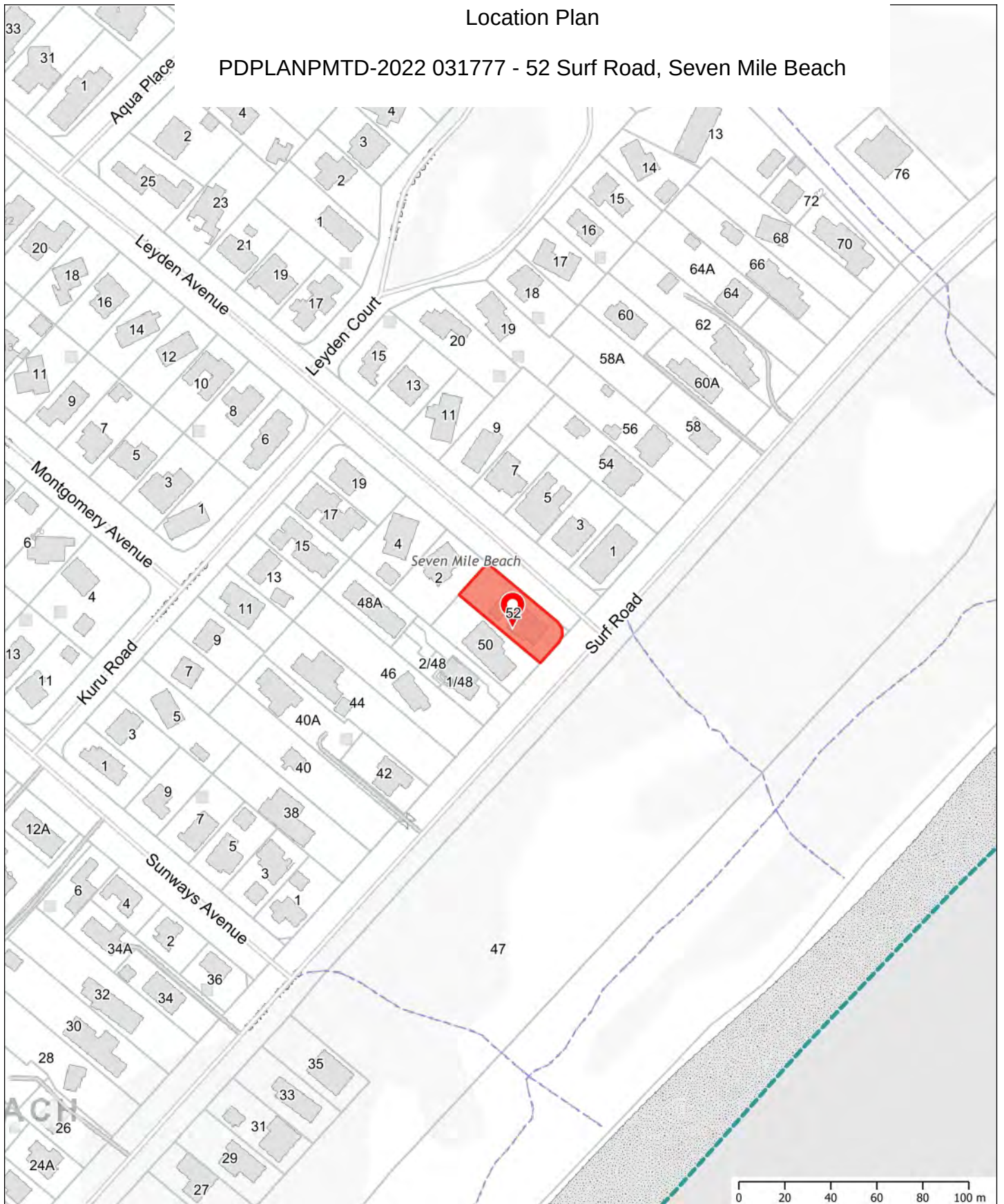
Attachments: 1. Location Plan (1)
2. Proposal Plan (10)
3. Plan Showing Existing Building Line (1)
4. Site Photos (2)

Ross Lovell
MANAGER CITY PLANNING

Attachment 1

Location Plan

PDPLANPMTD-2022 031777 - 52 Surf Road, Seven Mile Beach



This map has been produced by Clarence City Council using data from a range of agencies. The City bears no responsibility for the accuracy of this information and accepts no liability for its use by other parties.

5/02/2023

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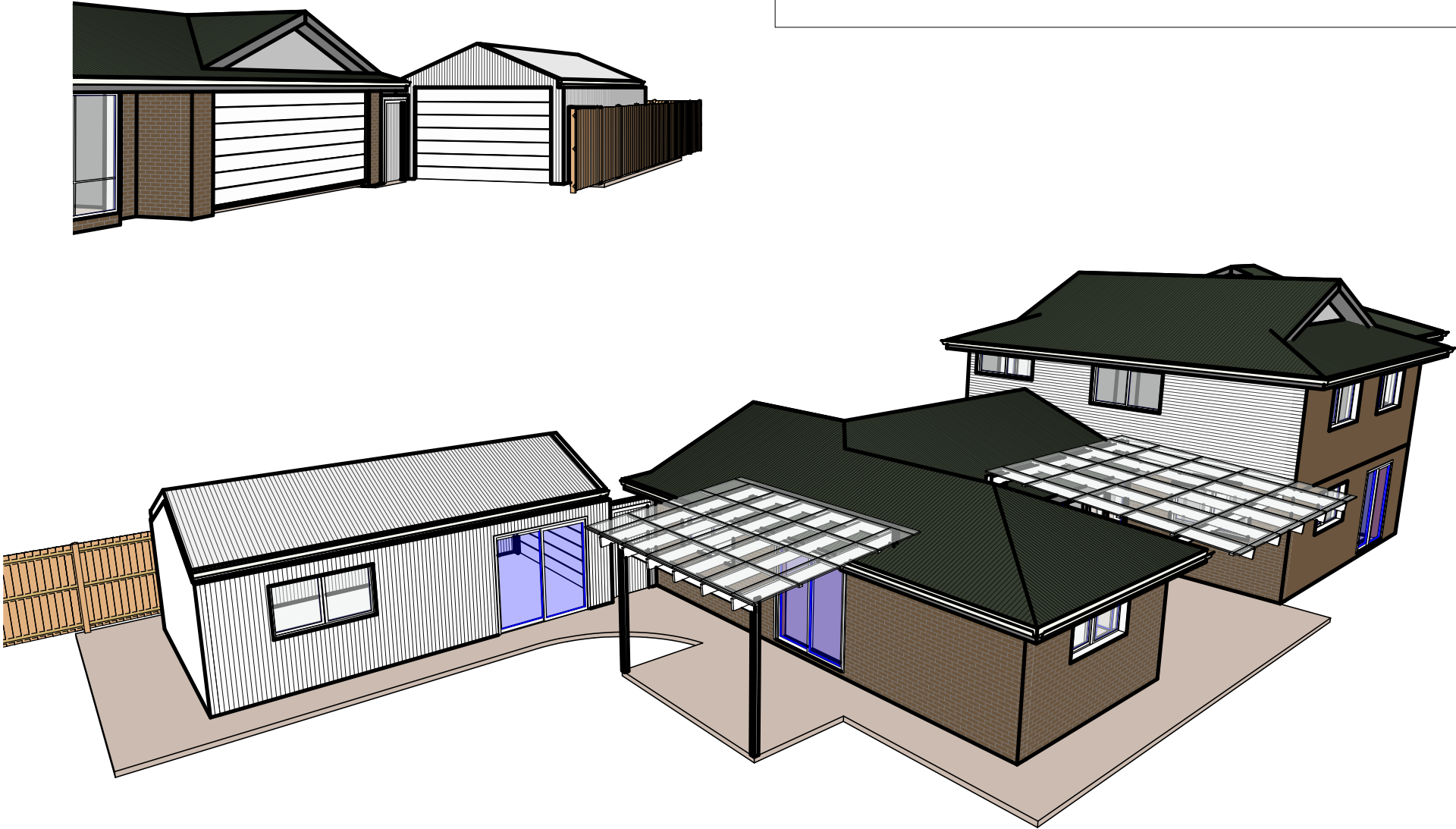


ADDITIONS & ALTERATIONS			
at 52 SURF ROAD SEVEN MILE for ERIN & PAUL JACKSON			
ISSUE: WORKING SET - 22/07/2021			
DWG. No.	DRAWING NAME	DATE	REVISION
A01	COVER PAGE	9/01/23	
A02	SITE PLAN	9/01/23	
A03	EXISTING & DEMOLITION GROUND FLOOR PLAN	9/01/23	
A04	EXISTING & DEMOLITION UPPER FLOOR PLAN	9/01/23	
A05	PROPOSED GROUND FLOOR PLAN	9/01/23	
A06	PROPOSED FIRST FLOOR PLAN	9/01/23	
A07	NORTH EAST ELEVATION	9/01/23	
A08	NORTH WEST ELEVATION	9/01/23	
A09	SOUTH WEST ELEVATION	9/01/23	
A10	SOUTH EAST ELEVATION	9/01/23	

GENERAL INFORMATION		
Accredited Building Designer: Accreditation Number:	Monty East CC 191 O	
Land title reference number:	C.T. 55918 / 3	
Site area:	832 + - m²	
Total floor area:	+ - m²	
Total decked / balcony area:	+ - m²	
Site assessment by:	-	
Wind classification:	N/A	Site Classification to AS 4055-2012
Soil classsification:	N/A	Site Classification to AS 2870-2011
Climate zone:	7	
Bushfire-prone area BAL rating:	N/A	
Alpine area (900m above AHD):	N/A	
Corrosion environment:	SEVERE	
Other known site hazards:	N/A	

IMPORTANT

1. USE WRITTEN DIMENSIONS ONLY.
2. DO NOT SCALE DRAWINGS.
3. THE CONTRACTOR IS TO CHECK ALL LEVELS, DATUMS, AND DIMENSIONS IN RELATION TO THE DRAWINGS AND THE SITE BEFORE PROCEEDING WITH THE WORK OR SHOP DRAWINGS.
4. ENSURE THAT THIS DRAWING AND ANY ACCOMPANYING DETAILS AND/OR SPECIFICATIONS HAVE BEEN STAMPED AS 'APPROVED' BY THE RELEVANT LOCAL AUTHORITY.
5. THE PROPRIETOR IS TO ENSURE THAT ANY "CONDITIONS OF APPROVAL" ISSUED BY THE BUILDING SURVEYOR, RELEVANT COUNCIL AND OTHER STATUTORY AUTHORITIES ARE PASSED ONTO THE CONTRACTOR BEFORE CONSTRUCTION BEGINS.
6. MATERIALS AND WORKMANSHIP SHALL CONFORM WITH RELEVANT STANDARDS, BUILDING CODE OF AUSTRALIA AND PRODUCT MANUFACTURERS WRITTEN INSTRUCTIONS.
7. ANY ALTERATION TO THE CONSTRUCTION AND/OR MATERIALS INDICATED IN THESE DRAWINGS IS TO BE APPROVED BY DESIGN EAST, THE ENGINEER, THE BUILDING SURVEYOR, AND THE PROPRIETOR BEFORE PROCEEDING WITH THE WORK.
8. IF THERE ARE ANY QUERIES IN RELATION TO DIMENSIONS, LEVELS OR CONSTRUCTION DETAILS, CONTACT:

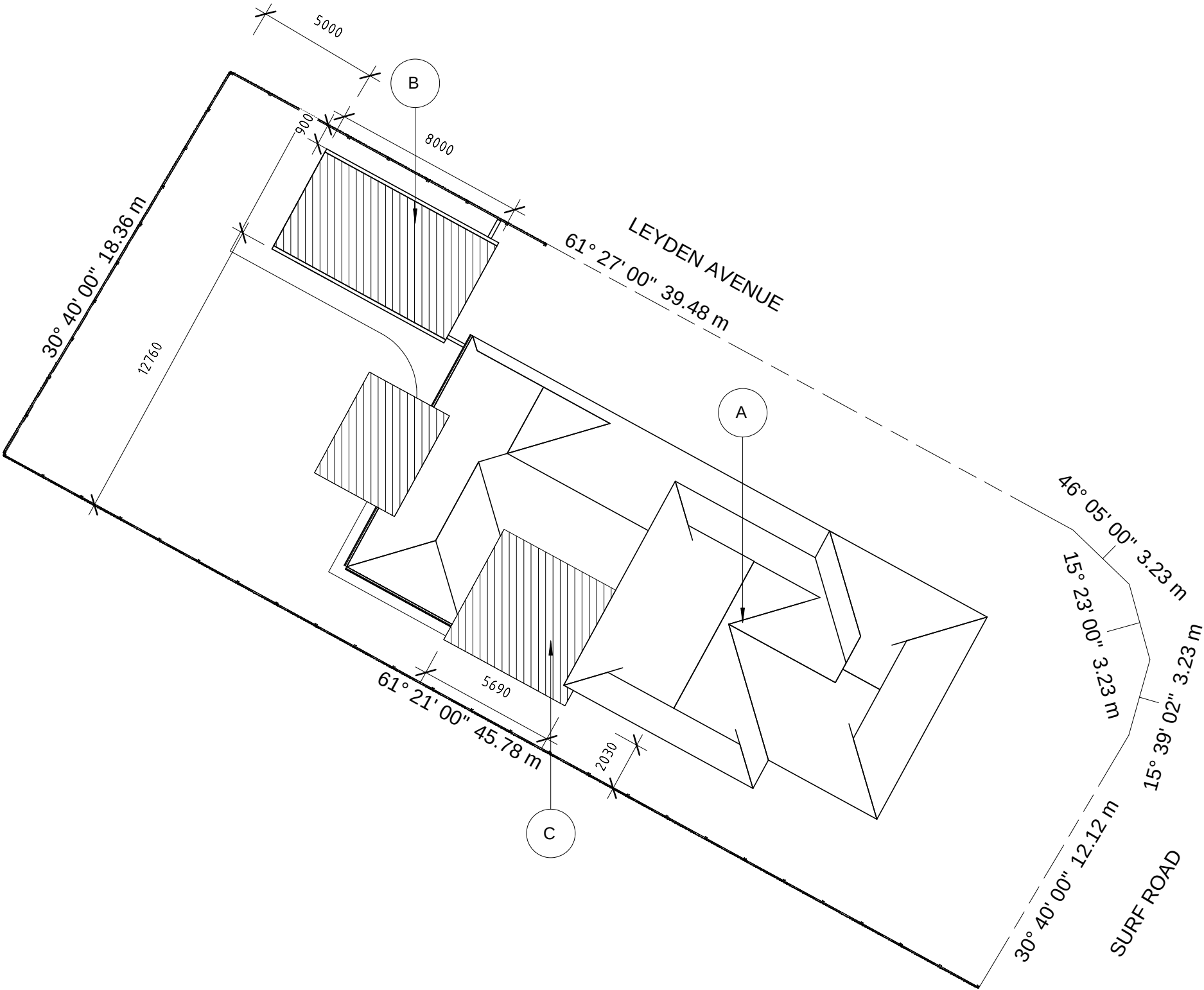


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Tasmania 7000
Phone (03)6223 6740
Email design@designeast.com.au
Web www.designeast.com.au
Accreditation No. CC191O

SITE NOTES	
Property Address: 52 SURF ROAD, SEVEN MILE	
Property ID:	5179011
Title Reference:	55918/3
Site Area:	832 +/- m²
Municipality:	CLARENCE
Owner:	E. & P. JACKSON

SITE KEY	
A	OUTLINE OF EXISTING RESIDENCE,
B	PROPOSED GARAGE / BOAT
C	PROPOSED PERGOLA

FLOOR AREAS	
EXISTING FLOOR AREA	= 104 +/-Sqm
PROPOSED LOWER LDry AREA	= 25 +/-Sqm
PROPOSED FLOOR AREA	= 232 +/-Sqm
PROPOSED DECKED AREA	= 35 +/-Sqm
TOTAL FLOOR & DECK AREA	= 267 +/-Sqm



ISSUE	DESCRIPTION	DATE	ISSUED BY

Project:	ADDITIONS & ALTERATIONS
	52 SURF ROAD
	SEVEN MILE
	ERIN & PAUL JACKSON
Drawing:	SITE PLAN

SCALE:	DRG. NO:	CHK BY:
1 : 200	A02	ME
@ A3		
DRAWN:		
WD		

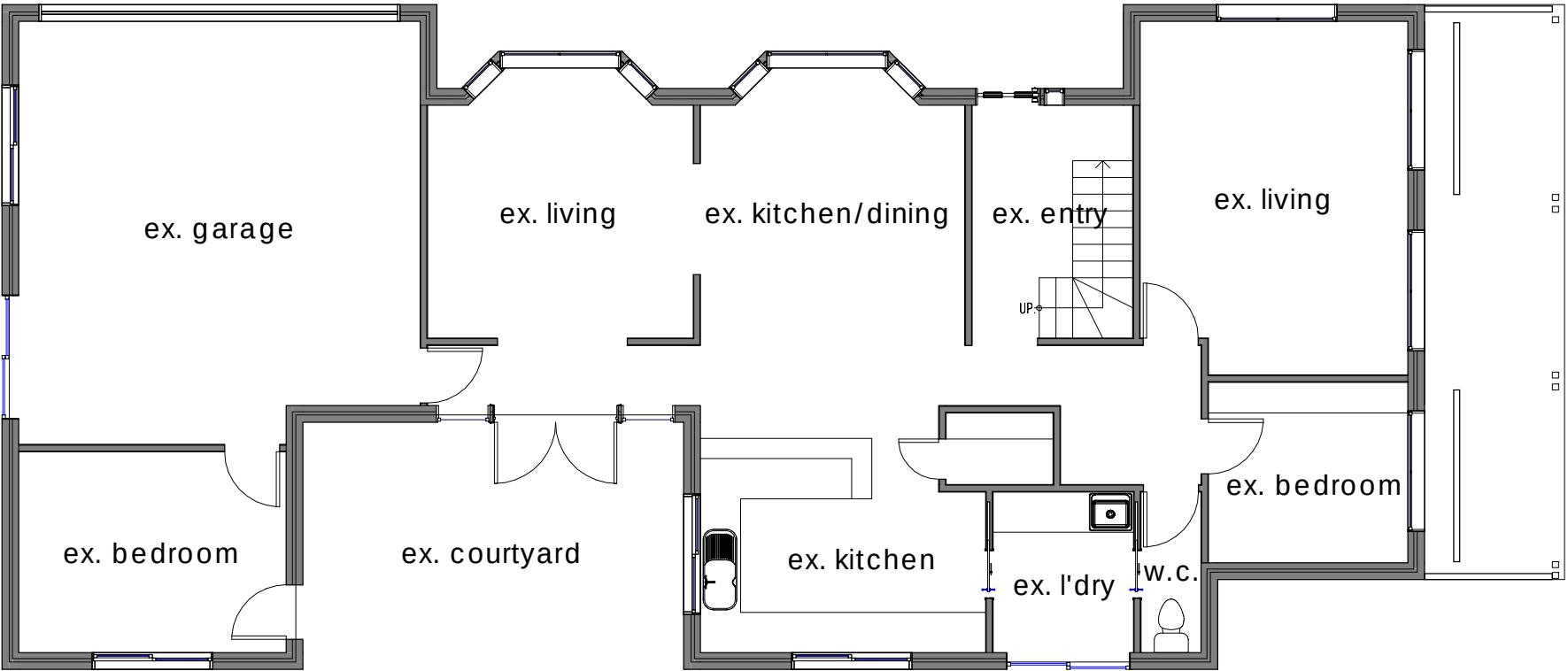
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Tasmania 7000	www.designeast.com.au
Phone (03)6223 6740	Accreditation No. CC1910
Email design@designeast.com.au	
Web www.designeast.com.au	
Accreditation No. CC1910	



WALL LEGEND	
	DEMOLISHED WALL.
	EXISTING FRAMING.

FLOOR AREAS
EXISTING GROUND LEVEL FLOOR AREA = 90 +/- Sqm
EXISTING FIRST LEVEL FLOOR AREA = 175 +/- Sqm

DEMOLITION NOTES
GENERALLY DEMOLITION WORKS MUST BE CARRIED OUT IN ACCORDANCE WITH AS 2601-2001: DEMOLITION OF STRUCTURES & REGULATIONS 29, 30 & 31 OF THE BUILDING REGULATIONS (Tas.) 2016. BUILDINGS PRIOR TO 1990 <u>MAY</u> CONTAIN ASBESTOS.BUILDINGS PRIOR TO 1986 <u>ARE LIKELY</u> TO CONTAIN ASBESTOS EITHER IN CLADDING MATERIAL OR IN FIRE RETARDANT INSULATION MATERIAL. THE BUILDER SHOULD CHECK &, IF NECESSARY, TAKE APPROPRIATE ACTION BEFORE DEMOLISHING, CUTTING, SANDING, DRILLING OR OTHERWISE DISTURBING THE EXISTING STRUCTURE. PROCEDURES & METHODS OF DEMOLITION MUST BE ADEQUATE TO PREVENT INJURY TO PERSONS & AVOID DAMAGE TO NEIGHBORING PROPERTY. BEFORE REMOVING EXISTING WALLS SHOWN TO BE DEMOLISHED, BUILDER SHALL CONFIRM ON-SITE WHETHER THEY ARE LOAD-BEARING OR NOT. IF IT IS FOUND THAT THEY ARE LOAD-BEARING, A STRUCTURAL ENGINEER MUST BE ENGAGED TO DETERMINE ANY BEAMS REQUIRED TO SUPPORT THESE EXISTING LOADS. ALL REDUNDANT STORMWATER, SEWER & WATER CONNECTIONS ASSOCIATED WITH THE DEMOLITION SHALL BE CUT & SEALED TO THE SATISFACTION OF COUNCIL'S SENIOR PLUMBING INSPECTOR. THE REMOVAL OF EXISTING PLUMBING FIXTURES SHALL INCLUDE ALL ASSOCIATED WASTE & VENT PIPES, FLOOR DRAINS, WATER SERVICE PIPEWORK BRACKETS, SUPPORTS etc. & SEAL OFF EXISTING SERVICES. SEAL OFF & MAKE GOOD ALL FLOOR, WALL & ROOF PENETRATIONS. GENERALLY, MAKE GOOD TO EXISTING FLOORS, WALLS & CEILINGS WHERE ALL DEMOLITION WORK OCCURS TO MATCH EXISTING AS & WHERE REQUIRED.

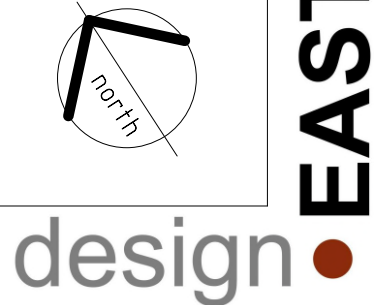


ISSUE	DESCRIPTION	DATE	ISSUED BY

Project: ADDITIONS & ALTERATIONS 52 SURF ROAD SEVEN MILE ERIN & PAUL JACKSON	Drawing: EXISTING & DEMOLITION GROUND FLOOR PLAN
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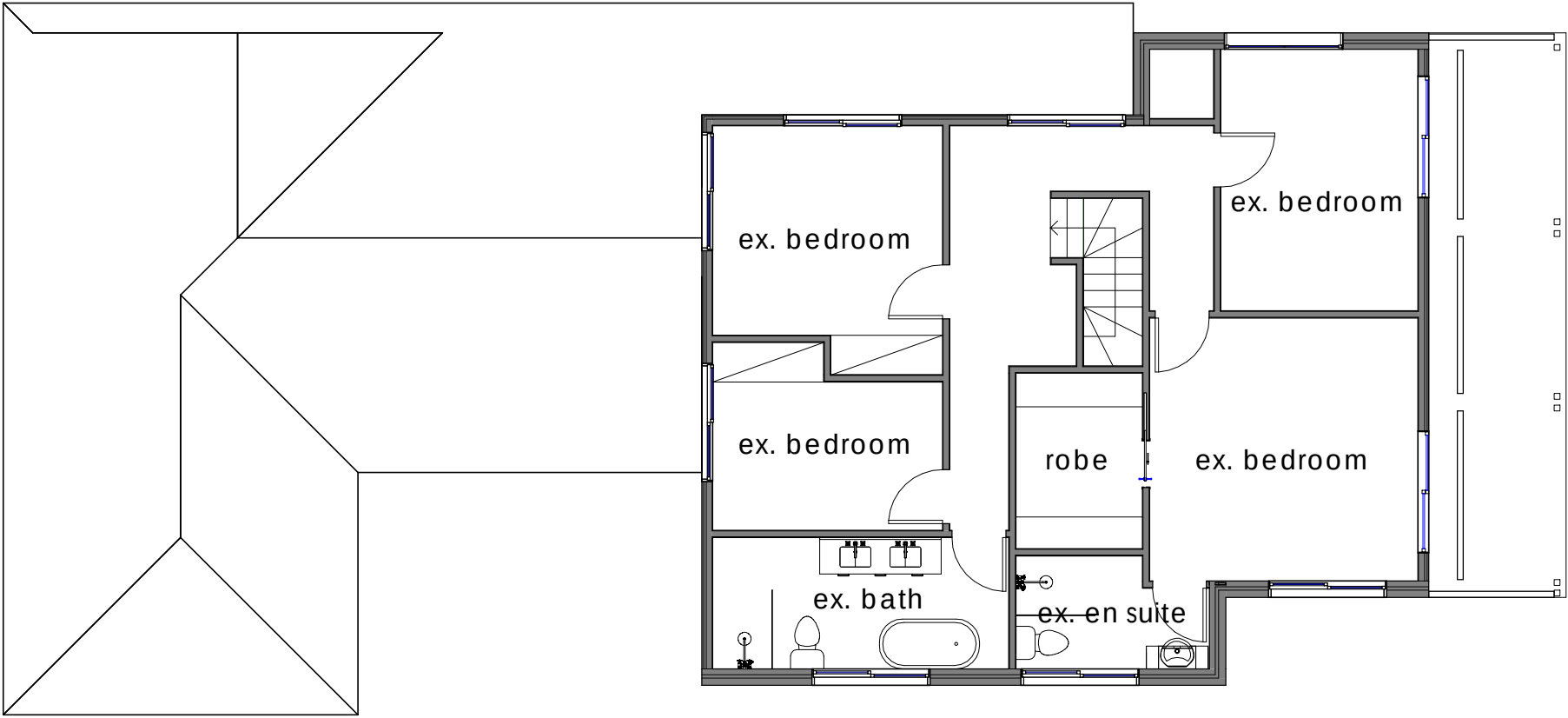
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SCALE: 1 : 100 @ A3	DRAWN: WD

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WALL LEGEND	
== == ==	DEMOLISHED WALL.
■■■■■	EXISTING FRAMING.

FLOOR AREAS
EXISTING GROUND LEVEL FLOOR AREA = 90 +/- Sqm
EXISTING FIRST LEVEL FLOOR AREA = 175 +/- Sqm

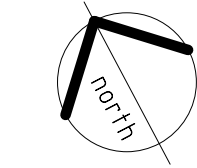


Project:	ADDITIONS & ALTERATIONS
	52 SURF ROAD
	SEVEN MILE
	ERIN & PAUL JACKSON
Drawing:	EXISTING & DEMOLITION UPPER FLOOR
design.east Pty. Ltd. Registered trading name for design.EAST Pty. Ltd.	

SCALE:	DRG.NO:	CHK BY:
1 : 100 @ A3	A04	ME
DRAWN:		
WD		

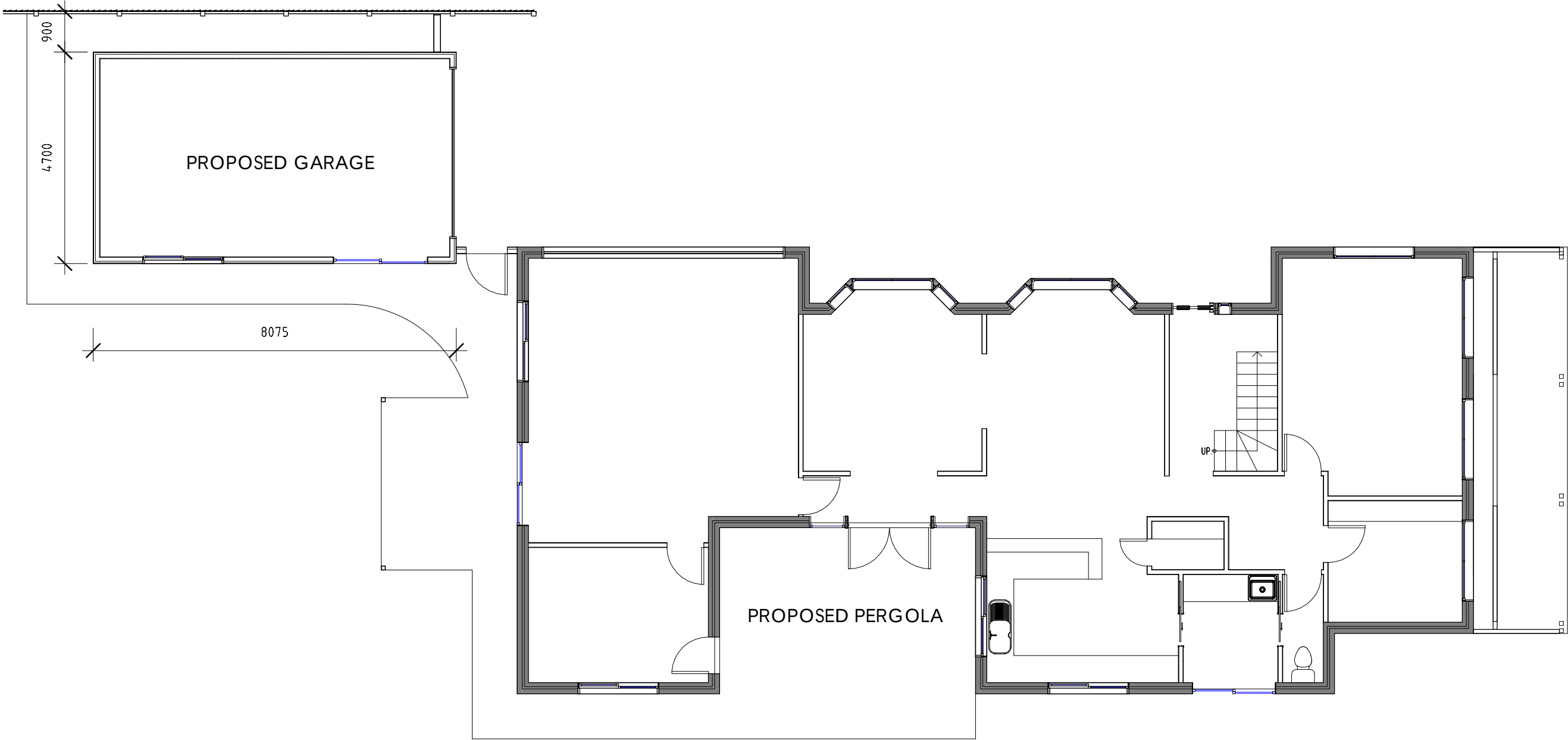
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ISSUE	DESCRIPTION	DATE	ISSUED BY



WALL LEGEND	
	150mm HARDIES MATRIX CLADDING.
	EXISTING WALL.

FLOOR AREAS
PROPOSED GARAGE FLOOR AREA = 40 +/- Sqm

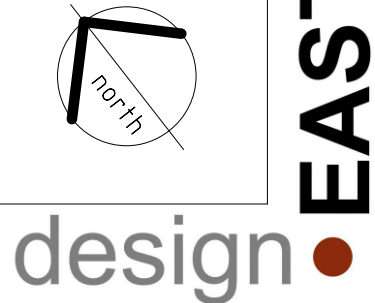


Project:	ADDITIONS & ALTERATIONS
	52 SURF ROAD
	SEVEN MILE
	ERIN & PAUL JACKSON
Drawing:	PROPOSED GROUND FLOOR PLAN

design:EAST registered trading name for design:EAST Pty. Ltd.

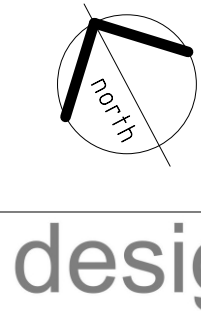
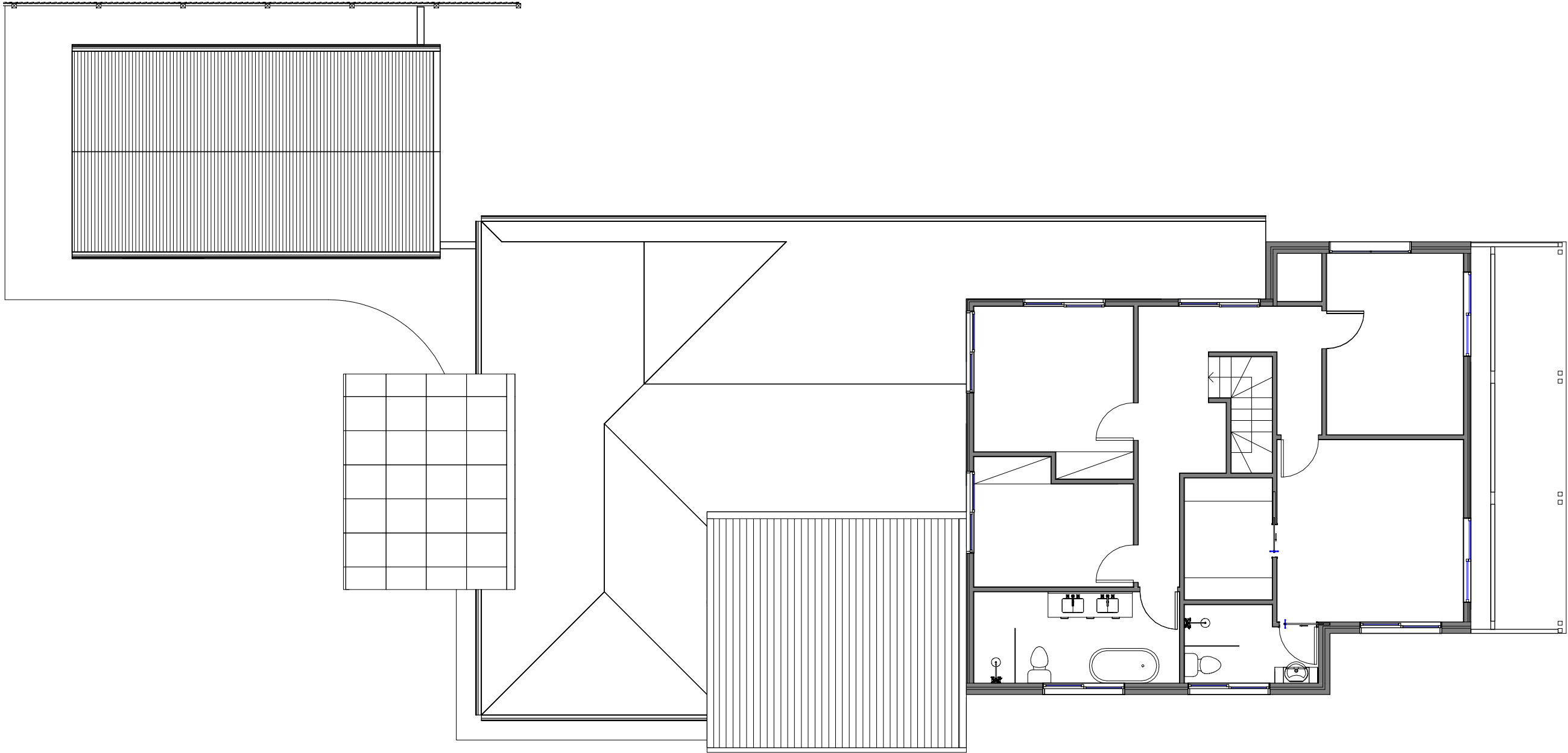
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@ A3	
DRAWN:	CHK BY:
WD	ME

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Accreditation No. CC1910



WALL LEGEND	
	150mm HARDIES MATRIX CLADDING.
	EXISTING WALL.

FLOOR AREAS
PROPOSED GARAGE FLOOR AREA = 40 +/- Sqm

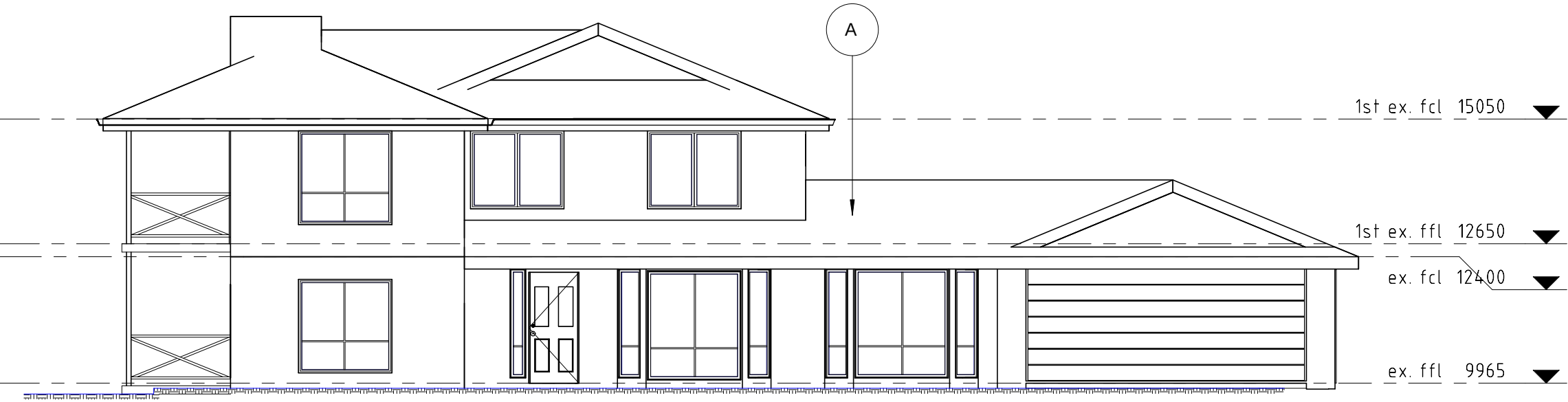


Project:	ADDITIONS & ALTERATIONS
	52 SURF ROAD
	SEVEN MILE
	ERIN & PAUL JACKSON
Drawing:	PROPOSED FIRST FLOOR PLAN

design:EAST registered trading name for design:EAST Pty. Ltd.

SCALE:	DRG.NO:
1 : 100	A06
@ A3	
DRAWN:	CHK BY:
WD	ME

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1

A07

1 : 100

EXISTING NORTH EAST ELEVATION

EXTERNAL FINISHES	
A	EXISTING DWELLING
B	HARDIES AXON CLADDING 133mm SMOOTHPAINT FINISH: SURFMIST
C	ALUMINIUM WINDOWS - WHITE
D	CUSTOM ORB COLORBOND ROOFING COLOUR: SURFMIST
E	TIMBER / STEEL FRAMED PERGOLA. LASERLITE 3000 SHEET ROOFING

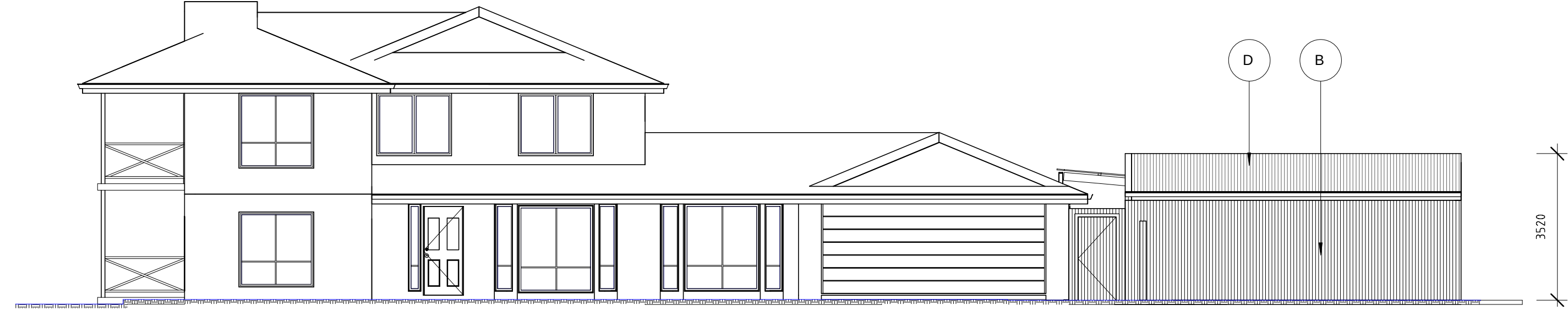
ISSUE	DESCRIPTION	DATE	ISSUED BY

Project:	ADDITIONS & ALTERATIONS
	52 SURF ROAD
	SEVEN MILE
	ERIN & PAUL JACKSON
Drawing:	NORTH EAST ELEVATION

design:EAST registered trading name for design:EAST Pty. Ltd.

SCALE:	DRG.NO:	CHK BY:
1 : 100 @ A3	A07	ME
DRAWN:		
WD		

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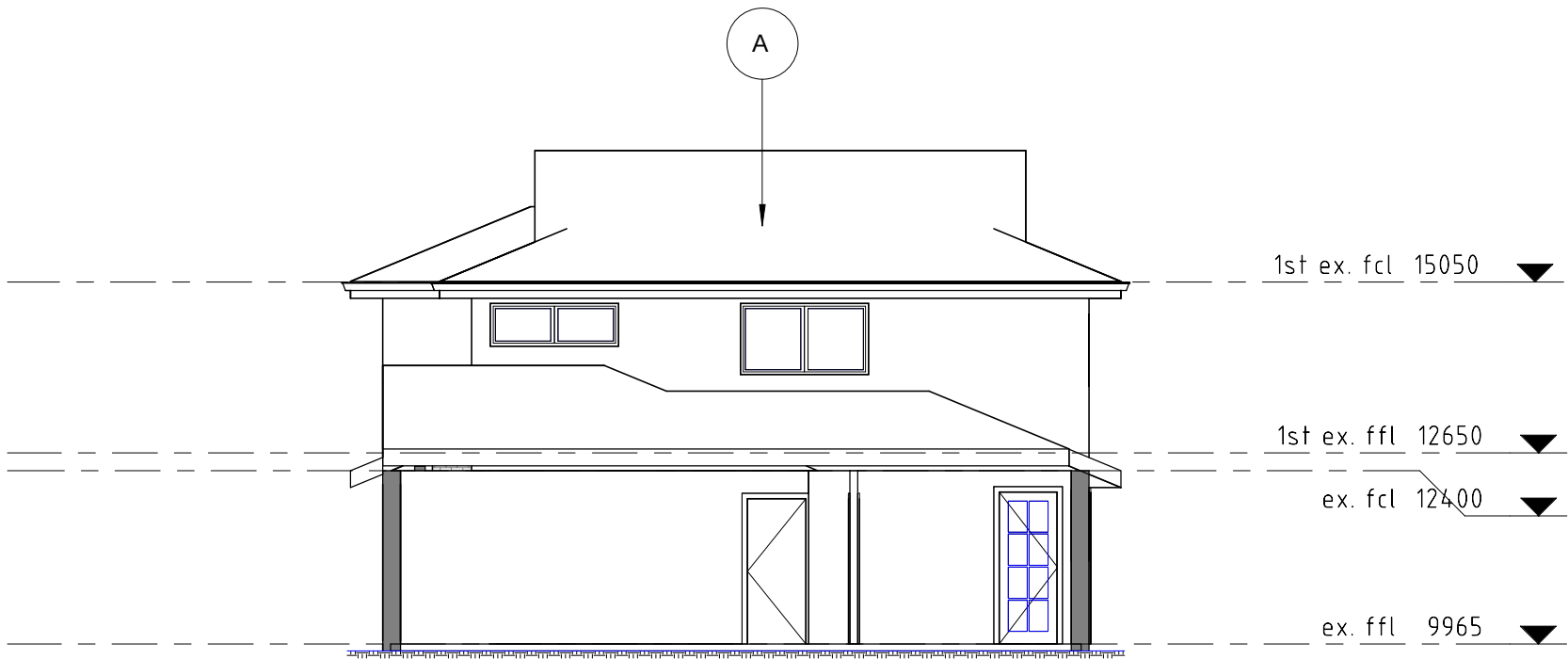
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A07

1 : 100

PROPOSED NORTH EAST ELEVATION

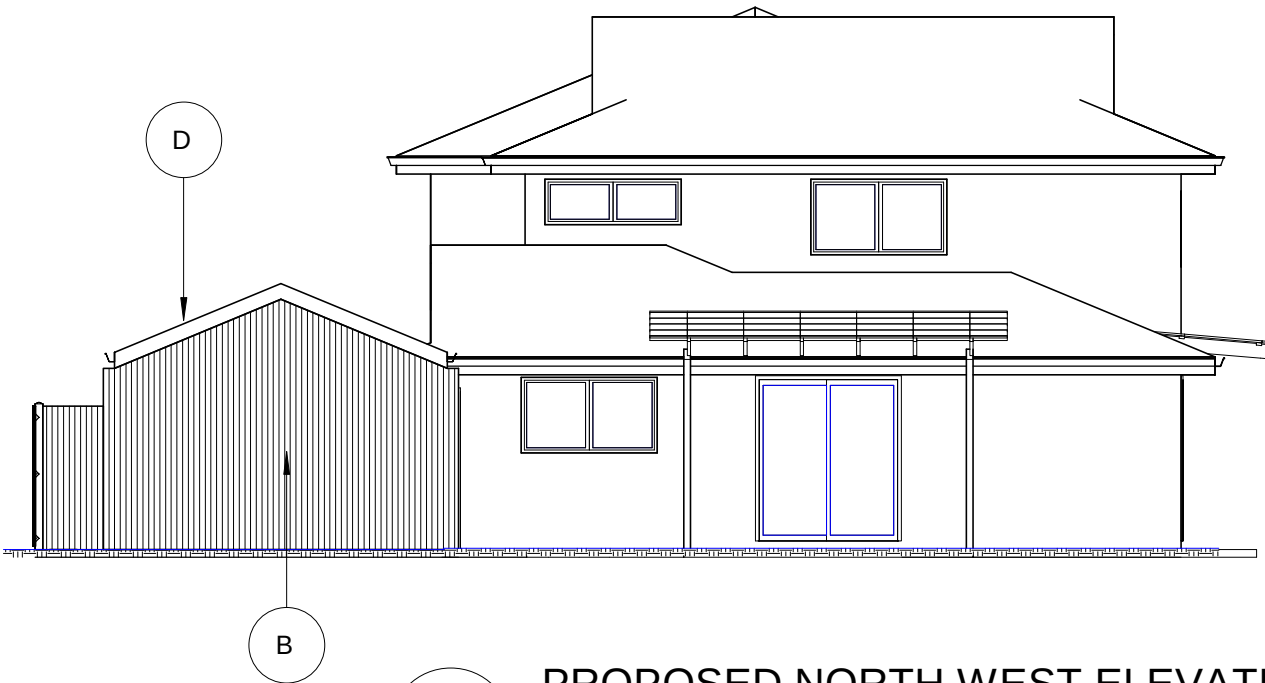
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B	HARDIES AXON CLADDING 133mm SMOOTHPAINT FINISH: SURFMIST
C	ALUMINIUM WINDOWS - WHITE
D	CUSTOM ORB COLORBOND ROOFING COLOUR: SURFMIST
E	TIMBER / STEEL FRAMED PERGOLA. LASERLITE 3000 SHEET ROOFING



1
A08

EXISTING NORTH WEST ELEVATION

1 : 100



2
A08

PROPOSED NORTH WEST ELEVATION

1 : 100

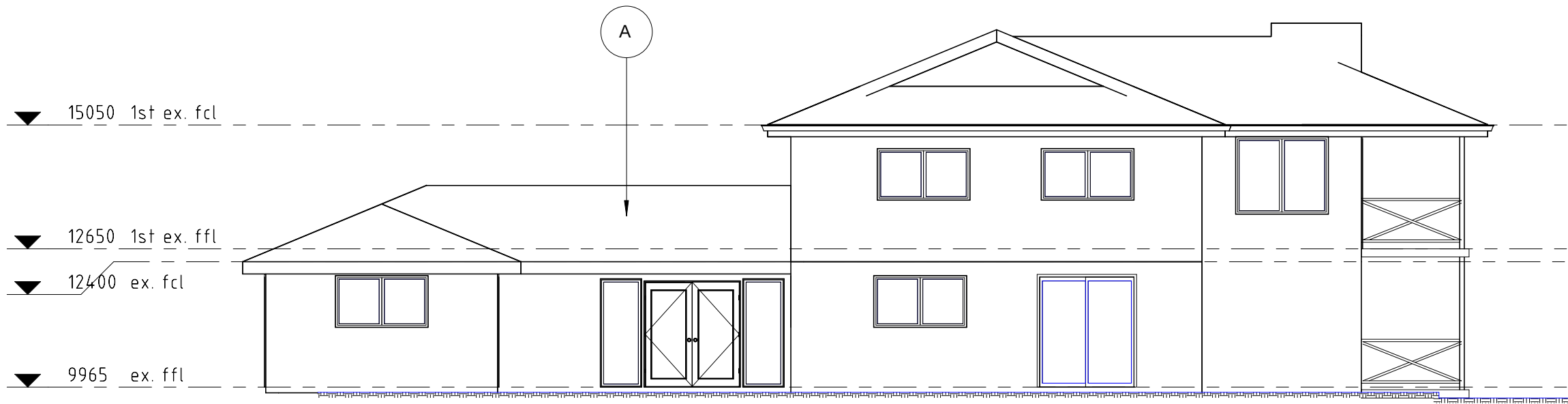
ISSUE	DESCRIPTION	DATE	ISSUED BY

Project: ADDITIONS & ALTERATIONS 52 SURF ROAD SEVEN MILE ERIN & PAUL JACKSON	Drawing: NORTH WEST ELEVATION
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SCALE: 1 : 100 @ A3	DRG.NO: A08	CHK BY: ME
DRAWN: WD		

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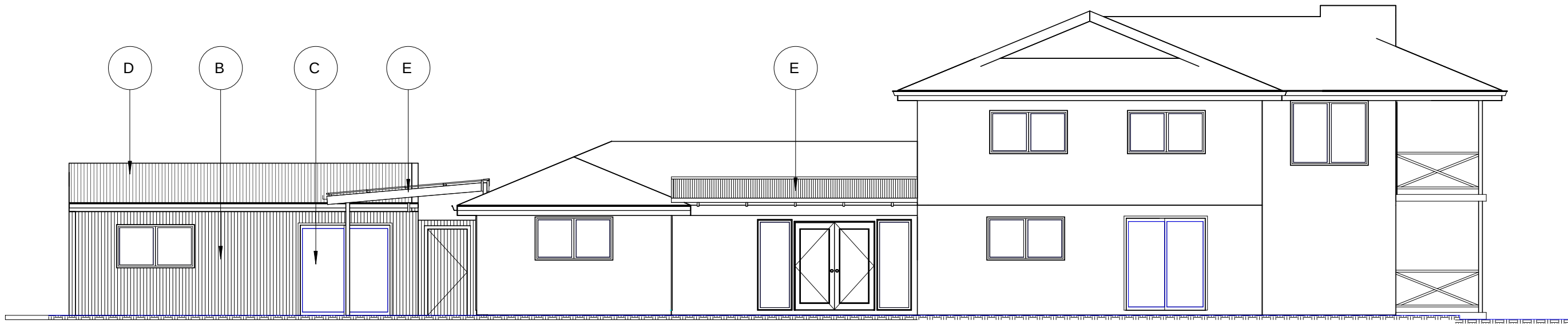
EXTERNAL FINISHES	
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C	ALUMINIUM WINDOWS - WHITE
D	CUSTOM ORB COLORBOND ROOFING COLOUR: SURFMIST
E	TIMBER / STEEL FRAMED PERGOLA. LASERLITE 3000 SHEET ROOFING



1
A09

EXISTING SOUTH WEST ELEVATION

1 : 100



2
A09

PROPOSED SOUTH WEST ELEVATION

1 : 100

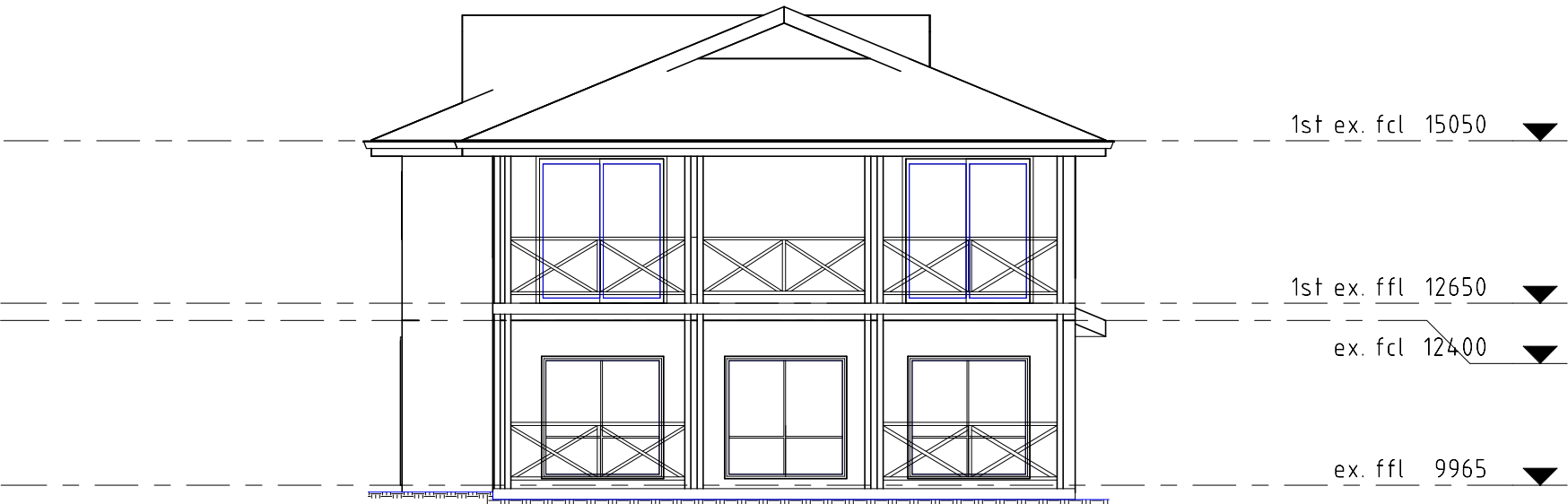
ISSUE	DESCRIPTION	DATE	ISSUED BY

Project: ADDITIONS & ALTERATIONS 52 SURF ROAD SEVEN MILE ERIN & PAUL JACKSON	Drawing: SOUTH WEST ELEVATION
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SCALE: 1 : 100 @ A3	DRG.NO: A09	CHK BY: ME
DRAWN: WD	design:EAST registered trading name for design:EAST Pty. Ltd.	

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EXTERNAL FINISHES	
A	EXISTING DWELLING
B	HARDIES AXON CLADDING 133mm SMOOTHPAINT FINISH: SURFMIST
C	ALUMINIUM WINDOWS - WHITE
D	CUSTOM ORB COLORBOND ROOFING COLOUR: SURFMIST
E	TIMBER / STEEL FRAMED PERGOLA. LASERLITE 3000 SHEET ROOFING

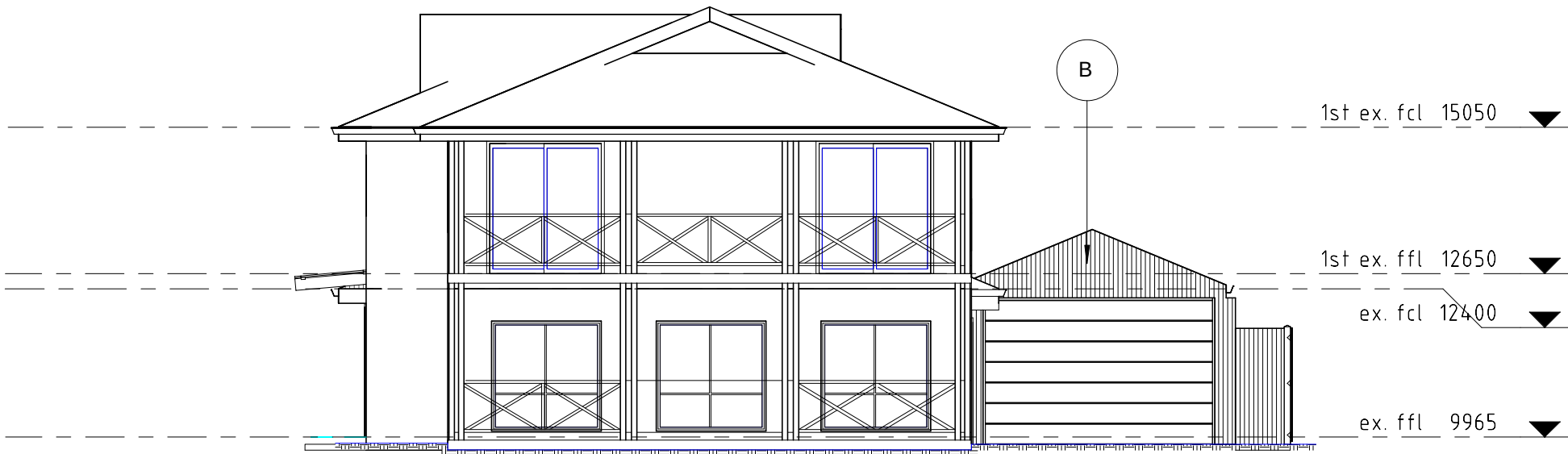


1

A10

1 : 100

EXISITNG SOUTH EAST ELEVATION



2

A10

1 : 100

PROPOSED SOUTH EAST ELEVATION

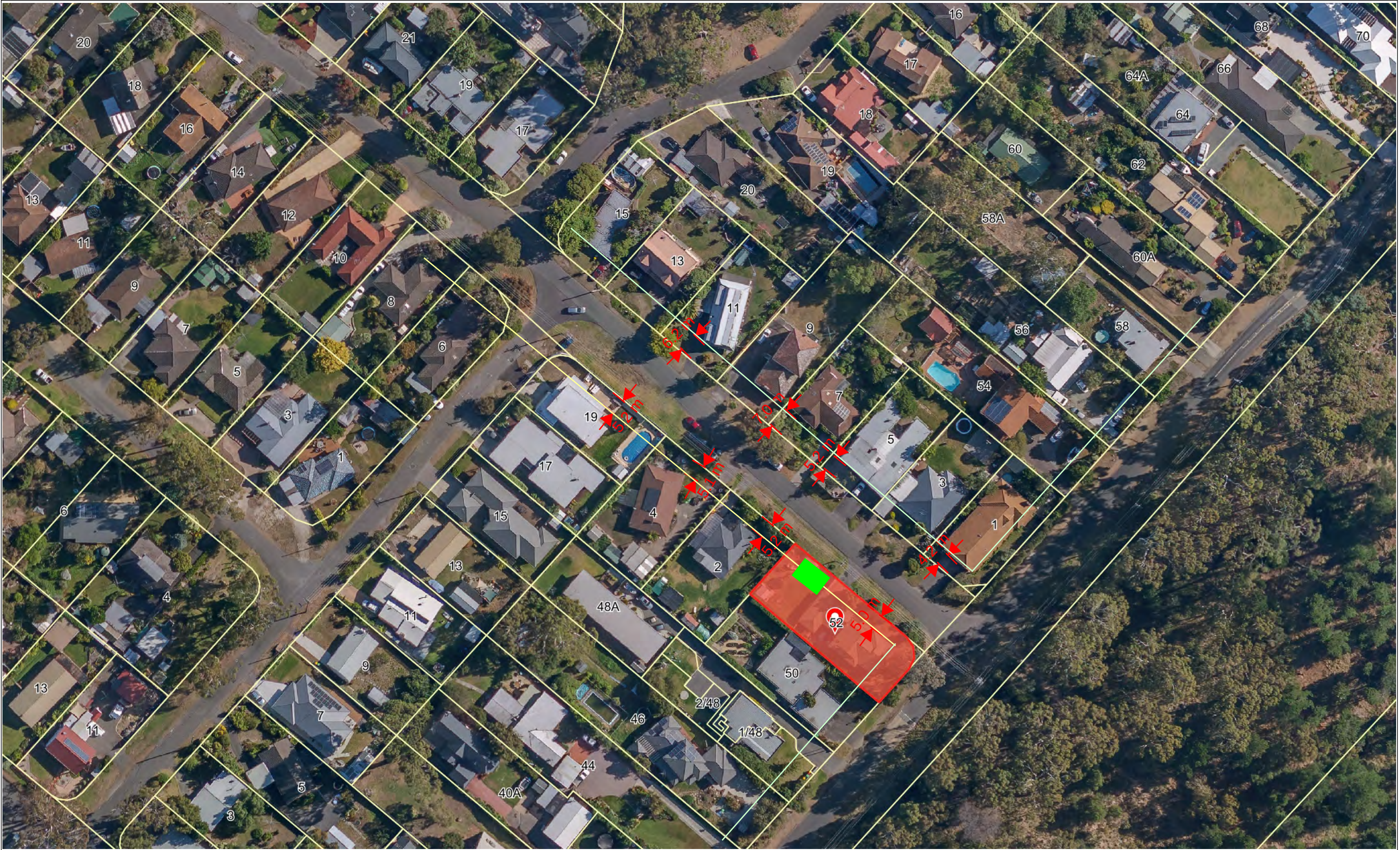
ISSUE	DESCRIPTION	DATE	ISSUED BY

Project: ADDITIONS & ALTERATIONS 52 SURF ROAD SEVEN MILE ERIN & PAUL JACKSON	Drawing: SOUTH EAST ELEVATION
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design:EAST registered trading name for design:EAST Pty. Ltd.

SCALE: 1 : 100 @ A3	DRG.NO: A10	CHK BY: ME
DRAWN: WD		

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This map has been produced by Clarence City Council using data from a range of agencies. The City bears no responsibility for the accuracy of this information and accepts no liability for its use by other parties.

Please note indicative location of proposed garage and measurements only

21/02/2023

1:1000



Attachment 4

Site Photos: 52 Surf Road, Seven Mile Beach



Image 1: The subject property and backyard fronting Leyden Avenue.



Image 2: The carport structures located on the opposite side of Leyden Avenue at 3 and 5 Leyden Avenue.



Image 3: General streetscape view looking north along Leyden Avenue directly in front of the subject site.

7.3 DEVELOPMENT APPLICATION PDPLANPMTD-2022/033052 – 1/272 CARELLA STREET, TRANMERE - CHANGE OF USE TO VISITOR ACCOMMODATION**EXECUTIVE SUMMARY****PURPOSE**

The purpose of this report is to consider the application made for a change of use to Visitor Accommodation at 1/272 Carella Street, Tranmere.

RELATION TO PLANNING PROVISIONS

The land is zoned General Residential and subject to the Parking and Sustainable Transport Code and Landslip Hazard Code under the Tasmanian Planning Scheme - Clarence (the Scheme). In accordance with the Scheme the proposal is a Discretionary use.

LEGISLATIVE REQUIREMENTS

The report on this item details the basis and reasons for the recommendation. Any alternative decision by Council will require a full statement of reasons in order to maintain the integrity of the Planning approval process and to comply with the requirements of the *Judicial Review Act* and the *Local Government (Meeting Procedures) Regulations 2015*.

Council is required to exercise a discretion within the statutory 42-day period which expires on 1 March 2023 as agreed with the applicant.

CONSULTATION

The proposal was advertised in accordance with statutory requirements and four representations were received raising the following issues:

- Occupancy rate;
- Amenity of the area;
- Parking impact;
- Devaluation of property;
- Condition of property;
- Property management; and
- Impact on housing supply.

RECOMMENDATION:

A. That the Development Application for a change of use to Visitor Accommodation at 1/272 Carella Street, Tranmere (Cl Ref PDPLANPMTD-2022/033052) be approved subject to the following conditions and advice.

1. GEN AP1 – ENDORSED PLANS.
2. Prior to the commencement of the visitor accommodation use, signage must be installed to clearly identify the parking spaces allocated to guests.

3. The maximum occupancy of the visitor accommodation use must not exceed 10 persons at any given time.
4. GEN S1 – SIGN CONSENT.

ADVICE

A Building Self-Assessment Form is required to be submitted for the Short- or Medium-Term Visitor Accommodation. The Form can be found at: https://planningreform.tas.gov.au/_data/assets/pdf_file/0009/441495/Visitor-Accommodation-Standard-Application-Package-1-August-2018.pdf.

If this form cannot be completed, please seek advice from a registered Building Surveyor to determine if a Building Application is required for the change of use.

- B. That the details and conclusions included in the Associated Report be recorded as the reasons for Council's decision in respect of this matter.

ASSOCIATED REPORT**1. BACKGROUND**

The development of the site for two multiple dwellings was approved by building permit B-2003/756.

2. STATUTORY IMPLICATIONS

- 2.1.** The land is zoned General Residential under the Scheme.
- 2.2.** The proposal is discretionary because it does not meet an applicable Acceptable Solution under the Scheme.
- 2.3.** The relevant parts of the Planning Scheme are:
 - Clause 7.5 – Compliance with Applicable Standards;
 - Clause 8.10 – Determining Applications;
 - Clause 10 – General Residential Zone;
 - Clause C2.0 – Parking and Sustainable Transport Codes; and
 - Clause C15.0 – Landslip Hazard Code

- 2.4.** Council’s assessment of this proposal should also consider the issues raised in any representations received, the outcomes of the State Policies and the objectives of Schedule 1 of the *Land Use Planning and Approvals Act, 1993* (LUPAA).

3. PROPOSAL IN DETAIL

3.1. The Site

The site forms part of a two-lot stratum title developed with two multiple dwellings. The site has a moderate slope falling downslope to the south and is developed with a two-storey contemporary dwelling. Parking for two vehicles is provided in the form of a single garage and an uncovered space located centrally between the two dwellings.

3.2. The Proposal

The proposal is for a change of use of the existing multiple dwelling to visitor accommodation.

The applicant intends to rent the accommodation out as one self-contained booking only at a time. The accommodation is provided over two floors and contains three bedrooms, with a maximum proposed occupancy of 10 guests.

Two parking spaces would be made available for guest parking.

No business identification signage is proposed as part of the application.

4. PLANNING ASSESSMENT

4.1. Compliance with Applicable Standards Section 5.6

“5.6.1 A use or development must comply with each applicable standard in the State Planning Provisions and the Local Provisions Schedules.”

4.2. Determining Applications Section 6.10

“6.10.1 In determining an application for any permit for use or development the planning authority must, in addition to the matters required by section 51(2) of the Act, take into consideration:

- (a) all applicable standards and requirements in this planning scheme; and*
- (b) any representations received pursuant to and in conformity with section 57(5) of the Act, but in the case of the exercise of discretion, only insofar as each such matter is relevant to the particular discretion being exercised.”*

References to these principles are contained in the discussion below.

4.3. General Provisions

The Scheme contains a range of General Provisions relating to specific circumstances not controlled through the application of Zone, Code or Specific Area Plan provisions.

There are no General Provisions relevant to the assessment of this proposal.

4.4. Compliance with Zone and Codes

The proposal is for visitor accommodation which is listed as a Permitted use in the General Residential Zone.

The proposal is exempt from the Landslip Hazard Code as the proposed use does not constitute a vulnerable use, as described under Clause C15.4.1(a), on the basis the visitor accommodation use would not cater for more than 10 guests. A condition is required limiting the maximum occupancy to 10 persons to ensure an assessment under the Code is not triggered.

The proposal meets the Scheme’s relevant Acceptable Solutions of the General Residential Zone and the Parking and Sustainable Transport Codes, with the exception of the following.

General Residential Zone

- **Clause 8.3.2 A2 in relation to visitor accommodation** - Specifically, the proposed visitor accommodation is for a strata lot that is part of a strata scheme where another strata lot within that strata scheme is used for a residential use (multiple dwelling).

The proposed variation must be considered pursuant to the Performance Criteria P2 of Clause 8.3.2 as follows.

Clause	Performance Criteria	Assessment
8.3.2 P2	<i>“Visitor accommodation within a strata scheme must not cause an unreasonable loss of residential amenity to long term residents occupying other strata lots within the strata scheme, having regard to:</i> <i>(a) the privacy of residents;</i> <i>(b) any likely increase in noise;</i>	See below assessment. The proposal is for the conversion of the existing multiple dwelling to visitor accommodation, with no physical alterations proposed to the existing dwelling to facilitate the change of use. Therefore, there will be no change to the current privacy for the adjoining properties from the windows, decks or raised areas that are greater than 1m from natural ground level. The property will be booked out to one booking at a time as opposed to the renting of individual rooms separately, where the impact may be greater. The change of use is in effect a residential use with noise outputs likely to remain comparable to the former residential use as a multiple dwelling. The occupancy rate and noise levels may be reduced as compared with the building’s current use as a dwelling because the building is unlikely to have a 100% occupancy rate.

		Furthermore, any impacts upon residential amenity in the neighbouring zone due to noise or other impacts would be dealt with under the <i>Environmental Management and Pollution Control Act 1994</i>. While not a relevant consideration for the Planning Authority, the management of the visitor accommodation could impose amenity controls through booking requirements which would further mitigate amenity issues,
	(c) <i>the residential function of the strata scheme;</i>	The proposed use is small-scale residential accommodation, that would be of a similar scale and intensity to the current residential use. Therefore, the proposed use would be appropriate within the surrounding residential setting. The proposal will introduce a visitor accommodation use into an area that is primarily developed with residential use. Whilst the primary function of the area can be described as residential, the introduction of visitor accommodation will not displace the overall residential function and underlying intent of the General Residential Zone applied to the area.
	(d) <i>the location and layout of the strata lots;</i>	The strata lots are each provided with frontage to Carella Street and offer the appearance of single detached dwellings. The strata lots are accessed via a shared driveway located between the two dwellings. The location and layout of the strata lots readily facilitates the conversion to visitor accommodation without unreasonably impacting the other strata lot.
	(e) <i>the extent and nature of any other non-residential uses; and</i>	The other strata lot is used for residential purposes only.

	(f) <i>any impact on shared access and common property.</i> ”	The proposal has been referred to Council’s Development Engineers who have not raised concerns in relation to the use of the shared access by visitors and current residents of the other strata lot. The use of the land for visitor accommodation would generate comparable traffic movements to the former use as a multiple dwelling and it is noted the parking requirement is the same rate as the current use as a multiple dwelling. In the interests of minimising conflict between visitors and residents of the other strata lot, it is considered reasonable to require the parking for the proposed visitor accommodation to be clearly signed to ensure the parking is readily identifiable to guests. Based on the above, the expected parking demand and supply of parking provided on-site will ensure the safety and efficiency of the shared access and local road network is not reduced. The application satisfies the performance criteria and complies with the standard.
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5. REPRESENTATION ISSUES

The proposal was advertised in accordance with statutory requirements and four representations were received. The following issues were raised by the representors.

5.1. Occupancy Rate

Concern is raised that the proposed occupancy rate of 10 guests is high relative to the number of bedrooms, being three.

- **Comment**

The occupancy rate is considered a reasonable expectation for a visitor accommodation use on the basis each bedroom would be able to provide for beds to cater for both adults and children. This is not uncommon for the sharing of visitor accommodation by multiple guests. Notwithstanding the above, the Scheme does not impose limits on the maximum occupancy per bedroom for visitor accommodation use.

5.2. Amenity of the Area

Concern was raised that the proposed visitor accommodation has the potential to affect the quality of life of the neighbourhood in relation to noise, scale, intensity, and increased vehicle movements. Specifically, the proposed change of use will increase the propensity for parties and unsocial behaviour. Furthermore, the frequency of visitors coming and going from the property must be considered.

- **Comment**

As discussed in the above assessment section of this report, the proposed use is assessed as not having an unreasonable impact on the surrounding amenity in relation to noise, vehicles, scale and intensity. Furthermore, there would be no external changes to the existing building, and it will continue to present as a dwelling. The proposal also provides adequate on-site parking as required under the Scheme. In addition, as the dwelling will be subject to single bookings, there is no anticipation of noticeable vehicle movement changes associated with the property.

On this basis, it is considered that the proposal would not have an unreasonable impact on residential amenity.

5.3. Parking Impact

Concern was raised that the guests would park their cars within the unsigned spaces allocated to Unit 2, 272 Carella Street which will cause conflict between residents and guests.

- **Comment**

With two car spaces, the proposal complies with the Scheme acceptable solution requirement for the provision of on-site car parking spaces. The use of the land for visitor accommodation would generate comparable traffic movements to the former use as a multiple dwelling and it is noted the parking requirement is the same rate as the current use as a multiple dwelling.

However, in the interests of minimising conflict between visitors and residents of the other strata lot, it is considered reasonable to require visitor parking to be clearly signed to ensure the allocated parking is readily identifiable to guests.

5.4. Devaluation of Property

Concern was raised that the proposed use will have an adverse impact upon the value of properties in the surrounding area.

- **Comment**

There is no evidence that the proposed use of the site as visitor accommodation will devalue the property or any other properties within the area. In any event, impact on valuations is not a planning consideration and has no determining weight under the Scheme.

5.5. Condition of the Property

Concern was raised that the property is in poor condition and the associated gardens are left unkept and that the proposal will further degrade the appearance of the property.

- **Comment**

These issues have no determining weight under the Scheme. Nevertheless, the appearance of the property can be reasonably expected to be enhanced by the proposal as the presentation of the building will be under scrutiny by guests.

5.6. Property Management

Concern was raised that the proposal does not detail an adequate property management arrangement for use as visitor accommodation by a reputable cleaning and property management service, which will result in the site being unkept and unsightly.

- **Comment**

The property management arrangement is not a planning consideration and has no determining weight under the Scheme.

5.7. Impact on Housing Supply

Concern was raised that the conversion of the multiple dwelling to visitor accommodation will reduce housing supply and further compound the housing availability and affordability crisis.

- **Comment**

The proposed Visitor accommodation use is Permitted use in the General Residential Zone and while the proposal will result in the displacement of a residential use, this is not a planning consideration and has no determining weight under the Scheme.

6. EXTERNAL REFERRALS

No external referrals were required or undertaken as part of this application.

7. STATE POLICIES AND ACT OBJECTIVES

7.1. The proposal is consistent with the outcomes of the State Policies, including those of the State Coastal Policy.

7.2. The proposal is consistent with the objectives of Schedule 1 of LUPAA.

8. COUNCIL STRATEGIC PLAN/POLICY IMPLICATIONS

There are no inconsistencies with Council's adopted Strategic Plan 2021-2031 or any other relevant Council Policy.

9. CONCLUSION

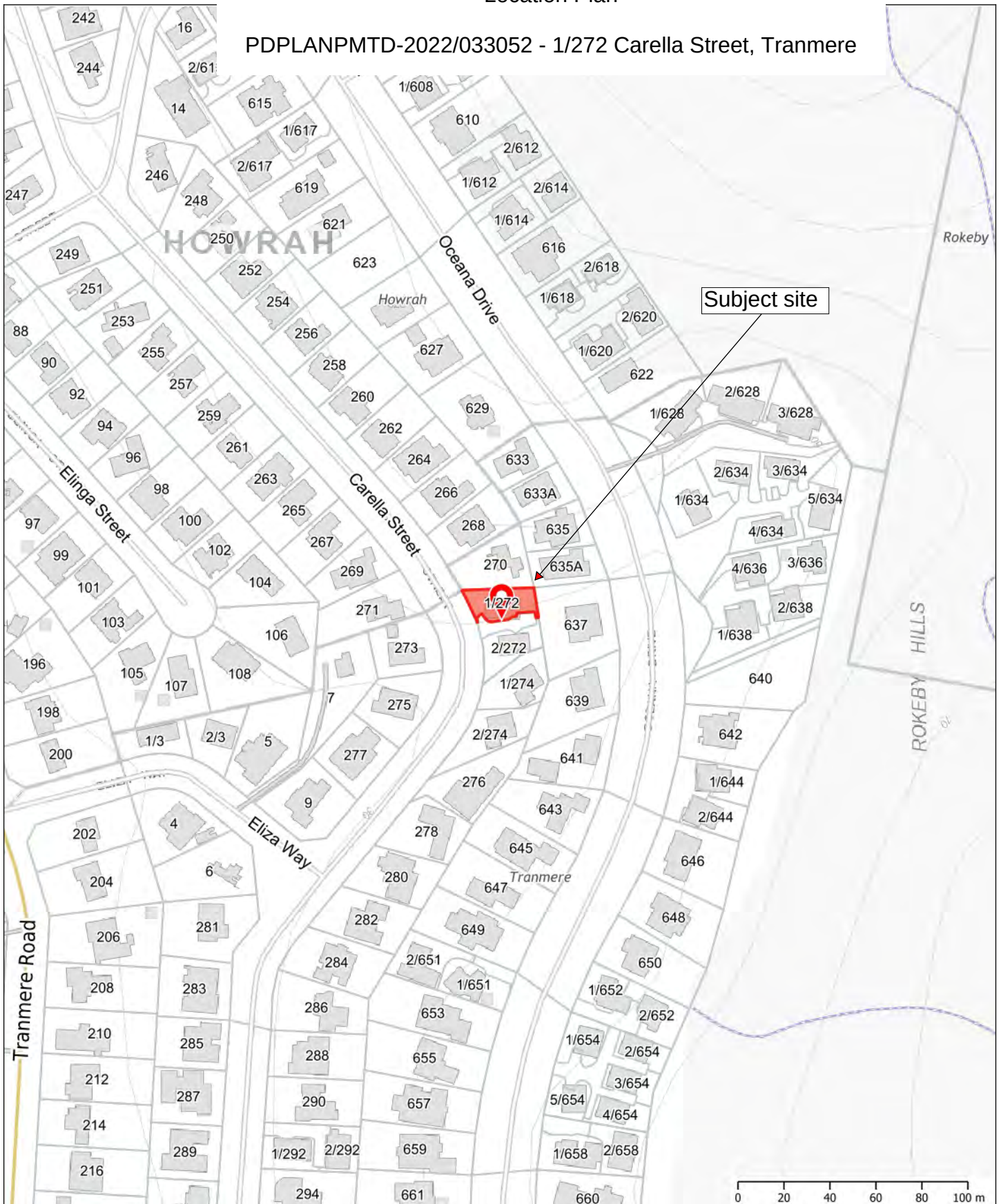
The proposal for visitor accommodation at 1/272 Carella Street, Tranmere is considered to comply with all applicable acceptable solutions and performance criteria of the Scheme and is accordingly recommended for approval subject to conditions.

Attachments: 1. Location Plan (1)
2. Proposal Plan (6)
3. Site Photo (1)

Ross Lovell
MANAGER CITY PLANNING

Location Plan

PDPLANPMTD-2022/033052 - 1/272 Carella Street, Tranmere



	This map has been produced by Clarence City Council using data from a range of agencies. The City bears no responsibility for the accuracy of this information and accepts no liability for its use by other parties.	2/02/2023 1:2257	
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Attachment 2

From: "Indra Boss" <iboss@ccc.tas.gov.au>
Sent: Tue, 10 Jan 2023 12:02:12 +1100
To: "City Planning" <cityplanning@ccc.tas.gov.au>
Subject: FW: Request for Further Information - PDPLANPMTD-2022/033052 - 1/272 Carella St, Tranmere - COU to Visitor Accommodation
Categories: Annalise

Please add to attachment grid – this one will need action also. Thanks, Indra



Indra Boss

Planner | Clarence City Council

a 38 Bligh Street | PO Box 96 Rosny Park TAS 7018

p 03 6217 9566

e iboss@ccc.tas.gov.au | **w** www.ccc.tas.gov.au

Sent: Tuesday, 10 January 2023 12:01 PM

To: Indra Boss <iboss@ccc.tas.gov.au>

Subject: Re: Request for Further Information - PDPLANPMTD-2022/033052 - 1/272 Carella St, Tranmere - COU to Visitor Accommodation

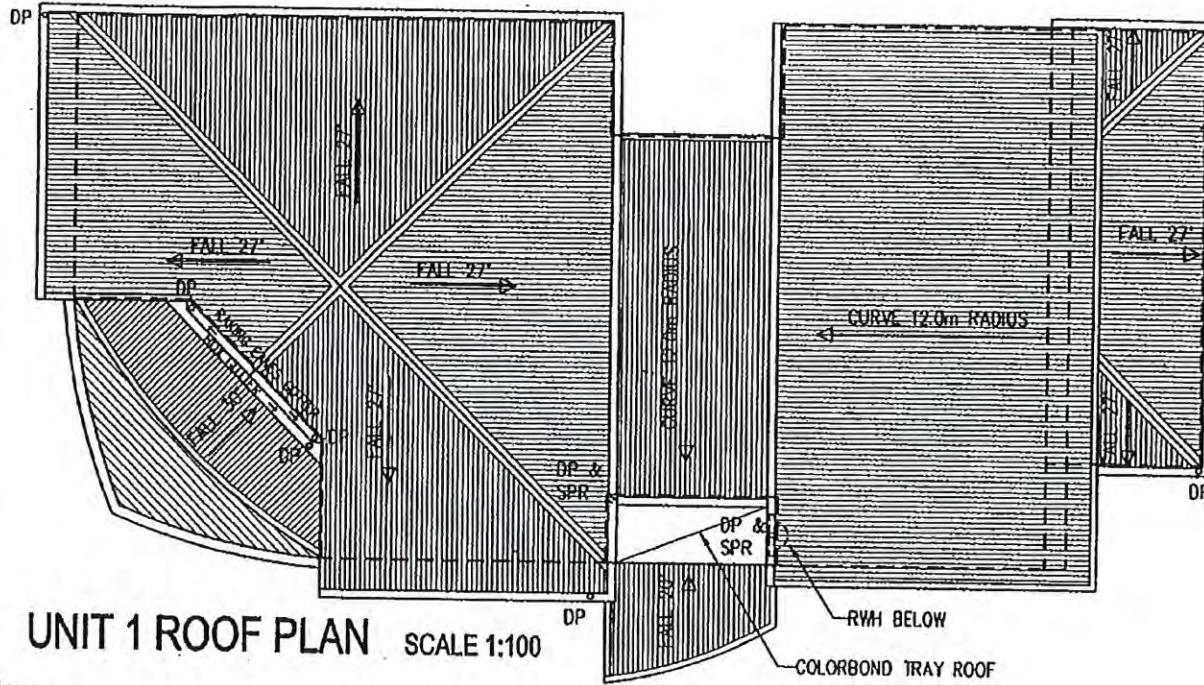
This Message Is From an Untrusted Sender

You have not previously corresponded with this sender.

Good morning Indra,

In response to your enquiry, please be advised that

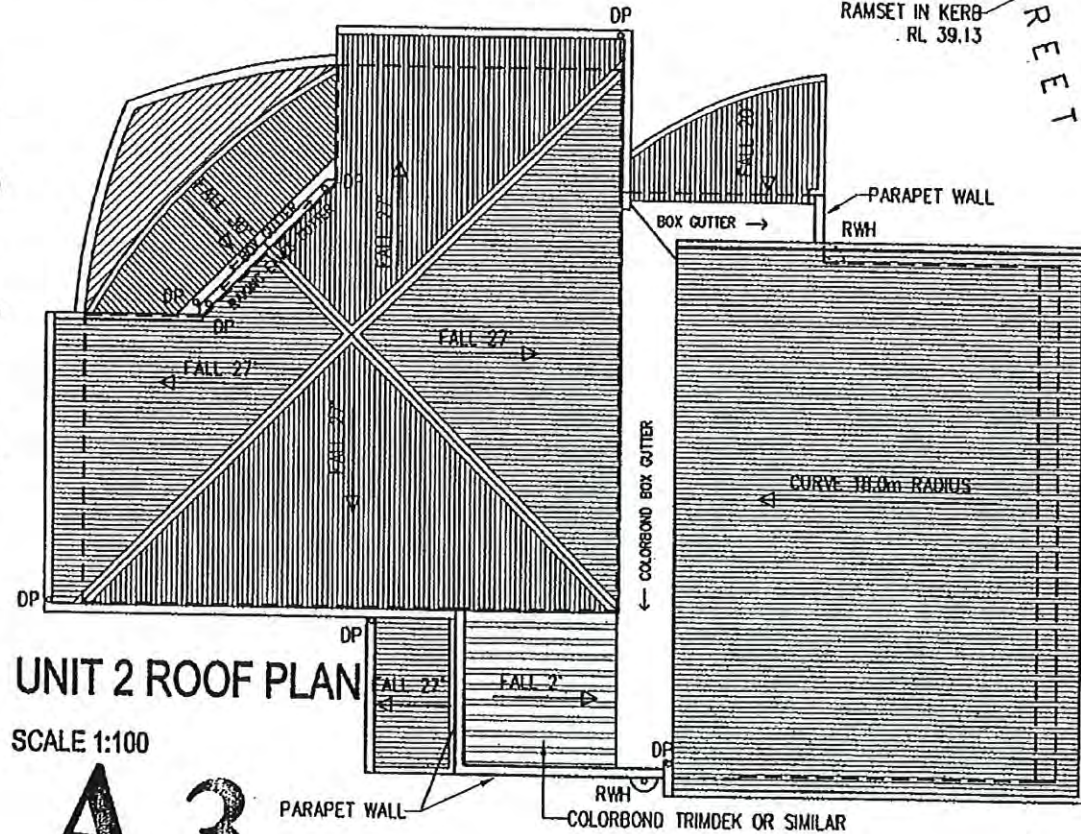
1. The complete dwelling (including external parking areas) is to be made available to the guests.
 2. There will be a limit of 10 guests on the total number as 6 adults and 4 kids or 10 adults at one time.
 3. There will be no time or season limitations and the property will be made available all year round for visitors accommodation (unless I and my family are free to come as we are all from Victoria as I told you on the phone).
 4. Visitors car parking will be 3 being 1 car in the enclosed garage, and two in the front of the house.
 5. It will be self managed via Airbnb.
 6. Garden and cleaning will be attended by Yang Guang cleaning service based in Hobart and they will be in charge of looking after the visitors too to make sure there is no causing of problems for the Neighbour.
 7. There won't be any signage on the premise.
 8. The documents in regards to easements and covenants had been send to you in an earlier email.
- I thank you for your kind assistance to date and would appreciate your prompt attention and looking forward to hear from you soon in regards to my application of my permit.
- Once again, thanks.



UNIT 1 ROOF PLAN SCALE 1:100

Notes:

1. Builder, Tradesmen, Sub-Contractors and Prefabricators to verify all drafting and dimensions on site prior to commencing any building works. Use written dimensions. Do not scale drawings.
2. Surveyor shall verify all dimensions, set outs, levels (relative to AHD where possible) location of services, Easements, Title Covenants, Planning and Building permit requirements and any information relevant to the proposed building works.
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UNIT 2 ROOF PLAN SCALE 1:100

A 3

AREA	UNIT 1	UNIT 2	TOTAL	SITE COVER
UPPER	86.4	87.7		
LOWER	63.5	57.7		
TOTAL	149.9	145.4	295.3	
GARAGE	26.5	20.1	46.6	
FOOTPRINT	118.1	117.6	235.7	
SITE AREA			874.3	27.0%
P.O.S.	76.0	97.0		

AMENDMENT SCHEDULE

No Date Details

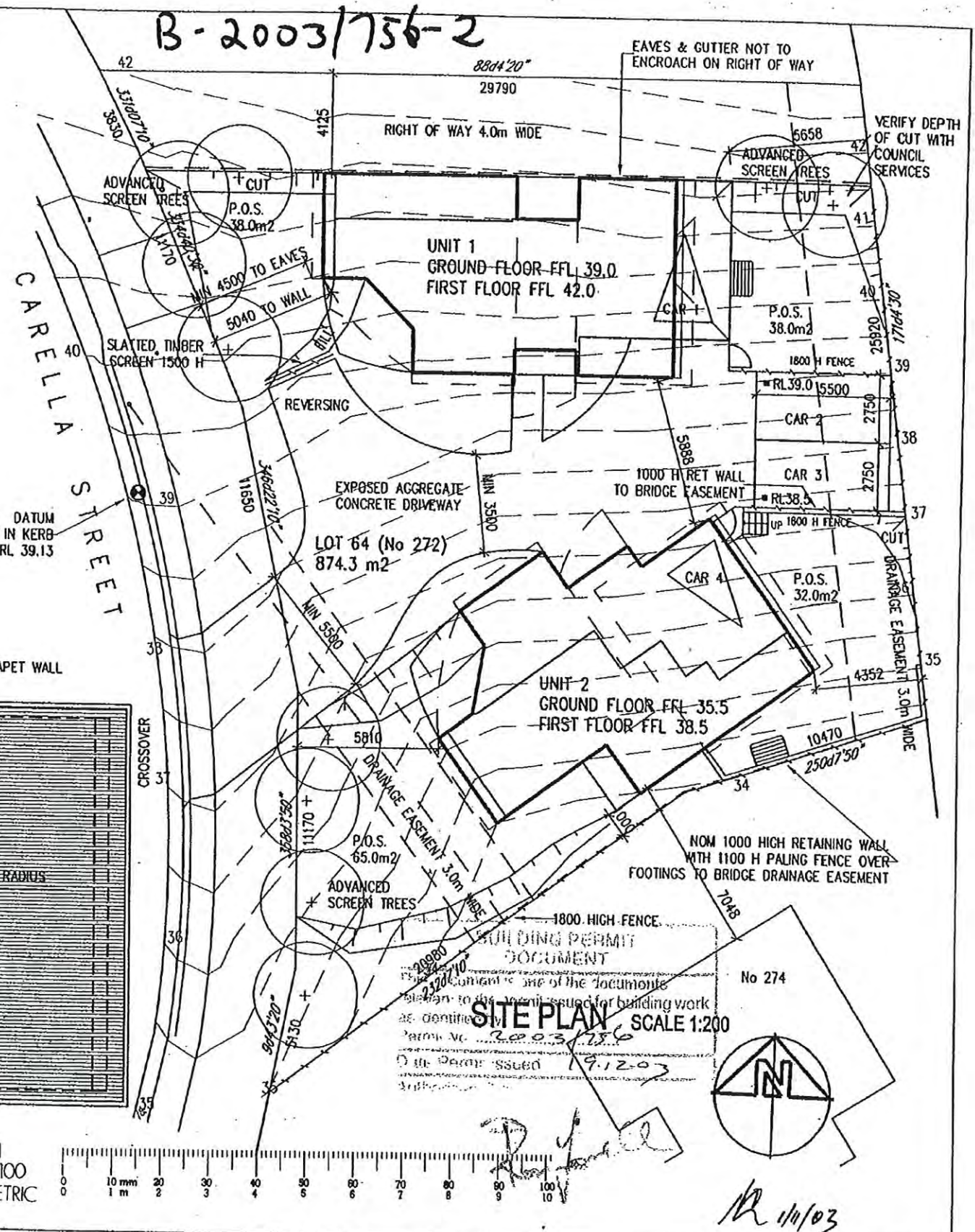
No	Date	Details

1811

SHEET: 2/21
SCALE: 1:100, 1:200
DATE: 01.10.03

TITLE: PROPOSED UNIT DEVELOPMENT
272 CARELLA ST, TRANMERE
Ms L. MOORE

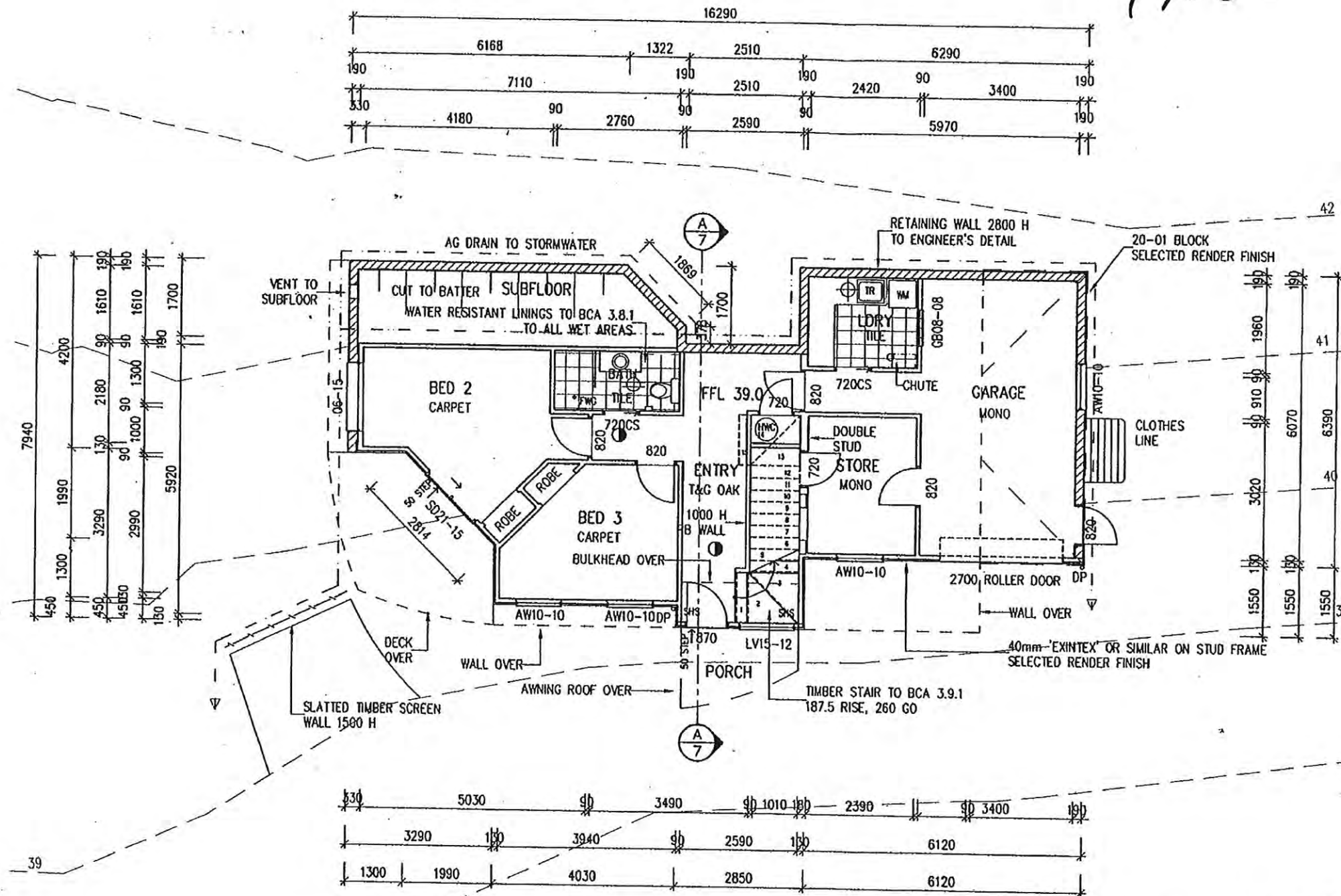
DESIGN AND ARCHITECTURAL SERVICE
LAVOIX PTG. LTD.
A.C.N. 082 237 830
258 MACQUARIE STREET SYDNEY 2000
PHONE: (02) 8224 1000
FAX: (02) 8224 4177
E-MAIL: brand@lavox.com.au
© COPYRIGHT 2003



SITE PLAN SCALE 1:200

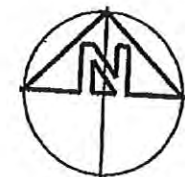
SCANNED

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This document is one of the documents relevant to the permit issued for building work is identified by
 Permit No. 2003/1756
 Date permit issued 19.12.03

24-11



12/11/02

DESIGN AND ARCHITECTURAL TEAMWORK

➤ LEVACK PTY. LTD.
A.C.N. 082 237 630
264 MACQUARIE STREET HOBART 7003
PHONE : (03) 6324 1000
FAX : (03) 6224 4177
E-MAIL : levack@levack.com
© COPYRIGHT 2003

A 3

SCANNED

UNIT 1 GROUND FLOOR PLAN **SCALE 1:100**

SCALE 1:100

1:1
1:100
METRIC

- ① SMOKE ALARM HARD WIRED
- ⊕ EXHAUST FAN TO ATMOSPHERE
- ⊖ LIGHT + EXHAUST FAN TO ATMOSPHERE

No	Date	Details
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DESIGN
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DRAWING
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JOB NO.
1811

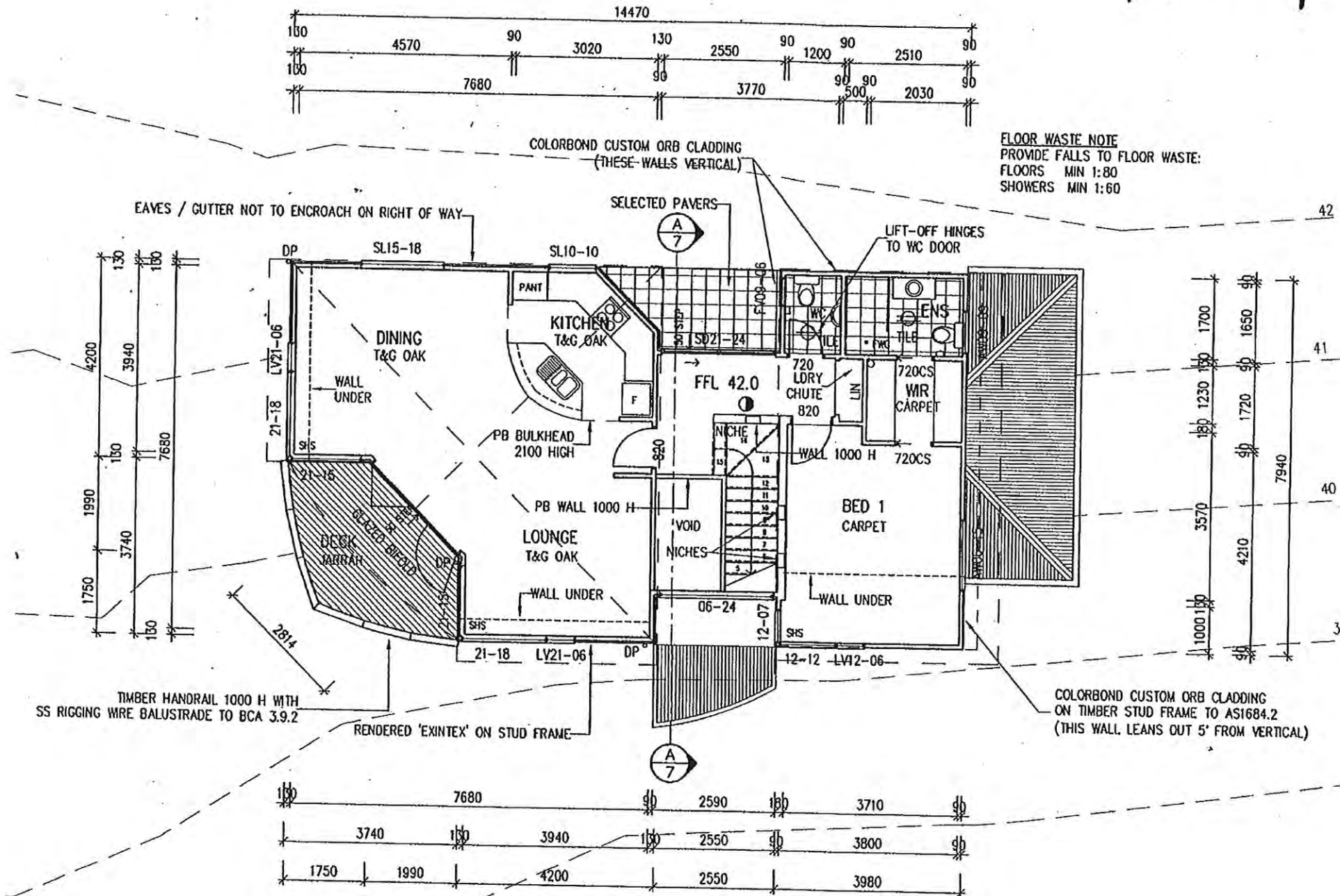
SHEET:
3/21
SCALE:
1:100
DATE:
01.10

TITLE:
PROPOSED UNIT DEVELOPMENT
272 CARELLA ST, TRANMERE
Ms L. MOORE
AMENDMENTS:

B-2003/756-4

Notes:

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UNIT 1 FIRST FLOOR PLAN SCALE 1:100

A3

SCANNED

LEGEND

- SMOKE ALARM HARD WIRED
- ⊕ EXHAUST FAN TO ATMOSPHERE
- ⊕ LIGHT + EXHAUST FAN TO ATMOSPHERE

AMENDMENT SCHEDULE

No	Date	Details

DESIGN
ML
DATE
18/11

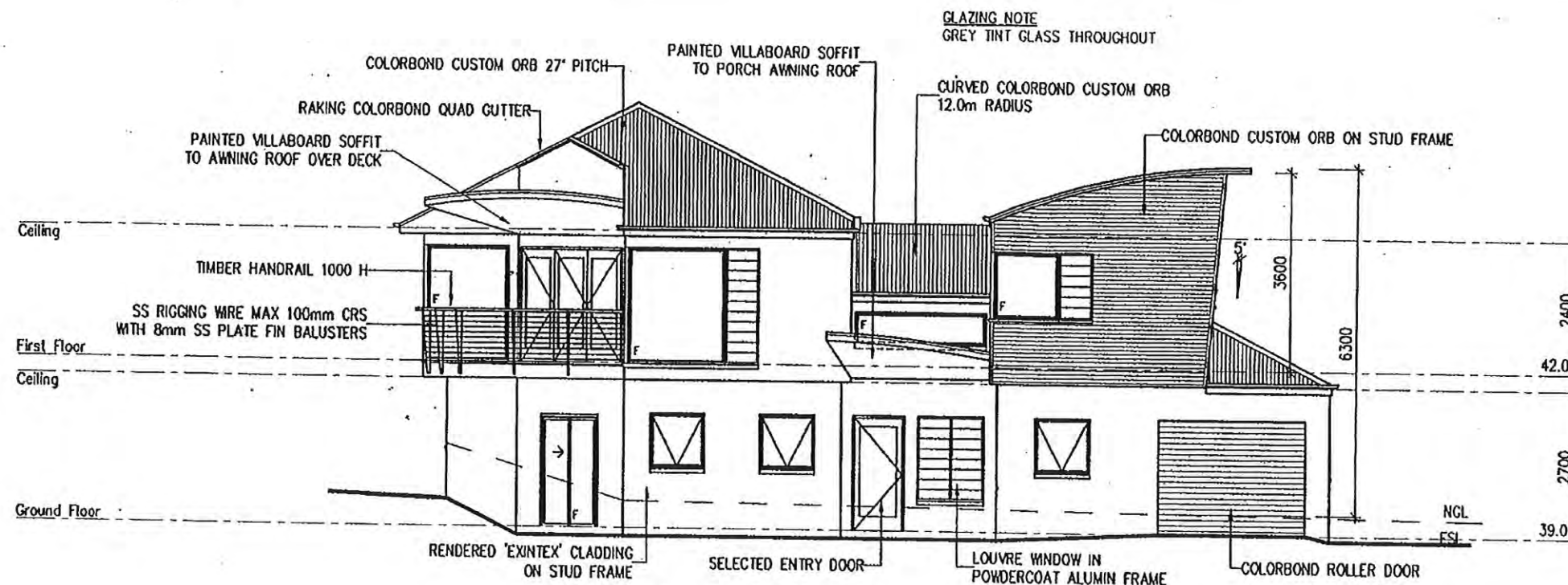
SHEET:
4/21
SCALE:
1:100
DATE:
01.10.03

TITLE:
PROPOSED UNIT DEVELOPMENT
272 CARELLA ST, TRANMERE
Ms L. MOORE

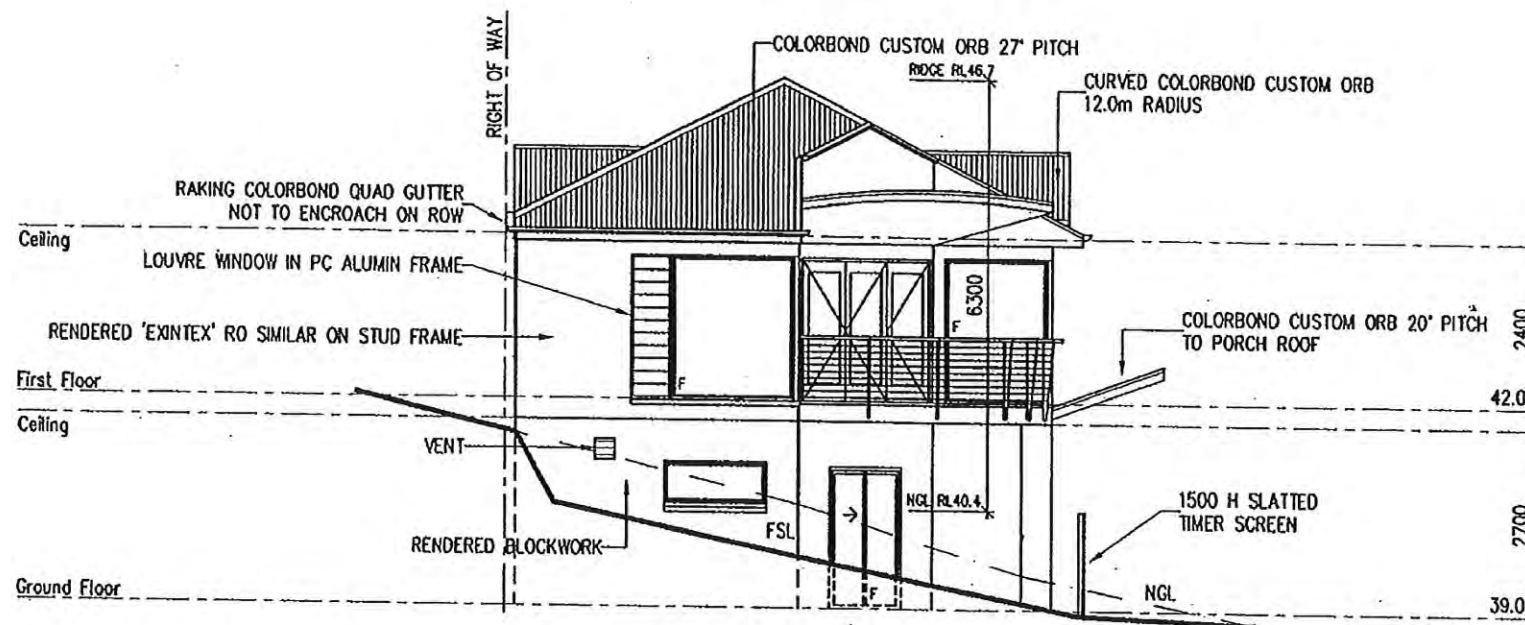
DESIGN AND ARCHITECTURAL SERVICE
UNIVERSITY LTD.
ACR 602 537 530
254 MACQUARIE STREET SYDNEY 2000
PHONE: (02) 4224 1000
FAX: (02) 4224 4177
E-MAIL: info@university.com.au
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18/11/03



UNIT 1 SOUTH ELEVATION SCALE 1:100



UNIT 1 WEST ELEVATION SCALE 1:100



AMENDMENT SCHEDULE

No	Date	Details

DESIGN
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DATE
TI
300-101
1811

SHEET:
5/21
SCALE:
1:100
DATE:
01.10.03

TITLE:
PROPOSED UNIT DEVELOPMENT
272 CARELLA ST, TRANMERE
Ms L. MOORE
AMENDMENTS:

DESIGN AND ARCHITECTURAL
LAWSON PTY. LTD.
ACIA 002 237 530
244 WACAPPA STREET HOBART 7000
PHONE : (03) 8224 3000
FAX : (03) 8224 4197
E-MAIL : info@lawson.com.au
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Notes:

S

1. Builder, Tradesmen, Sub-Contractors and Prefabricators to verify all drafting and dimensions on site prior to commencing any building works. Use written dimensions. Do not scale drawings.
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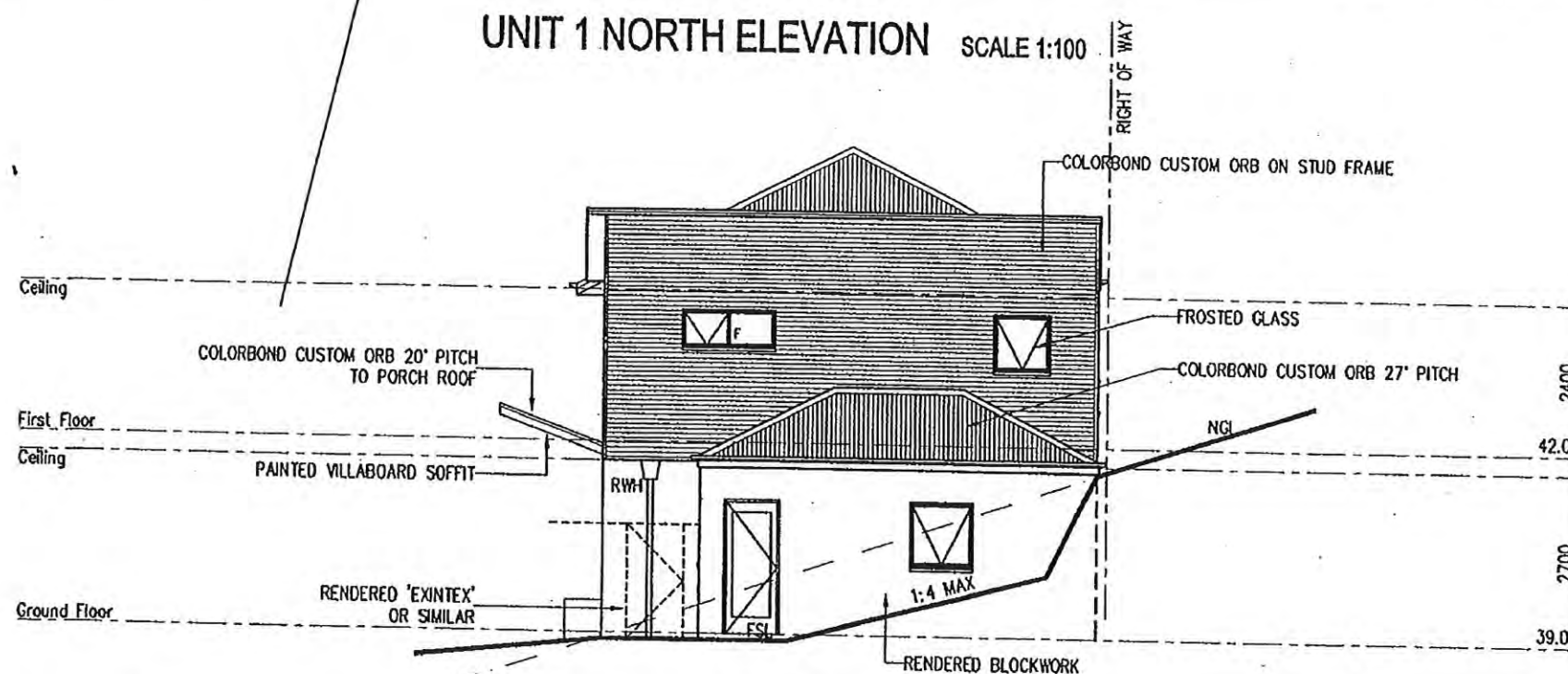
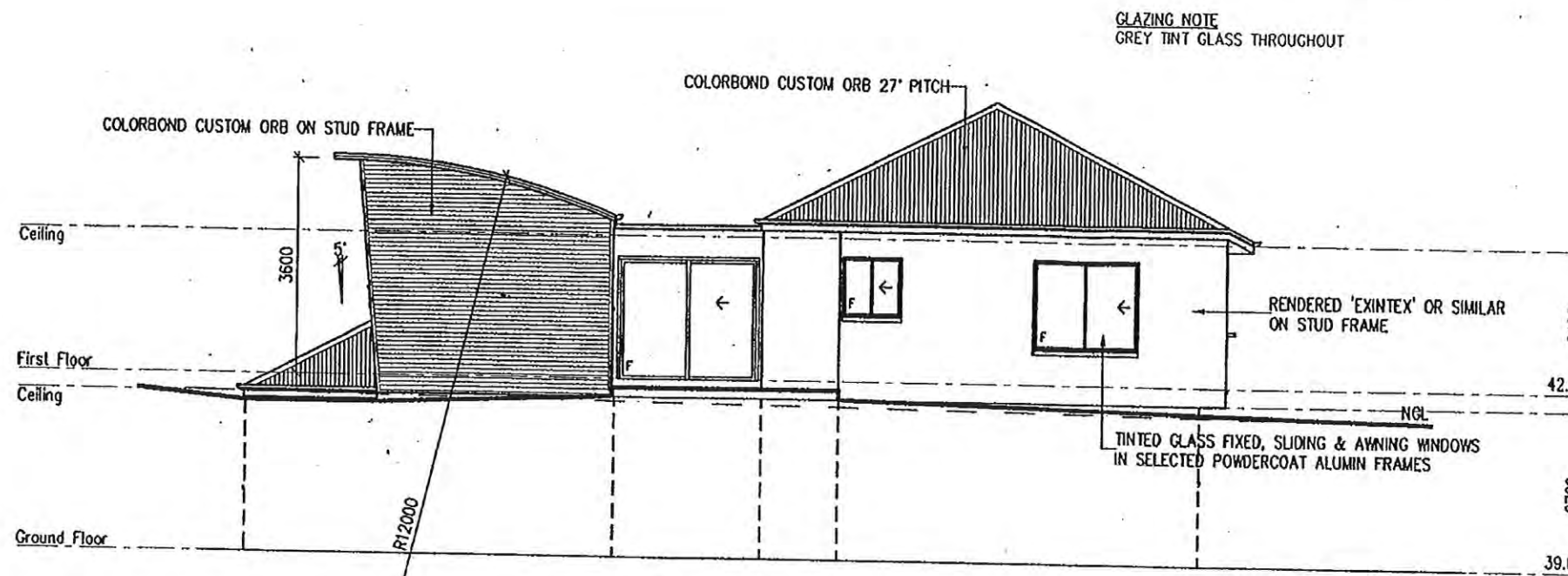
BUILDING PERMIT DOCUMENT

This document is one of the documents relevant to the permit issued for building work identified by
Permit No. 2003/756
Permit issued: 19.12.03

R. J. J. J.

NR 11/103

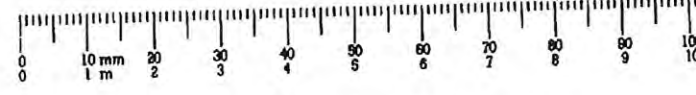
A3
SCANNED



A 3

SCANNED

1:1
1:100
METRIC



AMENDMENT SCHEDULE

No	Date	Details
1	18/11	

DESIGN
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DRAWN
TI
DATE
18/11

SHEET:
6/21
SCALE:
1:100
DATE:
01.10.03

TITLE:
PROPOSED UNIT DEVELOPMENT
272 CARELLA ST, TRANMERE
Ms L. MOORE
AMENDMENTS:

DESIGN AND ARCHITECTURAL
LIVACRE PTY. LTD.
ACR 002 237 500
284 HINDMARSH STREET HOBART 7000
PHONE: (03) 6124 1000
FAX: (03) 6224 4117
E-MAIL: l.moores@livacre.com.au
© COPYRIGHT 2003

Notes:

6

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Handwritten signature
18/11/03

BUILDING PERMIT
DOCUMENT
This document is one of the documents
relevant to the permit issued for building work
as identified by
Permit No. 2003/756
Date Permit issued: 19/12/03
Authorised Officer

311

Attachment 3

Site Photos – 1/272 Carella Street, Tranmere



Image 1: The subject site when viewed from Carella Street.

**7.4 DEVELOPMENT APPLICATION PDPLANPMTD-2022/033057 – 34
KARoola ROAD, LINDISFARNE - SECONDARY RESIDENCE****EXECUTIVE SUMMARY****PURPOSE**

The purpose of this report is to consider the application made for a Secondary Residence at 34 Karoola Road, Lindisfarne.

RELATION TO PLANNING PROVISIONS

The land is zoned General Residential and subject to the Parking and Sustainable Transport Code and the Safeguarding of Airports Code under the Tasmanian Planning Scheme - Clarence (the Scheme). In accordance with the Scheme the proposal is a Discretionary development.

LEGISLATIVE REQUIREMENTS

The report on this item details the basis and reasons for the recommendation. Any alternative decision by Council will require a full statement of reasons in order to maintain the integrity of the Planning approval process and to comply with the requirements of the *Judicial Review Act* and the Local Government (Meeting Procedures) Regulations 2015.

Council is required to exercise a discretion within the statutory 42-day period which has been extended with the applicant's consent to 1 March 2023.

CONSULTATION

The proposal was advertised in accordance with statutory requirements and two representations were received raising the following issues:

- Parking and vehicular access;
- Noise;
- Privacy and building height;
- Stormwater runoff;
- Vegetation removal; and
- Egress and access.

RECOMMENDATION:

A. That the Development Application for Secondary Residence at 34 Karoola Road, Lindisfarne (CI Ref PDPLANPMTD-2022/033057) be approved subject to the following conditions and advice.

1. GEN AP1 – ENDORSED PLANS.
2. The secondary residence must share with the existing dwelling all access, parking, and water, sewerage, gas, electricity and telecommunications connections and meters. The secondary residence must be contained on the same lot as the main dwelling and must not be located on a separate lot created under the Strata Titles Act 1998.

- B. That the details and conclusions included in the Associated Report be recorded as the reasons for Council’s decision in respect of this matter.

ASSOCIATED REPORT

1. BACKGROUND

The site is developed with a single dwelling with garage approved by building permit application B-1956/4622 and B-1963/7987.

2. STATUTORY IMPLICATIONS

- 2.1.** The land is zoned General Residential under the Scheme.
- 2.2.** The proposal is discretionary because it does not meet applicable Acceptable Solutions under the Scheme.
- 2.3.** The relevant parts of the Planning Scheme are:
- Section 5.6 – Compliance with Applicable Standards;
 - Section 6.10 – Determining Applications;
 - Section 8.4 – General Residential Zone;
 - Section C2.0 – Parking and Sustainable Transport Code; and
 - Section C16.0 – Safeguarding of Airports Code.
- 2.4.** Council’s assessment of this proposal should also consider the issues raised in any representations received, the outcomes of the State Policies and the objectives of Schedule 1 of the *Land Use Planning and Approvals Act, 1993* (LUPAA).

3. PROPOSAL IN DETAIL

3.1. The Site

The site is a 789m² rectangular residential allotment located on the north-eastern (high) side of Karoola Road, opposite the walkway to Raminea Road. The site adjoins a public walkway to the north-east owned by TasWater. The site has a slope falling from the rear boundary to the southern front boundary, at a gradient of 1:4. The development area is devoid of vegetation.

The site is located within an established residential setting with the adjoining properties developed with two storey dwellings towards the front of the properties.

The location of the site is shown in Attachment 1.

3.2. The Proposal

The proposal is to build a secondary residence on the northern part of the site. This single-storey residence with roof deck is separate to the existing dwelling, located to the rear of the property and accessed by paths up either side of the existing dwelling. The secondary residence will share the access and parking, and water, sewerage, gas, electricity and telecommunications connections and meters with the existing single dwelling. The proposed secondary residence has a setback of 1.2m to the north-west boundary and 450mm to the north-eastern boundary. The proposed residence has a maximum height of 4.8m.

The proposal plans are provided in Attachment 2.

4. PLANNING ASSESSMENT

4.1. Compliance with Applicable Standards [Section 5.6]

“5.6.1 A use or development must comply with each applicable standard in the State Planning Provisions and the Local Provisions Schedules.”

4.2. Determining Applications [Section 6.10]

“6.10.1 In determining an application for any permit for use or development the planning authority must, in addition to the matters required by section 51(2) of the Act, take into consideration:

- (a) all applicable standards and requirements in this planning scheme; and*
- (b) any representations received pursuant to and in conformity with section 57(5) of the Act, but in the case of the exercise of discretion, only insofar as each such matter is relevant to the particular discretion being exercised.”*

References to these principles are contained in the discussion below.

4.3. General Provisions

The Scheme contains a range of General Provisions relating to specific circumstances not controlled through the application of Zone, Code or Specific Area Plan provisions.

There are no General Provisions relevant to the assessment of this proposal.

4.4. Compliance with Zone and Codes

In accordance with clause C16.4.1(a) of the Safeguarding of Airports Code, the proposal is exempt from the requirements of the Code as the maximum height of the proposed dwelling would not exceed the obstacle limitation surface level of 147m AHD.

The proposal is for a secondary residence which has a No Permit Required status in the General Residential Zone. However, the application relies on performance criteria and requires discretionary consideration.

An assessment of the proposal's compliance with the secondary residence definition is provided as follows:

“Secondary residence means an additional residence which is self-contained and:

(a) has a gross floor area not more than 60m²;”

The proposed secondary residence would have a total floor area of 39m² and complies with clause (a).

“(b) is appurtenant to a single dwelling;”

The proposed secondary residence would be accommodated to the rear of the single dwelling and would be accessed via a path along the side of that dwelling and through the shared garden space. The proposal therefore complies with clause (b).

“(c) shares with the single dwelling access and parking, and water, sewerage, gas, electricity and telecommunications connections and meters; and”

The proposed secondary residence would share with the single dwelling access, parking, water, sewerage, electricity and telecommunications connections and meters, therefore satisfying the requirements of clause (c).

“(d) may include laundry facilities.”

The proposed secondary residence does not include laundry facilities, as provided for under clause (d).

The proposed development would be consistent with the relevant criteria of the Scheme for a secondary residence. However, a condition is recommended ensuring the secondary residence operates in accordance with the above criteria.

The proposal meets the Scheme’s applicable Acceptable Solutions of the General Residential Zone, the Parking and Sustainable Transport and Safeguarding of Airports Codes with the exception of the following.

General Residential Zone

- **Clause 8.4.2 (A3)**– The proposal does not meet the acceptable solution in relation to the building envelope. Specifically, a section of the sliding door frame protrudes beyond the prescribed building envelope by 0.23m where adjacent to the northern boundary.

The proposed variation must be considered pursuant to the Performance Criteria P3 of Clause 8.4.2 as follows.

Clause	Performance Criteria	Assessment
8.4.2 P3	<i>“The siting and scale of a dwelling must:</i> <i>(a) not cause an unreasonable loss of amenity to adjoining properties, having regard to:</i>	See assessment below. The proposed secondary residence is not deemed to cause unreasonable loss of amenity to adjoining properties for the following reasons:

	(i) <i>reduction in sunlight to a habitable room (other than a bedroom) of a dwelling on an adjoining property;</i> (ii) <i>overshadowing the private open space of a dwelling on an adjoining property;</i> (iii) <i>overshadowing of an adjoining vacant property; and</i> (iv) <i>visual impacts caused by the apparent scale, bulk or proportions of the dwelling when viewed from an adjoining property;</i> (b) <i>provide separation between dwellings on adjoining properties that is consistent with that existing on established properties in the area; and</i> (c) <i>not cause an unreasonable reduction in sunlight to an existing solar energy installation on:</i>	The proposed secondary residence has a maximum height of 4.8m and it is located on the northern corner of the property. Due to the separation between the proposed secondary dwelling to any habitable rooms on adjoining properties, shadow diagrams were not required from the applicant. However, within the course of assessing this application, a shadow analysis was undertaken to confirm that there would be no unreasonable reduction in sunlight to a habitable room caused by overshadowing from the proposed development or unreasonable overshadowing impact to the private open space on adjoining properties. Not applicable – no adjoining vacant lot. The visual impacts caused by the apparent scale, bulk or proportions of the secondary residence have been minimised because it is a single storey dwelling with a maximum height of 4.8m. The proposed dwelling would be located .45m from the north-eastern boundary (to the stairs) and 1.2m from the side boundary which is compatible with the setbacks displayed within the surrounding area, specifically at 36 Karoola Road, 67 Lindhill Avenue, 29 Karoola Road and 25 Karoola Road. The adjoining properties do not have solar installations.
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	(i) <i>an adjoining property; or</i> (ii) <i>another dwelling on the same site.”</i>	The application is assessed as satisfying the performance criteria and complies with the standard.
--	--	--

- **Clause 8.4.6 (A1)** – The proposal does not meet the acceptable solution because the screening to the roof deck does not permanently screen the landing, as required by the acceptable solution, instead a gate to screen the main part of the deck is provided.

The proposed variation must be considered pursuant to the Performance Criteria P1 of Clause 8.4.6 as follows.

Clause	Performance Criteria	Assessment
8.4.6 P1	<i>“A balcony, deck, roof terrace, parking space or carport for a dwelling (whether freestanding or part of the dwelling) that has a finished surface or floor level more than 1m above existing ground level, must be screened, or otherwise designed, to minimise overlooking of:</i> (a) <i>a dwelling on an adjoining property or its private open space; or</i>	The roof deck achieves the required setback of 3m from each side boundary (the north-western boundary and the south-eastern boundary), but it does not meet the acceptable privacy setback to the rear boundary (the north-eastern boundary). To address this, a privacy screen has been provided along the north-eastern elevation of the deck, however no screening has been added to the landing. The nearest dwellings are separated by more than 20m from the side of the secondary residence which would minimise overlooking impacts. A reasonable amount of privacy is afforded to the private open space of the adjoining properties due to the distance from the proposed development, as well as the existing vegetation providing screening and the proposed screening to the majority of the north-eastern elevation of the deck.

	<i>(b) another dwelling on the same site or its private open space.”</i>	Not applicable. The application is assessed as satisfying the performance criteria and complies with the standard.
--	--	---

5. REPRESENTATION ISSUES

The proposal was advertised in accordance with statutory requirements and two representations were received. The following issues were raised by the representors.

5.1. Parking and Vehicular Access

The representations have raised concern in relation to the secondary residence causing additional requirements for parking. Specifically, concern is raised in relation to increased need for on-street parking.

- **Comment**

The definition of secondary residences require the residence to share the existing parking associated with the existing single dwelling. The single dwelling has two existing parking spaces, one in the driveway and one in the garage. The Parking and Sustainable Transport Code has not been reassessed as part of this development, because there are no changes required to the existing layout of the parking area.

5.2. Building Height and Privacy

The representations have raised concern in relation to the secondary residence causing a loss of privacy due to its height and the overlooking caused by the roof deck. Specifically, concern is raised in relation to a loss of privacy to the garden of the adjoining property.

- **Comment**

The secondary residence is within the building envelope, apart from a small portion of the door frame. The maximum height of the proposed development is 4.8m, as it is a single storey building.

The proposed deck meets the acceptable solution of the privacy standard in relation to the north-western and south-eastern boundaries and is assessed as providing suitable privacy screening to the north-eastern side of the deck area to address the applicable performance criteria.

5.3. Vegetation Removal

The representations have raised concern in relation to the possible removal of a gum tree.

- **Comment**

No vegetation removal has been specified as part of this development. A review of aerial imaging of the site shows there are no major trees on the proposed build area. The site is not covered by the Natural Assets Code, nor is the subject vegetation identified by the scheme as a significant tree requiring protection.

5.4. Stormwater Runoff

The representations have raised concern in relation to existing stormwater issues on site and the removal of natural infiltration systems due to increased site coverage.

- **Comment**

Management of stormwater runoff is not a matter addressed by the Scheme and is dealt with separately under the *Urban Drainage Act 2013*. That said, Council's Development Engineers are satisfied that there is capacity within the existing stormwater network to cater for the likely runoff associated with the proposal. Therefore, this issue does not justify the refusal of the proposal.

5.5. Noise

The representations have raised concern in relation to noise impacts. Specifically, concern is raised in relation to the outdoor entertaining area.

- **Comment**

Matters relating to noise are regulated by the *Environmental Management and Pollution Control Act 1994*, together with the *Environmental Management and Pollution Control (Noise) Regulations 2016*. Such matters are investigated by Council's Environmental Health officers. For the reasons discussed above, it is considered that this issue is not of determining weight and does not justify the refusal of the proposal.

5.6. Access and Egress

The representations have raised concern in relation to access and egress. Specifically, a concern is raised in relation to the lack of information regarding this matter.

- **Comment**

The application specifies that there are paths available for use on either side of the existing dwelling to access the secondary residence. As there is a requirement for shared access, this is considered sufficient information and meets the relevant criteria for a secondary residence under the Scheme.

6. EXTERNAL REFERRALS

No external referrals were required or undertaken as part of this application.

7. STATE POLICIES AND ACT OBJECTIVES

7.1. The proposal is consistent with the outcomes of the State Policies, including those of the State Coastal Policy.

7.2. The proposal is consistent with the objectives of Schedule 1 of LUPAA.

8. COUNCIL STRATEGIC PLAN/POLICY IMPLICATIONS

There are no inconsistencies with Council's adopted Strategic Plan 2021-2031 or any other relevant Council Policy.

9. CONCLUSION

The proposal is for the development of a secondary residence at 34 Karoola Road, Lindisfarne. The proposal satisfies the relevant requirements and is recommended for approval subject to conditions.

Attachments: 1. Location Plan (1)
2. Proposal Plans (6)
3. Site Photo (1)

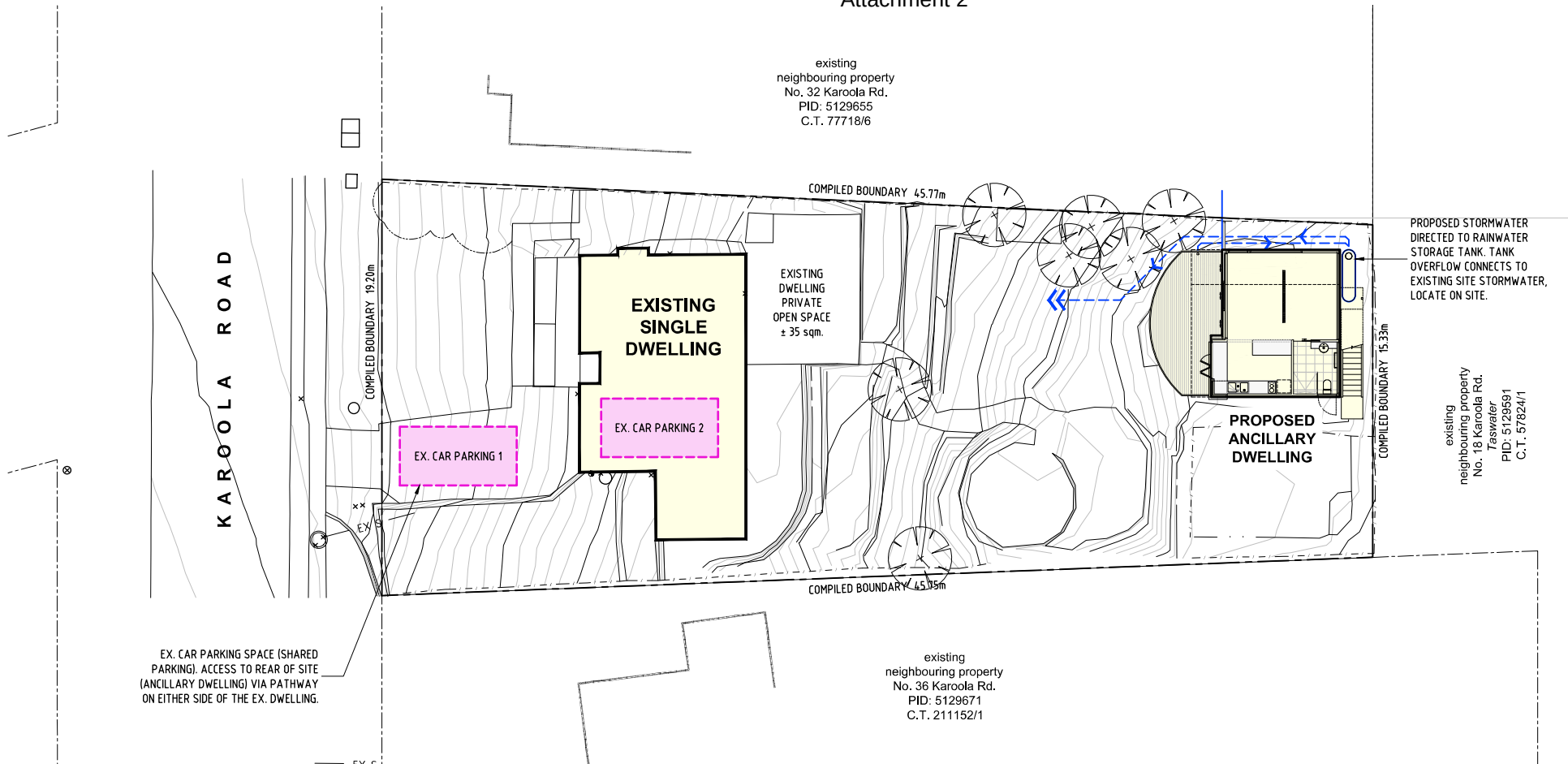
Ross Lovell
MANAGER CITY PLANNING

Council now concludes its deliberations as a Planning Authority under the Land Use Planning and Approvals Act, 1993.

Attachment 1
Location Map
34 Karoola Road, Lindisfarne



	This map has been produced by Clarence City Council using data from a range of agencies. The City bears no responsibility for the accuracy of this information and accepts no liability for its use by other parties.	14/02/2023	
		1:1000	



SITE NOTES

Property Address: 34 Karoola Road
Lindisfarne, 7015
Location: GDA94 MGA55 : 529226E, 5256688N
Property ID: 5129663
Title Reference: 77718/7
Site Area: 789 sqm.
Municipality: Clarence City Council
Zone: 8 General Residential

SITE COVERAGE

TOTAL SITE COVERAGE = 132.6 sqm.
17.3 % OF TOTAL SITE AREA (LOT 7 = 789 sqm.).

EXISTING CAR PARKING

EXISTING CAR PARKING = 2 No. SPACES.

THESE DRAWINGS HAVE BEEN CONSTRUCTED USING SURVEY INFORMATION FROM: 'SURVEY PLUS'.
File No.: SP22274-01 (Rev. A - 27 June 2022). Contour Interval: 0.2m (or as shown).

GENERAL NOTES:

- This plan has been prepared by Survey Plus from a combination of existing records & field survey for the purposes of showing the physical features of the land & should not be used for any other purpose.
- Title boundaries shown were not verified or marked at the time of this survey.
- Services shown on this plan were located where possible by field survey. They are not a complete picture of services on site. All service locations are to be verified before commencement of any work on site, in particular those services not previously located through field survey.
- Survey Plus can not accept liability whatsoever for loss or damage caused to any underground service whether shown by our survey or not.
- This note is an integral part of this plan/data. Reproduction of this plan or any part of it without this note being included in full will render the information shown on such a reproduction invalid and not suitable for use without prior authority of Survey Plus.
- Horizontal Datum is MGA (GDA94).
- Vertical Datum is AHD.
- Contour interval is 0.2 metres, Index is 10 metres.
- Survey by Robotic Total Station and GPS.
- Due to the age of Title Survey if any construction works are to be undertaken on or near the Title Boundary or prescribed setbacks a re-mark survey will be required.
- Boundaries are compiled only from SP2381 & relevant survey information obtained from Land Titles Office & are approximate & subject to survey.
- Compiled boundaries have been determined by existing title plan dimensions and occupation (where available) only & not by Field Survey. As a result they are considered approximate only.
- All windows were not able to be located due to obstruction of line of sight from total station. Window locations are approximate only due to being unable to be perpendicular to windows when locating with Total Station.

- 3D Data turned off in layer control.
 - 3D TIN
 - MAJOR CONTOUR 3D
 - MINOR CONTOUR 3D

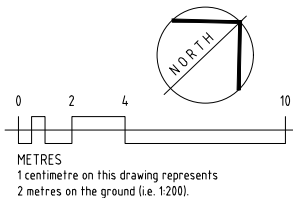
GPS DATA SCALE LOCATION
JOB CONTROL POINT: POINT NO: 1
DESCRIPTION: R/S IN KERB #
GPS SCALE FACTOR = 1.000402368
E: 5529209.480
N: 5256665.476
RL: 80.87
EPU = 0.04±

LOT SERVICES UNABLE TO BE LOCATED:
- NO SEWER LOT CONNECTION.
- NO COMMUNICATIONS LOT CONNECTION.

NOTE ON SHARED SERVICES

ALL EXISTING SERVICES ARE TO BE SHARED WITH THE PROPOSED SECONDARY RESIDENCE INCLUDING, BUT NOT LIMITED TO:

- ACCESS & CAR PARKING.
- WATER & SEWERAGE.
- GAS, ELECTRICITY & TELECOMMUNICATIONS CONNECTIONS & METERS.

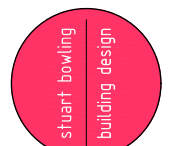


REV.	DESCRIPTION	DATE
C.	AMENDMENTS ADDRESSING COUNCIL RP LETTER DATED 06.01.2023	10.01.2023
B.	AMENDMENTS ADDRESSING COUNCIL RP LETTER DATED 04.01.2023	05.01.2023
A.	DEVELOPMENT APPLICATION.	16.12.2022

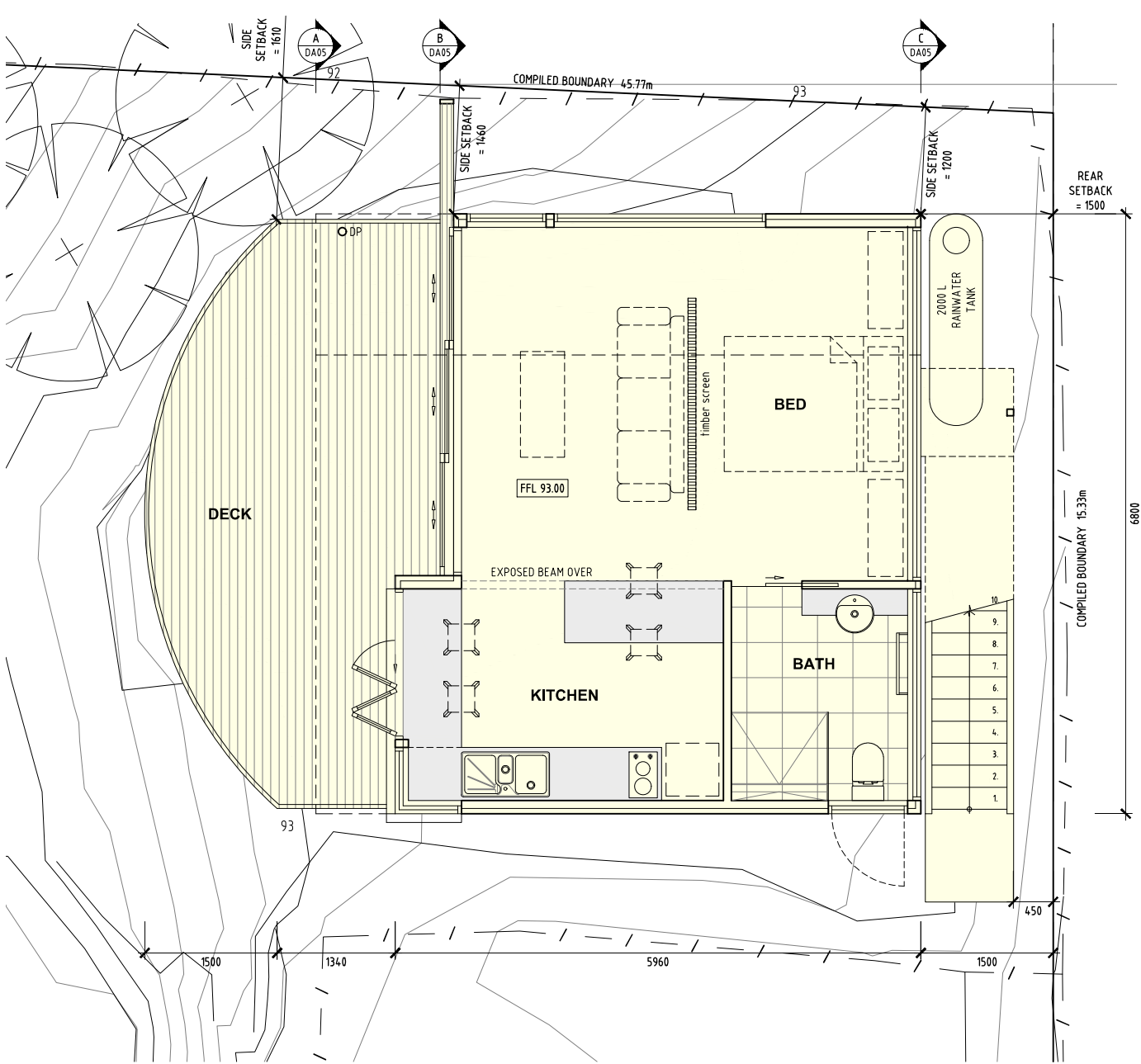
Project:	PROPOSED ANCILLARY DWELLING at No. 34 Karoola Road LINDISFARNE, 7015 for Lincoln Quilliam & Catherine Graue
Drawing:	SITE PLAN

DWG. No.:	0155 DA01
Scale:	1:200 @ A3
Date:	10.01.23
Drawn:	S.Bowling

Stuart Bowling Building Design B. Environmental Design	Phone: 0418 380 391 Email: stuart.bowling@outlook.com Licence: CC 7560 ABN: 34 531 056 735
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WALL LEGEND	
MARK	DESCRIPTION
	90mm STUDWORK WALL (internal wall).
	NOM. 150mm CLAD STUDWORK WALL (external wall). - 90mm STUDWORK WALL (internal wall). - CAVITY BATTENS & CLADDING (external wall). - Min. R2.5 (90mm) 'PINK' H.D. WALL INSULATION BATTS & VAPOUR-PERMEABLE WALL WRAP.
PROPOSED FLOOR AREAS	
PROPOSED FLOOR AREA	= 34.3 sqm.
PROPOSED FOOTPRINT AREA	= 38 sqm.
PROPOSED DECK AREA	= 18 sqm.



DA02. PROPOSED FLOOR PLAN 1:50

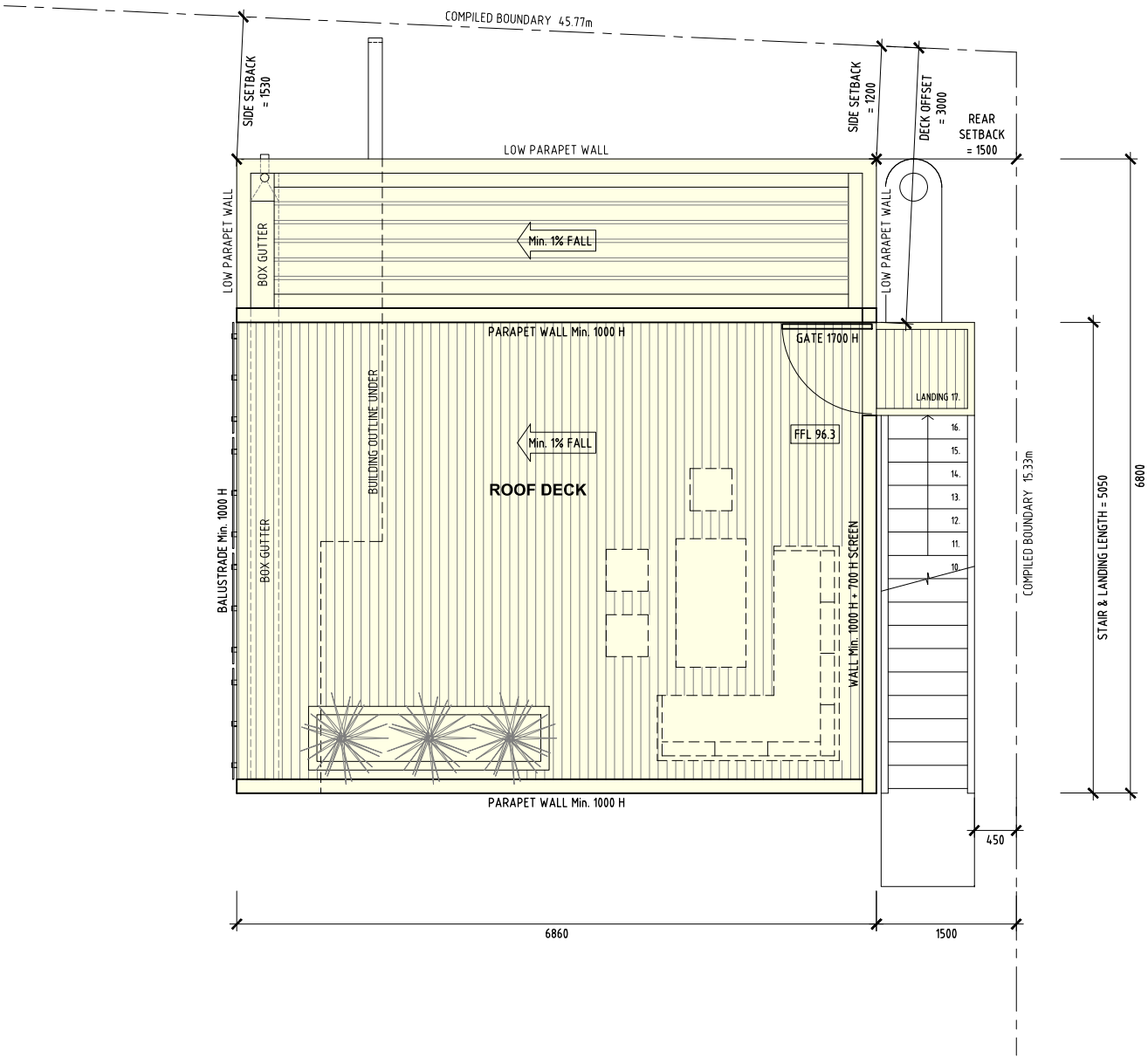
1 centimetre on this drawing represents
0.5 metres on the ground (i.e. 1:50).

SHEET No. 02 OF 05			
REV.	DESCRIPTION	DATE	
C.	AMENDMENTS ADDRESSING COUNCIL RF LETTER DATED 06.01.2023	10.01.2023	
B.	AMENDMENTS ADDRESSING COUNCIL RF LETTER DATED 04.01.2023	05.01.2023	
A.	DEVELOPMENT APPLICATION.	16.12.2022	

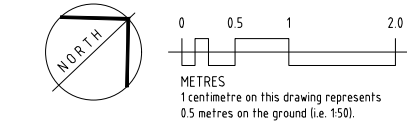
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1:50 @ A3	0155 DA02	10.01.23
Drawn:		
S.Bowling		

Stuart Bowling Building Design B. Environmental Design	Phone: 0418 380 391 Email: stuart.bowling@outlook.com Licence: CC 7560 ABN: 34 531 056 735
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PROPOSED DECK AREAS	
PROPOSED ROOF DECK AREA	= 33 sqm.



DA03. PROPOSED ROOF DECK PLAN 1:50

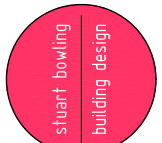


REV.	DESCRIPTION	DATE
C.	AMENDMENT'S ADDRESSING COUNCIL RF LETTER DATED 06.01.2023	10.01.2023
B.	AMENDMENT'S ADDRESSING COUNCIL RF LETTER DATED 04.01.2023	05.01.2023
A.	DEVELOPMENT APPLICATION.	16.12.2022

Project:	PROPOSED ANCILLARY DWELLING at No. 34 Karoola Road LINDISFARNE, 7015 for Lincoln Quilliam & Catherine Graue
Drawing:	PROPOSED ROOF DECK PLAN

Scale:	DWG. No.:	Date:
1:50 @ A3	0155 DA03	10.01.23
Drawn:		
S.Bowling		

Stuart Bowling Building Design B. Environmental Design	Phone: 0418 380 391 Email: stuart.bowling@outlook.com Licence: CC 7560 ABN: 34 531 056 735
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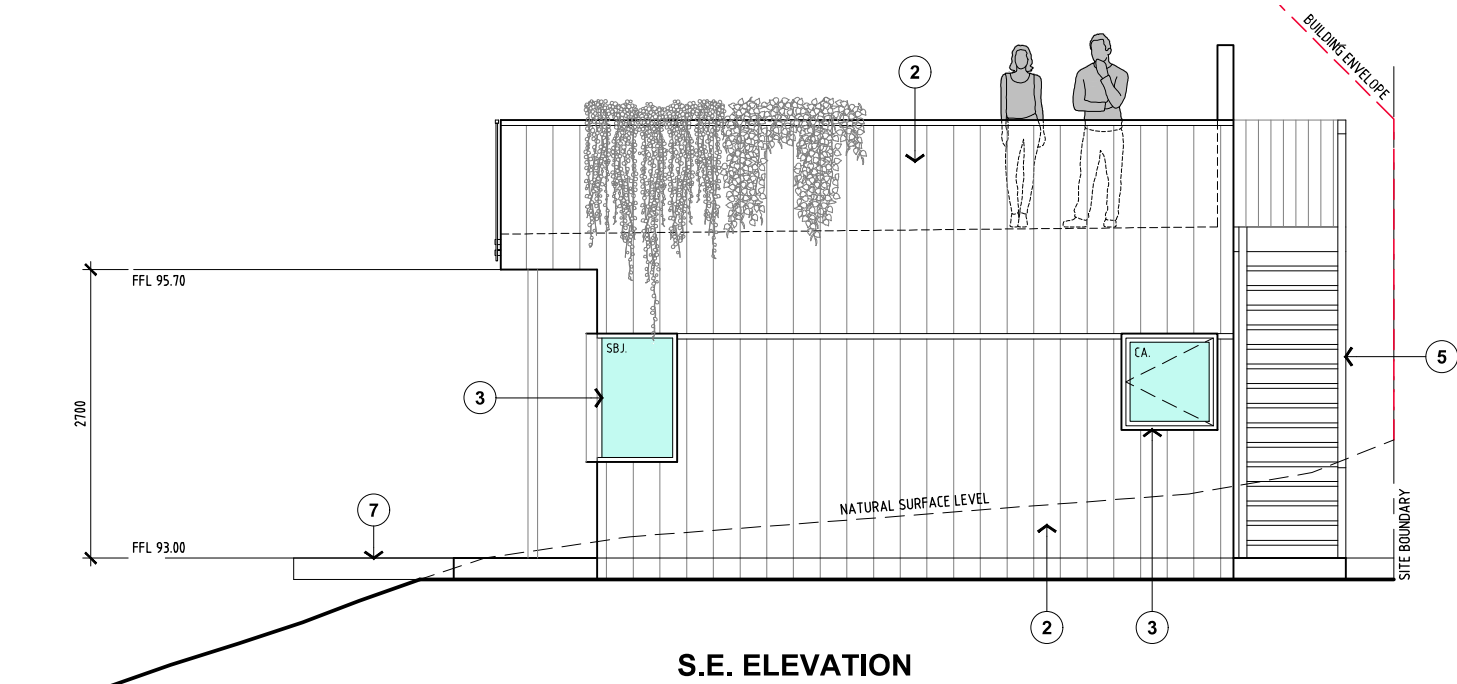


EXTERNAL FINISHES

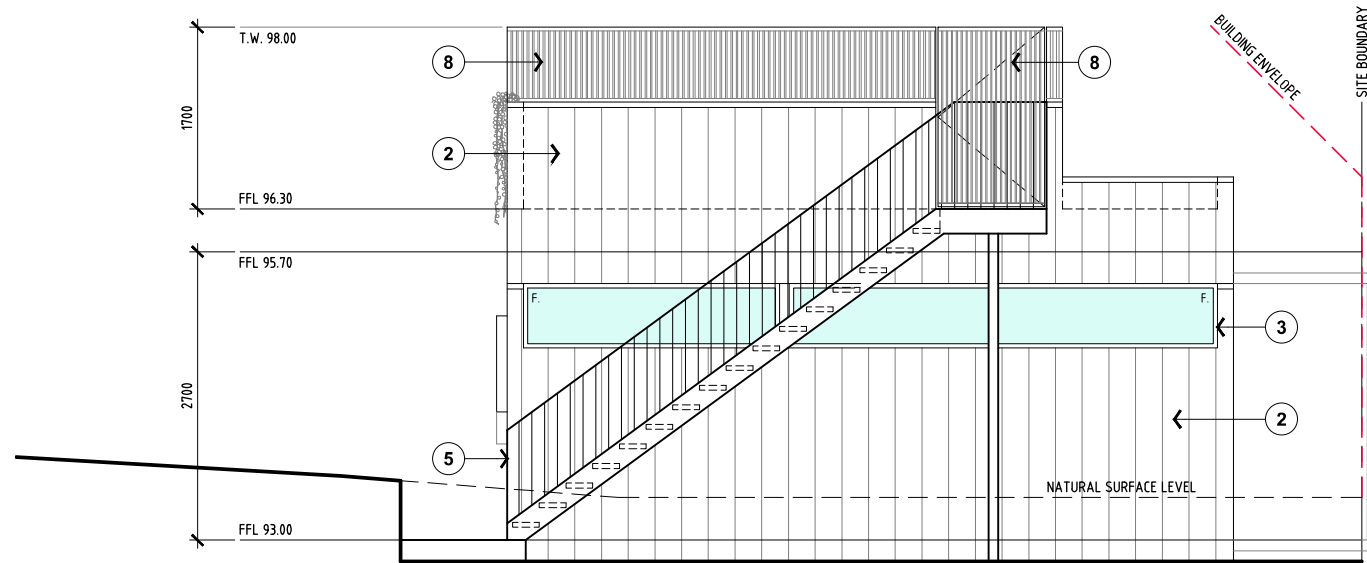
- 1 0.48mm BMT 'KLIP-LOK' ROOF SHEETING.
Pitch: Min. 1° PITCH (1:58).
Finish: COLORBOND FINISH AS SELECTED.
- 2 'STRUCTUUR' NAILSTRIP WALL CLADDING (260mm PAN).
Finish: COLORBOND FINISH AS SELECTED.
- 3 ALUMINIUM WINDOW & DOOR FRAMES.
Finish: POWDER COATED AS SELECTED.
- 4 'AXIOM' Ø 50mm STANDOFF PATCH FITTING
Code: AS05030 (installation to manufacturers spec).
15mm TOUGHENED SAFETY GLASS BALUSTRADE,
FRAMELESS; Ø 30mm ROUND AL. HANDRAIL
- 5 STEEL FRAMED STAIR, TREADS & HANDRAIL.
Finish: PAINT FINISH AS SELECTED.
- 6 STEEL SLIDING DOOR SUPPORT FRAME.
Finish: PAINT FINISH AS SELECTED.
- 7 TIMBER FRAMED DECK STRUCTURE, DECKING BOARDS
AS SELECTED (GAPS TO SUIT TIMBER SPECIES).
Finish: LOW VOC (eg. water-based) DECKING OIL,
eg. 'OSMO' ANTI-SLIP DECKING OIL.
- 8 VERTICAL TIMBER SLAT SCREENING (10mm GAPS).
Finish: LOW VOC (eg. water-based) DECKING OIL.

GENERAL LEGEND

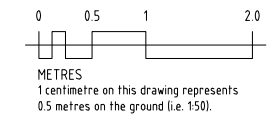
- A. - AWNING WINDOW.
BF. - BI-FOLD WINDOW SUITE.
CA. - CASEMENT WINDOW (direction as indicated).
F. - FIXED WINDOW.
GB. - GLAZED BALUSTRADE.
SB.J. - SILICONE BUTT JOINT WINDOW.
SD. - SLIDING DOOR (direction as indicated).



S.E. ELEVATION



N.E. ELEVATION



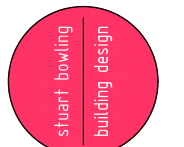
SHEET No. 04 OF 05

	10.01.2023	05.01.2023	16.12.2022	DATE
C.	AMENDMENT'S ADDRESSING COUNCIL RF LETTER DATED 06.01.2023	AMENDMENT'S ADDRESSING COUNCIL RF LETTER DATED 04.01.2023	DEVELOPMENT APPLICATION.	DESCRIPTION
B.				
A.				
REV.				

Project:	PROPOSED ANCILLARY DWELLING at No. 34 Karoola Road LINDISFARNE, 7015 for Lincoln Quilliam & Catherine Graue
DWG. No.:	0155 DA04
Scale:	1:50 @ A3
Date:	10.01.23
Drawn:	S.Bowling
Drawing:	ELEVATIONS 01

Stuart Bowling Building Design B. Environmental Design	Phone: 0418 380 391 Email: stuart.bowling@outlook.com Licence: CC 7560 ABN: 34 531 056 735
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Stuart Bowling Building Design B. Environmental Design	Phone: 0418 380 391 Email: stuart.bowling@outlook.com Licence: CC 7560 ABN: 34 531 056 735
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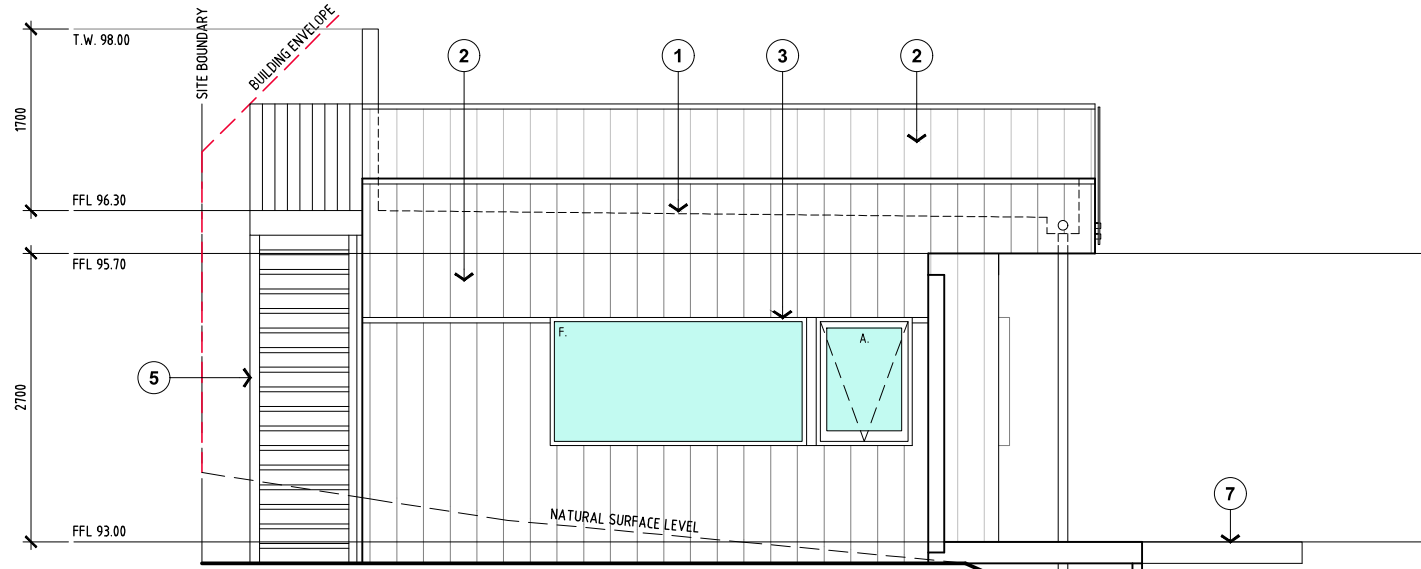


EXTERNAL FINISHES

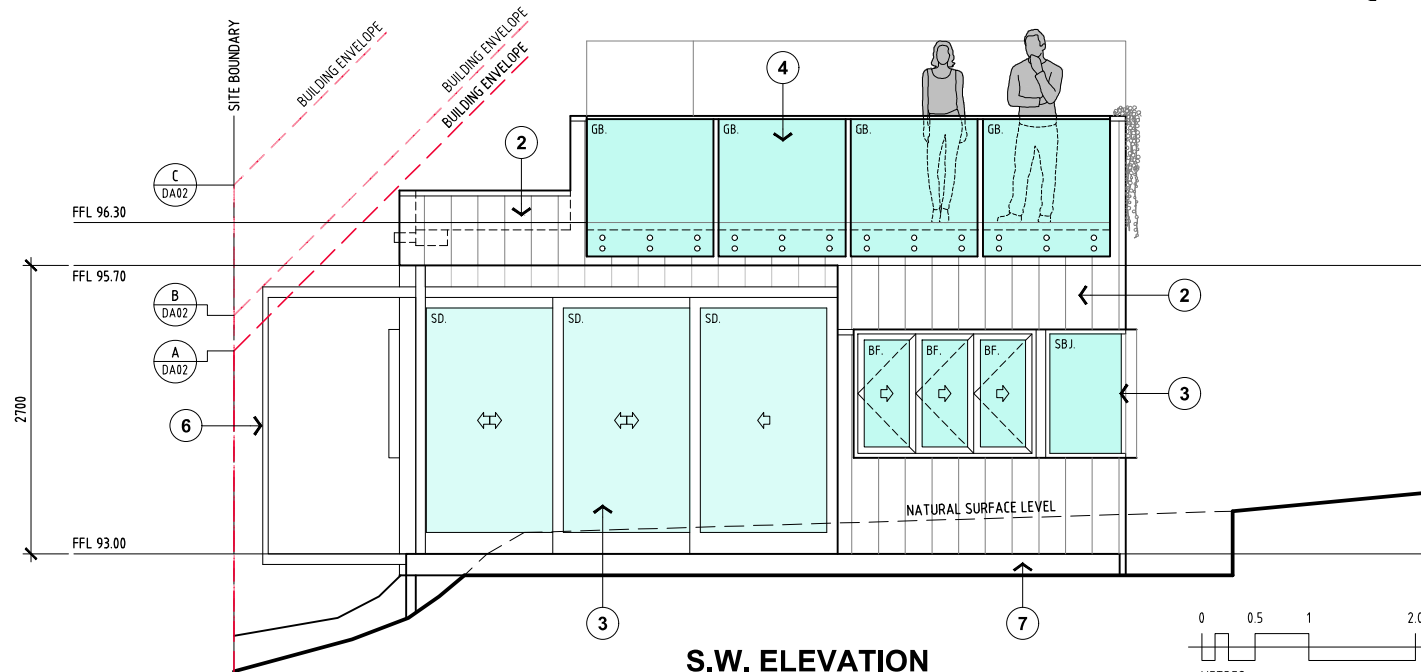
- 1 0.48mm BMT 'KLIP-LOK' ROOF SHEETING.
Pitch: Min. 1° PITCH (1:58).
Finish: COLORBOND FINISH AS SELECTED.
- 2 'STRUCTUUR' NAILSTRIP WALL CLADDING (260mm PAN).
Finish: COLORBOND FINISH AS SELECTED.
- 3 ALUMINIUM WINDOW & DOOR FRAMES.
Finish: POWDER COATED AS SELECTED.
- 4 'AXIOM' Ø 50mm STANDOFF PATCH FITTING
Code: AS05030 (installation to manufacturers spec).
15mm TOUGHENED SAFETY GLASS BALUSTRADE,
FRAMELESS; Ø 30mm ROUND AL. HANDRAIL
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Finish: PAINT FINISH AS SELECTED.
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- 7 TIMBER FRAMED DECK STRUCTURE, DECKING BOARDS
AS SELECTED (GAPS TO SUIT TIMBER SPECIES).
Finish: LOW VOC (eg. water-based) DECKING OIL,
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- 8 VERTICAL TIMBER SLAT SCREENING (10mm GAPS).
Finish: LOW VOC (eg. water-based) DECKING OIL.

GENERAL LEGEND

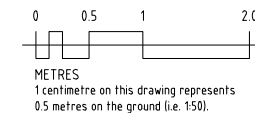
- A. - AWNING WINDOW.
BF. - BI-FOLD WINDOW SUITE.
CA. - CASEMENT WINDOW (direction as indicated).
F. - FIXED WINDOW.
GB. - GLAZED BALUSTRADE.
SB.J. - SILICONE BUTT JOINT WINDOW.
SD. - SLIDING DOOR (direction as indicated).



N.W. ELEVATION



S.W. ELEVATION

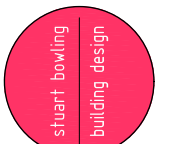


REV.	DESCRIPTION	DATE
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B.	AMENDMENT'S ADDRESSING COUNCIL RF LETTER DATED 04.01.2023	05.01.2023
A.	DEVELOPMENT APPLICATION.	16.12.2022

Project:	PROPOSED ANCILLARY DWELLING at No. 34 Karoola Road LINDISFARNE, 7015 for Lincoln Quilliam & Catherine Graue
DWG. No.:	0155 DA05
Scale:	1:50 @ A3
Date:	10.01.23
Drawn:	S.Bowling
Drawing:	ELEVATIONS 01

Stuart Bowling Building Design B. Environmental Design	Phone: 0418 380 391 Email: stuart.bowling@outlook.com Licence: CC 7560 ABN: 34 531 056 795
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Stuart Bowling Building Design B. Environmental Design	Phone: 0418 380 391 Email: stuart.bowling@outlook.com Licence: CC 7560 ABN: 34 531 056 795
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34 KAROOLA ROAD, LINDISFARNE



Photo 1: Site viewed from Karoola Road, looking northeast.



Photo 2: Site viewed from adjacent rear boundary, looking south



Photo 3: Site viewed from adjacent rear boundary, looking southeast.



Photo 4: Site from adjacent northeast boundary, looking northwest.

8. REPORTS OF OFFICERS

8.1 DETERMINATION ON PETITIONS TABLED AT PREVIOUS COUNCIL MEETINGS

Nil Items.

8.2 ASSET MANAGEMENT

8.2.1 DRAFT TASMANIAN WASTE AND RESOURCE RECOVERY STRATEGY (2022-2025)

EXECUTIVE SUMMARY

PURPOSE

To consider the State Government Waste and Resource Recovery Board's *Draft Tasmanian Waste and Resource Recovery Strategy (2022-2025)*.

RELATION TO EXISTING POLICY/PLANS

Council's Strategic Plan 2021-2031 is relevant.

LEGISLATIVE REQUIREMENTS

The Waste and Resource Recovery Act 2022 and associated Regulations are relevant.

CONSULTATION

The *Draft Tasmanian Waste and Resource Recovery Strategy (2022-2025)* is undergoing community consultation at present.

FINANCIAL IMPLICATIONS

There are no financial implications associated with Council's response to this consultation.

RECOMMENDATION:

That Council:

- A. Notes the Waste and Resource Recovery Board's *Draft Tasmanian Waste and Resource Recovery Strategy (2022-2025)* (Attachment 1 to the Associated Report).
- B. Authorises the Chief Executive Officer to provide a submission to the Waste and Resource Recovery Board noting Council's key considerations and recommendations regarding the *Draft Tasmanian Waste and Resource Recovery Strategy (2022-2025)*; as set out in Attachment 2 to the Associated Report.

DRAFT TASMANIAN WASTE AND RESOURCE RECOVERY STRATEGY (2022-2025) /contd...

ASSOCIATED REPORT**1. BACKGROUND**

- 1.1.** The past decade has seen significant developments in waste policy and the resource recovery sector in Australia and across the globe. These changes have impacted the way waste business is undertaken in Australia, with many states and territories rapidly evolving and pivoting their strategies toward embracing a more circular economy.
- 1.2.** In response to a national and international shift in attitude toward waste and resource recovery, the Federal Government delivered the *National Waste Policy* (2018) and *National Waste Action Plan* (2019). This strategy and action plan brought the concept of circularity to the fore, placing recognition on the value in resources, embodied energy in waste, and economic opportunity when transitioning toward a circular economy.
- 1.3.** The concept of *Circular Economy* forms as the driving factor and conduit between the resource recovery sector and sustainable development.
- 1.4.** Tasmania has since rapidly evolved its standing regarding waste policy. From 2019's Draft Waste Action Plan, key milestones within the State include:
- 2022: Waste and Resource Recovery Act (2022)
 - 2022: Waste and Resource Recovery Regulations (2022)
 - 2022: Waste Levy (July 1, 2022)
 - 2022: Waste and Resource Recovery Board
 - 2022: Container Refund Scheme Bill (2021)

And more locally, the Southern Tasmania Regional Waste Authority (STRWA), also established by the 12 southern Tasmanian councils in 2022, with the assistance of the Local Government Association of Tasmania.

- 1.5. The Waste and Resource Recovery Board (*WRRB, The Board*) was tasked to develop a state-wide Waste and Resource Recovery Strategy, as set out in the *Act*.
- 1.6. The Board have developed The Draft Tasmanian Waste Resource and Recovery Strategy (*the Strategy*), its first iteration and attempt to streamline strategic planning and decision making in the waste and resource recovery sector in Tasmania. A copy of the Strategy is included as **Attachment 1**.
- 1.7. This Draft is currently open for consultation, with submissions closing on 24 February 2023.
- 1.8. The purpose of this report is for Council to provide feedback on the Draft Tasmanian Waste and Resource Recovery Strategy to the Board.

2. REPORT IN DETAIL

- 2.1. The Draft Tasmanian Waste and Resource Recovery Strategy is a short-term, three-year strategy 2022 – 2025. The Board has proposed a bold vision for this strategy; *Tasmania – a place where nothing is wasted*. The intention of this and future strategies is to place Tasmania in a better position to take advantage of global shifts towards economic systems based on circular and sustainable approaches.
- 2.2. The Strategy is based on four pillars, each with objectives that are supported by actions. The pillars support the overarching goal of transitioning Tasmania toward a circular economy, where products are recognised as valuable resources and waste is eliminated.

2.3. The four pillars driving the Strategy are:

1. Integrated Planning and Action
2. Strategic Investment
3. Prioritise Circularity
4. Engagement and Partnerships

2.4. The Board has adopted the Australian and Tasmanian Governments agreed targets for waste and resource recovery, including;

- Reduce waste generation in Tasmania by 5% per person by 2025;
- Achieve a 40% average recovery rate from all waste streams by 2025 and 80% by 2030;
- Reduce the volume of organic waste sent to landfill by 25% by 2025 and 50% by 2030;
- Reduce food waste by 50% by 2030;
- 100% of packaging is reusable, recyclable or compostable by 2025, and
- Phase out problematic and unnecessary plastics by 2025.

2.5. The Strategy endeavours to redirect attention from the current linear economic model or *take-make-discard*, toward one of a circular economy, where value is created by keeping or reusing materials in circulation, as opposed to the extractive and intrusive use of new natural resources.

2.6. The Strategy is supported by a comprehensive schedule of objectives with an estimate in the timing of the outcome to be delivered. These timeframes are ambitious and leave little room for any complexities that may arise as organisations endeavour to meet the targets. Community consultation and engagement are also limited by the timeframes.

2.7. The WRRB and strategy's objectives are to be funded through the Waste Levy that was introduced 1 July 2022.

2.8. The Strategy's targets are not yet legislated. Therefore, Council is not yet obligated to adopt or enforce measures that are in line with meeting or exceeding these targets.

2.9. It is noted the Strategy is a high-level document. The list of actions, although comprehensive, lack detail and most are not measurable. Therefore, Council's submission needs to be at high level rather than focussed on specific solutions.

2.10. While Council can be supportive of the Strategy as a whole, there are opportunities for further improvement, noting:

- The benchmarks are aspirational but adopting the measures comes with a range of socio-economic implications, which need to be consulted with the community.
- There is an opportunity to have Governance as a fifth pillar to promote effective administration of the delivery of the Strategy and actions.
- Emphasise the importance of the Board's role and integration with the Regional Waste Groups with providing a platform to encourage economies of scale, local investment and streamlining services (i.e., education) across the region.

2.11. A draft response to the Board's Strategy is included as **Attachment 2**.

3. CONSULTATION

3.1. Community Consultation

The community has an opportunity to provide feedback on the Strategy, which closes on 24 February 2023. Council has been granted an extension to respond soon after the 27 February 2023 Council Meeting.

3.2. State/Local Government Protocol

Nil.

3.3. Other

Not applicable.

3.4. Further Community Consultation

No further community consultation is planned to be undertaken on this item at this stage.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

Under the Strategic Plan 2021-2031, Goal 4 - *An Environmentally Responsible City*, Council has the following Strategy:

“4.6. Developing and implementing local and regional waste management strategies that consider all forms of waste.”

5. EXTERNAL IMPACTS

The Strategy outlines the direction resource recovery in Tasmania will take moving forward. Adopting measures to meet the targets will have an effect on the way our community manages waste, including commercial and industrial sectors.

Adopting measures to meet the targets could also influence the current contracts Council has with Mornington Park Waste Transfer Station and Southern Waste Solutions.

6. RISK AND LEGAL IMPLICATIONS

There are considerable risks with the outcomes that the Strategy aims to achieve. These can be summarised as:

- The adoption of measures to meet the Targets set out in the Strategy are ambitious and present a range of likely socio-economic implications. Consistent with council’s community consultation and engagement policy, it is recommended that community consultation and engagement be highlighted to the Board prior to any fundamental changes being imposed as an outcome of the Strategy.

- For any future legislation, any fundamental changes to Council’s operations and waste services, a process of community education and engagement is required to ensure its community is aware of best practice. Otherwise, the benefits of any transition will be wasted.
- For any future legislation, any fundamental changes to Council’s operations and waste services, the Board must consider current State-wide infrastructure and serviceability gaps. Targets should not drive policy change without coordinated fit-for-purpose infrastructure delivery.

7. FINANCIAL IMPLICATIONS

At this stage there is no direct financial implications to Council in making a submission on the Strategy.

8. ANY OTHER UNIQUE ISSUES

Although the Targets and the requirement to adopt measures to achieve them are not currently enforced by legislation, this is not to say that these measures will not be legislated in the future. Within that context, there is an opportunity to make incremental progress now toward achieving the Targets whereas any delay may require more rapid investment and change.

Clarence City Council is unique as it holds contracts and agreements with Southern Waste Solutions, Mornington Park Waste Transfer Station and a shareholder in the Copping Refuse Disposal Site Joint Authority. The effect of the Strategy on these relationships, through changes to Council’s procurement, operations and waste services, will need to be carefully considered. Potential variations to existing arrangements may need to be negotiated.

9. CONCLUSION

The *Draft Tasmanian Waste and Resource Recovery Strategy* (2022-2025) is aimed to streamline the State's focus on waste and resource recovery, and importantly, Council's work over the next decade and beyond.

The targets and objectives to achieve such ends are highly aspirational, with the targets not being subject to legislation at this stage. However, the Strategy's strength is two-fold, in that it recognises;

- we need to align multiple levels of government, business, private industry and the members of our local community toward a common goal – driving Tasmania toward a place where nothing is wasted; and
- we must engage with the new development paradigm, prioritising *circularity* as the primary focus driving the relationship between waste and resource recovery with a sustainable and low-emissions future.
- a draft submission is included with this report for endorsement by Council.

Attachments: 1. Draft Tasmanian Waste and Resource Recovery Strategy (16)
2. Proposed Submission to the Waste and Resource Recovery Board (2)

Ross Graham
GROUP MANAGER ENGINEERING SERVICES

Draft
Tasmania
n Waste and
Resource
Recovery Strategy
2022-2025

Have your say

Feed back on this Draft Tasmanian Waste Strategy is welcomed by 31 January 2023. Information on how to make a submission is provided at the end of this document.

Draft
Tasmanian Waste and Resource Recovery
Strategy 2022-2025

Waste and Resource Recovery Board
November 2022

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In recognition of the deep history and culture of this island, the Board acknowledges and pays its respects to all Tasmanian Aboriginal people; the past and present custodians of the land.



OUR VISION

TASMANIA - A PLACE WHERE NOTHING IS WASTED

Message from the Chair

This Vision for our island state lies at the heart of the Draft Tasmanian Waste and Resource Recovery Strategy. It envisages a place where the value of materials and products is truly recognised. A place where we no longer take resources, make and use products, then discard the waste, but instead strive to maximise the value and use of materials and resources during - and after - the life of a product. The move away from a traditional linear economic model of take, make and discard, to a more circular economy, will be both challenging and innovative.

It can only happen if all levels of government, business and industry, and the community work together.

In our journey to this circular and low emissions future, there are already many success stories: individuals, communities, businesses and governments across Tasmania are working to capitalise on the inherent worth in waste, to view it as a resource, and to realise the social, economic and environmental benefits that come with repair, refurbishment, reuse and recycling. The Tasmanian Government has established a strong policy framework to help achieve this, by introducing a landfill levy that will be reinvested in the resource recovery sector, and by providing a significant investment over the past two years in the sector to boost the recycling of plastics, organic waste, and end-of-life tyres. It is rolling out a Container Refund Scheme in 2023 and will ban the use of a range of single-use plastics by 2025.

This will be the first statewide Waste and Resource Recovery Strategy under the *Waste and Resource Recovery Act 2022*. In developing this consultation draft the inaugural Tasmanian Waste and Resource Recovery Board has adopted the bold vision of Tasmania being a place where nothing is wasted. The Board believes that by improving the coordination and planning around waste management and resource recovery it will help to put Tasmania in a better position to take advantage of the global shift towards economic systems based on circular and sustainable approaches. We welcome your feedback on the draft Strategy and look forward to taking the next steps with you in this exciting journey.

The Hon. Pam Allan



Source: Rethink Waste



Draft Inaugural Tasmanian Waste and Resource Recovery Strategy:

Our journey to a circular low emissions future

Introduction

The past five years have seen major changes to international markets for recyclable materials. Many countries have stopped receiving recyclables from Australia and global conflict and the pandemic have seen supply chains disrupted around the world.

Local communities are looking for greater self-sufficiency, reuse and recycling of available resources and less reliance on overseas supply chains. There is increasing interest in developing local capability for the sustainable processing of our recyclables.

There has also been increasing concern about greenhouse gas emissions, particularly caused by landfilling organic material.

New strategies are needed based on circular economy principles (Figure 1), which seek to reuse products and materials, and reduce the generation and landfilling of waste and to increase resource recovery. There is a stronger focus on keeping products and materials in the productive economy and trying to avoid waste altogether.

The Tasmanian Government has responded by creating new laws to help achieve key waste and resource recovery outcomes (the *Waste and Resource Recovery Act 2022 - WRR Act* and the *Container Refund Scheme Act 2022*) and is also providing a substantial investment in areas such as the recovery of organic waste, problematic single use plastics, and tyres.

The landfill levy provided for under the WRR Act provides an important economic instrument to help reduce waste generation and landfilling and to improve resource recovery in Tasmania.

Tasmania has been challenged for some time with a lack of clear and comprehensive statewide information on product supply chains, recyclable materials and waste flows, which has hampered the ability to identify priorities and strategic investment opportunities in the waste and resource recovery sectors. There have also been concerns that inadequate resource recovery infrastructure in the State will limit the capacity of

community and industry to repair and reuse products and recycle materials.

In a national context, it is important that Tasmania's smaller economies of scale and relative isolation are managed in a way that maintain the viability of commercial operations, as well as national product stewardship programs being implemented in Tasmania. Tasmania is strongly influenced by external economic factors, and this may sometimes constrain intended outcomes.

The move to a circular economy can only happen if governments, businesses and industry, and the wider community work together. Everyone can make a difference on this path to sustainability. There is already significant action occurring across the State, with a diversity of individuals and organisations working to shift the common mindset of "managing waste" to one of "realising opportunities" through the reuse and recovery of products, materials and resources. Greater coordination – through this strategy and other actions – will help bring us all together to capture the opportunities and wealth in the resources we have previously just thrown away.

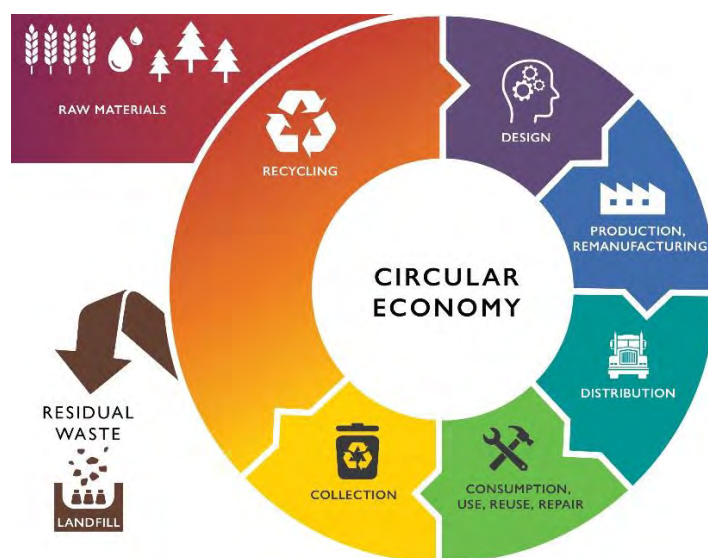


Figure 1 The Circular Economy

Tasmanian Waste and Resource Recovery Strategy

The Tasmanian Waste and Resource Recovery Strategy is a key requirement under the *Waste and Resource Recovery Act 2022*. Under the WRR Act, the Strategy is to identify long-term and short-term objectives to divert products and materials from disposal at landfill facilities, maximise resource recovery, and improve waste management practices.

There are significant opportunities for Tasmania to greatly improve its performance with products and materials to avoid waste and improve resource recovery outcomes in line with the waste hierarchy; where the most preferred option is avoiding waste and the least preferred option is disposal to landfill (Figure 2). This Strategy will drive change through coordinated and collaborative action. This will require all the leaders in communities, business, industries and government to work closely together in the most strategic manner.

The Board has a bold vision to guide waste management in Tasmania. This vision looks to the future and signals a new approach where materials and products are recognised with a value, rather than a 'waste material' to be sent to landfill.

The recent establishment of the Waste and Resource Recovery Board and compliance with the WRR Act requires the development of this inaugural draft Tasmanian Waste and Resource Recovery Strategy.

This Strategy builds on the Tasmanian Government's 2019 Waste Action Plan and is based on analyses of currently available data and information. It is however, recognised that historic data for Tasmania has its limitations, and a key priority is improving the quality and availability of accurate data.

The criteria and method for assessing the adequacy of the Strategy and its implementation will be based on providing accurate and timely data, regular reporting on the progress of actions, and the progress made towards the identified targets.



Figure 2 The Waste Hierarchy

The draft Strategy sets the tone for the future and aligns with the aspirations of the 2019 Tasmanian Government Waste Action Plan. The draft Strategy also recognises the necessity for the Board to work collaboratively with stakeholders to ensure consistency and optimise effort.

Implementation of this Strategy is underpinned by four pillars: each of the pillars have clear objectives and detailed actions. A key action is the future review of this Strategy which will be undertaken through a comprehensive engagement process to identify longer term objectives and actions to encourage all Tasmanians to avoid waste through the reuse of materials and products.

A more efficient and less wasteful waste management regime will result in significant economic and social benefits, together with a wide range of other improved environmental outcomes. It will also result in the reduction of greenhouse gas emissions and foster further renewable energy development. We have made some significant advances in recent years, but we now need to achieve much more.

Together we will deliver, with and for,
the Tasmanian community.

Vision

Tasmania ... a place where nothing is wasted.

This vision is one that is based on all products and materials having value for reuse, repair, refurbishment and recycling. Working together, we can embrace a circular economy that achieves zero waste outcomes. Transformational changes will design out waste, keep products and materials in circulation and build regenerative systems.

Purpose

- To create a stronger circular economy that will reduce environmental impacts and emissions, and improve the amenity, liveability and sustainability of Tasmania.
- To have a future where the value of products and materials is recognised, and waste is eliminated.

The approach

The implementation of this Strategy is to be based on an approach that will be:

- Innovative – facilitating innovation by investing in communities, new technologies and market development.
- Responsible – ensuring those who generate waste are responsible for its sustainable disposal.
- Accountable – ensuring accountability and transparency of waste management processes and decision making.
- Collaborative – facilitating coordinated action and harnessing existing capability to achieve desired outcomes.
- Equitable – applying principles of equity and accessibility of services to the community.
- Well led – providing leadership across all sectors and the State.
- Smart and self-reliant – building internal capacity within Tasmania.

The Strategy will be supported by an action plan that identifies the responsibilities of all the critical parties. Regular reports will track progress.

The waste hierarchy and circular economy principles are central to the approach adopted by the Tasmanian Waste and Resource Recovery Strategy.

Targets

The Australian and Tasmanian Governments have agreed on a number of targets for waste and resource recovery, on which this Strategy is based. These are:

- Reduce waste generated in Tasmania by 5% per person by 2025 and 10% by 2030;
- Achieve a 40% average recovery rate from all waste streams by 2025 and 80% by 2030;
- Reduce the volume of organic waste sent to landfill by 25% by 2025 and 50% by 2030;
- Reduce food waste by 50% by 2030;
- 100% of packaging is reusable, recyclable or compostable by 2025;
- Phase out of problematic and unnecessary plastics by 2025.

New targets will be added to this list as they are agreed. Industry developed targets will also be encouraged and supported to help deliver the overall vision of the Strategy.

Measuring progress towards these targets will be one of the methods for assessing the adequacy and effectiveness of the Strategy.

Key opportunities

The Strategy captures several valuable opportunities:

- There is strong goodwill across Tasmania to achieve positive outcomes for a more circular and low emissions future, and a great deal of positive action is already being taken.
- Stakeholders want coordinated leadership and greater investment certainty in transforming the management of products and materials, increasing the recovery of resources, and in avoiding waste in Tasmania.
- The legislation and Board provide a way of adopting a more integrated and coordinated approach to implementing effective measures across the State.

- Increased public and industry awareness of reuse and recycling opportunities should lead to behavioural change, investment, jobs, and a reduction of valuable resources being lost into landfill.
- The new funding sourced from the landfill levy will greatly accelerate progress in creating a more sustainable, circular and low emission future for Tasmania.
- The many organisations working on waste and resource recovery issues provides a level of synergy and innovation that is more likely to address the required priorities.
- The processes associated with the landfill levy implementation will provide much better information on waste and material flows.
- Implementation of the Strategy can benefit from past and current national and interstate waste management experience.

The Strategy

The Tasmanian Waste and Resource Recovery Strategy is based on four pillars, each of which have Objectives that are supported by Actions. Collectively, these will achieve a reduction in the amount of waste produced, increase the reuse of products and materials, increase the recovery of resources, and increase the processing and reuse of our valuable natural resources.



Explaining the Objectives

Objective	Purpose
Pillar 1: Integrated Planning and Action	
Alignment of state, regional and local strategic planning	<i>To ensure there is coordination in our planning to ensure there are clear responsibilities and consistency in delivering priority services to the Tasmanian community and businesses.</i>
Effective landfill levy administration	<i>Working with all stakeholders to ensure effective systems to administer the levy – for both collection and expenditure of funds – together with transparency in reporting to the community.</i>
Moving towards a circular economy	<i>Promoting circular systems that encourage behavioural change and waste minimisation across the Tasmanian community and within all businesses.</i>
Pillar 2: Strategic Investment	
Understanding infrastructure capacity and priorities	<i>Ensuring we use existing information and data to understand our future requirements and enable new systems to improve the services to the Tasmanian community and businesses.</i>
Supporting infrastructure, new systems and skills	<i>The development and implementation of investment programs that deliver support for priority action to address infrastructure, skills and new systems for resource recovery and community needs.</i>
Improved regional and remote access to services	<i>Supporting all Tasmanians, wherever they are, to have access to systems that allow for improved reuse and recovery of products, materials and resources.</i>
Pillar 3: Prioritise circularity	
Understanding priorities	<i>Ensuring we understand what current and future issues we face, so that we can address problems and capture opportunities for the State.</i>
Reducing waste production	<i>Supporting systems that avoid waste being produced and that encourage circular and regenerative systems, including through procurement opportunities, as well as addressing material being dumped in our environment.</i>
Increasing reuse and recovery (organic, plastic and C&D)	<i>To move away from “waste disposal,” to valuing our resources through improved reuse and repair, recovery and sorting, reprocessing and using again. This will focus on the initial priorities of organic material, plastics and construction and demolition wastes that have been identified as Tasmania’s major waste streams.</i>
Pillar 4: Engagement and Partnerships	
Improved community and business education and engagement	<i>Supporting changes to current practices through education and engagement, together with programs to facilitate change towards a circular and low emission future.</i>
Strong partnerships addressing priority issues	<i>Ensuring that sectors, organisations and communities are involved in collaborative partnerships that share responsibilities and share the opportunities and rewards that recovering resources can achieve.</i>
Promoting success and champions	<i>Developing networks and supporting programs that recognise success to help promote further action and demonstrate the rewards from changes being made.</i>

Priority Investment Areas

The objectives will be achieved by the reinvestment of landfill levy funds into priority areas identified by the Tasmanian Government and the Board in this draft Waste and Resource Recovery Strategy, including relevant suggestions arising from consultation.

While levy funds will be dispersed to achieve these objectives, there are a number of key areas of investment that will be supported through the three-year lifetime of this Strategy. These priority areas broadly address the four pillars of the Strategy:

- Support for the development of waste and resource infrastructure to address priority material streams, and the deployment of new information systems and boosting of the relevant skills base (soft infrastructure).
- Improved resource recovery in Tasmania, through support and assistance programs for regional waste authorities, remote councils, resource recovery businesses, public authorities, and charitable recyclers.
- Increased reuse and recovery of priority resource streams, in particular organics, plastics, construction and demolition materials.
- Integrated and coordinated resource recovery planning across the state and regions and improved engagement through education, and supporting the development of circular economy/resource recovery networks and partnerships.



The Waste and Resource Recovery Strategy at a glance

The dot point Actions under each Objective have been drawn from the Appendix, which provides additional detail on the outcomes being sought through the development of the Strategy. Actions under four pillars can't be fully achieved without a collective effort from governments, industry and the community all working together.



OUR VISION TASMANIA - A PLACE WHERE NOTHING IS WASTED

1

Integrated Planning and Action

Alignment of state, regional and local strategic planning

- Review and finalise the draft Waste Strategy
- Development of long-term strategy, aligning state, regional and local planning

Effective landfill levy administration

- Support implementation
- Systems for prioritising expenditure
- Report on administration and expenditure of funds

Moving towards a circular economy

- Framework to encourage adoption of circular systems
- Identify skills development programs in circular systems
- Identifying how levy funds can leverage other funding for the adoption of circular systems

2

Strategic Investment

Understanding infrastructure, skill and system capacity and priorities

- Develop and communicate priorities in an investment plan
- Annually monitor priorities in the plan

Supporting infrastructure, skills and new systems

- Infrastructure review for capturing future opportunities
- Support implementation of Recycle Rewards container refund scheme
- Investment assistance program for infrastructure, skills and new systems

Improved regional and remote access to services

- Support implementation of regional and remote council plans
- Awareness program on recycling options
- Supporting remote communities access to circular services

3

Prioritise Circularity

Understanding priorities

- Effective data collection and reporting
- Ongoing analyses of information to support decision making
- Structured reporting program

Reducing waste production

- Agree with EPA on litter and dumping program
- Support improved design of products
- Consider EPR options in Tasmania
- Develop procurement guidelines based on circular economy principles
- Support phaseout of PSUPs

Increasing reuse and recovery

- Identify improved organic collection and processing opportunities
- Identify sorting improvement opportunities
- Identify opportunities for C&D product and material recovery and processing

4

Engagement and Partnerships

Improved community and business education and engagement

- Coordinate package of programs for community and business
- Identify program to support community clean up and reduce food waste
- Regularly report on progress

Strong partnerships addressing priority issues

- Program to support reduce/improve packaging
- Engagement with the Tasmanian Aboriginal community
- Engage on waste reduction with local government, C&D, C&I (incl. agricultural and food) sectors
- Support for charitable recyclers

Promoting success and champions

- Establish Circular Economy Innovation Network
- Support Award Programs

Appendix: Waste and Resource Recovery Board Priority Actions

Under the *Waste and Resource Recovery Act 2022* the Board is required to prepare an Operational Plan for each financial year that shows how the objectives of the Waste and Resource Recovery Strategy will be achieved for that year. During the development of the draft Strategy the Board identified a number of priority actions it will take and proposed timeframes over the 2022-23 and 2023-24 financial years. This will help inform the first Operational Plan and has been provided for additional context for community and stakeholder comment on the draft Strategy. The Board welcomes feedback on the proposed Actions in the table below, but believes that these are important areas in which it is committed to providing leadership and oversight. Once the Strategy is finalised, regular reporting on progress will be available. The Board also welcomes feedback on additional or related Actions that may be taken by governments, industry and the wider community.

1. Integrated Planning and Action			
	Alignment of state, regional and local strategic planning	- Prepare the draft Waste Strategy, review comments, and finalise this current version. - Review this current strategy and prepare a long-term waste (or circular economy) strategy for Tasmania that aligns with and provides direction to regional and local plans, including developing further criteria to assess the effectiveness of the Strategy.	early 2023 late 2024
	Effective landfill levy administration	- Support resolving final issues faced by operators of landfills and resource recovery facilities for efficient introduction of the landfill levy. - Develop transparent and accountable systems for prioritising the optimum expenditure of levy funds. - Provide publicly available reports on the administration and expenditure of the waste levy.	2022/23 mid 2023 mid 2023
	Moving towards a circular economy	- Develop a framework for the promotion and advocacy for the adoption of circular systems throughout Tasmania. - Identify appropriate skills development programs that embed circular systems within government, industry and community. - Identify where the use of the levy funds can best leverage other funding sources for maximum effect in delivering circular economy outcomes.	mid 2023 late 2023 late 2023
2. Strategic Investment			
	Understanding infrastructure capacity and priorities	- Develop and communicate the investment priorities that are consistent with the Waste Strategy, and which consider all community infrastructure, industry, communication and governance needs. - Conduct an annual review of the priorities within this investment plan.	mid 2023 mid 2024
	Supporting infrastructure, new systems and skills	- Review existing infrastructure across Tasmania and identify current shortcomings and future investment opportunities (supporting both existing and innovative improvement programs). - Support the introduction of the container deposit scheme and establishment of associated infrastructure. - Develop assistance programs for facilities, skills and new systems that support the increased diversion of products and materials.	early 2023 2023/24 mid 2023

	Improved regional and remote access to services	- Finalise the funding support packages to regional waste authorities based on the delivery of an agreed range of services. - Develop, in conjunction with the regional waste authorities, a statewide public awareness program about locally available recycling options and the need for waste avoidance, reuse and litter prevention measures. - Complete the initial engagement with the more remote Tasmanian communities to understand and to then assist in addressing their particular issues.	early 2023 mid 2023 mid 2023
3.	Prioritise circularity		
	Understanding priorities	- Establish and maintain efficient data collection and public reporting systems – including data for different product and material streams and for each stage of the waste hierarchy. - Develop an ongoing process to analyse key product, material and waste flows, product chains and impact on reducing greenhouse gas emissions to inform future decision making and reviews of the Waste Strategy. - Establish a structured reporting process that monitors the activities of all waste industry and stakeholder organisations where relevant to the functions of the WRR Board.	early 2023 mid 2023 mid 2023
	Reducing waste production	- Identify the agreed range of services provided by the EPA in addressing littering and rubbish dumping across the State. - Identify the opportunities to support the circular and regenerative design of products within Tasmania that reduces the use of carbon intensive materials and increases recycling. - Develop options for introducing an “extended producer responsibility” scheme within Tasmania (where producers pay for the waste they create). - Develop best practice procurement guidelines (based on circular economy principles). - Support the phaseout of problematic single use plastics throughout the State.	early 2023 early 2024 mid 2024 late 2023 2023/24
	Increasing reuse and recovery (organic, plastic and C&D)	- Identify opportunities to increase the range and capacity of organic collection services (eg FOGO) and the introduction of new processing technologies. - Identify opportunities to improve the sorting of products and recyclable materials that enable increased downstream processing. - Identify opportunities to support the most feasible recovery of C&D products and materials (eg on-site processing).	late 2023 late 2023 late 2023
4.	Engagement and Partnerships		
	Improved community and business education and engagement	- Develop a coordinated package of education and engagement support programs for both community and business. - Identify how the Board may best provide ongoing support for community clean-up programs and measures to reduce food waste (eg food banks, home composting, community gardens).	mid 2023 mid 2023

		• Generate annual reports that report on the progress being made in implementing the Waste Strategy and maintain all corporate and public documentation (including website).	mid 2023
	Strong partnerships addressing priority issues	• Develop a program to explore opportunities with businesses to reduce excess packaging (and make it recyclable) and to identify new products to be made from recovered materials. • Commence an engagement program with the Tasmanian Aboriginal community on their participation in the circular economy. • Develop an ongoing program of working closely with local government on the diversion and reuse of municipal waste. • Develop an ongoing program of working closely with the building industry to divert and reuse C&D products and materials. • Develop an ongoing program of working closely with business and industry to divert and reuse C&I products and materials. • Develop an ongoing program of working closely with the agricultural and food retail sectors to reduce food waste and develop regenerative systems of production. • Develop an ongoing program of working closely with charitable recyclers in selling products, recycling and reducing their waste disposal costs.	late 2023 mid 2023 mid 2023 mid 2023 late 2023 mid 2023 early 2023
	Promoting success and champions	• Establish a Circular Economy Innovation Network to build a network of commercial and community innovators in circular process solutions. • Support award programs that encourage environmentally sustainable product and materials management (based on circular economy principles).	early 2024 mid 2023

Have Your Say

The Tasmanian Government is committed to providing opportunities for community involvement in the development of Government policy and the Tasmanian Waste and Resource Recovery Board is seeking your input on this Draft Tasmanian Waste and Resource Recovery Strategy.

How to make a submission

All written submissions on the Draft Tasmanian Waste Strategy must be received by 31 January 2023.

Submissions can be sent to:

Email: enquiries@wrr.tas.gov.au

Mail: GPO Box 44, Hobart, Tasmania 7001

Other than indicated below, submissions will be treated as public information and will be published on our website at wrr.tas.gov.au

No personal information other than an individual's name or the organisation making a submission will be published.

For further information, please contact enquiries@wrr.tas.gov.au

Accessibility of submissions

The Government recognises that not all individuals or groups are equally placed to access and understand information. We are therefore committed to ensuring information is accessible and easily understood by people with diverse communication needs.

Where possible, please consider typing your submission in plain English and providing it in a format such as Microsoft Word or equivalent. The Government cannot however take responsibility for the accessibility of documents provided by third parties.

Important information to note

Your name (or the name of the organisation) will be published unless you request otherwise.

In the absence of a clear indication that a submission is intended to be treated as confidential (or parts of the submission), the submission will be treated as public.

If you would like your submission treated as confidential, whether in whole or in part, please indicate this in writing at the time of making your submission clearly identifying the parts of your submission you want to remain confidential and the reasons why. In this case, your submission will not be published to the extent of that request.

Copyright in submissions remains with the author(s), not with the Tasmanian Government.

Submissions containing defamatory or offensive material, in whole or in part, will not be published.

If your submission includes information that could enable the identification of other individuals then either all or parts of the submission will not be published.

The Right to Information Act 2009 and confidentiality

Information provided to the Government may be provided to an applicant under the provisions of the *Right to Information Act 2009* (RTI). If you have indicated that you wish all or part of your submission to be treated as confidential, your statement detailing the reasons may be taken into account in determining whether or not to release the information in the event of an RTI application for assessed disclosure. You may also be contacted to provide any further comment.

Further information

Waste and Resource Recovery Board

Email: enquiries@wrr.tas.gov.au

Web: wrr.tas.gov.au

Phone: 0476 878 509

The Board is supported by the Department of Natural Resources and Environment Tasmania





Attachment 2

• 38 Bligh St Rosny Park
• PO Box 96
• Rosny Park TAS, 7018
• Ph 03 6217 9500
• E clarence@ccc.tas.gov.au

[insert date]

Asset Management
ECM 4985474

Tasmanian Waste and Resource Recovery Board
GPO Box 44
Hobart Tasmania 7001

Dear Board Members

Submission – *Draft Tasmanian Waste and Resource Recovery Strategy*

Clarence City Council appreciates the opportunity to provide feedback on the *Draft Tasmanian Waste and Resource Recovery Strategy (2022-2025)* released by the Waste and Resource Recovery Board for community comment.

As one of Tasmania's leading councils we acknowledge the draft Strategy as a pioneering document for our State. Clarence City Council supports the strengths of the Board's Strategy being:

- The recognition of the need to align multiple levels of government, business, private industry and the members of our local community toward a common goal – driving Tasmania toward *a place where nothing is wasted*; and
- To achieve such ends, we must engage with new developments, prioritising *circularity* as the mechanism driving the relationship between waste and resource recovery with a sustainable and low-emissions future.
- Coordinated education to the community to inform them through ongoing changes and opportunities.

The Strategy is critically important as the State now has the legislative structures to guide waste policy and practice. However, as the formation of the Strategy was legislated to be complete on a relatively short timeframe, the Strategy, as it currently stands, misses some key principles.

Relevant Key Principles

1. Aspirational benchmarks are unachievable

The timeframes proposed in the Strategy, although in line with Federal targets, are unlikely to be achieved. The adoption of measures in an interim Strategy without acknowledgement

of current limitations and change required within our communities runs the real risk of devaluing the importance of the Strategy in the medium to long term.

2. Consultation

The adoption of measures to achieve the Targets come with a range of socio-economic implications.

Our communities are experiencing high cost of living pressures at present and to achieve the targets may involve a change of councils' waste services which are likely to be at a further cost impost to ratepayers.

Therefore, for any fundamental changes affecting our community, we must have the ability to:

- (a) consult with our community at large,
- (b) conduct due diligence for Clarence-specific outcomes (i.e., through feasibility studies, business case(s) with or without collaboration from the STRWA/WRRB), and
- (c) adapt our approach to ensure we adopt fit-for-purpose change that reflects the feedback and priorities arising from points (a) and (b) above.

3. Governance

Although the Strategy through its Actions address various endeavours that promote effective administration, data collection and reporting, an opportunity may have been missed to address Governance as a fifth pillar of the Strategy as we move toward a circular economy.

The waste levy, which is to fund our Regional Waste groups, is a cost that is passed onto our community. While the Strategy notes Levy transparency in Integrated Planning and Action, having a fifth pillar of Governance strengthens the commitment of accountability to the community.

While we note the Strategy includes an Action of working closely with local government, it is imperative the Board embeds itself in the current structure of the Resource Recovery sector in Tasmania. In particular, we wish to emphasise the importance of the Board's role in integrating the Regional Waste Groups and provide support the newly established Southern Tasmania Regional Waste Authority (STRWA).

If you require any further information, please contact Council's Waste Manager on 6217 9545.

Yours sincerely,

Ian Nelson
Chief Executive Officer

8.3 FINANCIAL MANAGEMENT

Nil Items.

8.4 GOVERNANCE**8.4.1 QUARTERLY REPORT TO 31 DECEMBER 2022****EXECUTIVE SUMMARY****PURPOSE**

To consider the Chief Executive Officer's Quarterly Report covering the period 1 October 2022 to 31 December 2022.

RELATION TO EXISTING POLICY/PLANS

The Report uses as its base the Annual Plan adopted by Council and is consistent with Council's adopted Strategic Plan 2021-2031.

LEGISLATIVE REQUIREMENTS

There is no specific legislative requirement associated with regular internal reporting.

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

The Quarterly Report provides details of Council's financial performance for the period.

RECOMMENDATION

That the Quarterly Report to 31 December 2022 be received.

ASSOCIATED REPORT

The Quarterly Report to 31 December 2022 has been provided under separate cover.

Ian Nelson

CHIEF EXECUTIVE OFFICER

8.4.2 DRAFT DIGITAL STRATEGY 2023-2033 - CONSULTATION FEEDBACK AND STRATEGY APPROVAL**EXECUTIVE SUMMARY****PURPOSE**

To provide feedback on the consultation process and seek Council endorsement of the Digital Strategy 2023-2033.

RELATION TO EXISTING POLICY/PLANS

Council's Strategic Plan 2021 - 2031 is relevant.

LEGISLATIVE REQUIREMENTS

Nil.

CONSULTATION

Community Consultation was undertaken in accordance with Council's Community Engagement Policy 2020 over a six-week period, concluding December 2022.

FINANCIAL IMPLICATIONS

It is anticipated there will be financial implications to progress development of implementation plans and delivery of objectives outlined within the strategy. These considerations will form part of Council's future annual plan and budget considerations.

RECOMMENDATION:

That Council:

- A. Notes feedback from the consultation process for the Digital Strategy 2023-2033.
- B. Adopts the draft Digital Strategy 2023-2033.

ASSOCIATED REPORT**1. BACKGROUND**

Council adopted the Clarence City Council Strategic Plan 2021-2031 at its meeting on 19 April 2021. The Strategic Plan provides for the development of seven key strategies to build upon the identified goals and outcomes and to provide direction in the development of implementation plans and annual plans to guide delivery of outcomes.

2. REPORT IN DETAIL

- 2.1.** The purpose of the Digital Strategy is to outline Council's objectives in supporting the provision of reliable access to the internet and technology for our community and outlines strategies to guide investment in technology and data to inform decision making and improve our service delivery. This purpose is outlined in the strategy's Vision statement:

"Combining human ingenuity with technology to connect our community with services, facilities, and resources to enhance the quality of life for all."

"Connecting our city socially, economically, and spatially."

A copy of the draft Strategy is included at **Attachment 1**.

- 2.2.** Council has an important role to play in providing opportunities for our community to participate in a digital economy and society. The recent pandemic has demonstrated the impact that access to the internet and technology has on the health and wellbeing of our community. Individuals, families, and the community require affordable and reliable access to the internet and technology to be able to work, participate in education and training, order goods and services and to seek medical or health assistance.
- 2.3.** Council is also focussed on how the services and facilities we deliver can be improved through the use of technology, information, and data. In particular, making more of our services available online and enhancing the digital infrastructure of our physical assets. In delivering services via technological modes, Council must also retain a practical alternative for those in our community who cannot access technology to ensure they retain equitable access.
- 2.4.** In developing the draft strategy, five priority areas have been identified as critical to achieving Council's digital vision:
- Connectivity - Individuals, households, and businesses can connect to the internet to make the most of the opportunities that the digital world brings.

- Innovation - Technology and data are used to plan and develop innovative solutions for our city.
- Growth - Support and grow a digital economy and workforce including attracting information and communications technology industry and start-up enterprises.
- Planning - Design and build technology into council buildings and assets.
- Accessibility - Ratepayers, visitors, businesses can access council services and information online, anytime, anywhere.

2.5. Specific objectives that Council will work toward are outlined for each of the priority areas within the strategy.

2.6. After the draft strategy is adopted, 3-to-5-year implementation plans and rolling annual plans will be developed. The implementation plans will outline how and when each objective will be delivered. The rolling annual plans will provide for review of progress and inform budget discussions and decision-making.

3. CONSULTATION

3.1. Consultation Undertaken

Community consultation on the draft Digital Strategy was undertaken via council's Your Say website over a 6-week period, concluding December 2022. Direct emails were forwarded to staff and councillors. Workshops were also held with a number of Council's special committees.

Two responses were received via YourSay and extensive feedback was received from internal stakeholders and committees.

Feedback has been reviewed and has informed the revised draft of the strategy, including:

- highlighting council's participation in facilitating digital learning programs

- increasing focus on ensuring information is provided in an accessible and inclusive format
- including additional objectives that focus on risk, security and privacy, and
- ensure that our community is informed and listened to in developing and implementing changes to systems that impact them.

3.2. State/Local Government Protocol

Nil.

3.3. Other

A workshop was held with Council on the draft Digital Strategy on 18 July 2022.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

4.1. Council's Strategic Plan 2021-2031 under the Strategic goal area "A people friendly city":

"1.7 Supporting our community to build capacity and resilience."

4.2. Under the Strategic goal area "A prosperous and creative city":

"1.12 Facilitating opportunities for community connections and growth through a range of programs, activities and events."

"3.1 Reviewing and implementing the Economic Development Plan to encourage and facilitate business enterprise through economic development, land use planning, and cultural development strategies."

"3.2 Working together with the Greater Hobart councils and other levels of government, under the Hobart City Deal, to leverage Hobart's natural amenity and build on its position as a vibrant, liveable, and connected global city."

"3.13 Undertaking the development of a Digital Strategy."

“3.14 Adopting policies and strategies to enhance the quality of life by using emerging technology to improve the efficiency of city infrastructure and services for the benefit of the community, business and visitors.”

5. EXTERNAL IMPACTS

The draft Digital Strategy 2023-2033, if adopted by Council, will have significant external community impacts in providing opportunity for our community to participate in a digital economy and society.

6. RISK AND LEGAL IMPLICATIONS

Nil.

7. FINANCIAL IMPLICATIONS

Costs associated with implementing objectives outlined in the strategy will form part of annual plan and budget considerations each year. Specific resource impacts will also be outlined within associated implementation plans developed to outline how each objective will be delivered.

8. ANY OTHER UNIQUE ISSUES

Nil.

9. CONCLUSION

The Digital Strategy 2023-2033 outlines priority areas for Council to support the provision of reliable access to the internet and technology for our community and outlines strategies to guide investment in technology and data to inform decision making and improve our service delivery.

Attachments: 1. Draft Digital Strategy 2023-2033 (18)

Ian Nelson
CHIEF EXECUTIVE OFFICER



Clarence... a brighter place

Digital Strategy

We acknowledge the Tasmanian Aboriginal People as the traditional custodians of the land and pay respect to Elders past and present and recognise their continuing spiritual connection to the land

Relationship to our strategic plan

Our purpose

- To provide for the health, safety, and welfare of the community
- To represent the interests of the community
- To provide for the peace, order, and good governance of the municipal area

Our mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery

Our vision

Clarence... a vibrant, prosperous, sustainable city

Our goals

A PEOPLE FRIENDLY CITY	A WELL-PLANNED LIVEABLE CITY	A PROSPEROUS AND CREATIVE CITY	AN ENVIRONMENTALLY RESPONSIBLE CITY
Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.	Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.	Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.	Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.
GOVERNANCE AND LEADERSHIP <i>We seek to act with the highest ethical standards and foster trusting and respectful relationships, demonstrating leadership and accountable transparent governance of the city. Good governance promotes public trust, leads to informed and ethical decision-making, and improves efficacy.</i>		ASSETS AND RESOURCES <i>We will efficiently and effectively manage financial, human, and property resources to attain our strategic goals and meet statutory obligations.</i>	

Our strategies

This strategy is one of seven key strategies adopted by council to support achievement of the goals in our Strategic Plan 2021-2031.

While each strategy stands alone, many goals and their supporting objectives overlap. To achieve the best outcomes for our community, we will take a whole of council approach to align planning, resources and delivery, particularly where goals and objectives have connections with other key strategies. Where outcomes have synergies across multiple strategies, objectives to achieve the outcomes are included in the strategy with the best fit.

The strategy establishes five priority areas:

Connectivity - Individuals, households, and businesses can connect to the internet to make the most of the opportunities that the digital world brings.

Innovation - Technology and data are used to plan and develop innovative solutions for our city.

Growth - Support and grow a digital economy and workforce including attracting information and communications technology industry and start-up enterprises.

Planning - Design and build technology into council buildings and assets.

Accessibility - Ratepayers, visitors, businesses can access council services and information online, anytime, anywhere.

Our role in digital

Council has an important role to play in providing opportunities for our community to participate in a digital economy and society. Council can deliver its services digitally and invest in technology and data to inform decision making and improve our service delivery.

Council can also work in partnership, facilitate, and advocate on behalf of the Clarence community to remove barriers and increase access to the digital economy and society.

The way in which council chooses to do this will depend on the urgency and impact of the issue, the objective it relates to, who else has a key role and available resources. We will work respectfully with others and make sure we don't duplicate efforts.

In implementing our objectives council will choose from one or more of the following roles:

Delivering	direct provision of digital services.
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Partnering	working collaboratively with stakeholders to deliver digital services, technology, data and infrastructure to the community.
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Facilitating	providing key engagement, connections, and planning to help progress priority areas.
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Advocating	for stakeholders to be heard and promoting digital opportunities in our community.
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Our digital vision

Combining human ingenuity with technology to connect our community with services, facilities, and resources to enhance the quality of life for all.

Connecting our city socially, economically, and spatially.

Reliable access to the internet and technology including smart phones and computers, is now recognised across Australia and the world as an essential service.

The recent pandemic has demonstrated the impact that access to the internet and technology has on the health and wellbeing of our community. Individuals, families, and the community require affordable and reliable access to the internet and technology to be able to work, participate in education and training, order groceries and to seek medical or health assistance.

National research on 'digital inclusion' shows that there are groups in our community who are experiencing barriers to participation in this digital world. In collaboration with community, business and non-government organisations, council aims to reduce these barriers and achieve a more inclusive and accessible city. Council is also mindful that we must retain a practical alternative for those in our community who cannot access technology to ensure they retain equitable access to council services.

For a digital strategy to succeed it must reflect the history, people, strengths, and attributes of the local community and target stakeholders. Collaboration with the local community, business, other non-government, government, and private sector to both develop and deliver this strategy is therefore critical.

Council is also focussed on how the services and facilities we deliver can be improved using technology, information, and data. Making more of our services available online and enhancing the digital infrastructure of our physical assets.

As a valuable asset, council will continue to protect and control access to data, particularly customer data. At the same time we recognise that some data can be made publicly accessible to support community initiatives, planning and knowledge.

Facilitating a more digitally connected and skilled community will attract investment in innovation, new business opportunities, technology start-ups and the use of 'smart' devices to assist in the more efficient management of resources such as energy, waste and water.

Consultation and engagement

Further to the community's contribution to the Strategic Plan 2021-2031, direct feedback and contributions from several sources have been considered specifically in the development of this Digital Strategy. Workshops were conducted with aldermen and staff. Representatives from Special Committees of Council were also consulted. To build on these contributions, feedback about this strategy was sought from our community through our "Your Say" internet platform.

What factors influence participation in the digital economy and society

Digital inclusion

People face barriers to engaging and participating in the 'digital world'. The level of participation or 'digital inclusion' is measured annually through the Australian Digital Inclusion Index (ADII) report across three factors impacting on inclusion - access, affordability, and ability.

Each of these factors is influenced by people's circumstances. Subgroups that score the lowest on the ADII scale include people who:

- are over 65
- did not complete secondary school
- have an income below \$33,800
- rent from public housing
- are not in the labour force, and
- have a disability.

STATE	Australian Digital Inclusion Index Score			
	Total	Access	Affordability	Ability
TAS	66	65	92	58
VIC	72	71	93	68
ACT	77	75	96	72
NSW	71	70	94	64
QLD	71	69	93	64
SA	69	69	93	61
NT	Insufficient sample size			
WA	72	71	93	66

ADII Score ranges	
Highly excluded	45 or below
Excluded	Above 45 and below 61
Included	61 and below 80
Highly included	80 and above

As well as the factors mentioned, increased instances of privacy breaches and scams is also a significant concern which impacts digital confidence and increases digital exclusion.

Our digital inclusion

In the 2021 report, Tasmania is the least digitally included state in Australia.

Factor	Australian Digital Inclusion Index Score		
	Clarence	Tasmania	National
ADII Total	68	66	71.1
Access	68	65	70.0
Affordability	93	92	93.1
Ability	60	58	64.4

Analysing local data and understanding barriers to our communities' engagement with technology is essential in effecting sustained growth in our digital inclusion score. A key objective of this strategy will be to identify actions to reduce barriers for people to digital inclusion in our community. Impacting digital inclusion requires collaboration from all levels of government and public and private sector stakeholders, and we will need to work together to build our capacity in this area.

Digital Council Services

In 2017, council commenced a project to deliver an integrated enterprise software program encompassing:

- corporate strategy and planning
- financial management
- property and revenue management
- procurement, inventory, and contracts
- human resources and payroll

- capital planning and delivery
- assets and works management
- customer services
- policy and compliance management, and
- documents and records management.

While some modules are yet to be fully implemented, we are already experiencing a return of our investment through improved internal and service delivery outcomes.

Customer portal

As part of improving our responsiveness and service delivery to our customers and our community, we have now integrated the customer relationship management suite into our programs.

For our community, the rollout of a customer portal will enable access to our online services anywhere, anytime, including the ability to lodge requests and make payments.

Current projects

City Heart Project

The City Heart Project presents an exciting opportunity for the council to collaborate with the community and all stakeholders to re-imagine the future of Clarence's principal activity centre and develop a plan to ensure the greatest benefit for the community over the long term.

The project will create enhanced community value through key considerations, including: improved built form and urban design; public realm and placemaking; and culture, arts, history, and heritage. The Project will also consider the use of digital infrastructure across each of these elements to create opportunities for innovation and enhanced service delivery.

Greater Hobart digital twin

The Greater Hobart City Deal is a 10-year partnership between the Clarence, Glenorchy, Hobart and Kingborough councils, and the Tasmanian and Australian Governments. The City Deal provides a framework to guide and encourage investment across Greater Hobart embracing opportunities for growth and addressing key challenges.

A key vision of the City Deal is to develop Hobart as a smart, liveable and investment ready city. To achieve this vision, a shared visualisation, analytical, modelling and simulation tool in the form of a 'Greater Hobart Digital Twin' is currently under consideration.

Benefits of this tool are many and include the ability for the Greater Hobart councils to jointly plan, develop and manage critical infrastructure; and attract and support investment through making data easily available and visible to the community, governments, commercial and investor stakeholders.

Clarence Plains Master Plan

A masterplan is being developed to create a cohesive and distinctive environment for Clarence Plains. Within the plan, connecting our people and our communities is identified as key to providing services and employment within this area. In this regard, the Plan will provide for digital connectivity within residential areas and in community hubs.

Electric Vehicle Charge Station

Council has plugged into Tasmania's expanding electric highway with the installation of a public charging station for electric vehicles at the Council Chambers.

The destination charging station adds to the already existing electric vehicle infrastructure network across Tasmania, which includes around 140 chargers and fast chargers.

Technology within our culture, creativity, and the arts

Digital technologies are fundamentally changing how people engage with and experience arts and culture. Online and other technologies have transformed how we access, participate in, produce, and distribute cultural content. Digital technologies are changing how the arts and cultural industry operate, how artists collaborate, and art is experienced by audiences and presents new and constantly evolving opportunities for arts and culture to reach broader audiences.

Council is enhancing our cultural and creative programs to leverage the potential of evolving technologies and embed digital infrastructure within programs and provide opportunities for artists and the community to experience a vibrant mix of the creative industries.

Emerging IT Cluster

We actively encourage sustainable development within the city that establishes or expands business, employment opportunities and local services. We are experiencing strong sectors of economic growth across the municipality, including an emerging information technology cluster at Richmond.

Digital Learning Programs

Throughout the pandemic council facilitated delivery of the Be Connected program to our community. This program is an Australia-wide initiative which aims to empower all Australians to be able to thrive in a digital world.

Learning new skills such as how to use email, navigate the internet and smartphone use is important in increasing digital inclusion. Council will continue to work with peak bodies and stakeholders in delivering digital learning programs to our community.

Where do we want to be in 10 years?

Key outcomes we will work to achieve by 2033

Outlined below are the outcomes council will work to achieve by 2033. The outcomes will result from implementing the objectives outlined under each Key Priority Area.

Good governance

- Identify baseline data to determine effectiveness and impact of objectives outlined in this strategy

Connectivity

- Information is collated and provided in an accessible and inclusive format
- Increase our community's Australian Digital Inclusion Index score
- Establish partnerships to promote and expand the digital infrastructure available to the community and businesses

Innovation

- Use technology to capture data and insights to inform council's decision making, urban design and planning and delivery of council's annual maintenance programs
- Security is embedded in all service and system processes

Support and grow a digital economy and workforce

- Increase the information and communications technology industry in the community

- Increase our community's access to information and communications technology training opportunities
- Our city is an inclusive and innovative destination

Design and build technology into council buildings and assets

- Information, community, and technology requirements are provided for within council's asset management planning, design, and construction program

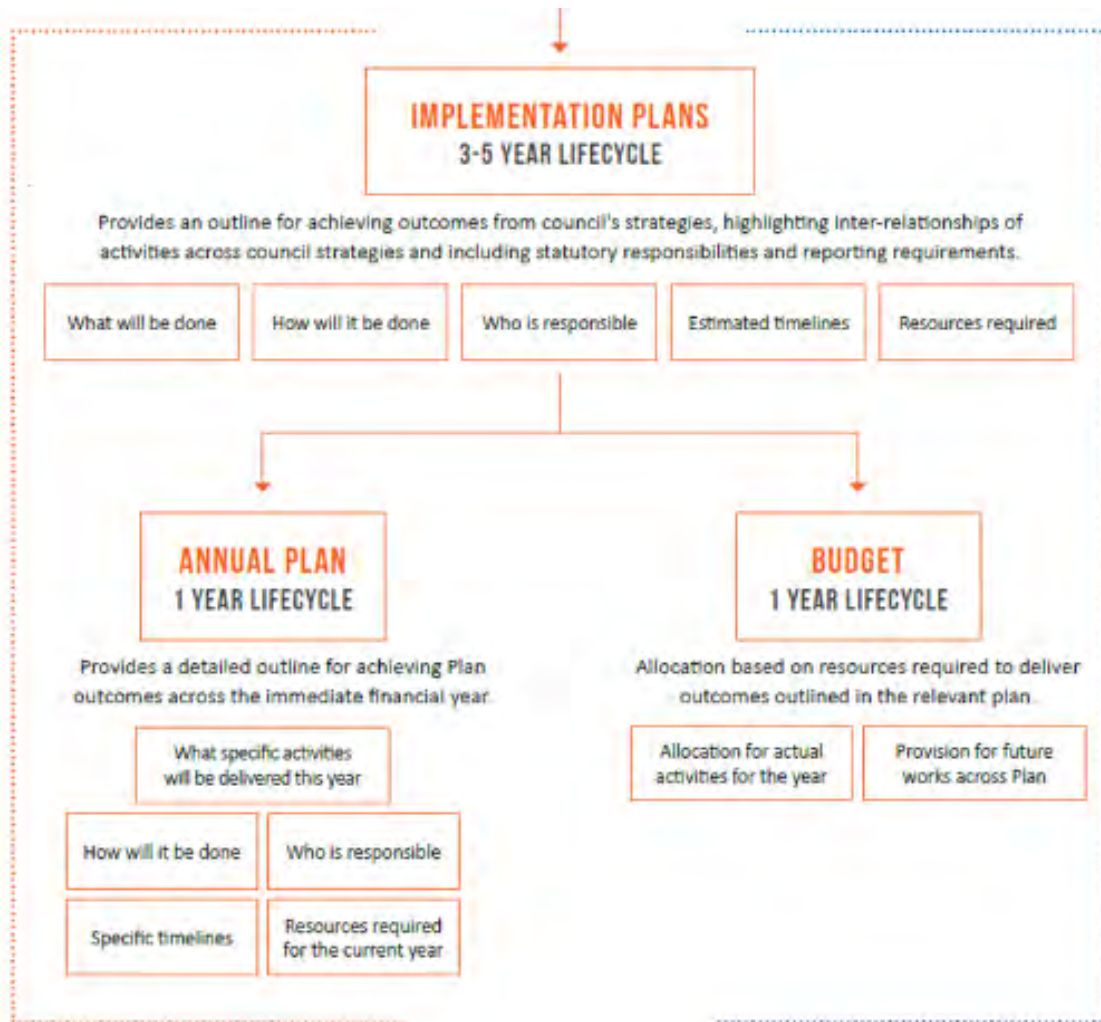
Accessibility

- Increase access to online council services
- Increase community access to public WIFI
- Our community is informed and listened to in developing and implementing changes

Who will we engage with?

In delivering the objectives outlined in this strategy we will engage with:

- Our community ✓
- Internal stakeholders ✓
- Council special committees ✓
- Local and regional sporting bodies ✓
- State and Federal government ✓



How will we get there?

Implementation plans will be developed that outline how and when each objective will be delivered. Relevant activities from existing planning documents and other implementation plans will be mapped against the objectives of this strategy to ensure that our efforts are coordinated, rigorous and do not duplicate effort or resources.

Complimentary objectives across council's strategies will be delivered in a collaborative manner.

In developing implementation plans, we will identify baseline data and develop key performance indicators (KPIs) to improve transparency and governance of outcomes delivered. In developing KPIs we will consult with relevant stakeholders including council's special committees and members of our community.

Implementation plans will provide for a major review of progress every 3 years, and an annual minor review to inform budget and annual plan discussions and decision-making.

What will we do to improve our digital capacity over the next ten years?

The following pages set out the objectives we will pursue over the next ten years.

The nature and extent of our involvement will depend on the role we choose to take.

PRIORITY 1 Connectivity

Individuals, households, and businesses can connect to the internet to make the most of the opportunities that the digital world brings

Key principles

We will work to support digital inclusive practices in our operations and service delivery.

We will work with providers to connect our community to the digital world.

Why is this important

Creating a connected city impacts the health and wellbeing of our community and improves liveability and amenity. It enables our community to be more connected, resilient, and cohesive.

Objectives we will work towards

Connecting council

- Include information and communication technology as a standard component in our asset design, construction, and maintenance programs

Connecting individuals and households

- Advocate to property owners and developers to provide NBN installation and connection for tenants in private and public housing
- Support activities that increase awareness of the benefits of digital technology and actions to mitigate security risks

Connecting our community

- Advocate for increased resources to support digital learning programs that deliver digitally skilled, confident, and literate communities
- Promote digital safety in our practices and community
- Partner with the State Government to promote and expand programs aimed at improving adult literacy and digital ability
- Support the roll out of free public Wi-Fi, particularly in areas of low digital inclusion
- Work with Business East to run digital education and awareness programs with local businesses
- Ensure council information is collated and provided in an accessible and inclusive format that connects with our community

Connecting business

- Partner with the business and industry to develop approaches, innovative technologies, and smart infrastructure to support community and economic growth
- Establish partnerships with major telecommunication and infrastructure suppliers to promote and expand digital infrastructure in the community
- Work with stakeholders to develop Local Neighbourhood Digital Hubs and community connectivity programs

PRIORITY 2 Innovation

Technology and data are used to plan and develop innovative solutions for our city

Key principles

We will ensure that innovation adds sustainable value and leverages customer, community, or industry service delivery improvements.

We will ensure that personal data is safe, secure and used ethically.

We will work with others to bring in fresh perspectives and create sustainable technological outcomes.

We will include risk management in innovation processes.

We will support our community to form new partnerships to build knowledge, solve problems and implement initiatives.

Why is this important

It is important that we focus on identifying opportunities to invest in technology that support effective and efficient community outcomes.

While there is risk in innovation, the life cycle of information technology is decreasing therefore we must continue to work to meet increasing expectations of accessing technology across all aspects of community and customer engagements.

Our community holds council to a high standard and have the right to expect their information to be protected and managed with appropriate privacy and security controls.

Objectives we will work towards

- Investigate opportunities to provide an entrepreneurial business hub
- Establish partnerships with education and training providers to develop technology programs aimed at increasing the local skilled workforce
- Ensure services using technology are efficient and responsive to the needs of our communities
- Partner with local technology groups and the State Government to investigate the development of a 'techno park' in Clarence
- Work with other councils to develop a Greater Hobart Digital Twin to collate and make available data for urban planning and asset management
- Promote initiatives and achievements from the region and City and opportunities for future innovation
- Invest in technological solutions that change the way we work and deliver improved services to our community
- Consider how we better include our communities in innovative technological change processes
- Strengthen our ability to collect and analyse data as a way of improving our planning and service delivery
- Model workforce mobility and flexible working arrangements to encourage local work practices

Risk, security and privacy

- Ensure data captured by council has appropriate controls to protect and secure the interests of our community and stakeholders
- Ensure the creation, capture, and access to information and data complies with privacy legislation and best practice
- Embed security in all service and system processes, including governance, personnel, data, information, and physical storage

PRIORITY 3 Growth

Support and grow a digital economy and workforce including attracting start-up enterprises

Key principles

We will partner with stakeholders to engage in growth of the digital economy.

We will work to attract, nurture, and retain skilled, creative, innovative people within our community.

Why is this important

Providing the opportunity for our community to live and work locally builds our economy and supports sustainable practices. A digital, smart city uses its resources effectively, and harnesses its human potential and provides opportunities for its people. Realising this potential contributes to a growing digital economy.

A digital, smart city strategy can bring together many narratives and provide a consistent message that Clarence is embracing the challenges of the future which builds economic and financial confidence.

Objectives we will work towards

- Identify opportunities to reduce digital infrastructure gaps in our community to support economic growth
- Foster opportunities for technological change that supports a growing economy
- Develop a framework that leverages smart city opportunities
- Engage with businesses to establish operations within our city
- Advocate for new digital economies in our city
- Promote our city as an accessible, inclusive, and innovative place to do business
- Identify technology opportunities within our business and services where information technology and digital delivery can improve outcomes, for example: online services and CCTV
- Continue development of a portal for customers and suppliers to communicate with council, complete transactions and request access to services and information

PRIORITY 4 Planning

Design and build technology into council buildings and assets

Key principles

We will ensure that information technology is involved in design and planning across our business areas to deliver improved outcomes for our community.

We will recognise internet access as an essential service in our planning and asset management standards.

Why is this important

Sensitive, ethical, and sustainable integration of technology into our urban and regional environments allows the collection of data on key city systems such as parking, pedestrian mobility, transport and wayfinding. This information can provide the community and council with powerful insights into how the city functions and enhance our urban and transport planning, and our safety and emergency responses.

Objectives we will work towards

- Ensure digital infrastructure initiatives are based on key principles outlined in the strategy
- Review our master planning process to include opportunities to address challenges posed by a digital economy and society and drive innovation
- Include sensor technology into our asset management and planning, design, and construction programs to better inform decision making
- Construct wayfinding signage in our reserves, recreation areas, tracks, and trails

PRIORITY 5 Accessibility

Ratepayers, visitors, businesses can access CCC services and information online, anytime, anywhere

Key principles

We will work to provide digital solutions to our services that allow community wide engagement.

We will consult with our community when considering digital services.

We will engage with our community using a variety of inclusive consultation methods.

We will provide digital services that are accessible and inclusive of all ages and all abilities.

Why is this important

We understand that our customers want to engage with us when it's convenient and use modes that are available when required. However, as we move towards an ever-increasing digital environment, it is important that we provide inclusive digital services that do not become barriers to accessing council services.

Objectives we will work towards

- Provide customer-oriented information and communication technology service delivery
- Ensure our community and stakeholders are informed and listened to in developing and implementing changes to systems that impact them
- Provide council services online wherever possible to improve our customer's ability to interact with us and support business efficiency improvements
- Ensure that in expanding technological solutions to service delivery we retain practical alternatives to those in our community who cannot access services in this way
- Ensure digital services comply with international accessibility standards, e.g. equal access for people regardless of vision, dexterity
- Ensure service delivery modes consider all ages and all abilities
- Make council data available online to support community and business development, wherever possible
- Identify opportunities for digital inclusion as part of online customer service delivery activities
- Explore opportunities to work with stakeholders to include accessible digital infrastructure in our city (e.g., bus stops)
- Identify opportunities to increase community access to public WIFI, working to collaboratively to ensure spaces are accessible, inclusive, and safe

Explanation of terms

Strategy

Outlines the key issues in the strategic plan and identifies the key objectives and what needs to be done at a high level.

Framework

Provides guidance around strategies without being prescriptive. Allows for some flexibility in delivery to adapt to changing conditions.

Plan

A detailed outline for achieving outcomes from a strategy or framework. Identifies specific actions, what, who when and how.

Policy

Formal statement of principles. Primarily seeks to ensure compliance with legislation, standards, and community expectations

Procedure

Generally, relates to a policy. Mandates operational activities and assigns responsibilities through specific operational actions.

**8.4.3 DRAFT CULTURAL CREATIVE STRATEGY 2023-2033 - CONSULTATION
FEEDBACK AND STRATEGY APPROVAL****EXECUTIVE SUMMARY****PURPOSE**

To provide feedback on the consultation process and seek Council endorsement of the Cultural Creative Strategy 2023-2033.

RELATION TO EXISTING POLICY/PLANS

Council's Strategic Plan 2021 - 2031 is relevant.

LEGISLATIVE REQUIREMENTS

Nil.

CONSULTATION

To date consultation has been provided from internal stakeholders and a review team consisting of University of Tasmania staff and council officers. Community Consultation was also undertaken in accordance with Council's Community Engagement Policy 2020 over a six-week period, concluding December 2022.

FINANCIAL IMPLICATIONS

It is anticipated there will be financial implications to progress development of implementation plans and delivery of objectives outlined within the strategy. These considerations will form part of Council's future annual plan and budget considerations.

RECOMMENDATION:

That Council:

- A. Notes feedback from the consultation process for the Cultural Creative Strategy 2023-2033.
- B. Adopts the draft Cultural Creative Strategy 2023-2033.

ASSOCIATED REPORT**1. BACKGROUND**

Council adopted the Clarence City Council Strategic Plan 2021-2031 at its meeting on 19 April 2021. The Strategic Plan provides for the development of seven key strategies to build upon the identified goals and outcomes and to provide direction in the development of implementation plans and annual plans to guide delivery of outcomes.

2. REPORT IN DETAIL

- 2.1.** The purpose of the Cultural Creative Strategy is to identify objectives to support the arts and culture in our community. This purpose is outlined in the strategy's Vision statement:

*"Clarence...a gateway to Tasmanian culture
We acknowledge and embrace arts and culture as integral elements
within our community and a significant contributor to wellbeing and
prosperity."*

*"Council encourages the pursuit of excellence in all cultural
activities and will draw upon our unique geographic location to
become a 'Gateway to Tasmanian Culture.'"*

A copy of the draft Strategy is included at **Attachment 1**.

- 2.2.** The aim of Council's strategy is to support all forms of arts and cultural activities in a way that authentically and respectfully reflects community aspirations for a liveable city.
- 2.3.** The arts and culture make a valuable contribution to building a sense of identity, encouraging community spirit and cohesion, addressing social deficit concerns, and adding richness to life on the Eastern Shore. The arts and culture also play a significant role in the lives of our community, particularly as a way of meeting people, socialising and support. Participation in artistic and creative activity builds networks and a sense of community.
- 2.4.** In developing the draft strategy, four priority areas have been identified as critical to achieving Council's cultural creative vision:
- A gateway to Tasmanian culture - Establishing and celebrating Clarence as a "Gateway to Tasmanian culture".
 - Engage and recognise Aboriginal cultural and creative practice - Reflecting, respecting and celebrating the Aboriginal community, their heritage and contemporary cultural practices within arts and cultural programs.

- Acknowledge and embrace the arts and culture - Recognising the importance of the arts and culture to community and utilising the arts and culture within council strategies to achieve our vision and goals.
- Embed the arts within key services - Ensuring the economic benefits and social inclusion functions of the arts are considered in all council activities.

2.5. Specific objectives that Council will work toward are outlined for each of the priority areas within the strategy.

2.6. After the draft strategy is adopted, 3-to-5-year implementation plans and rolling annual plans will be developed. The implementation plans will outline how and when each objective will be delivered. The rolling annual plans will provide for review of progress and inform budget discussions and decision-making.

3. CONSULTATION

3.1. Consultation Undertaken

As part of the review of Council's Cultural Arts Plan, a team consisting of Prof. Noel Frankham and Prof. Can Seng Ooi of the University of Tasmania and council officers undertook community and stakeholder consultation. The team reviewed the Cultural Arts Plan and achievements with its implementation, examined trends and circumstances within the Tasmanian arts environment, conducted an audit of arts infrastructure across Hobart, surveyed other local government arts and culture plans, and made recommendations for consideration in developing the strategy. Subsequent to this extensive review process, the Cultural Arts Plan has been elevated to a strategy document as the Cultural Creative Strategy.

Further community consultation on the draft Cultural Creative Strategy was undertaken via Council's Your Say website over a 6-week period, concluding December 2022. Direct emails were also forwarded to Council's special committees, staff and councillors.

No responses were received via YourSay and three emails were received from internal stakeholders. Positive feedback was provided regarding the clear principles outlined in the strategy and minor edits for clarity.

3.2. State/Local Government Protocol

Nil.

3.3. Other

Workshops were held with Council on the draft Cultural Creative Strategy on 15 March 2022 and 18 July 2022.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

4.1. Council's Strategic Plan 2021-2031 under the Strategic goal area "A people friendly city":

"1.3 Recognising our Tasmanian Aboriginal people and developing a Reconciliation Action Plan."

"1.12 Facilitating opportunities for community connections and growth through a range of programs, activities and events."

4.2. Under the Strategic goal area "A prosperous and creative city":

"3.1 Reviewing and implementing the Economic Development Plan to encourage and facilitate business enterprise through economic development, land use planning, and cultural development strategies."

"3.7 Developing a Cultural and Creative Strategy."

"3.8 Delivering a diverse program of cultural events to increase access, participation and excellence in arts and cultural activities."

"3.9 Enhancing our cultural identity by encouraging the creation and installation of public art."

"3.10 Examining options for the establishment of a civic centre or performance and exhibition centre."

“3.11 Reviewing and implementing the Cultural History Plan for Clarence to preserve and promote the city’s unique cultural history.”

“3.12 Enhancing Sister City relationships and international linkages as a mechanism to foster and deliver cultural benefits.”

5. EXTERNAL IMPACTS

The draft Cultural Creative Strategy 2023-2033, if adopted by Council, will have significant external community impacts by providing opportunity to support and promote the arts and culture in our city.

6. RISK AND LEGAL IMPLICATIONS

Nil.

7. FINANCIAL IMPLICATIONS

Costs associated with implementing objectives outlined in the strategy will form part of annual plan and budget considerations each year. Specific resource impacts will also be outlined within associated implementation plans developed to outline how each objective will be delivered.

8. ANY OTHER UNIQUE ISSUES

Nil.

9. CONCLUSION

The Cultural Creative Strategy 2023-2033 outlines priority areas for Council to support the arts and culture in our community. The strategy also aims to provide a robust guide to the current and future provision of arts and cultural activities in our community through continued strategic planning and delivery of key objectives.

Attachments: 1. Draft Cultural Creative Strategy 2023-2033 (19)

Ian Nelson

CHIEF EXECUTIVE OFFICER

CULTURAL CREATIVE STRATEGY



Clarence...
a brighter place

2022
—
2032



Elsewhere Designs,
Fashion Runway,
Rosny Barn 2022.
Photograph: Rosie Hastie

We acknowledge the Tasmanian Aboriginal People as the traditional custodians of the land and pay respect to Elders past and present and recognise their continuing spiritual connection to the land.

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RELATIONSHIP TO OUR STRATEGIC PLAN

Our purpose

To provide for the health, safety and welfare of the community

To represent the interests of the community

To provide for the peace, order and good governance of the municipal area

Our mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery

Our vision

Clarence... a vibrant, prosperous, sustainable city

OUR GOALS



A people friendly city

Clarence values diversity and encourages equity, inclusiveness and accessibility. We aspire to create high quality public places for all people to live actively, engage socially and enhance our health and wellbeing.



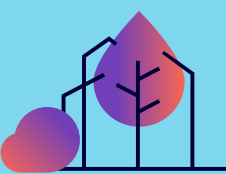
A well-planned liveable city

Clarence will be a well-planned liveable city with services and infrastructure to meet current and future needs of our growing and vibrant community.



A prosperous and creative city

Clarence encourages creativity, innovation and enterprise and will develop the local economy by enabling opportunities for all people.



An environmentally responsible city

Clarence is environmentally responsible, valuing and protecting the natural environment for a sustainable and liveable future.

Governance and leadership

We seek to act with the highest ethical standards and foster trusting and respectful relationships, demonstrating leadership and accountable transparent governance of the city. Good governance promotes public trust, leads to informed and ethical decision-making, and improves efficacy.

Assets and resources

We will efficiently and effectively manage financial, human, and property resources to attain our strategic goals and meet statutory obligations.

Clarence...
a vibrant,
prosperous,
sustainable
city

Clarence Jazz Festival at
Kangaroo Bay (not piyura kitina)



While each strategy stands alone, many objectives overlap.

Millie Wilkins, East Mode
Urban Art Project, Rosny Park



CLARENCE CITY COUNCIL

Our strategies

This strategy is one of seven key strategies adopted by council to support achievement of the goals in our Strategic Plan.

While each strategy stands alone, many objectives overlap. In achieving the best outcomes for our community, we will take a whole of council approach to align planning, resources, and delivery, particularly where objectives have connections with other key strategies.

This strategy establishes four priority areas:

- 1. A Gateway to Tasmanian culture**
Establishing and celebrating Clarence as a 'Gateway to Tasmanian culture'.
- 2. Engage and recognise Aboriginal cultural and creative practice**
Reflecting, respecting and celebrating the Aboriginal community, their heritage and contemporary cultural practices within arts and cultural programs.
- 3. Acknowledge and embrace the arts and culture**
Recognising the importance of the arts and culture to community and utilising the arts and culture within council strategies to achieve our vision and goals.
- 4. Embed the arts within key services**
Ensuring the economic benefits and social inclusion functions of the arts are considered in all council activities.

Our role in the arts and culture

Local governments play a vital role in public support for the arts and culture. As the level of government closest to the community, council is well placed to provide strong leadership, set strategic direction, and planning to support the development of the arts and culture.

How council chooses to do this will depend upon the impact of the issue, the objective it relates to, other stakeholders, and available resources. We will work respectfully with others and will avoid duplication of services.

In implementing arts and cultural programs council will choose from one or more of the following roles:

- Delivering**
Direct provision of arts and cultural events, services, programs and infrastructure accessible to all in the community.
- Partnering**
Developing and strengthening partnerships and working collaboratively to leverage funding, programs and projects in the delivery of arts and cultural activities.
- Facilitating**
Providing key engagement, connections and planning to support the arts community.
- Advocating**
Support for all stakeholders to be heard, promotion of arts and cultural activity in the community, and advocacy to all levels of government.

CULTURAL CREATIVE STRATEGY

What do we mean by culture, creativity and the arts?

Throughout this document we refer to culture, creativity and the arts and recognise that these terms may mean different things to different people. For the purpose of this strategy definitions are set out below.

Culture

There are many definitions of culture. However, the common feature is a recognition of the integral relationship of culture to human society – it is evolutionary, it is diverse, it is an essential part of who we are, and a way of defining who we are. It is about how the environment impacts on us, and how we react to our environment as individuals and as a community.

Creativity and the arts

Creativity and the arts provide a means through which to learn, explore and express our:

- values
- aspirations
- notions of identity
- sense of place, and
- quality of life.

This includes many forms of expression:

- visual arts, crafts, public art
- performing arts (theatre/dance/music)
- literature
- new media arts (internet/video/electronic music), and
- popular culture, films, fashion etc.

The creative industries and a creative economy

The term ‘creative industries’ describes businesses for whom creativity is their core concern and that utilise creativity for economic and social benefit. A creative economy is the recognition that creativity is embedded in many other industries that provide benefit to the broader economy.

The creative industries are generally considered to include:

- popular culture
- fashion, design and architecture
- music
- writing and publishing
- film and video
- crafts
- visual arts
- radio
- advertising
- software and video games, and
- performing arts.

Guiding principles

To ensure we achieve the outcomes outlined in the Cultural Creative Strategy, council has adopted a set of principles that will inform and apply to all objectives.

Figure 1. Cultural creative principles



The arts and creativity play a significant role in the lives of our community



Andrew Hustwaite, *Only the Penitent Shall Pass*, Rosny Barn. Photographed by  mi Chauvin

OUR CULTURAL CREATIVE VISION

Clarence... a Gateway to Tasmanian culture.

We acknowledge and embrace arts and culture as integral elements within our community and a significant contributor to wellbeing and prosperity.

Council encourages the pursuit of excellence in all cultural activities and will draw upon our unique geographic location to become a 'Gateway to Tasmanian Culture'.

Council recognises the importance and interest of our residents and visitors in arts and cultural activity.

We understand the need for a strategy that authentically and respectfully reflects community aspirations for a liveable city.

The arts and culture make a valuable contribution to building a sense of identity, encouraging community spirit and cohesion, addressing social deficit concerns, and adding richness to life on the Eastern Shore.

The arts and creativity play a significant role in the lives of our community, particularly as a way of meeting people, socialising and support. Participation in artistic and creative activity builds networks and a sense of community.

The results of the 2020 Australia Council National Arts Participation Survey¹ provides evidence of the essential role that arts and creativity play in our communities. In particular, the report outlines the importance of arts and creativity in child development and education as well as 'the power of

the arts to fuel our talent pipeline and jobs growth, while supporting social cohesion and wellbeing'.

The report also highlights recognition of the importance of First Nations arts.

To achieve our vision, we must establish a distinctive competitive edge, focussing on:

- enhancing existing activity
- identifying and implementing new and improved infrastructure and services
- delivering, supporting and advocating for

1. Creating our Future: Results of the National Arts Participation Survey 2020



Kangooroo by Matt Calvert, 2017

augmented and complementary festivals and events, and

- new programming initiatives.

Building a sense of identity

Nurturing creative activity is critical in determining and expressing a sense of identity for Clarence. It identifies the unique 'essence' of Clarence, encompassing and highlighting our natural, built, and social environments. It also recognises and promotes the strength in the diverse nature of our communities.

Positioning Clarence as 'A Gateway to Tasmanian Culture' will leverage our geographic connection to Hobart through the Hobart International Airport and major arterial routes and take advantage of our strong historic and cultural attractions to offer complementary experiences for local,

intrastate, national, and international travellers, and the corporate and incentive market.

Through the *Gateways Project* the Tasmanian Government has committed to enhance key entry points into Hobart, including the Tasman Highway from the Hobart National Airport through to the Tasman bridge, through beautification and amenity treatment including significant public artworks. These enhancements will reflect the unique character and tourism offerings of Clarence. This project will reinforce our vision of Clarence 'A Gateway to Tasmanian Culture'.

A cultural/creative economy

International research on the impact of adopting a cultural/creative economy highlights many benefits, including:

- a fairer distribution of cultural capital
- more connected communities
- happier, more engaged, more active and, therefore, healthier people
- participation by people at every stage of life in culture, and
- artists, creative businesses and cultural organisations reaching new and larger audiences and markets and accessing talent that is more diverse.

The creative industries are central to a successful cultural/creative economy and significantly contribute to economic growth across the economy more broadly.

As a cultural/creative economy grows it adds value to creative industries, tourism, the digital sector, and science, by providing ideas and experiences that attract people to live, work and play in our city.

The significant increase in visitation to Tasmania resulting from the development of the MONA Museum and its associated



Warren Mason at the Clarence Jazz Festival.
Photograph Paul Hoelen

OVERVIEW

Consultation and feedback

Direct feedback and contributions from several sources have been considered in the development of this strategy.

A review team consisting of Prof Noel Frankham and Prof Can Seng Ooi of the University of Tasmania and council staff undertook community and stakeholder consultation and reviewed the Cultural Arts Plan and achievements with its implementation. The team also examined trends and circumstances within the Tasmanian arts environment, conducted an audit of arts infrastructure across Hobart, surveyed other local government arts and culture plans, and made recommendations for consideration in developing the strategy.

Workshops were conducted with aldermen and council staff.

Background

To date, council has adopted several community plans to support arts and cultural activity including:

- Cultural Arts Plan
- City Events Plan
- Cultural History Plan
- Public Art Policy, and
- Cultural Creative Precinct Development Framework 

Cultural Arts Plan

This plan provides direction around arts and cultural activity and facilitates the further development of our arts programs. Enduring partnerships have been formed to facilitate a broader reach in the provision of arts activities and programs across Clarence.

City Events Plan

The City Events Plan guides community events and festivals fostering a sense of place and enhancing social, cultural, and economic outcomes. The plan aims to attract, facilitate, support, and develop cultural activities and events.

Cultural History Plan

The Cultural History Plan sets strategic direction for the recognition, management, and promotion of our history, both indigenous and non-indigenous.

Public Art Policy

The Public Art policy guides a strategic approach to the public art in our city. It has resulted in the inclusion of public artwork in city developments, commissioning of major public artworks, and implementation of a developer contribution program.

The City Heart Project

The City Heart project presents an exciting opportunity for council to collaborate with our community and all stakeholders, to re-imagine the future of Clarence's principal activity centre.



*The Waiting Room, by
Tony Woodward, 2019*

The project will create enhanced community value through key considerations, including: improved built form and urban design; public realm and placemaking; and culture, arts, history and heritage.

Cultural Creative Precinct Development Framework

This framework sets out parameters required to achieve a cultural/creative precinct within the Bellerive, Kangaroo Bay and Rosny Park area. The development of such a precinct will create a highly recognised and utilised place that makes a strong contribution to the vibrancy, prosperity and sustainability of Clarence. The framework will also inform the City Heart Project.

Hobart City Deal

The City Deal is a 10 year partnership between the Clarence, Glenorchy, Hobart and Kingborough councils, and the Tasmanian and Australian Governments. The City Deal provides a framework to guide and encourage investment across Greater Hobart embracing opportunities for growth and addressing key challenges.

The City Deal provides the opportunity to leverage our vision and identify synergies across councils' arts and cultural programs for the benefit of all our communities.



Mary Scott, *The Suburbs*
Project 2021

WHERE ARE WE NOW?

Clarence's cultural profile

Council's cultural plans provide the environment for the continuing development and expansion of our arts and cultural programs. The profile of the arts in Clarence has increased significantly through our on-going commitment to arts and cultural programmes and events. Key achievements in these programs that form a commendable foundation on which to build new and strategic goals include:

- establishment of the Rosny Farm precinct
- pursuit of excellence in programming
- review of our public art policy
- growth of the Clarence Jazz Festival as Clarence's premier event
- delivery of community events and festivals at locations around the city
- active community participation in, and engagement with, the broad cultural activity in the city
- implementation of actions within the Cultural History Plan including arts/history exhibitions, city interpretation community walks and talks, and the promotion of Clarence's history, and
- enduring partnerships with major festivals, events and organisations.

Cultural Facilities

In 2016 council undertook development of a Strategic Policy Framework to define the characteristics that are essential for a Cultural Precinct. The *Bellerive– Kangaroo Bay– Rosny Park Cultural/ Creative Precinct Development Policy Framework* (CCPDF) examines council and other assets in the context of a potential Cultural Precinct identifying those assets that are fit for purpose, those that are not, and the gaps or needs that this evaluation reveals.

Through the review process of the 2005 Cultural Arts Plan, clear evidence pointed to the limitations of existing cultural assets and opportunities for future developments. More recent reports including Prof Noel Frankham (2019), and State Government Cultural Facilities Review (2019) as well as the CCPDF identified the need for a regional quality bespoke arts facility and gallery, and for outdoor performance spaces with appropriate support infrastructure.

Rosny Farm as an arts facility is operating at peak capacity. It is limited by lack of a rated gallery area (re National Standards for Australia Museums and Galleries, 2016) and appropriate spaces for workshops, public programs or meetings. Current facilities do not meet contemporary standards for accessibility.

A key objective for further developing the cultural life of the city is the provision of essential assets and infrastructure which are accessible and appropriately located, designed, constructed, managed and maintained.

“The Rosny Farm complex ... has quietly turned into one of the most reliable exhibition sites in greater Hobart.”

Andrew Harper, the Mercury Newspaper, August 2019

“[The Barn has] the best acoustic venue in the Southern hemisphere.”

Stefan Grossman

Rosny Farm

The Rosny Farm is the centre for a wide range of arts and cultural events and activities, including exhibition programs and site-based community events and festivals.

The site includes:

The Schoolhouse Gallery hosting approximately 20 exhibitions annually, with exhibitors ranging from professional contemporary artists to community groups and schools.

The Barn as a multi-purpose, small capacity arts and performance venue contained within a sensitively refurbished historic structure. The Barn caters to a broad range of arts and cultural activities including the Clarence Jazz Festival, musical performances and concerts, contemporary art installations, and events in partnership with State festivals.

The Rosny Cottage c1850 was historically the residence for Rosny Farm families and greenkeepers for the nearby golf course. The Cottage contains site interpretation referencing the historical significance of Rosny Farm.

A range of other facilities throughout the city are used to host arts and cultural activities including bespoke structures such as the Bellerive Boardwalk stage, the open air stage and amphitheatre at Simmons Park, as well as the utilisation of council's stock of halls, community facilities, parks, trails and natural areas.

WHERE DO WE WANT TO BE IN 10 YEARS?

Key outcomes we will work to achieve by 2032

Below are the outcomes council will work to achieve by 2032. The outcomes will result from implementing the objectives outlined under each Priority Area.

Good governance

- Baseline data to determine effectiveness and impact of objectives outlined in this strategy have been identified

A Gateway to Tasmanian culture

- Our cultural brand is established in the minds of a local and national audience and the city is recognised as a vibrant, liveable, and connected city
- Our cultural brand is aligned with our unique cultural, geographic, and heritage features
- The city's Gateway public artworks are synonymous with Clarence as *A Gateway to Tasmanian Culture*
- Secured a national event(s) that has focussed attention on, and provided for ongoing sustainable arts program

Engage and recognise Aboriginal cultural and creative practice

- Aboriginal history, heritage and cultural practices are incorporated in all aspects of cultural planning
- A Reconciliation Action Plan has been developed and implemented
- A respectful and collaborative approach to incorporating Aboriginal content in city cultural programs and projects has become evident
- Recommendations from the Interpreting Aboriginal Heritage in Clarence report have been implemented

Acknowledge and embrace the arts and culture

- Delivered diverse cultural events and activities
- Provided essential assets and infrastructure which are accessible and appropriately located, designed, constructed, managed, and maintained
- Rosny Farm Redevelopment Project is delivered providing accessible, rated contemporary gallery spaces, workshop facilities, up to date administration centre and ancillary functions to meet current and future needs
- Provision of augmented and complementary activities for festivals and events based in, and/or instigated outside, Clarence
- Our community is a desirable place for arts workers to live and work

Embed the arts within key services

The whole community has access to cultural activity creating sustainable connections and growth

- The arts are evident within council's services
- Arts and culture are included in city plans and strategies
- We are recognised as being a leader in supporting diversity across our cultural programs
- The arts are evident in and complement sporting activities

Who will we engage with?

In delivering the objectives outlined in this strategy we will engage with:

- Our community
- Internal stakeholders
- Council special committees
- Tasmanian Aboriginal and First Nations leaders, artists and community
- External providers and organisations
- Major state festivals and events
- Tasmanian and Australian government

How will we get there?

Implementation plans will be developed that outline how and when each objective will be delivered. Relevant activities from existing planning documents and other implementation plans will be mapped against the objectives of this strategy to ensure that our efforts are coordinated, rigorous and do not duplicate effort or resources. Complementary objectives across council’s strategies will be delivered in a collaborative manner.

Implementation plans will provide for a major review of progress every 3 years, and an annual minor review to inform budget and annual plan discussions and decision-making.

Arita Ghedini,
Stitch On 2021



IMPLEMENTATION PLANS

3-5 year lifecycle

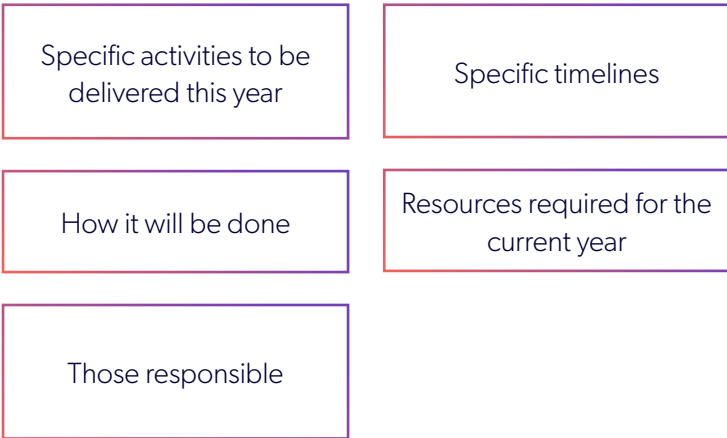
Provides an outline for achieving outcomes from council’s strategies, highlighting inter-relationships of activities across council strategies and including statutory responsibilities and reporting requirements.



ANNUAL PLAN

1 year lifecycle

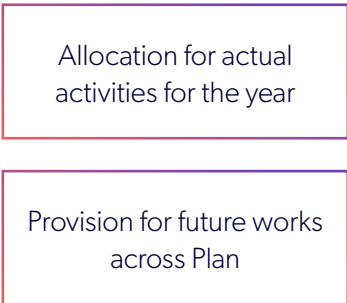
Provides a detailed outline for achieving Plan outcomes across the immediate financial year.



BUDGET

1 year lifecycle

Allocation based on resources required to deliver outcomes in the relevant plan.



Our community is a desirable place for arts workers to live and work

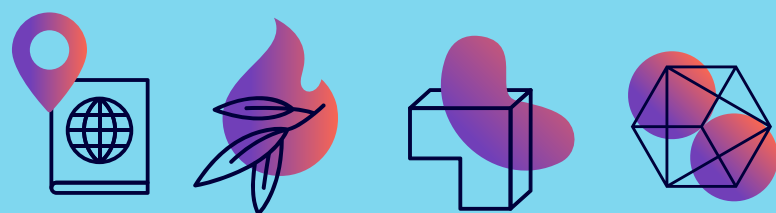
Acknowledge and embrace the arts and culture

PRIORITIES

WHAT WILL WE DO TO EXPAND THE ARTS, CULTURAL AND CREATIVE ACTIVITY IN CLARENCE OVER THE NEXT 10 YEARS?

The following pages set out the objectives we will pursue over the next ten years.

The nature and extent of our involvement will depend on the role council chooses to take.



Clarence Jazz Festival,
Coal Valley

Our cultural
brand is aligned
with our unique
cultural,
geographic,
and heritage
features

A Gateway to Tasmanian culture

PRIORITY ONE

A GATEWAY TO TASMANIAN CULTURE

Establishing and celebrating Clarence as a 'Gateway to Tasmanian culture'



KEY PRINCIPLES

We will work to establish and celebrate Clarence as a 'Gateway to Tasmanian Culture', recognising the strategic advantage of our State's main airport and arterial routes within the municipality.

We will work to leverage arts and cultural opportunities as representative examples of our State's defining arts, cultural, heritage and environment features.

WHY IS THIS IMPORTANT

Establishing Clarence as a 'Gateway to Tasmanian Culture', enables us to position ourselves to derive community and economic benefit from our geographic connection to Hobart, and our strong historic and cultural attractions.

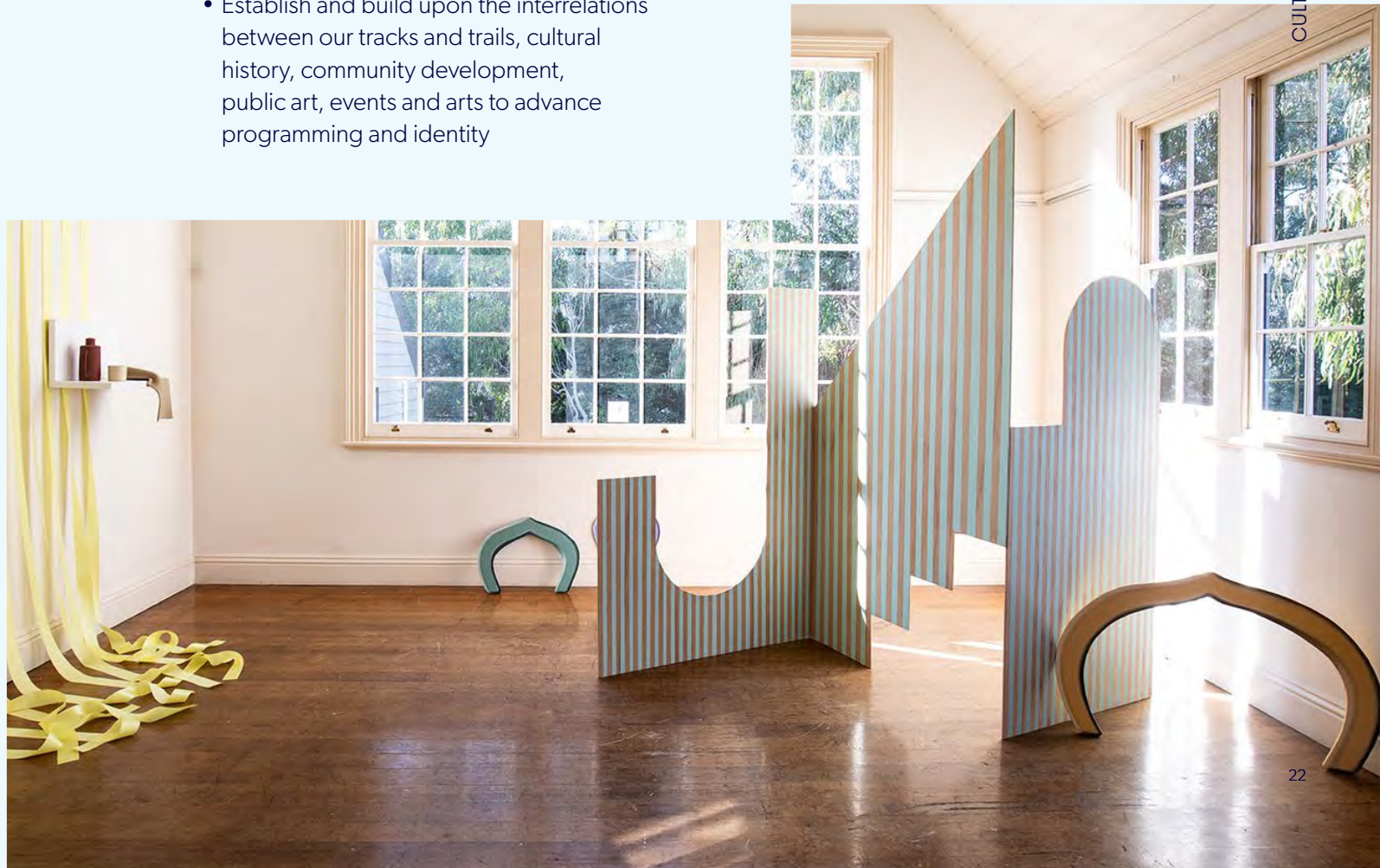
As national and international travellers leave Hobart International Airport and enter our municipality they will be introduced to contemporary creative Tasmania and Hobart. Clarence is well placed to offer different and complementary experiences and venue appeal starting with the best views of Hobart, diverse geography, wineries, and non-urban colonial and accessible rural heritage for arts events and experiences.

Amber Koroluk Stephenson
and Amber Kelly,
Settings for Uncertainty 2022

Objectives we will work towards

Brand and identity

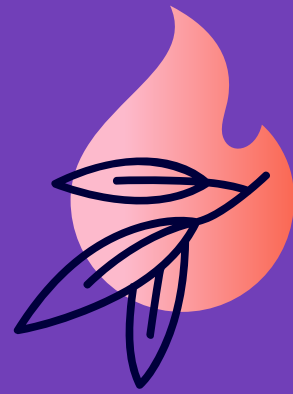
- Identify and respond to opportunities to reinforce the 'Clarence' cultural brand and identity
- Work with the Greater Hobart councils and other levels of government to leverage our natural amenity and build on our position as a vibrant, liveable, and connected global city
- Communicate our city brand and benefits through the promotion of our attributes, opportunities and visitor attractions
- Prioritise arts and culture projects that reinforce Clarence's distinguishing characteristics and assets
- Consider project-based and place-making activities to bring the Clarence cultural brand to life
- Enhance our natural and built amenities to create vibrant, accessible activity centres and community hubs through quality urban design
- Establish and build upon the interrelations between our tracks and trails, cultural history, community development, public art, events and arts to advance programming and identity
- Ensure quality civic architecture which is responsive to place and adaptable for the needs of the community
- Ensure heritage values of historic places and precincts are protected
- Design and install a series of 'Gateway' public artwork sculptures to welcome visitors and to define and reinforce Clarence's cultural brand and work with the Tasmanian Government to support the City Gateways project
- Ensure consistent Clarence arts/cultural branding for events and premises – including those 'owned' by third parties but facilitated and/or supported by Clarence
- Investigate potential for a national event to focus attention on our brand identity to provide for a sustainable arts program
- Develop and strengthen our partnerships and collaborate or leverage funding, projects and programs to achieve strong arts outcomes



PRIORITY TWO

Engage and recognise Aboriginal cultural and creative practice

Reflecting, respecting and celebrating the Aboriginal community, their heritage and contemporary cultural practices within the cultural programs



Clarence Jazz Festival at
piyura kitina (Risdon Cove)

KEY PRINCIPLES

Aboriginal heritage and contemporary cultural practices are reflected and celebrated within the cultural programs.

The Aboriginal community are respected while developing and sharing cultural work and creative practices.

Through listening and working with the community we will shift engagement practices to enable Aboriginal creative practitioners to better represent themselves.

WHY IS THIS IMPORTANT

Tasmanian Aboriginal and First Nations culture is integral to Australia's past, present, and future.

Tasmanian Aboriginal and First Nations communities' cultural practices survive today but are not widely understood or recognised. Reflecting, respecting and investing in Aboriginal community and their heritage provides for Indigenous culture to be preserved and celebrated².

Objectives we will work towards

- Recognise Tasmanian Aboriginal people and develop a Reconciliation Action Plan based on the pillars of respect, relationships and opportunities
- Identify and develop Aboriginal creative projects in partnership with the Aboriginal community
- Explore opportunities to tell stories of legacy of the Paredarerme (Oyster Bay) nation, especially the Mumirimina band, through the arts
- Implement key recommendations in Dr Tony Brown's report on Interpreting Aboriginal Heritage in Clarence
- Incorporate Aboriginal history and heritage in our city interpretation projects in partnership with the Aboriginal community
- Work collaboratively across council to ensure Aboriginal history, heritage and cultural practices are respectfully considered in asset and infrastructure projects

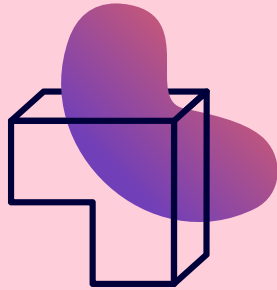
2. Closing the Gap, Prime Minister's Report 2018



PRIORITY THREE

ACKNOWLEDGE AND EMBRACE THE ARTS AND CULTURE

Utilising the arts, culture and creativity within strategies to achieve our vision and goals



KEY PRINCIPLES

The arts, culture and creativity are integral elements within community and increasingly significant contributors to wellbeing and prosperity.

WHY IS THIS IMPORTANT?

The arts, culture and creativity connects individuals and communities and supports a thriving creative sector that reflects council's goal of a prosperous and creative city.

The National Arts Participation Survey³ identifies that in 2019 "17.3 million Australians acknowledged significant positive impacts of arts and creativity". Additionally, "half of Australians agree the arts have a big or very big impact on building creative skills that will be necessary for the future workforce".

3. Creating Our Future, Australia Council for the Arts, Results of the National Arts Participation Survey, August 2020

Objectives we will work towards

- Deliver a diverse program of cultural events to increase access, participation and excellence in all cultural and creative activities
- Advocate to all levels of government to ensure our region receives its share of investment in the arts
- Grow existing initiatives
- Enhance our cultural identity by encouraging the creation and installation of public art
- Invest in arts and cultural infrastructure – fill gaps in current regional provision and identify opportunities for Clarence
- Redevelopment of Rosny Farm in response to identified need to provide fully accessible, rated contemporary gallery spaces, workshop facilities, up to date administration centre and ancillary functions

- Review and continue to implement the Cultural Arts Plan and City Events Plan to attract, facilitate, support, and develop cultural activity in the city
- Implement the Cultural History Plan to preserve and promote the city's unique cultural history
- Enhance Sister City relationships and international linkages as a mechanism to foster and deliver cultural benefits
- Recognise the contribution of arts programming and infrastructure to our objectives for developing the City Heart project
- Partner with arts and culture institutions and events to enhance scale and quality of arts provision within Clarence
- Identify and implement signature arts events
- Establish Clarence as the state's preferred place for arts workers and other 'creatives' to live and work
- Seek opportunities to build economies of scale that will sustain the arts

Andrew Hustwaite, *Only the Penitent Shall Pass, Rosny Barn*. Photograph Remi Chauvin

The arts, culture and creativity are integral elements within community and increasingly significant contributors to wellbeing and prosperity.

PRIORITY FOUR

EMBED THE ARTS WITHIN KEY SERVICES

Ensuring the economic benefits and social inclusion function of the arts are utilised



- Provide arts and cultural programs that provide the opportunity for equitable and inclusive access across our communities
- Extend the artist in residency concept to include artists in schools
- Embed arts projects within multi-cultural community events and festivals
- Include arts events within community, commercial and sporting events
- Ensure that the arts and culture feature within council's plans, strategies and policies, resourcing, implementation and review
- Facilitate opportunities for community connections and growth
- Recognise, celebrate, and support diversity by building on our connections through Welcoming Cities and Refugee Welcome Zone

KEY PRINCIPLES

All members of the community should have the opportunity to participate in arts and cultural activities whether as performers, participants, or audience.

WHY IS THIS IMPORTANT

The arts are a key contributor to community health and wellbeing.

The arts play an important role in the lives of our community, particularly as a way of meeting other people, socialising and support.

The arts can support our community to build capacity and resilience.

The arts are a cornerstone of a vibrant cultural/creative economy.

Objectives we will work towards

- Deliver programs that are accessible to all in the community; that strengthen the arts sector and target identified needs within the local and broader arts and community sectors
- Where appropriate, use arts problem-solving and creative practice methods in city management, and in strategy and decision-making processes
- Advocate integration of the arts within the city's growth and mainstay industries and services
- Use public art works to connect and highlight our tracks and trails, cultural history and events
- Recognise ageing trends and art's therapeutic and social inclusion values



Jan Dineen,
Fashion Runway
Rosny Barn 2022.
Photograph by Rosie Hastie.

Kelly Ottaway
Keyboard
Supergroup,
Clarence Jazz Festival

EXPLANATION OF TERMS

This strategy identifies various documents to be developed, revised, and implemented. Terms used seek to convey the strategic and/or operational objective of the content.

Strategy

Outlines the key issues in the strategic plan and identifies the key objectives and what needs to be done at a high level.

Framework

Provides guidance around strategies without being prescriptive. Allows for some flexibility in delivery to adapt to changing conditions.

Plan

A detailed outline for achieving outcomes from a strategy or framework. Identifies specific actions, what, who when and how.

Policy

Formal statement of principles. Primarily seeks to ensure compliance with legislation, standards, and community expectations

Procedure

Generally, relates to a policy. Mandates operational activities and assigns responsibilities through specific operational actions.



Clarence...
a brighter place

**8.4.4 DRAFT SUSTAINABILITY STRATEGY 2023-2033 - CONSULTATION
FEEDBACK AND STRATEGY APPROVAL****EXECUTIVE SUMMARY****PURPOSE**

To provide feedback on the consultation process and seek Council endorsement of the draft Sustainability Strategy 2023-2033.

RELATION TO EXISTING POLICY/PLANS

Council's Strategic Plan 2021 - 2031, is relevant.

LEGISLATIVE REQUIREMENTS

Nil.

CONSULTATION

Community Consultation was undertaken in accordance with Council's Community Engagement Policy 2020 over a six-week period, concluding December 2022.

FINANCIAL IMPLICATIONS

It is anticipated there will be financial implications to progress development of implementation plans and delivery of objectives outlined within the strategy. These considerations will form part of Council's future annual plan and budget considerations.

RECOMMENDATION:

That Council:

- A. Notes feedback from the consultation process for the draft Sustainability Strategy 2023-2033.
- B. Adopts the draft Sustainability Strategy 2023-2033.

ASSOCIATED REPORT**1. BACKGROUND**

Council adopted the Clarence City Council Strategic Plan 2021-2031 at its meeting on 19 April 2021. The Strategic Plan provides for the development of seven key strategies to build upon the identified goals and outcomes and to provide direction in the development of implementation plans and annual plans to guide delivery of outcomes.

2. REPORT IN DETAIL

- 2.1.** The purpose of the Sustainability Strategy is to improve sustainable practices through balancing social, environmental and economic factors to support and promote the health, safety and welfare of our communities. This purpose is outlined in the strategy's Vision statement:

*"Clarence...
Strengthening the integration of sustainability practices into our
services and operations."*

A copy of the draft Strategy is included at **Attachment 1**.

- 2.2.** Council has an important role to play in leading, driving and integrating sustainable practices through our operations, service delivery and community engagements, including:

- planning urban areas and transport
- managing stormwater and waste
- adapting to a changing climate
- developing and educating the community
- managing natural areas, and
- demonstrating good corporate citizenship.

- 2.3.** In developing the draft strategy, six priority areas have been identified as critical to achieving Council's sustainability vision:

- Sustainable cities and communities - making our city inclusive, safe, resilient and sustainable.
- Responsible consumption and production – support sustainable consumption and production patterns.
- Climate action – take action to combat climate change and its impacts.
- Life on land – sustainably manage our environment and minimise biodiversity loss.
- Clean water and sanitation – ensure access to clean water and sanitation.
- Industry, innovation and infrastructure – build resilient infrastructure, promote inclusive and sustainable industry and foster innovation.

- 2.4.** Specific objectives that Council will work toward are outlined for each of the priority areas within the strategy.
- 2.5.** After the draft strategy is adopted, 3-to-5-year implementation plans and rolling annual plans will be developed. The implementation plans will outline how and when each objective will be delivered. The rolling annual plans will provide for review of progress and inform budget discussions and decision-making.

3. CONSULTATION

3.1. Consultation Undertaken

Community consultation on the draft Sustainability Strategy was undertaken via Council's Your Say website over a 6-week period, concluding December 2022. Direct emails were forwarded to staff and councillors. Workshops were also held with a number of Council's special committees.

Seven responses were received via YourSay and feedback was received from internal stakeholders and committees.

Feedback has been reviewed and has informed the revised draft of the strategy, including:

- aligning key outcomes more clearly with each key priority area
- introducing a food organics garden organics waste management service
- an objective to provide for consultation with the First Nations people
- additional objectives to provide for sustainable water practices, and
- project designs to minimise impact on our ecosystem.

Concern was raised regarding the lack of clear metrics and targets in the strategy. Identifying baseline data to monitor effectiveness and impact of Council objectives is a key outcome we will work to achieve by 2033. Where Council has existing data to identify targets, these will be detailed in the implementation plan.

3.2. State/Local Government Protocol

Nil.

3.3. Other

A workshop was held with Council on the draft Sustainability Strategy on 18 July 2022.

4. STRATEGIC PLAN/POLICY IMPLICATIONS**4.1. Council's Strategic Plan 2021-2031 under the Strategic goal area "A well-planned liveable city":**

"2.7 Developing and implementing stormwater catchment management plans for the city."

"2.8 Undertaking stormwater management and groundwater monitoring programs."

"2.19 Applying land use techniques to identify and protect important natural values within the city."

4.2. Under the Strategic goal area "An environmentally responsible city":

"4.4 Encouraging energy conservation and sustainable use of resources through promotion of water and energy conservation initiatives to the community and industry, as well as considering opportunities in relation to emerging or alternative technologies, including energy efficient transport options."

"4.5 Undertaking the development of an Environmental Sustainability Strategy."

"4.6 Developing and implementing local and regional waste management strategies that consider all forms of waste."

5. EXTERNAL IMPACTS

The draft Sustainability Strategy 2023-2033, if adopted by Council, will have significant external community impacts in providing opportunity to support and promote sustainable practices in our community.

6. RISK AND LEGAL IMPLICATIONS

Nil.

7. FINANCIAL IMPLICATIONS

Costs associated with implementing objectives outlined in the strategy will form part of annual plan and budget considerations each year. Specific resource impacts will also be outlined within associated implementation plans developed to outline how each objective will be delivered.

8. ANY OTHER UNIQUE ISSUES

Nil.

9. CONCLUSION

The Sustainability Strategy 2023-2033 outlines priority areas for Council to improve sustainable practices through balancing social, environmental and economic factors to support and promote the health, safety and welfare of our communities.

Attachments: 1. Draft Sustainability Strategy 2023-2033 (25)

Ian Nelson

CHIEF EXECUTIVE OFFICER



Clarence... a brighter place

2023-2033

Sustainability Strategy

We acknowledge the Tasmanian Aboriginal People as the traditional custodians of the land and pay respect to Elders past and present and recognise their continuing spiritual connection to the land.

Relationship to our strategic plan

Our purpose

- To provide for the health, safety, and welfare of the community
- To represent the interests of the community
- To provide for the peace, order, and good governance of the municipal area

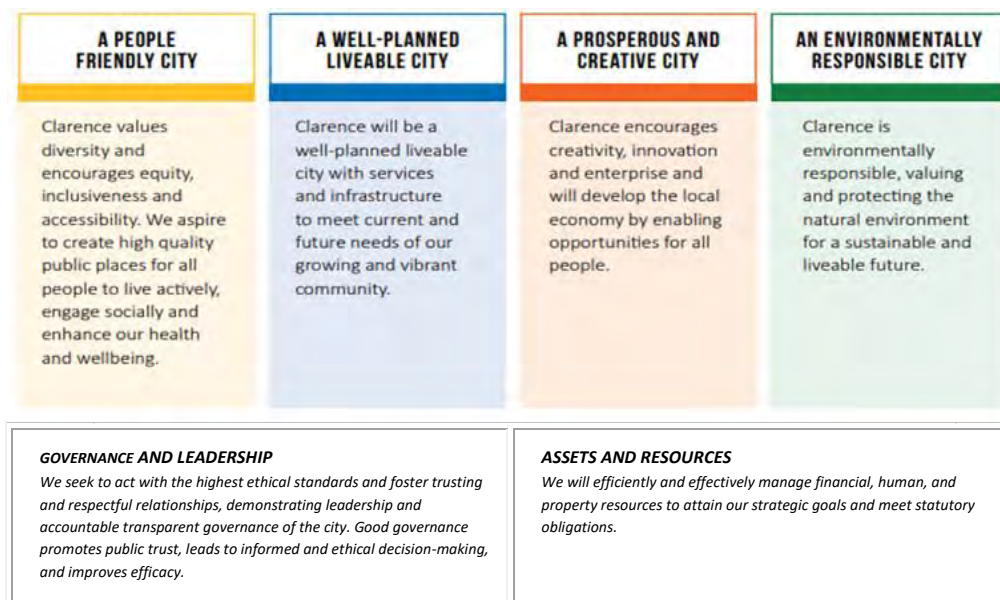
Our mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery

Our vision

Clarence... a vibrant, prosperous, sustainable city

Our goals



Our strategies

This Sustainability Strategy is one of seven key strategies adopted by council to support achievement of our Strategic Plan 2021-2031.

While each strategy stands alone, many goals and their supporting objectives overlap. To achieve the best outcomes for our community, we will take a whole of council approach to align planning, resources and delivery, particularly where goals and objectives have connections with other key strategies. Where outcomes have synergies across multiple strategies, objectives to achieve the outcomes are included in the strategy with the best fit.

This strategy outlines how we will work towards achieving sustainability through balancing social, environmental and economic factors. The strategy establishes six priority areas adopted from the United Nations Sustainable Development Goals.

1. **Sustainable cities and communities** - make our city inclusive, safe, resilient and sustainable.
2. **Responsible consumption and production** – support sustainable consumption and production patterns.
3. **Climate action** – take action to combat climate change and its impacts.
4. **Life on land** – sustainably manage our environment and minimise biodiversity loss.
5. **Clean water and sanitation** – ensure access to clean water and sanitation.

6. **Industry, innovation and infrastructure** – build resilient infrastructure, promote inclusive and sustainable industry and foster innovation.

Our role in sustainability

Improving sustainable practices supports and promotes the health, safety and welfare of our communities and is a responsibility that falls to all tiers of government. It also involves many other sectors: private enterprise, not-for-profit organisations, and communities themselves.

The way in which council chooses to do this will depend on the urgency and impact of the issue, the objective it relates to, who else has a key role and available resources. We will work respectfully with others and make sure we don't duplicate efforts.

In implementing sustainability programs council will choose from one or more of the following roles:

Delivering	planning and delivery of actions that support a sustainable city.
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Partnering	with relevant stakeholders to deliver outcomes that support a sustainable city.
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Facilitating	stakeholders to improve attainment of actions that support a sustainable city.
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Advocating	for stakeholders to be heard and promoting actions that support a sustainable city.
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Clarence...

Strengthening the integration of sustainability practices into our services and operations

What do we mean by sustainability?

In 1987, the United Nations Brundtland Commission defined sustainability as *“meeting the needs of the present without compromising the ability of future generations to meet their own needs”*.

The three pillars of sustainability are:

- the economy
- society, and
- the environment.

Integrating sustainability

Council has an important role to play in leading, driving and integrating sustainable practices through our operations, service delivery and community engagements, including:

- planning urban areas and transport
- managing stormwater and waste
- adapting to a changing climate
- developing and educating the community
- managing natural areas, and
- demonstrating good corporate citizenship.

Council has already implemented several key sustainability practices into its operations however this is our first high level strategic document to focus on sustainability.

Sustainability has a very broad scope. This strategy forms the foundation of sustainable practices within council’s role, responsibility or influence that will build with time and experience. Some sustainability objectives are documented in other strategies where they represent a better fit with actions and outcomes.

State Government Strategic Plans and Strategies

Council recognises that the practice of sustainability does not occur in isolation, it interacts with or has connections to other stakeholders, places and objectives. There is a range of sustainability related State government legislation, policies and strategies that influence how council leads, supports and enables change. In working towards our objectives, we will seek to align effort where appropriate to provide a consistent and robust approach to a sustainable future.

Planning urban areas and transport

Council plays a significant role in land use planning; building sustainable communities that make effective use of our existing infrastructure and promoting effective and efficient transport choices.

In planning for sustainability, we seek to ensure that meeting increasing infrastructure demand does not come at the cost of our existing natural resources, including our open spaces, agriculture industry, natural environment and waterways.

Managing stormwater and waste

Minimising the impacts of stormwater runoff, including environmental and social impacts of flooding and degrading water quality is a key responsibility of council.

Working towards being a sustainable city also requires a focus on managing waste that prioritises prevention, reduction, re-use and recycling. We have the capacity to impact this area through our role as a stakeholder in the landfill at Copping and as a significant purchasing entity.

Adapting to a changing climate

A key aspect of providing for a sustainable future is strengthening our resilience and capacity to adapt to climate-related hazards and natural disasters. The knowledge we have at a local level enables council to identify where we are most vulnerable and influences our ability to address climate risks. Additionally, there are actions we can take at an organisational level to minimise our own contribution to greenhouse gas emissions.

Developing and educating our community

Balancing environmental, social and economic considerations is important to improve the quality of life for our community. Supporting our community to understand the value of our natural areas and the risks and opportunities presented by a changing climate is critical in mitigating and adapting to these impacts.

Managing natural areas

Council has a responsibility to facilitate sustainable and productive management of our natural resources to minimise and prevent, where possible, land degradation and biodiversity loss. Growing our city in a way that values natural resources and the environment for future generations is key to achieving a sustainable city.



The 2014-15 photo below shows the changing shoreline over the period 1958 to 2015

Good corporate citizenship

Recognising our corporate citizenship responsibilities to our community, we will demonstrate leadership by continuing to integrate social, environmental and economic values, and other sustainable practices in our decision-making processes and operations. Our capacity to integrate sustainable practices must also consider our financial sustainability and economic responsibilities.

By taking a leadership role, engaging with our community and investing in sustainable technology and practices, we aim to support our community in providing for a sustainable future.

Consultation and feedback

Further to the community's contribution to the Strategic Plan 2021-2031, direct feedback and contributions from several sources have been considered specifically in the development of this Sustainability Strategy. Workshops were conducted with aldermen and our staff. Representatives from Special Committees of Council were also consulted.

To build on these contributions, recent feedback about this strategy was sought from our community through our "Your Say" internet platform.

Developing sustainable practices in consultation with, and inclusive of, our community builds knowledge within council and our community and encourages successful implementation and the practice of sustainability.

Background

While the focus of this strategy is on what we will do over the next ten years, it is also important to recognise our achievements to date to build a sustainable future. The following are a few examples of sustainable practices already in place across council and the city.

Managing natural areas

We have developed and implemented over twenty reserve activity plans. These plans feature a detailed and prioritised program to manage our natural areas to conserve and enhance habitat, conservation, biodiversity and amenity values.

Managing climate change impacts

Our city features more than 191km of coastline. Since 2008 extensive consultative projects have occurred in response to concerns about erosion of beaches and flooding events in coastal areas. Council monitors beach erosion and coastal changes closely and our planning process includes consideration of coastal hazards and impacts.

Reducing greenhouse gas emissions

Council plugged into Tasmania's expanding electric highway with the installation of a public charging station for electric vehicles in 2021. This is a great addition to our city and will encourage more people to get on board with new and emerging technologies.



Council has also acted to significantly reduce greenhouse gas emissions across the city. Residential street lighting has been upgraded with 2,158 energy efficient LED lights installed, resulting in energy, carbon emission and cost savings. A further 1,436 lights will be upgraded in Stage 2 of the project. Our greenhouse gas emissions resulting from this upgrade are predicted to reduce by 4,022 tonnes over the next 20 years.



Sustainable recreation

Council's celebrated Tangara Trail offers many kilometres of recreational opportunity for healthy, carbon friendly bike, horse and foot travel. Popular with residents and visitors alike, the 250km of trails through bush, coast and country is integral to the liveability and sustainability of our city.

Council employee surveying our network of tracks and trails on one of our electric bicycles. An efficient and effective sustainable practice in the workplace.



Flood mapping

Council has produced flood maps that show urban areas that have the potential to be affected by flooding. The maps can be searched by area or address and show the potential extent and depth of flooding.

The maps include an allowance for the more intense rainfall events predicted to 2100 due to a changing climate. Flood mapping helps council and our community understand the risks and prepare suitable responses, which is part of building a more sustainable future.



Facilitating community involvement and education

Building a sustainable future is supported by facilitation and encouragement of community awareness and participation in protection and maintenance of our natural areas.

Our volunteers have a significant impact on achieving our strategic goals and the delivery of a range of services and initiatives, including the significant work of our landcare and coastcare groups in maintaining our natural areas. Group activities include traditional weeding and planting as well as partnering with other organisations to engage the broader community via interpretation and education of natural and cultural values.

In 2019 council participated in Volunteering Tasmania's state-wide project aiming to address the decline in volunteering across Tasmania. The Community Volunteer Sustainability Strategy aims to support us to work to safeguard and embed a sustainable and adaptable culture of volunteering of benefit to the community into the future.



Where do we want to be in 10 years?

Key outcomes we will work to achieve by 2033

Outlined below are the outcomes council will work to achieve by 2032. The outcomes will result from implementing the objectives outlined under each Priority Area.

Transparent governance

- Identify baseline data to monitor effectiveness and impact of objectives outlined in this strategy

Sustainable cities and communities

- The urban tree canopy has increased to reduce urban heating
- Council's buildings and infrastructure demonstrate improved energy efficiency
- Council and its community continue to improve planning for and responding to disasters
- Low emission vehicles have been integrated into council's fleet
- Increased use of active transport choices
- Land use planning principles are inclusive of sustainable practices

Responsible consumption and production

- Prevention, reduction, recycling and reuse has reduced the amount of waste disposed to landfill
- Council has a revised Waste Strategy in place

- Sustainable criteria is embedded into council's procurement and tender processes
- Sustainable procurement practices are actively promoted and encouraged
- Our community is aware of sustainable development and lifestyles

Climate action

- Our resilience to climate-related hazards and natural disasters is improved
- Climate change measures and goals have been integrated into council policies, strategies and planning
- Institutional capacity on mitigating and adapting to a changing climate has improved
- Greenhouse gas emissions have been reduced to complement the net zero emission ambitions of the state and federal governments

Life on land

- Our open space network has increased
- The conservation, restoration and sustainable use of land and inland freshwater ecosystems is a clear priority
- Degradation of natural habitats and the loss of biodiversity has reduced
- Ecosystem and biodiversity values in local planning and development processes has improved
- Expansion of sustainable agriculture industry has been achieved

Clean water and sanitation

- The way we use water in our operations is more efficient
- Water quality has improved by reducing untreated wastewater, improving the quality of stormwater discharge and minimising the discharge of pollutants into our environment
- Increased safe reuse of water
- Increased safety of recreational water used for primary contact

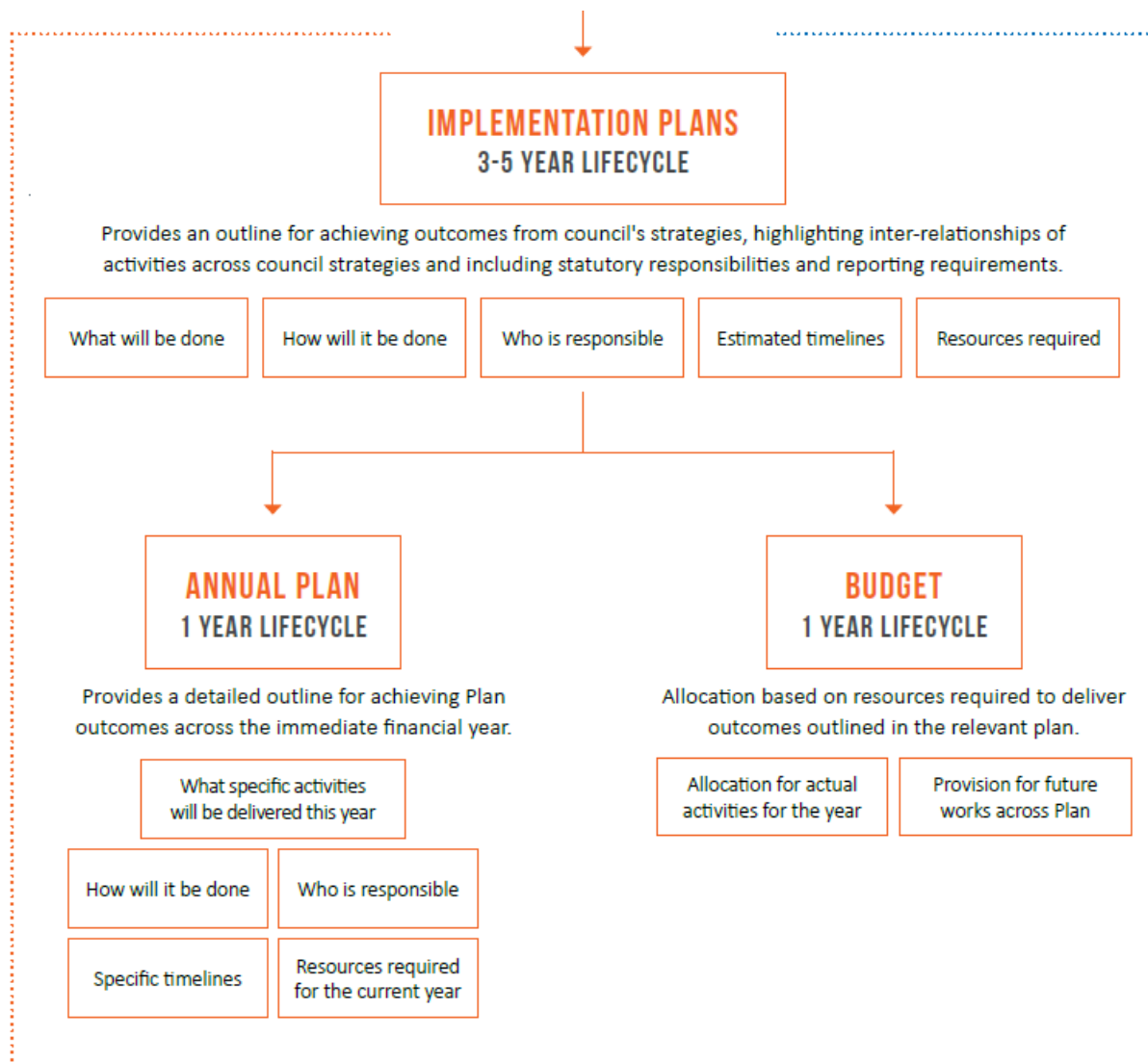
Industry, Innovation and infrastructure

- Energy, carbon, water and waste are key design considerations in council operations and projects
- Emerging technologies have improved the efficiency of city infrastructure and services
- Sustainability information is integrated into council's reporting processes
- The adoption of clean, resource efficient and environmentally sound technologies and industrial processes has increased

Who will we engage with?

In delivering the objectives outlined in this strategy we will engage with:

- Our community ✓
- Internal stakeholders ✓
- Council special committees ✓
- Tasmanian Aboriginal People ✓
- Local and regional bodies ✓
- State and Federal government ✓



How will we get there?

Implementation plans will be developed that outline how and when each objective will be delivered. Relevant activities from existing planning documents and other implementation plans will be mapped against the objectives of this strategy to ensure that our efforts are coordinated, rigorous and do not duplicate effort or resources.

Complimentary objectives across council's strategies will be delivered in a collaborative manner.

In developing implementation plans, we will identify baseline data and develop key performance indicators (KPIs) to improve transparency and governance of outcomes delivered. In developing KPIs we will consult with relevant stakeholders including council's special committees and members of our community.

Implementation plans will provide for a major review of progress every 3 years, and an annual minor review to inform budget and annual plan discussions and decision-making.

What will we do to integrate sustainable practices into our services and operations over the next 10 years?

The following pages set out the objectives we will pursue over the next ten years.

The nature and extent of our involvement will depend on the role council chooses to take.





Why is this important?

Sustainability helps to provide for intergenerational equity in access to resources and assets. Key elements that impact providing for a sustainable city include:

Sustainable transport

Reducing traffic congestion, demand on parking and reducing carbon and air pollutant emissions are benefits of choosing active and sustainable transport. Options for sustainable transport include public transport, ride sharing, electric vehicles or other low emissions vehicles and electric scooters and bikes. Walking, cycling and other active transport modes provide many benefits for the health of both our community and the city.

Urban heating and cooling

Urban heat islands occur when the natural environment is replaced with roads, pavements and buildings which absorb

and retain heat. This causes temperatures in these areas to be higher than vegetated areas.

Heat impacts our community and natural areas in many ways, including increased cost for cooling our homes and increased heat related stress symptoms. Our green spaces, shady trees and recreational areas mitigate urban heating and help people cool down on hot days.

Local image to be provided for strategy



Disaster management

The frequency, duration and intensity of disaster events is increasing in a warming climate. These events can cause significant environmental, economic and social impacts and consequences. Coupled with population growth and urban development, the risks associated with these events is increasing. It is important we work to build community resilience with effective and efficient adaptation and response mechanisms.

Objectives we will work towards

Urban heating and cooling

- Improve liveability by identifying and implementing opportunities to cool the city and protect people and communities from heat stress
- Advocate for energy efficient home and landscape designs that promote efficient use of energy
- Increase our urban forests and the tree canopy
- Consider opportunities to decrease urban heating in council's design projects

Disaster management

- Develop quality, reliable, sustainable and resilient infrastructure and communities
- Support our community to build capacity and resilience

Sustainable transport

- Provide infrastructure to support sustainable transport options
- Encourage and support our community to take up sustainable transport options
- Reduce the environmental, economic and social impact of council's fleet vehicles, including integrating low emission vehicles into our fleet
- Promote the health and well-being benefits of active transport choices
- Encourage the transformation of the transport sector to low or zero carbon emissions transport

Sustainable communities

- Undertake best practice land use policy development and strategic planning to provide for sustainable development and improve the liveability of our communities
- Share lessons learnt with our community to build understanding of sustainable practices
- Advocate for the state planning scheme to provide for increased consideration of sustainability criteria, including biodiversity and stormwater



Why is this important?

Minimising waste and recovering resources

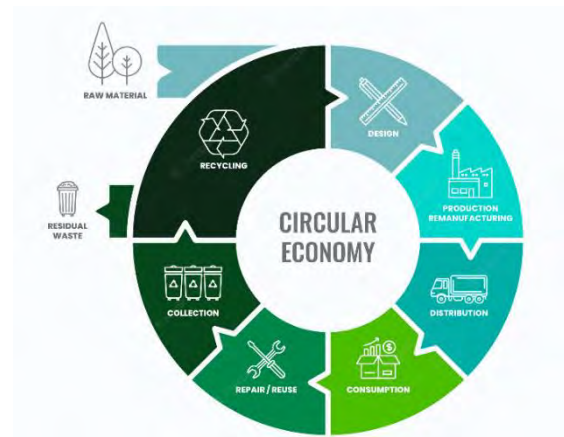
One of our key responsibilities is to deliver waste and recycling services. We provide this service as kerbside recycling and waste collection. Relying on landfill disposal as the primary solution to waste management has significant environmental impact. Council also has a key role to support the state government's waste strategy which promotes the diversion of waste from landfill to recover and recycle waste streams, wherever possible.

Where appropriate, council will align our corporate waste strategy with the state government's to harness synergies and deliver best outcomes to our community.

Responsible consumption leads to a circular economy and facilitates local recycling and manufacturing industries.

A circular economy aims to retain the value of materials for as long as possible; recycling, redesigning and reusing materials to minimise the depletion of our natural resources.

In working towards a circular economy, new industry and manufacturing processes can be established that support the use of recycled materials and innovations in product development. This also provides local employment opportunities and less transport emissions generated in moving materials for processing.



Sustainable procurement

Another aspect of consumption and production is sustainable procurement. Sustainable procurement integrates economic, environmental and social considerations into the specifications and evaluation criteria in the procurement process.

Sustainable procurement aims to reduce the adverse impacts on human health and the natural environment, minimising resource consumption and waste where possible.

Objectives we will work towards

Minimising waste and recovering resources

- Review our waste management strategy to align with objectives and principles of this strategy and reflect key elements of the state government's waste strategy
- Continue to deliver efficient waste and recycling to our residential and business community
- Reduce the generation of waste in our operations and maximise opportunities for resource recovery
- Introduce a food organics garden organics waste management service
- Work with other groups and stakeholders to improve market development and assist emerging resource recovery markets
- Expand community engagement to improve waste avoidance, recovery and reuse practices
- Model sustainable practices in council events and interactions to support community education and adoption

Sustainable procurement

- Embed sustainability as a criteria in tender and procurement processes to promote use of sustainable materials and practices in the city, and within council's operations specifically





Why is this important?

Energy and carbon reduction

Reducing greenhouse gas emissions is a key climate action to minimise global heating. The Paris Agreement¹, which Australia is party to, came into force in 2016 and aims to strengthen the global response to the threat of climate change by:

- holding the increase in the global average temperature to well below 2°C above pre-industrial levels, and
- pursuing efforts to limit temperature increase to 1.5°C.

Tasmania's electricity primarily comes from renewable hydro power which has low emissions. Our state also has extensive forests that absorb greenhouse gas emissions.

These natural advantages, along with government and community climate actions, have led to our state achieving net zero greenhouse gas emissions most years since 2013.

Tasmania is leading Australia's transition to a low emissions economy. While our forests are a key factor in this achievement, we cannot rely solely on our 'green state' to absorb emissions due to risk of fire and resource harvesting.

Taking action to reduce emissions in all carbon producing sectors will allow transition to a low carbon future that meets national and local needs while managing costs and risks.

We will ensure that we implement actions to reduce our emissions to support state, national and international commitments. In doing so it will be important to identify reliable data to establish emission performance statistics and to set emission reduction targets that complement the net zero emission ambitions of the state and federal governments.

¹ Paris Agreement, United Nations 2015
https://unfccc.int/sites/default/files/english_paris_agreement.pdf



Adapting to a warming climate

As our climate heats up, so too will the frequency, duration and intensity of disaster events. These events have significant environmental, economic and social impacts including damage to homes, personal injury, higher insurance premiums, loss of livelihoods and increased pressure on emergency resources.

Coupled with population growth and urban development, the risks associated with climate change events will increase, therefore it is important that we work to increase community resilience with effective and efficient adaptation and response mechanisms in place.

There is also the opportunity for council to invest in low carbon infrastructure such as electric vehicles and charging infrastructure and buildings with high levels of energy efficiency.

Climate risk management

Our warming climate is a significant issue for local government as we are already realising increased legal, social, economic and environmental impacts.

We are building infrastructure and environments for our future and the impact of our decisions about energy, infrastructure, buildings, transport and waste will span generations.

Objectives we will work towards

Energy and carbon reduction

- Continue to monitor council's and our community's greenhouse gas emissions
- Expand community and organisational engagement to encourage energy conservation and sustainable use of resources
- We will set a carbon target for the organisation that will quantify the greenhouse gas emission reductions we are aiming for
- We will reduce our greenhouse gas emissions to complement the net zero emission ambitions of the state and federal governments

Adapting to a warming climate

- Continue to identify and implement climate change adaption methods to address impacts on our coastline resulting from sea level rise

Climate risk management

- Enhance our risk assessment processes in relation to the warming climate
- Quantify climate risks outlined in council's corporate risk register and risk management framework



*Erosion of dunes damaging council infrastructure and dune vegetation at Roches Beach
©Bruce Gibbs*

PRIORITY 4 Life on land

To sustainably manage our environment and minimise biodiversity loss



Why is this important

Natural environment

Our natural environment is diverse and provides habitat for a wide range of native flora and fauna, including threatened species. This environment, including our waterways, provides ecosystem services such as clean air and water, amenity and regulation of air temperature.

There are also social and cultural connections to our land, such as recreational opportunities and recognising significant cultural practices.

As the climate heats up, our flora and fauna will need to adapt. Areas that were once habitable may not be in the long term and there may be a need for intervention to ensure the survival of habitat.

It is the responsibility of council to balance competing human needs and conservation, to preserve our natural resources and cultural landscapes for generations to come.

Agriculture resilience

Within city growth we must consider agricultural resilience given our significant reliance on this industry. The industry is increasingly impacted by the effects of climate change, both as a key source of carbon emissions and the impact of climate change on land and crop yields.

Agriculture resilience is also important to maintain productive farmland to enable local food production to meet growing demand and contribute to a sustainable food system.

Agriculture can also contribute to decarbonising our economy by storing carbon in the soil, growing tree crops and reducing methane emissions from livestock.

Objectives we will work towards

Natural environment

- In consultation with the First Nations community, reflect, respect and celebrate the Aboriginal community, their heritage and contemporary cultural practices within our city
- Continue to develop and maintain a quality open space network
- Identify and protect important natural values within our city
- Protecting natural assets such as reserves, bushland, coasts and saltmarshes within council-managed land
- Support methods that minimise vegetation loss, for example weed control practices
- Continue to provide opportunities for community involvement in the care of the environment
- Continue to monitor existing infrastructure to ensure, as far as is practicable, their continued operation does not adversely impact the environment

Agricultural resilience

- Work collaboratively with relevant stakeholders to support the sustainable use of our agricultural land
- Advocate for investment in climate resilient practices
- Advocate for increased knowledge investment to improve understanding of environmental offsetting practices
- Encourage sustainable expansion of industries through association, e.g. agriculture and agri-tourism, farm trails to guide tourists



PRIORITY 5 Clean water and sanitation

To ensure access to safe water sources and sanitation



Why is this important

Responsible consumption of water

Water is crucial to the health and well-being of our people.

The management of our local environment, infrastructure and operations significantly impacts water consumption. Key uses include water for irrigation in our parks and green spaces as well as servicing community facilities such as swimming pools and council owned buildings. Increased use of these facilities will put additional pressure on our water supply to maintain assets at optimal levels.

Efficient water capture and consumption methods and use of alternative water sources will reduce the pressure on supply, particularly when it is hot and dry.

Sanitation

An important role of council is to support provision of safe and healthy water and sanitation services. Supporting this role requires management and monitoring of our natural resources and built systems.

This includes monitoring and reporting across water quality, water security, water pollution, hygiene, and sanitation.



Objectives we will work towards

- Provide infrastructure that allows stormwater to reach the sea efficiently and without causing flood damage
- Investigate design options and opportunities that minimise hard surfaces that promote concentrated stormwater run-off
- Use water efficiently and effectively within our operations
- Provide for the safe, environmentally responsible, efficient and sustainable provision of stormwater services that has capacity to meet current and future community needs
- Continue development of a proactive monitoring and reporting program to inform and support public safety

- Model sustainable water practices to support community education and adoption
- Continue to implement water sensitive urban design projects to minimise impacts on our ecosystem while maximising efficient water use

PRIORITY 6 Industry, innovation and infrastructure

To build resilient infrastructure, promote inclusive and sustainable industry and foster innovation



Why is this important

Innovation leads to the development of sustainable and resilient practices and infrastructure to support economic development and our well-being. Innovation also supports job and industry growth through leveraging demand for change. Electric vehicles, carbon farming and mining minerals needed for renewable energy infrastructure are examples of industries taking advantage of our changing environment.

Council has capacity to support our community and industries, through advocacy and economic development to be more efficient with the resources they use, while reducing operating costs.

Objectives we will work towards

- Within scope of council's capacity to impact, work with industry to encourage design that reduces waste at the source
- Ensure our operations and projects design for the future, including consideration of energy and carbon, water and waste
- Identify current and emerging technologies that enable increased efficiencies and reduce pressure on existing resources within our operations
- Promote inclusive and sustainable industry and commerce
- Integrate sustainability information into our governance reporting
- Leverage emerging technology to improve the efficiency of city infrastructure and services
- Ensure council's asset management plans provide for the improvement of existing infrastructure utilising innovative sustainable practices

8.4.5 FUTURE OF LOCAL GOVERNMENT REFORM OPTIONS PAPER SUBMISSION**EXECUTIVE SUMMARY****PURPOSE**

To provide feedback and input into the latest round of consultation by the Future of Local Government Review Board, including feedback on the Options Paper – Review Stage 2, released in December 2022.

RELATION TO EXISTING POLICY/PLANS

Council's Strategic Plan 2021-2031 is relevant.

LEGISLATIVE REQUIREMENTS

The *Local Government Act 1993* is relevant.

CONSULTATION

The Local Government Review Board has been undertaking stakeholder and community consultation on the Options Paper across Tasmania throughout February 2023.

FINANCIAL IMPLICATIONS

The financial implications of the suggested reforms listed in the Options Paper have not yet been quantified but if any of the recommendations were to be implemented there may be far reaching and unknown financial implications to consider.

RECOMMENDATION:

That Council:

- A. Approves the submission (Attachment 1 to the Associated Report), including officer feedback and elected member input, in response to the Local Government Review Board Options Paper (Attachment 2 to the Associated Report) released in December 2022.
- B. Notes and advises the Local Government Review Board that it reserves the right to make further representations on reform options at a later date in the reform process.

ASSOCIATED REPORT**1. BACKGROUND**

- 1.1. In 2021 the Tasmanian Government commissioned a Local Government Board Review into the Future of Local Government in Tasmania.

1.2. According to the State Government, the objective of the Review is to create a more robust and capable system of local government that is ready for the challenges and opportunities of the future. The Board will make recommendations on the future role, functions and design of local government and the structural, legislative, and financial reforms required to meet this objective.

1.3. The Review is being conducted over an 18-month period in three distinct stages, described by the Review Board as follows.

- **Stage 1 – Community Engagement, Research, and Issues Identification (January 2022 – June 2022)**

In Stage 1, community and stakeholder experiences and views will be combined with research and analysis to create a clear and empirically robust picture of the current state of local government, which will be used to identify opportunities to achieve the Review’s objectives. The Board will provide the Minister of Local Government and Planning (“the Minister”) with advice on the outcomes of Stage 1, including the priority reform areas to be considered in Stage 2.

- **Stage 2 – Options Development and Testing (July 2022 – December 2022)**

In Stage 2, the Board will draw on the priority reform areas identified in Stage 1 to develop and test potential reform ideas and options. There may be further exploration, where required, to finalise potential reform ideas and options.

The key output will be a “shortlist” of feasible reform options that the Board considers, based on the evidence, would optimise the performance of Council services and functions and deliver on community needs and expectations.

- **Stage 3 – Reform Recommendations (January 2023 - June 2023)**

In Stage 3, the Board will narrow down and refine the options to deliver its final written review and recommendations to the Minister.

If the Board recommends options for reform, its final report to the Minister is to include clear, practical transition plans that support the delivery of those reforms.

1.4. The Minister for Local Government and Planning, the Hon Roger Jaensch MP has appointed a six-person Board to undertake the Review.

1.5. The Board commenced the Review in January 2022 and is now at the end of Stage 2/beginning of Stage 3, considering options and recommendations for reform.

2. REPORT IN DETAIL

2.1. Officers compiled feedback on the Options Paper (Attachment 2) between December 2022 and January 2023, with a workshop with elected members held on 30 January 2023 to discuss the submission.

2.2. At this workshop elected members outlined a desire to add their own commentary to the submission and noted the need for any submission to be reflective of all input, not necessarily a firm, fully formed position on the reform options set out by the Board.

2.3. It is considered appropriate to provide this broad feedback at this time of the review process with the likelihood that a fully formed Council position on any detailed recommendations will come at a later date once more detail on review recommendations are available for consideration.

3. CONSULTATION**3.1. Community Consultation**

The Local Government Review Board has been undertaking stakeholder and community consultation on the Options Paper across Tasmania throughout February 2023.

No specific community consultation has been undertaken by Council to inform this submission.

3.2. State/Local Government Protocol

The Local Government Review Board, established by the Tasmanian Government, has been undertaking stakeholder and community consultation and provided opportunity for council to comment on the review. As outlined in the report, there will be further opportunities for Council to provide feedback on the review as it progresses.

3.3. Other

Not applicable.

3.4. Further Community Consultation

Further community consultation is likely to be undertaken by the Future of Local Government Review Board and may be supported by communications from council.

4. STRATEGIC PLAN/POLICY IMPLICATIONS

The implications for plans and policies of council following any major structural reform recommendations from the Board are wide, many and varied. They will be considered beyond the feedback provided in the submission when more information and detail on recommendations is available.

5. EXTERNAL IMPACTS

Nil.

6. RISK AND LEGAL IMPLICATIONS

There are many and varied risks and legal implications arising from future possible reforms to the Local Government sector in Tasmania, but they will be addressed closer to the time when fulsome reform recommendations are known.

7. FINANCIAL IMPLICATIONS

7.1. There are no immediate financial implications arising from the submission of a response to the Local Government Review Board.

7.2. Financial implications may arise from any reform options recommended and then legislated but these are not yet quantifiable or known so are not listed.

8. ANY OTHER UNIQUE ISSUES

Nil.

9. CONCLUSION

9.1. While the submission (Attachment 1) is not a conclusive and exhaustive response to the Options Paper it is important that Council provide a public response at this stage of the review, to help shape the recommendations, as a leading Council in the local government sector.

9.2. For clarity, there will be further need for Council input and debate over future recommendations and a formal, future Council position on any recommendation coming from the review should not be fettered in any way by this submission.

Attachments: 1. Clarence City Council – Future of Local Government Options Paper Submission – 27 February 2023 (39)
2. Future of Local Government Reform Options Paper (46)

Ian Nelson

CHIEF EXECUTIVE OFFICER

Future of Local Government Review – Options Paper – Review Stage 2

Pathways to structural reform

1. **Significant (mandated) sharing and consolidation of services** – certain LG functions and services would be consolidated and centralised at the sub-regional, regional and state-wide scale. Requirement to participate in formalised and consistent shared services arrangements for identified functions.
2. **Boundary consolidation to achieve fewer, larger councils** – redraw boundaries to establish new, larger LGAs.
3. **A 'hybrid model' combining both targeted sharing of services and targeted boundary consolidation** – options 1 and 2 combined where clear benefits can be identified.

Reform outcomes and related options (refer to Options Paper Appendix for details)

1 – Councils are clear on their role, focussed on the wellbeing of their communities, and prioritise their statutory functions	
What the report says	Officer Comment
Option 1.1 – Establish a Tasmanian LG Charter which summarises council's role and obligations, and establishes a practical set of decision-making principles for councils. - Set out council's role and responsibilities in one place - Summarise all of council's core statutory roles and functions - Better clarify the roles of State and local government in service areas where both have responsibilities - establish a practical set of decision-making principles, including around setting service priorities, particularly as they relate to	There is utility in establishing a framework for core services and functions of councils, but any charter (however named) should still allow councils and their communities the flexibility to determine how those services and functions are delivered, with the ability to determine other wants and needs beyond the base line. There is a strong case to establish clear principles for councils and elected representatives, to ensure good governance and director-like responsibilities. Councils are not the same as other levels of government – there is no cabinet mechanism, nor upper/lower house or opposition party. Given that difference, clear governance principles (possibly derived from the Corporations Law director duties to the extent they are relevant and able to be adapted) has merit.

essential statutory functions vs ‘optional’ services or activities; - enshrine good governance principles and clearly explain how these must be applied in practice to the respective roles, functions, obligations, and expected conduct of both elected members and council staff (including how they are linked to relevant compliance powers and under the legislated regulatory framework, including codes of conduct); and - provide a framework that enables these principles to be translated into practical processes and mechanisms for better and more transparent decision-making	
Option 1.2 – Embed community wellbeing considerations into key council strategic planning and service delivery. - local government sector, peak bodies, and communities say that there should be greater recognition of the role that councils play in supporting the wellbeing of their communities - lack of clarity around what the concept of wellbeing includes - provide councils greater clarity on how they can support wellbeing, providing guidance on strategic planning and the delivery of locally tailored wellbeing services	Councils have a much more intrinsic role in their communities than the historic ‘roads, rates and rubbish’ analogy sometimes used. There is a need for a common understanding of what we mean by ‘community wellbeing’. Providing clarity beyond the mere words of the current section 20 of the LG Act will assist to ensure a more focussed and consistent approach. The Tasmanian Government Wellbeing Framework may provide a good start point for a clearer ‘community wellbeing’ approach activated through a strategic planning obligation, coupled with funding support and service delivery oversight coordination by the Tasmanian Government. Within the context of any community wellbeing strategy applied across councils, focus should be given to the role played by councils in each area. Clarence has adopted the following roles

- Tasmanian Government Wellbeing Framework notes that the concept of wellbeing includes economy, health, education, safety, housing, living standards, environment and climate, social inclusion and connection, identity and belonging, good governance and access to services - Local government already undertakes many activities and actions to promote wellbeing but is financially constrained	within its Community Wellbeing Strategy: delivering, partnering, facilitating and advocating – to provide a high-level framework to describe approved actions and initiatives.
Option 1.3 - Require councils to undertake Community Impact Assessments for significant new services. - CIAs would require councils undergo a transparent, thorough, and consultative process with their communities that considers the social and cultural impacts on communities and individuals, as well as clearly and succinctly documenting the whole-of-life costs for the community and how it will be paid for. This may include a ‘notional rates increase’ to demonstrate the full costs in simple terms. (Subject to other options being considered below, this option could also apply to acquisition of new infrastructure) - CIAs could assist with better decision making and more informed community support	While there is merit and utility in providing a common method of quantifying and justifying new services, care needs to be exercised in relation to the legislative framework in which such a requirement sits. The goal of social and community engagement in decision-making processes is important, but it should not become a vehicle by which to challenge and overturn council decisions. Care needs to be exercised to ensure that elected councils remain the decision-making body for the community, acknowledging that some decisions may not be popular, but are nonetheless necessary. Some standardised community sentiment and wellbeing measures that are utilised across the state would allow for benchmarking and measurement of wellbeing initiatives from councils. This is perhaps best executed through a state-wide survey that could be administered by LGAT or the Local Government Office within DPAC.

- CIA's would facilitate a consideration of whole-of-life costs for new assets - CIA's would enable communities to better appreciate the costs of expanding services into new or non-core areas, including the impacts on the rates and charges they pay, and the value they might derive - Any CIA mechanism would need to be relatively straightforward, consistent and not simply a 'tick-and-flick' exercise to generate the desired effect	
2 – Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities	
What the report says	Officer Comment
Option 2.1 Develop an improved councillor training framework which will require participation in candidate preelection sessions and, if elected, ongoing councillor professional development. - Providing brief – but mandatory – pre-election candidate awareness training would support an increased 'baseline' understanding of the roles and responsibilities of councillors - Providing compulsory, ongoing, and accessible professional development training opportunities would support the continual improvement and professionalism of elected	There is merit in requiring pre-election training and ongoing professional development. Training needs to be accessible and ensure that it does not act as a defacto 'filter' for potential candidates. Reflecting the difference between local government and its state and federal counterparts discussed at option 1.1 above, any Charter, principles or duties articulated via legislation should be supported by robust training and development frameworks for potential candidates and elected members.

representatives, ensuring they can achieve the best outcomes for their communities	
Option 2.2 Review the number of councillors representing a council area and the remuneration provided - there may be merit in reducing councillor numbers in some councils to create a more effective governance model. This may also provide scope to explore increases in remuneration which do not materially impact ratepayers - current allowances do not reflect the level of effort realistically required from councillors, given the increasing complexity of their role, community expectations, and statutory responsibilities	The size of councils is a contentious issue. Ideally councils should: - Be made up of an odd number of councillors to minimise the possibility of tied votes. - The number of councillors should reflect contemporary board sizes for 'businesses' of a comparable size. - Remuneration needs to reflect the realistic effort required of councillors. There is unambiguous evidence that the workload of councillors has increased significantly over the past two decades, and this is not reflected in the remuneration provided.
Option 2.3 Review statutory sanctions and dismissal powers - The overall reputation of the sector has been damaged by instances of poor councillor behaviour. This has been compounded by the constrained capacity of the State Government to intervene under existing legislation in certain circumstances	Processes aimed at dealing with complaints of inappropriate and poor behaviour need to be efficient, proportionate and procedurally fair. There are clear examples of trivial issues being raised in formal complaints, complaint processes being 'weaponised' without recourse against vexatious complainants, and serious instances of inappropriate conduct being lightly sanctioned (at best). None of the above assists councils to build confidence within the communities in which they operate.

- The local government sector and the community are frustrated by the limited sanctions and limited accountability for misconduct by elected representatives	Council acknowledges the work done by the Tasmanian Government in this area and eagerly awaits the finalisation of those changes.
Option 2.4 Establish systems and methods to support equitable and comprehensive representation of communities. - There are a number of systems and methods that could further support equitable and effective representation of communities Option Paper: Appendix 13 in Tasmania. These include undertaking periodic representation reviews, establishing committees to represent specific communities within larger council areas, dividing existing or new LGAs into wards, and setting up engagement hubs throughout local government areas - In some geographically larger councils, the majority of elected representatives tend to come from the more populated urban area. This may lead to residents living in the broader council area not being adequately represented - Some submissions advocated for ward systems while others suggested building	Standardising community engagement and committee representation across all councils is problematic given the administrative overheads required to run both. The establishment of principles around community representation and engagement processes that represent best practice in local government could help guide individual council and councillor decision making. Utilising relevant aspects of the IAP2 public participation spectrum may be an appropriate consideration.

engagement processes and outreach capacity to better engage with residents - The Tasmanian Local Government Act 1993 allows councils to be divided into two or more electoral districts. However, Tasmania is the only State with no councils divided into wards	
3 – The community is engaged in local decisions that affect them	
What the report says	Officer Comment
Option 3.1 Require consistent, contemporary community engagement strategies. - Community expectations of engagement are increasing, including the need for far greater community involvement in council decision making. Appropriate and consistent engagement guidelines would facilitate engagement approaches that are uniform across Tasmania and informed by best practice - The Local Government Legislation Review recommended that existing community engagement provisions under the Local Government Act 1993 should be removed, as they are overly prescriptive, and require councils to undertake engagement through mechanisms which are generally outdated	Council has developed a Community Engagement Policy that reflects contemporary practices. Processes have been developed to give effect to the policy. Council community engagement or consultation policies, no matter how named, should be based on the IAP2 public participation spectrum. Care should be taken to avoid a prescriptive, legislated approach beyond the requirement to have a policy, properly resourced, that meets the IAP2 standard. Regarding social media, mechanisms need to be investigated and legislated that protect councillors and council staff from inappropriate conduct toward them in the conduct of their roles, particularly in respect to social media.

- We believe replacing the existing provisions with a requirement that each council develop their own community engagement plan would support a consistent approach to engagement, while still allowing individual councils the autonomy and flexibility to tailor how they engage, and what they engage on, with their local communities	
Option 3.2 Establish a public-facing performance reporting, monitoring, and management framework. - Councils are currently required to report on a range of financial and asset management, service activity, and regulatory compliance matters, but these data are underutilised and fragmented. The data also may not reflect the issues of greatest interest to local residents - The Local Government Legislation Review recommended a local government performance reporting framework to support enhanced consolidation and accessibility of existing council reporting. We believe there is scope to build a framework which presents council performance data in a central online platform, modelled on approaches taken in other states	There is clear benefit in having online, accessible and clear metrics to monitor and report key performance issues in Tasmanian local government. The issue experienced in Tasmania has been a lack of common definition and application. Definitions and measurement criteria need to be clearly articulated and consistently applied – otherwise performance reporting is not on an ‘apples and apples’ basis. That leads to distortions and misunderstanding that takes away from the utility of any reporting mechanism. There is also a need to ensure recognition that not all councils are the same. Some performance measurement reflects differing priorities between councils – and is therefore not a measure of performance per se. Other impacts are council size, geographic area compared to resources – the list could go on. Should a common charter be developed alongside a core services and functions framework, it would be appropriate for councils to report their performance against that Charter/framework, based on a common set of definitions.
Option 3.3 Establish clear performance-based benchmarks and review ‘triggers’ based on the public-	The comments provided at Option 3.2 above are relevant here.

facing performance reporting, monitoring and management framework. - This option builds on the performance reporting, monitoring and management framework in Option 3.2 - It could be used to establish performance benchmarks, and a set of clear and proportionate intervention options when benchmarks are not being met. Intervention options could range from a council being requested to explain its performance, through to service improvement directions, or efficiency audits by an external regulatory authority	While it is reasonable to seek explanation from councils regarding achievement of certain performance benchmarks, the notion of ‘intervention options’ is problematic. Such an approach is considered something of a ‘blunt stick’ – there may be a range of justifiable reasons for a council not to achieve a certain performance benchmark. Any action beyond seeking an explanation is considered a step too far.
4 – Councils have a sustainable and skilled workforce	
What the report says	Officer Comment
Option 4.1 Implement a shared State and local government workforce development strategy. - In the absence of shared strategies, councils and the State Government can compete with each other and the private sector for staff, driving up costs without addressing skill shortages. They also risk duplicating workforce training, development, and	A combined State and local government workforce development strategy is supported. Any strategy needs to critically look at demand side needs and then consider the supply side opportunities and requirements. While joint commitment to development of a strategy is a critical first step, there must also be a commitment to delivering the training, programs and other capabilities needed to deliver the strategy (that is, fund and deliver on the supply side model). While councils can support supply side programs and provide work experience, it will be necessary for the State to take a leading role in terms of negotiating and funding those programs with training providers.

recruitment efforts, when the cost of delivery could be shared.	In support of the comments provided above, the Tasmanian Government is encouraged to take a long-term focus on professional training programs critical to local government. For example, demise of TAFE EHO training program has had a detrimental impact on the profession and restricts accessibility. More investment in trade-based training outside of the general building construction industry is required. Furthermore, investment in planning training at a university level is required, as is further investment in engineering courses that focus on skill streams relevant to local government (ie, civil and mechanical engineering).
Option 4.2 Target key skill shortages, such as planners, in a sector-wide or shared State/local government workforce plan. - Given the serious shortages of such skills across the two sectors, a targeted workforce plan could: • address capacity gaps across the whole State and local government regulatory system; • provide more attractive career pathways for professionals; • allow for succession planning within both spheres of government; • support the training and development of a new category of para-professionals to undertake less complex tasks; • minimise the competition between the two tiers of government and the private sector for staff; and • reduce duplication of workforce training, development and recruitment efforts.	See our comment per Option 4.1 above.

Option 4.3 Establish ‘virtual’ regional teams of regulatory staff to provide a shared regulatory capability. - Regulatory staff from councils across a region could form a virtual team that supports some or all councils and leverages combined capability. The team could include planning officers, environmental health officers, and other specialist staff. All regulatory responsibilities would remain with councils, and staff would remain physically located in their councils. A proportion of the team’s time would be used for predictable regular services for their ‘home’ councils, such as pre-lodgement liaison with proponents and assessing and determining routine development applications. When required, team members could be assigned to more complex and intermittent work from across the region.	Several councils already share staff resources in this way. The approach will not be as effective as the proposed reform postulated by option 4.1 above.
5 – Regulatory frameworks, systems and processes are streamlined, simple and standardised	
What the report says	Officer Comment
Option 5.1 Deconflict the role of councillors and the role of planning authorities.	Over recent years we have seen many instances, including small developments, where councillors were conflicted by proposals that seemed practical and appropriate, and yet

- The Board has heard that the role of councillors “to represent the community” often conflicts with the role of planning authorities to objectively apply the provisions of a planning scheme regardless of the views of the community. Councillors found it difficult to participate in important public debates about major developments in their municipality for fear of ‘pre-judging’ development applications or being accused of bias in the assessment process - The Board accepts that this conflict creates issues in only a very small proportion of development applications. Some stakeholders, however, expressed the view that this small number of cases created significant friction between councillors and between councils and their communities.	contrary to what the planning controls actually required. They found it difficult to represent their constituents' interests without declaring their views beforehand or if required to make deeply unpopular decisions because of the planning scheme controls. The planning authority needs to feel free from extraneous ramifications if it accepts it must be bound by planning law through the scheme or relevant previous decisions. Referring applications to an independent board will allow council to consider DAs before it and make submissions to the board based on representing community outcomes, whereas the board can take those into account in the context of the planning controls in the TPS.
Option 5.1a Refer complex planning development applications to independent assessment panels appointed by the Tasmanian Government. - The assessment of complex development applications depends on access to technical expertise, robust data, efficient administrative systems, sound decision-support systems, and strong communications support.	The conflict issues here have nothing to do with large councils' ability to deal with complex applications. Councils like Clarence have qualified and experienced professionals across a wide range of relevant areas – town planning, urban design, civil engineering, environmental management, traffic engineering etc. Large councils also have the resources to obtain external advice, should it be required. Large councils' professional advice will also be superior to state panels, with the added benefit of local knowledge. Therefore, this should not be a reason to refer applications to the State Government. Any referral mechanism should be focussed on making councils free from the constraints of acting as a planning authority and therefore able to represent their community and its views in

- Independent panels appointed by the State Government would have access to a diverse range of specialists and establish robust administrative and technical support systems, allowing a consistent standard of decision making state-wide. - Clear criteria would be established to define which developments must be referred. This could include: • high value developments; • developments in which the council or councillors have a direct interest, including developments on council land; • developments in sensitive locations; • developments of particular industry types; and • developments with particular types of impacts. - Freed from the constraints of acting as a planning authority, councils would be able to represent their community and its views in submissions on complex developments as they are being assessed. Councils would continue to assess and determine other development applications and retain overall land-use planning responsibilities. - This reform would only apply to a small proportion of applications, with the majority of development applications continuing to be	submissions on awkward developments. To reinforce the point – it has nothing to do with complexity. Councils deal with large numbers of applications on council land. Almost all are non-controversial – public toilets, playgrounds, club storage sheds etc. It is unnecessary/time wasting to refer all applications. There is value in referring controversial major proposals however (particularly as the council will have already planned for the project and granted consent if the applicant is another party).
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determined by councils and their delegated council staff. - Costs involved should not fall back on the councils it was designed to assist. Rather a proponent user-pays model would be appropriate. Panels should comprise a range of relevant skills and knowledge and must include a person with knowledge of the local context of the particular development, including community and council priorities.	
Option 5.1b Remove councillors' responsibility for determining development applications. - This option is similar to option 5.1a but elected representatives would be removed from the process of determining development applications entirely. Applications would routinely be assessed by planning staff in councils and, if required, escalated to independent panels appointed by the State Government. - Councillors would still have responsibility for all the strategic elements of the planning system, including strategic land use planning and recommending Local Provision Schedules. - Council would also be able to make representations to independent planning panels on discretionary elements of	This has potential to slow the system down and clog up the approvals process. DAs normally dealt with under delegation should continue to be dealt with that way. However, decisions required currently by the planning authority could be referred to panels and that would liberate the council to make submissions representing its constituents.

development applications (in addition to officer level advice as currently provided to councils). - Community planning and environment groups strongly support maintaining councillors' role in determining significant local development determinations. - Development interests are seeking a development approval system that is consistent and predictable. They did not find that this is always the case when development determinations were made by councillors.	
Option 5.1c Develop guidelines for the consistent delegation of development applications to council staff. - While most development applications are determined by council officers under delegation, a small proportion are considered by councillors (or independent panels as proposed in 5.1a) acting as a planning authority. An absence of clear guidance on options to delegate planning processes to council staff can frustrate and lengthen the planning assessment processes. - Planning decisions must be based on professional, technical assessments against	A consistent approach would be appropriate. However, would the different resourcing levels of large vs small councils impact the ability to make delegated decisions – or would large councils' current delegations be curtailed due to small councils' ability? Given the number of DAs involved here, this is an important consideration if it results in greater numbers of DAs referred to the planning authority.

criteria under the planning scheme. However, councillors are often under community pressure to make decisions that reflect popular opinion based on considerations outside their formal statutory role as a planning authority. This can unduly divert council resources and undermine community confidence in the council and in the planning system. - Guidelines would help councils to determine which decisions should be made by councillors, and which should be made by the council's planning staff under delegation. The criteria in such a policy could be based on the nature of the development (e.g., capital value, location, activity proposed), the nature of the proponent (private individual, business, government agency, council, councillor) and/or the number of representations received. - This would provide clarity to proponents and the community and reduce the potential for the development application process to be unduly influenced by local political pressures. It may also lead to more efficient decision-making, as proponents, council staff, councillors, and the broader community	
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would be clearer on who will be making key decisions, and on what basis.	
Option 5.2 Greater transparency and consistency of councils' resourcing and implementation of regulatory functions. - Councils' performance of their regulatory functions varies widely, with many falling well below risk-based benchmarks. Where there is underperformance of regulatory functions, there is an increased risk to public health and safety. - This option would include measures of regulatory resourcing and implementation in a new public-facing performance reporting, monitoring and management framework (see option 3.2). This would help communities to understand how well their councils are exercising their regulatory responsibilities, and help councils to 'level up' to the standard of other similar councils. - The most common explanation councils have offered for failing to exercise all regulatory responsibilities is a lack of access to skilled staff. - Other explanations offered include poor awareness of regulatory requirements by	Lack of access to skilled staff is a key contributor to regulatory transparency and consistency. The cost associated with performing those regulatory functions is also a key factor. If measures of performance are introduced alongside performance standards (a logical requirement if 'under-performance' is to be measured), the Tasmanian Government should: - Commit to co-funding the delivery of regulatory services across the State (to ensure councils are adequately resourced to meet the prescribed standards); - Commit to transparently assessing the cost of new regulatory functions when legislated. This does not currently happen. - Ensure that any workforce strategy (per Option 5.1) includes a focus on staffing requirements, training and resourcing for regulatory positions within councils. - Commit to supporting councils to invest in technology that supports streamlined regulatory processing.

applicants, and a lack of resources for smaller councils to undertake statutory functions.	
Option 5.3 Increase support for the implementation of regulatory processes, including support provided by the State Government. - Council regulators have some discretion when applying the State Government’s statutory regulations to their local circumstances, but they must treat all applicants fairly and equitably. Councils have told us they need more support and resources to be able to strike this balance. This option aims to make regulation simpler and more efficient through streamlining the collective understanding and expectations concerning regulatory frameworks, ensuring transparency around agreed guidelines and decision-making support tools, training, regulatory support hotlines, and data collection and usage. - Current approaches assume that regulatory requirements, such as for building approvals or environmental protection, can be written as objective ‘rules’ and ‘tests’ which are clearly linked to stated policy intentions. For development applications, for example, the Tasmanian Planning Reforms should broaden the availability of ‘acceptable solutions’ and	General comments: Support from the Tasmanian Government via additional support resources or simplification of statutory / regulatory processes would be beneficial. Simplified clear rules, well communicated and applied with consistency and empathy is clearly the way forward. There are clearly some issues and misalignment particularly between state government planning control and separate building legislation that would be good to resolve through partnership between the Tasmanian Government and councils working closer together as co regulators. Regarding planning elements: The statement <i>“Tasmanian Planning Reforms should broaden the availability of ‘acceptable solutions’ and limit discretion to where it is absolutely necessary”</i> should be amended to replace the words “Absolutely necessary” with “appropriate”. The statement <i>“If designed in a collaborative way between State Government and councils, a comprehensive package covering all elements of regulatory implementation would increase both council capability and the challenge of balancing local and State objectives. The Tasmanian Planning Reforms are heading in this direction, which was seen as positive.”</i> is not considered accurate. There is no evidence of this. From the start of the planning reform process, local government has received what seem like tokenistic responses to concerns and have essentially been ignored in the development of planning reforms and especially in regard to the SPP planning controls.

limit discretion to where it is absolutely necessary. Where such rules and tests are not possible, specific policy objectives and decision-making guidelines would need to be understood. - A program of improving transparency and consistency could also target particular council and development industry priorities like, for example, 'no permit' pathways for low-impact urban infill. - There was strong support in our engagement for this option, with greater collaboration and support from the State Government seen as critical. - If designed in a collaborative way between State Government and councils, a comprehensive package covering all elements of regulatory implementation would increase both council capability and the challenge of balancing local and State objectives. - The Tasmanian Planning Reforms are heading in this direction, which was seen as positive. This option would complement those reforms, both within planning and in other regulatory areas such as building, public health and pollution control. There was agreement that there are currently considerable cultural and structural barriers to local governments accessing State Government knowledge and	
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clear guidance about applying and interpreting policy which sometimes results in unnecessary complexity and conflict	
Option 5.4 Strengthen connections between councils' strategic planning and strategic land-use planning by working with State and Commonwealth Governments. - Strategic land-use plans that have the support of all spheres of government would help to align Commonwealth, state, and local priorities in residential development, industrial development, infrastructure investment, and green space protection. The 26 Let's All Shape the Future of Local Government. review of the regional land use planning framework underway through the Tasmanian Planning Reforms is a good opportunity to advance this option. - Without strategic land-use plans, councils: • risk making land-use planning, infrastructure, and investment decisions that fail to account for known demographic and other future trends; • may fail to make the necessary regional trade-offs for effective and efficient resource allocation; • may fail to manage future risks; and	This option is strongly supported. Tasmania is 20 plus years behind other states in terms of State contribution to planning. The State Planning Office is under resourced. A solution may involve greater collaboration with other states, effectively borrowing relevant work to apply in Tasmania. The government should also be more open/formalise a system, for picking up proposed improvements to planning systems, strategies and planning controls, from councils who raise them. When you have an under resourced system, it is a wasted opportunity to be not utilising councils with the day-to-day knowledge of issues 'on the ground' and appropriate solutions. The most glaring example of the State's failure to contribute to regional Strategic planning is the status of the regional strategies. The State assumed the power to review these strategies, but has failed to deliver on its undertaking, and as a result there has been a great deal of damage done to the quality – and community regard - for regional strategic planning. Conversely, the Greater Hobart Plan process has shown how state and local governments can work productively together and this has/ is resulting in quality sub-regional strategic planning.

• risk costly and ineffective public investment and missed opportunities for meeting social, economic, and environmental objectives.	
6 – Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities	
What the report says	Officer Comment
Option 6.1 Require Councils to collaborate with others in their region, and with State Government, on regional strategies for specific agreed issues. - Some of councils' responsibilities and interests are shared with others in their region, for example road networks that cross boundaries or common challenges such as flooding. Where neighbouring interests can be aligned, there are opportunities for mutual advantage; where interests are in conflict, there are benefits in resolving them. - This option would aim to identify a core list of regional issues that councils should be collaborating on, requiring them to engage and agree on regional strategies for those issues. It could include, among other things, land-use planning, regional economic development, climate change adaptation, and procurement of large civil construction projects. Each council's strategic plan would be aligned with these regional strategies.	This option seems like something that does not require legislative review. Councils have access to joint authority mechanisms to work at a regional and sub-regional level – and do so now. More broadly, what would be the process for identifying regional issues? Is this a static list or dynamic? If there is a requirement to participate, how will that work in a practical sense? There are many questions that arise from this option that are difficult to rationalise and comment on. The comment in 'engagement feedback', 'There was strong feedback that defining the regional role of councils was more important than mandating council participation in regional organisations' seems something that should be key here. A defined regional role overarching council activities seems a better approach, alongside choices on the best way to give effect – that is, more options than just a 'joint authority'. More broadly, Greater Hobart councils have seen good outcomes from the Greater Hobart governance structure which has led to good formal and informal outcomes on collective regional representation and information sharing across councils. It has established an environment where employees feel more comfortable sharing and 'reaching out' for help and input from other councils compared with before its establishment. This is also the case in the example of the South Easter Region Development Association (SERDA).

- There are a variety of ad-hoc regional structures in place for collaboration between councils and with other spheres of government. Rather than mandating a particular structure, this option would allow councils to choose the structure most effective for them to consider regional issues	
Option 6.2 Establish stronger, formalised partnerships between State and local government on long-term, regional, place-based wellbeing, and economic development programs. - Earlier this year, the Tasmanian Government announced it will develop ‘regional strategic partnerships’ between the Tasmanian Government and LGAT, working directly with relevant ‘council clusters’ in those regions. - The stated objective is to set a 20-year framework, vision, and direction for planning and land use to support economic and community development. The Board understands the partnerships will focus on: • identifying natural advantages at the regional level for supporting the attraction of emerging industries, such as hydrogen and synthetic fuels production;	As an extension to our comments at Option 6.1 above regional partnerships have been proven to work. While there is an administrative overhead to any partnership, the working arrangements seem more fluid and adaptable to the regional need as well as at an individual community level.

• partnering with skills and training providers to align with growth industries and key regional strengths; and • place-based planning and delivery of education, housing, and health and community services to support the attraction and retention of regional workforces and build viable, vibrant, and sustainable communities.	
Option 6.3 Introduce regional collaboration frameworks for planning and designing grant-dependent regional priorities. - Competitive processes for State and Australian Government grant funding often create unhealthy or inefficient competition between councils for funding which – if packaged up and allocated differently - could otherwise benefit a greater number of people in a wider regional community. Additionally, larger councils often have greater capacity to undertake and be successful in these processes. Grant application processes themselves potentially divert funding away from pressing core service needs and priorities. - Enhancing collaboration between regional councils could ensure State and Australian	This approach has the greatest opportunity for success. The Greater Hobart councils – Clarence, Hobart, Glenorchy and Kingborough – work collaboratively through the Hobart City Deal and Greater Hobart Act mechanisms. This approach has fostered much closer and flexible collaboration on a range of issues, including funding submissions and grant applications. There is significant utility in this approach because it fosters flexibility and a broader appreciation of regional needs and opportunities.

Government grant processes receive high quality applications from councils that best serve the needs of regional communities. In addition, it would lead to more efficient efforts by councils in seeking and expending grants by reducing duplication of effort between councils, enabling more equitable access to grant-seeking expertise by all councils.	
Option 6.4 Support increased integration (including co-location) of ‘front desk’ services between local and State governments at the community level. - It is broadly accepted that Service Tasmania shopfronts represent a ‘success story’ in providing a well established integrated, customer centred hub for accessing a broad range of government information and services. Many Service Tasmania shops are now co-located with libraries and other community services and facilities. - There are likely to be significant opportunities to leverage these and other arrangements to further develop ‘one-stop shop’ service hubs. - Further co-location of State and local government shopfronts and shared online customer service systems have the potential to provide a more seamless and customer-	There is merit in exploring this with some services. The reality is that over the next 10-20 years more of our services will shift online, with community members wishing to interact with council at a time and place that suits them. This does not stop the fact that there are also complex requests that require significant expertise from within councils, beyond the front desk and work flowing this through each council from a centralised point would require administrative front desk support at a council level , or require highly skilled operators with significant knowledge on local government operations at the “one stop shop”.

centred service experience, improve operational 'cross-pollination' between local and State Government, and save on commercial rents	
7 – The revenue and rating system funds council services efficiently and effectively	
What the report says	Officer Comment
Option 7.1 Explore how councils are utilising sound taxation principles in the distribution of the overall rating requirement across their communities. - Council rates are broad-based taxes on property or the value of land. Taxes on land are generally considered one of the fairest and most efficient forms of taxation, as they have very low negative effects on economic growth and activity. - There is currently limited transparency associated with the ratings policies that councils make and how it impacts on the distribution of rates burden across communities. For example, some councils preferentially rate commercial operations, while others seek a greater proportion of rates from residential properties. - It is proposed that the State work with the sector to explore the current distribution of rates burden across communities in Tasmania,	In Clarence, we began differentiating our commercial rates back in 2007/08. We base the commercial properties on the land use codes each property is issued by the Valuer General. Rates staff have found that different staff at the Valuer Generals office apply different land use codes to properties that are very similar. Also, some properties that we think should be commercial are instead classed as sporting and hence don't pay our commercial rate (for example, gyms). In order to vary rates further based on land use codes we would need to ensure that there is more consistency in the information coming from the Valuer General, or even more land use codes. In short, an exploration of taxation principles in local government is supported, with a view toward establishing greater consistency in rating-based decision-making.

including the relative weight of revenue raised from different categories of land. This work may highlight the need for more innovative rating practices to ensure that rate liabilities are shared equitably across the community	
Option 7.2 Enhance public transparency of rating policy changes. - This option would build on the work under recommendation 7.1 and see better and more user-friendly reporting and transparency of rating policy changes as part of a proposed local government performance monitoring and management framework (see option 3.2). This may include better transparency around the distribution of the rating burden across the community. - The Tasmanian Government has agreed to the Local Government Legislation Review recommendation that council audit panels be required to review any proposed rate changes that deviate from a council's long-term financial plan, and/or any changes to a council's long-term financial plan. - Audit panels will continue to be independent of their councils and the panels must have a majority of independent members	Following from our comments at Option 7.1 above, initiatives that improve transparency in all key policy areas is supported.

Option 7.3 Examine opportunities for improving councils' use of cost-based user charges to reduce the incidence of ratepayers subsidising services available to all ratepayers, but not used by them all. - Councils presently meet their regulatory obligations, and provide many services, through a mixture of user fees and subsidies from general revenue. User charges should, optimally, reflect the actual cost of a service. This option would: • enhance transparency and accountability for revenue raising and service delivery; • assist the community to understand true costs of services and potentially the costs of regulatory processes; and • identify potential areas for councils to pursue productivity improvements (and alleviate prices or improve services), for example through improved technology or provision at larger scale. - Where councils choose to subsidise certain activities (which may be justifiable in certain circumstances) these subsidies should be reported transparently in their financial statements, to ensure they are understood by the community. More consistent pricing, in the form of user charges, could also help facilitate the trade in services between	Great care needs to be taken in respect to this option. While it is worth examining opportunities related to cost-based user charges, it is important to recognise that there are circumstances in which it is appropriate for cost burdens to be shared across the municipality rather than just those who use a service. A prime example is waste collection. There is a broad public health requirement underpinning waste collection services – avoiding broad scale community health issues by efficiently collecting putrescible waste before it rots. While some people may wish to dispose of their own waste, all people enjoy the benefits of waste being collected and not being left to rot at individual properties or in the street. On that basis, broad-based community charges for waste collection are considered appropriate. There are of course examples where a user-pays system is appropriate – for example planning and building development charges.
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councils, such as through shared services arrangements. - While establishing a consistent approach to user-pays by applying the 'benefit principle' of taxation has merit for some services, there was general concern it may lead to inequitable outcomes given the significant variations in wealth and incomes within and between councils.	
Option 7.4 Consider options for increasing awareness and understanding of the methodology and impacts of the State Grants Commission's distribution of Federal Financial Assistance Grants. - The State Grants Commission allocates Financial Assistance Grants to councils, funded by the Australian Government (\$82m in 2021-22). Approximately 53 per cent of the grants are allocated to councils for the maintenance and renewal of roads, 14 per cent are allocated on a per-capita basis, and the remaining 33 per cent are allocated on the basis of the balance of a council's capacity to raise revenues and their need for expenditure, which is weighted by numerous variable cost adjusters. - The allocations for this component, and the per-capita grants, are made in accordance	There is a significant lack of transparency in State Grants Commission processes. The comments regarding inequities in the base grants allocation model are supported. It has not been possible to engage with the Commission at a practical level despite councils investing in expert advice and making submissions to the SGC to quantify and qualify their concerns. The Commission's response to those concerns has been underwhelming. The Commission claims to be under resourced to the extent that any consideration of council concerns by the Commission is likely to take several years. It is hard to have faith in such a system or to consider it fair and transparent.

with National Principles, including horizontal fiscal equalisation and ‘effort neutrality’ (the latter meaning grants should not disincentivise councils from raising revenue through efficient land taxes like rates.	
Option 7.5 Investigate possible alternative approaches to current rating models, which might better support councils to respond to Tasmania’s changing demographic profile. - Over the past 10 years, Tasmanian councils have increased rates more slowly than their interstate counterparts, despite having comparatively broad legislative discretion on how they determine rating levels. This could reflect an increased focus on efficiencies and constraining cost increases. It could also reflect constraints that prevent councils from raising the revenue that they need to continue delivering services. - Tasmania has a population that is ageing – rapidly in some areas. The Board has heard that the current rating system presents a challenge for some owner occupiers who, while owning a valuable (and appreciating) asset, may be reliant on fixed incomes. It appears many councils feel the pressure to	Clarence Council has adopted a mature and transparent approach to rating and its associated modelling, as was shown last year in increasing rates to reflect increased services that need to be provided to our community – while at the same time other Council’s had extremely low rate increases (well below CPI) that were not properly explained within the context of short and long term council funding. Within the context of an ageing population, the Tasmanian Government subsidy is only for certain parts of the community. This could be extended to self-funded retirees (holders of seniors health care card for example) with the effect that this would increase the fairness between property owners on fixed incomes but where there home has significant value which has increased their rates especially over the last few years. Clarence Council has also introduced rates capping in recent years, at a quite low level for pensioners, which ensures their rates do not increase significantly especially in a revaluation year. The combined effect of this approach is that 20-25% of Clarence Council rate base receive some sort of subsidy. While councils may or may not offer subsidies and caps within their rating policies, there is also a macro-level need to ensure rating structures respond to the ‘cost of doing business’ within each council’s budget estimates. Councils should not be permitted to run long term (year on year) deficit budgets or to ‘flat line’ their annual rate increase unless there is clear evidence to indicate that such an approach is sustainable in the long term.

constrain rate increases knowing it will impact these residents. - Pensioner concession holders are entitled to a Tasmanian Government-funded reduction on their rates, at a budgeted cost of \$19.2m for 2022-23. However, this is a relatively small proportion of the overall rates impost as it is capped at \$345 per pensioner household for TasWater customers, and \$507 for households without reticulated water.	
8 – Councils plan for and provide sustainable public assets and services	
What the report says	Officer Comment
Option 8.1 Standardise asset-life ranges for major asset classes and increase transparency and oversight of changes to asset lives. - The way councils put a financial value on their assets determines how much they budget for depreciation and maintenance costs. This in turn can determine how much they budget for asset replacement and influences a range of council financial and asset sustainability metrics. - The Board has found councils adopt a broad range of different asset lives for the same classes of assets. Often asset lives are reported as longer than what is	There are many variables that contribute to an assessment of asset life ranges. There are no set standards. Asset life ranges can depend on such things as where assets are placed (eg a parks in a more coastal council compared to a country council the one open to elements and salt will deteriorate much more quickly), level of use and many other factors. Asset lives are particular to each council, but all asset lives need to be backed up by relevant data and research, then independently reviewed by auditors. This option should not be supported.

recommended in guidance principles or by other jurisdictions. In some cases they are extended without a justification being provided for changes	
Option 8.2 Introduce requirement for councils to undertake and publish ‘full life-cycle’ cost estimates of new infrastructure projects. - It is important that councils and their communities are informed and make decisions about their investments with a clear picture of the ‘whole-of-life’ costs of new infrastructure projects, and the ‘trade-off’ implications this may have, whether in relation to the management and maintenance of existing assets, the provision of other services, or the need to raise additional revenue.	This option is worthy of support. However, care needs to be taken to ensure that published information is relevant, understandable and contributes to community understanding of asset lives and the genuine cost of replacement.

- Councils are under constant community pressure to provide new infrastructure and are regularly offered 'one-off' infrastructure grants from other spheres of government in response to these demands. While this support is welcome, it can require both up-front co-contributions and ongoing expenditure for asset maintenance that can be hard for councils to accommodate within already constrained budgets. - There is a need for accountability and oversight systems, including transparent reporting. This could be done via audit panels if they were given a strengthened role and clear responsibility.	
Option 8.3 Introduce requirement for councils to undertake regular service reviews for existing services. - Regular service reviews would be an opportunity for councils and their communities to consider if a service currently being provided is still a priority, and should be continued. They would complement and inform other strategic planning processes/decisions councils undertake regularly. Community engagement would be mandated.	Service reviews present an opportunity as set out in the 'Rationale'. An opportunity to explore the mechanism to give this effect would be welcomed.

- Regular service reviews could provide councils with the opportunity to have frank and open conversations with their communities about their service preferences and priorities, informed by data about up-front and lifecycle costs, and feedback on satisfaction with/value of services. - This process could give councils a stronger and more confident mandate to make asset management and budget decisions (particularly around long-lived infrastructure investments) and should improve general community awareness of the 'true' cost of providing services	
Option 8.4 Support councils to standardise core asset management systems, processes, and software. - Currently, asset management practices are inconsistent across councils, in terms of systems, processes, data captured, and software used. The Board's analysis found that less than half of councils are currently complying with the relevant requirements of the Local Government Act 1993. Increasing the standardisation and consistency of asset management practices would support robust service level benchmarking and investment	As with our comment at Option 5.2 above, a commitment by the Tasmanian Government to supporting councils to invest in technology that supports contemporary asset management systems and software would provide a broad benefit to local government. It would also assist to streamline performance reporting.

prioritisation, as well as potentially increased skills and resource sharing between councils.

9 – Reform Pathways

What the report says

The options paper sets out three possible reform pathways. They are:

1. Significant (mandated) sharing and consolidation of services
2. Significant boundary consolidation to achieve fewer larger councils
3. A 'hybrid' model combining both service and boundary consolidation

Three questions are posed in this section:

- Which of the three broad reform pathways do you think has the best chance of delivering what the community needs from local government? Why?
- What would be your biggest concerns about changing the current system? How could these be addressed?
- In any structural reform process, how do we manage the very different needs and circumstances of rural and urban communities?

Feedback was sought from councillors on these questions and the report more broadly and that feedback is reported below. This feedback should not be read as collective, endorsed feedback but rather individual input that has been aggregated.

Broad Councillor feedback

The reform papers have not adequately focussed on harnessing the private sector for service delivery. This is how small and large councils alike can benefit from economies of scale and scope while setting service levels and rate burdens that best align with their communities' priorities and aspirations. An example is outsourcing waste collection, councils can choose weekly or fortnightly.

Councillors have not been involved in discussions on increasing council's role in wellness and are unlikely to share the enthusiasm of state and local government bureaucrats. What councils do best in the wellness space is physical infrastructure like parks, tracks and trails.

Standardisation of rating systems would be deleterious. Currently the options of Land Value, Assessed Annual Value and Capital Value give councils flexibility to use a mechanism best suited to their community. Councils can also utilise a fixed charge of up to 50% of the average rate. This is a helpful tool to smooth distortions especially under Capital Value which is the model several councils have switched to over the last decade. The flexibility in rating mechanisms creates useful pressure and tension on councils to be efficient and effective in distributing the rating burden. Wherever possible the opportunity for councils to rate and deliver services that most suitably meet their communities needs should be preserved.

Being explicit about core council services and defining them would be helpful for managing community expectations, it then can lead to discussions about non-core services and get community buy-in for the commensurate rate impost on a case by case basis

Communities are different and if we genuinely value diversity then allowing councils to do things differently such service suites and delivery models should be welcomed. This is likely to lead to more innovation and the opportunity to learn from failure and success alike. Performance benchmarking and ranking tools such as knowyourcouncil.vic.gov.au should be developed to better inform understanding on councils by their communities and to stimulate reform conversations

One of the big questions in relation to governance is how to ensure councillors make decisions in the long-term interests of their councils. Corporations have these duties codified in law for their directors. In state and federal parliament major parties have a degree of accountability for good governance and long-term thinking because their legacy will affect the party's electoral prospects even after certain individual members have retired. For councillors, there is no mechanism I can think of that helps resolve the conflict between what is in a councillor's electoral interest and the good governance and long-term sustainability of the council.

Similarly, with planning decisions, it seems that councillors can take the approach of deciding what's popular contrary to their duty as a member of a planning authority (for example, voting against a DA without putting forward a valid planning reason) without consequence. This is frustrating for councillors who take their planning assessment duty seriously.

These issues could be addressed through a strengthened code of conduct, however applying the code of conduct to how councillors vote could seem heavy-handed, undermine the democratic choice of residents and ratepayers, and have unintended consequences. There's probably a better solution but I don't know what it is.

In terms of numbers of councillors, the report suggests fewer councillors and higher remuneration has merit. I think the merit in larger numbers of councillors has been overlooked - specifically that more councillors increase the chances of picking up significant detail in reports and proposals that may result in better outcomes, and provide a broader range of skills and experience. These perspectives should be balanced in considering council sizes.

Instead of requiring or forcing amalgamations or resource sharing, a better approach may be similar to that taken during the school amalgamations and closures of 2010. The Tasmanian Government could put up a competitive grants fund that allows councils to investigate or implement proposals for amalgamations and shared services.

The grants could fund feasibility studies, transition costs or new assets. This would mean the proposals could be driven by councils and their communities instead of imposed from the top down, with the fund incentivising councils to explore such proposals. Such an approach would avoid a 'cookie-cutter' approach to resource sharing. While the Government may choose to impose solutions by selecting particular councils to amalgamate or services to share across the state, providing incentives to drive council-led solutions means that the solutions will be appropriate to the unique circumstances of the councils putting forward the proposal.

There is actually no pre-election training for State or Federal Government candidates and any educational/training offering should be optional not compulsory.

While I support improved behavioural standards and dispute resolution mechanisms, particularly at the early stages – what evidence is presented to support the contention that the overall reputation of the sector has been damaged? The televised behaviour of State and Federal MPs and many Government departments far exceeds anything actually occurring at some councils. There is also a need to very carefully consider any process for the removal of those elected by the people at a compulsory democratic election (i.e. there are only very certain provisions that would disallow an elected MP to perform their duties).

I do not support the implementation of a planning system that is entirely managed by unelected and therefore unaccountable public servants/panel members. The clear intention to effectively remove public input into local planning decisions is very troubling and not in keeping with the intention of the original LUPA legislation. The narrowing of the planning options/tools for councillors to appropriately balance planning and community considerations as part of a legitimate decision-making process is the root cause of any issues that may currently present. There are also existing options for complex matters to be referred to the Tribunal/Planning Commission.

In addition, referring planning matters to State Government appointed panels gives rise to a lack of independence from the State Government's perspective.

I am supportive of the principle of achieving fewer but larger councils.

I do not think mandating shared services is necessary as this will happen naturally out of necessity in time if required to achieve efficiencies.

My biggest concern about the current system is the erosion of tools to provide community input into planning decision.

Which of the three broad reform pathways do you think has the best chance of delivering what the community needs from local government? Why?

The hybrid (option 3) is the least risky model but still problematic as it ignores the role of the private sector and existing arrangements and scope achieved via outsourcing. If the targeting in resource sharing is voluntary and doesn't punish councils who already have successful resource sharing endeavours this could be beneficial. A case-by-case voluntary approach to resource sharing is likely to be more successful than a mandated catch all. Boundary consolidation would need to be strategic and carving off a section of one council to prop up the finances of another one.

What would be your biggest concerns about changing the current system? How could these be addressed?

- Stifling innovation and removing local say and one size fits all approach to services through mandatory shared service entities. The demonstrable deleterious impacts of large-scale mergers interstate - www.smh.com.au/national/nsw/rates-will-have-to-rise-council-mergers-in-crisis-as-losses-mount-20201027-p56926.html
- The unfairness of councils who have responsibly managed services, assets and charged appropriate rate burdens being made to pay for the short comings of other less responsible councils particularly in the urban context.
- Homogenisation of services with ratepayers paying for things they don't want and not being able to receive things they do.

In any structural reform process, how do we manage the very different needs and circumstances of rural and urban communities?

Be open and transparent about the different challenges facing the different communities. Be absolutely clear about the current financial position of each council to help community understand the scale of the challenges councils face and the need for change. There is wide variation in the performance of rural councils and if core requirements are not being delivered then intervention is necessary.

FAGS grants are the equalizer for rural councils but they should come with stringent targets that must be met. Accept that whilst the opportunity for productivity gains must be pursued that the opportunities are less than urban councils but that's a fair trade off for better representation and the increased benefits to local economies that rural councils generate. A case-by-case approach is likely to result in strategic not wide scale consolidation

Specific Councillor feedback on Option 1 – Significant (mandated) sharing and consolidation of services

Refer to August 2022 UTAS “options for sharing services in Tasmanian Local Government” page 7 principles for successful implementation: point 2 Engage authentically and try to build consensus:

“Arrangements built on trust and mutual goodwill are likely to present a more attractive reform proposition than forced or compulsory ones. While differences of opinion are inevitable, genuine engagement with the sector is more conducive to progress than unilateral or antagonistic ones”

There are case by case instances where shared services entities are beneficial as well as examples of failures. Homogenised shared services across councils are less likely to meet varied community expectations across councils and councils ability to adjust them. Some communities would rather not pay for weekly general waste collection whilst others want and are happy to pay for a suite of services.

This model seems exclusionary towards the private sector and councils which outsource waste collection are able to access worlds best technology and practice compared to some larger councils that still manage their own collection.

The review mentions Southern Waste Services SWS (Copping) as a successful example of resource sharing which it is but it was also a voluntary initiative. Suggest the Board consider speaking further with SWS. It has the ability to take waste off other non-owner councils without having them as part of the ownership structure.

Specific Councillor feedback on Option 2 – Significant boundary consolidation to achieve fewer larger councils

No one is arguing 29 is the right number or that the boundaries are optimal, but we are not starting from a blank piece of paper. It is difficult to see how some of the state’s smallest councils like Flinders and King island could be merged given their isolation.

The interstate experience is stark or at the very least shows the process is risky - www.smh.com.au/national/nsw/rates-will-have-to-rise-council-mergers-in-crisis-as-losses-mount-20201027-p56926.html

- The SGS greater Hobart merger study showed only Glenorchy and Hobart merger was beneficial on a financial basis as they had similar workforces.

- There could be benefit for consolidation of smaller councils in wider regional councils given their micro scale and scope but for this to happen frank discussions are needed about their current financial status and sustainability.

Specific Councillor feedback on Option 3 – A ‘hybrid’ model combining both service and boundary consolidation

If the targeting of resource sharing is voluntary and doesn’t punish councils who already have successful resource sharing endeavours this could be beneficial. A case-by-case voluntary approach to resource sharing is likely to be more successful than a mandated catch all. Boundary consolidation would need to be strategic and carving off a section of one council to prop up the finances of another one.

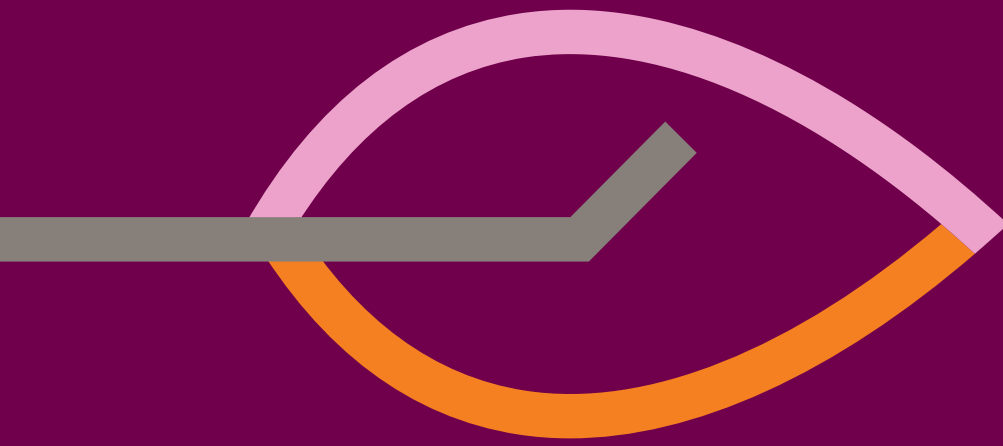
The future of local government review

Options Paper

Review Stage 2 – December 2022



**Let's All Shape the Future
of Local Government.**



The Local Government Board is seeking feedback on the Consultation Questions in the Options Paper until 19 February 2023.

Please visit www.engage.futurelocal.tas.gov.au to respond to the questions online.

Alternatively, you can provide a written submission to:

Submissions.LGBoard@dpac.tas.gov.au or
Future of Local Government Review
GPO Box 123, HOBART, TASMANIA 7001

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Executive summary

Over the past 11 months, the Board has heard from Tasmanians how important strong, sustainable, local communities are for the future wellbeing and prosperity of our State.

Local government – alongside our other levels of government, volunteers, community organisations, and local businesses – will play an increasingly important role in shaping and supporting our communities. To do this well, local government needs to have both the capacity and capability to provide the high-quality representation, services, and infrastructure that Tasmanians need and deserve.

This Review is a once-in-a-generation opportunity to design a local government system that can respond to the growing demands and changing needs of our communities, now and in the decades ahead. Tasmania is a small state, and while we must celebrate and support our diverse local communities, we should also harness the collective strength that comes from working together to address the big challenges on the horizon. These challenges include tackling entrenched intergenerational disadvantage, managing the impacts of climate change, and supporting communities through any number of other technological, economic, and demographic transitions the 21st century will bring.

The future role of local government

Understanding the role of local government in the 21st century is at the core of this Review. We know that a lack of clarity regarding the current role of local government has created uncertainty about what councils can or should be doing. This can result in some councils feeling pressure to provide services they might not be well placed to deliver. Sometimes this expansion can be detrimental to some of local government's traditional core services, infrastructure, and functions.

During the Review, we have heard there is generally broad support for councils continuing to deliver the core functions and services they currently provide, while also expanding their offerings to further enhance the wellbeing of Tasmanians. We have also heard there is a need to ensure that councils retain the flexibility to tailor services (where appropriate) to meet the particular needs of their communities.

There appears to be broad agreement that the Tasmanian local government sector needs to have the capacity, capability, and frameworks if it is to evolve and adequately meet the future needs of Tasmanian communities. While councils need to maintain strong connections with their communities, they also need to have the ability to adapt as their role continues to expand from 'services to properties,' through 'services to people' and, eventually, to 'services to support the wellbeing of communities.'

Developing reform outcomes

Through its broad inquiry in Stage 2 of the Review, the Board has identified eight reform outcomes which the Review aims to deliver for the local government sector. These are the things we believe are essential if Tasmania's system of local government is to deliver the services and support the community needs.

There is significant scope for improvement in local government across each of these outcomes. Capability and capacity are highly uneven from council to council. The sector itself agrees with us on these points. In many ways, the sector's capability challenges are unsurprising given councils' workforce constraints. In 2018, 69 per cent of Tasmanian councils were experiencing a skill shortage and 50 per cent were experiencing skills gaps. In 2022 this had deteriorated, with [86 per cent of the responding Tasmanian councils experiencing a skill shortage](#).

The purpose of this Options Paper is to set out a range of specific ideas the Board believes have the potential to get the sector where it needs to be in terms of addressing these challenges and delivering reform outcomes.

The Future of Local Government Review reform outcomes

1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities
3. The community is engaged in local decisions that affect them
4. Councils have a sustainable and skilled workforce
5. Regulatory frameworks, systems, and processes are streamlined, simple, and standardised
6. Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities
7. The revenue and rating system funds council services efficiently and effectively
8. Councils plan for and provide sustainable public assets and services

Enhancing capability and capacity for the future

In exploring how we deliver these Outcomes, we have concluded that specific reform initiatives can only achieve so much in delivering a local government sector that is in the best possible position to meet Tasmania's future needs and challenges. We must address the fundamental problems with the current structure and design of Tasmania's existing local government system.

There is broad agreement from the sector that:

- The status quo is not an optimal or sustainable model for the sector as a whole, given growing demands, complexity, and sustainability challenges;
- Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services; and
- The scale and extent of the consolidation needed to deliver significantly better services will, unfortunately, not occur on a purely voluntary basis within the current framework.

The Board accepts, through its engagement with the sector and the information it has considered, that a critical part of the solution for local government reform is finding scale in key areas. We know enough to conclude that having 29 organisational boundaries can be detrimental on, for example, the ability of councils to attract and retain key skills, to uniformly manage assets well, and to deliver important regulatory functions.

We also know that the competition, fragmentation, and duplication of effort across 29 councils can hinder collaborative effort and outcomes when it comes to managing regional and state-wide challenges which inevitably transcend our current LGA (local government area) boundaries.

We do not know everything about how scale is impacting on the operations of councils, or what the exact solutions should be in terms of future structural models. Further work will need to be done as we move towards framing final reform recommendations in Stage 3 of the Review. It is clear, however, that we cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion on how to access the capability benefits that greater economies of scale and scope can provide.

It is also the Board's view, and the majority view among experts and sector stakeholders, that the solution to addressing the issues of scale is unlikely to be found through minor modifications to the current model of local government. It is almost certain that system-wide reform will be required. This means redesigning Tasmania's system of local government to ensure councils in the future have the requisite scale, resources, capability, and capacity to deliver on their critical functions.

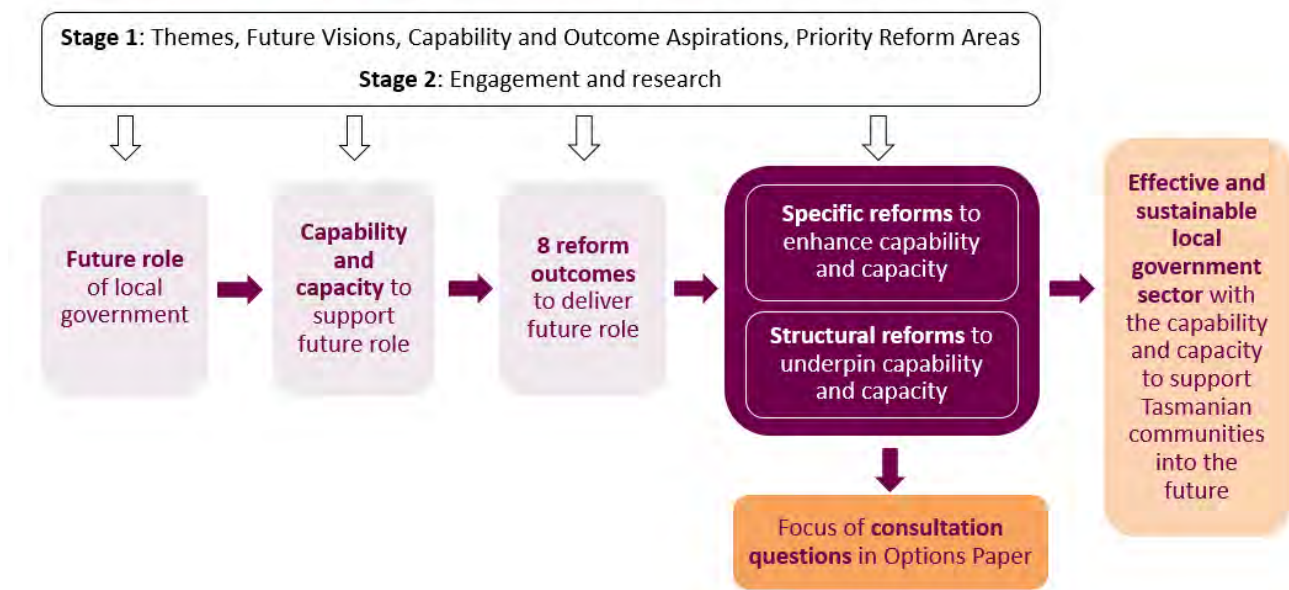
If this 'joining up' is well planned and properly supported by the State Government, we think the sector can improve the overall quality and range of services it provides to all Tasmanians and better support a range of important social, economic, and environmental outcomes. We also think this could

make local government a better place to work and help attract and retain talented workers.

If the status quo continues, and there is no meaningful reform of the sector, it is our view that significant challenges will continue to emerge. Without substantive and well-planned reform, we think there will, inevitably, come a 'tipping point' at which services suffer, and some of our 29 existing councils will not be able to afford to function effectively. When we put it in these terms, the Board believes the opportunity cost of inaction is too great to ignore.

We cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion

Developing the reforms



Pathways for structural reform

Some form of 'scaling up' is critical to delivering the capability that is needed for 21st century local government service delivery. The broad approaches to achieving consolidation being considered are:

1. Significant (mandated) sharing and consolidation of services

Under this pathway, certain local government functions and services would be consolidated

and centralised at the sub-regional, regional, or state-wide scale, where there are clear efficiency and effectiveness benefits in doing so. Current local government areas would be largely – if not entirely – preserved, but councils would be required to participate in formalised and consistent shared services arrangements for identified functions.

2. Boundary consolidation to achieve fewer, larger councils

Under this pathway, the administrative boundaries of Tasmania's current 29 LGAs would be 'redrawn', and a series of new, larger LGAs established. New councils would be established to represent and deliver services to these LGAs.

3. A 'hybrid model' combining both targeted sharing of services and targeted boundary consolidation

This would involve some boundary changes (though less than under option two), and some service consolidation where clear benefits can be identified.

There are already many good examples of councils working together to provide services in different ways, including by sharing staff and other resources. In some cases, councils have created joint authorities to manage specific functions or facilities, like Dulverton Waste and Southern Waste Solutions. There is further potential for this way of working, but it is likely the State Government will need to provide leadership and support to the sector to make it happen at the required scale. There are simply too many barriers right now to expect councils to 'go it alone.'

The Board understands that Tasmania's system of local government is complex, and that reform is challenging. We also appreciate that larger urban councils – who are in a relatively strong position in terms of their current scale and organisational capability – may not see why they need to be part of a wholesale restructuring of local government. The Board's view is all stakeholders will need to elevate their thinking beyond the interests of individual councils if Tasmania is to have a system of local government which best meets the future needs of the overall Tasmanian community.

Bearing in mind the current council boundaries were drawn 30 years ago, and these were adapted from boundaries which were set in the early 20th century, it is hard to argue they will be relevant today, let alone in 30 years' time. No doubt, ideas of place and connection to community remain central to the Tasmanian way of life. With the technological innovations of the past 20 years, people are living more flexible and mobile lives. Many Tasmanians can now work remotely online for at least part of their week, while others are happy to commute from outlying areas into urban centres because they value the lifestyle benefits of smaller communities.

In other words, our perception of 'local' has changed and is more complex and nuanced than it was 30 years ago. Our local government boundaries need to better reflect these realities, so there is a strength, fairness, and logic in how communities collectively help shape, pay for, and access crucial services and infrastructure. We must all remember that ultimately, councils exist to play a vital role in serving communities, but they do not necessarily define them.

The Board wants to know how people feel about the way councils work and to understand their views about which ideas and options we are putting forward that could make the most practical and positive difference for local communities.

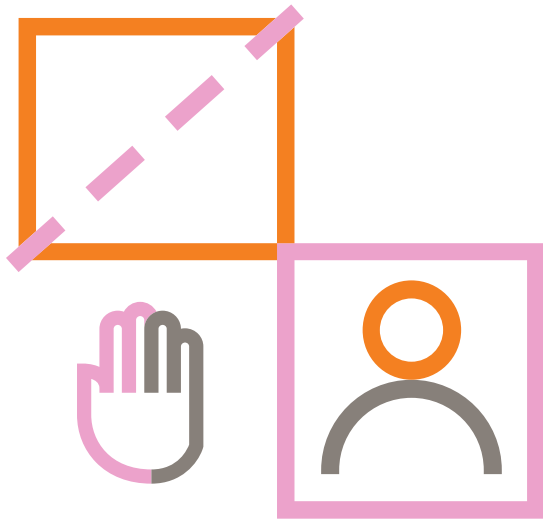
The Future of Local Government Review is at a critical juncture, and Tasmania has an opportunity to be bold. We should not rule out big ideas because we think they will be hard to implement. As the Review nears its final stage, the Board wants to hear your feedback – both on the specific reform options we have identified and on the 'big picture' structural reform pathways. The Board does not think the status quo is an option, and would like to better understand where the community sees the future of local government.

Finally, the options and models discussed in this paper do not reflect the Board's final views on any preferred reform pathway – they reflect the information and evidence received and considered to date.



Section 1: The journey so far

At the end of 2021, the State Government established the Local Government Board and asked us to review the way Tasmanian councils work. Importantly we have been asked to make recommendations about how the current system needs to change so that councils are ready and able to meet the challenges and opportunities the community will face over the next 30-40 years.



The Board's [Terms of Reference](#) provide broad scope to review all aspects of local government, including its role, functions, and design. We are looking at the effectiveness of services and support councils currently provide Tasmanian communities as well as changes that may have to be considered to ensure local government can continue to support communities in the years ahead.

The future role, size, structure, and funding of councils, as well as how they work with other levels of government, are all part of this important conversation.

The Review commenced in January 2022 and is structured in three main stages:

- 1. Stage 1** involved community consultation and evidence-gathering. It concluded in June, when the Board provided an [Interim Report](#) to the Minister for Local Government. This engagement highlighted the key role played by local government in Tasmania as well as current and emerging challenges, opportunities, and priorities for reform.
- 2. Stage 2** (the current stage) is concerned with developing and testing a broad range of possible reform options to address the issues, challenges and opportunities identified in Stage 1. The Board is to provide a further interim report to the Minister with a refined set of options by the end of March 2023.

- 3. Stage 3** will see the delivery of a specific set of reform recommendations to the State Government, supported by a clear and practical implementation plan. The *Final Report* is scheduled to be delivered to the Minister by 30 June 2023.

At the end of the formal Review process, the Government will consider the Board's recommendations and decide how it wants to respond. It will be up to the Government to decide whether it agrees with all, some, or none of what the Board recommends.

Stage 2 – Developing reform ideas and options

Since the release of the Stage 1 [Interim Report](#) in July 2022, the Board has undertaken a comprehensive program of stakeholder consultation and has commissioned and conducted research and analysis on local government in Tasmania. We have also received detailed submissions which we have used to further develop and refine our current thinking.

This *Options Paper* outlines what we have identified so far from research, talking to the sector, and engaging with the community and other stakeholders. Focus groups were established which allowed the Board to test a range of ideas and options that we think have the potential to improve how local government in Tasmania works. As a result, the Board believes we now have a strong sense of the core outcomes we should focus on for the remainder of the Review. We are now at the stage where we want to understand what the broader community views are about those options.

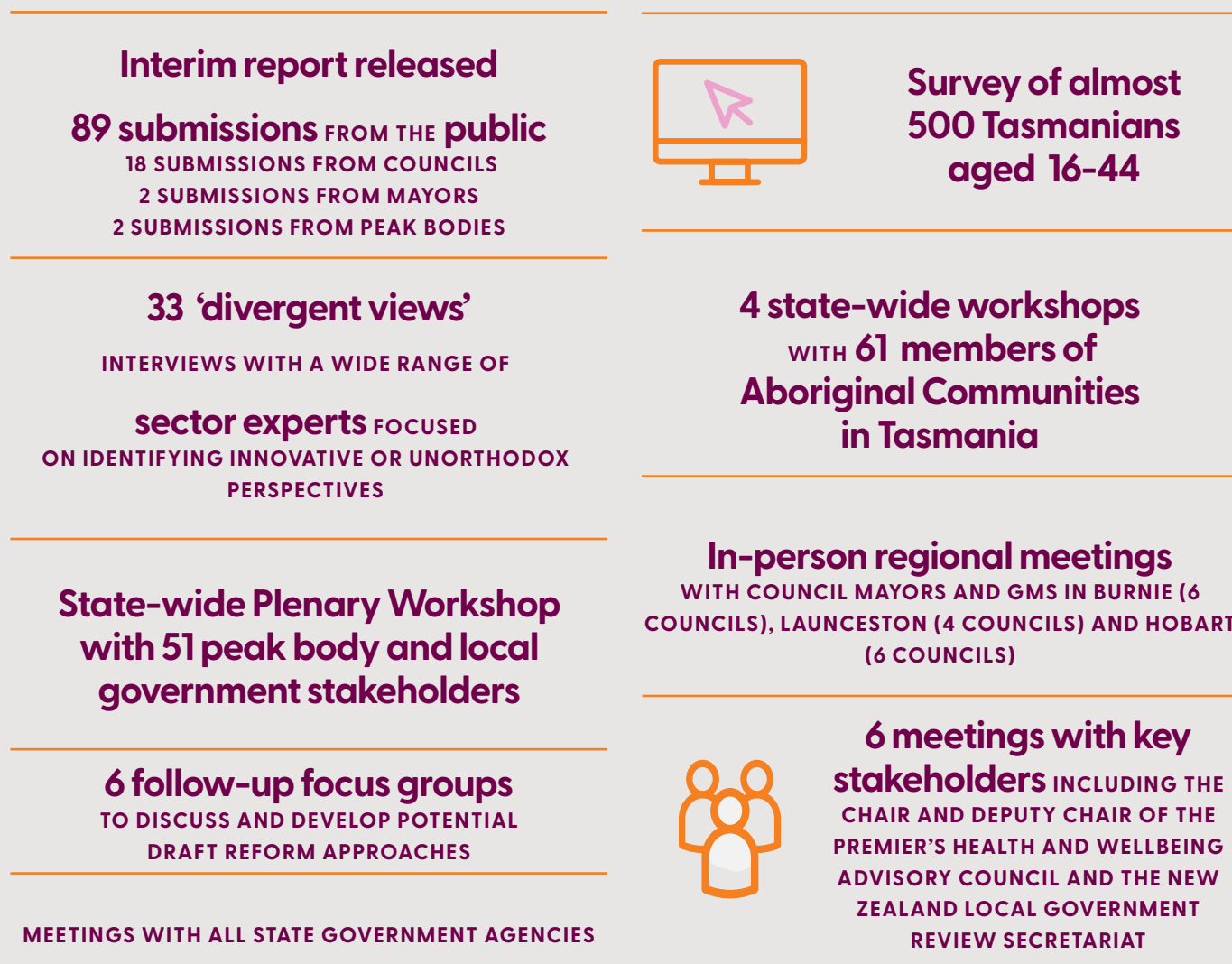


Figure 1 – Summary of Stage 2 engagement

Options Paper structure

This Paper is divided into seven sections.

The next section, **Section two**, focusses on the enduring importance of place-shaping and local communities. We identify the existing and emerging challenges Tasmanians are facing and briefly explore how councils – through their proximity to local communities and local knowledge – will have a growing leadership role in addressing these issues and promoting broader community prosperity and wellbeing.

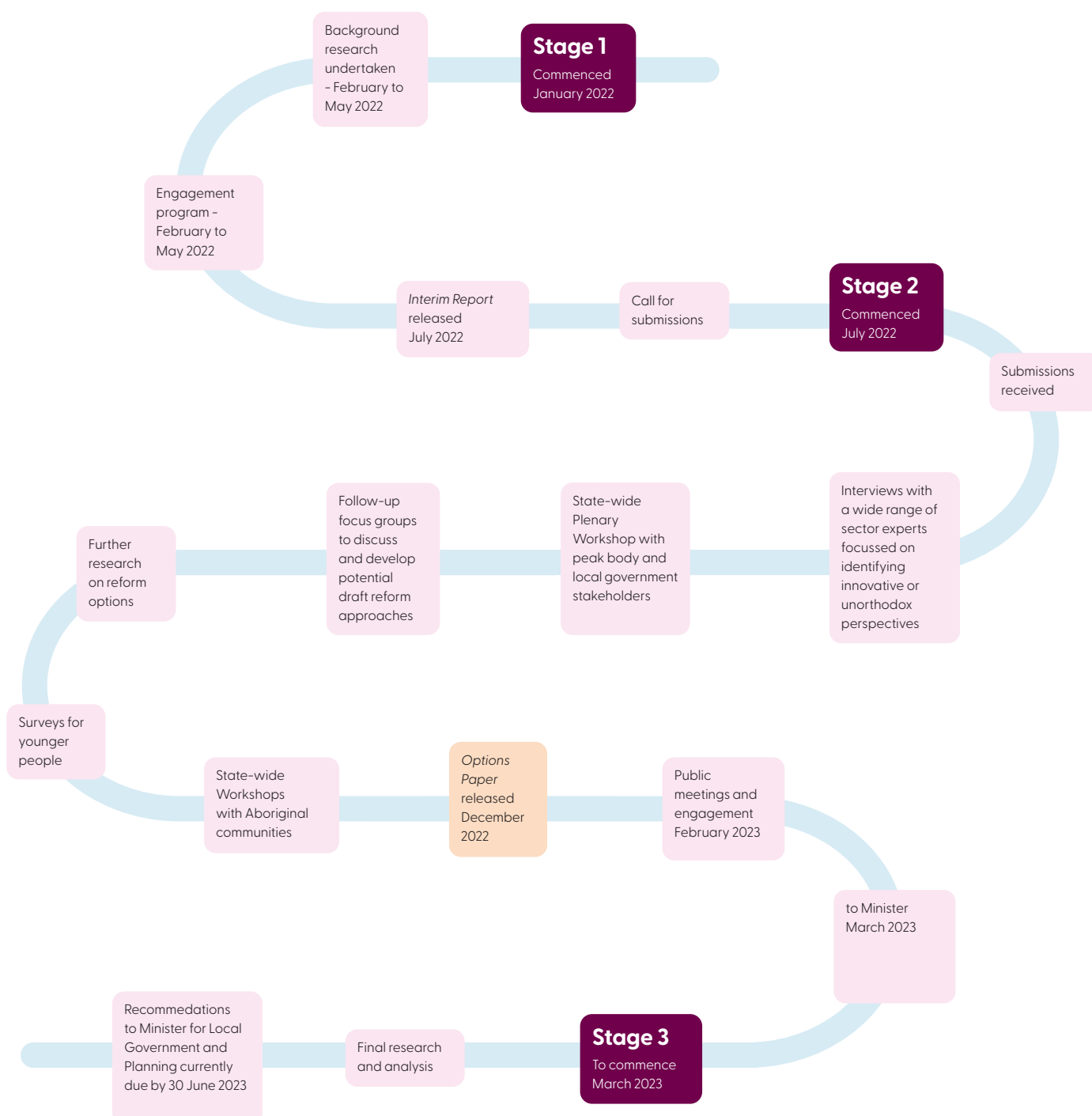
Section three explores the role of local government, including how it has naturally evolved and expanded over time, and – through what we have heard throughout our research and engagement – what we think this role should look like into the future. We have heard that the gradual expansion and evolution of councils' role is broadly accepted by communities and the sector. However,

councils' capacity, as well as broader supporting mechanisms, have not kept pace. We look at how establishing a clearer and more formal role for local government can support councils and ensure they have the capacity to deliver high quality services and functions to communities.

In **Section four** we identify eight reform outcomes and the related options for delivering a local government sector that can successfully fulfil its future role. We have developed these outcomes through our research and consultation undertaken during Stage 2 of the Review. Further details on reform outcomes and specific reform options can be found in [Appendix A](#).

Section five explores current and emerging capability gaps within the local government sector, and the risks and challenges they pose to communities. We examine future challenges, such as demographic shifts, health, housing, and climate change and how these challenges will exacerbate existing capability gaps within the sector. We also consider the discussion surrounding the benefits of scale, and how some form of consolidation will help councils to build the capability and capacity to meet the future needs of communities.

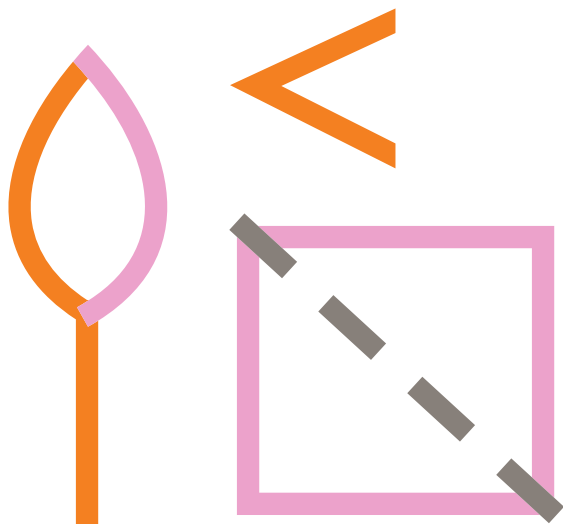
In **Section six**, we outline the high-level reform pathways that we believe have the potential to build the capability and capacity of our local government system to provide better quality services and representation and enable councils to be more responsive to future community needs. Finally, **Section seven** provides details on how you can contribute to the Review process and have your say on the future shape and direction of our system of local government.





Section 2: The enduring importance of local communities

The future prosperity of Tasmania relies on the strength and resilience of its local communities and, by extension, its councils. Despite the growing use of technology and the emergence of ‘virtual communities’, Tasmanians retain strong local networks and value their local sense of place. Evidence shows that people’s personal wellbeing is strongly related to the strength of their local community. High satisfaction and engagement with neighbourhoods has been linked to better health outcomes, higher subjective wellbeing, and lower levels of anxiety.



Strong social connections empower individuals, benefit communities, and reduce the need for some public services. Local community infrastructure, services, cultural institutions, and other place-based assets are key drivers of economic development and resilience and are central to a community's sense of belonging and identity.

Tasmanian communities, like many around the world, are facing a range of challenges now and into the future – from ageing populations, climate change, and associated natural disasters to increased cost of living pressures, growing social inequality, and unexpected crises such as the COVID-19 pandemic. These challenges can provide opportunities to strengthen local communities so they can respond more effectively. They can also put extra pressure on community wellbeing and amenity. For example, levels of volunteering decline as communities age, and population growth can result in unplanned urban sprawl.

The importance of local government has long been recognised, and its role has evolved over time. An increasingly uncertain future also highlights the need for a flexible and responsive system of local government that can address changing community needs. Councils can and should play a vital role within their local communities and Tasmania's broader system of government.

Our current council boundaries were drawn almost 30 years ago and were adapted from boundaries set in the early 20th century. The technological and digital revolution of the past 20 years has led to people living more flexible and mobile lives. Many Tasmanians can now work remotely online for at least part of their week, while others are happy to commute into urban centres because they value

the lifestyle benefits and connectedness of smaller communities.

Contemporary local government boundaries need to be informed by a clear understanding of how communities shape, pay for, and access crucial services and infrastructure. We must remember that, ultimately, councils exist to serve communities, but they do not define them. The adaptation and evolution of local government to meet changing community needs is not just desirable, it is essential.

The Board recognises that effective and capable local government is a key enabler of community prosperity and wellbeing. Indeed, based on the evidence collected and consultation conducted during the Review process, the Board believes that if councils lack the capability to support their local communities then the State's future prosperity will be compromised.

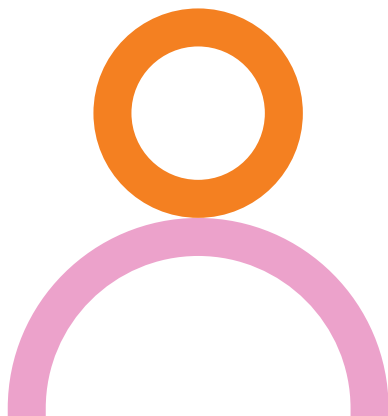
The adaptation of local government to meet changing community needs is not just desirable, it is essential.

The Board has developed its understanding of the growing challenges and capability gaps across the local government sector. In the absence of reform, these challenges will only increase over time. Therefore, a critical objective of the Board's approach is to develop a model for the future of local government in Tasmania and reforms which will enable councils to support and empower their communities in a more sustainable and effective way.



Section 3: The future role for local government

The Review has been considering the future role of local government so it can best meet the changing needs of the Tasmanian community into the future. In its Stage 1 Interim Report, the Board published a draft role statement to promote discussion, which proposed a core focus on supporting and improving the social, economic, and environmental wellbeing of Tasmanian communities.



Through its extensive engagement, the Board has heard that a lack of clarity surrounding the current role of local government can result in unrealistic or confused expectations from communities – and at times from elected representatives – about what councils can or should be doing. This has created gradual ‘scope creep’ in the range of functions some councils perform. This Options Paper presents an opportunity to clarify the future role of local government, so we can move forward on the best ways of supporting it through practical reform.

We also recognise that local government has changed considerably in recent decades and will continue to do so as community needs evolve. In furthering our understanding of role, the Board’s engagement and research suggests:

- There is support for local government to play a carefully defined ‘place-shaping’ role. This includes providing high quality and increasingly sophisticated representation, engagement, and community advocacy, as well as facilitating and coordinating programs and projects at a community level. Place-shaping also includes vital economic and community development functions, strategic land-use planning, and targeted place-based wellbeing initiatives in response to distinctive community needs or preferences.

We have heard support for councils continuing to deliver the core functions and services they currently provide, and we do not think there is a convincing case to radically change local government’s role in these areas.

- There is support for the idea that councils should have flexibility to provide ‘optional’ services (in addition to those statutory functions they should be prioritising) in response to clear community needs or demands. When councils do this, however, it should be with the support of their communities via a transparent and accountable process. Councils should explain why they are proposing to provide a new service and how much it will cost ratepayers.
- There is a clear need to develop robust and properly supported frameworks and processes for more effective strategic partnerships between local, state, and federal governments, enabling better coordination of effort between neighbouring councils and among spheres of government.

We discuss some of the reform options the Board is considering to address these issues in Section 4 below.

Our engagement has also revealed growing concerns about councils’ variable – and in some cases, highly constrained – capacity and capability to deliver key functions and services to a high standard. There are clear examples of where councils are not able to support local communities because they lack capability in key areas, or where their capability is vulnerable due to staffing challenges or funding changes. We discuss these capability and capacity challenges in Section 5 below.



A proposed role statement for local government in Tasmania

To support and improve the social, economic, and environmental wellbeing of Tasmanian communities by:

1. Harnessing and building on the unique strengths and capabilities of local communities

This means local government is a crucial 'grassroots' democratic space where – through discussion, debate, and agreed collective action – local communities are empowered to draw on networks, build social capital, and forge cultural identities.

2. Providing infrastructure and services that, to be effective, require local approaches

This means local government directs its resources to delivering those things that are

shown to work best when designed and delivered at the 'sub-regional' scale. It also means that infrastructure and services should be delivered at a regional or statewide level if it is more effective and efficient to do so.

3. Representing and advocating for the specific needs and interests of local communities in regional, statewide, and national decision-making

This means local government is an effective local advocate in those areas where it does not have direct service delivery responsibility and works with other levels of government to facilitate and deliver the things their communities need most. Local government becomes a broker and delivery partner in a range of areas, in varying capacities.

What we heard: Further community engagement with Tasmanians under 45 and Aboriginal communities

During Stage 2 of the Review, the Board got in touch with two groups we had not heard much from in Stage 1: Tasmanians under 45 and Aboriginal communities.

Tasmanians under 45

We surveyed almost 500 Tasmanians aged 16 – 44, to hear their greatest concerns for the future of their local area, as well as the role they think local government should play in addressing those issues.

What we heard: Further community engagement with Tasmanians under 45 and Aboriginal communities (continued)

A core set of concerns for the future kept appearing in submissions from across the state. These issues were:

- Climate change and other environmental issues
- Cost of living
- Housing and homelessness
- Impacts of poorly managed population growth, including lack of transport options and green space, congestion and poor urban planning
- Jobs, training and educational opportunities
- Access to quality local services
- Equality and inclusion

Many respondents believe local government should play a strong role in addressing these issues, while also observing that the current system may constrain or limit the sectors' response. For example, many respondents noted the inherent competition between councils is stifling regional cooperation on key issues like public transport, addressing climate change, and efficient urban planning.

Many Tasmanians in this cohort also noted that councils have a strong role to play in environmental leadership and stewardship in their communities. Suggestions included providing greater education on waste and biodiversity management, incentives for business and communities to undertake better waste and recycling practices, and greater access to recycling and waste management services.

77 per cent of respondents feel underrepresented and 'not heard' by their councils. Many respondents noted their councils fail to listen to or engage with younger voices, particularly when making service or infrastructure decisions, or addressing local challenges and issues. We heard broadly that councils should be engaging with all their residents so they can effectively support their communities, or advocate for action on local issues to other levels of government.

Aboriginal communities

We spoke with 61 members of Aboriginal communities across the State, and heard similar messages about feeling underrepresented and unheard by their councils. We heard that Aboriginal perspectives were not being listened to and considered in decision-making. Participants said they often felt unwelcome, anonymous, or overlooked in council work. They felt that council structures did not meet their needs, and councils did not make any attempt to understand them.

We heard that local government could improve relations with Aboriginal people by proactively coming to them, meeting them on Country, providing an informal atmosphere for communication, and genuinely seeking to build ongoing relationships. Councils also need to allow people to identify and address the feelings that can arise when considering the colonial past.

There was a strong desire to see more Aboriginal people represented in local government positions, such as council staff or as councillors. This would allow for greater diversity in the views and priorities considered within councils, and lead to more effective services. There was a strong desire to see well-supported Aboriginal Liaison Officers employed within local government, both to educate others within government and to improve consultation and communication with the Aboriginal community. Mentoring programs were also mentioned as an opportunity to get younger Aboriginal people involved in local government.

Symbolic and practical recognition of Aboriginal culture and history were seen as important. Examples included prioritising acknowledgements of Country, dual place names, flying the Aboriginal flag, and investing in infrastructure that facilitates Aboriginal cultural activities, such as fire pits. Cultural awareness training for councillors and staff was also seen as important to improve local government interactions with Aboriginal people.

3.1 Breaking down councils' role and functions

The Board recognises that guidance is needed on how the role outlined above translates to the practical delivery of services to communities. Councils play different roles depending on the situation and community need. While councils and their communities need clarity about who is responsible and accountable for what, local

government must also be able to respond with flexible solutions to meet the needs of communities. We believe that, rather than a single role, councils should play different roles depending on the situation, issue, and community need.

The model adapted from [Brighton Council's 2050 Vision](#) neatly summarises some of these key roles (see Table 1 below).

Role	Description	Example(s) of function
Service Provider (or Purchaser)	Responsible and accountable for the delivery of a specific function and associated services	Waste collection, construction and maintenance of local roads and footpaths
Regulator	Enforce their own regulatory controls (by-laws) and enforce regulatory provisions under State legislative frameworks	Building control, food safety inspections, environmental health regulation, local by-laws
Facilitator, Coordinator, or Partner	Working with others to arrange and support the delivery of a particular function, service, or outcome	Emergency response and natural disaster management, economic development including City Deals, natural resource management
Advocate	Lobby on behalf of their constituencies to other levels of government responsible for services in their communities	Pushing for state or Commonwealth action on climate change or health services

Table 1: Brighton Council's 2050 Vision's key roles

In some areas, councils will have multiple responsibilities. Climate change is one key emerging example where councils need to play multiple roles simultaneously. Specifically, councils play the roles of:

- A **service provider**, notably via their asset management responsibilities
- A **regulator**, enacted through local building codes and strategic land-use planning
- A **facilitator, coordinator, and partner**, including in disaster relief or emergency management situations, and
- An **advocate**, through lobbying or representation on emissions reduction initiatives at other levels of government.

To support councils in performing their role, we believe it will be essential to distil the different council roles and functions into a clear framework for councillors, council staff, and communities alike. Feedback from submissions and consultation conducted for the Review has suggested that a Local Government Charter may be the best way to achieve this (see 'What we heard' text box below).

What we heard: a Tasmanian Local Government Charter

- There is support for developing a clear and concise Charter for local government. The document would include a summary of councils' role, as well as outlining the role and responsibilities of elected representatives and council staff, similar to how the role is legislated in Victoria.
- A Charter should be included within the Local Government Act, the key guiding document for Council executives and councillors.
- It must be designed to clarify and raise awareness of the role and responsibility of local government for communities.
- A Charter should summarise a council's core statutory roles and functions.
- A Charter should not add unnecessary complexity. It should also allow councils the flexibility they need to respond to changing circumstances and their communities' unique needs.
- A Charter could clarify the relationship, roles, and responsibilities of local government in relation to, and in collaboration with, other spheres of governments, particularly around funding.

3.2 Supporting wellbeing – 'core business' for local government

In simple terms, the concept of wellbeing captures a range of factors and circumstances that enable us to live a 'good life'. It includes things like physical and mental good health, financial resources, and social connections. The COVID-19 pandemic has shown us that wellbeing challenges cannot be tackled by state and federal governments alone. They will increasingly require partnerships with a strong and capable local government sector, service providers, and communities themselves.

In May 2022, the Tasmanian Premier, the Hon. Jeremy Rockliff MP, announced the development of Tasmania's first [Wellbeing Framework](#), noting that the concept includes a number of aspects:

- Economy
- Health
- Education
- Safety
- Housing
- Living standards
- Environment and climate
- Social inclusion and connection

- Identity and belonging
- Good governance and access to services.

Local government has been influencing all these areas for decades, and clearly has a key role in the development and delivery of the Tasmanian Wellbeing Framework. This broad role for councils in wellbeing is set out in the proposed role statement (section 3 above): "To support and improve the social, economic and environmental wellbeing of Tasmanian communities".

Consultation and research undertaken by Local Government Association Tasmania (LGAT) and the Review has revealed strong support for councils' role in supporting community wellbeing if it is clearly defined, carefully integrated into state and national policies, and appropriately resourced. At this stage, the Board acknowledges there is an absence of any clear legislative framework or overarching state policy to align the various efforts of councils and other spheres of Government more effectively.

The development of Tasmania's Wellbeing Framework will help to refine local government's role in promoting wellbeing and how it complements that of the State Government. A robust set of indicators for tracking progress on

The concept of wellbeing captures a range of factors and circumstances that enable us to live a ‘good life’.

community wellbeing priorities will also help clarify roles and measure progress over time.

[A Queensland framework for wellbeing](#) indicators breaks down local government’s role into five areas. Applying this framework helps to identify the specific role councils can play to improve community wellbeing:

1. Healthy, safe, and inclusive communities
2. Culturally rich and vibrant communities
3. Dynamic resilient local economies
4. Sustainable built and natural environments
5. Democratic and engaged communities.

For example, councils can create ‘culturally rich and vibrant communities’ by providing the service of a community hall where people get together and enjoy music or a celebration. When it comes to creating ‘dynamic resilient local economies,’ councils can act as facilitator, encouraging investment and employment in their area by governments and businesses.

Councils also play a range of roles in creating ‘healthy, safe, and inclusive communities,’ from lobbying other spheres of government for better GP services, through to regulating local food businesses to ensure their food is safe. Given State and Commonwealth Government responsibilities for health, local government’s most important and complementary focus should be in the areas of preventive health and wellbeing promotion. This encompasses councils’ direct responsibilities for planning, urban design, liveability, and environmental health, as well as partnering with others to provide health programs, and social and community services.

Other examples of how councils’ role may vary across wellbeing domains are shown in Table 2, below.

Specific options the Board is exploring in relation to how councils can support community wellbeing are provided in Section 4 below.

	Healthy, safe, and inclusive communities	Culturally rich and vibrant communities	Dynamic resilient local economies	Sustainable built and natural environments	Democratic and engaged communities
Service provider	Waste management	Recreation facilities		Roads, cycle paths, parks	Community engagement on council plans
Regulator	Food safety			Land-use zoning, building and plumbing permits	
Facilitator or partner	Recovery from natural disasters, preventative health programs	Supporting visiting arts and culture programs	Encouraging investment and jobs	Climate action (including sustainable energy use and renewables)	Acting as an ‘anchor’ to support collaborative projects and programs
Advocate	Lobbying for better GP services		Advocating for local vocational training support	Seeking investment in affordable housing	Representing local priorities to State and Federal Governments

Table 2: Examples of council roles in community wellbeing

‘Government is becoming more like a network supported by strategic partnerships between the Commonwealth, state and local government and the communities they serve.’

The Independent Review of the Australian Public Service, 2019

3.3 Strategic, structured, and sustainable partnerships

The need to support strategic collaboration and partnerships among councils, as well as between local, State, and Federal Governments, has been a consistent theme of the Review. Improving strategic collaboration between different spheres of government is becoming more urgent given growing recognition that complex social, environmental, and economic challenges, such as climate change, can only be addressed through collaboration across all levels of government, industry, and the community.

Many other areas of government activity could also benefit from greater collaboration between local and state authorities, including through:

- Sharing technical expertise between State and local government professionals;
- Expanding the integration of Service Tasmania and council front office functions;
- State agencies providing more detailed advice and guidance on legislation/regulation

implemented by local government;

- Greater commitment to co-regulation; and
- Integration of workforce planning and training strategies.

The Board believes more effective collaboration can take many forms and has clear potential to improve outcomes for Tasmanian communities. Successful and sustained collaboration requires trust, commitment, and transparency about the role and responsibilities of different actors in key partnerships.

Critically, the Board has heard voluntary approaches to regional or intergovernmental partnerships are difficult to sustain and vulnerable to councils opting in or out based on changing priorities. For this reason, the Board will need to consider whether there are areas in which collaboration between councils, and between the State and local government, should be made mandatory. **Specific options we are exploring in relation to strategic partnerships are provided in Section 4 below.**

Consultation questions

- Which of the four core roles (see Table 2) of councils needs more emphasis in the future? Why?
- Do you agree that there is general community support for councils continuing to deliver their current range of functions and services? Are there any functions and services councils deliver now that they shouldn't? Why?
- Assuming they have access to the right resources and capability, are there services or functions you think councils could be more involved in? Why?
- Where do councils currently make the biggest contribution to community wellbeing? What wellbeing functions and services should they provide in the future and how can they be supported to do that?

Local government's role in responding to climate change

Climate change is a global issue and arguably the greatest challenge facing humanity, but its effects are felt by communities at the local level. There is recognition that effective climate action will require concerted and coordinated effort from all levels of government, business and society, from international agreements to grass-roots community action. All Tasmanian councils are responding to climate change either directly or indirectly. The Board has heard that strong, capable, and adaptive local governments are required to tackle climate change proactively at a community level, highlighting the need to build capability and coordination across councils.

The Review has identified at least four specific ways in which local government can help communities respond to climate change.

Mitigation and emissions reduction

All organisations and individuals have a role to play in emissions reduction and local government has a particular opportunity to contribute to this effort through innovative waste management and planning more compact and liveable cities and settlements to reduce transport emissions.

Engagement and advocacy

As the closest level of government to the community, councils are uniquely positioned to help citizens navigate the challenges of climate change and to highlight the impacts of climate emergencies at the local level. Climate change was the biggest concern for the future identified

by almost 500 younger Tasmanians surveyed for the Future of Local Government Review.

Adaptation

Local government's most important role is in ensuring communities are prepared to the greatest extent possible for the consequences of unavoidable climate change. This includes upgrading infrastructure to cope with extreme weather events, building community resilience and emergency response and disaster recovery capacity at a local level. It is widely recognised that adaptation planning is best undertaken with communities at a local level although in many cases the resources are provided by state and federal governments.

Coordination and collaboration

To ensure we are well placed to meet the challenge, local governments need to coordinate with state and national governments to align with and contribute to broader regional and national agendas and endeavors. Tasmania's recently legislated [Climate Change \(State Action\) Act 2022](#) includes a commitment to produce a Climate Change Action Plan, and Emissions Reduction and Resilience Plans. The State and local governments will need to work collaboratively to align plans with specific community needs at a local level.



Section 4: Reform outcomes

The Stage 1 *Interim Report* established six reform areas for the Review to explore with a view to establishing a local government system with the right capability to meet the future needs of the Tasmanian community. As the Board addressed these reform areas, and discussed them with experts and the community, it became apparent there were significant interrelationships – and common underlying drivers – between all the reform areas.

Common themes across these reform areas include the need for a skilled and capable workforce, the challenges in recruiting this workforce across the State, and the need to increase the scale of council operations to improve local government's strategic capacity and capability to deliver services.

Having considered these broad themes and feedback from councils and the wider community, the Board has identified eight reform outcomes for the Tasmanian local government sector. These are the things the Board believes are essential if our system of local government is to deliver the services and support the Tasmanian community needs.

In consultation with our expert focus groups, the Board has developed a suite of specific, targeted options that we think have the potential to improve

the local government sector's performance in delivering against these eight outcomes.

Fundamentally, all these options are aimed at improving the capability of councils to deliver for their communities, based on the Board's emerging understanding of where the key pressure points are for the sector now, and in the future.

The eight reform outcomes and the specific reform options are summarised at a high level in (Table 3) below. The Appendix provides more details about the individual reform outcomes and explains how and why we think our specific reform options will help deliver them. The Appendix also poses a range of consultation questions on the options that we'd like to hear from the community about.

Reform outcomes	Options
Councils are clear on their role, focussed on the wellbeing of their communities and prioritising their statutory functions	- Establish a Tasmanian Local Government Charter which summarises councils' role and obligations, and establishes a practical set of decision-making principles for councils - Embed community wellbeing considerations into key council strategic planning and service delivery processes - Require councils to undertake Community Impact Assessments (CIAs) for significant new services or infrastructure
Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities	- Develop an improved councillor training framework which will require participation in candidate pre-election sessions and, if elected, ongoing councillor professional development - Review the number of councillors representing a council area and the remuneration provided - Review statutory sanctions and dismissal powers - Establish systems and methods to support equitable and comprehensive representation of communities
The community is engaged in local decisions that affect them	- Require consistent, contemporary community engagement strategies - Establish a public-facing performance reporting, monitoring and management framework - Establish clear performance-based benchmarks and review 'triggers' based on the public-facing performance reporting, monitoring and management framework
Councils have a sustainable and skilled future workforce	- Implement a shared State and local government workforce development strategy - Target key skills shortages, such as planners, in a sector-wide or shared State/local government workforce plan - Establish 'virtual' regional teams of regulatory staff to provide a shared regulatory capability

Reform outcomes	Options
Regulatory frameworks, systems and processes are streamlined, simplified, and standardised	- Deconflict the role of councillors and planning authorities - Refer complex planning development applications to independent assessment panels appointed by the Tasmanian Government - Remove councillors' responsibility for determining development applications - Develop guidelines for the consistent delegation of development applications to council staff - Greater transparency and consistency of councils' resourcing and implementation of regulatory functions - Increase support for the implementation of regulatory processes, including support provided by the State Government - Strengthen connections between councils' strategic planning and strategic land-use planning by working with State and Commonwealth Governments
Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities	- Require councils to collaborate with others in their region, and with State Government, on regional strategies for specific agreed issues - Establish stronger, formalised partnerships between State and local government on long-term regional, place-based wellbeing and economic development programs - Introduce regional collaboration frameworks for planning and designing grant-dependent regional priorities - Support increased integration (including co-location) of 'front desk' services between local and state governments at the community level
The revenue and rating system efficiently and effectively funds council services	- Explore how councils are utilising sound taxation principles in the distribution of the overall rating requirement across their communities - Enhance public transparency of rating policy changes - Examine opportunities for improving councils' use of cost-reflective user charges to reduce the incidence of ratepayers' subsidising services available to all ratepayers, but not used by them all - Consider options for increasing awareness and understanding of the methodology and impacts of the State Grants Commission's distribution of Federal Assistance Grants - Investigate possible alternative approaches to current rating models, which might better support councils to respond to Tasmania's changing demographic profile
Councils plan for and provide sustainable public assets and services	- Standardise asset life ranges for major asset classes and increase transparency and oversight of changes to asset lives - Introduce requirement for councils to undertake and publish 'full life-cycle' cost estimates of new infrastructure projects - Introduce a requirement for councils to undertake regular service reviews for existing services - Support councils to standardise core asset management systems, processes, and software across councils

Table 3: Future of Local Government Review reform outcomes and options

While we think these options provide a range of opportunities to significantly improve the way our local government system works, targeted or specific reform initiatives can only take us so far in delivering a local government sector that is in the best possible position to meet our future needs and challenges. The Board believes we must also address the fundamental problems with the structure and design of the current Tasmanian local government system.

The next Section of this Paper outlines the issues we think the community needs to consider about the future scale and model of local government representation and service delivery in Tasmania. The three structural reform ‘pathways’ the Board is considering are then discussed in more detail in Section 6.





Section 5: Building local government capability and capacity now and for the future

The Board has gathered information and listened to a wide range of Tasmanians' views on what councils do well, what can be improved, and how we can design the local government sector to best serve the next generation. The Review has highlighted councils' key role in supporting the future wellbeing and prosperity of Tasmanian communities and has heard that this will require more effective systems and approaches, as well as investment in additional capability and capacity.

As the Review nears its final stage, the Board has been assessing whether local government has the capability and capacity to deliver its important mission, and how the system might be improved to better meet the needs of the whole Tasmanian community.

Some councils have argued significant local government reform is unnecessary and believe they are already well equipped to meet future community needs, perhaps with some adjustments at the margin. Most, however, acknowledge that more fundamental change is necessary and that this has been known for some time. Specifically, in the Board's discussions with councils we have heard broad agreement from the sector that:

- The status quo is not an optimal or a sustainable model for the sector as a whole given the growing demands, complexity, and sustainability challenges local government is facing;
- Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services; and
- The scale and extent of the consolidation needed to deliver materially better services is significant and, unfortunately, this will not occur on a purely voluntary basis within the current framework.

The Board's considered view, developed through its engagement with the sector and the research it has undertaken, is that a critical part of the solution for local government reform is increasing scale in key areas. We know enough to accept that having 29 organisational boundaries is having a significant and detrimental impact on, for example, the ability of councils to attract and retain key skills, to uniformly manage assets well, and to deliver important regulatory functions.

We also know that the competition, fragmentation, and duplication of effort that naturally occurs across 29 councils can and does hinder collaborative effort and outcomes when it comes to managing regional and state-wide challenges that transcend our current LGA boundaries.

We do not know everything about how scale is impacting on the operations of councils, or what the precise solution to this problem should be. Further work will need to be done as we move towards framing up final reform recommendations in Stage 3. However, it is clear that we cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion on how to give Tasmanian communities access to the benefits that larger economies of scale and scope could provide.

It is also the Board's view, and the majority view among experts and sector stakeholders we have consulted, that the solution to addressing the issues of scale is unlikely to be found with minor modifications to the current form of local government. It is almost certain system-wide reform will be required. This means redesigning our system of local government to ensure councils have the requisite scale, resources, capability, and capacity to deliver on their critical mandate in the coming decades.

5.1 Anticipating future needs

The Review has heard that councils will face growing demands on their resources in the years ahead due to a combination of new and expanded roles and growing community needs. Councils will also need the capability to support communities through emergencies and unexpected crises, such as the COVID-19 pandemic and extreme weather events. These challenges will likely be felt most acutely in our more regional and remote communities, many of which have councils with the lowest levels of structural sustainability, capacity, and capability (see Table 4 below).

Demographics	- Tasmania's population is the <u>oldest in the country</u>. Despite predicted population growth (mostly in and around the major population centres in the south) a majority of Tasmanian councils (52%) is forecast to experience population decline over the next 20 years. - Demographic pressures are especially acute in regional Tasmania; <u>92 per cent of rural and remote councils</u> are set to experience population decline or stagnation. - By 2042, <u>Treasury projections indicated</u> that the median age of over half of Tasmania's LGAs will be 50 or higher. 94 per cent of these LGAs are rural.
Health and wellbeing	- Tasmanians are <u>more likely to experience disability or mobility challenges than the national average</u>, and a sizeable proportion require assistance with daily activities. - Disability and mobility challenges are especially acute in regional Tasmania as many residents with elevated levels of need live a significant distance from vital services.
Housing and workforce	- Tasmania's rental market is among the <u>least affordable in the country</u>, and a high proportion of Tasmanians experience housing stress. Tasmanians also have the <u>lowest median weekly incomes in the nation</u>. - Growth in rents and property prices for regional areas is outstripping growth in cities, and income disparity is stark in regional Tasmania.
Geographic scale, climate change	- Tasmania has <u>more councils for its land area than any other Australian state or territory</u> (six times the national average), creating coordination and management challenges in emergency or disaster situations. - Tasmanian communities are facing <u>increased risk of extreme weather events</u>. Growing bushfire risk in regional areas poses an especially dire threat.

Table 4: Tasmania's future needs and challenges – key dimensions

5.2 Emerging capability gaps

Beyond establishing the future needs of the local government sector, the Review has also assessed the current activities and functions of Tasmanian councils. This assessment has identified capability gaps which, in the absence of reform, are likely to grow over time.

There is growing evidence that many councils are unable to fulfil their statutory obligations across a range of functions, including food safety and building and plumbing inspections (see Table 5 below). These statutory functions are critical to the health and safety of Tasmanians. While performance varies widely between councils, overall, these issues were identified as more acute in smaller councils, particularly in rural and remote areas.

The explanation most commonly offered for these compliance failures is persistent and growing workforce shortages across the sector (see table below). The 2018 [LGAT Local Government Workforce and Future Skills Report](#) found these shortages were due to: the rural and regional locations of the work; inability to compete with private sector pay rates; lack of suitably qualified candidates; the reputation and public image of councils; and the lack of training providers in Tasmania. The Board has heard that workforce shortages have intensified significantly over the four years since the LGAT study.

Capability gap	Evidence
Workforce shortages	In 2018, 69 per cent of councils were experiencing a skills shortage and 50 per cent were experiencing skills gaps. In 2022 this had deteriorated, with 86 per cent of Tasmanian councils experiencing a skills shortage. Engineers, town planners, environmental health officers, and building surveyors were in the top five areas of shortages.
Gaps in public health monitoring and reporting	62 per cent of councils are failing to carry out all the food safety inspections recommended to protect the public from dangerous food poisoning risks like Salmonella. 72 per cent of councils are failing some of their responsibilities for monitoring that the water in pools and outdoor sites is safe for swimming. Smaller councils were more likely to be failing in these responsibilities than larger councils.
Uneven enforcement of building and plumbing regulations	69 per cent of councils are failing to perform the plumbing inspections required to ensure public safety and prevent risks like waterborne illness. 31 per cent issued some plumbing permits without site inspections. When building orders were not complied with, councils failed to take follow up action in 79 per cent of cases. On these plumbing and building measures, larger councils were more likely to be fulfilling their responsibilities than smaller councils.
Planning to maintain roads and other council assets	A review of asset management plans has found high levels of non-compliance with minimum statutory requirements. Only 42 per cent of rural councils were compliant in 2020–21, compared with 60 per cent of urban councils. Many councils used longer-than-recommended useful lifespans when valuing their assets. There are instances where major asset classes like stormwater infrastructure have not been accounted for at all.

Table 5: Emerging capability gaps and supporting evidence

5.3 Building capability – the benefits of consolidation and scale

In addition to sector-wide workforce shortages, the ability of councils to deliver effective and consistent services is hampered by fragmented and inefficient administrative systems and processes and competition between councils for investment, funding, and staff.

More broadly, while most councils are financially sustainable in the short term, many are concerned about their ability to meet their statutory obligations and provide the services their communities need and expect in the future.

The Board believes it is necessary to reform Tasmania's local government system to enhance capability and capacity across the sector so that councils can either provide or advocate for the quality services and facilities communities need, expect, and deserve.

For example, as noted in Section 5.2:

- Only 37 per cent of rural councils had compliant asset management plans, whereas 60 per cent of urban councils were compliant;
- While there are examples of high-performing small councils, overall compliance with critical key building and health regulations is higher among larger councils; and
- Larger urban councils are better able to plan for and manage roads and other council infrastructure than small rural councils.

Review Submissions on the challenges facing rural councils

- In rural and remote locations, councils feel compelled to act as the service 'provider of last resort' when State or Federal Governments, or private markets fail to meet community needs.
- This is because people living in rural areas do not have access to the range of services available to those living in cities, including services provided by not-for-profits and by State Government departments.
- Councils need to be supported to build their responsiveness to climate change risks with adequate funding and technical capacity.
- Accessing adequate and affordable healthcare is becoming a growing challenge in many rural communities. While direct health and aged care are the responsibilities of State and Commonwealth Governments, councils feel compelled to address this challenge, particularly in rural communities with a high proportion of elderly and lower-income residents.
- Housing challenges are another major concern in rural communities. Some councils would like to provide more housing and services, but consider it beyond their remit and financial means.

The problem is not with individual councils, but the structure of the local government system itself. The Board believes the only appropriate response to structural constraints is structural reform.

The benefits of increasing scale across the Tasmanian local government sector have also been highlighted in submissions to the Review. The Board received 18 submissions from councils during its Stage 2 consultation, of which 13 (72 per cent) agreed increased scale through either council or some form of service consolidation (or both) would yield benefits in terms of councils' ability to provide better services. Nine councils noted the merits of shared services, while six advocated for some form of amalgamation. Some councils supported or acknowledged the benefits of both approaches. This sentiment was further explored and tested when the Board met individual council mayors and general managers during Stage 2.

Finally, while the wider literature on local government reform draws a range of conclusions there is evidence that by increasing scale the following benefits are possible:

- **Efficiency** – delivering services at greater scale (see next section) may not necessarily flow through to 'cost savings,' but may result in more effective and/or sustainable service delivery. For example, the [SGS Greater Hobart](#) and [KPMG South-East Councils](#) feasibility studies

identified potential efficiencies of \$19 million and \$7.6 million per annum respectively from consolidation.

- **Financial resilience and sustainability** – while most councils are currently 'getting by' financially, bigger councils with larger revenue bases and resources are, if well managed, more likely to be able to expand services and withstand financial shocks.
- **Economy wide benefits** – greater coordination of investment decisions and regional land use and infrastructure planning can deliver economy-wide productivity gains.
- **Influence** – a larger organisation will be more influential as an advocate to other levels of government, more able to form productive partnerships with businesses and community organisations, and more likely to attract investors to their council area.

The Board has concluded structural reform designed to increase the scale, sustainability, and capability of Tasmania's local government system will be required to meet the future needs of the Tasmanian community. Over the course of Stage 2, we have also engaged with the sector and undertaken research on the approach and design of structural reforms required to ensure that councils are equipped to meet future challenges.

Consultation questions

- Do you agree with the Board's assessment that Tasmania's current council boundaries do not necessarily reflect how contemporary Tasmanians live, work, and connect?
- We have heard that councils need to be "big enough to be effective and small enough to care". How big is big enough to be effective? How small is small enough to care? What factors determine that? How do we strike the balance between these factors?
- Thinking about Tasmania now, and how it might change over the next 50 years, what are the most important things to consider if we were to 'redraw' our council boundaries?



Section 6: Structural reform – three potential pathways

Having considered a wide range of strategies for building capability and delivering better outcomes, the Board is now seeking feedback on three broad reform pathways. This section provides further detail on these pathways and lays out some of the arguments we have heard for and against.

Three reform pathways

1. Significant (mandated) sharing and consolidation of services
2. Significant boundary consolidation to achieve fewer larger councils
3. A 'hybrid' model combining both service and boundary consolidation

Pathway 1: Significant (mandated) sharing and consolidation of services

The first possible pathway to improve councils' capability and capacity would be an extensive program of structured service consolidation. Under this option, Tasmania would retain its current structure of 29 councils, but a range of council services would be delivered by central or regional providers. All councils would be required to participate.

The centralisation of [water and sewerage services](#) into TasWater – formerly the responsibility of individual councils – is one example of this type of model, as are joint authorities like Dulverton Waste and Southern Waste Solutions. While these examples represent two common approaches, the Review is considering a range of alternative models and innovative options. These range from joint authorities all the way to near-total

administrative integration, such as exists between Kentish and Latrobe Councils (see Figure 3 below). While more systematic service sharing and consolidation offers benefits, there are also risks and challenges (see Table 6). Although the Board has not formed a particular view on the specific services that may ultimately be consolidated in this model, various options have been raised in our engagement, including waste, regulatory and planning services, stormwater, roads and other major infrastructure maintenance, major systems procurement, and back office corporate and IT services. The greatest concern in Tasmania is that large-scale service consolidation could leave smaller councils without the critical mass of functions or resources required to fulfil their remaining mandates in a sustainable way.

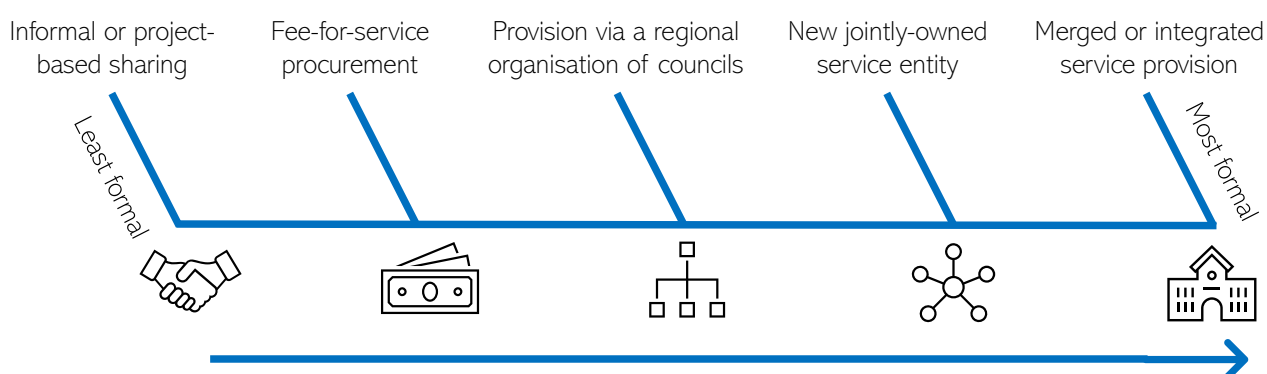


Figure 3: Range of joint authorities

Advantages	Challenges
- Service sharing can provide all ratepayers across the State with a more consistent standard of service at an efficient cost. - Service sharing can provide the scale required to justify the investment in modern systems that can support improved service delivery. - Service consolidation – via sharing, centralisation, or even outsourcing – can create economies of scale by freeing up personnel and resources for other tasks. - Service sharing can improve professional capabilities and career opportunities through greater and more varied experience in larger organisations.	- Service consolidation can be subject to considerable transition costs and often requires councils to adopt common systems and processes. - Service consolidation requires councils to give up some autonomy and responsibility for service provision. - Efficiency savings are often not as great as hoped due to administrative duplication, governance costs and procurement costs. - Local insights may be lost, and services may not be as responsive to local needs. - Mandatory state-wide service consolidation risks creating an uncompetitive monopoly provider. - Stripping away core local government responsibilities in areas like stormwater or roads risks leaving councils without a sustainable critical mass of staff or resources.

Table 6: Advantages and challenges of service consolidation

The evidence: When are shared services likely to be successful?

The Board's [detailed analysis of different service consolidation arrangements](#) found the successful sharing of services at scale depends on a wide range of factors. The evidence suggests, while such arrangements can deliver considerable benefits, these do not accrue equally to all council services or all council areas.

Positive outcomes are most likely to be achieved where the services in question are capital-intensive and delivered in a relatively uniform or undifferentiated way across council areas. One example of this is how the creation of TasWater facilitated increased investment and subsequent [improvements in the delivery of water and sewerage services](#).

Further, our research suggests that service consolidation will be most effective where equitable distributions of cost and risk are maintained, and councils are equipped with streamlined and compatible ICT, back office, and HR systems to enable a smooth transition to sharing. Finally, evidence from existing shared or consolidated service initiatives highlights risks to be managed and potential pitfalls to be avoided, more often related to three key issues:

1. The first is councils' rationale for participating. In some instances, sharing arrangements have failed due to the lack of a compelling rationale or genuine desire for collaboration among the councils involved. In some cases, the development of shared services agreements has been promoted by councils as an alternative to forced amalgamations. Having overcome the threat of mergers,

however the absence of a compelling reason and commitment to resource sharing can see arrangements dissolve.

2. The second risk relates to monitoring, reporting, and evaluation. The 2018 NSW Shared Services in Local Government audit, for example, found that “councils do not always have the capacity to identify which services to share, negotiate with partner councils, or plan and evaluate shared service arrangements”. This evidence reinforces the Board’s view that any service consolidation in Tasmanian local government would need to be mandatory and led by the State Government.
3. Finally, research has highlighted the perceived loss of autonomy service consolidation can present for councils and their communities. Resident or councillor fears of losing control over local services can undermine service consolidation initiatives even in cases where the relevant authorities already have a long history of successful service sharing.

What we heard: service consolidation

Our stakeholder discussions regarding shared services revealed a wide range of perspectives and insights. For the most part, discussion focussed on the risks associated with ‘ad hoc’ or informal arrangements.

On the topic of shared services, we heard:

- Where a new centralised service corporation, regional entity, or joint authority is to be established, it must have transparent and carefully designed governance structures. Ideally, it should be subject to market competition, and accessibility and accountability to communities must be maintained.
- Some council activities, particularly tourism and local promotion or economic development functions, make more sense when organised at a regional or state-wide level than locally.
- Removing responsibility for some core services risks leaving councils without a critical mass of staff or resources threatening sustainability.
- Creating more service provision authorities or corporations could create additional bureaucracy.
- The benefits of service sharing are not necessarily enjoyed equally by all members of an arrangement. Even where the net impact is positive, some benefit more than others.
- Voluntary involvement can be problematic because individual councils may ‘freeride’ by entering and exiting arrangements.

Pathway 2: Boundary consolidation to achieve fewer, larger councils

The second reform pathway the Board is considering would involve consolidating and redrawing local government boundaries to establish a smaller number of considerably larger and more capable councils. Under this model, councils would continue to provide a similar range of services to what they do currently, but at a substantially greater scale.

Improving capacity and capability in this way requires an appropriate balance between the

need to build scale and scope, and the need to maintain adequate local representation. In other words, boundary reform should not compromise the ability of councils to be responsive, representative, and accessible to their communities. New, larger councils would need to develop consistent and comprehensive community engagement strategies and programs to enhance local and place-based representation (see reform outcome 3 in the Appendix).

Advantages	Challenges
- Redrawing local government boundaries would enable councils to better reflect today's diverse, connected, and mobile communities. - Larger councils should have increased scope to provide a wider range of higher quality services in response to community need, without compromising economies of scope. - Tasmania's large number of councils creates unnecessary divisions and duplication of service provision in neighbouring regions, especially in metropolitan areas. Adjusting boundaries to better reflect communities of interest would result in more consistent strategic planning, services, and regulation. - Larger councils can have greater capability and capacity, can be better at attracting and retaining skilled workforces, and can have a greater diversity and standard of elected representatives. - Larger councils have greater capacity to establish strategic partnerships with other levels of government and organisations, allowing them to become more effective and successful advocates for their communities. - Larger councils would either fully or partially negate the need for complex shared services arrangements.	- Communities place a high value on responsive councils; amalgamations can be seen as a threat to the democratic and representative function of local government. - Consolidating council boundaries can cause significant transition costs and sometimes job losses. Any transition would have to be carefully managed to ensure communities are not left worse off in terms of representation, services, or employment opportunities. - Attempts to reduce the number of councils in Tasmania have been politically contentious in the past. - If council organisations become too large and complex, they may experience diseconomies of scale, reducing efficiency and increasing the cost of council services.

Table 7 - Advantages and challenges of boundary consolidation

The evidence: The potential benefits of a system of considerably larger councils

The Australian and international evidence concerning council consolidation has focussed on three distinct but related issues:

- Evidence of efficiency and cost savings;
- Evidence of improving economies of scope; and
- Evidence of enhancing council capacity and capability.

Most research on amalgamation focuses on the first issue – efficiency and cost savings – and has produced a complex and diverse range of findings. This analysis suggests that while efficiencies and economies of scale can sometimes follow municipal consolidation, the evidence does not support pursuing boundary reform to achieve cost savings alone.

The second and third rationales – increasing economies of scope, and capacity and capability – are the primary objective of this Review. An emerging body of evidence suggests council consolidation can be an effective way to capture economies of scope, attract and retain skilled workers, and improve councils' strategic capacity and capability.

Finally, available evidence highlights how minimum population size is not the right metric to use when deciding the size councils ought to be. Rather, boundary design should carefully consider how and at what scale councils provide services and whether their activities correspond clearly to factors such as established communities of interest or functional economic areas.

What we heard: fewer, larger councils

Increasing the size and reducing the number of councils in Tasmania has been a hotly debated topic, and throughout our engagement we have heard a wide range of strongly held views. Key insights and recurring themes in these conversations included:

- Economies of scope and council capability and capacity need to be considered, not just economies of scale and cost savings.
- There is no simple binary of large councils being effective and small ones dysfunctional – some small councils work well, and some mid-size or larger councils struggle.
- Consolidation of councils can risk losing local knowledge and diminishing local employment – rural local governments are often the largest employers in their areas – any such reform must carefully address these issues.
- A one-size-fits-all model driven by a desire to achieve a minimum population size for all councils will not work. Different areas have

different needs and priorities, which means that Tasmania will inevitably have councils of some size variation.

- Amalgamations can raise costs and service levels to that of the highest cost council.
- Larger councils tend to have more success attracting grants-based funding.
- Success is critically dependant on transition arrangements: some individuals and councils continue to “bear the scars” of poorly executed amalgamations in the past.
- Boundary changes should be informed by the needs and social and economic features of a region, rather than the pursuit of an arbitrary, pre-determined minimum size.
- Distance makes consolidation more complicated: local government is most highly valued in regional and remote communities, particularly for its accessibility and democratic function. Remote councils need a specific and tailored approach.

Pathway 3: A ‘hybrid’ model combining service consolidation with boundary reform

The third potential reform pathway combines elements from the first two. It would involve some boundary reform (though less than under option two) and some service consolidation where it would deliver clear benefits.

A key advantage of this third pathway is its recognition that neither wholesale boundary change nor substantial service consolidation will be equally appropriate in all areas of the State. Some communities will require more tailored solutions, and a hybrid strategy can be more flexible to this.

The Board also recognises that, when compared to their urban counterparts, rural communities place a higher value on their councils and have distinctive priorities.

Survey research conducted by the [Australian Centre of Excellence for Local Government \(ACELG\)](#) clearly shows that connections to their local community are strongest in rural and regional areas and are also influenced by residents’ age and time spent living within a particular place.

[Respondents living in rural and remote areas](#) are generally more concerned about the consequences of amalgamation on local representation, cost of rates and services and their sense of belonging to the local area. People who have lived in an area longer than 10 years and who are active participants in the community are also more likely to think that their feeling of belonging to the area will be negatively impacted by amalgamation.

Advantages	Challenges
· The hybrid pathway offers a balance in which local representation and service delivery are maintained, although with narrower functional responsibilities. · While the most conceptually complex option, a hybrid pathway allows for flexibility and nuance to develop different solutions in different communities. · This pathway offers the benefits connected to both service sharing and boundary consolidation, although at different scales.	· This pathway has inherent risks connected to boundary and service consolidation, described in the sections above. · This pathway has the potential to create a more complex and less consistent local government system. · It may require accompanying reforms to revenue and funding models to promote equity and sustainability across the system.

Table 8 – Advantages and disadvantages of a hybrid model

What we heard: A ‘hybrid’ model combining some shared services with some boundary changes

- This option is preferred by some stakeholders, who believe it offers the greatest potential to improve capability and capacity within councils while maintaining or enhancing local representation, addressing local needs and priorities, and continuing to utilise valuable local knowledge.
- Many local government stakeholders and community members have emphasised the different needs and capabilities of urban and rural councils, stressing reform needs to be ‘place-based’ and tailored to local contexts.
- Innovative models should be considered with this approach. One suggestion was that some councils, where they lacked the capacity or capability, share services with Service Tasmania.
- Another proposal is that decentralised ‘service hubs’ – whether for operational or customer service functions – could be used to address issues of distance, ensure accessibility and connectivity, and maintain local jobs.

Provisional views on structural reform

The Board understands that some members of the community and local government sector hold strong views about the merits or challenges of proposals to consolidate council boundaries or services.

This is why we clearly outlined our thinking about ‘The elephant in the room’ in the Stage 1 Interim Report. Over the course of Stage 2 of the Review, the Board has concluded that some structural reform to Tasmania’s system of local government will be necessary to ensure councils can fulfil their current obligations and meet future community needs. Incremental or marginal changes will not deliver this capability improvement.

The challenge will be to develop a model where consolidation and partnerships enhance the long-term capability of councils and the sustainability of services while strengthening local representation, governance, and democracy. The Board is also considering additional options that have been widely discussed during its engagement that will ‘future-proof’ Tasmanian local government, many of which will enhance local representation and democracy. Reflecting these priorities, the Board’s provisional view is that structural reforms combining both service consolidation and boundary consolidation could allow for a more nuanced and place-based approach to enhancing what different councils do best.

Consultation questions

- Which of the three broad reform pathways do you think has the best chance of delivering what the community needs from local government? Why?
- What would be your biggest concerns about changing the current system? How could these be addressed?
- In any structural reform process, how do we manage the very different needs and circumstances of rural and urban communities?



Image Credit: Nina Hamilton

Section 7: Having your say and the road ahead

The ideas and options the Board is considering would have a major impact on the way Tasmanian councils operate in the future. As councils provide many essential, everyday services, we think it is vital that as many people as possible understand potential changes being considered.

How to have your say

Major change will only be successful if we have broad-based support and community goodwill. The Board wants to understand your views about which of the ideas and options we are putting forward could make a practical and positive difference for local communities.

The Board wants to have an informed community discussion about possible local government reform ideas and what these might mean for individuals, families, and businesses.

If you have any views on the future of local government in Tasmania, now is your chance to be heard.

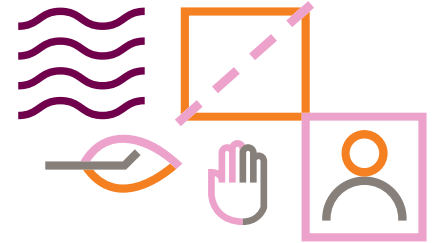
The Board is providing a few different ways for people to respond to the Options Paper

- You can go **online to the interactive version** of the *Options Paper* at www.engage.futurelocal.tas.gov.au and submit your answers to any or all the consultation questions.
- You can also make a submission in an **email or letter**. The Board's contact details are below:
 - **Email:** Submissions.LGBoard@dpac.tas.gov.au
 - **Postal address:** Future of Local Government Review GPO Box 123, HOBART, TASMANIA 7001

SUBMISSIONS FOR THE OPTIONS PAPER CLOSE 19 FEBRUARY 2023.

Regional community meetings:

- In early February 2023, the Board will be **visiting communities** all around the State to hold town hall style meetings. You can register your interest in attending one of these sessions [here](#), and we will be in touch with further updates in the near future.
- Engagement with Tasmanian councillors and council staff will also be supported through a series of meetings (LGAT and LG Pro will provide more details shortly).



Section 7: References

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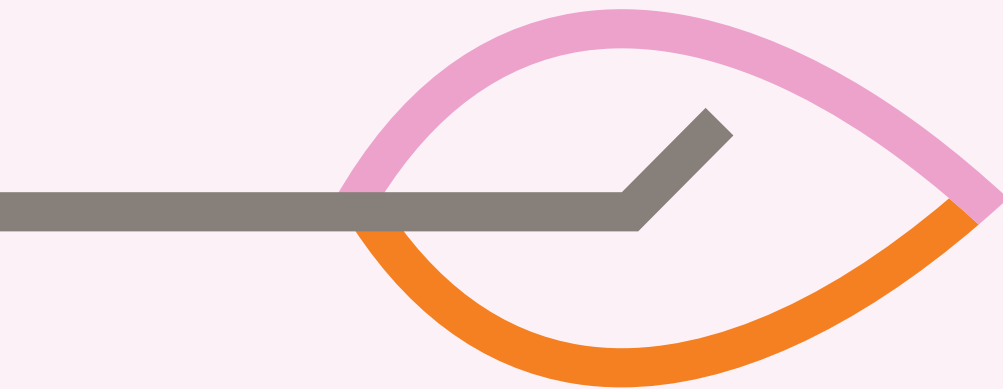
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The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

www.futurelocal.tas.gov.au

LGBoard@dpac.tas.gov.au

9. MOTIONS ON NOTICE

Nil

10. COUNCILLOR'S QUESTION TIME

A Councillor may ask a question with or without notice at Council Meetings. No debate is permitted on any questions or answers.

10.1 QUESTIONS ON NOTICE

(Seven days before an ordinary Meeting, a Councillor may give written notice to the Chief Executive Officer of a question in respect of which the Councillor seeks an answer at the meeting).

Nil.

10.2 ANSWERS TO QUESTIONS ON NOTICE

Nil.

10.3 ANSWERS TO QUESTIONS WITHOUT NOTICE – PREVIOUS COUNCIL MEETING**Cr Kennedy**

Who owns the property at 13 Dart Lane Rokeby – is it council-owned or private?

ANSWER

Council owns the land identified as 13 Dart Lane and also the laneway identified as 15 Dart Lane.

Council staff were aware of issues with long grass and building materials at this site. As the works are still the responsibility of the original developer and their contractor, Council staff liaised with the relevant parties and can now confirm the grass has been cut. The contractor will further assess the site for additional remediation/tidy up works required and carry out as necessary before the property is handed over to the Council's maintenance team for continuing the future maintenance.

Cr Chong

We recently had a speed trailer in North Terrace, Lauderdale following complaints from the residents regarding speed of vehicles travelling through there. Have we got the results of that yet and what is proposed to be done about it?

ANSWER

(Mr Graham) Following the petition a speed trailer has been placed in North Terrace twice and during the time that the speed trailer has been there we have seen a reduction in traffic speed. We will download some of the information and summarise it for Council. The next stage in terms of traffic calming will be through the master plan process which Council will consider as part of the forthcoming budget.

(Further information) A request will be submitted for Council's consideration in the 2023/24 budget to allow for:

- Pedestrian crossing points on North Terrace including the introduction of traffic calming devices such as roadside vegetation, kerb bulbing at crossings and improved pedestrian ramps; and
- Works to formalise the canal side edge of North Terrace by removing the gravel shoulder and providing a flush concrete edge to the road surface (similar to South Terrace). Bollards and planting will be used to better define the edge of the park and remove the opportunity for informal parking.

Cr Warren

Could I ask for an update on the consultation process for Kangaroo Bay, whether we have had significant or interest in our council survey?

ANSWER

(Acting Chief Executive Officer) We have had significant interest in the survey, many, many hundreds of responses and officers are already trawling through the verbatim comments to analyse that in time for Council consideration around 6 March; at the same time as Chambroad proposes to bring back its consultation to Council.

Cr Darko

Could we have an update on the status including any budget allocation for the development of off-lead greyhound recreation areas?

ANSWER

(Mr Graham) I believe a briefing went to Council advising that we are considering the current location compared with other possibilities. I will follow up with officers and provide an update to Council.

(Further information) Council allocated \$30,000 towards the proposed off-lead greyhound area in its 2022/23 budget. Officers are currently using those funds to conduct feasibility assessments of the current proposed site at Clarendon Vale, and also potential alternative sites within the city. Officers are also investigating conducting a temporary (3 to 6 month) trial of a greyhound off-lead area at an alternative location later this year. In addition to providing valuable information and feedback from owners to assist with the design of a permanent facility, the trial, if instituted would provide an off-lead area for greyhounds in the short-term. Further information will be provided in the coming weeks to Councillors on a potential trial to progress towards a greyhound off-lead facility.

Cr Goyne

Could we have an update on the acquisition of Department of Defence Land on Cambridge Road?

ANSWER

Taken on Notice

(Further information) Council has been in ongoing discussions with the State Government and the Department of Defence on the possibilities for the site. Council has advocated for a mixture of social housing and crisis accommodation and associated services for the site to help address the housing crisis in Greater Hobart. Further detail will be provided to councillors as talks progress in the coming months.

Cr Walker

1. My question is regarding something that we have been made aware of through residents' concerns regarding repeated fire alarms going off in commercial properties, one in particular. Could you spell out what is Council's role when something like this is happening on a regular basis and does that role change somewhat if Council is in a leasing arrangement with said facility?

ANSWER

(Acting Chief Executive Officer) My understanding is that it does not change our role in terms of the enforcement of the Act in relation to noise pollution, but we will come back with further information.

(Further information) For any investigation into noise complaints causing disturbance, Council applies due process during investigations and affords the person responsible for the activity, the opportunity to rectify the issues within an appropriate timeframe.

False alarms going off frequently and causing disturbance to nearby residents or the general public could be considered a nuisance under S.53(3) of the *Environmental Management and Pollution Control Act 1994* (EMPCA).

If progress is not being made as agreed or instructed, Council can consider issuing an Environment Protection Notice on the person responsible for the activity in accordance with S.44(1)(b) of the EMPCA (serious or material environmental harm or environmental nuisance has occurred and remediation of that harm or nuisance is required). The Notice could require the person, on behalf of the organisation, to take necessary actions to reduce or eliminate the noise so as not to cause a noise nuisance to surrounding/nearby residents. Timeframes for specific works can be applied and infringement notices served for non-compliance or prosecution.

If it is the case that Council lease a facility, the regulatory approach is consistent with that detailed above, where the matter is addressed and worked through with the responsible person/s on behalf of the property or organisation.

2. What is the average cost to Council to create a square metre of footpath and average cost to fix a pothole? Now obviously potholes would vary in size, but I am hopeful to get some understanding of those metrics.

ANSWER

There are many variables when constructing footpaths, including variations in terrain that will require additional excavation, fill material, drainage, retaining structures, quality of base material, working around / matching into existing services, construction joints etc. That said, a straightforward concrete path will cost approximately \$120/m² with the price rising based on site issues. An asphalt path will be from \$80m² based on the same factors as a concrete path.

Pothole repair is also highly variable. Again, the size of a pothole, the number of potholes in an area, ie the number of potholes completed in a day based around travel times, traffic flows on a road as additional traffic control may be required on a higher speed road or if sight distance is poor. If a failure is beyond potholing then the dig out process is considerably more expensive. The pothole crew (without additional traffic control) and materials cost approximately \$1500/day.

Cr James

1. My question is regarding the Cremorne Pipeclay management plan. Have the consultants concluded their survey and if so, is there the intention to include funds in the budget 2023/24?

ANSWER

(Mr Graham) We are due to receive the draft report from the consultants in late March early April. We believe that we may receive the Roches Beach plan at the same time. Council officers will review that and then we will workshop with Council. It is unlikely that we will be looking at funds for next financial year because there is consultation with the community required and several workshops with Council.

2. With regard to the Kangaroo Bay Boulevard, a development application went through this place some time back and is there a clause for substantial commencement to occur and also when will the permit expire?

ANSWER

(Acting Chief Executive Officer) There is no current agreement on substantial commencement as you would be aware from the briefing. We have to establish a sale and development agreement as the next step of the process. The development permit is open to extensions that all permits are, that is the requesting of two extensions as we have discussed previously with Councillors and the granting of those giving a total of six years.

Cr Hulme

1. I refer to my question without notice at the last meeting regarding Bellerive ferry parking. In the response there is a note that the information regarding the survey was provided in a memo to Council, but I do not actually recall receiving that memo. Could you advise when it was sent?

ANSWER

(Mr Graham) My apologies that has not been sent but will go to Council this week.

(Further information) The memo was provided to Councillor Hulme (and circulated to other Councillors) on 10 February 2023.

2. I refer to an elected member request I had about parking issues in the road that runs between East Derwent Highway and the Esplanade in Lindisfarne. The request about possible parking restrictions was lodged in November. I just wondered if some light could be shed on why it is taking so long to respond?

ANSWER

Taken on notice.

(Further information) The memo was provided to Councillor Hulme on 10 February 2023. Weekly updates on the progress of Elected Member Requests are provided each week to enable follow up by councillors if required.

Cr Hunter

1. A number of community members have raised concerns about the Seven Mile Beach Golf Course development. I am just wondering whether once a development application has been approved are the permit conditions publicly available?

ANSWER

(Mr Lovell) Copies of any permit are available to Councillors upon request, whether or not they are available to the public is something we would need to explore. There are sometimes privacy issues with permits, and they may differ from permit to permit. A practical example of that is some permits might show a person's house which has happened before, neighbours would like to see what is going on inside the house which raises privacy issues around that. It probably does not apply to the golf course but there are certain things we would need to check. I would need to take advice from our legal officers.

2. The planning matter raised tonight regarding the church made me question whether Clarence Council has a public open space strategy and if not is there any proposed timeline?

ANSWER

(Mr Lovell) We have a public open space policy which is taken into account in assessing planning applications involving subdivisions and we are currently working on expanding that policy to deal with how we are selecting open space, where to locate it. We came upon that need during the last council term in relation to providing open space in the Risdon Vale area. The Councillors who were part of the previous council would be aware of that project. We are working on it at the moment so we will probably conduct a workshop in the very near future.

Cr Mulder

1. There are 2 large real estate billboard signs on Estramena Drive, Oakdowns. Last October I was informed that the agent involved had been directed to remove the signs. Why are they still there?

ANSWER

(Mr Lovell) I am not aware of that but it sounds like something our enforcement officers would deal with so I will take that on notice and report back on how the matter is dealt with.

(Further information) Asset Management is coordinating to have the signs removed.

2. In accordance with the Minutes of the last meeting Councillors are required to notify gifts and/or donations including political donations exceeding the value of \$50 to the Chief Executive Officer. Mr Mayor have you provided such notification regarding the political donation made at your campaign launch last year?

ANSWER

(Mayor) In answer to that, I have at all times complied fully with the disclosure requirements and expectations. A review of the register of gifts will indicate that I received one donation of \$500 in September of last year. The launch that you referred to was not for me it was for the Better Clarence Team and that was spelled out very clearly to every person that attended that event. It was spelled out in every piece of correspondence and let me just reassure you, colleagues and the general public, that at all times I have complied fully with the expectations of full disclosure.

I would just like to make the point too and refer back to the letter that was sent by Mr Mathew Healey the Director of Local Government and point 4 of his letter which states quite clearly *“Accusations of Impropriety - Councillors must not accuse others of impropriety without pursuing their claim through the appropriate formal channels. Councillors must also avoid unreasonably inferring or attaching intent or meaning to the action of others for the purpose of damaging their reputation causing or lessening the value of their contribution to discussion or debate.”* So, I will just leave that with you but also make the point to that I was very genuine when I forwarded that letter to all colleagues on 23 January saying this term of council needs to be one of always bringing our best selves to this chamber and it is not appropriate for you to make those sort of imputations. It is absolutely incorrect - there is no basis in fact whatsoever and I would strongly suggest particularly in light of our Code of Conduct and Statement of Expectations that you tread very carefully. That is all I will be saying on this matter Cr Mulder. I am happy to draw a line under it but if further action is required further action will be taken. Thank you.

Cr Ritchie

My question is regarding all abilities playground equipment. Could I be provided with a list of the recreation facilities across Clarence and detailing those which have within them any all abilities equipment?

ANSWER

Taken on notice.

(Further information) Since 2013, Council has focused on the provision of inclusive, all abilities play facilities and supporting infrastructure in all new parks and playgrounds. Our existing regional playgrounds at Bellerive Beach Park, Bellerive and Simmons Park, Lindisfarne are both designed with inclusion as a key driver. Each park provides play equipment items that are identifiable as “all-abilities” such as basket swings, Liberty Swing, wheel-chair accessible carousel, in-ground trampolines, inclusive swing seats and ground level play panels and features. Just as importantly, they also provide inclusive supporting infrastructure such as generous path widths and grades, accessible park furniture, access to shade and weather shelter, spaces for retreat/quiet and continuous paths of travel from arrival to key park facilities. An inclusive, all-abilities approach to design will also be evident in the soon to be constructed local parks at Blossom Park (Cambridge), South Arm Oval and Pindos Park, Tranmere.

Council does not have a readily available list to specifically identify all abilities equipment and its location in Clarence. A list of parks and reserves providing play equipment can be located on our website under the 'My Neighbourhood' tab.

Council will soon consider a draft Inclusive Play Policy. The Policy notes Council will ensure, as far as practicable for its play spaces to be inclusive and accessible and provide opportunities for people of all ages and abilities to participate in high value play. The Policy sets inclusion and universal design as drivers for all projects undertaken by council related to play and commits to continuous improvement across all aspects of play provision – maintenance, new capital projects, renewals, upgrades, consultation, strategic planning and the ongoing training of staff.

10.4 QUESTIONS WITHOUT NOTICE

A Councillor may ask a Question without Notice of the Chairman or another Councillor or the Chief Executive Officer. Note: the Chairman may refuse to accept a Question without Notice if it does not relate to the activities of the Council. A person who is asked a Question without Notice may decline to answer the question.

Questions without notice and their answers will be recorded in the following Agenda.

The Chairman may refuse to accept a question if it does not relate to Council's activities.

The Chairman may require a question without notice to be put in writing. The Chairman, a Councillor or the Chief Executive Officer may decline to answer a question without notice.

11. CLOSED MEETING

Regulation 15 of the Local Government (Meetings Procedures) Regulations 2015 provides that Council may consider certain sensitive matters in Closed Meeting.

The following matters have been listed in the Closed Meeting section of the Council Agenda in accordance with Regulation 15 of the Local Government (Meeting Procedures) Regulations 2015.

11.1 APPLICATIONS FOR LEAVE OF ABSENCE

11.2 TENDER T1483-22 – ANNUAL RESEAL PROGRAM – ASPHALT RESURFACING WORK 2022/2023

11.3 TENDER T1452-22 – SOUTH ARM OVAL PLAY SPACE

11.4 T1454-22 – PROVISION OF FLEET OPERATING LEASES AND MANAGEMENT SERVICES

These reports have been listed in the Closed Meeting section of the Council agenda in accordance with Regulation 15 of the Local Government (Meeting Procedures) Regulation 2015 as the detail covered in the report relates to:

- contracts and tenders for the supply of goods and services;
- applications by Councillors for a Leave of Absence.

Note: The decision to move into Closed Meeting requires an absolute majority of Council.

The content of reports and details of the Council decisions in respect to items listed in “Closed Meeting” are to be kept “confidential” and are not to be communicated, reproduced or published unless authorised by the Council.

PROCEDURAL MOTION

“That the Meeting be closed to the public to consider Regulation 15 matters, and that members of the public be required to leave the meeting room”.