

dorset
C O U N C I L

Ordinary Agenda

Council Meeting

17 July 2023

it's in the making

Qualified Persons Advice

The *Local Government Act 1993*, Section 65, provides (in part) as follows: -

- A general manager must ensure that any advice, information or recommendation given to the Council is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation.
- A council is not to decide on any matter which requires the advice of a qualified person without considering such advice unless the general manager certifies in writing that such advice was obtained and taken into account in providing general advice to the Council and a copy of that advice or, if the advice was given orally, a written transcript or summary of that advice is provided to the Council with the general managers certification.

I therefore certify that with respect to all advice, information or recommendation provided to the Council in or with this agenda:

- a. the advice, information or recommendation is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation; and
- b. where any advice is directly given by a person who does not have the required qualifications or experience that person has obtained and taken into account in that person's general advice the advice from an appropriately qualified or experienced person.

Notification of Council Meeting

NOTICE is given that the next Ordinary Meeting of the Dorset Council will be held on Monday, 17 July 2023 at the **Council Chambers, 3 Ellenor Street, Scottsdale** commencing at 6:00 pm.

Members of the public are invited to attend in person, however, due to recommended physical distancing guidelines, the number of persons able to attend is limited. Any member of the public who wishes to attend the meeting **must** register their details with Executive Assistant, Sarah Forsyth by **3:00pm Monday 17 July 2023** via email gm@dorset.tas.gov.au or by calling 03 6352 6500. A recording of the Council Meeting, except for any part held in Closed Session, will be made available to the public as soon as practicable after the Meeting via Council's website and social media.



JOHN MARIK
General Manager

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Council Meeting Agenda 17 July 2023

Meeting Opened:

Present:

Apologies: Cr Mervyn Chilcott

Item 97/23 Confirmation of Ordinary Council Meeting Minutes – 26 June 2023
Ref: DOC/23/7612

The Chair reported that he had viewed the minutes of the Ordinary Meeting held on Monday, 26 June 2023 finds them to be a true record and recommends that they be taken as read and signed as a correct record.

Recommendation

That the Minutes of Proceedings of the Dorset Council Ordinary Meeting held on 26 June 2023 having been circulated to all Councillors, be confirmed as a true record.

Item 98/23 Confirmation of Agenda

Recommendation

That Council confirm the Agenda and order of business for the 17 July 2023 Council Meeting.

Item 99/23 Declaration of an Interest of a Councillor 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 interest or pecuniary detriment) or conflict of interest in any item on the Agenda.

INTEREST DECLARED

The purpose of this agenda item is to provide Councillors and the community with a briefing on matters of interest dealt with during the past month by Council's Management Team.

Approved Applications

	Approved June	Approved 2023 YTD	Approved 2022 YTD
Planning	15	60	79
Building ¹	7	57	67
Plumbing	7	37	35

See attachments for detailed information about applications approved in June 2023.

2022/23 Capital Works Program FINAL REPORT | June 2023

Ref: DOC/22/7876

 Complete 2022/23
 Completed in June 2023
 Carried Forward 2023/24

PROJECT	PROJECT PHASE
BRIDGES	
Bridge 1507 Garibaldi Road - timber superstructure renewal	Carried Forward
Bridge 1512 Barnett Road – re-deck	Completed
Bridge 1540 West Maurice Road – re-deck	Completed
Bridge 1620 Cuckoo Road – re-deck	Completed
Bridge 1515 Maurice Road - upgrade to concrete	Carried Forward
Bridge 1617 Duncraggen Road - upgrade to concrete	Carried Forward
ROADS - RESHEETING	
Shanty Road, North Scottsdale	Completed
Scott Street, Scottsdale	Completed
Duncraggen Road, Jetsonville	Carried Forward
Upper Brid Road, West Scottsdale	Completed
Lisle Road, Nabowla	Completed
Knights Road, Nabowla	Completed
Cuckoo Road, Scottsdale	Completed
Banca Road, Winnaleah	Completed

¹ From 15 March 2023, Dorset Council ceased providing Building Surveying services for any new building applications. Council is still providing Plumbing Surveyor services and continues to act as the Permit Authority, as required.

ROADS - RESEALS	
Telita Road	Carried Forward
Gladstone Road	Completed
North Scottsdale Road	Completed
Gillespies Road	Completed
Main Road, Pioneer	Carried Forward
Charles Street, Pioneer	Carried Forward
Moore Street, Pioneer	Carried Forward
Alfred Street, Pioneer	Carried Forward
FOOTPATHS	
Main Street, Bridport - from top of roundabout to South Street (Asphalt) (carried forward)	Completed
Port Hills extension	Completed
STORMWATER	
Main Street, Bridport - upgrade existing 525 pipeline to 900 and install new side entry pits	Carried Forward
Union Street, Scottsdale - upgrade existing pipeline lower end of Union Street	Carried Forward
Bentley Street, Bridport - upgrade existing 525 pipeline to 900	Commenced (with carried forward works)
Bridport - stormwater pit replacements in Walter Street and South Street (carried forward)	Carried Forward
Urban Stormwater Management Plans (carried forward)	Carried Forward
ROADS - OTHER	
Carisbrook Lane - complete works McDougalls Road intersection	Awaiting property owner commitment
Carisbrook Lane - underpass contribution	Awaiting property owner commitment
Golconda Road - straighten road alignment and upgrade culvert Lone Star Creek	Carried Forward
Cascade Dam Road safety improvements including new stormwater pipeline	Completed
Victoria Street, Scottsdale - upgrade	Completed
CWA Carpark Bridport - extend existing carpark	Completed
Main Street, Derby - extend existing kerb, footpath and stormwater	Completed
Old Waterhouse Road - safety improvements and upgrade	Carried Forward
Golconda Road - widening design (carried forward)	Carried Forward
Golconda Road (Stage 4) - from Chainage 1,600 to Gillespies Road (carried forward)	Completed
Albert Street, Bridport - replace kerb between Main Street and Thomas Street, west side (carried forward)	Completed
Cairns Close, Tomahawk - repair seal (carried forward)	Carried Forward
LAND IMPROVEMENTS	
Redevelopment of old Derby depot site and trail head (including car park and amenities block)	Completed
Redevelopment of old Derby depot site and trail head (including car park and amenities block) (carried forward)	Completed
Derby Park - play equipment replacement	Completed
Scottsdale Sports Stadium - carpark reseal	Completed
Ellesmere Cemetery- seating and memorial wall upgrades	Completed

Bridport Cemetery - seating and memorial wall upgrades	Completed
Scottsdale Waste Transfer Station - compacted gravel sheeting in yard (steel area)	Completed
Rail Trail (carried forward)	Awaiting outcome of Appeal Proceedings
Main Street, Bridport - replace children's crossing poles	Completed
Bridport Seaside Caravan Park - bollards around fire hydrants	Completed
Northeast Park - MTB Trails (carried forward)	Carried Forward
Green Flow Trail Derby (carried forward)	Completed
Blue Derby Mountain Bike Trails - Enduro World Series 2023	Completed
Bridport Football Club Ball Retrieval Safety Net (carried forward)	Completed
Bridport Netball Courts - Lighting Upgrade (carried forward)	Completed
Gladstone Pump Track (carried forward)	Carried Forward
Derby EV Fast Charging Station (carried forward)	Completed
BUILDINGS	
Scottsdale Sports Stadium - floor recoat	Carried Forward
Sideling toilets - extra solar panels for cameras	Completed
Council Chambers - power upgrade stage 2	Completed
Bridport Pavilion toilets - tile floors and repaint walls	Completed
Derby Park toilets – re-grout showers and handrail on verandah	Completed
Gladstone Hall - new vertical blinds	Completed
Scottsdale Visitor Information Centre - replace windows	Completed
Alfred Street, Scottsdale toilets - replace cisterns	Completed
Replacement of security key system	Completed
Scottsdale Depot storage	Carried Forward
Derby Hall - 10 collapsible tables	Completed
Scottsdale Railway Station Restoration	Rotary Project
Bridport Seaside Caravan Park - Goftons Beach amenities - shower timers	Completed
Scottsdale and Bridport Depots - upgrade to security alarm panels	Completed
New Derby Depot (carried forward)	Completed
Gladstone Hall - new septic tank (carried forward)	Carried Forward
Branxholm Town Hall - new sink and hot water service	Carried Forward
Bridport Seaside Caravan Park - 2 washing machines and 2 dryers	Completed
Building Renovations (Proposed Workers Accommodation) - 71 Main St Derby (carried forward)	Blue Derby Foundation Project
Bridport Football Club viewing deck (carried forward)	BFC responsible for delivering project
Amenities Upgrade Bridport Football/Cricket Clubrooms (carried forward)	Completed

2023/24 Capital Works Program

Ref: DOC/23/8447

PROJECT	PROJECT PHASE
BRIDGES	
Bridge 1507 Garibaldi Road, Pioneer - timber superstructure renewal (carried forward)	Beams Ordered
Bridge 1507 Garibaldi Road, Pioneer - timber renewal (additional works to carried forward)	Beams Ordered
Bridge 1508 Garibaldi Road, Pioneer – scour protection piers (flood related)	
Bridge 1514 Coffey Road / Carries Brook, Ringarooma – timber superstructure replacement	Beams Ordered
Bridge 1572 Haas Road / Frenches Creek, Legerwood – upgrade to concrete	Grant (BRP) Funding Application Submitted
Bridge 1550 Barnbogle Road, Jetsonville – timber re-deck	
Bridge 1599 Nook Road, Nabowla – timber re-deck	
Bridge 1515 Maurice Road, Ringarooma - upgrade to concrete (carried forward)	Commenced
Bridge 1617 Duncraggen Road, Jetsonville - upgrade to concrete (carried forward)	Commenced
ROADS - RESHEETING	
Burns Road, Wyena	
Boddingtons Road, Bridport	
Forsyth Hill Road, Ringarooma	Commenced
New River Road, Ringarooma	Commenced
West Maurice Road, Ringarooma	
Banca Link Road, Winnaleah	Commenced
Olivers Road, Winnaleah	Commenced
Rosier Road, Ringarooma	Commenced
Sledge Track, Springfield	
Koomeela Road, West Scottsdale	
Duncraggen Road, Jetsonville (carried forward)	
ROADS - RESEALS	
Banca Link Road, Winnaleah	
Sledge Track, Briggs Road to Brid River, West Scottsdale	
Legerwood Lane, Legerwood	
Tomahawk Drive, Tomahawk	
Murphy Place, Scottsdale	
Golconda Road, Lietinna	
Golconda Road, Lietinna	
Golconda Road, Lietinna	
Banca Road, Winnaleah	
Racecourse Road, Winnaleah	
Warrentinna Road, Winnaleah	
Fenckers Road, Branxholm	
Main Road, Musselroe Bay	
Cairns Close, Tomahawk	
Telita Road, Telita (carried forward)	
Main Road, Pioneer (carried forward)	
Charles Street, Pioneer (carried forward)	

Moore Street, Pioneer (carried forward)

Alfred Street, Pioneer (carried forward)

STORMWATER

Joyce Street, Branxholm – renewal

Allan Street, Derby – renewal

William Street, Scottsdale (Incitec Pivot) – investigation

Northeast Park, Scottsdale – upgrade existing network

Murray Street, Bridport – upgrade

Investigations

William Street, Bridport – extend existing network from Richard Street

South Street, Bridport – renew pipeline from Main Street to Thomas Street

Design

Union Street, Scottsdale - upgrade existing pipeline lower end of Union Street (carried forward)

Main Street, Bridport - upgrade existing 525 pipeline to 900 and install new side entry pits (carried forward)

Design

Bentley Street, Bridport – upgrade existing 525 pipeline to 900 (carried forward)

Commenced

Bridport - stormwater pit replacements in Walter Street and Richard Street (carried forward)

Commenced

Urban Stormwater Management Plan (carried forward)

Victoria Street, Scottsdale – upgrade (carried forward)

ROADS - OTHER

Golconda Road, Golconda – renew pavement from Denison River 1km east

Design

Golconda Road, Lietinna – renew pavement adjacent to Moores Road

South Street, Bridport – replace kerb from Main Street to Thomas Street

Gillespies Road, Nabowla – upgrade

Design

Cascade Dam Road, Derby – safety upgrade

Carisbrook Lane, Legerwood - complete works McDougalls Road intersection (carried forward)

Awaiting property owner commitment

Carisbrook Lane, Legerwood - underpass contribution (carried forward)

Awaiting property owner commitment

Old Waterhouse Road, Waterhouse - safety improvements and upgrade (carried forward)

Commenced

Golconda Road, Golconda - straighten road alignment and upgrade culvert Lone Star Creek (carried forward)

FOOTPATHS

Alfred Street, Scottsdale – replace kerb and footpath (Ellenor to Christopher Street)

Smith Street, Scottsdale – new (Alice to Union Street)

Tomahawk Drive, Tomahawk – new (Morgan Esplanade to playground)

BUILDINGS

Branxholm Park – new BBQ upgrade

Branxholm Hall – front disabled access upgrade and step handrail to side entrance

Derby Town Hall – re-roof

Gladstone Hall – new hot water unit

Ordered

Ringarooma Hall – new heat pumps

Ringarooma Public Toilets – replace cisterns

Scottsdale Sports Stadium – replace roller door

Scottsdale Visitor Information Centre – repair additional windows

Commenced

Scottsdale Aquatic Centre – amenities upgrade

Scottsdale Depot – office renovation

Scottsdale Depot – new storage sheds (carried forward)	
Scottsdale Depot – earthworks for storage sheds (additional works to carried forward)	Planning
Scottsdale Depot – chemical spill trays	
Bridport Girl Guides Building – planning and investigation	
Bridport Seaside Caravan Park – pin code upgrades to Main, Mattingleys Beach and Goftons Beach Amenities Blocks	Ordered
Bridport Seaside Caravan Park – renewal of Eastmans Beach public toilets	
Bridport Seaside Caravan Park – gas upgrade to Main amenities and Eastmans Beach shower block	
Winnaleah Hall – disabled access upgrade	
Blue Derby Mountain Bike Trails – new trail crew storage shed	
Scottsdale Railway Station Restoration (carried forward)	Rotary Project
Building Renovations (Proposed Workers Accommodation) - 71 Main Street, Derby (carried forward)	Blue Derby Foundation Project
Bridport Football Club viewing deck (carried forward)	Planning
Scottsdale Sports Stadium - floor recoat (carried forward)	
Sideling Toilets – additional solar panels	Commenced
Gladstone Hall - new septic tank (carried forward)	
WASTE MANAGEMENT	
Green Waste – storage / processing investigation and implementation	
Scottsdale Waste Transfer Station – spare bin area roof covering	
Branxholm and Gladstone Waste Transfer Stations – gates	
Branxholm Waste Transfer Station – recycle bin upgrade	
LAND IMPROVEMENTS	
Scottsdale Recreation Ground – new cricket pitch covers	
Scottsdale Recreation Ground – upgrade lighting and reseal road at Show Office	
Scottsdale Aquatic Centre – shade cloth for external fence	
Bridport Cemetery – new grave surrounds	
Main Street, Derby (near Bank House) – retaining wall to stabilise access road	
Legerwood Memorial Park – site works for new equipment	
Blue Derby Mountain Bike Trails – Relics trail bridge	
Blue Derby Mountain Bike Trails – Rusty Crusty Bridge and trail rebuild (flood related)	
Blue Derby Mountain Bike Trails – Hazy Days trail capping of stones	
Blue Derby Mountain Bike Trails – network signage redesign	
Blue Derby Mountain Bike Trails – original trailhead redevelopment (south of Main Street)	
Blue Derby Mountain Bike Trails – Tunnel lights renewal	
Blue Derby Mountain Bike Trails – Kumma Gutza re-route	
Blue Derby Mountain Bike Trails – Turbo Tunnel re-route	
Northeast Park - MTB Trails (carried forward)	
Rail Trail (carried forward)	Awaiting outcome of Appeal Proceedings
Gladstone Pump Track (carried forward)	

Recommendation

That the Management Team Briefing Report be received and noted.

4 July | Briefing Workshop

- PRESENTATION: TasWater
- PRESENTATION: Scottsdale Aquatic Centre Swim School Options
- Planning Delegations Overview
- Audit Panel Chair Appointment
- May Shaw Loan
- Blue Derby Transfer Update
- Scottsdale Recreation Ground Community Garden
- Road and Footpath Committee Appointment
- Council’s Local Government Reform Submission Review
- Briefing Reports and Question Time
 - Mayor’s Report & Correspondence
 - Management Team Updates

The following questions were received on notice from members of the public:

Nil

The following questions were received without notice from members of the public:

The following question was **taken on notice** at the 26 June Council Meeting:

Councillor Greg Howard:

Despite all the backlash we got from members of the public and the shopkeepers from the deciduous trees in King Street, and the unanimous views of the Councillors that we needed to go to evergreen trees in Victoria Street, how come we ended up with deciduous trees?

Response from Acting Director – Infrastructure, Craig Wheeler:

Below are the key criteria used when assessing tree suitability for a streetscape:

- Height and width – What is the size of the envelope available for the tree. In this case overhead Power Lines were the dominant factor
- Line of sight - Ensuring the trunk and foliage does not obstruct driver visibility when exiting properties.
- Root invasion/intrusion – Ensuring the roots do not affect adjacent infrastructure
- Canopy – Ensuring the species is suitable for maintenance pruning
- Availability – Species available through local nurseries

Council staff undertook a rigorous investigation of available tree species both deciduous and evergreen, contacting other Councils and numerous nurseries.

The conclusion of these investigations determined that no evergreen species fitting the selection criteria were available, with deciduous trees which did match the criteria our next option. A standard Mop Top that grows to about 3 metres high that will take hard pruning if needed was selected.

Further Response from General Manager, John Marik:

Council Officers considered public feedback and sentiments and conducted a very detailed process to find evergreen options for Victoria Street. The evergreen options that were available growth heights would exceed the current power lines and / or the tree width potentially obstructing driver visibility, especially from driveways situated on Victoria Street. Council Officers will continue investigating alternatives for both Victoria and King Street. The new Victoria Street trees will be trialled for at least the next season to ascertain foliage loss and the impact on Council's town maintenance program. The current Mop Top trees have concrete borders around the root systems and thus removal, if required, in the future will be relatively simple.

The following questions were received on notice from Councillors:

Nil

The following questions were received without notice from Councillors:

Purpose

The purpose of this agenda item is to consider a notice of motion proposed by Councillor Dale Jessup.

Background

The following notice of motion and background information was received from Councillor Dale Jessup on 9 July 2023:

“That Dorset Council reject all three scenarios put forward by the Local Government Board outlined in the Future of Local Government Review: North-East Community Catchment Information Pack.”

The Local Government Board released stage 2 of the review in April 2023 and subsequently released information packs for the identified community catchments including the North-East Community Catchment of which Dorset has been grouped. The Board has outlined three potential scenarios for the North-East Community Catchment:

Scenario 1 – Establishing three new councils: A. the existing Break O’Day council area (potentially with Bicheno); B. a council encompassing George Town and Dorset, extending to incorporate Lebrina; and C. retaining the current Flinders Council.

Scenario 2 – Establishing two new councils comprising: A. the ‘mainland’ portion of the Community Catchment; and B. retaining the current Flinders Council.

Scenario 3 – Establishing a consolidated North-East Council comprising the whole North-East Community Catchment, including Flinders Island.

Dorset Councillors and staff have engaged heavily in the reform process at all stages of the review to ensure we are well informed and have had our views heard.

Each of the scenarios would have similar outcomes for the residents of Dorset:

- No proven savings on rates;
- A loss of local representation;
- Higher levels of bureaucracy due to larger council size;
- Potential loss of local suppliers to local government;
- Significant cost to ‘make’ the new council;
- Cost and time associated with traversing the larger council area; and
- Loss of local jobs in the local government sector

It is the view of Dorset Council that any reform of local government must have quantifiable and measurable improvements for the residents of Dorset.

Based on current information provided by the Board, Dorset Council does not consider Dorset residents will be better off under any of the reform scenario’s currently proposed.

Dorset Council will put forward a submission regarding the North-East Community Catchment Information Pack to the Board.

Officer's Comments – *Acting General Manager*

Further information on the proposed scenarios can be found in the attached North-East Community Catchment Information Pack – May 2023.

For discussion and decision of Council.

Recommendation – Cr Jessup

That Dorset Council reject all three scenarios put forward by the Local Government Board outlined in the Future of Local Government Review: North-East Community Catchment Information Pack.

Purpose

The purpose of this agenda report is to endorse Council's submission to the Future of Local Government Review relative to the North-East Community Catchment Information Pack.

Background

At the commencement of the Future of Local Government Review process, the Local Government Board (the Board) proposed three structural reform options, being mandatory sharing of services across the current 29 councils; changing boundaries to create fewer, larger councils; and a 'hybrid' model with some sharing of services and some council consolidation, varying around the state based on local needs.

On 19 April 2023, the Board released the Future of Local Government Review Stage 2 – Interim Report. The Interim Report identified the Board's view that the preferred approach for the future system of local government in Tasmania is a 'hybrid' blend of larger councils, supported by shared services for some functions.

The Board has released a series of information packs and supporting papers, in line with the nine community catchments identified by the Board in its Stage 2 Interim Report. Note a copy of the North-East Community Catchment Information Pack was provided in the attachments for previous Item 107(alternatively this can be viewed online www.engage.futurelocal.tas.gov.au/information-packs).

Each pack puts forward several different scenarios for new local government boundaries and service delivery models that could build a scale and capability to improve services, while also better reflecting the way Tasmanians live and work within these communities.

The Board's goal is to design local government in Tasmania in a way that allows all councils to develop and maintain the capability communities need, while delivering services locally, keeping jobs in local communities, and ensuring that all Tasmanians have a strong voice in decisions being made on their behalf.



The community catchment which outlines possible structural reforms for the current area of Dorset Council is the North-East Community Catchment.

The possible reform scenarios in the information packs are not the only options for reform. They are designed to prompt a discussion about some of the possible pathways available to deliver a more capable and sustainable system of local government. The Board welcomes alternative suggestions as part of the engagement process.

Each of the scenarios in the information packs have been developed using the Board's structural reform principles:

1. A focus on Future Community Needs;
2. Retaining Jobs and Service Delivery Locally;
3. Preserving and Enhancing Local Voice;

4. Smoothing Financial Impacts for Communities; and
5. Dedicated and Appropriate Resourcing for the Transition.

And the following four criteria:

1. Place and Representation;
2. Future Needs and Priorities;
3. Financial Sustainability; and
4. Operational Capability.

The Board released stage 2 of the review in April 2023 and subsequently released information packs for the identified community catchments including the North-East Community Catchment of which Dorset has been grouped. The Board has outlined three potential scenarios for the North-East Community Catchment:

Scenario 1 – Establishing three new councils: A. the existing Break O’Day Council area (potentially with Bicheno); B. a council encompassing George Town and Dorset, extending to incorporate Lebrina; and C. retaining the current Flinders Council.

Scenario 2 – Establishing two new councils comprising: A. the ‘mainland’ portion of the Community Catchment; and B. retaining the current Flinders Council.

Scenario 3 – Establishing a consolidated North-East Council comprising the whole North-East Community Catchment, including Flinders Island.

Due to lobbying by the Local Government Association of Tasmania, the Minister for Local Government extended the consultation period for the information packs until 2 August 2023, with the review itself being extended until the end of October 2023.

Following the conclusion of the consultation period on 2 August 2023, the Board will host a series of formal hearings in each catchment. In particular, the Board will be asking councils to attend the hearings, to make presentations on how councils see local government best serving the identified community catchments.

Council’s submission to the North-East Community Catchment scenarios along with alternative options is included in the attachments.

Planning, Environment & Statutory Requirements

Dorset Strategic Plan 2023 – 2032 – Leadership and Governance Initiative 12.2.

Risk Management

To ensure Council has a say on the future of local government in Tasmania, it is imperative that a submission is made to the Board reflecting the views of Council and the sentiments of the community.

Financial & Asset Management Implications

All scenarios will require further feasibility studies including financial modelling, costings and a review of integration of the new councils.

Community Considerations

During August 2023, the Board will be hosting a series of community hearings. Each hearing will provide a dedicated session for both councils and communities to present to the Board.

The Board will be holding the following community hearing for the North-East Community Catchment on Monday 14 August 2023 at the Scottsdale Mechanics Institute Hall, with councils given the opportunity to present to the Board during the day, and community sessions held that evening.

Officer's Comments

The initial submission was prepared by Mayor Greg Howard and was discussed with Councillors at the June and July Council Briefing Workshops, with the final version having input from Council Officers and Councillors. Councillors and Council Officers have engaged heavily in the reform process at all stages, including informal community consultation, which has informed the submission.

Based on community feedback and sentiment, Dorset Council do not support the proposed scenarios for the North-East Community Catchment area, along with the process undertaken to date by the Board.

Dorset Council proposes the following alternate scenarios:

- All four councils in the North-East Community Catchment remain the same with scope for some small boundary adjustments by negotiation with neighbouring councils with potential for additional shared services at the catchment level; or
- The North-East Community Catchment should be divided into three council areas, two of which could be expanded by modified boundaries. In this scenario Dorset would remain a Council in its own right, however boundaries would be extended into Launceston, George Town and Break O'Day municipalities, while Flinders Island would remain in its current state.

It is recommended that Council endorse and submit the submission as attached to the Board.

Recommendation

That Council endorse and submit the attached submission to the Future of Local Government Review relative to the North-East Community Catchment Information Pack.

Purpose

The purpose of this agenda item is to present Council and the community with the final results of the 2022/23 Annual Plan.

Background

On 18 July 2022, Council adopted the Annual Plan for 2022/23 and has provided quarterly progress reports to Council in October 2022, January 2023 and April 2023.

Planning, Environment and Statutory Requirements

Under Section 71 of the *Local Government Act 1993*, Council is required to prepare an annual plan. The plan is to be consistent with Council's Strategic Plan and list the major activities to be completed within the year.

Financial and Asset Management Implications

N/A

Community Considerations

The table below shows compliance with the Annual Plan to 30 June 2023:

	September Quarter	December Quarter	March Quarter	June Quarter	Overall Totals
Achieved	3	6	4	3	16
In Progress	-	3	1	4	8
Not Achieved	-	-	-	2	2
Compliance Score	100%	100%	100%	82%	92%

Officer's Comments

Council's Annual Plan lists the major activities to be completed by Council within a financial year. Actions completed during 2022/23 included the following highlights:

- Adopted a new 10-year Strategic Plan;
- Finalised the Local Provision Schedule and commenced of operation of the Tasmanian Planning Scheme on 18 January 2023;
- Progressed the Scottsdale and Derby Urban Residential Growth Strategy with further work to be completed in 2023/24;
- Reviewed the Bridge Asset Management Plan; and
- Inducted newly elected members post 2022 Local Government elections.

The 2022/23 Annual Plan includes 26 key actions which at 30 June 2023 shows a compliance score of 92%.

A copy of the 2022/23 - June Final Report is included in the agenda attachments for Councillors information.

Recommendation

That the attached 2022/23 Annual Plan - June Final Report be received and noted.

Purpose

The purpose of this agenda item is for Council to enter into a 10-year principle and interest loan with TasCorp for the amount of \$500,000 and on lend the loan funds to May Shaw via a back to back loan pursuant to the Redevelopment and Asset Transfer Agreement between Council and May Shaw.

Background

Presbyterian Care Tasmania issued a media statement on 20 May 2015 advising the community of their intention to close the Aminya facility by May 2016. Council commenced an initial community and stakeholder meeting on 27 May 2015 which explored options to save the two aged care facilities in Scottsdale, being the James Scott Wing and Aminya facilities.

The first stage of this solution saw the transfer of the Aminya facility from Presbyterian Care Tasmania to May Shaw on 1 December 2015. The second stage involved the transfer of the James Scott facility to May Shaw on 1 May 2017. The final stage involved the redevelopment of the Aminya facility and merging the James Scott Wing and Aminya into one operation managed by May Shaw. The final stage was paramount to achieve operational scale by increasing the capacity of the facility to a minimum of 55 residents to improve the financial viability of the Aminya facility.

At the 16 July 2018 Council Meeting, Council executed the Redevelopment and Asset Transfer Agreement (RATA) between May Shaw and Council (supplied separately to Councillors in the July 2023 workshop). The RATA describes the requirements for Council and May Shaw to enact the final stage.

The Aminya facility (including land) is yet to be transferred to May Shaw. The Aminya site titles were spread over Council and Department of Health owned land, which required boundary adjustment post redevelopment of the site. In December 2022, the titles were adhered into a single title which is still wholly owned by Council. As per the RATA, this single title must now be transferred to May Shaw to complete the sale of the land and Aminya facility.

The RATA also authorised the provision of two long term low interest loans between Council and TasCorp with the exact terms extended to May Shaw by Council.

The first loan, known as the "Redevelopment Works Loan", was for \$2,000,000 which was drawn down from TasCorp in July 2020 on 10 year terms with the funds passed onto May Shaw thereafter. The current amount owed by Council to TasCorp and by May Shaw to Council, totals \$1,438,984. This loan assisted May Shaw in the final stage with the redevelopment of the Aminya facility.

The second loan, known as the "Working Capital Loan" is yet to be drawn down by Council from TasCorp. Council is looking to draw down \$500,000 on 10 year terms with TasCorp. This \$500,000 is made up of Council's share of unreimbursed operating losses of May Shaw up to \$365,000. As a way of background, during 2017, the Mayor and General Manager, on behalf of Council, negotiated with the board of May Shaw to equally share the financial exposure of monthly operating losses of Aminya that were not reimbursed by the State Government. To complete the sale of the Aminya facility (including land) the RATA specifies May Shaw must pay Council \$135,000. This is the same price Council paid Presbyterian

Care Tasmania for the facility in 2015. The intent of Council is to add this \$135,000 to the \$365,000 Council currently is owed by May Shaw. This will result in \$500,000 being owed by May Shaw to Council.

The following actions will finalise the RATA:

- Council transfer (sell) Aminya to May Shaw for \$135,000; and
- Council crystallise the \$500,000 working capital loan, draw down the funds from TasCorp and extend the terms to May Shaw; and
- Council to prepare a loan facility agreement between Council and May Shaw for the \$500,000 loan; and
- Council to update the current General Security Agreement and Mortgage to refer to the new single title of the Aminya facility and register this mortgage.

Planning, Environment & Statutory Requirements

Local Government Act 1993 – Section 22(3)(a) states that Council must not delegate any of its power relating to the borrowing of money or other financial accommodation.

Risk Management

The RATA specifies should May Shaw decide to cease operating the Aminya facility they must assist Council in the transfer of the bed licences to an aged care provider of Council's choice ensuring the bed licences remain in the North East.

The registration of a mortgage against the Aminya facility will secure Council's two loans.

Financial & Asset Management Implications

Refer background and officers comments.

Community Considerations

Historically, Council held a number of community forums to keep the community continually informed of proceedings, along with detailed status updates of the project.

The RATA is subject to commercial in confidence and has therefore been supplied to Councillors separately to this report, however, there is sufficient detail in this report to ensure transparency around Council's financial exposure to the agreement.

Officer's Comments

Council received overwhelming support and encouragement from the community in regard to its courageous decision to facilitate a sustainable solution for aged care in the North East. This decision has not come without its challenges and has involved Council taking on significant financial exposure.

As detailed in the background above, for Council to finalise the execution of the Redevelopment and Asset Transfer Agreement (RATA) with May Shaw, Council must transfer (sell) Aminya to May Shaw for \$135,000. This \$135,000 sale price will be added to the \$365,000 May Shaw currently owes to Council,

which will amount to May Shaw owing Council \$500,000. This \$500,000 working capital loan will be crystallised and drawn down from TasCorp and the exact terms will be extended to May Shaw that TasCorp offer Council. The final transfer of title from Council to May Shaw will allow Council to update the current General Security Agreement (which is for both the \$2,000,000 Development Works Loan and the \$500,000 Working Capital Loan) and register this mortgage.

The transfer of the updated title from Council to May Shaw, the establishment of the working capital loan of \$500,000 and registration of the updated mortgage will finalise the RATA. This will close an almost decade long project for Council. This project secured the long term sustainable provision of aged care in the North East. Past and present representatives of May Shaw, Council and State Government Ministers are all to be commended for their collaboration to ensure this critical community service has not been lost to the North East.

Recommendation

That Council enters into a 10-year principle and interest loan with TasCorp for the amount of \$500,000 and on lend the loan funds to May Shaw via a back to back loan pursuant to the Redevelopment and Asset Transfer Agreement between Council and May Shaw.

Purpose

To appoint Council representatives to the newly formed Road and Footpath Committee.

Background

As per Council's 2023/24 Annual Plan Activity 12, Council has agreed a Road and Footpath Committee (the Committee) will be established. The purpose of the Committee is to both validate Council's Asset Management Plans and re-prioritise projects based on community needs.

The recommendation is to have three Council Officers including Management Accountant - Malcolm Beattie, a Construction Crew Officer and chaired by the Director of Infrastructure. Depending on recruitment timing of the Director of Infrastructure, the General Manager may serve as the interim Chair. The Committee would have two Councillors and an alternate member appointed.

At the July Briefing Workshop, Councillors Howard and Donoghue expressed interest in being the permanent representatives on the Committee, with Councillor Powell as the alternate member.

While a Charter for the Committee is yet to be finalised, it is intended that the Committee would invite representation in relation to roads from industry including representatives from forestry, beef and dairy, trucking, etc. to allow Council to understand increases in freight routes in relation to expanded activities as a result of the irrigation scheme and to understand forestry harvesting activity.

While feedback was given in regards to having a separate footpath committee, it is recommended to keep these together because of the synergies between roads, kerbs, gutters and footpaths. However, representation may differ for footpaths which could include schools, businesses and community groups.

Planning, Environment & Statutory Requirements

- Dorset Council Strategic Plan 2023 – 2032 – Economic Development Initiative 9.2 and 9.3.
- Annual Plan 2023/24 Activity No. 12 – Road and Footpath Representation Committee / Panel

Recommendation

That Council appoint the following representatives to serve on the Road and Footpath Committee, as listed, until November 2024:

- Councillor Greg Howard
- Councillor Beth Donoghue
- Councillor Edwina Powell (alternate member)

Purpose

The purpose of this item is to determine the naming of the proposed public road off Ringarooma Road, Scottsdale into the Scottsdale Council Depot site. It is recommended that the street be named “Northeast Lane”.

Background

Council has contracts of sale in place for two separate portions of land at 54 Ringarooma Road, Scottsdale (the Scottsdale Depot site) to TasNetworks and Hanson Australia. Both of these businesses – alongside Council – either are now, or will be, relying upon a common length (approximately 160 metres) of the existing driveway to the Scottsdale Depot for their respective vehicle-access purposes. This current driveway is unnamed and is not formally recognised as constituting a public road.

Converting part of this driveway to a public road is now necessary. By doing so, Council avoids complications that would otherwise arise from having to establish multiple Right of Carriageways over the driveway to facilitate legal access to each respective landowner. More importantly is the emphasis it adds to the future strategic pursuit of the depot site’s ‘balance’ land for low-impact industrial rezoning – a key strategic pursuit for Council over coming years.

Section 6 of the *Local Government (Highways) Act 1982* (the Act) provides councils with the head-of-power to make, open, widen or extend local highways (local public road) in their respective municipalities that are then maintainable by them. Notification of Council’s intent to convert the driveway into a public road has been previously provided to the Transport Commission, as required under the Act. The Transport Commission has replied, confirming it does not object to this intent. In order to now proceed to the road becoming a public road maintainable by Council, Council must first resolve to assign a name to the new road; noting that pursuant to Section 11 of the *Place Names Act 2020*, the assignment of road or street names (and their various types) is the responsibility of the respective council.

Preliminary names for the road were canvassed with Councillors at the June Council Workshop. During discussions, a range of additional name suggestions (with either an historical affinity with the subject land or the broader Scottsdale area) were advanced by Councillors. Preference for “Northeast Lane” has now been settled upon by a majority of Councillors; recognising the strong ties of the Northeast family with nearby ‘Northeast Park’, which too is located on the same parcel of land as where the road will be located. The proposed naming would represent a fitting tribute, particularly to the involvement of Mr Charles Northeast who, in addition to being a highly-motivated and well-regarded member of the Scottsdale community in many capacities (alongside his sister Ms Gertrude Northeast) during the early 20th Century, was instrumental in Scottsdale Council’s decision to purchase the area from the Tucker family during the early 1930s that later became identified as Northeast Park (see Agenda Attachments for excerpts and supporting materials elaborating the connection of the Northeast family with the creation of Northeast Park).

Financial & Asset Management Implications

There is no requirement for the proposed road to be upgraded for the purposes of making it a public road; its existing condition will suffice for the meantime. Consideration for any upgrading of the road will be deferred until such time as Council’s industrial land expansion strategy for the Scottsdale Depot site is nearing implementation.

Officer’s Comments

The image provided at Figure 1 below illustrates the approximate length of driveway (blue) being pursued for conversion to public road. A survey plan (provided at the Agenda Attachments) has also been prepared for the purposes of creating the road reserve in which the public roadway would be contained. This survey plan has been compiled with input from Council’s Infrastructure department to ensure the road reserve alignment is sufficient to accommodate the larger vehicles that would expectedly frequent the site in future.

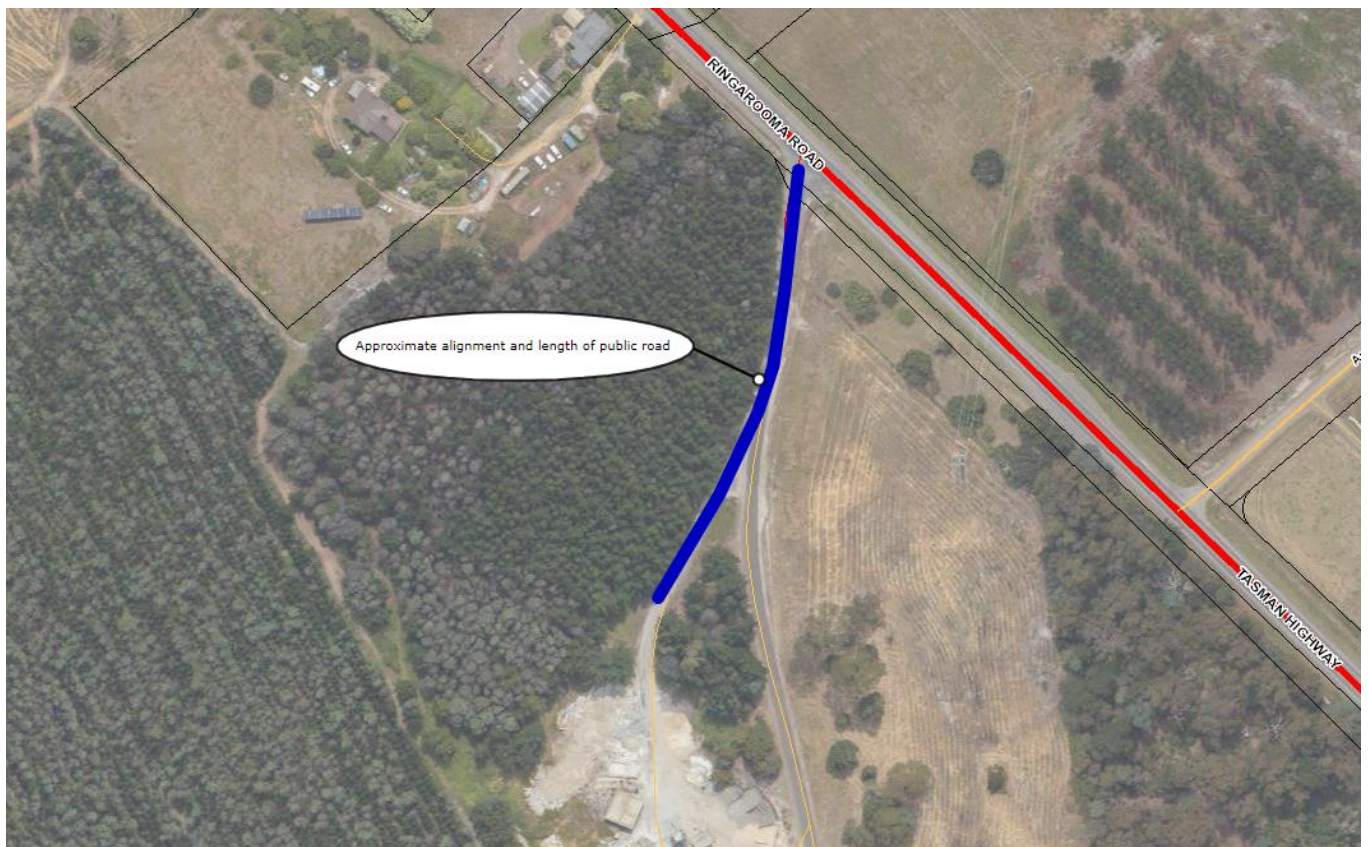


Figure 1: Approximate alignment and length of proposed public road (blue-coloured line).

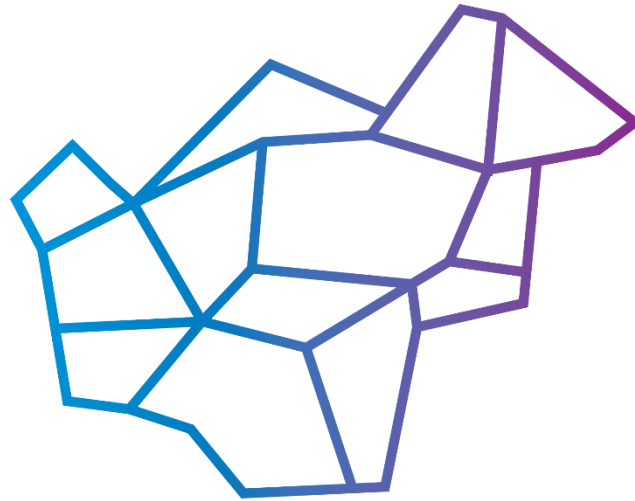
When determining an official place name, Council must ensure that assigned names adhere to the Tasmanian Place Naming Guidelines (2021) issued by the (then) Department of Primary Industries, Parks, Water and Environment Department.

The recommended commemorative name for the road as “Northeast Lane” adheres to the Tasmanian Place Naming Guidelines.

Recommendation

That Council, pursuant to provisions of the *Place Names Act 2020*, resolve to name the proposed public road off Ringarooma Road into the Scottsdale Council Depot site as “Northeast Lane”.

Time Meeting Closed:



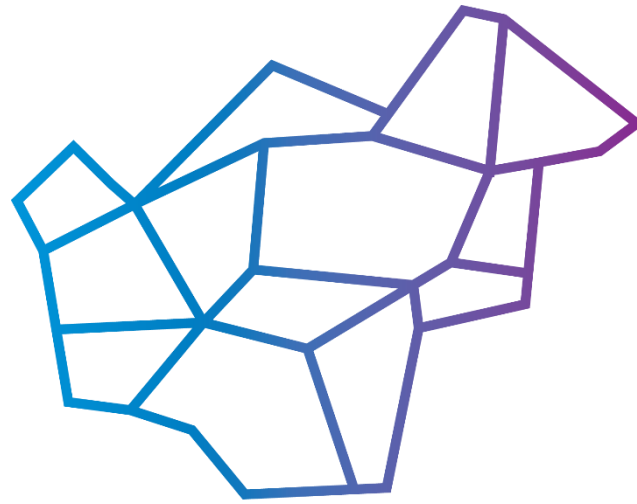
dorset
C O U N C I L

Ordinary Council Meeting

Agenda Attachments

17 July 2023

it's in the making



dorset
C O U N C I L

UNCONFIRMED

Minutes

Council Meeting

26 June 2023

it's in the making

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Council Meeting Minutes 26 June 2023

Meeting Opened: 6:00 pm

Present: Councillors Greg Howard (Mayor), Dale Jessup (Deputy Mayor), Jerrod Nichols, Leonie Stein, Beth Donoghue, Edwina Powell, Mervyn Chilcott, Anna Coxen

General Manager: John Marik, Assistant General Manager / Director – Community & Development: Rohan Willis, Finance Manager: Allison Saunders, Administration Manager: Lauren Tolputt, Regulatory Services Manager / Town Planner: Thomas Wagenknecht, Administration Team Leader: Stephanie Hill

Apologies: Cr Kahlia Simmons

Item 73/23 Confirmation of Special Council Meeting Minutes – 12 May 2023
Ref: DOC/23/5765

The Chair reported that he had viewed the minutes of the Special Meeting held on Friday, 12 May 2023 finds them to be a true record and recommends that they be taken as read and signed as a correct record.

DECISION

MOVED: Cr Chilcott | **SECONDED:** Cr Stein

That the Minutes of Proceedings of the Dorset Council Special Meeting held on 12 May 2023 having been circulated to all Councillors, be confirmed as a true record.

CARRIED UNANIMOUSLY

The Chair asked Councillors if there are any questions they wish to ask in relation to the Closed Session Minutes that would require them to be discussed in Closed Session.

Item 74/23 Confirmation of Special Council Meeting Closed Session Minutes – 12 May 2023
Ref: DOC/23/5766

The Chair reported that he had viewed the minutes of the Special Meeting Closed Session held on Friday, 12 May 2023 finds them to be a true record and recommends that they be taken as read and signed as a correct record.

DECISION

MOVED: Cr Jessup | SECONDED: Cr Nichols

That the Minutes of Proceedings of the Dorset Council Special Meeting Closed Session held on 12 May 2023 having been circulated to all Councillors, be confirmed as a true record.

CARRIED UNANIMOUSLY

Item 75/23 Confirmation of Ordinary Council Meeting Minutes – 15 May 2023
Ref: DOC/23/5733

The Chair reported that he had viewed the minutes of the Ordinary Meeting held on Monday, 15 May 2023 finds them to be a true record and recommends that they be taken as read and signed as a correct record.

DECISION

MOVED: Cr Stein | SECONDED: Cr Chilcott

That the Minutes of Proceedings of the Dorset Council Ordinary Meeting held on 15 May 2023 having been circulated to all Councillors, be confirmed as a true record.

CARRIED UNANIMOUSLY

Item 76/23 Confirmation of Agenda

DECISION

MOVED: Cr Donoghue | SECONDED: Cr Powell

That Council confirm the Agenda and order of business for the 26 June 2023 Council Meeting.

CARRIED UNANIMOUSLY

Item 77/23 Declaration of an Interest of a Councillor 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 interest or pecuniary detriment) or conflict of interest in any item on the Agenda.

INTEREST DECLARED

Cr Howard Item 96

Item 78/23 Management Team Briefing Report

The purpose of this agenda item is to provide Councillors and the community with a briefing on matters of interest dealt with during the past month by Council's Management Team.

DECISION

MOVED: Cr Jessup | SECONDED: Cr Donoghue

That the Management Team Briefing Report be received and noted.

CARRIED UNANIMOUSLY

Item 79/23 **Council Workshops Held Since Last Council Meeting**

6 June | Briefing Workshop

Item 80/23 **Councillor Applications for Leave of Absence**

Nil

Item 81/23 **Public Question Time**

The following questions were received **on notice** from members of the public:

Glenn Moore, Jetsonville | 14 June 2023

With the pending closure of our weekly newspaper. I believe this would be extremely conflicting to our interests, particularly in view of the current discussions around amalgamation of councils which can only be detrimental to our interests in Dorset.

My question is has the Dorset Council considered taking over the management of this paper whilst the current management is on leave?

Response from General Manager, John Marik:

While Council have not had formal discussions, there is agreement that the closure of the North Eastern Advertiser would be detrimental to the community. Council Officers are of the opinion that a local newspaper in a small regional area must be independent from Council to ensure balanced, arm's length and un-conflicted reporting. Therefore, Council taking over the management of the paper whilst the current management is on leave is not recommended.

The ABC sets a precedent where government is funding an authority that does have a media department. The difference in this scenario is that legislatively the ABC remains editorially independent as per the *Australian Broadcasting Corporation Act 1983*.

Karl Willrath, Scottsdale | 15 June 2023

- 1. Is the Mayor concerned about the apparent leaks of sensitive information from council via elected members and or staff?*

Response from Mayor Greg Howard:

There are no recent leaks that I am aware of.

2. *This month in the Legislative Council, debate on the councillor code of conduct amendment bill was adjourned. If a parliamentary inquiry is called on the bill, will the Mayor with his experience with the code of conduct, be giving evidence under parliamentary privilege to the committee and would he advise constituents to also do the same?*

Response from Mayor Greg Howard:

If there is a parliamentary inquiry, I will consider all options at that time.

The following questions were received **without notice** from members of the public:

Nil

Item 82/23 **Deputations**

Nil

Item 83/23 **Councillor Question Time**

The following questions were received **without notice** from Councillors:

Councillor Anna Coxen:

I read the other day about an offshore wind farm and I just wanted to know what Council's position is on that, given it would have an impact on the visual landscape of the whole northern coast of Tasmania, including our corner? Is this something that is encompassed in the existing wind farm project underway at the moment?

Response from Mayor Greg Howard:

As far as I am aware, they are two separate projects proposed by two separate companies. The turbines will be located over the horizon, so they are far enough out to sea that you won't see them from the coastline and other than that we haven't been in discussions. It also wouldn't be a planning issue from Council's perspective as it is beyond our jurisdiction.

In relation (to the wind farm proposed at Rushy Lagoon and Waterhouse) to the power that presumably comes back to Bell Bay, are they going to be high voltage towers like you see at Bell Bay?

Response from Mayor Greg Howard:

They will be the standard towers, the same type as you see through Scottsdale on the way up the Sideling.

So they will cross through the North East corridor through to Bell Bay?

Response from Mayor Greg Howard:

Council have a rough map which links it into the 220kva line at Longreach and goes in an almost straight line to north of Winnaleah and then it follows the existing corridor back through to Rushy Lagoon and Musselroe Bay. Then there will be a short corridor from the Waterhouse towers to join up with that line. The plan is that they will try as much as possible to follow Crown Land / state forest and have minimal impact of private landowners.

So the voltage on those towers, are they the ones that there has been potential health issue research?

Response from Assistant General Manager, Rohan Willis:

They are in the draft phase at this stage, so that would be an aspect of the assessment conducted.

Further Response from General Manager, John Marik:

The proponents ACEN have confirmed today that they will be available to present to Councillors at the August Briefing Workshop, which will provide Councillors with the opportunity to ask questions such as this one.

Councillor Mervyn Chilcott:

With the ones out at sea (wind farm towers), are there any suggestions at this stage where the power may come to shore?

Response from Mayor Greg Howard:

I only know what has been provided in the media, but potentially linked back into Bell Bay / George Town via undersea cables.

Councillor Anna Coxen:

Regarding the proposed development application for units at Barnbogle advertised recently. On the planning application there were some omissions of detail, namely no size of the building, materials, etc. Why did this application not include that level of detail and why was it accepted without that information?

Response from Regulatory Services Manager, Thomas Wagenknecht:

Generally speaking, Council just need to see that information somewhere in the application. It doesn't necessarily need to be on the application form. Sometimes Officers find that a developer may have multiple materials being used and don't expect an applicant to provide all that information on the form, which has only limited space, same goes for building height. In these circumstances, Council lets the plans speak for themselves, particularly if amended plans are submitted, which does happen during the process, that means that the application form isn't inconsistent and need to be completed again.

Most of the community found out about this application in the local paper on the Wednesday. When you google the address listed on the sign it came up as the Barnbogle property driveway. Seeing there is electricity running over the waterway, is there a reason why there wasn't a proactive approach to consulting with the community on this issue? I understand that all legislative requirements were met with advertising, etc., however, this development will impact the community, why more wasn't done to inform the community?

Response from Regulatory Services Manager, Thomas Wagenknecht:

Firstly, it is very important that we treat all planning applications and applicants equally in terms of procedural fairness. We need to ensure that Council are processing applications in the same way, even when an application may be perceived to be of greater importance than others. In

regards to the powerline, there is legislation that sits separate to the Planning Scheme which separates certain types of powerlines - such as the ones listed in this planning application - from the Council assessment processes. Due to this, it wasn't factored into the site or the planning assessment in essence, so didn't form part of the land which Council Officers had to consider.

As far as the \$5 million figure on this application for 20 units plus services and road, who comes up with that figure? Is that costed by the developer?

Response from Regulatory Services Manager, Thomas Wagenknecht:

The applicant does estimate the cost of the value of the works. They need to provide that for both planning and more importantly building as there are state building levies that are based on the value of the work.

Do Officers ever question that figure?

Response from Regulatory Services Manager, Thomas Wagenknecht:

Officers don't usually at the planning stage, at the building stage potentially if it is looking unrealistic. As the value of works isn't legislated information required, it is more procedural information to determine planning fees payable.

Further Response from Assistant General Manager, Rohan Willis:

Now that Council's Fees and Charges Schedule is tethered into the total cost of works, I think Officers will be more scrupulous with understanding the costs being anticipated by the proponent as opposed to our own projected costs. If there is a substantial difference, then a conversation would be undertaken.

Councillor Leonie Stein:

In relation to the powerlines in the development application, how do Council – when representing the community – on what TasNetworks believes is a good choice, compared to the community seeing it as a poor choice - go about addressing that with TasNetworks when it is out of hands as it isn't part of the Council planning assessment?

Response from Mayor Greg Howard:

Firstly, the issue of the powerlines may have solved itself as the powerlines may not go across the water anymore, they may be coming from the current golf course.

Further Response from Assistant General Manager, Rohan Willis:

Further to that, Council are expecting some amended plans to be submitted shortly to reflect the realignment of those powerlines. They will be provided to Councillors once received. If the proponent wasn't inclined to realign the powerlines, all Council could suggest to the public was to write to TasNetworks and express concerns, as Council don't have the power to influence this process.

I can't remember what the application was, but in approximately 2013 a development similar to this one, Councillors knew nothing about it until it hit and the community were up in arms about it. It was brought up by former Councillor Martin and myself that any application for any type of development that we know

may cause angst, be presented to Councillors before or as soon possible prior to it going out, so that Councillors are informed. Can this process be reintroduced?

Response from Assistant General Manager, Rohan Willis:

In hindsight, Officers would bring applications of this scale to Council in the future. Officers do have to be careful though as this could potentially pre-empt that there is going to be issues with the development, which is not necessarily the case. Council also has to be mindful that it can't be seen to be swinging in one direction or the other, and allow the legislated process to take its course.

Councillor Edwina Powell:

We are nearing completion of Victoria Street and there are two seats out in the weather and there are no seating for people getting on or off the bus undercover. Will there be a seat or two put undercover shortly?

Response from Assistant General Manager, Rohan Willis:

There will be seating. Officers need to discuss this with Council at a future Workshop as there are some complexities around the funding received from the State Government for the bus stop upgrade and there are some logistical issues regarding where the seating can go to align with the standards Council have to comply with for disability access.

Councillor Greg Howard:

Despite all the backlash we got from members of the public and the shopkeepers from the deciduous trees in King Street, and the unanimous views of the Councillors that we needed to go to evergreen trees in Victoria Street, how come we ended up with deciduous trees?

QUESTION TAKEN ON NOTICE

Item 84/23

Notices of Motion by Councillors

Nil

***Councillors were reminded that they are acting as a Planning Authority for Item 85*

Item 85/23 **Planning Application – Garage with Relaxation of Building Envelope Standards (Retrospective) | 17 Barnett Crescent BRIDPORT**
 Reporting Officer: Town Planner, Thomas Wagenknecht
 Ref: DOC/23/7385 | PLA/2023/60 | Assessment Report: DOC/23/7587

Purpose

The purpose of this report is for Council to consider a proposal for the retrospective approval of a garage constructed at 17 Barnett Crescent, Bridport.

Recommendation

It is recommended that the proposal for the retrospective use and development of a garage with relaxation of building envelope standards at the subject land, be approved subject to the following conditions:

DECISION

MOVED: Cr Nichols | SECONDED: Cr Donoghue

It is recommended that the proposal for the retrospective use and development of a garage with relaxation of building envelope standards at the subject land, be approved subject to the following conditions:

1. *Basis of Approval*

The use and development is approved and must be undertaken in accordance with the Endorsed Documents, except where specified otherwise in this permit and documents lodged with this application (PLA/2023/60). Any substantial variation from this application will require the further planning consent of the Council.

2. *TasWater*

The development must be in accordance with the conditions provided within the Submission to Planning Authority Notice issued by TasWater dated 8 May 2023 (Reference No. TWDA 2023/00563-DC, copy attached to this permit).

3. *Stormwater Management*

Stormwater discharged from the impervious areas (including vehicle areas, paving and building roofed areas) of the development must be directed to Council's stormwater network in a manner that would not cause an environmental nuisance, to the satisfaction of the Council's Town Planner.

4. *Vehicle Parking and Internal Access*

Prior to the commencement of the use, areas set aside for the parking of vehicles, together with the aisles, must be constructed, drained and maintained to a condition suitable for use by the vehicles which will use the areas.

ADVISORY NOTES

(i) Permission in Writing

Any reference to the need for Council approval of a matter or thing prescribed under the conditions pertinent to this permit requires such approval to be given in writing.

(ii) Objections to Proposal

This permit has no effect until the expiry of the period for the lodgement of an appeal against the granting of the permit or, if an appeal is lodged, until ten days after the appeal has been determined by the Resource and Planning Stream of the Tasmanian Civil and Administrative Tribunal (TASCAT).

(iii) Appeal Provisions

Attention is directed to sections 61 and 62 of the Land Use Planning and Approvals Act 1993 (as amended) which relate to appeals. These provisions should be consulted directly, but the following provides a guide as to their content:

- A planning appeal may be instituted by lodging a notice of appeal with the Resource and Planning Stream of the Tasmanian Civil and Administrative Tribunal (TASCAT).*
- A planning appeal may be instituted within 14 days of the date the planning authority serves notice of the decision on the applicant.*

(iv) Permit Commencement

This permit takes effect 14 days after the date of Council's notice of determination or at such time as any appeal to the Resource and Planning Stream of the Tasmanian Civil and Administrative Tribunal (TASCAT) is abandoned or determined. If an applicant is the only person with a right of appeal pursuant to section 61 of the Land Use Planning and Approvals Act 1993 and wishes to commence the use or development for which the permit has been granted within that 14 day period, the Council must be so notified in writing.

(v) Period of Approval

Pursuant to Section 53(5) the Land Use Planning and Approvals Act 1993, this approval will lapse after a period of two (2) years from:

- (a) the date on which the permit is granted; or*
- (b) if an appeal has been instituted against the planning authority's decision to grant the permit, the date of the determination or abandonment of the appeal,*

if the use or development is not substantially commenced within that period.

(vi) TasNetworks Advice

TasNetworks advised on 4 May 2023 that:

'Based on the information provided, the development is not likely to adversely affect TasNetworks' operations.'

(vii) Other Approvals

This permit does not imply that any other approval required under any other by-law or legislation has been granted. At least the following additional approvals may be required before construction commences:

- (a) Building approval
- (b) Plumbing approval
- (c) TasWater Works approval
- (d) Protection of Stormwater Assets approval

(viii) Reinstatement Works

Any damage that may occur to any of Council's infrastructure during the construction of works associated with the proposal must be reinstated to the satisfaction of the Council and at the cost of the developer. The developer will also be liable for all reasonable costs associated with the enforcement of compliance with the conditions, bylaws and legislation relevant to the development activity on the site.

(ix) Protection of Stormwater Assets – Urban Drainage Act 2013

Pursuant to Part 3 of the *Urban Drainage Act 2013*, the landowner must apply for consent from Council's General Manager for the structure to be permitted to be located within one metre of the lateral line. This consent is separate to any planning, building or plumbing approvals that may be issued.

Any consent issued under the *Urban Drainage Act 2013* would be subject to any terms or conditions that the General Manager thinks fit, such as (i) indemnity against hurt, loss or damage to the structure resulting from the stormwater system and (ii) protection against damages to the stormwater system caused by the structure and associated works and (iii) the ability to require the structure to be removed from the identified area, at the owner's expense, should it be required in future to protect, restore reinstate or maintain the stormwater pipe.

CARRIED UNANIMOUSLY

Item 86/23**Strategic Plan 2023 - 2032**

Reporting Officer: General Manager, John Marik

Ref: DOC/23/7268 | 2023 – 2032 Strategic Plan: DOC/23/7543

Purpose

This purpose of this agenda item is for Council to receive and adopt the Dorset Council Strategic Plan 2023 – 2032.

Recommendation

That Council adopt the Dorset Council Strategic Plan 2023 – 2032.

DECISION

MOVED: Cr Jessup | SECONDED: Cr Stein

That Council adopt the Dorset Council Strategic Plan 2023 – 2032.

CARRIED UNANIMOUSLY

Item 87/23**2023/24 Annual Plan**

Reporting Officer: General Manager, John Marik

Ref: DOC/23/7266 | Plan: DOC/23/4894

Purpose

The purpose of this agenda item is to adopt an Annual Plan for the 2023/24 financial year.

Recommendation

That Council adopt the attached 2023/24 Annual Plan.

DECISION

MOVED: Cr Nichols | SECONDED: Cr Chilcott

That Council adopt the attached 2023/24 Annual Plan.

CARRIED UNANIMOUSLY

Item 88/23**Long Term Financial Plan 2024 - 2033**

Reporting Officer: Finance Manager, Allison Saunders

Ref: DOC/23/7588 | Plan: DOC/23/7180

Purpose

The purpose of this agenda item is to present to Councillors and the community the Long Term Financial Plan (LTFP) for 2024 - 2033.

Recommendation

That pursuant to Section 70, 70E and 70F of the Local Government Act 1993, Dorset Council approves and adopts the Long Term Financial Plan for 2024 - 2033.

DECISION

MOVED: Cr Coxen | **SECONDED:** Cr Nichols

That pursuant to Section 70, 70E and 70F of the Local Government Act 1993, Dorset Council approves and adopts the Long Term Financial Plan for 2024 - 2033.

CARRIED UNANIMOUSLY

Item 89/23

2023/24 Budget Estimates

Reporting Officer: Finance Manager, Allison Saunders

Ref: DOC/23/7589 | Operational and Capital Budget Book: DOC/23/2322

Purpose

The purpose of this agenda item is to adopt the Budget Estimates for the 2023/24 financial year.

Recommendation

That pursuant to Section 82 of the *Local Government Act 1993*, Council approves and adopts the 2023/24 Budget Estimates.

*Voting Requirement under the Act | Absolute Majority

DECISION*

MOVED: Cr Jessup | **SECONDED:** Cr Donoghue

That pursuant to Section 82 of the *Local Government Act 1993*, Council approves and adopts the 2023/24 Budget Estimates.

CARRIED UNANIMOUSLY

Item 90/23

2023/24 Fees and Charges

Reporting Officer: Administration Team Leader, Stephanie Hill

Ref: DOC/23/7569 | Schedule: DOC/23/2688

Purpose

The purpose of this agenda report is to present Council's Fees and Charges Schedule for 2023/24.

Recommendation

That Council adopts the attached Fees and Charges Schedule for 2023/24.

DECISION

MOVED: Cr Chilcott | **SECONDED:** Cr Nichols

That Council adopts the attached Fees and Charges Schedule for 2023/24.

CARRIED UNANIMOUSLY

Item 91/23

Rates and Charges Policy Review

Reporting Officer: Administration Manager, Lauren Tolputt

Ref: DOC/23/7545 | Reviewed Policy: DOC/21/5798[v2]

Purpose

The purpose of this report is to review the Rates and Charges Policy (the Policy).

Recommendation

1. That Council adopt the revised Policy No. 42 Rates and Charges Policy; and
2. That Council delegates authority to the General Manager to make a decision in respect of an objection to a variation in a rate in accordance with section 109 of the *Local Government Act 1993*.

DECISION

MOVED: Cr Jessup | SECONDED: Cr Stein

1. That Council adopt the revised Policy No. 42 Rates and Charges Policy; and
2. That Council delegates authority to the General Manager to make a decision in respect of an objection to a variation in a rate in accordance with section 109 of the *Local Government Act 1993*.

CARRIED UNANIMOUSLY

Item 92/23

2023/24 Rates Resolution

Reporting Officer: Administration Manager, Lauren Tolputt

Ref: DOC/23/7520

*Voting Requirement under the Act | Absolute Majority

DECISION*

MOVED: Cr Nichols | SECONDED: Cr Jessup

That Council make and levy rates and charges for the period 01 July 2023 to 30 June 2024 in accordance with the resolution, which follows:

1. GENERAL RATE

- 1.1 That pursuant to section 90 of the *Local Government Act 1993* (the Act), Council makes the following General Rate on all rateable land (excluding land which is exempt pursuant to the operation of section 87 of the Act) within the municipal area for the period commencing 1 July 2023 and ending 30 June 2024, namely a rate of **5.6164 cents in the dollar** on the assessed annual value of the land.
- 1.2 That pursuant to section 107 of the Act, Council declares by absolute majority that for all land which is used or predominantly used for short stay visitor accommodation, the General Rate is varied by increasing it from 5.617 cents in the dollar to **11.2328 cents in the dollar** on the assessed annual value of the land.
- 1.3 That pursuant to section 90(4) of the Act, Council sets a minimum amount payable in respect of the General Rate (including as varied pursuant to paragraph 1.2 of these resolutions) of **\$450**.

2. SERVICE RATES AND SERVICE CHARGES

Dorset Council | Ordinary Meeting of Council | Minutes | 26 June 2023

Ref: DOC/23/7612

2.1 That pursuant to sections 93, 93A and 94 of the Act, Council makes the following service rates and service charges on all rateable land in the municipal area (including land which is otherwise exempt from rates pursuant to section 87 of the Act but excluding land owned by the Crown to which the Council does not supply the relevant services) for the period commencing 1 July 2023 and ending on 30 June 2024, namely:

- (a) A service charge of **\$139** for waste management services on all rateable land for the operational costs of Council's waste transfer stations (being a waste management facility), cartage of waste, removal of town waste and rehabilitation of Council's former tip sites.
- (b) Service charges for waste management in respect of all land to which Council supplies waste management services comprising the supply of a kerb-side garbage collection service and/or the supply of a kerb-side recycling collection service, as follows:
 - i. **\$311** for a large (i.e. 240 litre) mobile garbage bin;
 - ii. **\$160** for a medium (i.e. 120 litre) mobile garbage bin;
 - iii. **\$136** for a small (i.e. 80 litre) mobile garbage bin; and
 - iv. **\$152** where Council supplies a recycling collection service.

2.2 If any land to which any of the waste management service charges in paragraphs 2.1(a) or (b) is applicable is the subject of separate rights of occupation, which are separately valued in the valuation list prepared under the *Valuation of Land Act 2001*, then the charges apply to each separate right of occupation.

2.3 Pursuant to section 93A of the Act, Council makes the following service rate in respect of the fire service contributions it must collect under the *Fire Service Act 1979* for the rateable parcels of land within the municipal area of Dorset:

- (a) for land within the Bridport and Scottsdale Volunteer Brigade Rating District, a service rate of **0.2889 cents in the dollar** of assessed annual value; and
- (b) for land within the General Land Rating District a service rate of **0.2712 cents in the dollar** of assessed annual value.

Pursuant to section 93(3) of the Act, Council sets a minimum amount of **\$48** payable for the service rate in respect of the fire service contributions it must collect under the *Fire Service Act 1979*.

3. SEPARATE LAND

That for the purposes of these resolutions the rates and charges shall separately apply to each parcel of land which is shown as being separately valued in the valuation list prepared under the *Valuation of Land Act 2001*.

4. INSTALMENT PAYMENTS

That pursuant to section 124 of the Act, Council determined that ratepayers:-

- (a) may pay the rates and charges by one payment, in which case the due date for that payment is 30 September 2023; and
- (b) may pay rates and charges by four (4) equal instalments, in which case Council determines that the dates by which the instalments are to be paid are as follows:
 - i. the first instalment on or before 30 September 2023; and

- ii. the second instalment on or before 30 November 2023; and
- iii. the third instalment on or before 31 January 2024; and
- iv. the fourth instalment on or before 31 March 2024.

5. DEFAULT INTEREST ON LATE PAYMENT

Pursuant to section 128(1)(b) of the Act, if any rate or instalment is not paid in full within 14 days of the date it falls due, then there is payable a daily interest charge equal to the prescribed percentage calculated in accordance with section 128(2) of the Act in respect of the unpaid rate or instalment for the period during which the relevant amount remains unpaid.

6. ADJUSTED VALUES

That for the purpose of each of these resolutions, any reference to assessed annual value includes a reference to that value as adjusted pursuant to section 89 of the Act.

7. TERMS USED

Words and expressions used both in these resolutions and in the Act or the *Fire Service Act 1979* have in these resolutions the same respective meanings as they have in those statutes.

Item 93/23

Bridge Asset Management Plan 2023 - 2033

Reporting Officer: Finance Manager, Allison Saunders
Ref: DOC/23/7466 | Public Bridge AMP: DOC/23/7132

Purpose

The purpose of this agenda item is to present the Bridge Asset Management Plan 2023-2033 (Bridge AMP) to Councillors for adoption.

Recommendation

That Council adopt the attached Bridge Asset Management Plan 2023 - 2033.

DECISION

MOVED: Cr Coxen | SECONDED: Cr Stein

That Council adopt the attached Bridge Asset Management Plan 2023 - 2033.

CARRIED UNANIMOUSLY

Item 94/23

New Business and Investment Assistance Policy Review

Reporting Officer: Assistant General Manager, Rohan Willis
Ref: DOC/23/7529 | Existing Policy: 16/3106[v2] | Reviewed Policy: DOC/23/7530

Purpose

The purpose of this report is to review Policy No. 49 - New Business and Investment Assistance.

Recommendation

That Council adopt the attached revised Policy No. 49 - New Business and Investment Assistance.

DECISION**MOVED: Cr Stein | SECONDED: Cr Chilcott**

That Council adopt the attached revised Policy No. 49 - New Business and Investment Assistance.

CARRIED UNANIMOUSLY**Item 95/23****Municipal Flood Update – October 2022**

Reporting Officer: Finance Manager, Allison Saunders

Ref: DOC/23/7482

Purpose

The purpose of this agenda item is to present an update to Councillors on the October 2022 flood event, which caused significant damage to several of Council's infrastructure assets.

Recommendation

That Council receive the Municipal Flood Update – October 2022.

DECISION**MOVED: Cr Nichols | SECONDED: Cr Chilcott**

That Council receive the Municipal Flood Update – October 2022.

CARRIED UNANIMOUSLY*Councillor Howard declared an interest in Item 96, vacated the Chair and left the Meeting (7:52 pm)**Deputy Mayor Jessup took the Chair for Item 96***Item 96/23****Councillor Code of Conduct – Tabling of Determination Report**

Reporting Officer: General Manager, John Marik

Ref: DOC/23/7381 | Determination Report: DOC/21/3071

Purpose

The purpose of this agenda item is to table a copy of a Code of Conduct Panel Determination in response to a complaint made against Councillor Greg Howard by Mr Lawrence Archer.

Recommendation

That Council receive the Code of Conduct Panel Determination Report in relation to a complaint made by Mr Lawrence Archer against Councillor Greg Howard.

DECISION**MOVED: Cr Stein | SECONDED: Cr Powell**

That Council receive the Code of Conduct Panel Determination Report in relation to a complaint made by Mr Lawrence Archer against Councillor Greg Howard.

CARRIED*Deputy Mayor Jessup vacated the Chair (8:00 pm)*

Councillor Howard returned to the Meeting and retook the Chair (8:00 pm)

Time Meeting Closed: 8:00 pm

Minutes Confirmed: 17 July 2023

Minute No:

.....

Mayor

DORSET COUNCIL – Planning Approvals

June 2023

SUB-2023/1288	6ty Pty Ltd 3 Renison ST DERBY	Lodged 03/03/2023 Subdivision (1 Lot into 8 Lots) with relaxation of lot design and services standards Determined APPD on 21/06/2023
DEV-2023/43	Design to Live 178 Westwood ST BRIDPORT	Lodged 17/04/2023 Single Dwelling with relaxation of front boundary setback standards Value of Works - \$650,000 Determined APPD on 14/06/2023
DEV-2023/48	Room 11 Architects 240 Boddingtons RD BRIDPORT 242 Boddingtons RD BRIDPORT	Lodged 24/04/2023 Demolition and Construction of Dwelling with relaxation of boundary setback standards Value of Works - \$1,500,000 Determined APPD on 01/06/2023
DEV-2023/50	Mr P Smith 35620 Tasman HWY SCOTTSDALE	Lodged 01/05/2023 Dwelling Addition with relaxation of boundary setback standards Value of Works - \$18,641 Determined APPD on 01/06/2023
DEV-2023/56	Mr S Lawes 2568 Gladstone RD GLADSTONE	Lodged 04/05/2023 Attached Deck with relaxation of site coverage standards Value of Works - \$60,000 Determined APPD on 14/06/2023

DEV-2023/57	Boxx Projects 35 Emily ST BRIDPORT	Lodged 04/05/2023 Demolition of Shed and Construction of Single Dwelling and Shed with relaxation of site coverage standards Value of Works - \$500,000	Determined APPD on 14/06/2023
DEV-2023/59	Mr M J Wootton 9 Heath CT BRIDPORT	Lodged 04/05/2023 Single Dwelling with relaxation of building envelope (side and rear) standards Value of Works - \$600,000	Determined APPD on 05/06/2023
SUB-2023/1290	Mr S A Beattie 36 Elizabeth ST BRIDPORT	Lodged 04/05/2023 Subdivision (1 Lot into 2 Lots) and relaxation of privacy standards	Determined APPD on 14/06/2023
SUB-2023/1291	Mr S A Beattie 21 Ruby Flats RD RINGAROOMA 23 Ruby Flats RD RINGAROOMA	Lodged 05/05/2023 Minor Boundary Adjustment (2 Lots)	Determined APPD on 01/06/2023
SUB-2023/1292	Michell Hodgetts Surveyors 1921 Bridport RD BRIDPORT	Lodged 05/05/2023 Subdivision (1 Lot into 3 Lots) with relaxation of lot design and traffic generation standards	Determined APPD on 14/06/2023
SUB-2023/1293	D J McCulloch Surveying 1 Groves ST GLADSTONE	Lodged 10/05/2023 Subdivision (1 Lot into 2 Lots) with relaxation of services standards	Determined APPD on 23/06/2023

DEV-2023/63	Design to Live 50 Walter ST BRIDPORT	Lodged 16/05/2023 Dwelling Addition (Attached Deck) and Multiple Dwelling (Additional Unit) Value of Works - \$400,000	Determined APPD on 05/06/2023
DEV-2023/64	Mr J W Sykes 152 Ringarooma RD LEGERWOOD	Lodged 22/05/2023 Garage Value of Works - \$9,000	Determined APPD on 05/06/2023
DEV-2023/65	Mr R S Reynolds Tasman HWY SCOTTSDALE	Lodged 23/05/2023 Garage with relaxation of frontage and side boundary setback standards Value of Works - \$19,000	Determined APPD on 27/06/2023
DEV-2023/66	Mr R G Monson 105 Main ST BRIDPORT	Lodged 08/06/2023 Attached Deck Stairs Value of Works - \$5,000	Determined APPD on 27/06/2023

DORSET COUNCIL – Building Approvals

June 2023

OTH-2023/49	Mr M A Bushby Mrs B A Bushby 168 Westwood ST BRIDPORT	Lodged 04/04/2023	Dwelling Alteration & New Garage
		Value of Works - \$50,000	Determined APPR on 15/06/2023
OTH-2023/58	Mr P J Sattler 1391 Barnbogle RD BRIDPORT	Lodged 11/05/2023	New Dwelling
		Value of Works - \$340,000	Determined APPR on 01/06/2023
OTH-2023/61	Mr D Turner 67 Main ST BRIDPORT	Lodged 24/05/2023	Alterations and Additions
		Value of Works - \$103,000	Determined APPR on 16/06/2023
OTH-2023/63	Engineering Plus (Tas) Pty Ltd 51 West Minstone RD SCOTTSDALE	Lodged 01/06/2023	Dwelling Alterations & Additions
		Value of Works - \$85,000	Determined APPR on 08/06/2023
BLD-2023/62	S Group 2 Alfred ST SCOTTSDALE	Lodged 05/06/2023	Demolition, Alterations & Additions (Restaurant)
		Value of Works - \$475,000	Determined APPR on 05/06/2023
OTH-2023/68	HLBFT Pty Ltd 41 Marilyn DR BRIDPORT	Lodged 15/06/2023	New Dwellings x 2
		Value of Works - \$1,000,000	Determined APPR on 16/06/2023

OTH-2023/69

Mr J F Artis

Lodged 15/06/2023

Ancillary Dwelling & New Shed

28 Emma ST BRIDPORT

Value of Works - \$150,000

Determined APPR on 16/06/2023

DORSET COUNCIL – Plumbing Approvals

June 2023

OTH-2023/49	Mr M A Bushby Mrs B A Bushby 168 Westwood ST BRIDPORT	Lodged 04/04/2023 Value of Works - \$50,000	Dwelling Alteration & New Garage Determined APPR on 15/06/2023
SP-2023/58	Mr P J Sattler 1391 Barnbougale RD BRIDPORT	Lodged 11/05/2023 Value of Works - \$340,000	New Dwelling Determined APPR on 01/06/2023
OTH-2023/60	Mr A S Wilson 28 George ST SCOTTSDALE	Lodged 23/05/2023 Value of Works - \$9,000	New Disabled Toilet Determined APPR on 05/06/2023
OTH-2023/61	Mr D Turner 67 Main ST BRIDPORT	Lodged 24/05/2023 Value of Works - \$103,000	Alterations and Additions Determined APPR on 16/06/2023
OTH-2023/63	Engineering Plus (Tas) Pty Ltd 51 West Minstone RD SCOTTSDALE	Lodged 01/06/2023 Value of Works - \$85,000	Dwelling Alterations & Additions Determined APPR on 08/06/2023
OTH-2023/68	HLBFT Pty Ltd 41 Marilyn DR BRIDPORT	Lodged 15/06/2023 Value of Works - \$1,000,000	New Dwellings x 2 Determined APPR on 16/06/2023
OTH-2023/69	Mr J F Artis 28 Emma ST BRIDPORT	Lodged 15/06/2023 Value of Works - \$150,000	Ancillary Dwelling & New Shed Determined APPR on 16/06/2023

The future of local government review

North-East Community Catchment Information Pack

Review Stage 3 – May 2023

Let's All Shape the Future
of Local Government.



This information pack has been prepared by the Local Government Board with the assistance of the Tasmanian Policy Exchange at the University of Tasmania and the Department of State Growth.

It draws on ABS Census, council, and the Office of the Valuer General data.

The Local Government Board prepared this information pack as a data source and conversation starter for the upcoming Stage 3 consultation.

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1. Introduction

During Stage 3 of the Review, the Board will be engaging with communities to look at how we might reshape Tasmania's councils to increase scale and capability so they can better serve Tasmanian communities. The goal is to design local government in Tasmania in a way that allows all councils to develop and maintain the capability that communities need, while delivering services locally, keeping local jobs, and ensuring that all Tasmanians have a strong voice in decisions being made on their behalf.

This information pack provides detailed insights into the North-East Community Catchment, outlining three possible structural reform scenarios. **These scenarios are not the only options for reform.** They are designed to prompt a discussion about some of the possible pathways available to deliver a more capable and sustainable system of local government.

Communities and councils may have their own ideas about how local government could be better organised in their catchments. The Board welcomes alternative suggestions as part of the engagement process.

Where have these scenarios come from?

Each of the scenarios in the information pack has been developed using the Board's structural reform principles (see text box on following page) and the following four criteria.

1. **Place and Representation**
2. **Future Needs and Priorities**
3. **Financial Sustainability**
4. **Operational Capability.**

Scenario 1 – Establishing three new councils: A. the existing Break O'Day council area (potentially with Bicheno); B. a council encompassing George Town and Dorset, extending to incorporate Lebrina, and; C. retaining the current Flinders council

Scenario 2 – Establishing two new councils comprising A. the 'mainland' portion of the Community Catchment and B. retaining the current Flinders council

Scenario 3 – Establishing a consolidated North-East council comprising the whole North-East Community Catchment, including Flinders Island

The Board – in collaboration with the University of Tasmania – has identified and applied a range of relevant data sets to assess the scenarios individually and in comparison to one another.

By doing this, we want to test how well the different scenarios meet the criteria. This should promote a conversation about various trade-offs and how these might be managed or addressed. For example, scenarios that propose a larger number of smaller council may be construed as providing higher levels of representation and local connection but would need to be supported by more extensive shared services and partnership arrangements to achieve the operational scale necessary to deliver long-run capability and financial sustainability. On the other hand, scenarios that include council areas taking in much larger areas may require less in the way of service sharing and may be more 'self-sufficient.'

Structural Reform Principles

1. A Focus on Future Community Needs
2. Retaining Jobs and Service Delivery Locally
3. Preserving and Enhancing Local Voice
4. Smoothing Financial Impacts for Communities
5. Dedicated and Appropriate Resourcing for the Transition

The data and analysis presented in this Information Pack has been sourced from a range of authoritative sources, including councils, the Australian Bureau of Statistics, the Office of the Valuer General, the Department of State Growth, and the University of Tasmania. The Pack also presents the results of modelling undertaken to estimate indicative rates for possible council areas presented in the scenarios. Detailed notes on the methods and assumptions used in this modelling are provided in the Supporting Paper (*Methods and Technical Background*).

The scenarios presented in this Information Pack, and the data and analysis that underpins them, are designed to inform community consultation about the future design of local government in Tasmania and are only one of multiple sources of information the Board will be considering when finalising reform options.

What do we want councils and communities to tell us?

For each of the scenarios, we want councils and communities to consider four fundamental questions:

1. **What are the strengths?**
2. **What are the weaknesses or challenges?**
3. **Are there any adjustments that could be made to maximise the strengths and minimise the weaknesses?**
4. **Are there any other entirely different scenarios the Board should consider, which would still deliver against the Board's criteria and structural reform principles?**

Boundary changes are only one part of the equation. We also want councils and communities to think about options for complementary, supporting reforms, such as shared services and partnerships, options to improve local services and keep jobs in local communities, and new models of engagement and representation.

To support this conversation, we have prepared a number of Supporting Papers, which present a range of opportunities for councils and communities to consider. The Papers draw on research on new and evolving approaches in local government elsewhere, as well as the ideas that we have heard from talking with councils, state agencies, and the broader community, including from submissions we have received.

These papers focus on:

- **Supporting strong and empowered local communities (protecting and enhancing local voice and local services);**
- **State government partnership opportunities for local government; and**

- **Potential models, options, and key considerations for shared service opportunities in Tasmania.**

We want people to keep these opportunities in mind as they consider how they might work with or support the operation of new council boundaries and new models of service delivery. Some of the opportunities might only make sense or be effective under some scenarios, while others might work across the board.

At this stage, the Board wants to encourage creative thinking about how we build new council structures that are not just more capable, but which can deliver more equitable outcomes and access to services and technology for all of Tasmania, particularly in our rural and regional communities.

The intent here is consistent with the Board's approach to community centred consolidation - to more flexibly and genuinely reflect and support what communities will want and need into the future. Our aim is to look at how future councils can access the benefits of scale yet remain responsive to local needs. A large part of this is to consider how we reorient representation and services around citizens and the people who access services and build administrative structures that can deliver that flexibility.

Please note: the Supporting Papers also include fact sheets which explain key data sets, data definitions and associated methodology

Navigating the Information Pack

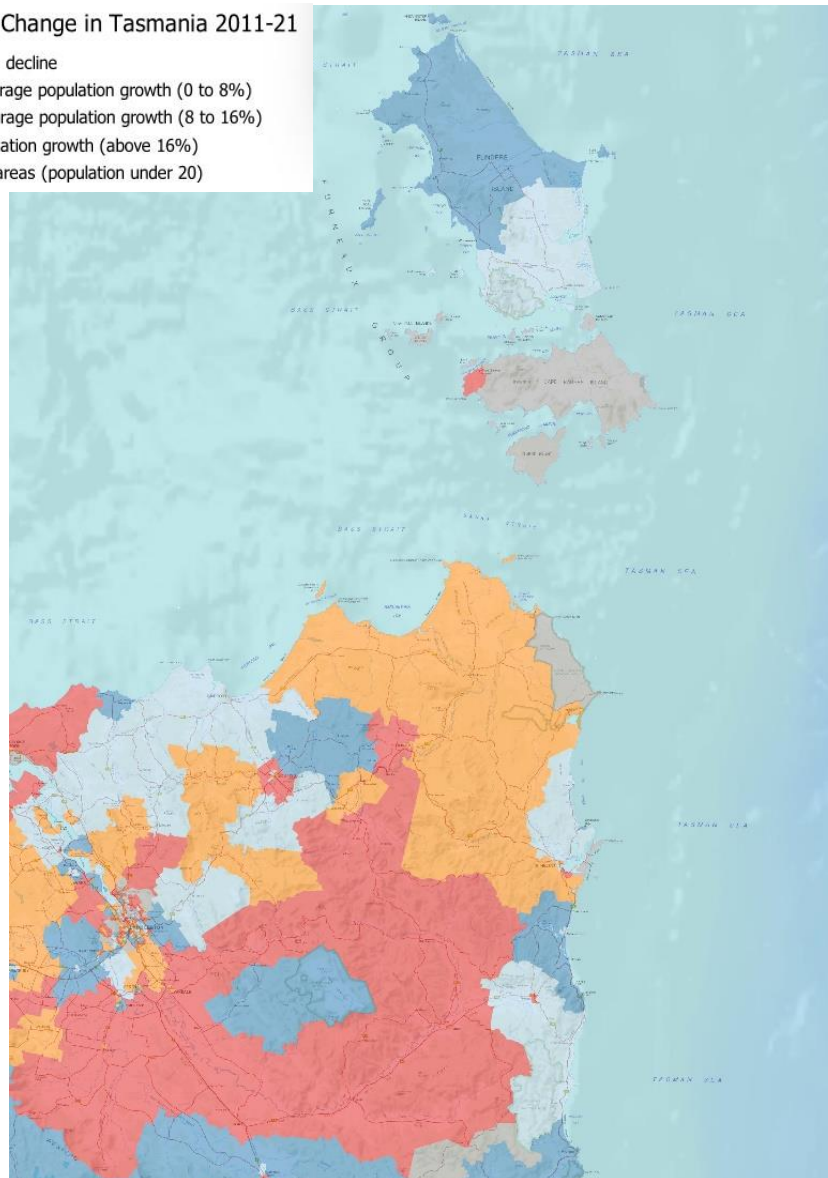
The Information Pack is divided into five main sections:

- 1. Introductory information about how to interpret and use the Information Pack (this section);**
- 2. An overview of the North-East Catchment, including key demographic, economic, and geographic features;**
- 3. An explanation and analysis of each of the individual structural reform scenarios against evaluation criteria data;**
- 4. A comparative summary of all the scenarios against the evaluation criteria data; and**
- 5. An appendix, which presents analysis of existing councils within (or partially within) the catchment.**

2. An overview of the North-East Community Catchment

Population Change in Tasmania 2011-21

- population decline
- below average population growth (0 to 8%)
- above average population growth (8 to 16%)
- high population growth (above 16%)
- excluded areas (population under 20)



The North-East Community Catchment encompasses Flinders Island and the Furneaux Islands and the north-eastern corner of Tasmania. From the Tamar River in the west, the Catchment area runs roughly south-east to Freycinet Peninsula, capturing the existing LGAs of Dorset, Flinders, Break O’Day and George Town, and a small portion of Glamorgan Spring-Bay. Cape Barren Island is managed under the trust of the Aboriginal Land Council of Tasmania (ALCT), and is part of the Flinders LGA.

Economically, the area is dominated by agriculture and tourism with the Blue Derby and St Helens Mountain bike trails, the Bay of Fires, and numerous coastal holiday/tourist towns particular attractions. This Community Catchment has the second highest percentage (24.8%) of vacant properties in Tasmania, reflecting the prevalence of holiday homes in north-eastern Tasmania.

While the sparsely populated, regional nature of the Catchment LGAs mean that their commuting connections are not as strong as for urban regions, the data clearly show they are more closely connected to one other than to any other existing council areas. This relative isolation and shared geography also link these areas into a broader community of interest. While resident movement and community connections are not as strong between Flinders Island and Cape Barren Island and the mainland parts of this Catchment, the importance of Bridport as a freight and transit link means they are nevertheless important contributors to the North-East Tasmania consultation group.

This region faces a range of economic and demographic challenges as well as important emerging opportunities. Like many of the State’s more rural areas, these include population ageing (median age in the catchment is 49.4) and below average population growth (5.3% over the last decade), as

well as population decline in some of the more rural areas. The number of people with disability is relatively high in the region - 32.4% of people in Break O'Day LGA have a disability - so service needs in the future are likely to be high. Individual councils are grappling with how to entice young people to stay in the area and are working to translate increased visitor numbers and other emerging industries into long-term benefits for local communities. As with the rest of Tasmania, there are acute housing shortages in some parts of the Catchment, and access to healthcare, education and training as well as workforce shortages present challenges. The seasonality of key industries compounds these issues. The area has experienced extreme weather events in recent years with, for instance, heavy rains and flash flooding events damaging important transport links and impacting crop yields. Such events are expected to increase in frequency and intensity because of climate change.

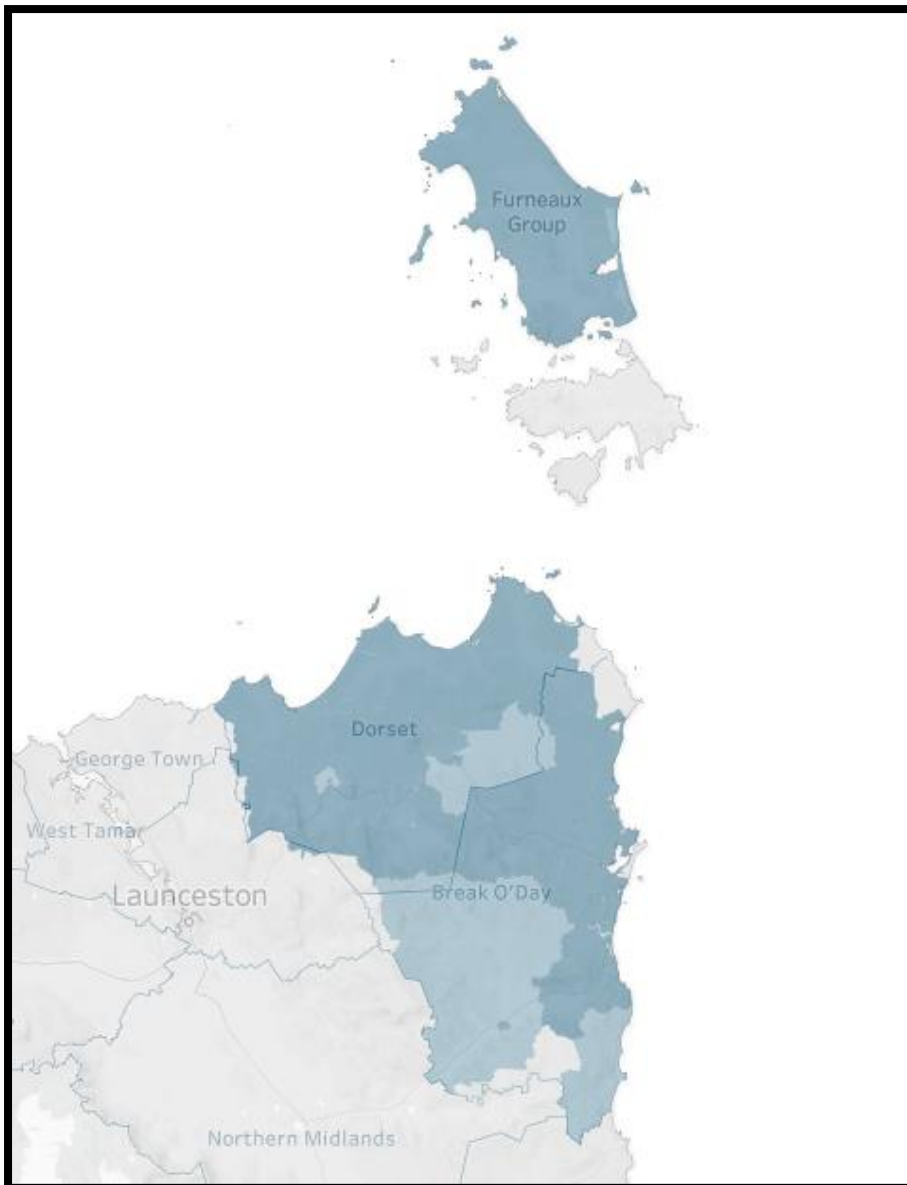
Waste management is also an issue for this region. Increased environmental compliance requirements can place a strain on small local governments, particularly for a remote community such as Flinders Island, but also for the other areas of north-east Tasmania. Neither Break O'Day nor Dorset have active landfills, meaning waste must be transported over significant distances and at considerable expense.

These issues pose clear - but not insurmountable - challenges to the region's economic sustainability. They are compounded, as we have noted, in many places by workforce shortages and high service provision costs arising from the relatively small and dispersed nature of the region's population. Existing councils partly address these challenges by participating in shared service arrangements with councils in the Northern region.

In this catchment, the Board is seeking to establish a system of local government that can:

- fulfil all council planning and development functions that will contribute to councils' role in improving housing supply
- advocate effectively to the State and Commonwealth Governments to play their respective parts in providing infrastructure and to partner on economic development and job creation opportunities
- maximise the community benefit arising from the energy and tourism industries in the region
- deliver to residents and businesses the range of regulatory services expected of all councils
- provide services to both older and younger residents, given the concentrations of both young families and retirees.

Commuting into the North-East Community Catchment.



Tasmania's changing community dynamics

Tasmanians are much more mobile than a generation ago and a growing number of residents cross at least one local government boundary every day in the course of their normal lives. One widely accepted way of defining a 'community of interest' that provides insights into the appropriate scale for local government is to identify the areas in which most residents live, work and use government services (Productivity Commission 2017). Reflecting this approach, the Board has produced a series of maps and tables that illustrate commuting to major employment centres as a tool to help inform community discussions around boundary consolidation options.

Another measure of the extent to which potential future council areas align with communities of interest is the proportion of workers in a council area who also live in that area – the local workforce ratio.

The existing Break O'Day and Dorset council areas have very similar local workforce ratios – at 76.5% and 77.5% respectively. Flinders, given its relative isolation, ranks highly at 99.5%. Both Break O'Day and Dorset have some connections to George Town and Launceston but are more connected to each other than to any other LGA.

Key

Unshaded – SA1s where fewer than 30 workers (less than 13 %) work within the Community Catchment

Light blue – between 30 and 100 (13%-40%) workers work within the Community Catchment

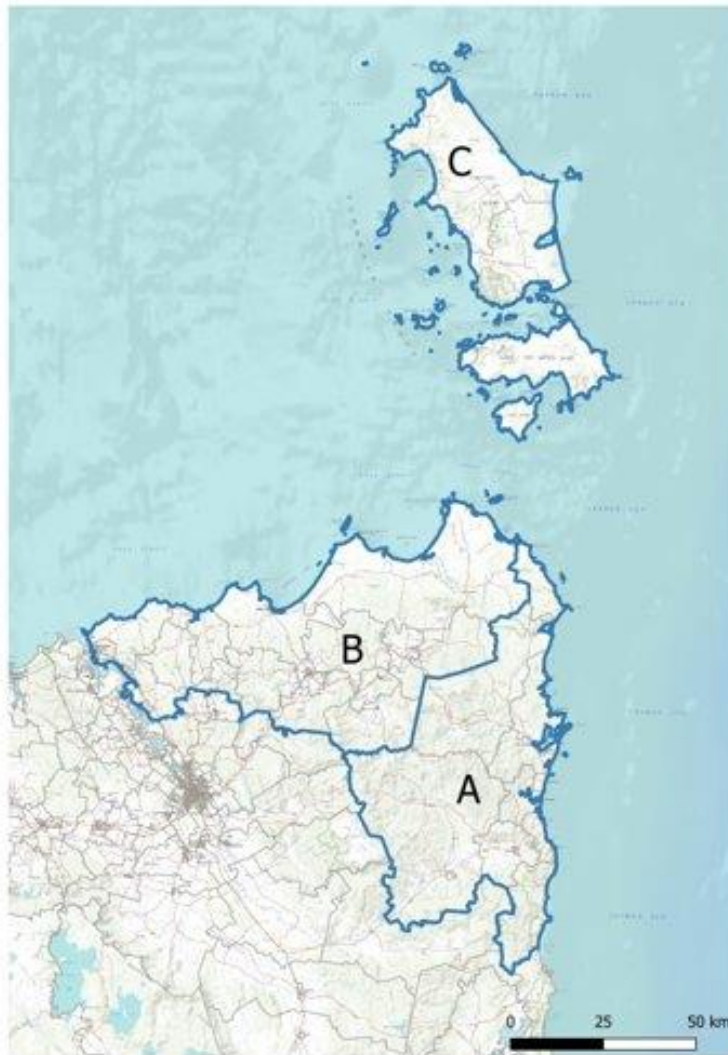
Dark blue – more than 100 (40%) workers work within the Community Catchment

As a result, the local workforce ratio for these three areas combined is very high at 95.6%, highlighting how the North-East Catchment as a whole is a distinct regional community. However, given that these LGAs are already highly representative of their residents' daily patterns of movement, the rationale for consolidating them in any of the combinations discussed below will likely hinge more on scale and the sustainability of councils rather than analysis of commuting patterns.

Consideration must be given in this catchment to whether the south-eastern boundary of this council area should extend to Bicheno. While some commuting connections are evident between St Helens-Scamander and Bicheno, they are not especially strong and do not extend to other parts of the region.

		Place of work (*Areas based on ASGS SA2)					
		St Helens- Scamander	Scottsdale- Bridport	Flinders Island	Bicheno	George Town	Launceston
Place of usual residence	St Helens- Scamander	1790	38	0	54	10	78
	Scottsdale- Bridport	7	2227	0	3	100	222
	Flinders Island	0	0	421	0	0	3
	Bicheno	15	4	0	1568	0	21
	George Town	6	34	0	0	1434	731
	<u>Local workforce ratio</u>	92%	86.6%	94.8%	83.8%	50.2%	-

North-East: Scenario 1



Overview

Scenario 1 would establish three council areas for the Catchment.

Council A comprises the existing Break O’Day potentially incorporating Bicheno, subject to further council and community discussion. Council B combines the current George Town and Dorset and extends to include Lebrina. Council C is the existing Flinders LGA.

Under this scenario, the three councils have been established based on communities of interest and geography. The Community Catchment is grouped into an island community, and two mainland LGAs along different coastlines, with similar economic and demographic profiles. In Council B, Dorset and George Town are combined, reflecting the similarities and connections between George Town’s hinterland and the coastal and rural communities further east. This also creates one council of moderate scale which would increase capability in the region.

Council B is primarily characterised by agriculture, tourism and manufacturing and industries and Council C by agriculture and tourism, but with issues specific to its remote island geography. Council A is also characterised by tourism in the coastal towns with agriculture in its hinterland and the Fingal Valley.

Council Area	2021 Population	% Growth 2011-21
Area A	6,749	9.1%
Area B	14,303	3.4%
Area C	914	18.4%

Existing customer service, works, and administrative hubs could be maintained under this model. Shared service and/or a cross-LGA coordination mechanism as well as broader regional and state-level partnerships and collaborations would be necessary to meet future community needs. This scenario also deliberately invites community discussion about two specific boundary issues, which require further investigation and discussion. The first concerns whether the Bicheno community (population 1,050) is oriented more to the north or south of the east coast. If north, this would establish the southern boundary of Council A.

The second concerns George Town. The current George Town LGA has also been included in scenarios in the Tamar Community Catchment Information Pack. The Board is interested in views on whether George Town is better aligned with communities in the Tamar, or communities in the North-East Catchment.

Rationale and evidence

This scenario involves the consolidation of the existing George Town and Dorset Councils, recognition of Flinders Island's highly distinctive needs and identity, and the potential for Bicheno to be incorporated into Council A.

This configuration aligns with existing and future communities of interest by retaining a council to represent the Furneaux Islands (Council C); establishing a council each to represent the manufacturing, agricultural and coastal communities of the northern coastal area (Council B) and the coastal and agricultural communities of the northern east coast (Council A).

Creating a larger northern coastal council (B), with a population of approximately 14,300 would build some additional scale and capability required to help meet future community needs, relative to the status quo. However, under this scenario all councils within the Catchment would likely

need to increase resource and service sharing. There are already sharing arrangements in place with councils in the Tamar Valley, and these may need to be continued or enhanced. This is especially true for Council C given its remoteness, size, and the important role of local government in the island community. Given this challenge, it will be important for councils and communities in the Catchment and beyond to consider innovative models and governance arrangements for supporting Council C and its community in the future. Options for representing and providing services to remote communities are discussed in the Supporting Paper on *'Strong and empowered local communities'*.

Alignment with the principles for successful structural reform

Focus on future community needs: Councils A and B established under this scenario include significant regional towns and smaller dispersed communities. Council C comprises the Furneaux islands, with the main (but still small) centre of Whitemark on Flinders Island. In Council A, 66% of residents would be within a 30-minute drive of the likely service hub of St Helens; in Council B, 90% within 30 minutes of George Town or Scottsdale, and in Council C, 83% within 30 minutes of Whitemark. This figure is higher than in Scenarios 2 and 3, reflecting the smaller council areas of this model. The trade-off which the community will have to consider is whether a three-council model is the most effective and sustainable model for balancing representation with service quality and ongoing sustainability.

This scenario recognises the common interests and the relatively high local workforce ratios in all three areas that would be covered by the new councils: 73%, 77% and 99% respectively. All three areas have experienced different levels of population growth and ageing over the last decade and with Council areas A and C now reporting a median age of over 50 (51.7 and 58 respectively).

Under this scenario, all three councils would need to embrace regional approaches to issues such as planning and regulatory services, climate change, and waste management. This may be able to be achieved by building on the considerable service sharing arrangements in place with Tamar Valley councils and other regional initiatives. Inevitably Council C is very likely to remain an order of magnitude smaller than its neighbouring councils and will become increasingly dependent on shared services and partnerships at a local or regional scale.

Retain local jobs and services: There is significant scope to retain existing council administrative and operations hubs in the townships of George Town, Scottsdale and St Helens. This would maintain local employment and support local engagement and service delivery. Given the relatively small size of Councils A and C (serving populations of around 6,700 and 900 respectively), and the recent experience of most of the councils, there will be ongoing challenges recruiting and retaining staff, particularly those with technical skills and specialisations. Access service sharing arrangements, either at regional or state level, are likely to be necessary.

The integration of centralised or standardised corporate 'back-office' systems or services for council finance and administration could benefit all councils to varying degrees, depending on their particular capabilities and needs. This may reduce staff time spent on repetitive transactional tasks, allowing them to focus on improving services to council staff and communities (see *Supporting Paper on Shared Services models*). The fact that Council B in particular will have a larger workforce to improve economies of scope in service delivery. There is also the potential for partnerships with State Government services and bodies, such as Service Tasmania, to provide combined customer service centres, to enhance service delivery (see the *State Government partnership opportunities for Local Government supporting paper*).

Preserve and enhance local voice: Council B in particular should have increased capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented. Councils A and C are not radically changed from existing arrangements and would not benefit from increased scale but would be supported to enhance community engagement methods (see *Supporting Paper on Supporting Strong and Empowered Local Communities*).

Additionally, for Council C there may be merit in developing new models of representation and advocacy such as establishing an island commissioner or similar position responsible for coordinating service provision and integration between the council and other levels of government and representing and advocating for the needs of the island, again, as discussed further in the *Supporting Strong and Empowered Local Communities Supporting Paper*.

Fair funding models: Applying existing rates and funding models to the new council areas, their total rates revenue in 2021 dollars would be an estimated \$7.7 million for council A, \$15 million for Council B, and \$2.1 million for Council C, highlighting that Council's significant ongoing reliance on funding support through grants and transfers.

While Council B would have access to rates revenue from a relatively well-balanced mix of residential, commercial, and industrial land, George Town Council's higher rates for commercial and industrial property, and locally targeted residential rate structure, would need to be considered carefully to create a fair and sustainable rating system across the new council.

Two of the current councils in this Catchment have averaged deficits over the last 10 years, suggesting that new and innovative funding arrangements

will need to be considered councils in the region to ensure their financial sustainability in the long term.

Appropriate resourcing for transition: As well as considering rating issues, transition arrangements for this scenario would need to consider how services provided by the Northern Tasmania Development Corporation (NTDC) and the Northern Tasmanian Waste Management Group, both to member councils and other councils across the broader region, would be undertaken under the new arrangements.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for hypothetical councils established under each of the consultation scenarios. These data have been produced by modelling ABS Census at the SA1 level and other relevant data sets to align with the hypothetical boundaries under each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the Methods and Technical Background Supporting Paper.

Summary Data – Scenario 1

Category		Measure	Council A	Council B	Council C
Overview	Demographics	Population	6,749	14,303	914
		Median age	55.5	47.7	56.9
		SEIFA (decile) ¹	2	1	5
	Housing	Total dwellings	4,484	7,371	644
		No. of single person households	1,075 (35.7%)	1,804 (31.2%)	157 (37.8%)
		% dwellings vacant	29.7	17.8	25.9
		Indicator			
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	73%	77.6%	99.5%
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	66%	90%	83%
	Urbanisation	% of population in urban areas of population 10,000 or greater	0%	0%	0%

¹ 'SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Category		Measure	Council A	Council B	Council C
	Mobility/Migration	% of population living at a different address 5 years ago	33.5%	29.9%	36.1%
2. Future Needs and Priorities	Population growth	Population change 2011-21	563 (9.1%)	474 (3.4%)	142 (18.4%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	430	335	66
		% change in occupied dwelling numbers (2011-21)	16.7%	6.1%	18.9%
	Employment growth	Change in labour force 2011-21 by place of residence	12%	4%	13%
	Older/ageing communities	% Population over 65	22%	18%	22%
	Younger communities	% Population under 15	17%	20%	14%

Category		Measure	Council A	Council B	Council C
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$1,930,400,000	\$2,844,400,000	\$192,000,000
		Value of rateable land - primary production	\$451,600,000	\$1,660,400,000	\$242,300,000
		Value of rateable land - industrial	\$18,400,000	\$154,000,000	\$2,500,000
		Value of rateable land - commercial	\$150,300,000	\$187,900,000	\$20,400,000
		Value of rateable land – vacant	\$263,000,000	\$ 245,300,000	\$51,600,000
		Value of rateable land - other	\$365,800,000	\$562,300,000	\$88,300,000
		Value of rateable land – total	\$3,179,500,000	\$5,654,300,000	\$597,000,000
	Estimation of theoretical rate	Estimated rate revenue - residential	\$4,500,000	\$7,100,000	\$800,000
		Estimated rate revenue - commercial	\$600,000	\$1,100,000	\$80,000

Category		Measure	Council A	Council B	Council C
	revenue applying current rates ²	Estimated rate revenue - industrial	\$100,000	\$1,700,000	\$8,000
		Estimated rate revenue - primary production	\$1,400,000	\$3,600,000	\$900,000
		Estimated rate revenue - vacant	\$900,000	\$1,100,000	\$300,000
		Estimated rate revenue - other	\$70,000	\$500,000	\$20,000
		Estimated rate revenue - total	\$7,700,000	\$15,000,000	\$2,100,000
	Road Infrastructure	Km of council roads - sealed	204.2	447.2	72.5
		Km of council roads - unsealed	274.1	557.8	273.7
4. Operational Sustainability	<ul style="list-style-type: none"> The three councils would be operating at different scales and so would have different capabilities. Shared service arrangements between them, and/or with regional or state-wide entities, would be needed to ensure all councils have access to the range of capabilities they need. All councils would benefit from participating in state-wide service-sharing arrangements for 'back-office' services such as IT systems, accounting, and procurement. 				

² There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information on revenue and value of rateable land is provided in the Methods and Technical Background Supporting Paper.

Category	Measure	Council A	Council B	Council C
	<ul style="list-style-type: none">• Many of the current service sharing agreements would need to continue or be enhanced to enable collaboration between the three councils, and to continue the benefits they derive from other councils outside this area.			

North-East: Scenario 2



Overview

Scenario 2 would establish a single north east council area and one island-based council area: (A) combining the existing Dorset and Break O’Day LGAs³; (B) retaining the existing Flinders council area. This scenario excludes the existing George Town LGA from consideration.

This scenario recognises the distinctive nature and needs of the Flinders community (Council B). Council A reflects similar communities of interest, demographic profile and geography, but significantly increases scale opportunities by consolidating the three councils in north-eastern Tasmania.

The economies of both Council areas in this scenario are dominated by agriculture and tourism, with Council B also facing the specific issues associated with its remote island geography.

Existing customer service, works, and administrative hubs in Whitemark, Scottsdale and St Helens could be maintained under this model. As in Scenario 1, Council B would require significant support from shared service arrangements, either from the Council A or from other regional or state-wide bodies.

Council Area	2021 Population	% Growth 2011-21
Area A	13,929	4.6%
Area B	914	18.4%

This scenario does not include George Town Council, which is included under the Tamar Valley Community Catchment.

³ While most existing LGA boundaries are consistent with ABS SAI areas, when LGA boundaries intersect SAI areas (for example in the Lebrina area) for the purposes of this analysis they are treated as being within the LGA.

Rationale and evidence

This scenario involves the consolidation of Dorset and Break O'Day Councils, with Flinders maintained as a separate LGA. This arrangement balances scale capability opportunities across mainland councils, while recognising the distinctive needs of the Flinders community.

It builds on some existing collaborations, including Dorset and Break O'Day's collaboration to develop a popular network of mountain bike trails and associated tourism attraction. Despite some scale benefits arising from the creation of Council A, all councils within the Catchment would need to increase resource and service sharing at a regional or state-wide scale, particularly Flinders Council given its remoteness, size and the central and important role of local government to the island community. Given the island community's challenge it will be important for councils and communities in the Catchment and beyond to consider innovative models for supporting the Flinders community in the future (See Supporting Paper *Supporting Strong and Empowered Local Communities*).

A further consideration under this scenario would include Bicheno as part of Council A. The Board is interested in feedback on whether the southern boundary of Council A should be extended to include Bicheno, and whether this coastal town sees itself as more socially and economically connected to the north or south of the east coast.

Alignment with the principles for successful structural reform

Focus on future community needs:

The two councils established under this Scenario include significant regional towns and their rural hinterlands. 74% of residents would be

within a 30-minute drive of the major service and administrative hubs of Scottsdale, St Helens and, for Whitemark, 83%.

Communities will have to consider whether a two-council model is the most effective and sustainable one for providing local representation and services to the North-East region, and whether Flinders would be best served as its own council or part of a larger council entity (potentially with some form of additional supporting governance arrangements recognising its unique needs). Given the geography of the region, Council B will remain smaller than its neighbouring councils and will have to share services on a local or regional scale.

For the communities of the existing Dorset and Break O'Day LGAs, consolidation would provide opportunities to enhance collaboration between the areas, work more closely with State Government agencies and have a larger platform from which to advocate. Both councils are currently grappling with how to provide infrastructure and translate increased visitor numbers into long-term benefits for their communities. Consolidation would enhance the capabilities of Council A in areas such as strategic planning, development, and environmental health assessment. Despite this increased scale, this new council would still likely need to rely on service sharing and partnerships, such as existing arrangements with Tamar Valley councils, to access the capability needed in these areas.

Retain local jobs and services: There is significant scope to retain existing council administrative and operations hubs in the regional townships of Whitemark, Scottsdale, and St Helens to maintain local employment and to support local engagement and service delivery. Given the very small size of Council B (serving a population of only 914), models of sharing specialist and technical staff on a regional or state-wide scale will be required.

The integration of centralised or standardised corporate ‘back-office’ systems or services for council finance and administration would benefit both councils to varying degrees, but with Council B more likely to benefit from access to a wide range of services. This may reduce staff time spent on repetitive transactional tasks, allowing them to focus on improving services to council staff and communities (see *Supporting Paper on Shared Services models*). Co-location or increased collaboration with State Government agencies such as Service Tasmania (as already occurs in customer service centres in Beaconsfield, Oatlands, and Currie) are potential options to be further considered for both councils (see Supporting Paper on *State Government Partnership Opportunities*).

Preserve and enhance local voice: Both councils would have opportunities to enhance local voice, although at different scales. The new, larger Council A would have the capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented.

If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budget priorities. Operations hubs could also be used for a program of scheduled regional council meetings in different areas of the municipality. Council B, although not benefiting from increased scale, would be supported to enhance community engagement methods through specific reforms recommended by the Review.

For Council B, there may be merit in establishing an island commissioner or similar position responsible for coordinating service provision and integration between the council and other levels of government and representing and advocating for the needs of the island (as discussed in the Supporting Paper on *Supporting Strong and Empowered Local Communities*).

Fair funding models: Applying existing rates and funding models to the new council areas, their total rate revenues in 2021 dollars would be an estimated \$14.8 million for Council A, and \$2.1 million for Council B, highlighting how the latter council area is an order of magnitude smaller than Council A and would continue to rely heavily on funding support from grants and transfers.

Two of the current councils in this Catchment have averaged deficits over the last 10 years, suggesting that new and innovative funding arrangements will need to be considered councils in the region to be financially sustainable in the long term.

Appropriate resourcing for transition: Transition arrangements for this scenario would need to consider how existing regional partnerships and services, such as East Coast Tourism and Break O’Day Employment Connect would be continued and potentially expanded under the proposed structure.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for hypothetical councils established under each of the potential council areas under Scenario 2. These data have been produced by modelling 2021 Census data at the SA1 level and other relevant data sets to align with the hypothetical boundaries under each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different

structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background* Supporting Paper.

Summary Data – Scenario 2

Category		Measure	Council A	Council B
Overview	Demographics	Population	13,929	914
		Median age	51.6	56.9
		SEIFA (decile) ³	2	5
	Housing	Total dwellings	8,322	644
		No. of single person households	1,964 (33.5%)	157 (37.8%)
		% dwellings vacant	24.8	25.9
		Indicator		
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	73%	99.5%
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	74%	83%
	Urbanisation	% of population in urban areas of population 10,000 or greater	0%	0%
	Mobility/Migration	% of population living at a different address 5 years ago	31.0	36.1

³ 'SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Category		Measure	Council A	Council B
2. Future Needs and Priorities	Population growth	Population change 2011-21	610 (4.6%)	142 (18.4%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	469	66
		% Change in occupied dwelling numbers (2011-21)	8.7%	18.9%
	Employment growth	Change in labour force 2011-21 by place of residence	7%	13%
	Older/aging communities	% Population over 65	20%	22%
	Younger communities	% Population under 15	18%	14%
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$3,387,900,000	\$192,000,000
		Value of rateable land - primary production	\$1,787,500,000	\$242,300,000
		Value of rateable land - industrial	\$48,400,000	\$2,500,000
		Value of rateable land - commercial	\$291,000,000	\$20,400,000
		Value of rateable land - vacant	\$377,800,000	\$51,600,000

Category		Measure	Council A	Council B
Estimation of theoretical rate revenue applying current rates ⁴		Value of rateable land - other	\$715,300,000	\$88,300,000
		Value of rateable land - total	\$6,607,900,000	\$597,000,000
		Estimated rate revenue - residential	\$7,300,000	\$800,000
		Estimated rate revenue - commercial	\$1,500,000	\$80,000
		Estimated rate revenue - industrial	\$200,000	\$8,000
		Estimated rate revenue – primary production	\$4,200,000	\$900,000
		Estimated rate revenue - vacant	\$1,200,000	\$300,000
		Estimated rate revenue - other	\$500,000	\$20,000
		Estimated rate revenue - total	\$14,800,000	\$2,100,000
	Road Infrastructure		Km of council roads - sealed	467.2
		Km of council roads - unsealed	735.3	273.7

⁴ There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information on revenue and value of rateable land is provided in the Methods and Technical Background Supporting Paper.

Category	Measure	Council A	Council B
<p>4. Operational Sustainability</p>	<ul style="list-style-type: none"> • The two councils would be operating at very different scales and so would have markedly different capabilities. • Council B would need to establish service sharing arrangements to supplement its capacity, and Flinders Council currently does this with both North-East and Tamar Valley councils. • All councils may benefit from participating in centralised -sharing arrangements for 'back-office' services such as IT systems, accounting, and procurement. 		



North-East: Scenario 3

Overview

Scenario 3 creates one new council area for the North-East Community Catchment, consisting of the existing Dorset, Break O’Day, and Flinders LGAs⁴.

Under this scenario, the entire community catchment becomes one LGA, recognising the interconnections (for example, through work, travel, service delivery) between communities, common economic and demographic profile, and the natural geography of this region. This proposal maximises possible scale capabilities for the catchment, and the scope for strategic coordination across the area.

This scenario has the potential to host a number of administration and service centres plus supporting works and service hubs in other locations to maintain regional employment opportunities.

2021 Population	% Growth 2011-21
14,843	5.3%

⁴ While most existing LGA boundaries are consistent with ABS SAI areas, when LGA boundaries intersect SAI areas (for example in the Lebrina area) for the purposes of this analysis they are treated as being within the LGA.

Rationale and evidence

This scenario brings together the current Dorset, Break O’Day, and Flinders LGAs. It maximises potential scale capabilities within this Community Catchment and reduces the need for shared service arrangements across north-eastern Tasmania.

The area has significant shared interests, opportunities, and needs. While the sparse population and physical size of these LGAs mean that their commuting connections are not as strong as for urban regions, the data clearly show that they are more closely connected to each other than to any other council areas. This relative isolation and shared geography also link these areas into a broader community of interest.

Maintaining existing customer service, administration and works hubs would help maintain local employment and service delivery, while increasing the ability of the council to attract and retain critical workers.

While a consolidated council would have greater capability than individual councils currently do, it would still be only a medium sized council in Tasmanian terms. It is likely to still find it difficult to access all specialist technical services and will need to source some services from outside the region.

The other challenge for the single council model will be ensuring local representation, employment, and service delivery across the entire North-East Tasmania Community Catchment (particularly for Flinders Island), although the consolidated council would have the resources (hypothetical revenue of \$17.2 million) to invest in community engagement, expanded services and establishing administrative and service delivery hubs across the community.

While resident movement and connections are not as strong between Flinders and Cape Barren Islands and the mainland parts of this region, Bridport is an important connection for freight and transit links. Passenger air services for the islands are primarily through Launceston, which is an important hub for medical and other services.

Recognising the common community of interest along the east coast, a further consideration under this scenario would be the inclusion of Bicheno as part of the new larger council. The Board is interested in feedback on whether the southern boundary of Council A should be extended to include Bicheno, and whether this coastal town sees itself as more socially and economically connected to the north or south of the east coast.

Alignment with the principles for successful structural reform

Focus on future community needs: The consolidated council established under this scenario would have a population approaching 15,000 and improved resources and capabilities to better respond to emerging community needs. In terms of accessing services, if existing council offices across the Community Catchment were maintained as a part of a network model, then 74% of residents would be within a 30-minute drive of the major service and administrative hubs. The trade-off which the community would have to consider is whether a single council model is the most effective and sustainable one for providing local representation and services across the north-east, particularly in the case of communities on Flinders and Cape Barren islands.

The area does have solid geographic, economic, and social connections, with employment driven primarily by agriculture and tourism. It faces many shared challenges, such as an ageing population, housing, and

access to healthcare and educational services. A council of greater scope and with an increased platform for advocacy and supporting strategic partnerships would be better placed to address these issues and future community needs.

Under this model, there would be less need for regional shared services arrangements although, as with Scenario 2, existing regional organisations, and service providers such as East Coast Tourism and the many current links with Tamar Valley councils could potentially expand their operations to a regional scale. A larger council would be well placed to advocate for the north-eastern Tasmanian community and enter strategic partnerships with other tiers of government. It would also be well placed to deliver effective land use and strategic planning, the Northern Tasmania Regional Land Use Strategy (NTRLUS).

Retain local jobs and services: Establishing a single consolidated council to represent the North-East Community Catchment would deliver some scale benefits. Given the geographically dispersed nature of the Catchment, cloud-based services and systems could support regionally-based staff and enhance service delivery (see Supporting Paper – *Shared Services Models*). Retaining existing works and service centres would support local jobs and services.

Flinders Island would benefit from improved access to professional staff by being as part of a much larger council. Despite this, it would likely still be challenging to attract and retain specialist staff for some regulatory matters such as planning, building and environmental health, and regional or state-wide shared service arrangements may still be needed.

There would have to be a clear strategy of retaining jobs and teams across the region to maintain local employment and knowledge.

Co-location or increased collaboration with State Government agencies such as Service Tasmania are potential options to be further considered. One model for how this could work is provided by Devonport Council and Service Tasmania, which have fully integrated their customer service centres to make it simpler for residents to engage with state and local government services face to face (see Supporting Paper on *State Government Partnership Opportunities*).

Preserve and enhance local voice: The greatest challenge, which requires careful community consideration, is how to ensure that a single regional council preserves and enhances local voice. A single consolidated council would have the capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented.

Special consideration would have to be given to representing the needs of the Flinders community given its remoteness, small scale and distinctive needs. Any model would need to be co-designed with these communities. Some options discussed in more detail in *Supporting Strong and Empowered Local Communities* include:

- the creation of community advisory panel/s to ensure communities have formal representation and direct influence over community budget priorities;
- establishing an island commissioner or similar position responsible for coordinating service provision and integration between the council and other levels of government, and representing and advocating for the needs of the island;

- exploring alternative governance options for the most sparsely populated areas, such as ‘unincorporated area’ models used in other jurisdictions; and
- Operations hubs could also be used for a program of scheduled regional council meetings in different areas of the municipality.

Fair funding models: Applying existing rates and funding models to the new council area there would be total rates revenue in 2021 dollars of an estimated \$17.2 million. The consolidated council would have access to a larger rate base drawn from a mix of residential, commercial, and agricultural land. As noted above, the fact that Dorset Council applies lower residential rates than Break O’Day and Flinders would have to be managed in any transition.

Two of the current councils in this Catchment have averaged deficits over the last 10 years, suggesting that new and innovative funding arrangements will need to be considered councils in the region to be financially sustainable in the long term.

Appropriate resourcing for transition: Transition arrangements would have to consider the need for existing regional structures and how best to adapt and integrate the systems across the existing councils into an integrated framework to meet the future needs of the North-East Tasmanian community. Existing regional partnerships and services, such as East Coast Tourism and Break O’Day Employment Connect could be maintained and expanded under the proposed structure.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for the hypothetical council established under Scenario 3. These data have been produced modelling ABS Census at the SA1 level and other relevant data sets to align with the hypothetical boundaries under each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board’s recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background* Supporting Paper.

Summary Data – Scenario 3

Category		Measure	Council A
Overview	Demographics	Population	14,843
		Median age	51.9
	Income and Employment	Local workforce ratio	95.6%
		SEIFA (decile) ⁵	2
	Housing	Total dwellings	8,966
		No. of single person households	2,121 (33.7%)
% dwellings vacant		24.8	
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	81%
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	74%
	Urbanisation	% of population in urban areas of population 10,000 or greater	0%
	Mobility/Migration	% of population living at a different address 5 years ago	31.4

⁵ 'SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Category		Measure	Council A
2. Future Needs and Priorities	Population growth	Population change 2011-21	752 (5.3%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	535
		% Change in occupied dwelling numbers (2011-21)	9.3%
	Employment growth	Change in labour force 2011-21 by place of residence	7%
	Older/aging communities	% Population over 65	20%
	Younger communities	% Population under 15	18%
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$3,580,000,000
		Value of rateable land - primary production	\$2,029,800,000
		Value of rateable land - industrial	\$50,900,000
		Value of rateable land - commercial	\$311,300,000
		Value of rateable land – vacant	\$429,500,000
		Value of rateable land – other	\$803,600,000
		Value of rateable land - total	\$7,204,900,000

Category	Measure	Council A
	Estimation of theoretical rate revenue applying current rates ⁶	\$8,100,000
		\$1,600,000
		\$200,000
		\$5,200,000
		\$1,500,000
		\$500,000
		\$17,200,000
	Road Infrastructure	539.7
		1,009.1
<p>4. Operational Sustainability</p>	<ul style="list-style-type: none"> • The council would be operating at a very different scale from current councils, having greater capabilities to support its communities. • The council may benefit from participating centralised sharing arrangements for ‘back-office’ services such as IT systems, accounting, and procurement. It may also benefit from regional service sharing arrangements with the more populous councils in the Tamar Valley. 	

⁶ There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information on revenue and value of rateable land is provided in the Methods and Technical Background Supporting Paper.

3. Comparison of proposed councils by scenario

Criteria and Indicator	Metric					
	Scenario 1 Council A	Scenario 1 Council B	Scenario 1 Council C	Scenario 2 Council A	Scenario 2 Council B	Scenario 3
Place and Representation						
Alignment with local communities of interest <i>% area workforce residing locally</i>	73%	77.6%	99.5%	73%	99.5%	81%
Established administrative, commercial and service hub/s <i>% of population within 30 mins of administrative hub</i>	66%	90%	83%	74%	83%	74%
Urbanisation <i>% of population in urban areas of population 10,000 or greater</i>	0%	0%	0%	0%	0%	0%
Mobility/Migration <i>% of population who are living at a different address 5 years ago</i>	33.5%	29.9%	36.1%	31%	36.1%	31.4%
Future Needs and Priorities (Note – population projections are not available at SA1 level)						
Population growth 2011-21 <i>% growth and absolute number</i>	563 (9.1%)	474 (3.4%)	142 (18.4%)	610 (4.6%)	142 (18.4%)	752 (5.3%)

Criteria and Indicator	Metric					
	Scenario 1 Council A	Scenario 1 Council B	Scenario 1 Council C	Scenario 2 Council A	Scenario 2 Council B	Scenario 3
Housing supply and infrastructure demand <i>Ten-year change (2011-21) in occupied dwelling numbers (absolute and per 1000 pop)</i>	430 (63.7 per 1000)	335 (23.4 per 1000)	66 (72.2 per 1000)	469 (33.7 per 1000)	66 (72.2 per 1000)	535 (36.0 per 1000)
Employment growth <i>% Change in labour force 2011-21 by place of residence</i>	12%	4%	13%	7%	13%	7%
Older/ ageing communities <i>%Population over 65</i>	22%	18%	22%	20%	22%	20%
% Population under 15	17%	20%	14%	18%	14%	18%
Financial Sustainability						
Value of rateable land <i>Total \$ value within region</i>	\$3,179,547,900	\$5,654,347,900	\$596,995,800	\$6,607,940,500	\$596,995,800	\$7,204,936,300
Estimated total rate revenue⁷	\$7,679,200	\$14,996,000	\$2,140,500	\$14,826,000	\$2,140,500	\$17,185,200
Estimated rate revenue as a % of area total rateable property value	.26%	.28%	.39%	.24%	.39%	.25%

⁷There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Criteria and Indicator	Metric					
	Scenario 1 Council A	Scenario 1 Council B	Scenario 1 Council C	Scenario 2 Council A	Scenario 2 Council B	Scenario 3
Road infrastructure						
<i>Length and type of council roads in new region</i>						
<i>Km by type</i>						
Km of council roads - sealed	204.2	447.2	72.5	467.2	72.5	539.7
Km of council roads - unsealed	274.1	557.8	273.7	735.3	273.7	1,009.1
Additional Key Metrics						
Population	6,749	14,303	914	13,929	914	14,843
Median Age	55.5	47.7	56.9	51.6	56.9	51.9
Median household income (or SIEFA)	2	1	5	2	5	2

4. Implications for neighbouring Community Catchments

Community Catchments have been established to facilitate discussions about options for council consolidation at a regional level. We are also mindful that the design of the reforms in one community catchment will have impacts on neighbouring regions and the local government system as a whole. Given this, it is important to note how the design of the North-East Catchment may have implications for neighbouring Community Catchments and councils therein.

Overall, the North-East Catchment is reasonably clearly defined and self-contained, although two specific boundary questions need to be considered:

- Further investigation and community consultation is required to establish whether Bicheno is oriented more to the north or south

of the east coast. If north, this would shift the northern boundary of the existing Glamorgan-Spring Bay LGA.

- Scenario 2 combines the existing George Town and Dorset LGAs and extends to include Lebrina. Lebrina is currently located within the City of Launceston LGA. These inclusions in the North-East Community Catchment (as opposed to the Tamar Valley Community Catchment) require further consideration to establish where these communities fit best.

5. Appendix

Analysis of existing Councils within (or partially within) community catchment⁸

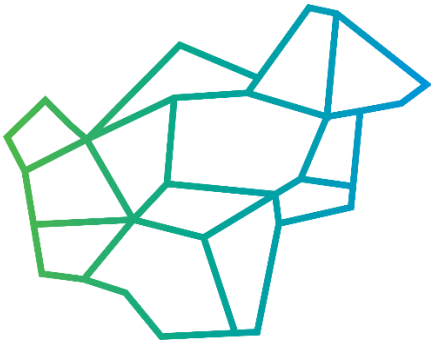
Council	Population	No. of employees	Average Residential Rates & Annual Charges per Residential Property (\$)	Current ratio (10 yr average)	Cash Expense Cover Ratio	Own source revenue coverage ratio (10 yr average)	Underlying surplus ratio (10 yr average)	Debt service cover ratio (8 yr average)	Asset sustainability ratio (7 yr average)
Year	2021	2020-21	2020-21	2011-21	2011-21	2011-21	2011-21	2013-21	2014-21
Break O'Day	6770	52.5	1133.26	3.69	10	74%	-3%	21.5	106%
Dorset	6829	65.25	1111.62	7.79	14	73%	5%	23.9	152%
Flinders	922	19.54	1382.18	9.64	18	48%	-18%	5.1	101%
George Town	7033	40	1152.95	3.47	5	83%	0%	22.3	71%

Council	Asset renewal funding ratio (7 yr average)	Asset consumption ratio (7 yr average)	Cash and investments held (\$'000s)	Net Financial Liabilities Ratio (%)	Interest bearing liabilities (\$'000s)	No. of discretionary development applications received	Value of all development approvals (\$)	No. of councillors
Year	2014-21	2014-21	30-Jun-22	2020-21	30-Jun-22	2020-21	2020-21	2018
Break O'Day	117%	72%	11,813	-1%	6,256	226	52,651,933	9
Dorset	91%	78%	9,432	19%	4,363	109	19,496,922	9
Flinders	92%	79%	9,154	84%	446	36	2,820,004	7
George Town	91%	84%	8,129	13%	4,346	113	40,326,245	9

⁸ Definitions of data items can be found *Existing Council Data Definitions Supporting Paper*.

Summary of Updates

Version	Date	Change
V1.1	7/7/2023	<ul style="list-style-type: none">• Clarifying footnote regarding the Lebrina area added to the Overviews of Scenarios 2 and 3.• Total dwelling numbers were updated for all scenarios to include unoccupied dwellings. Clarified that 2011-21 dwelling change figures refer to occupied dwellings. No impact on financial data such as rateable land estimations, which were calculated separately.



dorset
COUNCIL

Submission

STAGE 2 | INTERIM REPORT AND INFORMATION PACKS –
FUTURE OF LOCAL GOVERNMENT REVIEW

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Endorsed by Council | 17 July 2023

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Executive Summary

The Future of Local Government Review Board has published detailed Information Packs for each of the nine community catchments they identified in their Stage 2 Interim Report. The purpose of this submission is to express Dorset Council's position in relation to the North-East Community Catchment Information Pack.

The three scenarios included in the North-East Community Catchment area appear to lack any real benefits to residents of the impacted councils and thus Dorset, do not support any of the proposed scenarios.

Dorset Council do not support the proposed scenarios based on the following factors:

- The case for amalgamations based on the bigger is better theory or the economies of scale theory is not made;
- Various studies from previous mainland amalgamations suggest little or no savings have been made, service delivery has not improved, regulation and compliance has grown out of proportion, with many of these councils wanting to de-amalgamate but were prevented by state government regulations resulting in residents being severely disadvantaged;
- A lack of modelling and costings for the options means that Dorset do not have any confidence in the process that has been used or the conclusions drawn;
- A lack of detail in regards to variances in process, procedures, policies and strategies across the catchment councils. Current councils within these catchments have broad variances in cash reserves, levels of debt, Local Provisions Schedules, asset renewal gaps, future capital works programs, attitude to operational matters, attitude to compliance, varying rating models, ratios of rate base to infrastructure needs, waste management strategies, community valuation timeframes plus much more. Dorset cannot see where any thought has been given as to how these variances will be managed without some ratepayers receiving a significant advantage or detriment;
- The premise that the municipalities in the North-East Community Catchment are heavily interconnected is false, when in fact the opposite is the case;
- Dorset residents would be severely disadvantaged in many areas including increased costs, loss of free access to Council facilities, poorer delivery of services, increased levels of regulation and compliance, loss of both direct Council jobs and jobs with local contractors and loss of representation by both number and demographic; and
- A loss of representation at a statewide level would also be incurred if other catchments are combined resulting in three or four large councils controlling most of the state's population and voting rights within the local government sector.

Dorset Council do not support the process to date undertaken by the Future of Local Government Review Board for the following reasons:

- Initial consultation with the community through surveys and in-person sessions did not define the current responsibilities of the local government, state and federal government sectors and thus much of the feedback from the community related to responsibilities of the state or federal government;
- The feedback was based on a statistically-minute proportion of the Tasmanian population (less than 4,000 people, or 0.72%) whereby questions were framed and devised without detailed local

government sector feedback and input, and Dorset Council's extensive consultation with the community has resulted in very different outcomes to those found in the surveys; and

- The local government sector, the community and other impacted stakeholders are expected to make key decisions without appropriate modelling, costings, consideration of change management processes and costs in relation to amalgamations, along with how General Managers and existing employees might be appointed by the proposed new councils or what might happen to those current employees who miss out on appointments.

Dorset Council proposes the following alternate scenarios:

- All four councils in the North-East Community Catchment remain the same with scope for some small boundary adjustments by negotiation with neighbouring councils with potential for additional shared services at the catchment level; **or**
- The North-East Community Catchment should be divided into three council areas, two of which could be expanded by modified boundaries. In this scenario Dorset would remain a Council in its own right, however boundaries would be extended into Launceston, George Town and Break O'Day municipalities, while Flinders Island would remain in its current state.

General Comments

Dorset Council holds the view that the case for significant structural reform of local government has not been convincingly made. Dorset appreciates that there are some councils that have specific issues with sustainability and isolation however these do not apply to the Dorset municipality.

To be calling for major reform on the basis of feedback received from a statistically-minute proportion of the Tasmanian population (less than 4,000 people, or 0.72%) is misrepresentative. Dorset feel that the sample size to make a significant structural reform such as this requires greater consultation with the Tasmanian community. Council fear that insufficient research could have the potential to have irreparable damage to the Tasmanian economy. It is not unrealistic to assume that members of the public supportive of, or otherwise unperturbed by, existing local government area configurations chose to refrain from lodging submissions in the first place. This absence of participation is particularly pronounced in urban areas, where the perception council influence on resident's lives is less than that attributed to the activity of state and federal governments.

Dorset Council's extensive consultation with the community has resulted in very different outcomes to those found in the surveys. The vast majority of people who have contacted Councillors to express their views on the reform have stressed they do not want to be amalgamated with any other council. The Dorset community either have no opinion, are currently happy, or feel that Tasmania is over governed. They do not believe that the scenarios for amalgamations would provide any benefits for Dorset residents. Anecdotally the comments from our community overwhelmingly confirm that there is a fear that as a rural community their needs and voices will be forgotten and as such be worse off.

The Stage 2 report states that the Board has heard from many Tasmanians how councils could better service their communities, however it is obvious that many of the areas outlined are neither within the remit of councils to deliver, nor are they funded to do so.

Successive federal and state governments have lumbered the local government sector with responsibilities that they themselves do not want to deliver. Frequently they create unsustainable expectations within communities by temporarily subsidising positions within councils only to walk away from further funding commitments before the roles become operationally effective; leaving councils to pick up the tab or otherwise remove the position. Residents then blame councils for that loss of service when the service was not meaningfully ours to deliver in the first place.

None of the scenarios proposed in the community catchment information packs have been modelled or costed to determine just how much it will cost councils and ratepayers for potential amalgamations or boundary variations, or whether residents in any of the proposed new councils would be any better off. Without this information it will be impossible to make a valued and accurate judgement as to whether councils and community should support any change.

There has been no consideration given as to how General Managers and senior employees might be appointed by the new councils or what might happen to those current employees who miss out on appointments or how potential redundancy packages would be funded. Already some employees at councils around the state are considering the security of their positions and whether they should take offers from outside of the sector which come with increasing regularity. There is no indication of how employees affected by statewide or regional delivery of some functions would be compensated for loss of work hours or total loss of positions. These losses will mostly occur in rural areas with the transfer of functions to go to larger metropolitan areas. In short, potential loss of high-performing personnel from the sector created by pursuit of reform with an air of reckless indifference will severely detriment future performance of the sector and the service it provides to the unnecessarily reconfigured communities created by the current process.

Mountain biking has become an increasing part of the economies of Dorset, George Town and Break O'Day and have been highlighted as a clear area of connectedness and a case amalgamation. However, the experience offered along with the requirements of trail operations and maintenance programs varies significantly in each municipality. Dorset has trails recognised as some of the best in the world with a maintenance program that is described as the gold standard and is fully funded by Council. In comparison, George Town trails are maintained mainly by volunteers, while Break O'Day use internal Council resources but not at the same scale as Dorset. It would be a significant bone of contention and cost if similar maintenance programs to Dorset's had to be implemented for all trails or if the maintenance of the Dorset trails had to be downgraded.

Stage 2 Report and Information Packs

The nine communities of interest / catchments identified in no way meet the definition outlined on page 45 of the report and in many cases, to suggest that some of these areas have inherent connectedness is both underdeveloped and unpersuasive.

Current councils within these catchments have broad variances in cash reserves, levels of debt, Local Provisions Schedules, asset renewal gaps, future capital works programs, attitude to operational matters, attitude to compliance, varying rating models, ratios of rate base to infrastructure needs, waste management strategies, community valuation timeframes plus much more. Dorset cannot see where any thought has been given as to how these variances will be managed without some ratepayers receiving a significant advantage or detriment.

Further examples of issues encountered are contained in Attachments 1 and 2.

If future councils are based even remotely on the nine catchments model and with the introduction of wards rejected, there will be many current municipalities which will not have enough electors to get a resident elected to the new councils. This was a major fault with the previous amalgamations and an area like the former Lilydale Council, to the best of Dorset's knowledge, have never had a representative elected to the City of Launceston Council. To suggest that a commissioner, administrator or local committee may need to be appointed to these areas shows a lack of understanding of rural areas and would in no way address the lack of representation.

Similarly, a municipality the size of Dorset may only have three representatives on a new North-East Council. Given the size of the proposed new council area and the preference of rural residents to bring issues direct to Councillors rather than through Council's customer service team, it would likely mean that those Councillors would be full time and require an allowance equivalent to a full time wage plus a car.

The information packs contain some detail around travel across municipal boundaries for the purposes of employment but do not in any way address other movements for shopping, schooling or social interaction. The pack for the North-East Community Catchment suggests that 38 people who live in the St Helens / Scamander area work in the Scottsdale / Bridport area. While Council does not profess to know the residential address of every person who works in Dorset, Council believes that this figure is inaccurate with Break O'Day Council of a similar opinion. There are itinerant workers such as building workers, logging contractors and transport workers who cross municipal boundaries intermittently, but this would apply across all municipal boundaries.

Another issue that would likely arise is that both the Eastern and Western Shore Community Catchments and the Tamar Valley Community Catchment would have populations in excess of 100,000 people, meaning that the Mayors of these councils would have more responsibility than a state government minister. These three councils would control over 60% of the population of Tasmania and have all of the power in any decision making process regarding the local government sector.

Statewide Delivery of Services

Once again theories of which services may be compulsorily combined have not been modelled or costed so it is difficult to have any confidence that there will be any advantage to the residents of Tasmania.

Changing to a statewide delivery of services as listed on page 60 of the Stage 2 Report will undoubtedly cost individual councils a significant amount of money to install the new technology required to comply. Dorset would assume that the State Government would be paying for this technology as they are pushing these changes. Dorset note however that there was no budget allocation for the reform process in the May State budget. This therefore begs the question: is there any allocation budgeted for the reform process in forward estimates?

The result of centralising those functions would likely be a migration of council jobs from rural areas to the major population centres which would be in contrast to the claim that local jobs will not be lost. The statewide delivery of services has the potential to create monopolies who once entrenched in a government contract would likely have no competitors at the next tender process. This would also likely result in a loss of local contractors as many contracts already delivered on behalf of the state by large contractors seldom employ local employees and contractors. The creation of monopolies may also result in increased contract costs in the future with the waste management sector in the State being a clear example of contractor amalgamations, which have partly resulted in increased costs.

Many of the services that are delivered by councils will not benefit from the economies of scale, such as local infrastructure maintenance, rate disputes, neighbour disputes, civil construction projects, customer service requests, after hours service and many more. It is debatable if services that are suggested for statewide delivery such as legal services, procurement, waste management and regulatory services will in fact deliver any cost savings, but will certainly bring more regulation and more frustration for residents when you are dealing with someone hundreds of kilometres away and has little appreciation of where you live. It is difficult to see how these variances could be assimilated even over a longer period.

Proposed North-East Community Catchment

Scenario 1

This option combines the largely conservative municipality of Dorset which relies heavily on agriculture, forestry and tourism, with the industrial municipality of George Town, which relies heavily on the industrial precinct of Bell Bay and the port, with some agriculture in the eastern part of the municipality and some growth in tourism.

Dorset believes that George Town Council's alignment with the Tamar Valley has more connectedness than with Dorset.

The rating models differ in that Dorset uses assessed annual values while George Town uses adjusted capital values. Aligning these two different systems or choosing one over the other will create significant differences for some ratepayers which could potentially cause ongoing dissatisfaction. Dorset ratepayers currently enjoy cheaper rates and charges than George Town residents plus our residents get free access to swimming pools and all Council facilities when they are part of any not for profit organisation or sporting club. This does not occur at George Town.

While there is some crossover of residents between the municipalities mainly for work at the industrial precinct there is limited crossover and connectedness in relation to schooling, shopping or social activities.

Dorset does not support this scenario.

Scenario 2

Scenario 2 provides for an amalgamation of Break O'Day and Dorset municipalities plus the addition of some of the northern end of Glamorgan Spring Bay. Flinders Island would remain as a standalone council. The combined area of the new council would be close to 8,000 square kilometres with over 1,400 kilometres of roads and in excess of 200 bridges.

There would be 2 Council Chambers, 6 Council Depots and at least 16 towns to service.

Despite what has been documented in the Stage 2 report and the information packs, Dorset and Break O'Day municipalities are physically isolated from each other by a wide strip of forest / mountain range that extends from Ansons Bay in the east to the Mathinna Plains in the west. (see Attachment 3)

While this strip of land can be traversed via three gravel roads (Mathinna Plains Road, Tebrakunna Road and Ansons Bay Road), all three are not conducive to regular travel and are prone to flooding during heavy rainfall events. A fourth access is the Tasman Highway which contains approximately 60 kilometres of narrow, winding and prone to frost and flooding road over the Weld Hill and the Weldborough Pass. The combined area is also very poorly serviced by mobile phone service and internet connection.

The main population centres of Scottsdale and St Helens are over 100 kilometres apart which takes close to 1.5 hours of travel time under normal circumstances. There is minimal crossover of residents for work, school, shopping or social activities other than some mountain biking activity.

The primary driver of Break O'Day's economy is tourism with some agriculture in the Fingal Valley and Pyengana, whereas Dorset's primary driver is agriculture and forestry with some tourism, based primarily around mountain biking, golf, seaside visitation into Bridport, coastal villages and the Waterhouse Conservation Area.

While there is some movement of mountain bike visitors between the two areas, there is little else that connects Dorset and Break O'Day.

The size of the new council area would mean additional costs in terms of logistics for operational matters, increased costs of running council meetings and a significant loss of representation. It may also limit the type of people that would be able to stand for council because of the additional workload, almost certainly ruling out business operators and full time employees.

Dorset does not support this scenario.

Scenario 3

This catchment if combined into a single council area as per the map, would have an area in the vicinity of 10,000 square kilometres with a road network of over 2,000 kilometres and a bridge network in the hundreds. There would be 20 plus towns to service plus 8 Council Depots and at least 3 Council Chambers which are currently in operation.

The cost of delivering council services across such a large area with significant geographical barriers would likely counteract, or exceed, any savings that could be delivered. Logistically the expanded area would be expensive to manage and the cost of running council meetings in all three areas would be prohibitive. Flinders Island would have a low percentage chance of being represented on the new council but would rightly expect to have council meetings held on the island in order to participate meaningfully. As previously mentioned the idea of a commissioner or local committee on the island is not sufficient.

As outlined in Scenario 2, Dorset and an extended Break O'Day are extremely isolated. Flinders Island and Dorset are separated by 60 kilometres of water via Banks Strait. There is no connection between Break O'Day and Flinders Island.

While there is some connection between Dorset and Flinders Island due to the freight and passenger movement through Bridport, there is little else that connects the two municipalities. There is a significant connection between Flinders Island and Launceston through education, air services and health but the economies of each are based on entirely different industries. Inclusion into a larger council (possibly Tamar Valley) would likely result in loss of representation and neglect from a city-dominated council that does not understand the needs of rural residents.

Similar again to Scenario 2, the increased workload of councillors under this scenario would likely rule out business operators and full time employees. Council recognise that the opportunity would exist for individuals with relevant experience to be able to focus solely on council which may result in greater diversity and experience, however this would require appropriate remuneration and result in increased costs for the amalgamated council. A possible unintended consequence of a substantial increase in councillor allowances due to the increased workload, may rule out people on any sort of government concession allowance as the amount of an increased allowance would likely void those payments.

Flinders Council has a unique set of issues around the cost of delivering services to the 52 islands under its control, especially waste management, the airport, road infrastructure and waste water. Under any scenario Flinders will need a massive injection of funds from either the state or federal governments to address at least the issues of waste management (\$10 million plus) and the ongoing costs of running the airport - including a new future runway costed at \$28 million in 2016. No amalgamated council could feasibly afford these improvements.

Dorset consider that an amalgamation of these three municipalities would be unworkable and provide no benefit to the ratepayers of any municipality.

Dorset does not support this scenario.

Recommendations

1. All four councils in the North-East Community Catchment remain the same with scope for some small boundary adjustments by negotiation with neighbouring councils. There is some scope for additional shared services at the catchment level which could be explored.

Or

2. The North-East Community Catchment be divided into three council areas, two of which could be expanded by modified boundaries.

Flinders Island would remain in its current state but significant funding must be allocated by the state or federal governments to alleviate the specific issues already mentioned.

Break O'Day would remain a council in its own right with the possible addition of the northern part of Glamorgan Spring Bay down to Cherry Tree Hill. This is the point where residents north of this line play sport, shop, go to school, work and socialise in the Break O'Day area. South of this line, residents travel to Sorell for the same reasons, however there is a substantial movement of people from Sorell to Glamorgan Spring Bay for work in the salmon industry which must be considered. The option to include part of Glamorgan Spring Bay would mean that council would disappear. Further modelling and costing would need to be completed to see whether there is any advantage in this option especially for the residents of Glamorgan Spring Bay.

Weldborough and the Blue Tier mountain bike trails could be transferred to Dorset given that Dorset already maintains this important part of the Blue Derby mountain bike trail network. Additionally, Weldborough residents go to school, play sport, shop, work and socialise mainly in the Dorset municipality mainly due to the inaccessibility of the Tasman Highway linking Break O'Day and Dorset. This area is also serviced by Dorset companies in terms of both inbound and outbound freight.

There is a second area west of Ansons Bay which contains two large farms (Telegraph and Ansons Meadows) and several smaller farms who similarly are serviced by Dorset based companies and whose residents also attend school, play sport, shop and socialise mainly in Dorset. This area should be considered for inclusion in the Dorset municipality via negotiation with Break O'Day Council.

Based on the above Dorset would remain a council in its own right but depending on what happens with George Town and the proposed Tamar Valley Community Catchment, possibly include the Pipers River, Pipers Brook area of George Town along with the coastal villages of Lulworth, Weymouth and Bellingham.

These areas have geographical alignment with Dorset along with similar economic and social interests, e.g. farms and coastal villages. If George Town was to be included into a Tamar Valley Council then these areas would have much more in common with Dorset than with the new Tamar Valley Council

The same can be said for the Lebrina, Lilydale, Karoola, Nunamara, Patersonia, Camden, Targa and St Patricks River areas who are currently part of the municipality of Launceston. These areas are primarily rural and geographically aligned to Dorset with similar interests and easily defined connectedness especially with the upgrade of the Sideling.

Both of these scenarios will require feasibility studies including financial modelling, costings and a review of integration of the new areas.

Attachments

1. Government News Article | 19 June 2023

“Amalgamation led to financial gaps for Council, audit finds”

<https://www.governmentnews.com.au/amalgamation-led-to-financial-gaps-for-nsw-Council-audit-finds/>

ASSETS & FLEET  **Judy Skatsoo**

Amalgamation led to financial gaps for council, audit finds

19 June, 2023



MidCoast Council experienced significant challenges in its implementation of a consolidated financial management system following amalgamation in 2016, the NSW auditor says.

A regional NSW council that experienced gaps in financial management and governance following amalgamation faces ten years in the red, a report has found.

SHORTLIST 0

<https://www.governmentnews.com.au/amalgamation-led-to-financial-gaps-for-nsw-council-audit-finds/>

1/5

In 2016 Gloucester Shire, Greater Taree City and Great Lakes Council became MidCoast Council under the then state government's program of forced amalgamations. MidCoast further merged with MidCoast Water in 2017.

Today, it covers around 10,000 square kilometres on the state's mid north coast and has a population of 96,500.

In FY2020–21, MidCoast Council ranked 11th in New South Wales for revenue and ninth for expenditure. The Council managed around \$346 million income and around \$266 million in expenses. It received around \$57 million in grants and contributions.



NSW Auditor General
Margaret Crawford.

Legislative, policy requirements not met

An assessment by auditor general Margaret Crawford investigated whether MidCoast's financial management arrangements were adequate for councillors and management to fulfil their responsibilities as financial stewards.

She found MidCoast had not met all its legislative and policy requirements for long-term financial planning, with gaps in financial management and governance identified in 2019-20. Some of these have since been addressed, Ms Crawford noted.

However, the council would continue to operate in deficit for at least another ten years, the [report](#) says.

"MidCoast Council experienced significant challenges in its implementation of a consolidated financial management system following amalgamation in 2016 and the merging of MidCoast Water in 2017. This led to gaps in finance processes and data quality," the report concludes.

"Since 2020, and throughout 2021 and 2022, MidCoast Council has identified a need to focus on developing strategies for financial sustainability following the projected operating deficit for its general fund over the next ten years."

Impact of amalgamation

General manager Adrian Pannuccio said the amalgamation that created MidCoast occurred with limited notice and minimal community consultation.

"This significantly impacted the ability of the former Councils to work together to ensure critical business functions were transitioned in a planned manner," Mr Pannuccio said.

After amalgamation, Council continued to use four separate financial management systems until the introduction of a consolidated ERP system in 2021, the report found.

While the new system was being implemented – at a cost of \$5 million – MidCoast experienced significant problems with change management, user functionality and configuration.

This meant that "the Council did not ensure that all of its staff were using (the system) effectively and efficiently, which led to gaps in finance processes and data quality, and delays in delivering integrated and automated financial processes across the amalgamated Council," Ms Crawford said.

In some cases this resulted in manual or duplicated work by finance staff, data input errors and staff performing processes outside the system.

The report also found MidCoast didn't have formalised governance arrangements for key financial and budget decisions by its executive until February 2021, and lacked policies and procedures to guide its approach to financial management until October 2022.

Midcoast says it is currently implementing improvements to the system which will cost it \$21 million over five years.

SHORTLIST 0

Responding to the audit, Mr Pannuccio said Ms Crawford's recommendations were consistent with the improvement path Council has been on since 2021.

Ms Crawford said while the report focused on MidCoast Council, the findings should be considered by all councils "to better understand the challenges and opportunities when addressing financial sustainability and financial management needs".

Comment below to have your say on this story.

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2. Professor Percy Allan AM Paper | September 2003

“Why Smaller Councils Make Sense”

<https://percyallan.com/>

Why Smaller Councils Make Sense

Percy Allan AM, Visiting Professor, Macquarie Graduate School of Management, Chairman of *Review Today*
 Australian Journal of Public Administration • 62(3):74-81, September 2003
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 Published by Blackwell Publishing Limited

This article presents a case for smaller Local Governments based on notions of economic efficiency and community identity service responsiveness and political accountability. The arguments of sceptics (or those favouring greater Council amalgamations) are challenged and refuted. Further elaboration of the case can be found in my recent book Secession: A Manifesto for an Independent Balmain Local Council (2001).

Conventional wisdom generally says that amalgamation is necessary to make local Councils more cost efficient. Yet smaller Councils are more responsive to citizens' needs and give better service. What can be done to make Councils more democratic and also give better value for money?

The answer is to break up our metropolitan Councils into smaller political units and amalgamate their back offices into contestable shared service centres. My book *Secession: A Manifesto for an Independent Balmain Local Council* outlines a vision for reforming Local Government, starting with my own suburb of Balmain (Allan 2001).

Balmain is one of Australia's oldest suburbs situated on a peninsula of Sydney Harbour. Its residents pay among the highest Council rates in NSW (because of its inflated property values), yet its civic infrastructure and local services (provided by Leichhardt Council) are of a Third World standard.

Recognising the Realities

Any reform strategy for Local Government should recognise two realities.

The first is that most people believe ‘small is beautiful’. Residents want *local*, not regional government. Residents also want *micro-solutions*, not grand plans.

The second reality is that large is necessary (for some things). Most Council functions do not need to be big to be efficient. But some functions benefit from size (eg works and maintenance, rates and payroll processing, database management).

Why Small is Beautiful

Smaller Councils have many inherent advantages. They:

- allow better access to elected Councillors and senior administrators;
- have a better knowledge of local conditions and opinions so can better target services;
- can consider local issues (eg footpaths, parks, projects) at Council meetings since their agendas focus on a smaller geographic area;
- are more cost conscious since they are forced to outsource many services which bigger Councils keep in-house;
- have flatter administrative structures so can coordinate different tasks more easily;
- are less likely to become hostage to restrictive work practices which often arise in large hierarchical organisations where workers become alienated from management.

Smaller Councils are clearly more popular with residents. This is borne out in countless surveys. For instance the NSW Boundary Commission polling of individual municipalities (eg Concord, Drummoyne)

showed that citizens want smaller not bigger Councils. The Sydney City Council has strived hard to expand its boundaries, yet its own polling showed that except for parts of South Sydney (with which it has a natural affinity), inner Sydney areas reject amalgamation with the City of Sydney even when offered more money. Polling by other Councils (eg Woollahra, Hunters Hill) show similar results.

Legacy of Amalgamations

It is interesting to compare the actual results of amalgamation attempts in other states with what the architects of these 'rationalisations' originally promised.¹

Victoria: Here the government promised savings of 20 percent yet got only 8.5 percent which was mainly from introducing competitive tendering, not mergers. The public backlash to amalgamations, especially in rural areas, was perhaps the prime reason for the Kennett government losing office.

South Australia: Authorities promised a saving of 17.4 percent but realised only 2.3 percent. Rates escalated after a temporary freeze and not surprisingly the public became disenchanted with mergers.

Tasmania: A shift from tiny to medium sized Councils has had mixed results. A further attempt at achieving bigger Councils backfired there was a public backlash and the government backed down.

Following the failures in these three states, governments elsewhere in Australia have been reluctant to embark on forced amalgamations.

Where recent attempts have been made to achieve bigger Councils the results have generally not matched the expectations. Take recent examples in inner metropolitan Sydney.

At Canada Bay (a newly formed municipality) 75 percent of respondents rejected the union of the two former Councils of Concord and Drummoyne, yet the union went ahead. There was a strong voter backlash resulting in the newly elected Council being ungovernable at its inception.

In Burwood and Strathfield opinion polls showed a respective 56 percent and 75 percent of respondents were opposed to amalgamation of the two municipalities. On seeing these results the Councillors of Strathfield baulked and pulled out of merger talks.

The Sydney City Council has had a long history of failed mergers. It finally succeeded in the eyes of the public when its jurisdiction was confined to the CBD and kept out of suburbia.

Efficiency and Size - What Does Economics Say?

Economic theory correctly recognises that there are economies and diseconomies of scale. As the volume of a service or good expands, the average cost per unit of output falls until it reaches its lowest average cost of production.

Production costs consist of (1) variable costs (eg wages, electricity charges), which vary with the volume of output, and (2) fixed costs (eg rent, debt charges), which do not vary with the level of production. The marginal cost of production (ie the cost of producing each extra unit of output) naturally falls as fixed costs get spread over increasing units of output. Falling average (and marginal) costs also happen because greater size enables a division of labour and specialisation of task, increased scope for shared services within the organisation and increased dimensional capacity.

However, beyond a certain point of production (which varies greatly in different industries) diseconomies set in. These arise because of control span limits, coordination complexity and the need for expensive communication/ information networks to ensure that everyone in the organisation stays in the loop.

The typical average cost curve of an economic entity is shown in Figure 1.

¹ Woollahra Municipal Council 2001 'Supplementary Submission to the (Sproats) Inquiry into the Structure of Local Government in Eight Council Areas in Inner Sydney', *Review Today*, February: 12-20.

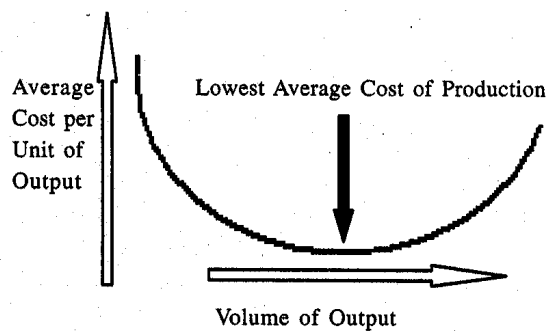


Figure 1: Economies and Diseconomies of Scale

Ronald Coase (1937) first brought the importance of economies of scale in generating large organisations to public attention in the thirties. He said that large organisations, such as companies, make sense when the ‘transaction costs’ associated with buying things on the market exceed the fixed costs of establishing and maintaining a bureaucracy.

For a long time Coase’s rationale ruled and organisations used it to justify bigger and bigger size regardless of performance. Yet in the last two decades many company analysts, shareholders, clients and staff have started questioning the efficacy of ‘bigger is best’.

In a special supplement entitled ‘The Future of the Company’, *The Economist* had this to say after reviewing international corporate trends:

Modern technology is shifting the balance of advantages away from firms and towards markets. The current goal is to focus on the few things at which they undoubtedly excel and to hand over everything else to equally focused specialists (*The Economist* 2001).

Efficiency and Size - What Researchers have Found in Local Government

Almost all the international research on whether size matters in Local Government comes to the same conclusion - bigger Councils are less economical and less locally responsive. The public’s suspicion about amalgamations is not ill conceived, it is supported by hard data.

The findings of some of the leading authorities in the world are worth citing:

Concentrated structures were associated with higher spending than more fragmented Local Government and ... there may be diseconomy of scale factors operating that outweigh the technical benefits of larger units (Boyne 1992).

It was once thought that small Local Governments allowed more community control, but were more costly than larger units.

Now the view is that smaller units are the most democratic and participative, and also the most efficient.

Research shows that larger units tend to spend more per head than smaller units, even with the same general population characteristics (Jones 1993).

By 1991, the issue had been thoroughly investigated, and there was precious little evidence to support the consolidation position (Sancton 1996).

When combined with the empirical evidence from overseas, the economic and public policy literature supports the contention that there is no single or standard size that is appropriate for local authorities (Australian Institute of Urban Studies 1999).² Indeed much of the evidence fails to discover the operation of scale factors in producing efficiencies.

Fragmentation is associated not with higher, but with lower Local Government spending per capita. Numerous empirical studies have found this relationship.

² A Witherby, B Dollery, M Auster & N Marshall 1999 *Report 1: Is Bigger Better? Towards a Model Process for Local Government Structural Reform*, Australian Institute of Urban Studies, p.7.

Moreover the relationship holds up when indicators of public demand for services are controlled, supporting an inference that fragmentation is positively related to efficiency.

Fragmented metropolitan areas tend to get more service for less spending (Oakerson 1999).

The favourite academic of the amalgamation movement in Australia is Stephen Soul. Yet few in this group appear to have read his thesis (2000), which favours mergers for political reasons (it is easier to implement urban consolidation in bigger Councils where local influences can be submerged) rather than economic imperatives. Indeed Soul's research on the relationship between average operating costs, average rates and Council size in metropolitan Sydney bears out what others have found overseas. See Figures 2 and 3.

Costs: Increasing population yields a lower level of gross expenditure per capita; however, once this reaches 31,500 to 100,000, increasing population size results in higher levels of gross expenditure per capita.

Rates: The line of best fit indicates that the average rate per residential assessment among NSW jurisdictions rises consistently (with size) throughout the population of jurisdictions and will continue to rise to at least 2.3 million residential assessments (Soul 2000).

Work undertaken in 2001 for Woollahra Council by 'Review Today', a specialist Local Government performance review group, found that economies of scale varied greatly for different types of Council activities.³ Routine processing such as rate notices and paying invoices exhibited scale efficiencies, as did capital works and maintenance, for instance footpaths and lawn mowing. However, matters requiring case-by-case determinations such as local environment plans, development approvals and new traffic signs required small-scale management to be efficient. Corporate services such as policy-making, building codes and community consultation showed a mix of scale efficiencies and inefficiencies.

³ Woollahra Municipal Council 2000 'Submission to the (Sproats) Inquiry into the Structure of Local Government in Eight Council Areas in Inner Sydney', *Review Today* December:20-22.

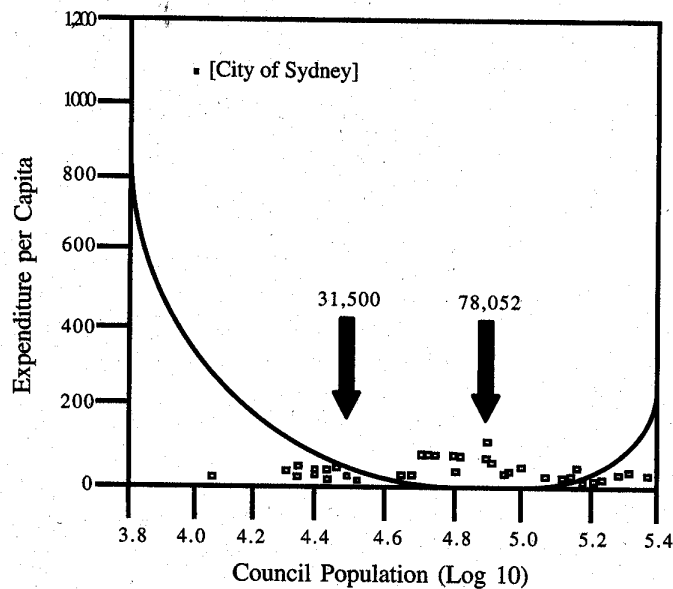


Figure 2: Average Costs versus Council Size

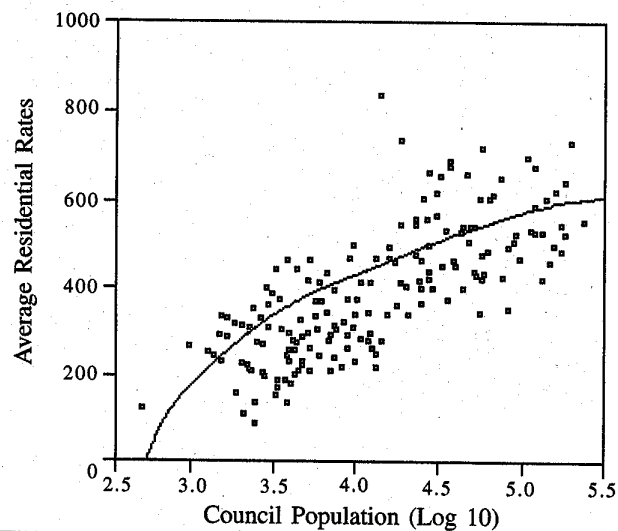


Figure 3: Average Rates versus Council Size

What Matters in Modern Organisations?

The consumer revolution is encouraging citizens to demand greater choice, transparency and responsiveness from both public enterprises and public bureaucracies. What this requires is speed (an information age imperative), not size (an industrial age hangover). Charles Handy, one of the world's most respected management advisers, tells us that for an organisation to have the flexibility to respond quickly, effectively and efficiently to its market (whether they be consumers or ratepayers) requires a shamrock structure, not a big bureaucracy. The three elements of such a structure are illustrated in Figure 4.

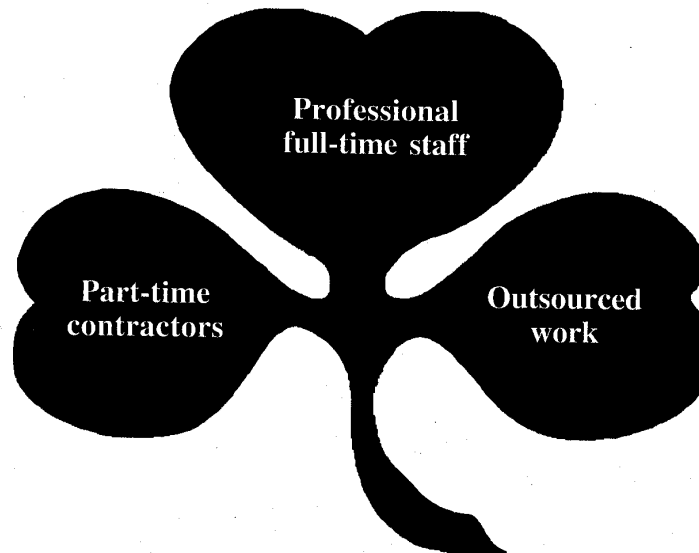


Figure 4: The Shamrock Organisation Structure

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Local Government Reform - The Way Forward

The traditional school of thought would have us believe that the choice in Local Government is between bigness (efficiency) and smallness (democracy). Yet as the empirical evidence overwhelmingly demonstrates this is a false trade-off. Indeed bigness impedes both democracy and efficiency in local Councils.

The traditionalists support amalgamations against popular will on the dubious prospect of greater efficiency or are resigned to the status quo on the basis of political convenience. Yet there is a third way that addresses both (1) the popular demand for small discrete municipalities that people can identify with, and (2) the administrative desirability of doing some things on a large scale to achieve cost efficiencies.

To resolve the conundrum of big versus small in Local Government it is instructive to draw on the lessons of mutuals, unions, private enterprises and government in other areas of activity. Here are some examples:

- *Australian Credit Union Movement:* Independent shop fronts offer sophisticated financial services because they are linked to one of two shared service centres that act as their bank, raise finance, process their mortgages, service their ATMs, etc.
- *American Union Movement:* Small local unions with only a few hundred members offer full services because behind each union is a shared service centre that provides them with membership processing, collection of dues, specialist legal advice for employee contract negotiations, newsletter production, consumer discount deals, etc.
- *Multinational conglomerate:* Large corporations with diverse businesses such as General Electrics often pool their support services (eg recruitment and training, payroll and leave applications, bulk purchasing, environmental and legal advice, financial transaction processing) to free up their autonomous business units to concentrate on their core operations.
- *Business rivals:* Westpac and the Commonwealth Banks are in stiff competition yet have established a joint venture, initially to process their cheques and, if this succeeds, to combine their key back office functions.
- *State government:* Within the NSW government several departments have banded together to buy their administrative support (eg records management, accommodation, bulk purchasing, fleet management, human resources, financial management, IT, etc) from a Central Corporate Services Unit located in the Department of Works and Services.

These examples raise an important question. If other spheres of private and government activity can achieve efficiencies and better service without amalgamating existing independent operations why can't the same be done in Local Government?

A Feasible Plan for Reforming Local Government

Drawing on the lessons of other sectors and industries it should be possible for local Councils to be small enough to be responsive to street-level concerns yet have access to the economies that come with accessing big suppliers. Let me propose a three-step plan:

Stage 1 - Democratic choice: Citizens should be free to decide what size municipality they want. A state government could put former and upper limits on this (eg 20,000-100,000 residents which by Soul's data and IPART's would suggest optimal cost efficiencies).⁴

Stage 2 - Joint services centres: Councils would be required to transfer those services that would benefit from being done on a larger scale to a shared services centre (SSC). The SCC would be jointly owned and governed by its member Councils. The SCC would be run strictly as a business providing works, maintenance, IT, financial services, etc to participating Councils on a fee-for service contract basis.

Stage 3 - Competitive sourcing: To ensure that an SSC gave value for money, there would be a sunset clause on its exclusive mandate. Thereafter, Councils would be free to choose alternative suppliers if they offered better services. The SCC would be required to cease those services for which it had insufficient clients.

Answering the Sceptics

At forums I have encountered four main criticisms of my model. Let me answer each of these challenges to my proposal for keeping Local Government small at the community face while confining amalgamations to back-office support.

- *Criticism:* The model does not address equalising rates and services within inner Sydney.

Answer: This prompts a question - is this the real agenda of the amalgamation movement and if so why won't it say so? The purpose of having a third tier of government is so that each municipality should have the discretion to decide both the level of rates and services it wants. Income and wealth distribution is the function of the Commonwealth (and to a lesser extent state) governments, not that of Local Government. However, if inter-municipal equity is a key concern then it should apply across the whole of Sydney or NSW, not just inner-Sydney. Putting a levy on all ratepayers and distributing the total proceeds through the state's Grants Commission would be the fairest solution. But most people expect Local Government to be a vehicle for local diversity, not an instrument for statewide harmonisation. Otherwise abolish Local Government and have its services provided by state government.

- *Criticism:* It does not address regional planning and coordination.

Answer: This is not the job of Local Government, but of state government. This is why state departments of urban planning and infrastructure exist. Such a department with input from local Councils and regional organisations of Councils (ROCS) should set regional planning strategies and guidelines. Councils should be required to operate within those guidelines. State governments should be held responsible and accountable for such regional frameworks as distinct from the present situation where the Land and Environment Court (an unelected body) is perceived as the final arbiter on many policy matters.

- *Criticism:* Smaller Councils would be more susceptible to minority group capture.

Answer: Local Government should be about local capture. The smaller the Council the more control and hence responsibility citizens feel for its operations. This should deter Councillors from acting

⁴ See the Independent Pricing and Regulatory Tribunal of NSW 1991 *Benchmarking Local Government Performance in New South Wales: Final Report*, April, Figure 6. 1, p.44.

against the community interest. If there is a wider metropolitan or state interest at stake (eg regional planning and infrastructure) then the state government should exercise the power to set the framework within which local Councils make their decisions. Ultimately the state government has to answer to all electors, most of whom live in a metropolitan area. It is noteworthy that the NSW government has now established a super department of urban and transport planning because it recognises that cross-metropolitan planning requires joint attention to urban transport, civic infrastructure and property development. While local Councils should have an input to this, attempts to devolve it to ROCs have generally failed, with the possible exception of the SE Queensland ROC.

- *Criticism:* The model does not resolve all the other issues about Local Government.

Answer: Agreed, but nor is it a deterrent to addressing these issues. The other major issues concern governance (democratic participation and administrative integrity), accountability (public transparency and communication) and performance (relevant services, value for money and prudent management). Smaller Councils subject to close community scrutiny and outsourcing their needs from a shared services centre and other suppliers under contract are more likely to achieve these outcomes than bigger Councils that do everything in house and are remote from their ratepayers.

Conclusion

Local Government reform should recognise two fundamental realities, one of which is administrative and the other political.

At the administrative level the efficiency and effectiveness of a local Council is not a function of size. All the empirical evidence suggests that big is not better when it comes to Local Government. Where economies of scale are relevant (eg public works and maintenance depots), the most practical solution is fee-for-service shared service centres, not amalgamations.

The political reality is that people believe that small is beautiful - they want their local Council centred on their neighbourhood. People identify with distinct localities, not amorphous regions. People want their local Councillors to address micro-issues at street and precinct level. People expect state government to address wider regional issues and set regional visions and strategies with active input from local Councils and ROCs.

It is time the traditional approach to amalgamation was put in the too hard basket and that state governments addressed the real GAP that concerns people about Councils:

- governance;
- accountability; and
- performance.

Reorganising Local Government to encourage more local metropolitan Councils (covering smaller areas) that are each serviced by a small administrative unit and backed up by a regional shared service centre (using outsourced services where appropriate) would deliver more responsive Local Government, better place management and lower costs and rates.

This is not a fanciful vision, but a practical model that has already been realised in various forms in other countries. The success of the 34 Lakewood Plan small-scale contracting Councils (USA), the 400 Street Associations in St Louis County (USA), the 1000 Business Improvement Districts in the USA and Canada, the myriad of small well-run local Councils in Switzerland and the Papakura District Council of Auckland, New Zealand, all demonstrate that there is a realistic alternative to fusing Councils into political behemoths that have little or no identity with individual communities.

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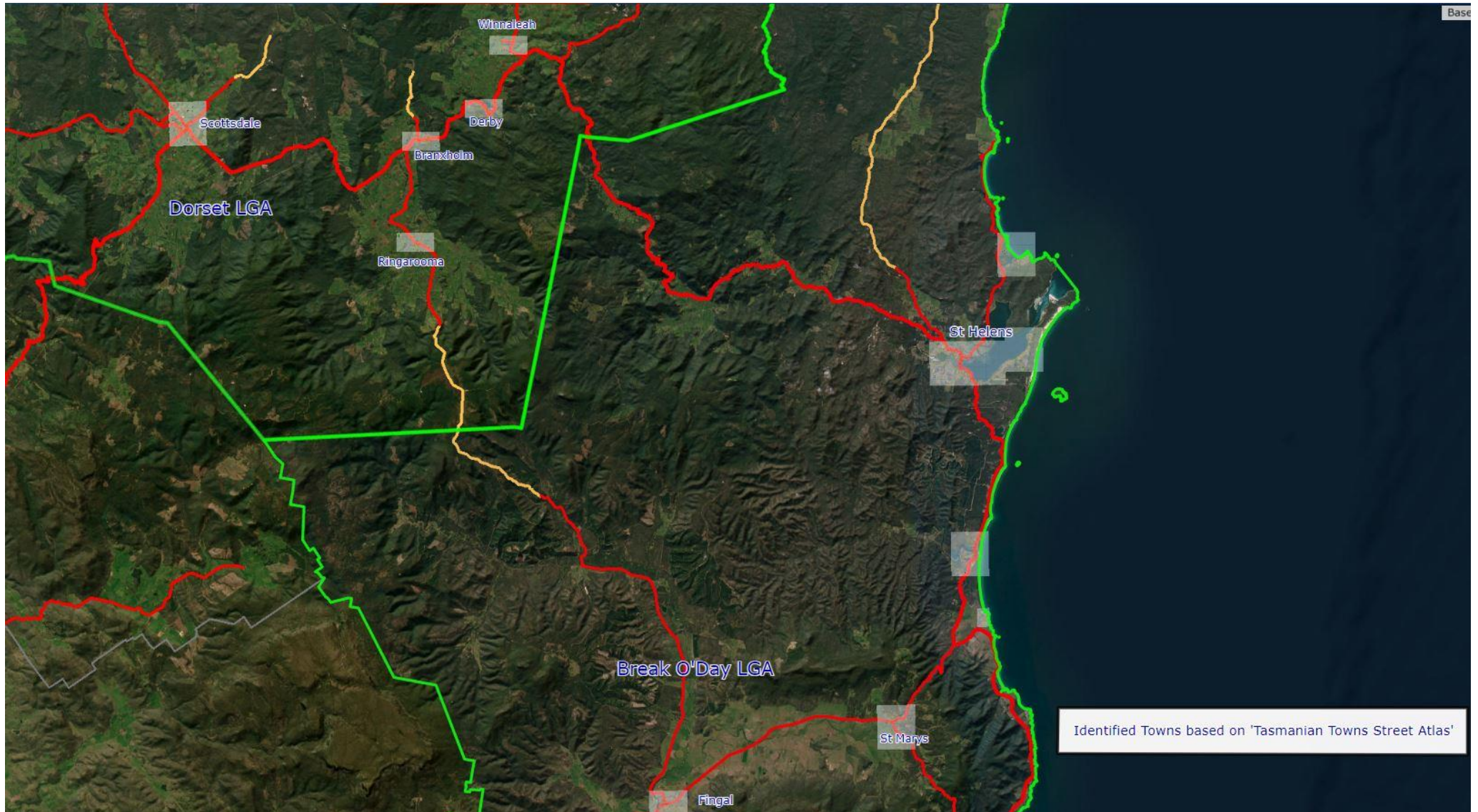
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3. Boundary Maps







dorset
C O U N C I L

2022/23
Annual Plan
June Final Report

Ref: DOC/23/4893

it's in the making

Introduction

Councils are required each financial year, under Section 71 of the *Local Government Act 1993*, to prepare an Annual Plan.

The Annual Plan outlines Council's high level actions for the year and is directly linked to Department Plans that identify tasks associated with meeting the Actions outlined in the Annual Plan and strategies identified in the Strategic Plan.

The Annual Plan Quarterly Update provides Council and the community with an update on progress with the Annual Plan. Where tasks have been identified for a quarter, a status of Achieved, In Progress or Not Achieved are assigned.

As at 30 June 2023, the following results were achieved:

	September Quarter	December Quarter	March Quarter	June Quarter	Overall Totals
Achieved	3	6	4	3	16
In Progress	-	3	1	4	8
Not Achieved	-	-	-	2	2
Compliance Score	100%	100%	100%	82%	92%
Deferred	1	2	3	2	

Priority Action Plan

The following pages of the Annual Plan provide details on additional goals, outcomes and objectives that the Council is seeking to undertake and complete as priority activities in addition to its annual business.

No.	Activity	30 September	31 December	31 March	30 June	Responsibility
1	Dorset Strategic Plan			Commence process to adopt a new 10-year plan ACHIEVED		General Manager and Director - Corporate Services
NOTE: <i>The Strategic Plan 2023-2032 was adopted by Council at the 26 June 2023 Council Meeting.</i>						
NOTE: The draft Strategic Plan 2023-2032 was discussed at the February and March 2023 Briefing Workshops with Councillors, with a draft version available for public comment from 18 March to 15 May 2023.						
2	Waste Management		Planning for State Government Container Refund Scheme IN PROGRESS		Green Waste Strategy IN PROGRESS	Director - Corporate Services
NOTE: <i>Council Officers are in the process of a business case / feasibility study of various green waste options.</i>						
NOTE: The Container Refund Scheme (CRS) Bill 2021 passed the House of Assembly on 10 November 2021, and passed the Legislative Council un-amended on 10 March 2022. In late 2022 the State Government went to market via an expression of interest (EOI) for a CRS administrator. The actual scheme start date is unknown at present but likely in mid to late 2023. Council will work closely with the CRS administrators to maximize the scheme once the start date is known.						
3	Asset Management			Review and update Bridge Asset Management Plan IN PROGRESS		Director - Corporate Services
NOTE: <i>The Bridge Asset Management Plan 2023 – 2033 was adopted by Council at the 26 June 2023 Council Meeting.</i>						
4	DerbyFEST Mountain Bike Festival				Hold the inaugural DerbyFEST MTB Festival DEFERRED	General Manager
NOTE: At the 20 March 2023 Council Meeting, Council endorsed a Memorandum of Understanding transferring various operational activities relating to the Blue Derby Mountain Bike Trails to the Blue Derby Foundation. This includes event management including DerbyFEST.						
NOTE: Deferred action within this activity at the 17 October 2022 Council Meeting, with the action to be included in the 2023/24 Plan.						

No.	Activity	30 September	31 December	31 March	30 June	Responsibility
5	Council's Enterprise System			Integration and upgrade of internal software systems DEFERRED		Director – Corporate Services
NOTE: Prior to the integration of Council's document management system CM10, and Council's enterprise IT system Authority, further work is required in regards to Council's processes, procedures and the corresponding templates to maximise the benefits of integrating the two systems. The integration of the two systems will be completed during 2023/24.						
6	Statewide Planning Scheme		Finalise Local Provisions Schedule and commence operation of the Tasmanian Planning Scheme ACHIEVED			Director – Community and Development
NOTE: Operation of the Local Provisions Schedule and State Planning Provisions in effect from Tuesday 13 December 2022.						
7	Local Government Elections	Prepare & Update General Manager's Roll ACHIEVED	Commence induction of new Elected Members ACHIEVED			General Manager and Director - Corporate Services
NOTE: Those listed on the General Manager's Roll were sent correspondence to check details and validity to be on the roll and was finalised and submitted to the Tasmanian Electoral Commission at close of enrolment on 8 September 2022.						
NOTE: Induction of new elected members commenced 1 November 2022 after the Certificate of Election was received from the Tasmanian Electoral Commission.						
8	Scottsdale Urban Residential Growth Strategy				Complete draft strategy IN PROGRESS	Director – Community and Development
NOTE: Deferred actions within this activity at the 19 September 2022 Council Meeting, with the draft strategy to be completed by 30 June and other activities included, as appropriate, in the 2023/24 Plan. The draft strategy is in progress and is being carried through into the 2023/24 Annual Plan for completion.						

No.	Activity	30 September	31 December	31 March	30 June	Responsibility
9	Austins Road Development				Preparation of Master Plan and Stage 1 Subdivision plan DEFERRED	General Manager
NOTE: Deferred action within this activity at the 19 September 2022 Council Meeting to be included, as appropriate, in the 2023/24 Plan.						
10	Derby Urban Residential Growth Strategy				Complete draft strategy IN PROGRESS	General Manager and Director – Community and Development
NOTE: Deferred actions within this activity at the 19 September 2022 Council Meeting, with the draft strategy to be completed by 30 June and other activities included, as appropriate, in the 2023/24 Plan. The draft strategy is in progress and is being carried through into the 2023/24 Annual Plan for completion.						
11	Municipal Logo Policy (No. 1)	Review Policy ACHIEVED				General Manager
NOTE: The Policy was reviewed and adopted by Council at the 15 August 2022 Council Meeting.						
12	Payment of Councillors Expenses and Provision of Facilities (No. 2)				Review Policy IN PROGRESS	General Manager and Director - Corporate Services
NOTE: Policy has been reviewed and will be discussed in the August 2023 Briefing Workshop.						
13	Corporate Credit Card Policy (No. 17)			Review Policy ACHIEVED		Director - Corporate Services
NOTE: The Policy was reviewed and adopted by Council at its 20 March 2023 Council Meeting.						
14	Customer Service Charter (No. 18)				Review Policy NOT ACHIEVED	General Manager and Director - Corporate Services
NOTE: The review of the Customer Service Charter has been included in the adopted 2023/24 Annual Plan for completion in the December quarter.						
15	Public Liability Insurance for Community Groups Policy (No. 20)		Review Policy ACHIEVED			Director - Corporate Services
NOTE: Policy reviewed and adopted by Council at its 19 December 2022 Council Meeting.						

No.	Activity	30 September	31 December	31 March	30 June	Responsibility
16	Disability Access Policy (No. 35)	Review Policy ACHIEVED				Director – Community and Development
NOTE: The Policy was reviewed and adopted by Council at the 19 September 2022 Council Meeting.						
17	Personal Information Protection Policy (No. 36)				Review Policy NOT ACHIEVED	Director - Corporate Services
NOTE: The review of this Policy has been included in the adopted 2023/24 Annual Plan for completion in the September quarter.						
18	New Business & Investment Assistance Policy (No. 49)		Review Policy IN PROGRESS		Review Policy ACHIEVED	General Manager & Director – Community and Development
NOTE: The Policy was preliminarily reviewed in the December quarter, with the revised Policy being adopted at the June Council Meeting.						
19	Gifts and Benefits Policy (No. 50) and Guidelines		Review Policy ACHIEVED			Director - Corporate Services
NOTE: Policy reviewed and adopted by Council at its 19 December 2022 Council Meeting.						
20	Related Party Disclosures Policy (No. 52)		Review Policy ACHIEVED			Director - Corporate Services
NOTE: Policy reviewed and adopted by Council at its 19 December 2022 Council Meeting.						
21	Blue Derby Operation Transfer Delegation Committee		Update to Council IN PROGRESS	Update to Council ACHIEVED	Update to Council ACHIEVED	General Manager
NOTE: Councillors received an update on the transfer of Blue Derby operations at the June Briefing Workshop.						
NOTE: The Memorandum of Understanding was endorsed by Council at the 20 March 2023 Council Meeting.						
NOTE: The Committee met on 13 December 2022 for initial discussions. This was followed by a meeting between Council General Manager, John Marik and the Blue Derby Foundation Chair, Chris Cafe, on 20 December 2022 to agree on a draft memorandum of understanding (MOU) to transfer Blue Derby income streams from Council to the Blue Derby Foundation as part of the first stage. The draft MOU is yet to be presented to Council or the Blue Derby Foundation board.						
22	October 2022 Flood Event		Update to Council ACHIEVED	Update to Council ACHIEVED	Update to Council ACHIEVED	General Manager
NOTE: A community update was provided at the 26 June 2023 Council Meeting.						
NOTE: Council have been updated in Council Briefing Workshop and written communications during the March quarter.						
NOTE: Full reports were tabled at the 21 November 2022 and 19 December 2022 Council meetings.						

APPROVED VARIATIONS TO THE 2022/23 ANNUAL PLANItem 52/23 – 24 April 2023 Council Meeting

That Council defer Activity No. 5 (Council's Enterprise System integration) of the Priority Action Plan provided with Council's 2022/23 Annual Plan for completion during 2023/24.

Item 222/22 – 19 December 2022 Council Meeting

That Council adopt the attached revised 2022/23 Annual Plan with the following variations:

- Activity 2 has the addition of a Green Waste Strategy to be delivered in the 30 June 2023 quarter.*
- Activity 21 – Blue Derby Operation Transfer Delegation Committee is a new item proposed for inclusion in the 2022/23 Annual Plan.*
- Activity 22 – October 2022 Flood Event is a new item proposed for inclusion in the 2022/23 Annual Plan.*

Item 167/22 – 17 October 2022 Council Meeting

That Council defers Activity No.4 (Hold the inaugural DerbyFEST MTB Festival) and include the activity within Council's 2023/24 Annual Plan.

Item 149/22 – 19 September 2022 Council Meeting

That Council defers Activity No. 8 (Scottsdale Urban Residential Growth Strategy), Activity No. 9 (Austins Road Development) and Activity No. 10 (Derby Urban Residential Growth Strategy) of the Priority Action Plan provided within Council's 2022/23 Annual Plan as follows:

- 1. Complete drafts of both the Scottsdale Urban Residential Growth Strategy and the Derby Urban Residential Growth Strategy by no later than the end of the June 2023 quarter (30 June 2023); and*
- 2. Include all other items for each of these activities for completion, as appropriate, under Council's 2023/24 Annual Plan.*

NORTHEAST FAMILY HISTORY

Edwin and Elizabeth Northeast came from England to Ballarat [Victoria] in 1849, where Edwin Jnr. was born. Edwin married Mary Anne Harris and conducted a drapery business in Ballarat until 1897, when, with their eight children, they moved to Tasmania, living first in Launceston, then settling in Scottsdale in 1908.

They owned a Drapery store in Victoria St., Gertrude worked with her parents, with Charles joining the firm in 1910, when they moved the shop to King St. [now the Shoe shop]. In the early twenties, they moved to the corner of Charles and King Sts. where Charles and Gert ran the business.

At the same time, Herbert [another son] became a jeweler, building the shop next door. The present owners changed the name to North East Jewelers, but the family name is still visible on the outside of the building.

Charles' two sons, Norman and Harold [known as Mick] bought the business in 1946 when they came home from the war and ran it until 1974 when the building was destroyed by fire.

Charles and Gert were both very involved in public life. Gert formed a Dramatic Club and raised lots of money by Street stalls, raffles, all sorts of entertainment, and an annual Christmas Concert in the Lyric Theatre, they supported many charities, plus Northeast Park.

Some of Charles' projects and accomplishments were -

Justice of the Peace

Pres. Of the Scottsdale Tourist and Progress Association

Member of the Municipal Commission with Donald McLennan and William McCann
[Appointed by the Government to run the municipality after the council was declared bankrupt before world war 2]

Member of the N.E.S.M Hospital Board [later Chairman]

President of the Agricultural Society [later made a Life Member]

Formation of - Alfred St childrens playground [where the Cenotaph is]

Walking track to Cuckoo Falls

Building the N.E.S.M. Hospital

Grandstand at the Recreation Ground

Path [Promenade] from Channel Beach to Pier Beach in Bridport

Development of Northeast Park

In the 1920's and 30's the Scottsdale Council rented a small water hole from Mr. Tucker for swimming, but Charles had ideas of a park, needing to buy the land, but Mr. Tucker wanted to sell them 10 acres for 50 Pounds. Gert wanted more land for the same price ! This was accomplished ---- they got 14 acres for 50 pounds !

It was an enormous task - all the land had to be cleared 150 volunteers turned up for the first working bee, dropping to 40 -50 each weekend. Still a wonderful involvement by the local people.

There were 20 pools with bridges, water lillies were planted, swans, ducks, gulls, teaks, bantams in abundance. Daffodils and Wattles planted, many buildings and shelters, tea rooms, change rooms, sand pit, swings and slides, and a diving platform. There are many photos of the area in it's heyday.

The official opening was in February 1935 with a huge carnival in the larger swimming pool, and it proved to be a popular place for locals and tourists for many years.

Sadly, a young boy was eventually drowned down there, making people aware of the necessity of having a swimming pool closer to town. The local Apex Club, along with other organisations were the prime movers in this venture, lots of people helped, including Norm and Mick.

Interest in the park waned after that, Charlie still fed all his birds regularly, then Max Willis took over after Charlie died.

The place was wrecked by vandals who also destroyed the plaque placed there by the council in memory of Charles.

The Lions club took over the park some years ago and they must be congratulated for the work they do with very few volunteers.

NORMAN AND MICK

As they grew up, Norm and Mick were equally involved in their community -

Norm was deeply involved with building the new swimming pool and the Football club, he instigated the move to the NTFA in 1948, worked hard behind the scenes on the committee, washing jumpers etc.! I believe there is a door named after him in the club rooms.

Norm refused a citizenship award in the 1980's, stating that he didn't need to be recognised

Later, when he retired to Bridport, he volunteered at the local Golf club, doing anything and everything necessary to keep the club going.

Both Norm and Mick were founder members of the Scottsdale Ex-Services club, with Norm being the Treasurer and Mick later becoming a Life member.

VERA,

Vera came to Scottsdale as a war-bride [married to Mick] . She also did a lot for the community, being very involved with adult Literacy, Adult Education and the Hospital Auxiliary

the majority of children having been taught since the pool was opened three months ago.

Appropriately Named

"What's in a name?" some may argue, but there is quite a lot in the name of the new park and swimming pool at Scottsdale. One of the prime movers in the scheme to form the park by voluntary labour was Mr. C. S. Northeast, a well-known Scottsdale resident, and it is therefore appropriate that the park, which is situated in the north-east corner of Scottsdale, in the north-east of Tasmania, should be named after Mr. Northeast. In order to let people know, however, that the new park is named primarily after the Northeast family, the name is written in one word. It is just a happy coincidence that the geographical position of the park should be such that the name applies equally well in that direction also.

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VERTISER," TUESDAY, AUGUST 25, 1953

Eastern Advertiser

AUGUST 25, 1953

STANDARDS

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Tue 25 Aug 1953 - North-Eastern Advertiser (Scottsdale, Tas. : 1909 - 1954)

Page 2 - Death of Leading Citizen

[?]



Mr. Charles Silby Northeast

A well-known businessman and one of Scottsdale's most prominent citizens, died suddenly on Sunday night, shortly after admission to the N.E.S.M Hospital.

He is Mr. Charles Silby Northeast, who during over 40 years residence in Scottsdale, has rendered outstanding service in the public life of the community, taking a keen and active interest in any movement to advance the welfare of the town and district.

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Mr. Northeast was 74 years of age, and was born at Clunes (Vic.). He came to Tasmania when a young man, and for a number of years was a leading window-dresser at Dempsters, a well-known drapery firm. He later joined his sister—Miss Gertrude Northeast—at Scotts-

dale, and they conducted a business in Victoria Street, eventually moving into the present premises and residence in King Street, which was purchased by the firm from the late Mr. Thos. Saunders.

Mr. Northeast was married in Victoria to Miss H. Priest, and he is survived by his wife and a family of five: Beryl (Mrs. H. Woods, Kempsey, N.S.W.); Norman, Scottsdale; Jean (Mrs. R. Brown, Launceston); Nancy (Mrs. R. Sayers, Bondi, N.S.W.) and Harold, Scottsdale. There are two sisters, Miss Gertrude Northeast, Bridport, and Elsie

(Mrs. Elden, Victoria); and two brothers, Harold, South Australia and Roy, Melbourne.

No citizen worked more consistently or with more enthusiasm in the public life of the community than the late Mr. Northeast. He took an active part in every public movement for the advancement of the district and his enthusiasm and unbounded energy was an incentive to others. His sister—Miss Gertrude Northeast—was a zealous co-worker in civic welfare, and it was largely due to their combined energy that the grandstand was brought into being. Both played a very large part in creating Northeast Park, and it was fitting that it should be named in their honour.

There was hardly a public body with which Mr. Northeast was not associated. He was an active worker in the movement to erect a Hospital at Scottsdale, and was a member of the Board. For a number of years he held a seat on the Municipal Commission, was a member of the Trotting Club, Fire Brigade Board, Cycling Club (which hitherto ran big race meetings at Scottsdale), and the Agricultural and Pastoral Association, which body recently conferred upon him the honour of life membership in recognition of his long and faithful service.

The name Northeast has been closely linked with every movement for the advancement and welfare of the district, and his passing will cause deep and general regret.

A few days ago Mr. Northeast had a fall, and on Sunday night he took suddenly ill and was immediately conveyed to Hospital, where he died shortly after admission

VISIT OF PROFESSOR From Sydney University

The Parish Church of S. Barnabas', Scottsdale, has been very fortunate during the past week in receiving a visit by the Rev. Dr. A. Capell, who is Reader of Oceanic Languages at Sydney University.

On Wednesday evening the Doctor addressed a large gathering at S. Paul's Church, Derby, the theme of the address being "Stop Press News from New Guinea." The news concerned a new venture of the Church with a freshly discovered people, an hours flight inland from Madang in the heart of the central highlands.

This is an entirely new undertaking of the church in the diocese of New Guinea.

After the meeting the parishioners were given the opportunity of meeting Dr. Capell who

tralian natives had brought about many changes in the lives of these people.

A special item of interest to Tasmania was the announcement that Mr. Hay Jr., Hobart, the grandson of a former Bishop, who is a pilot-air mechanic, has volunteered to pilot and service a mission plane for use in New Guinea if the church will purchase and maintain a small plane for the transport of personnel and goods.

After the service Dr. Capell met the parishioners informally at the Rectory where he has

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* The Municipal Commission was a three member Commission, chaired by Donald McHennon, appointed to replace the Scottsdale Council. It operated for approx 10 years from the mid 1930s to ~~the~~ some time after the war. (I don't have the precise dates at hand.)

<p>PLAN OF SURVEY ANNEXURE SHEET SHEET 1 OF 1 SHEETS</p> 	<p>OWNER: DORSET COUNCIL FOLIO REFERENCE: C.T. SCALE 1:1000 LENGTHS IN METRES</p>	<p>Registered Number</p>
<p>SIGNED FOR IDENTIFICATION PURPOSES</p> <p>..... Council Delegate Date</p>	<p>THIS ANNEXURE SHEET FORMS PART OF THE ATTACHED INDEX PLAN.</p> <p>..... Registered Land Surveyor Date</p>	<p>APPROVED EFFECTIVE FROM</p> <p>Recorder of Titles</p>

