

Quarterly Report

Quarter 4 2023



GLENORCHY
CITY COUNCIL

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Strategic and Operational Highlights for the Quarter

I am pleased to bring you the strategic and operational highlights for the final quarter of the 2022/2023 financial year, ending 30 June 2023.

2023 / 2024 BUDGET ESTIMATES AND ANNUAL PLAN

At its meeting on 26 June, Council adopted its Budget Estimates and Annual Plan for the 2023/24 financial year.

The general rate increase is 8.95% with a median residential bill increase of 7.47%.

Key features of the 2023-24 operating budget estimates are:

- Operating Deficit \$1.301 million
- Underlying Operating Deficit \$3.639 million
- A projected return to surplus in the 2025/26 financial year.
- Rate Revenue \$43.138 million
- Operating Revenue \$72.814 million
- Operating Expenditure \$74.115 million
- Depreciation and Amortisation \$18.845 million
- Asset Write-off and Disposal \$2.338 million
- Capital Expenditure \$32.686 million
- Cash Balance at 30 June 2024 \$19.3 million
- No new borrowings.

Key features of the Annual Plan for 2023 / 2024 are:

IMPROVING OUR PARKS AND PLAYSPACES

- Completing a new regional playspace at Giblins Reserve, a new district playspace at Benjafield Park and progressing the upgrade of 10 local playspaces.
- Working with TasWater as the lead partner to implement stage one of the Tolosa Park Masterplan to develop it into a major regional recreational destination.
- Delivering sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub.



A CLEAN AND SAFE CITY

- Improving the cleanliness of our CBDs by increasing the frequency of cleansing activities including graffiti removal litter pickup, street sweeping and footpath cleaning.
- Working in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience and engagement.

ADDRESSING SOCIAL ISSUES

- Keeping the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media.
- Actively contributing to housing supply in the municipality through implementation of the actions identified in Council's Statement of Commitment on Housing, with a focus on disposing of land surplus to community needs and appropriately rezoning land for residential purposes.
- Implementing the Reflect Reconciliation Action Plan to strengthen relationships with, respect for and opportunities for Aboriginal and Torres Strait Islander people.

STRENGTHENING OUR LOCAL ECONOMY

- Facilitating the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs.
- Identifying and progressing amendments required to Glenorchy's planning scheme to facilitate growth, including structure plans for future residential land.
- Progressing Glenorchy's economic development through infrastructure support, job creation, city marketing and a proactive regulatory approach.

INVESTING IN OUR INFRASTRUCTURE

- Managing and maintaining a road network that meets the transport needs of the community by resurfacing up to 12km of roads and replacing 9km of footpaths.
- Maintaining and upgrading stormwater infrastructure with a priority on reducing flood risk, including projects at Chandos Drive, Dooleys Ave and Humphrey's Rivulet.
- Implementing waste minimisation processes with the aim of exceeding environmental standards and extending the life of the landfill.
- Exploring options for waste management beyond the landfill's life.
- Upgrading Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity.



2023 / 2024 CAPITAL WORKS PROGRAM

Council also adopted its 2023/24 capital works program at its meeting on 26 June 2023. At \$32.7 million, this is Council's largest ever capital program, boosted by several large government grant funded projects.

The development and delivery of the capital works program considers community requirements and levels of service being annually presented for approval. Highlights of this year's program are:

- Transport - \$10.8 million (Resurface 12km of roads and replace 9km of footpaths, reconstruct Ashbourne Grove and Renfrew Circle)
- Stormwater - \$1.7 million (Chandos Drive Stormwater Extension and Upgrade, Humphreys Rivulet Retaining Wall - Murrayfield Court, New Town Rivulet Outlet Remediation)
- Property and Environment - \$2.3 million (New public toilet at Windermere Bay, upgraded track at Berriedale Bay, replacement of various picnic shelters, seating, tables and BBQs)
- Major Projects - \$16.8 million (Giblin's Reserve Playspace, Soccer Facilities at KGV and Chigwell, Playspace renewals - 10 smaller playgrounds)
- Fleet and Plant - \$0.9 million (Vehicle replacement looking for smaller, more fuel-efficient vehicles, small equipment, mowers to large machines to deliver day to day service for our community)
- Information, Communication and Technology (ICT) - \$0.2 million (hard and software upgrades to enable mobility and business continuity).

FEES AND CHARGES FOR 2023/2024

On 29 May 2023, Council adopted its fees and charges for the coming financial year.

A general modest increase of approximately 3.4% has been set with some notable exceptions:

- Child Care Fees increase by 12%, however this does not impact upon parents as the Federal Government have increased the Child Care Rebate in equal measure
- Landfill Fees increase by 5% for residential and 30% for commercial waste. This is to reflect increase in inflation but also to better reflect costs to deal with commercial waste and to maximise the life of the landfill area
- Kerbside Collection increase by 5% to reflect overall costs in collection and disposal
- Planning Services increase by 5.1% which are in line with the cost associated with processing an application.

Council continues to offer a hardship assistance process for residents experiencing genuine financial hardship.



CAPITAL WORKS STATUS REPORT

On 29 May, Council also received its regular updated on the large Capital Works program for 2022/2023 that is aiming to spend over \$20m this financial year. The update included the following projects:

- Giblins Reserve Playspace – works on this project commenced in late March 2023, with earthworks substantially underway and the installation of the first pieces of play equipment now in progress.
- Montrose Bay Foreshore Skatepark – the earthworks commenced in late March 2023. The concrete works including ramps and other forms are programmed to be completed this financial year, weather permitting.
- Solar Panel Installation on Council Offices – Main Rd Glenorchy – with an estimated annual saving of \$25,000, works to install solar panels on Council Chambers roof are well underway with the roof and main switchboard upgrades now complete. The solar panel installation has now received final sign-off from TasNetworks for the connection to proceed. Council is awaiting engineering sign off for sections of the roof's structural tie-down points to be upgraded and certified, which is expected to be completed in October 2023.
- Prince of Wales Bay Sports Ground Drainage – This project is now fully complete, and the grounds are now being heavily utilised by the incumbent soccer, softball and baseball clubs.
- Football (Soccer) Projects – The synthetic pitch replacement at KGV has been completed and certified to FIFA standards along with all fencing surrounding the pitch. The new LED lighting is complete and operational. At North Chigwell the new LED lighting is now complete with the ground grass sown and growing. Pavilion design at both venues is complete with develop applications and tender processes underway.
- BMX Track Relocation – Negotiations with the Southern City BMX Club, Sorell Council and the Tasmanian Government regarding the relocation of the BMX track to Pembroke Park in Sorell will deliver a brand new, state of the art BMX facility to Southern Tasmania while allowing Glenorchy to progress its vision for the area under the Berriedale Peninsula Master Plan. Sorell Council have agreed to construct the track and it is estimated the track will be completed in October/November 2023. Sorell has confirmed they are in discussions with the BMX club and MONA on the timing of the relocation, aiming to minimise the time the club will be without a track.
- Tolosa Park Dam Reintegration Project – TasWater have recently completed a Tender process for the project and should be able to announce a successful contractor early in the new financial year. Works are expected to commence in September 2023 with a completion of earthworks expected to be completed in mid 2024.
- Playground Renewal – Playspace replacement works have recently been completed at Booth Avenue, Barry Street Reserve, Collinsvale Reserve and Cairnduff Reserve. Council is now focusing on the 23 /24 financial year upgrade to several local playspaces, with \$1.5m in Federal funding and Council's own \$1m allocation to the Benjafield Park playspace in Moonah.



ANNUAL WASTE MANAGEMENT STRATEGY PROGRESS REPORT

Council received an update on the progress of the Glenorchy City Council Waste Management Strategy – Action Plan on 26 June.

The ten year strategy sets out three key goals:

- To promote the sustainable management of resources
- To provide convenient and affordable waste services that meet the needs of the community
- To minimise negative impacts of waste on the natural and built environments.

The annual update outlined several recent key achievements of the strategy:

- Council's FOGO service has diverted over 20,000 tonnes of organic waste from landfill. Currently 98% of eligible households are involved in this service
- The FOGO service is responsible for a 54% reduction in Council's greenhouse gas emissions
- Construction of a new waste cell at Jackson St landfill – since opening in October 2022 over 11,500 tonnes of waste have been disposed
- A new long-term agreement has recently been finalised for the ongoing capture of gas from the Jackson Street Landfill which in turn increases power generation and royalty payments to Council
- Establishment of the Southern Tasmanian Regional Waste Authority (STRWA). The STRWA is developed to coordinate solid waste reduction and disposal at a regional level for a more sustainable future.

GLENORCHY CBD SAFETY AND YOUTH ENGAGEMENT UPDATE

The issue of public safety in the Glenorchy CBD has been one of great concern for the community and the newly elected Council since coming to office in November 2022. On 29 May, Council received a report detailing actions that have been undertaken during that period, the effectiveness of these actions and requesting continuation of programs and Security Guards in the public space in the Glenorchy CBD.

Council has also lobbied hard to the State Government for further resources, including a consistent, proactive police presence, and has been successful in gaining that support which has seen an ongoing police presence in the area before and after school hours.

Council has also led a multi-agency approach to address these issues, partnering with organisations like the Department of Education and Young People, PCYC, Mission Australia and Salvation Army to work directly with young people in the area. This work was supported by a \$50,000 grant from the State Government through 2022-23 to undertake a PCYC trial involving Cosgrove High School. These partnerships have already shown a positive change to behaviours the community is seeing.

While the State Government did not commit ongoing funding to support these activities through its 2023-24 budget, Council is continuing its discussions with the government and is hopeful that funding can be found for extension of this important PCYC program.



COUNCIL'S DRAFT REFLECT RECONCILIATION ACTION PLAN

On 26 June, Council resolved to authorise public consultation on a draft Reflect Reconciliation Plan (RAP).

Council has a long and proud history in working with our Aboriginal Community. In 1997, Council committed to reconciliation through its *Commitment to Aboriginal Australians* statement.

The RAP development follows 12 months of work with Elected Members and Council staff, listening to our Aboriginal and Torres Strait Islander community, assisted by Reconciliation Tasmania, to draw up an action plan. The RAP aims to improve the way that Council works with our community to promote reconciliation and increase inclusion and cultural safety.

Following consultation, the RAP will return to Council's August meeting for adoption.

COMMUNITY ENGAGEMENT FRAMEWORK REVIEW

At its meeting on 26 June, Council received a report on its Community Engagement Framework Review.

Council resolved to continue its much-valued face to face meetings with community members via the Community Yarns and Community Pop Up events trialled over the past few years, committing to 4 Yarns and 6 pop ups per year.

Council also decided to continue to use its online engagement tool, Let's Talk, Glenorchy, which provides community members a variety of ways to interact with Elected Members and the Council.

Council resolved to discontinue the Glenorchy Matters Panel as it focuses on the above engagement methods.

A big thank you to members of the community who provided feedback during the review process for your input and to those who comprised the Community Engagement Framework Review Working Group for their hard work and diligence.

MOONAH TASTE OF THE WORLD FESTIVAL REVIEW

Council considered a review of the Moonah Taste of the World Festival at its meeting on 26 June 2023 and resolved to trial a grant program seeking to fund organisations to celebrate Glenorchy's cultural diversity and strengthen our community connection.

The Moonah Taste of the World Festival grew from a small event in a Moonah car park into a much-loved celebration of multiculturalism through food, music and dance at Benjafield park over 9 years, last delivered in 2019. Unfortunately, the onset of the COVID pandemic and escalating costs meant that alternative forms of celebrating our cultural diversity needed to be found.

Council officers will now develop the process for these grants, returning to Council for final approval and advertisement of this opportunity later in 2023.



LAND DISPOSALS AND INVESTIGATIONS

Under its Statement of Commitment on Housing, Council recognises it has a part to play in contributing to land supply for housing by identifying and releasing land surplus to community needs after following thorough community consultation processes.

On 29 May, Council resolved to dispose of 2.66ha of land at 23a Norman Circle Glenorchy, by sale.

At the same meeting, Council also decided to commence the formal s. 178 process to consult with the community on the proposed disposal of a small parcel of land at 12 Rothesay Circle Goodwood, by donation to Karadi.

Council received an update on progress towards 6 properties already approved for disposal, which include:

- 11 and 13 Nielson Drive, Montrose
- 117a Pitcairn Street, Montrose
- Lot 4 Bournville Crescent, Claremont
- 14a Colston Street, Claremont
- 261 Main Road, Austins Ferry.

Council also endorsed the commencement of preliminary investigations into the possible disposal of a further 8 properties:

- Shiraz Court, Berriedale
- Baltonsborough Rd, Austins Ferry
- 84 Sunshine Rd, Austins Ferry
- Brendan Crescent, Austins Ferry
- Teering Rd, Berriedale
- Mason St, Claremont
- Cutler Place, West Moonah
- 16b Coleman Street, West Moonah.



DANGEROUS DOG REGISTRATIONS

At its meeting on 26 April, Council considered a report regarding the fee charged for registration of a declared Dangerous Dog. Owners of declared dangerous dogs are required to take extra steps to securely enclose their pets. This comes at a cost. Owning a declared dangerous dog comes with not only a community safety responsibility, but also a financial commitment for the owner, too.

Council's role here is to balance the requirement to disincentivise the ownership of a dangerous dog and cover Council's costs to monitor the requirements on owners whilst not forcing ownership underground, resulting in unregistered animals.

After careful consideration, Council, resolved to ensure that an increased fee is still effective and received for registrations of declared dangerous dogs resolving a \$500 fee continues to stand for newly declared dogs for the first year of registration and then reduced to \$200 for subsequent years.

Tony McMullen
General Manager
July 2023



Financial Performance



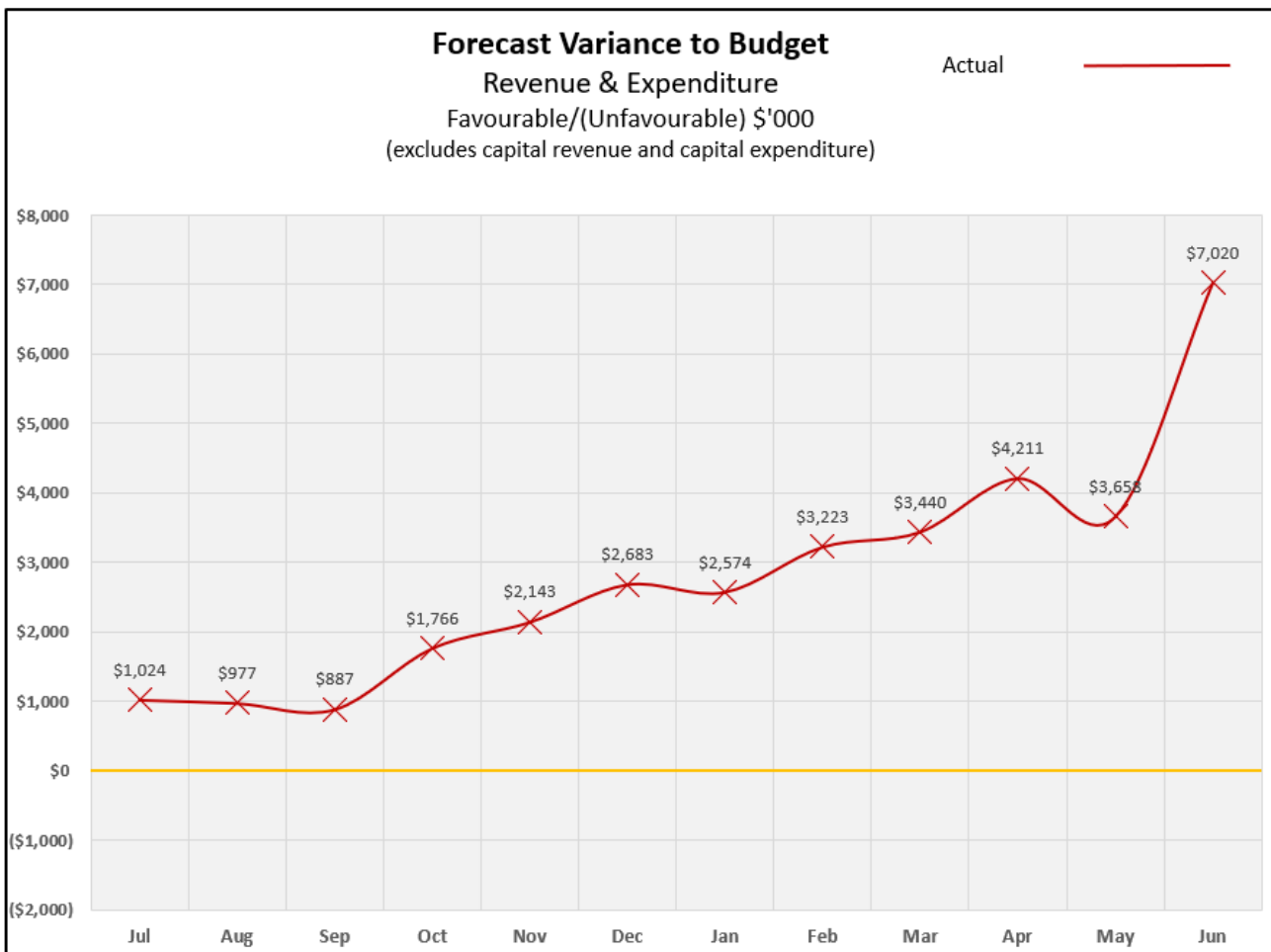


Quarterly Financial Performance Report

OPERATING SUMMARY

Note: All actual operational Revenue and Expenditure figures in this report are interim and will not be finalised until completion of year end accounting adjustments and audit requirements for the 2022/23 financial year. It is expected there will be movement in both income and expenditure figures during the year end accounts finalisation process.

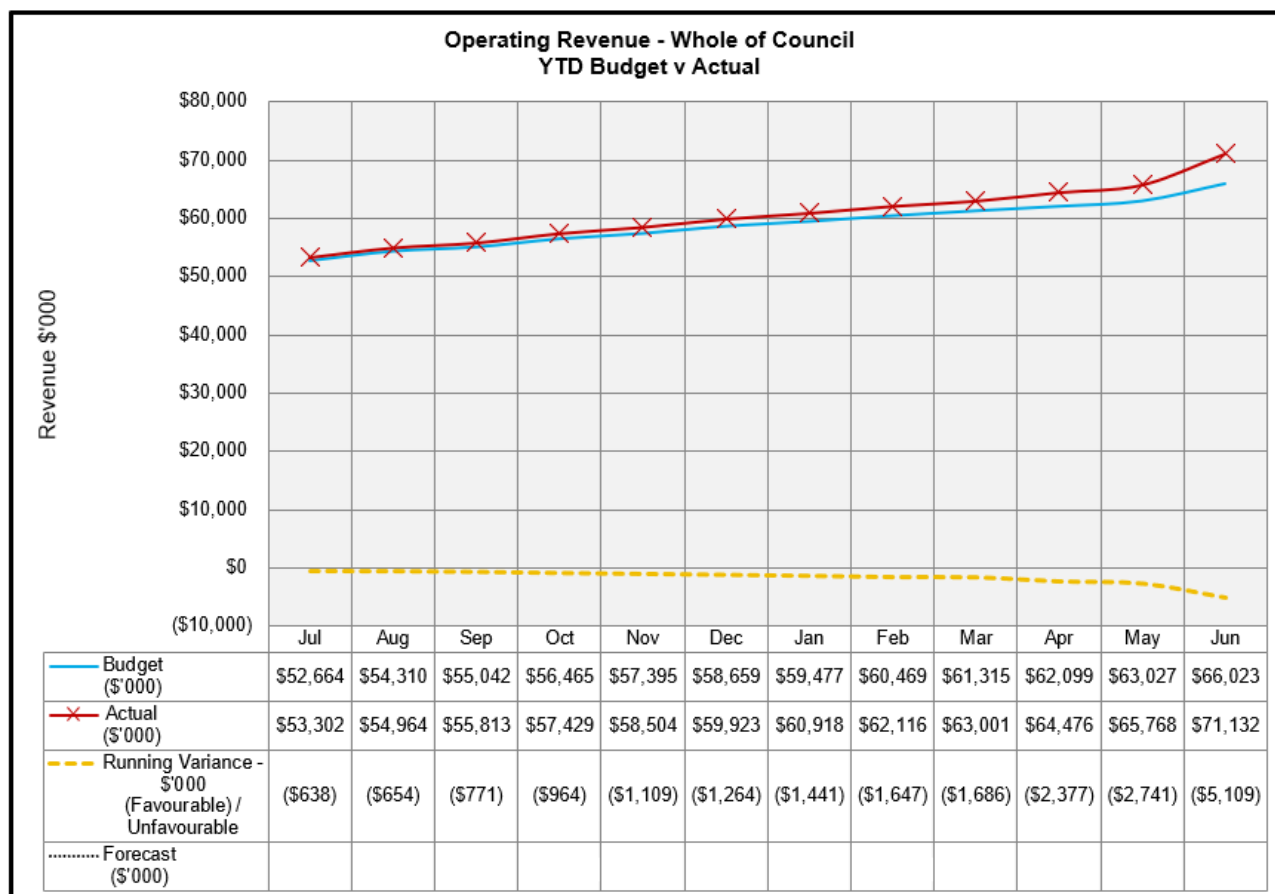
Council’s interim operating position for the period ending 30 June 2023 is currently showing a favourable result of \$7.020 million against budget. This comprises \$5.109 million more in revenue and \$1.911 million less in expenditure.



Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

OPERATING REVENUE

Year-to-date operational revenue is \$71.132 million compared to budgeted operational revenue of \$66.023 million. This represents a favourable result of \$5.109 million or 7.7% against budget.



Note: operational revenue does not include capital revenue or gain/loss on sale of assets but does include unspent grants received in the prior year.

NOTE 1 - RATES REVENUE

Favourable to budget by \$70k, noting the total budget was \$45.761m.

NOTE 2 - USER CHARGES AND LICENCES REVENUE

Favourable to budget by \$725k, noting additional kerbside waste management revenue of \$226k, landfill fees \$333k and property leases/licences \$196k, however planning fees are down \$328k.

NOTE 3 - INTEREST ON INVESTMENTS

Favourable to budget by \$1.028m, noting the average investment rate across all of Council's investment accounts is 4.51%.

NOTE 4 - OPERATING GRANTS

Favourable to Budget by \$2.856m, noting the Federal Government has prepaid 100% of the 2023/24 Financial Assistance Grant of \$3.079m which is greater than the 50% allowed for in the budget. There are also unspent grants carried forward from last year of \$590k.

NOTE 5 - CONTRIBUTIONS

Favourable to Budget by \$6k, noting contributions in lieu of open space have been received of \$22k against \$15k budget and private stormwater connections of \$24k against \$24k budget.

NOTE 6 - TASWATER INCOME

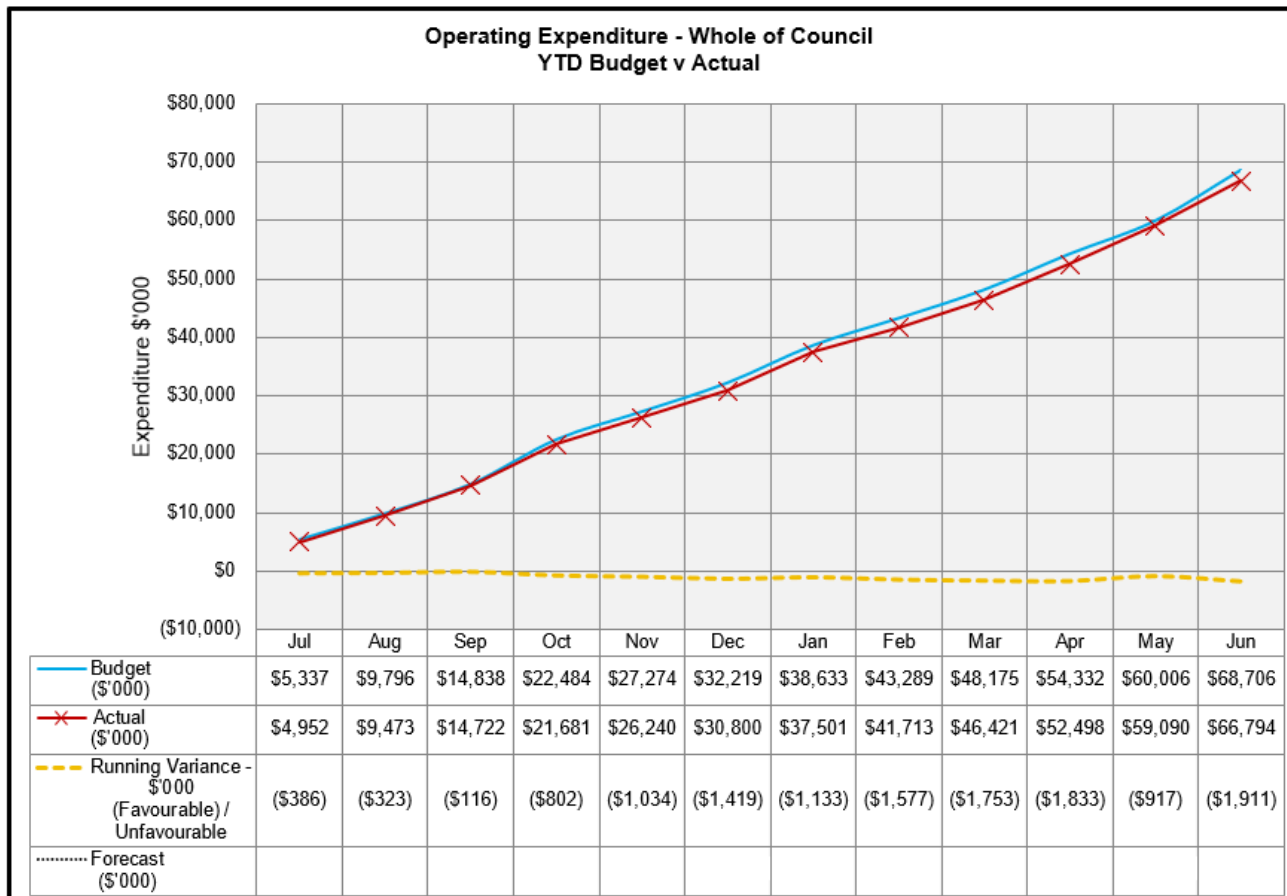
Favourable to Budget by \$434k, noting this is a special dividend that has been received as part of the TasWater Covid catch-up payments.

NOTE 7 - OTHER INCOME

Unfavourable to Budget by \$12k, noting insurance recoveries \$33k offset by reduced fuel tax credits across the year \$30k and yet to received landfill gas royalty \$24k.

OPERATING EXPENDITURE

Year-to-date operational expenditure is \$66.794 million compared to budgeted expenditure of \$68.706 million. This represents a favourable result of \$1.911 million or 2.8% against budget.



NOTE 8 - EMPLOYMENT COSTS

Favourable to Budget by \$2.140m for the year to date, representing cumulative savings on temporary vacancies since 1 July and permanent position vacancies that commenced on 1 July. An end-of-year adjustment will be undertaken to record wages for the final week of June paid in the first week of July.

NOTE 9 - MATERIALS AND SERVICES EXPENDITURE

Unfavourable to budget by \$1.146m, noting several end of year adjustments will be undertaken that will reduce this variance for items such as software licence accruals and staff training prepayments.

NOTE 10 - DEPRECIATION AND AMORTISATION

Favourable to Budget by \$803k, noting an end of year asset reconciliation will be undertaken.

NOTE 11 - FINANCE COSTS

Unfavourable to Budget by \$9k, noting this is a correction to the budget for loan interest.

NOTE 13 - BAD AND DOUBTFUL DEBTS

Materially in line with Budget with no debts identified this year, however an analysis of doubtful debts will be undertaken as part of end of year processes.

NOTE 14 - OTHER EXPENSES

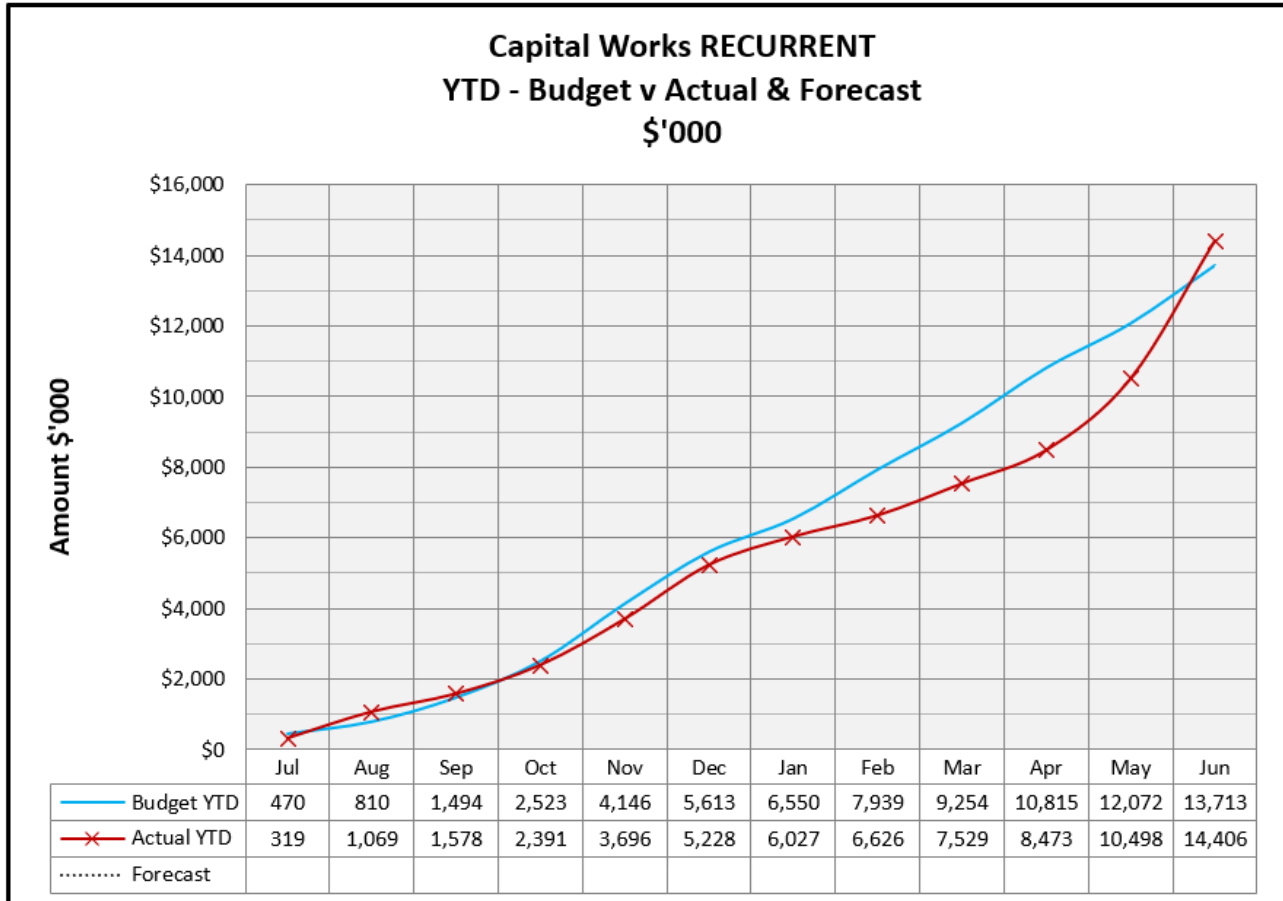
Favourable to Budget by \$123k, noting reduced lease payments for plant, fleet and property.



CAPITAL WORKS

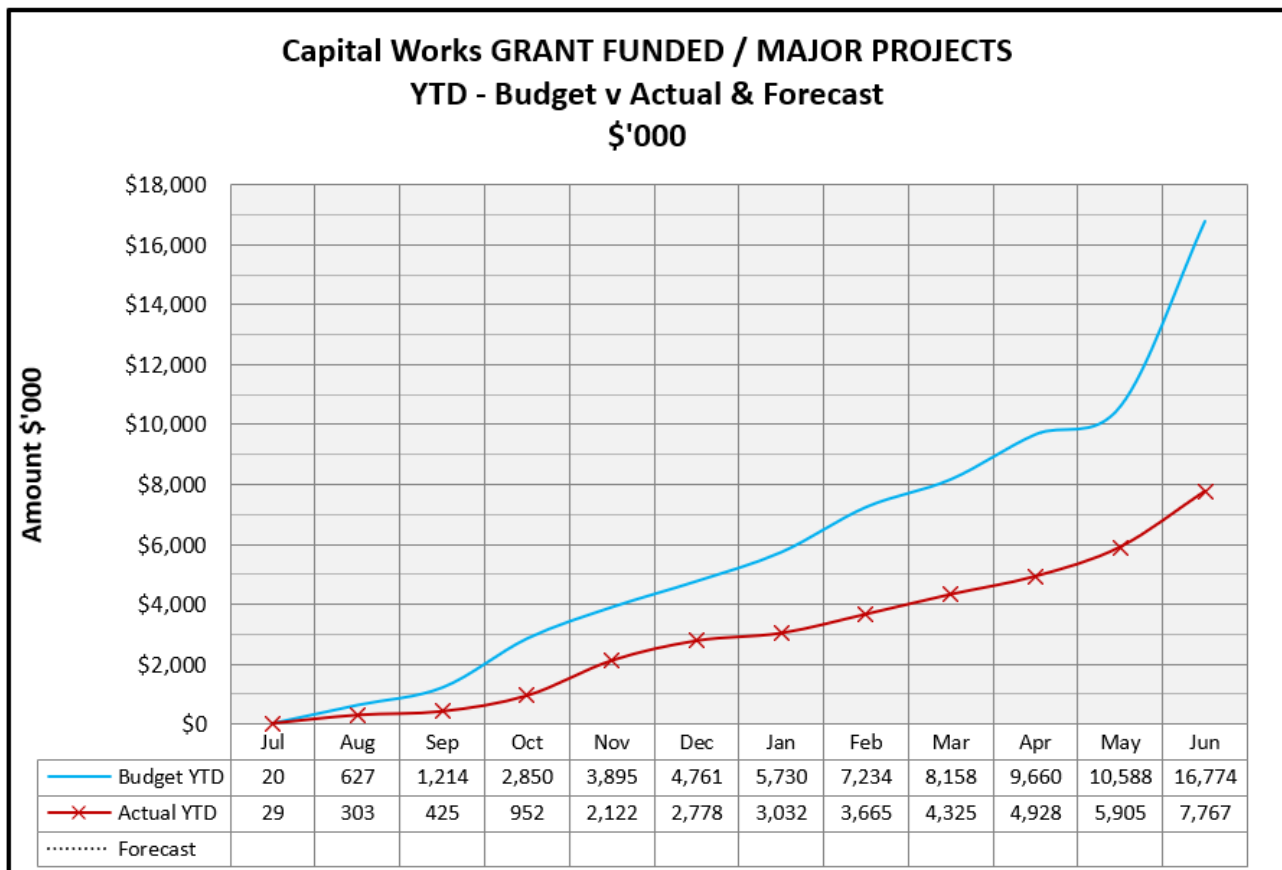
Year-to-date Capital Works expenditure is \$22.173 million against a combined annual budget of \$30.486 million. At the end of June, \$14.406 million has been expended on Council funded Recurrent Projects against a budget of \$13.713 million and \$7.767 million for Grant Funded / Major Projects against a budget of \$16.774 million.

CAPITAL PROGRAM - RECURRENT





CAPITAL PROGRAM - MAJOR GRANT FUNDED PROJECTS*



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

Project	YTD Actual	YTD Budget	Annual Budget	Annual Forecast
101059 - CSR - KGV Soccer - Design & Construction	1,930,365	4,195,000	2,264,635	1,930,365
101241 - JLE - Jackson Street Landfill Extension	298,285	0	(298,285)	298,285
101246 - Grant - Giblins Reserve Play Space	1,619,975	3,255,000	1,635,025	1,619,975
101248 - Grant - Eady St Sports Facility	28,534	0	(28,534)	28,534
101250 - Grant - North Chigwell Football and Community Facility	2,028,504	5,425,000	3,396,496	2,028,504
101282 - Grant - Montrose Foreshore Park Skatepark	376,037	440,000	63,963	376,037
101517 - Upgrade Interchange Facilities at KGV Oval for GDFC	3,850	0	(3,850)	3,850
101519 - New Lighting at Cadbury Oval	350,476	0	(350,476)	350,476
101532 - Shoobridge Park – Proposed Sports Lights	325	0	(325)	325
101536 - Tolosa Park Dam Rehabilitation	195,786	3,459,075	3,263,289	195,786
101538 - KGV Audio Visual System Replacement	97,946	0	(97,946)	97,946
101629 - Drainage & Sports Surface Improvements POW Reserve	357,349	0	(357,349)	357,349
101767 - Relocation of Terry Street to Chambers	92,693	0	(92,693)	92,693
101930 - Eady St Sportsfield Lighting	28,324	0	(28,324)	28,324
101931 - Mountain Bike Renewal	250,728	0	(250,728)	250,728
101932 - Cadbury Sportsfield Lighting	107,795	0	(107,795)	107,795
	7,766,972	16,774,075	9,007,103	7,766,972

NON-OPERATING REVENUE

NOTE 15 - CONTRIBUTIONS - NON MONETARY ASSETS

Unfavourable to Budget by \$1.904m, noting \$3.395m has been recorded against the annual budget of \$5.300m. The end of year asset reconciliation will identify further contributed assets.

NOTE 16 - GAIN OR LOSS ON DISPOSAL OF FIXED ASSETS

Unfavourable to Budget by \$280k, noting a \$682k current loss against a budget of \$402k loss. Primary contributors are \$2.098m in Disposed / Derecognised assets offset by Gain on Disposals of \$1.445m.

NOTE 17 - CAPITAL GRANTS

Favourable to budget by \$907k, noting \$1.709m of unspent grants from the previous financial year, \$1.700m not yet received for Giblins Playspace, \$196k received for Local Roads and Community Infrastructure Phase 3, \$400k for Eady Street Clubrooms and \$250k received for various Blackspot projects.

NON-OPERATING EXPENDITURE

NOTE 12 - ASSETS WRITTEN OFF

Favourable to budget by \$2.160m, noting \$403k has been written off to date against a budget of \$2.564m. The end of year asset reconciliation will identify further assets to be written off.

CASH AND INVESTMENTS

At 30 June 2023, actual funds available in cash and investments totalled \$35.055 million compared to \$29.353 million for the same period last year. This increase in available funds substantially reflects the reported favourable Operating position of \$7.020m. In addition, it must be noted there are grant funds held at 30 June which are committed for expenditure in 2023/24 that must be taken into account.

RATES COLLECTIONS

At 30 June 2023, Rates collected totalled 98.60% which is consistent with the previous three years collection rates of 98.66%, 98.28% and 98.37% respectively. The consistent collection rate of above 98% is testament to the resilience of the Glenorchy ratepaying community despite challenging economic conditions. It is also reflective of the preparedness of Council staff to assist our ratepayers in managing their rate accounts, whether that be in the payment options offered or in times of hardship.

STATEMENT OF COMPREHENSIVE INCOME

GLENORCHY CITY COUNCIL FINANCIAL REPORT STATEMENT OF COMPREHENSIVE INCOME TO 30 JUNE 2023

Year-to-Date (YTD)	Note	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000	2023 Variance Actual to Budget
Operating Revenue					
Rates	1	45,762	45,833	43,761	▲
User charges and licences	2	13,471	14,197	13,513	▲
Interest	3	51	1,080	112	▲
Grants	4	4,056	6,913	6,628	▲
Contributions - cash	5	40	46	115	▲
Investment income from TasWater	6	2,172	2,606	2,606	▲
Other income	7	470	457	530	▼
Total Operating Revenue		66,023	71,132	67,265	▲
Operating Expenditure					
Employment costs	8	27,296	25,156	25,029	▼
Materials and services	9	16,505	17,651	15,324	▲
Depreciation and amortisation	10	16,794	15,991	15,475	▼
Finance costs	11	153	162	177	▲
Bad and doubtful debts	13	-	-	(15)	↔
Other expenses	14	7,958	7,835	7,809	▼
Total Operating Expenditure		68,706	66,794	63,801	▼
Total Operating Surplus/(Deficit)		(2,683)	4,338	3,464	▲
Non-Operating Revenue					
Contributions - non-monetary assets	15	5,300	3,396	17,139	▲
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(402)	(682)	2	▼
Capital grants received specifically for new or upgraded assets	17	7,848	8,756	2,991	▲
Total Non-Operating Revenue		12,746	11,470	20,132	▲
Non-Operating Expense					
Assets written off	12	2,564	403	1,240	▼
Total Non-Operating Expense		2,564	403	1,240	
Total Surplus/(Deficit)		7,498	15,404	22,358	▲

STATEMENT OF FINANCIAL POSITION

GLENORCHY CITY COUNCIL FINANCIAL REPORT STATEMENT OF FINANCIAL POSITION TO 30 JUNE 2023	2023 YTD \$'000	2022 YTD \$'000
Asset		
Current assets		
Cash and Cash Equivalents	7,395	6,529
Trade and Other Receivables	704	2,153
Inventories	118	98
Assets Classified as Held for Sale	1,625	5,428
Contract Assets	0	73
Current Investments	26,323	21,486
Other Current Assets	70	545
Total Current Assets	36,235	36,312
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	816,285	812,887
Investment in Water Corporation	163,198	163,198
Intangible Assets	4	4
Right of Use Assets	2,078	2,078
Other Non-Current Assets	19,126	9,569
Total Non-Current Assets	1,000,691	987,736
Total Assets	1,036,926	1,024,048
Liabilities		
Current Liabilities		
Trade & Other Payables	4,517	3,324
Provisions	5,390	4,734
Borrowings	0	628
Trust Funds and Deposits	615	705
Lease Liabilities	702	702
Contract Liabilities	0	3,703
Other Liabilities	45	0
Total Current Liabilities	11,269	13,795
Non-Current Liabilities		
Provisions	3,864	3,864
Borrowings	1,621	1,621
Lease Liabilities	1,442	1,442
Total Non-Current Liabilities	6,927	6,927
Total Liabilities	18,197	20,722
Net Position	1,018,729	1,003,326

ADJUSTMENTS TO AMOUNTS PREVIOUSLY REPORTED

There are instances where ledger adjustments are required in respect of amounts reported in prior periods. These adjustments will be visible when comparing this report against previously presented Financial Performance Reports.



Key Performance Indicators

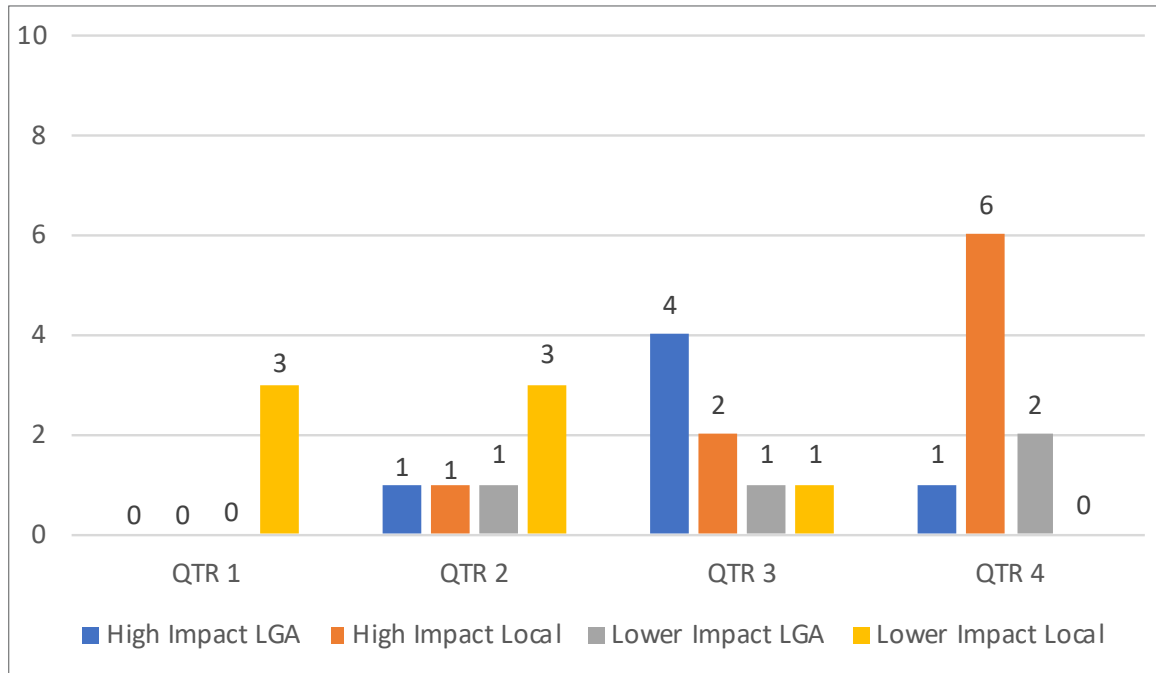




GCC Annual Plan Quarterly Indicators

MAKING LIVES BETTER

Number and types of community engagement undertaken.



COMMUNITY ENGAGEMENT REVIEW

Council's Community Engagement Review is now complete, Council endorsed the updated Community Engagement Framework at its June meeting. Council resolved to continue to meet face to face with community members via the Community Yarns and Community Pop Up events trialled over the past few years, committing to 4 Yarns and 6 Pop Ups per year. Council also resolved to continue to use its online engagement tool, *Let's Talk, Glenorchy*, providing community members with a variety of ways to interact with Elected Members and the Council. Council resolved to discontinue the Glenorchy Matters Panel as it focuses on the above methods.

There were 9 external engagement projects during Q4:

- Community Engagement Review
- Strategic Asset Management Plan
- Benjafield Playspace Renewal
- Planning Scheme Amendment PLAM-22/04 for urban design and apartment standards in the Glenorchy Principal Activity Centre
- Planning Scheme Amendment PLAM-22/10 to allow Apartments in the Commercial Zone along Main Road
- Reconciliation Action Plan
- Mill Lane Precinct Review (limited to affected business owners)



- Intention to Dispose of Council Land at 12 Rothesay Circle, Goodwood
- Disposal of Council Land at 23a Norman Circle, Glenorchy.

Of these, 6 engagements were at the “Consult” level on the Spectrum of Public Participation and 3 were at the “Involve” level. One engagement was at Level of Impact 1 (High impact on Glenorchy LGA), six were at Level 2 (High impact on local area/group) and two were at Level 3 (Lower impact on Glenorchy LGA).

There were 4 internal engagement projects during Q4:

- Reconciliation Action Plan – GCC Staff Page
- Reconciliation Action Plan – GCC Staff Survey
- Project Hudson Procurement
- Strategic Plan Review 2023 – elected members.

Non-GCC engagements shared via Council’s online engagement platform included:

- What’s On at the Glenorchy Library
- Local Government Review
- New Town Rivulet – Estuary Restoration Project
- Have your say on the draft container refund scheme regulations.

Ongoing projects include Council Land Disposals, Glenorchy City Council Reference Groups and Community Yarns and Pop-Ups.

During the fourth quarter Council’s online engagement platform site (Let’s Talk, Glenorchy) had a total of 2,873 visitors which included:

- 1,883 aware participants (visited at least one page)
- 788 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool)
- 99 engaged participants (participated in surveys or quick polls, contributed to ideas).

There are 1,379 people registered on the site, with 30 new registrations during Q4.



Number of local people placed in full time, part time and casual jobs through the Glenorchy Jobs Hub

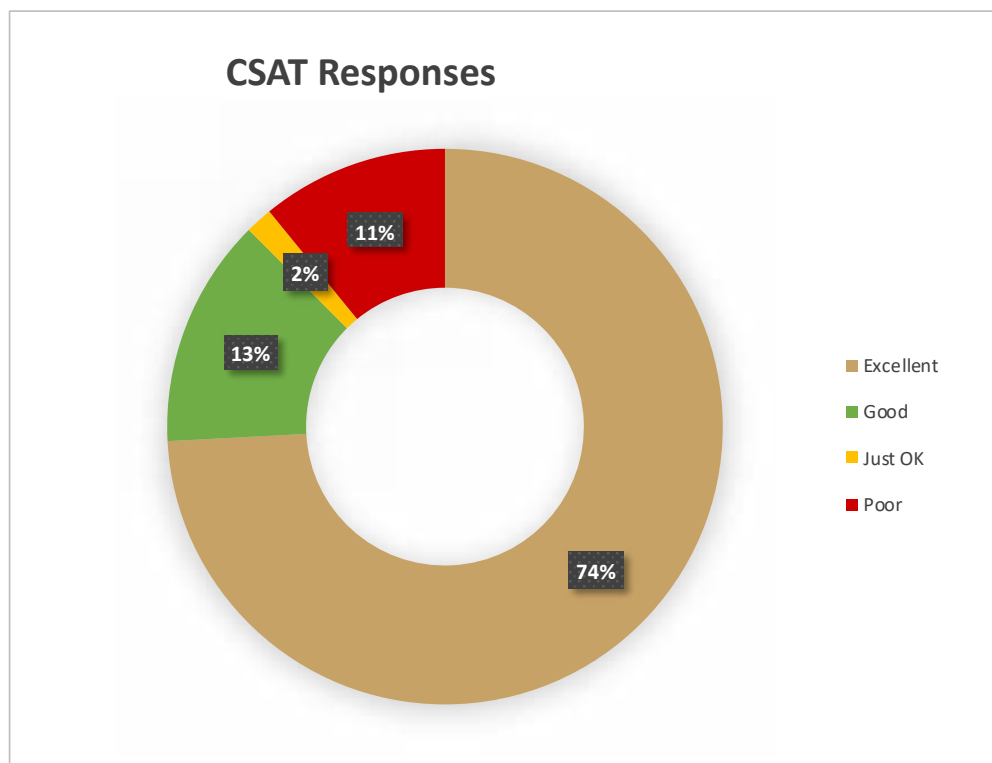
The Jobs Hub has continued to build on its strong record of seeking employment opportunities for local job seekers. During the last quarter the Hub has commenced building connections with local employers and training organisations to better support building the skills needed for jobs within our LGA.

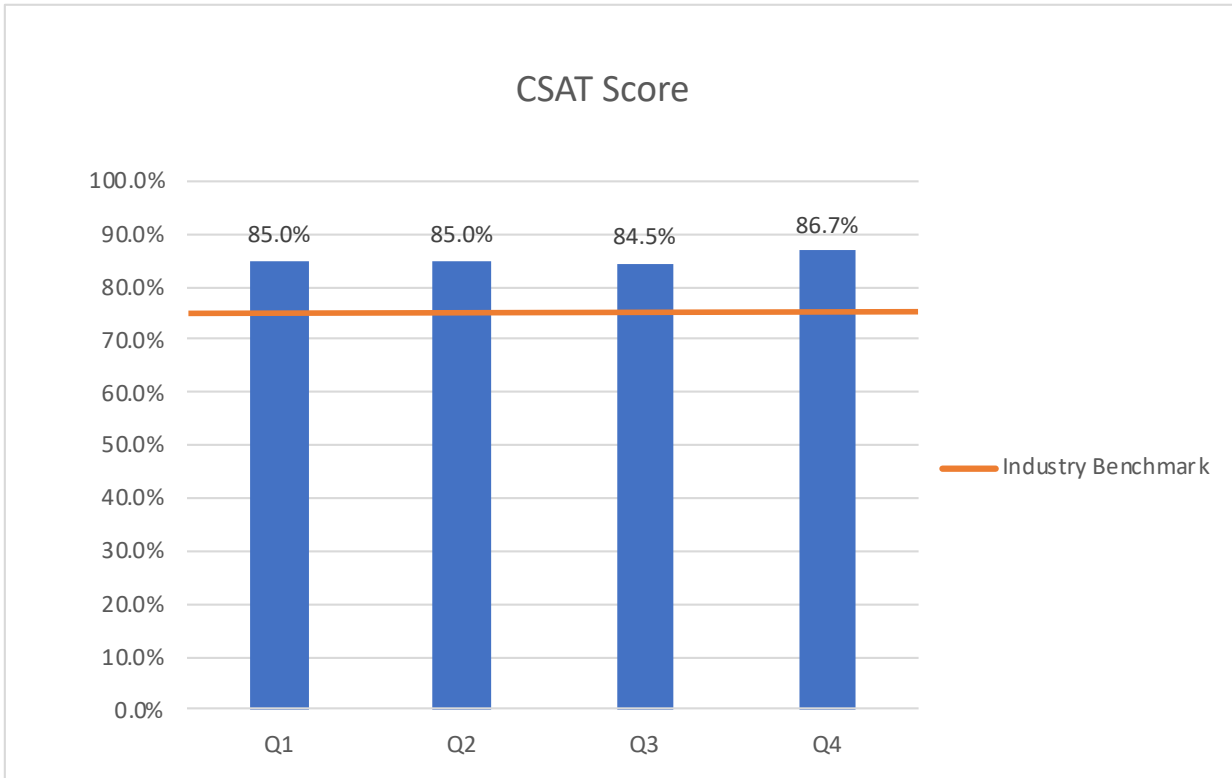
	APRIL - JUN	TOTAL SINCE NEW CONTRACT - AUGUST 2022	TOTAL SINCE OPENING OF HUB - AUGUST 2021
Jobs Hub - Employer Vacancies	72	413	646
Jobs Hub - Hub Vacancies Filled	105	449	984
Jobs Portal - Vacancies	20	66	184
Job Filled - Self Sourced by participant	96	377	709
Jobs outside of LGA filled with local participants	49	204	445

Customer Service Satisfaction rating of 75% or more

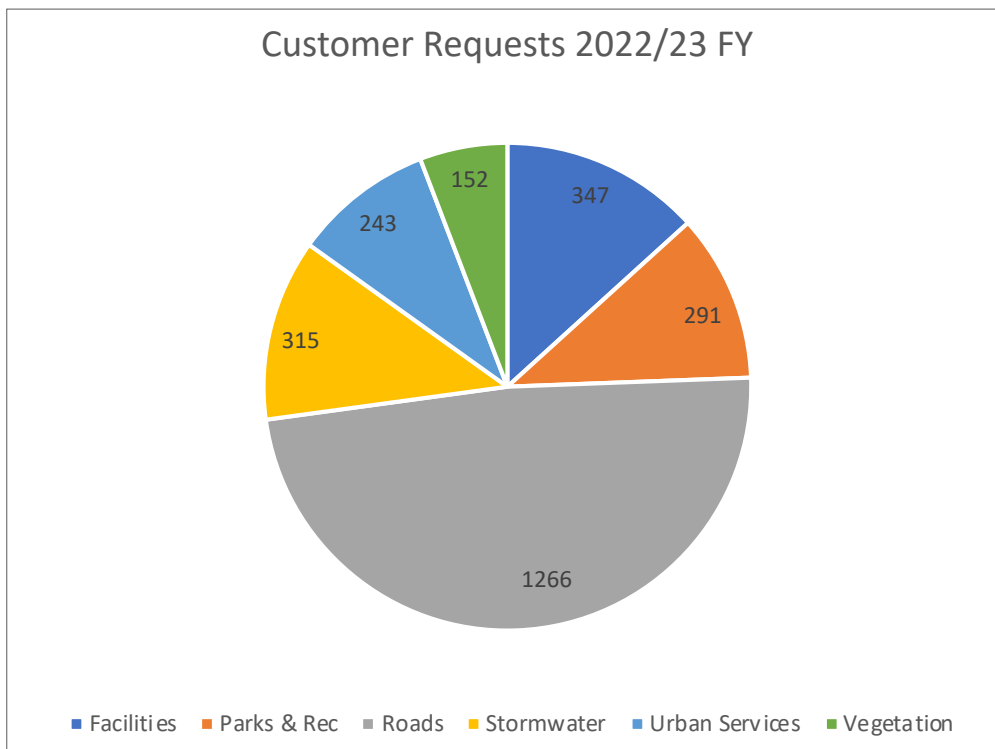
For Q4, Council received 659 responses to the Customer Satisfaction Survey that is offered at the end of phone calls, on tablets in Chambers and via corporate email auto responses and staff email signatures. These responses were overwhelmingly positive, with 86.7% of customers satisfied with the service they received. Bearing in mind the responsibility of Local Government and its requirements when completing its functions, the industry standard for an organisation such as Glenorchy City Council is a target CSAT Score of 75%, which we proudly scored higher than.

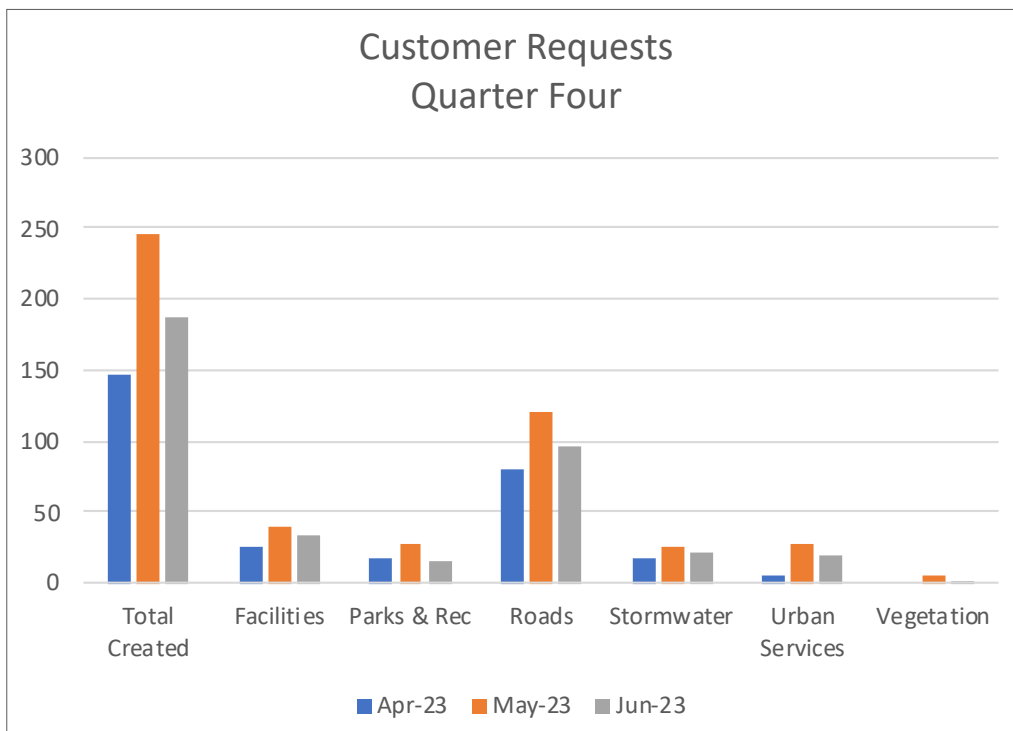
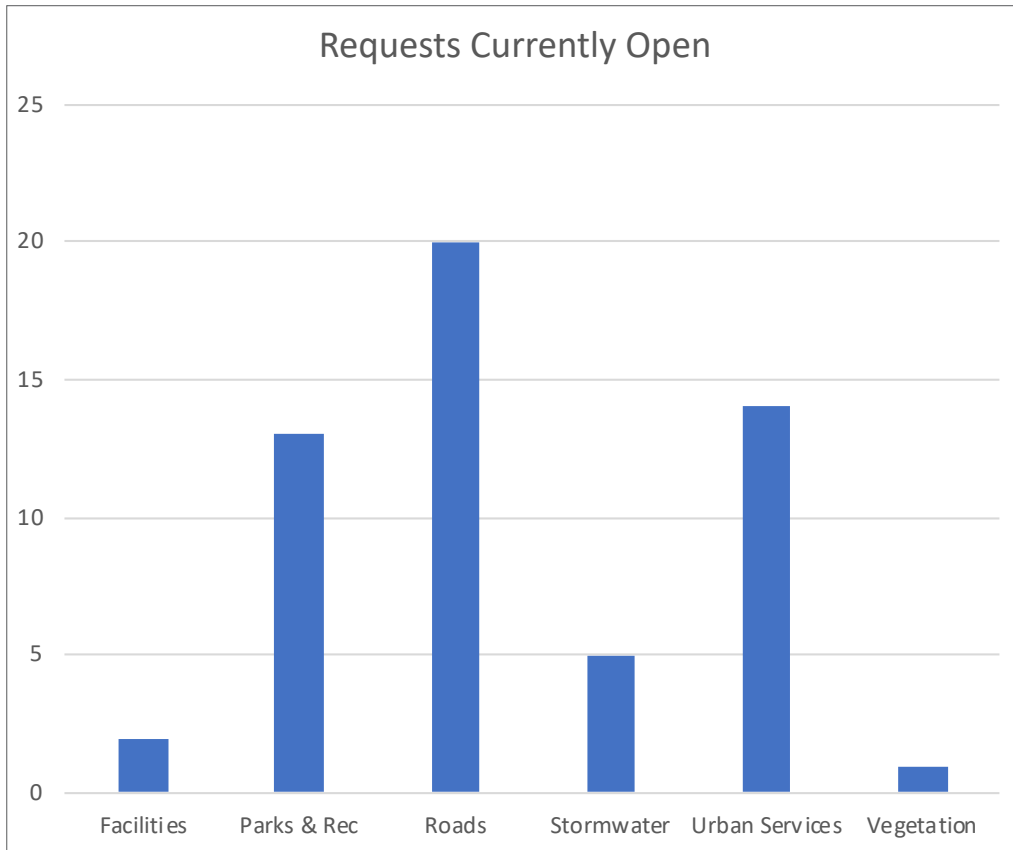
Comments that are left with the responses, especially the red 'poor' ones, are valuable, and are used to improve our service. This quarter we received 49 comments.

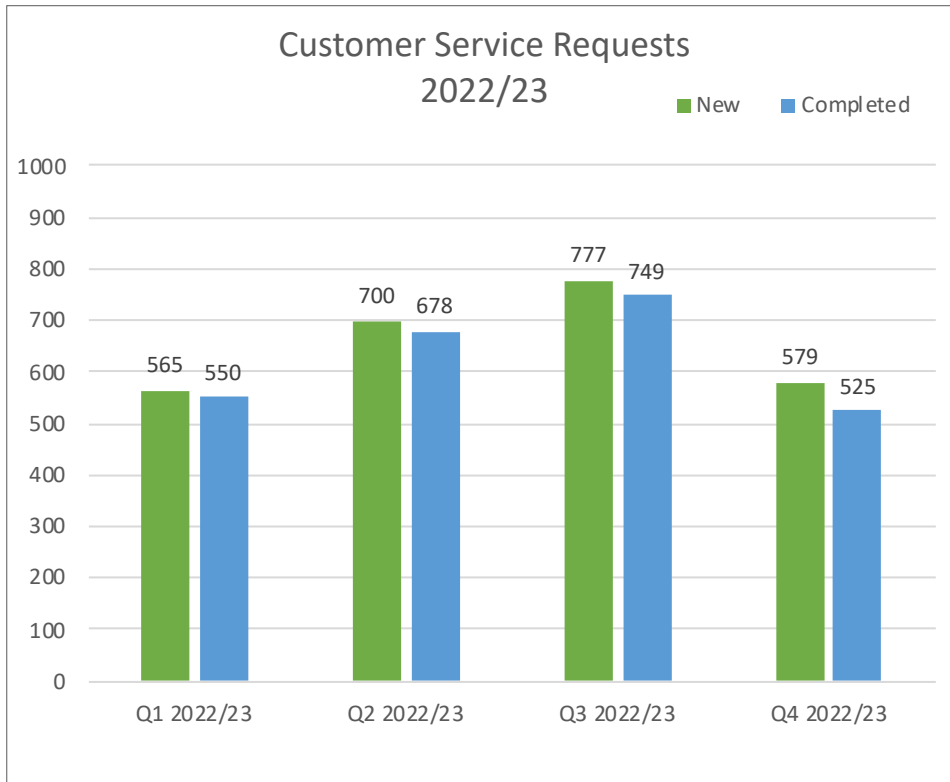




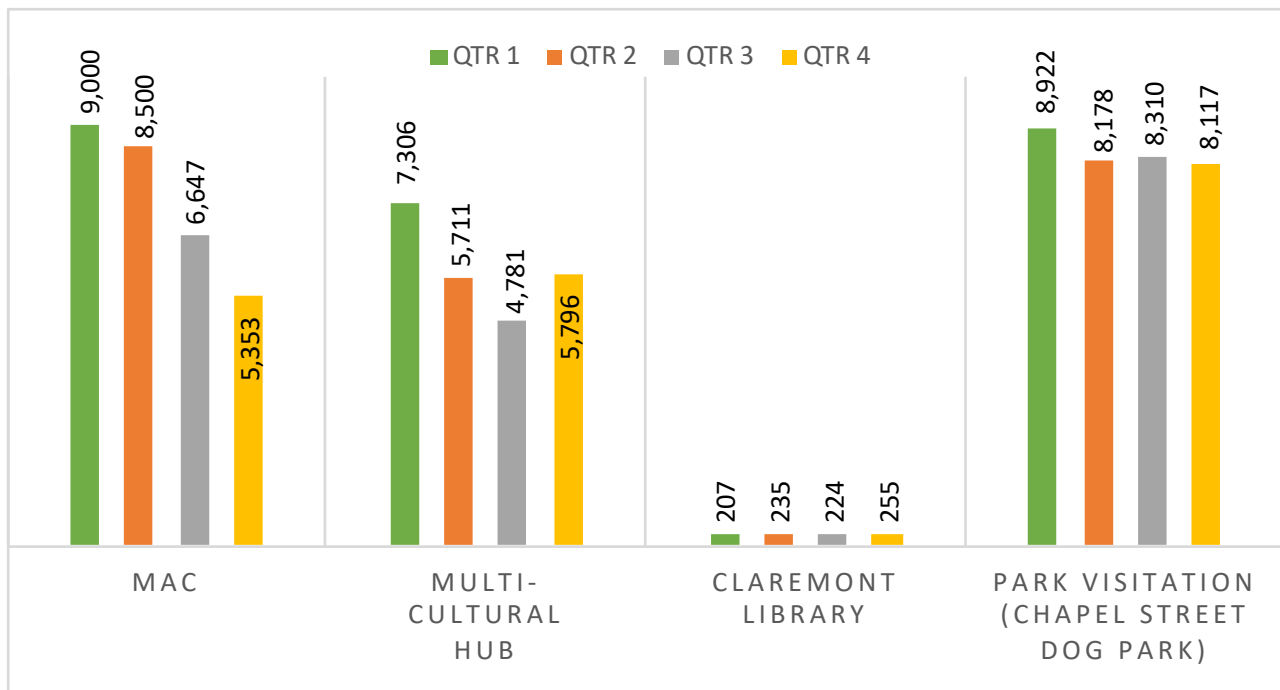
The following graphs outline the specific requests received through our Customer Service Centre that relate to tasks for the Works Centre and the break down into categories for the quarter.







Number of people using the Moonah Arts Centre (MAC), Multi-Cultural Hub, Chapel St Dog Park, Claremont Library





MAC had an overall attendance of 5,353 over the April to June quarter. Creative Communities' **Exhibition Program** continued to present a wide variety of artists of varying experience, ages and cultural demographics. The program presented 11 unique exhibitions featuring 103 artists April to June quarter featured 11 unique exhibitions, exhibiting the works of 103 artists. 59 of which were based in Glenorchy, 44 from wider Tasmania.

MAC's **Performance Program**, produced by the Creative Communities team included two youth-focused live music events, **Glenorchy Youth Music Festival**, 1 Community Silent Disco and **SHE** - a variety show showcasing an all-female line-up. These programs offered emerging and mid-career artists opportunities to develop their craft, with dedicated rehearsal time offered onsite at MAC with programming and technical staff.

A facilitated studio space, **Outlier Artist Studio** was run from MAC's Maker's Workshop each Wednesday this quarter.

The **workshop program** aimed to give space and time for artists to develop new work and create a platform to express themselves through chosen mediums. This program was jointly funded by Glenorchy City Council and Arts Tasmania.

The Multicultural Hub had 5,796 visitors representing diverse groups and for varied activities including:

36% Arts and Culture activities with groups including - Wenyi Chinese singing and dancing group, Salsita Kids dance, Salvation Army-Art of Iran, Volunteering Tasmania, Iranian community Gathering, 5 Rythms Dance, Hobart Bangladesh Community, Sisongke Community Choir, Tamil Arts and Cultural Society, Sri Lankan Community, The Brahma Kumaris, Department of Health Culture Language and Health project launch, ENE Theatre rehearsal, Eternal Life soap making, Nepali Society Community Gala Dinner, St. Vincent de Paul Buddy Day, Hybradabi Community Iftar Party, Brahma Kumaris - Touch of Peace with International speaker, Zumba party with Carolina Arias, Free Believers in Christ fellowship International Australia Concert, Hazara Community - Eid Festival, Tasmanian African Community (TAFRIC)-Community Gathering, Dancing Divas Dance School rehearsal.

23% Education and Training with groups including - 54 Reasons Playgroup, Multicultural Music and Play Group, Possability information session, Enhance Student Experience, Parent workshop, Naqsbandhi information session, Bapcare-Caring Dads, Student workshop-career coaching and other support, student workshop-labour market insights and opportunities, parent workshop-child safety and Covid 19 vaccination, Families Tasmania seminar.

14% Meetings or business with groups including - Ethiopian Orthodox Community general meeting, Hobart Bangladesh Community AGM, MCOT Board meeting, Possability Staff meeting, Iranian Community ICAST-AGM, Sri Lankan Community of Southern Tasmania AGM, meeting with Migrant Talent and Salvation Army, Tasmanian Nepalese Cricket Association AGM, Hazara Community of Southern Tasmania meeting.

13% religious purposes with organisations including - Tasmanian Muslim Association Friday Prayers, Telegu Association of Tasmania prayers, Hare Krishna Hobart-prayers, Free Believers in Christ fellowship International Australia Service.

2% health related activities - Hobart Herbalists Without Borders - Community Clinic

12% private purposes including birthdays and baby weaning ceremonies.

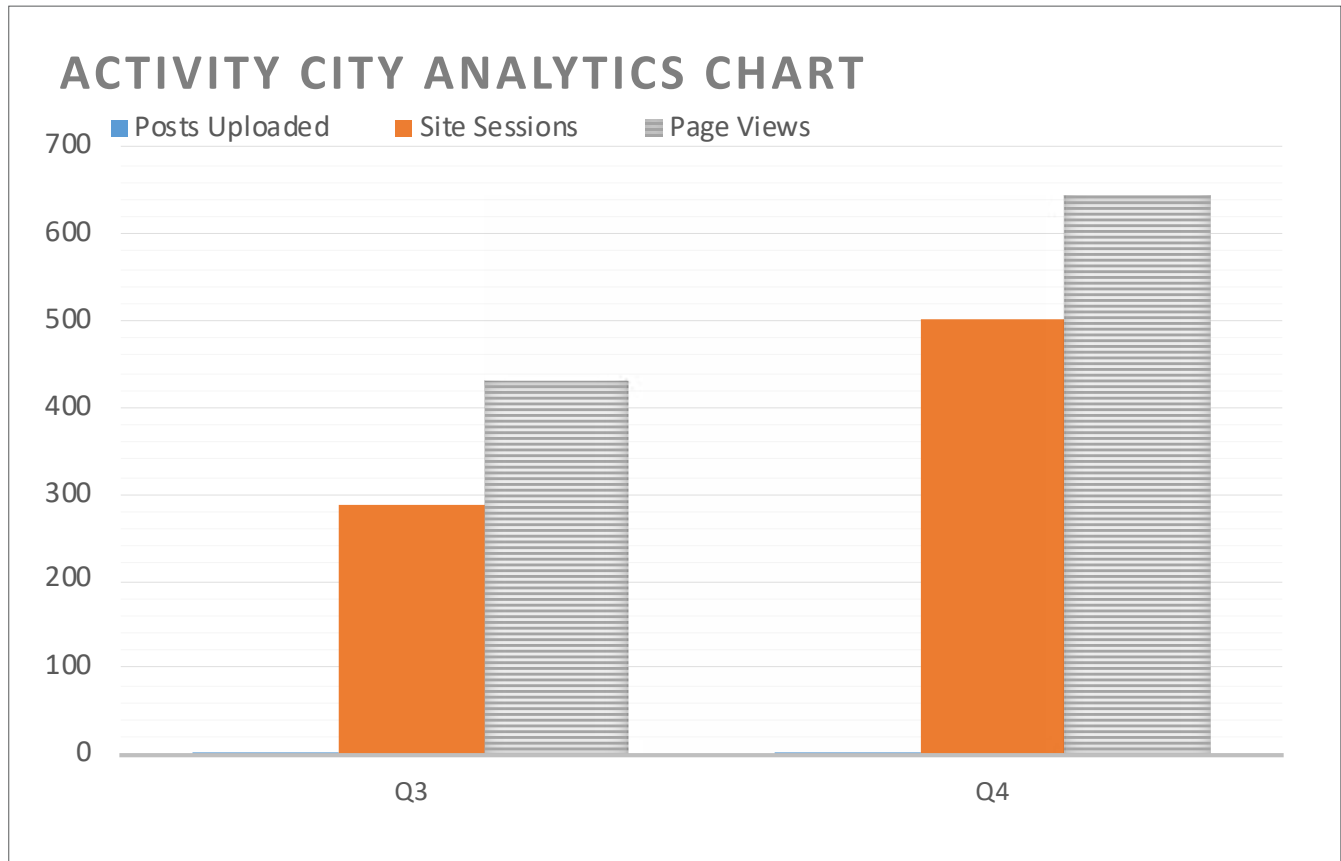


The Claremont Community Library has had strong numbers of borrowers and visitors in Q4, (April - 84, May - 83, June - 88) providing important social connections in the Glenorchy community. The library is planning another book sale for later in the year.

The April to June quarter saw 8,117 visits to the Chapel Street Dog Park (down from 8,310 visits the previous quarter). The highest visitation was in May (2,773), followed by April (2,709) and June (2,635).

OPEN FOR BUSINESS

Engagement with local business and industry



The position of Economic Development Officer remains vacant; therefore, Council's Activity City website is not using its full capacity. There were two posts uploaded to the Activity City website this quarter, however the site continued to experience a general decline in sessions, users, and page views. 288 users visited the site this quarter, with 0m 35s the average engagement time that users are visiting the site. Page views on the site were 429 this quarter, with 226 users visiting from Australia, and 27 from the United States. Due to a change in analytics software, analytics from last quarter are unavailable for comparison. Next quarter Council will be able to compare quarters and have a fuller picture of the insights that analytics can provide us as to the Activity City site.

*Number of planning, plumbing and building applications assessed*

MEASURE	QUARTER 4 2021 - 2022	QUARTER 4 2022 - 2023
Percentage of planning applications determined within statutory time frames (target >98%)	154/155=99%	85/90=94%
Percentage of building permit applications determined within statutory time frames (target >98%)	11/17=65%	28/28=100%
Number of building notifiable applications received	78	39
Percentage of plumbing permit & notifiable applications determined within statutory time frames (target >98%)	41/41=100%	16/16=100%

Over the last quarter, there has been a noticeable reduction in the number of planning applications received falling from 100 in Q3 to 90 in Q4 and well below the high of 202 received in Q1 of 2021/2022. A decline in housing and commercial activity has been observed across other jurisdictions and the building industry in general. It is anticipated that activity will remain lower while the cost of living and interest rates fall.

Building and Plumbing application numbers have also fallen, reflecting general industry trends and what has been observed in planning application numbers.

Number of major projects submitted for planning approval

Two applications in excess of \$1 million were decided during the period comprising 34 multiple dwellings and a trade training centre.

Glenorchy unemployment rate

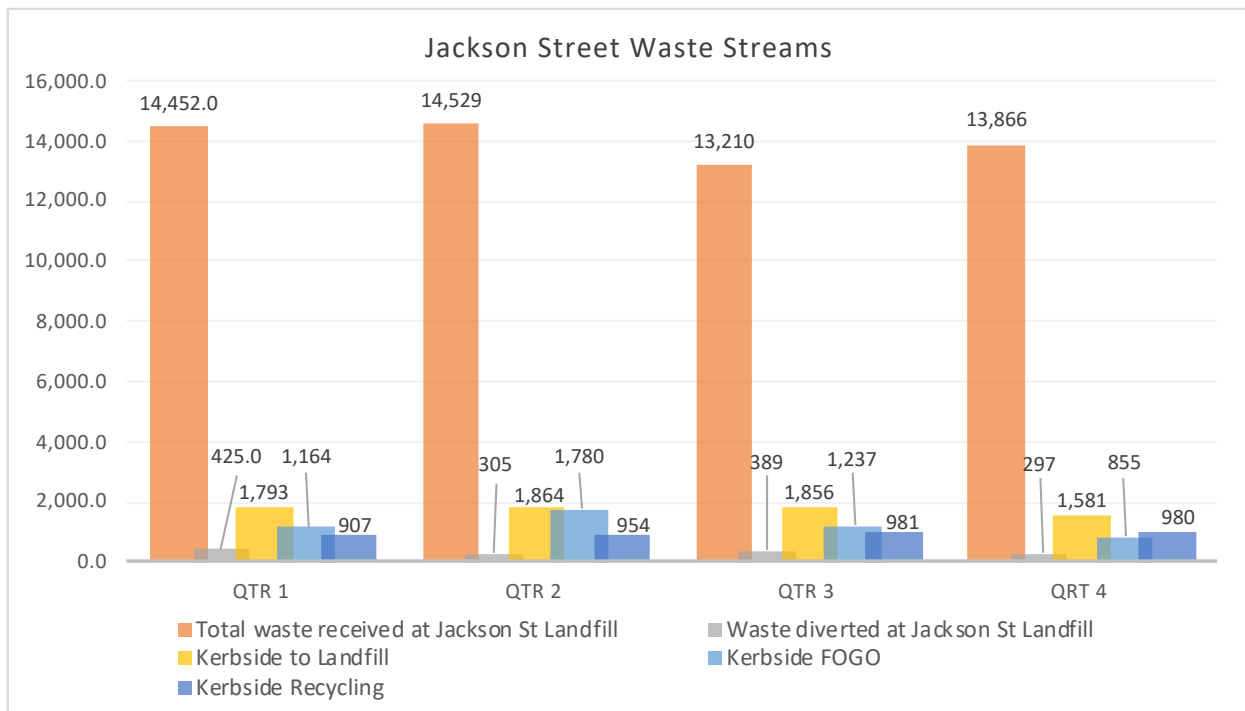
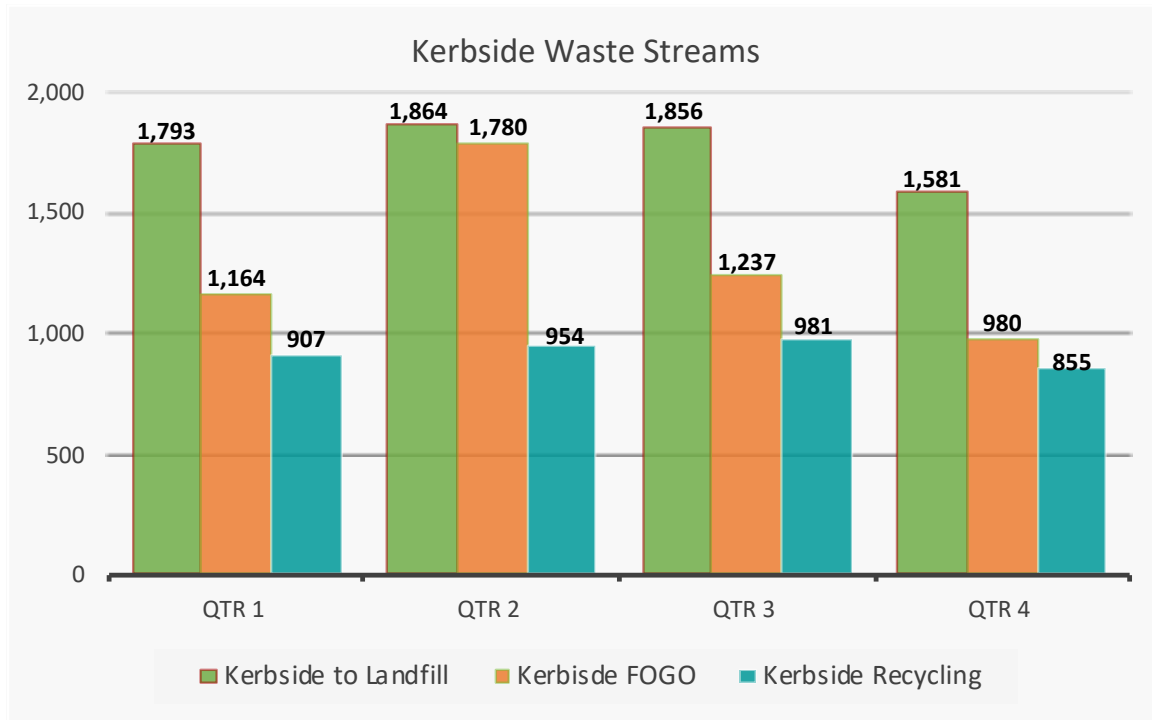
The unemployment rate is derived from the ABS labour force survey and Centrelink data and compiled by the Department of Employment. The unemployment rate shown is the proportion of the resident labour force (those in work or looking for work and aged over 15) who are looking for work.

There has been no update since the Quarter 3 2023 report, with the latest unemployment data available from the December 2022 quarter. In this quarter, the unemployment rate in the City of Glenorchy was 6.2%, compared to 4.3% for Greater Hobart, 4% for Tasmania and 3.7% for Australia. This shows slight increase in the unemployment rate from the September 2022 quarter, where the unemployment rate in the City of Glenorchy was 6.1%, compared to 4.3% for Greater Hobart, 4.3% for Tasmania and 4% for Australia.



VALUING OUR ENVIRONMENT

Waste received by Council





WASTE MANAGEMENT - KERBSIDE

FOGO - Councils' kerbside FOGO service continues to perform well with a further 5,200 tonnes of organic material diverted from landfill during the 2022/2023 period. Since its commencement in February 2020, Council has now diverted over 20,000 tonnes of organic material from landfill through the FOGO Service.

Emissions Reduction - Research recently undertaken through the Southern Council's Collaboration revealed that between the 3 years 19/20 to 21/22 Council's annual greenhouse gas emissions reduced from 24,597 to 11,210 tonnes carbon dioxide equivalent. This is a very large 54% reduction in Council's total greenhouse gas emissions, which is almost entirely attributed to Council's introduction of a FOGO service.

WASTE MANAGEMENT - LANDFILL

Landfill Extension - In 2022, Downer EDI completed a significant project for Glenorchy City Council: the Design and Construction of a new waste cell for the Jackson Street landfill facility. The project extends the life of the Jackson Street facility for a decade, allowing Council to plan for sustainable waste management beyond the facility's useful life.

A business case was completed and approved by Council in May 2019 to extend the life of the landfill, in May 2021 construction commenced on the new cell and was completed in August 2022. The new cell has been constructed to the current environmental standards including extensive leachate and runoff management.

The new cell was opened to the public in October 2022, the cell is anticipated to extend the life of the landfill for approximately 10 years and provides an area of approximately 495,000 m³.

Since commencement of the new cell in October 2022, approximately 26,000 tonnes of waste has been disposed in the new cell to date.

Landfill Gas Capture - A new long-term agreement has recently been finalised with LMS Energy for the ongoing capture of gas from the Jackson Street Landfill. This agreement includes the installation of 10 new gas wells and a flare at LMS Energy expense which will increase the capture of landfill gas emissions as well as power generation and royalty payments to Council. As part of the agreement LMS Energy will also be providing emission monitoring data across the landfill site at LMS Energy expense that was previously an expense to Council.

Participation in Wellington Park Trust governance group

The Wellington Park Management Trust meetings are held quarterly and have been attended by Council's Deputy Member for several meetings after the departure of the last Nominee. After the Local Government Elections in October 2022 various elected members were nominated for committees including the Wellington Park Management Trust. Councillor Molly Kendall was nominated as Council's representative for the Trust, has received the required Ministerial approval to be the official Wellington Park Trust member for Glenorchy City Council and has attended all meeting since the appointment.

All Management Advisory Committee (MAC) meetings and Wellington Park Management Trust (WPMT) meetings were attended to support the collaborative management of Wellington Park in conjunction with all of the relevant land management agencies that form the Wellington Park Trust.



The difference between spending for each capital asset class and asset management plan budgets

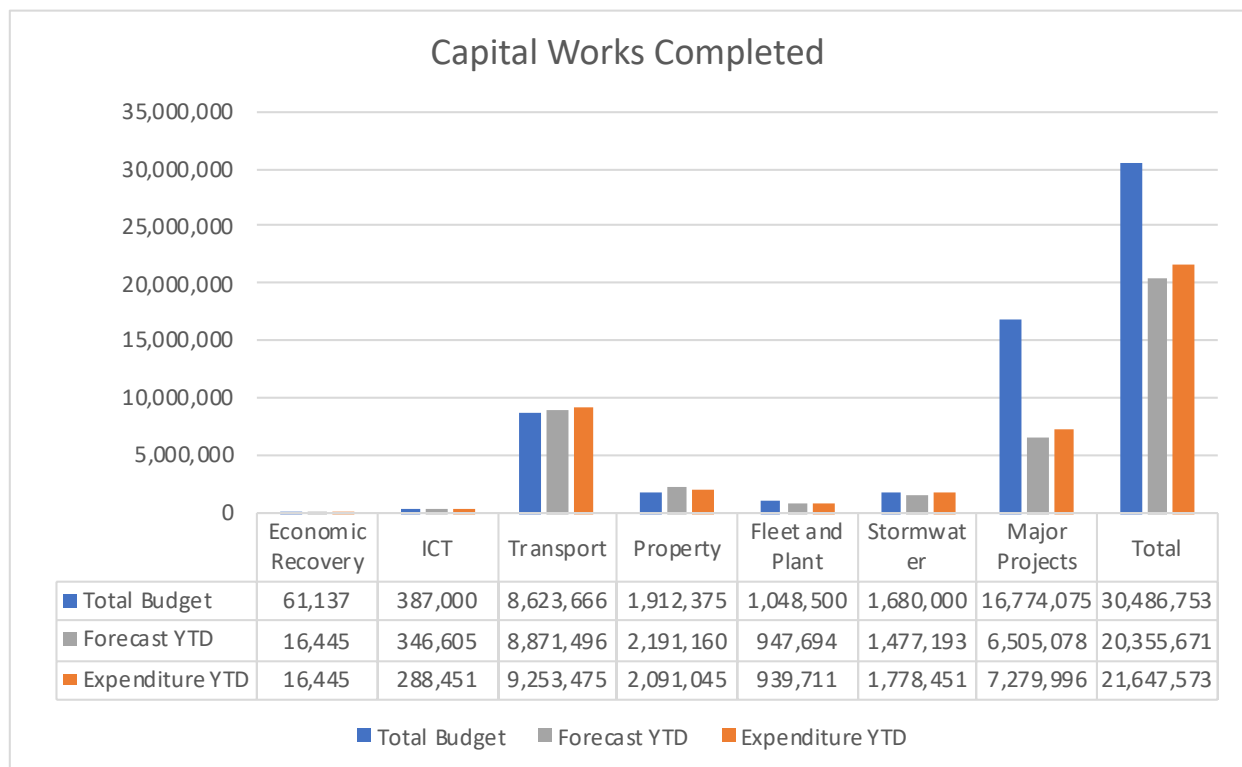
CAPITAL WORKS EXPENDITURE PER ASSET CLASS AND BUDGETS

Council's Capital Works program has an annual budget for this year of \$30.5 million. At the end of Quarter 4, Council's normal body of capital works was completely expended (105%).

There was an overspend in the normal capital works program, due to a large amount of road works occurring in the month of June which exceeded forecasts. The majority of all road, footpath, bridge, stormwater and property renewal works that had been planned for this financial year were completed, as well as a number of additional projects, such as flood mitigation works and road works required to be completed in conjunction with the City of Hobart.

Council is undertaking a large program of grant funded major projects, which involves some major sporting facility redevelopments. The scope and size of these projects is a resource intensive process.

Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market. 46% of expenditure has been recorded against the original budget for the financial year. The majority of these projects will be completed in the 23/24 financial and have been budgeted accordingly.





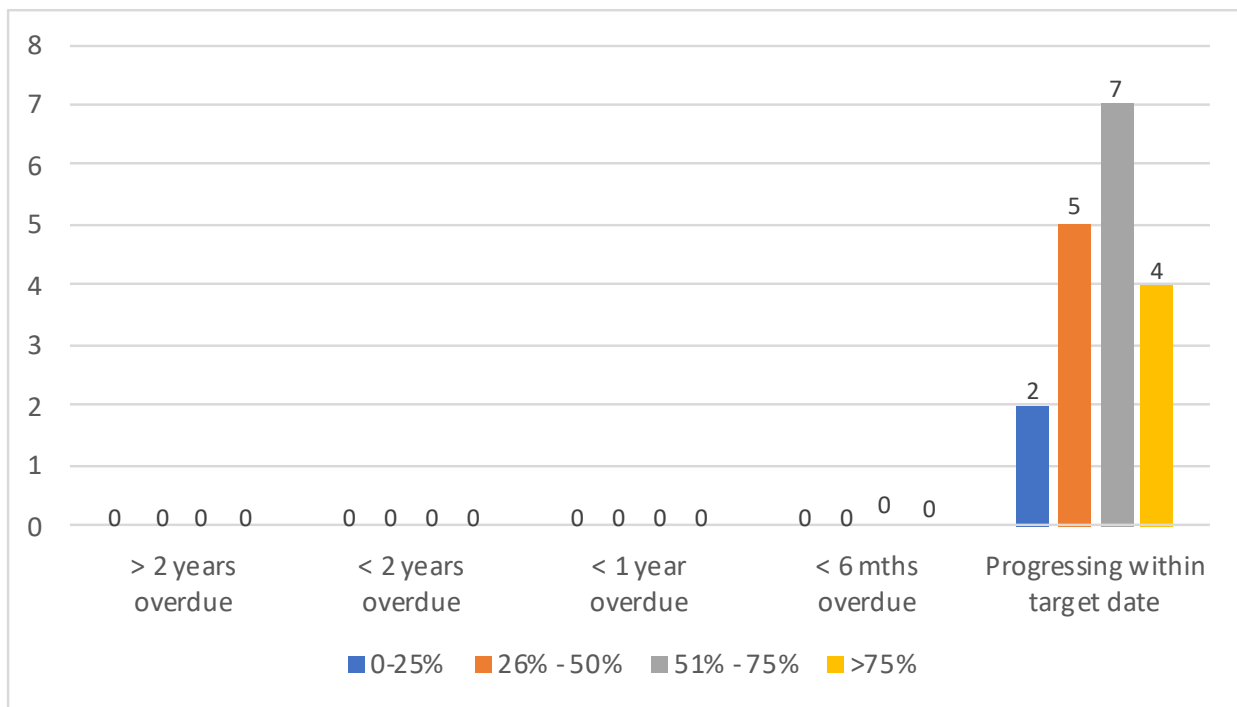
Participation in the Derwent Estuary Program

The Derwent Estuary Program’s Recreational Water Quality sampling program commenced on 1 December 2022, running through to 31 March 2023.

As reported last quarter, Council’s Environmental Health Staff have now finished the Recreational Water Quality sampling program for the summer period of 22/23. There were no failed samples during the sampling program. Council staff will now continue compiling the Recreational Water Quality Report for the Department of Health’s annual reporting.

LEADING OUR COMMUNITY

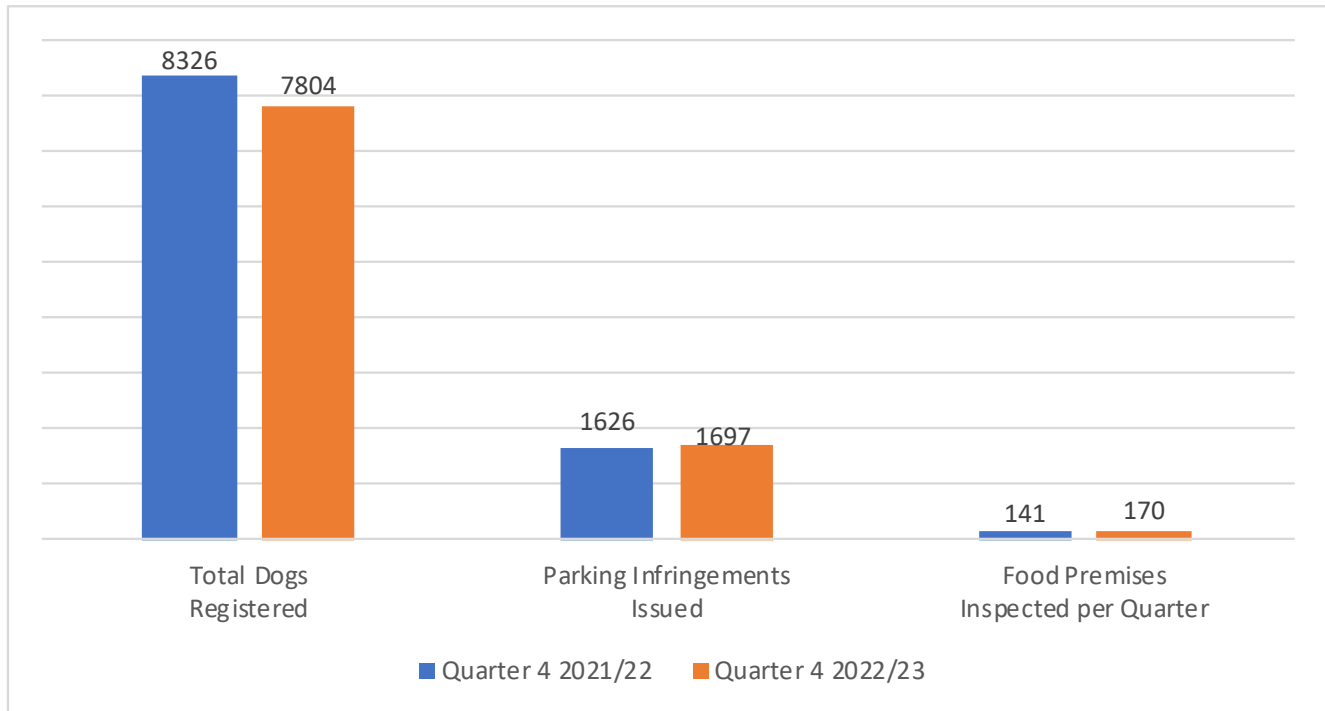
Outstanding Audit Items Complete



The outstanding items for the Audit Panel show that there remain 18 items as at 30 June 2023 that are progressing.



Compliance activities – Dog Registrations, Parking infringement notices, food business inspections



In the City, the abundance of off-street residential parking provides residents with a parking alternative to parking on a road which subsequently reduces the occurrences of parking non-compliance under the Road Rules (Tasmanian) 2019.

At closure of the June quarter, 6889 parking infringement notices were issued for parking offences of which the majority of these were detected closer to shopping precincts and essential services.

These offences were primarily identified during routine officer patrols, and some were a result of offences detected via the in-ground parking sensors located in parking spaces on Main Road, Glenorchy. A smaller number of offences were identified as a result of customer requests received. Both residents and visitors to the City were identified as Infringement notice recipients. The number of parking breaches identified at June are comparable, however slightly higher, to the same time period of recent years.

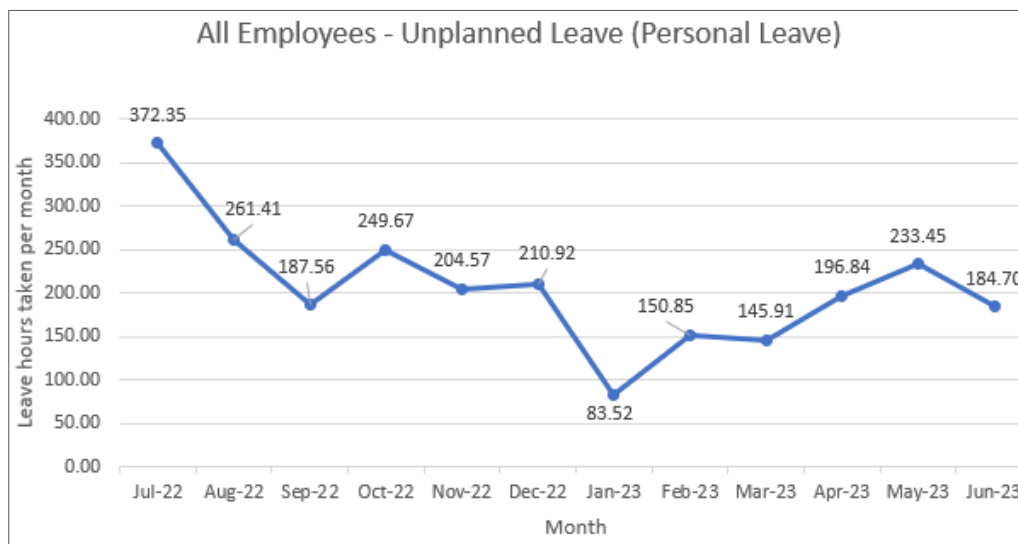
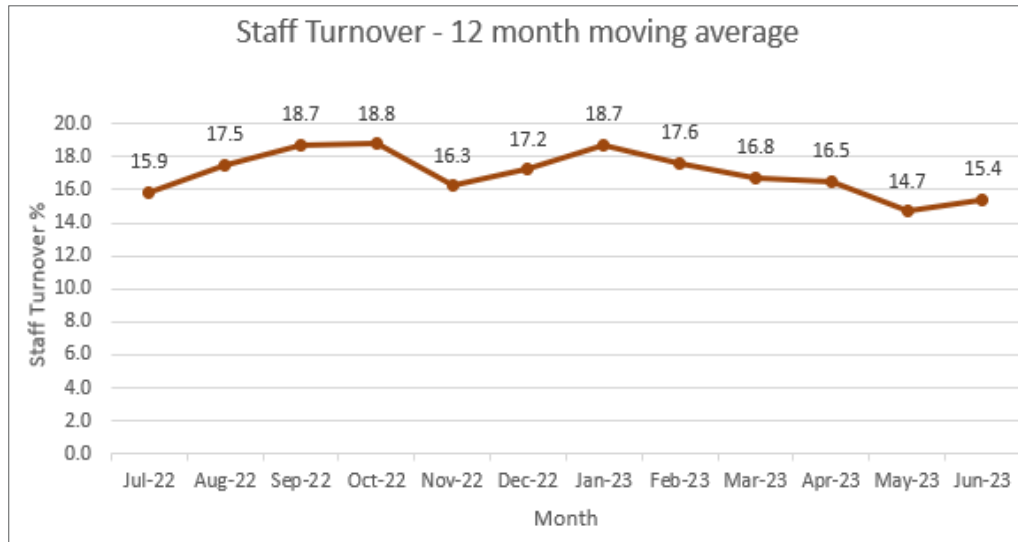
During the 4th quarter responsible dog ownership with a focus on dog registration showed some similarities with recent years, however a decrease in the number of dogs registered was identified. At the closure of the 4th quarter there were 7804 dogs registered and 379 infringement notices issued, mostly consisting of non-registration of dog offences under the Dog Control Act 2000.

All food businesses and public health businesses are currently registered/licensed as per the legislative requirements.

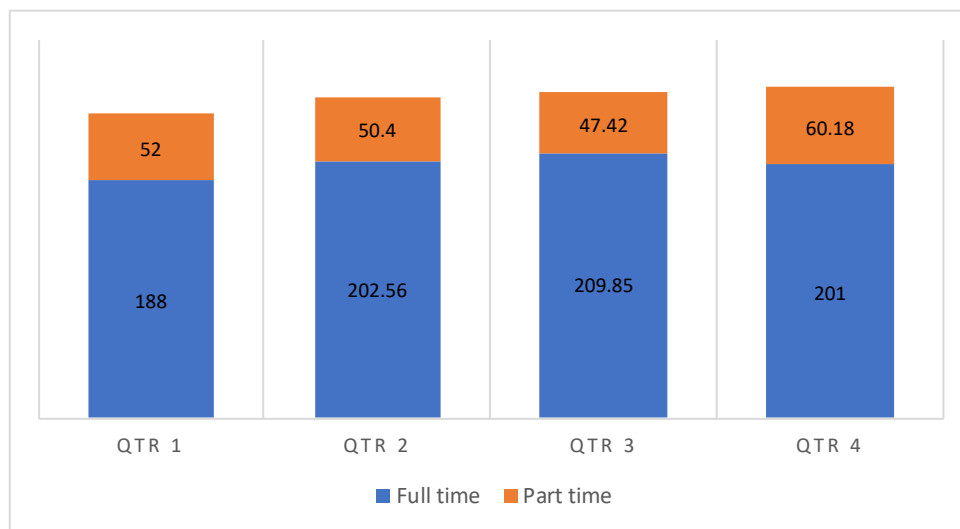
170 inspections and follow ups of food businesses within the municipality were undertaken during the quarter and 98.8% of businesses received their minimum number of food safety inspections during the quarter.



Council staff retention and unplanned leave

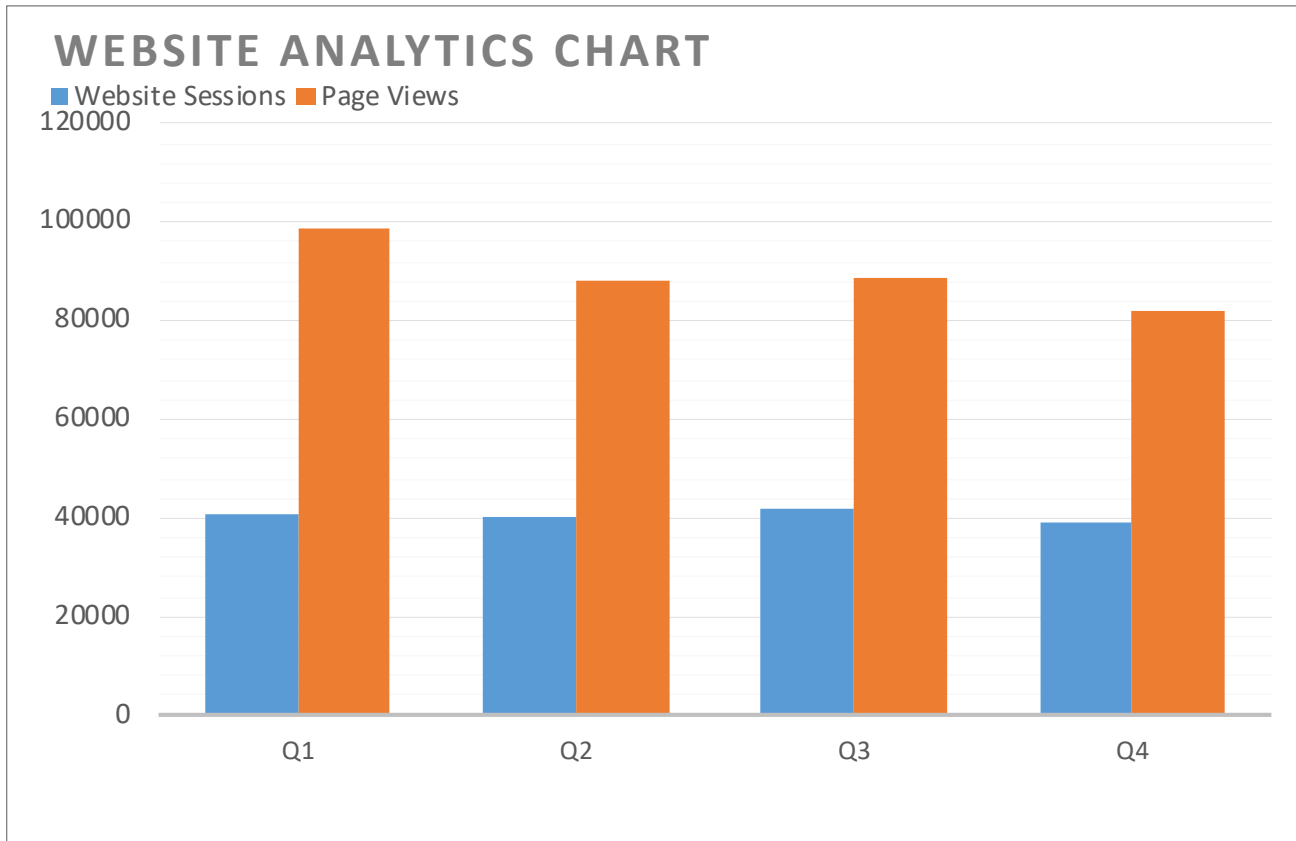


Number of Full time equivalent employees



BUILDING IMAGE AND PRIDE

Council website engagement and visitation



Our website has been utilised less by the community this quarter, with 39,264 sessions. This compares to last quarter's 41,651 website sessions. This statistic indicates how many browsing sessions have been undertaken by users. Page views also decreased this quarter from 88,628 to 81,923. Page users indicates pages on our website that are tracked by the analytics tracking code. It should be noted that each refresh of a page counts towards total page views.

The percentage of new visitors to our site has risen by 17.6%, with 78.6% of visitors to our page never having visited before compared to 61% last quarter. Returning visitation saw a considerable decrease, from 37% the previous quarter to 21.4%. Optimal return visitor rates are considered anywhere upwards of 30%. The aim with this statistic is usually to maintain as close to possible of a 50/50 split of new and returning visitors.

When users have viewed our homepage of the website this quarter, there has been an average bounce rate of 52.22% of users deciding to leave the website without navigating any further pages. This is compared to a bounce rate of 53.23% last quarter. An optimal bounce rate would be in the 20-40% range. This could be decreased to optimal range by focusing on enhancing user experience, improving search functionality, and making content vibrant, easy-to-read, and accessible.

23,997 of our website visitors are from Australia, with 778 from the United States.

The high amount of visitation from the United States could be explained by our namesake of Glenorchy in Virginia.

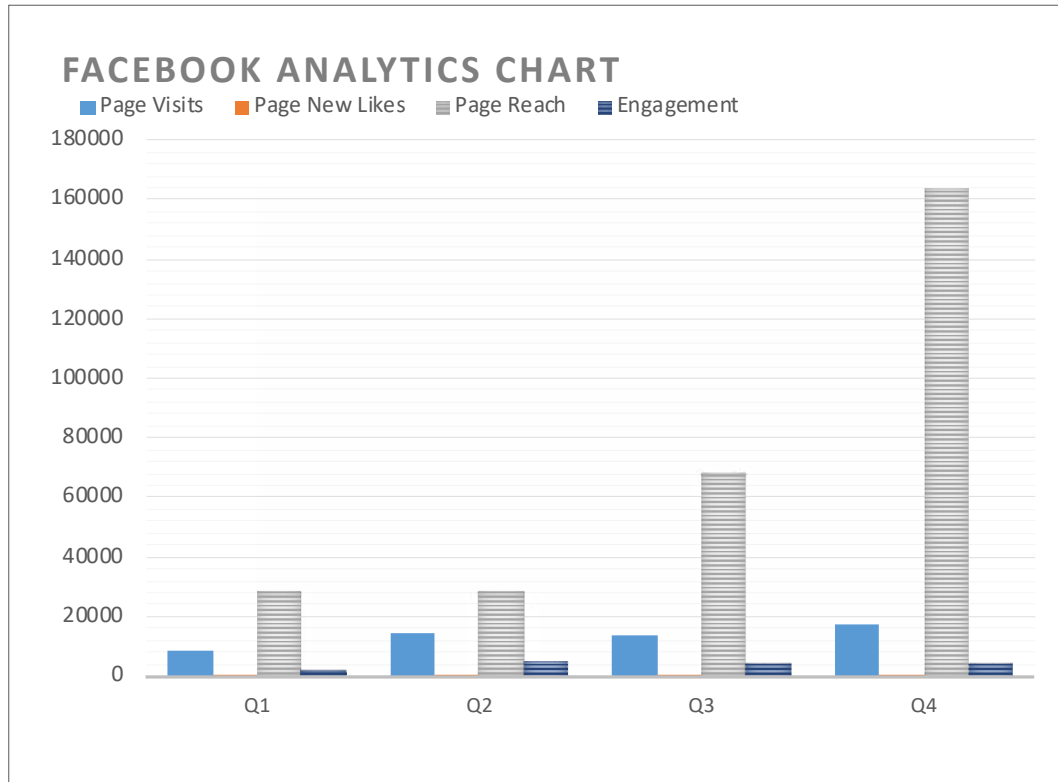


Users have continued to access our website primarily from mobile devices, with 56.59% of visits to our website this quarter, consistent with last quarter's 57%. 40% were desktop visits, and 2.61% via tablet.

The website's highest performing page (following our homepage) this quarter was once again our 'Contact Us' page, with 457 views. Advertised Plans (291 views) was once again our second highest performing page, followed again by Rubbish Collection (199).

Council social media engagement and followers

FACEBOOK



Council's Facebook page has experienced exponential growth this quarter. The page has been consistent in its uploads, and overall purpose of providing digital communications to the community.

Visits to our Facebook page have risen this quarter, with 17,132 visits compared to 13,799 last quarter. This was identified as an area for improvement last quarter, with Council increasing visits to the page through promotion of our Facebook page via print posters and mentions in the Glenorchy Gazette. Despite a promising rise in visits to the page, new page likes have decreased slightly, from 261 to 211 this quarter.

Last quarter we noted a promising doubling of the reach of Council's Facebook page – from 28,688 people to 67,846 people. This quarter, the reach has more than doubled again – to an impressive 163,324 people. Reach indicates the amount of people who saw content from or about GCC, and includes posts, stories or social information from people who interact with our Page. This statistic does not include multiple views from the same person.



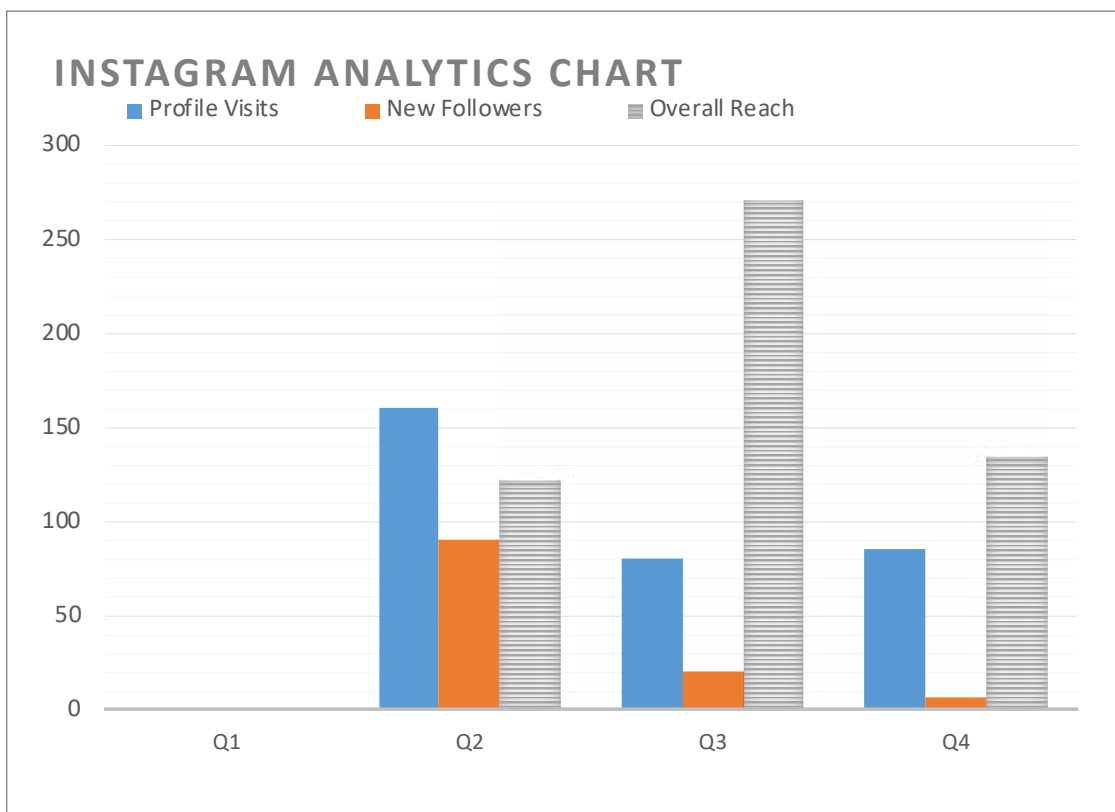
Increasing our reach has been a goal of our social media strategy this year, and we have continued boosting posts and promoting our page to achieve this. In the next quarter, we will continue to boost posts when appropriate to increase our reach and improve visibility of our content.

Engagement has also risen this quarter, from 3900 to 4000. Engagement tracks the number of comments, likes, and shares on posts overall.

Our most popular post of the quarter (in terms of reach and engagement) was 16 June 2023 - 'Glenorchy Mountain Bike Park Update'. This post had a total reach of 29,984 people and 723 reactions/comments/shares. This is consistent with a trend in popularity for open space/recreation related posts, with the last two quarters most popular posts relating to playgrounds. Last quarter, our most popular post was 'Benjafield Park Renewal Concepts, Vote Now!' - which had a total reach of 18,050 people and 317 reactions/comments/shares.

Our least popular post of the quarter was 'Reflect Reconciliation Action Plan' which had a reach of 259 people, and received only 2 reactions, comments, or shares.

INSTAGRAM



There were 5 posts to Council's Instagram account this quarter. We received 86 profile visits, which is a slight increase on last quarter's 81. Our Instagram reach was down this quarter, with a reach of 135 individual Instagram accounts viewing our content compared to 271 last quarter. The slowing in growth of the Instagram can be contributed to a shift from growing our Instagram to ensuring longer form media releases were shared via our Facebook during a busy quarter. Promoting our Instagram and creating a tailored content strategy will be a focus for next quarter, with focus on tailored content for the platform which presents Glenorchy in pictures rather than words.



Number of events permits issued for use of Council land

During the quarter 5 event permits were issued for use of Council land. These included:

- Wellways Dog Walk – event date 11/10/2023
- To The North Market – event date 04/06/2023
- Collinsvale Community Cracker Night – event date 27/05.2023
- Hearing Australia Men’s Health Week – event date 13/06/2023
- Conservation Volunteers Clean Up – event date 21 /06/2023.

Community Newsletter Distributed

OUR GLENORCHY NEWSLETTER

As previously noted, a decision was made to not continue to produce the Our Glenorchy Newsletter following a review during the last quarter of 2022. Instead, focus has been placed on producing content for Council’s website and social media sites (as reported above), as well as external publications such as the Glenorchy Gazette.

During the quarter there were three Glenorchy Gazette newspapers printed/made available online which Council provided content to. Articles included Harmony Week, disposal of Council land, Cairnduff Reserve playspace, ANZAC Day, UTAS Day of Service, Council meeting news, Brent Street Landcare group, Tolosa Park redevelopment, Community Yarn, HAPPY Program, Claremont Coast Care, Council’s federal/state budget submission, citizenship ceremony, Benjafield playspace upgrade, Community and Volunteer Awards, Montrose Skatepark, Glenorchy landfill, John Radcliffe OAM, Friends of Collinsvale group, Community engagement update and new senior police welcomed to Glenorchy. There was also some paid advertising to promote Council news, programs and engagement opportunities.



Risk Management Dashboard Report

31 March 2023 to 30 June 2023





GENERAL RISK UPDATE

Risk workshops reviewing Council's Risk Appetite and Strategic Risks have concluded. These were facilitated by WLF Accounting and Advisory. Internal audits of Council's information management maturity (WLF) and risk management maturity (Crowe) have also been completed and we are expecting reports to be finalised in July 2023 for presenting to Audit Panel.

A number of operational risks have been under active management by Departments over the last quarter as can be seen from progress noted in the following table.

Active Risks:

There are 10 Strategic Risks which have Operational Risks within them.

- Workforce has 9 Operational Risks
- Stakeholder Engagement and Relationship has 4 Operational Risks.
- Management of Council Assets has 6 Operational Risks
- IT Security and Data has 9 Operational Risks
- Governance has 34 Operational Risks
- Financial Sustainability and Budget control has 10 Operational Risks
- Efficient and Effective Service Delivery has 23 Operational Risks
- Environmental Management has 1 Operational Risk
- Advocacy and Role of Council in Social Outcomes has no Operational Risks
- Compliance has no Operational Risks

NEW RISKS

Internal Audit Risks

WLF Accounting & Advisory have undertaken an Internal Audit on Council's Gifts & Benefits and Conflicts of Interest Practices. This was presented to Audit Panel at the February 2023 meeting.

The findings from this audit include three medium risk issues surrounding risk policy framework, application and reporting and transparency. Eight recommendations were made to improve current practice.

CURRENT RISKS

There has been one treatment closed between 31 March 2023 – 30 June 2023:

Gifts and Benefits & Conflicts of Interest Risk: Gifts and Benefits Policy updating.

UPCOMING REPORTING/ WORKSHOPS

Quarterly Risk Reporting as at 30 September 2023 – due to ELT October 2023.



COMPARISON OF STRATEGIC RISK RATING TO RISK APPETITE THIS QUARTER

STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCIL'S RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Governance	The ability of GCC to maintain effective and transparent governance processes including the management and reporting of actions and priorities through the council structure, and accurate and timely reporting to all levels within Council.	Moderate	Low	Low	<p>No additional treatments required. Progress has been made with treatment actions being closed off relating to fraud, hazard exposure, and inaccurate information to regulatory bodies. Significant improvements continue to be made regarding the review and renewal of policies and directives.</p> <p>The risk status meets Council's risk appetite.</p>
Efficient and Effective Service Delivery	The ability of GCC to deliver services in an efficient and effective way within the resources available.	Moderate	Moderate	Moderate and declining	<p>This area continues to be a work in progress. We have seen significant progress with a Customer Service Audit recommendations being implemented and closed, specifically around reporting and analysis of customer complaints.</p> <p>Further improvements are being undertaken within Asset Management and Community Services surrounding service delivery, maintenance works and change management. Asset Management Plans have been developed and implemented to prioritise asset renewals, upgrades and maintenance in key areas of the municipality. These are currently out for public consultation. There will be ongoing annual reviews for these plans.</p>



STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCIL'S RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
IT Security and Data	Ability of GCC to keep data and information secure and maintain a functioning IT system according to legislative requirements and expectations of the community.	Moderate to High	Moderate	Moderate	<p>Although this risk meets Council's risk appetite, it continues to be a work in progress with the core system review process.</p> <p>The ICT Disaster Recovery Plan has been approved by Council's Audit Panel and Executive Leadership Team and was tested in May 2023. There is continued staff awareness training and phishing testing. There is some transfer of residual risk to Cyber Insurance.</p> <p>We have seen ongoing business engagement between ICT and all GCC Directorates. A management workshop to discuss cyber breach impact on departmental incident management plans will be undertaken in July 2023.</p>
Compliance	Ability to ensure the Council is compliant with all relevant legislation, regulation, and contractual obligations.	Moderate	Low	Low	No additional treatments are required. The risk status now meets Council's risk appetite.
Workforce	Ability to attract, retain and develop a workforce with the right skills, capabilities, and attitudes to service the community.	Moderate	Moderate	Moderate	<p>No additional treatments required.</p> <p>This quarter has seen progress of the HR Workforce Plan and investigating an attraction and retention stance for Council. Casual employment is being explored more fully and investigating an internal career development pathway for Council staff.</p> <p>The risk status now meets Council's risk appetite.</p> <p>Staff contracts have been reviewed for compliance.</p>



STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCIL'S RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Financial Sustainability and Budget Control	Ability of GCC to manage the financial sustainability of the Council and deliver the services expected by the community including the revenue base, cost control, maintenance of infrastructure, and the management or sale of key assets.	Moderate	Moderate	Moderate and constant	No additional treatments required. The budget has addressed Council's liquidity ratio into the TAO target of 3 to 6 months and the banking services have been extended for a further three years. Monthly asset reconciliation reports are now completed to align Finance and Asset Management practices. The risk status now meets Council's risk appetite.
Stakeholder Engagement and Relationship	Ability to create, maintain and develop positive stakeholder relationships including good communication and consultation, managing stakeholder risks, and proactive engagement.	Moderate to High	Moderate	Moderate	No additional treatments required. Community Engagement Framework Review presented to Council June 2023. The risk status now meets Council's risk appetite.
Environmental Management	Ability of GCC to effectively manage environmental risks such as natural disasters and waste management, including the impacts of climate change.	Moderate to High	Moderate	Moderate to High	This risk is constant. Following the notice from the EPA regarding non-compliances at the Jackson Street Landfill Council responded In December 2022 and there has been no further action taken from the EPA. Further work to be undertaken to bring the risk status down to meet Council's risk appetite.
Advocacy and Role of Council in Social Outcomes	Ability of GCC to manage or influence social outcomes within the municipality including key issues such as homelessness.	Moderate	Moderate	Moderate	No additional treatments required. The risk status now meets Council's risk appetite.
Management of Council's Assets	The ability of Council to manage all assets effectively and efficiently from acquisition/ construction through to disposal.	Moderate to High	Moderate	Moderate	This risk now meets Council's risk appetite. Asset management plans have been developed and risk assessed. The Infrastructure Management Group have active oversight. Plans are reviewed annually.



RISK MANAGEMENT HEATMAP COMPARISON

TABLE 1. 31 MARCH 2023 - 30 JUNE 2023

Consequence	Severe (5)	Moderate (5) 2 ↔	Moderate (10) 3 ↔	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4) 6 ↔	High (8) 2 ↔	High (12) 1 ↓	High (16) 3 ↔	Extreme (20)
	Moderate (3)	Low (3) 2 ↓	Moderate (6) 12 ↓	Moderate (9) 31 ↑	Moderate (12) 4 ↔	High (15) 1 ↔
	Minor (2)	Low (2) 3 ↔	Low (4) 13 ↑	Low (6) 8 ↔	Moderate (8) 1 ↔	Moderate (10)
	Insignificant (1)	Low (1) 3 ↔	Low (2) 1 ↔	Low (3) 1 ↔	Low (4) 1 ↔	Low (5)
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Likelihood						

TABLE 2. 1 JANUARY 2023 - 31 MARCH 2023

Consequence	Severe (5)	Moderate (5) 1 ↔	Moderate (10) 2 ↓	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4) 7 ↑	High (8) 1 ↓	High (12) 2 ↓	High (16) 2 ↓	Extreme (20)
	Moderate (3)	Low (3) 3 ↑	Moderate (6) 9 ↓	Moderate (9) 25 ↓	Moderate (12) 4 ↔	High (15) 1 ↔
	Minor (2)	Low (2) 3 ↔	Low (4) 19 ↑	Low (6) 10 ↑	Moderate (8) 1 ↔	Moderate (10)
	Insignificant (1)	Low (1) 3 ↔	Low (2) 1 ↔	Low (3) 1 ↔	Low (4) 1 ↔	Low (5)
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Likelihood						

