



**ORDINARY MEETING OF COUNCIL**

**ATTACHMENTS TO REPORTS**

**16 September 2019**



## CONTENTS:

---

<b>6.3</b>	<b>DWELLING EXTENSION 267 PORT ROAD, BOAT HARBOUR BEACH - DA 96/2019</b>	
	Enclosure 1	Consolidated Advertised Documents ..... 2
	Enclosure 2	Representation and Associated Documentation ..... 53
	Enclosure 3	Signed Extension of Time ..... 58
<b>6.4</b>	<b>Outbuilding located at 17 Elfrida Avenue, Sisters Beach- DA101/2019</b>	
	Enclosure 1	Consolidated advertised documents..... 59
	Enclosure 2	Additional info request..... 73
	Enclosure 3	Representation ..... 74
	Enclosure 4	Signed Extension of Time Agreement ..... 77
<b>9.3</b>	<b>Animal Control Report</b>	
	Enclosure 1	Animal Control Report..... 78
	Enclosure 2	Current Dog Management Policy ..... 79
	Enclosure 3	Letter from Parks and Wildlife Services regarding attack on penguin colony ..... 80
<b>9.4</b>	<b>Wynyard Community Hub</b>	
	Enclosure 1	Wynyard Community Hub Project Report ..... 81
<b>9.6</b>	<b>Local Government Reform - Response to Reform Directions Paper</b>	
	Enclosure 1	Correspondence - Alex Tay, Director Local Government ..... 159
	Enclosure 2	Reform Directions Paper Phase Two ..... 161
<b>9.7</b>	<b>Policy Review: Council Properties - Boundary Fence Policy</b>	
	Enclosure 1	Council Properties - Bounday Fence Policy ..... 213
<b>9.14.1</b>	<b>Minutes of Other Bodies/Committees - Waratah-Wynyard Council Audit Panel Committee held 27 August 2019</b>	
	Enclosure 1	Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee ..... 215



**DA 96/2019**  
**267 Port Road BOAT HARBOUR BEACH**

**Proposal:** Dwelling Extension  
**Discretionary Matter:** Suitability of a site or lot for use or development 12.4.1 (P3) & Use likely to be exposed to a natural hazard E6.5.2 (P1)

**REPRESENTATIONS CLOSE ON:**  
**Monday 5 August 2019**

Please Note:  
 All documents contained herewith are for public viewing only and must not be removed from the Council offices.

7086783

Documents Enclosed	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon
Application Form											
Site Notice											
Location Map											
Titles											
Agent Authority											
Landslide Risk Assessment by Tasman Geotechnics											
Request for Additional Information dated 5.07.2019											
Design Plans by Abel Drafting Services – Project Number 17094											



**PLANNING PERMIT APPLICATION  
APPLICATION FOR PLANNING APPROVAL UNDER SECTION 51,  
LAND USE PLANNING & APPROVALS ACT 1993**

Development Application < 80m <sup>2</sup>	\$300 – Minimum Fee + advertising fee
Development Applications > 80m <sup>2</sup>	\$300 + \$1.50/m <sup>2</sup> + advertising fee
<b>Level 2 Activity</b>	\$2,180+ advertising fee by quote
<b>SUBDIVISION</b>	\$390 + \$60/lot+ advertising fee
<b>Advertising fee will be reimbursed if no advertising is required</b>	
<b>For information on other fees Ph: 6443 8316</b>	

Is a hard copy of planning permit and endorsed documents required? Yes ..... No ..... ✓  
(A 10% discount applies for all permits issued in electronic format only)

- Development Address 267 PORT ROAD BOAT HARBOUR BEACH
- Full Name of Applicant(s) ABEL DRAFTING SERVICES Pty Ltd-IAN RAY
- Postal Address of Applicant(s) (all correspondence in relation to this application will be sent to this address for requests in hardcopy format otherwise correspondence will be forwarded to the email address)  
PO BOX 579 WYNYARD TAS 7325  
Email Address barbara@abeldesign.com.au  
Telephone – Day 61364423411 Mobile 0418 143 073

Would you like the postal address recorded above to be applied for all future Council correspondence (including rates/animal control etc)? Yes ..... No..... ✓

**WHERE THE APPLICANT IS NOT THE OWNER**  
In accordance with Section 52 of the *Land Use Planning and Approvals Act 1993* if the applicant for the permit is not the owner of the land in respect of which the permit is required, the applicant must include in the application for the permit, a declaration that the applicant has notified the owner of the intention to make the application.

In the event that the property is owned or managed by the Crown or Council, this application is to be signed by the relevant Crown Minister responsible, or General Manager of the Council, and accompanied by written permission of the Minister/General Manager to the making of this application.

4. Name of Property Owner (see authorisation below)

Full Name ELEANORA HOLIDAY COTTAGE Pty Ltd  
Address 267 PORT ROAD BOAT HARBOUR BEACH  
Telephone – Home 0400 769 540 Work/Business .....

**Applicant's Notification to Owner**

I IAN RAY - ABEL DRAFTING SERVICES  
Full Name of Applicant(s)  
of 33 GOLDIE STREET WYNYARD TAS 7325  
Applicant's Address

Declare that I/we have notified the owner(s) of the property(ies) of the intention to make this application.

I/We understand that in accordance with Section 52(2) of the *Land Use Planning and Approvals Act 1993* a person must not obtain or attempt to obtain a permit by wilfully making, or causing to be made, any false representation or declaration either orally or in writing.

**Enclosure 1 Consolidated Advertised Documents**

5. Proposed Development (Fully describe intended use of land or premises)

.....  
PROPOSED RESIDENCE EXTENSION, UPSTAIRS, INCLUDING LOUNGE, STUDY, ENSUITED  
BEDROOM & DECK  
.....

6. Supporting Information if necessary to explain special features of the proposal.

(Attach separate sheet if required)

.....  
.....

To include –

(a) One Copies (electronic copy if available) of any plan(s) and/or specification(s) for the proposed development, showing where applicable:

- i. Sufficient information to demonstrate compliance with all applicable standards, purpose statements in applicable zones and codes, any relevant local area objectives or desired future character statements;
- ii. a full description of the proposed use or development;
- iii. a full description of the manner in which the use or development will operate;
- iv. a site analysis and site plan at an acceptable scale;
- v. a detailed layout plan of the proposed buildings with dimensions at a scale of 1:100 or 1:200;
- vi. a plan of the proposed landscaping;
- vii. car parking facilities and capacity;
- viii. area of clearing of trees and bushland;
- ix. size, position, colour, illumination, fixing or support and other design details of advertising sign(s).

(b) A FULL COPY OF YOUR TITLE SHALL ALSO ACCOMPANY THE APPLICATION.

Title Certificate  Title Plan  Schedule of Easements

(c) RELEVANT ENGINEERING APPROVALS

Access  Stormwater

7. Present use of site and/or buildings – full description

.....  
DWELLING  
.....

8. Car Parking	Floor Area	Site Area
Existing on site .....	Existing .....94.6 m <sup>2</sup>	.....5421.4 m <sup>2</sup>
Total no. proposed .....	Proposed .....101.7 m <sup>2</sup>	
	Total .....196.3 m <sup>2</sup>	

**Questions 9 to 12 relate to Commercial and Industrial Uses and Developments only**

9. What days and hours of operation are proposed?

Monday to Friday: From ..... a.m. to ..... p.m.

Saturday: From ..... a.m. to ..... p.m.

Sunday: From ..... a.m. to ..... p.m.

10. Number of Employees?

Existing .....

Proposed .....

11. Vehicles visiting or delivering to or from the site?

Type	No.	Trips per day
.....	.....	.....
.....	.....	.....

12. What type of machinery is to be installed or used?

Type	No.
.....	.....
.....	.....

**DECLARATION BY APPLICANT (mandatory)**

I declare that the information given is a true and accurate representation of the proposed development. I understand that the information and materials provided with the development application may be made available to the public. I understand that the Council may make such copies of the information and materials as in its opinion are necessary to facilitate a thorough consideration of the Permit Application. I have obtained the relevant permission of the copyright owner for the communication and reproduction of the plans accompanying the development application for the purposes of assessment of that application. I indemnify the Waratah-Wynyard Council for any claim or action taken against it in respect of breach of copyright in respect of any of the information or material provided.

I/We hereby acknowledge that Section 20(a) of the *Local Government Act 1993* provides the power for persons authorised by the General Manager to enter land without notice in relation to an application by the owner or occupier for a licence, permit or other approval given by the council.

Signature(s) .....



Date ..... 24/06/2019



## NOTICE OF PROPOSED DEVELOPMENT

Notice is hereby given that an application has been made for the following development:-

**No.:** DA 96/2019  
**LOCATION:** 267 Port Road BOAT HARBOUR BEACH  
**APPLICANT:** Abel Drafting Services Pty Ltd – Ian Ray  
**ZONING:** Low Density Residential  
**USE CLASS:** Residential  
**PROPOSAL:** Dwelling Extension

**DISCRETIONARY MATTER:**

Suitability of a site or lot for use or development 12.4.1 (P3) & Use likely to be exposed to a natural hazard E6.5.2 (P1)

The application and associated plans and documents will be available for inspection during normal office hours for a period of 14 days from the date of this notice at the Council Office, Saunders Street, Wynyard or can be viewed on the Council website [www.warwyn.tas.gov.au](http://www.warwyn.tas.gov.au).

Any person who wishes to make representations in accordance with the *Land Use Planning and Approvals Act 1993*, must do so during the 14 day period.

Representations in writing will be received by the General Manager, PO Box 168, Wynyard, 7325, email [council@warwyn.tas.gov.au](mailto:council@warwyn.tas.gov.au) by **Monday 5 August 2019**.

Dated Saturday 20 July 2019.

**Shane Crawford**  
**GENERAL MANAGER**





**RESULT OF SEARCH**

RECORDER OF TITLES

Issued Pursuant to the Land Titles Act 1980



SEARCH OF TORRENS TITLE

VOLUME 247597	FOLIO 1
EDITION 1	DATE OF ISSUE 27-May-1995

SEARCH DATE : 26-May-2017

SEARCH TIME : 01.07 PM

DESCRIPTION OF LAND

Town of JACOBS BOAT HARBOUR  
 Lot 1 on Plan 247597  
 Derivation : Portion of 12A-2R-22P Sec.K. Gtd. to W.H. Medwin  
 Prior CT 2395/23

SCHEDULE 1

A576264 TRANSFER to ELEANORA HOLIDAY COTTAGES PTY LTD

SCHEDULE 2

Reservations and conditions in the Crown Grant if any  
 BURDENING EASEMENT a right of carriage way (appurtenant to  
 Lots 1 and 2 on Diagram No. 298/25) over the Right of  
 Way shown on Diagram No. 77973  
 C979801 Proclamation: The above land is affected by Landslip  
 (Wynyard) Order 1975 (Statutory Rules 1975 No. 286).  
 Registered 10-Dec-2010 at noon

UNREGISTERED DEALINGS AND NOTATIONS

No unregistered dealings or other notations

ORIGINAL - NOT TO BE REMOVED FROM TITLES OFFICE

R.P. 1469  
**TASMANIA**  
 REAL PROPERTY ACT, 1882, as amended

CERTIFICATE OF TITLE

NOTE—REGISTERED FOR OFFICE  
 CONVENIENCE TO REPLACE



Register Book  
 Vol. Fol.  
 2395 23

Cert. of Title Vol.762 Fol.72.

I certify that the person described in the First Schedule is the registered proprietor of an estate in fee simple in the land within described together with such interests and subject to such encumbrances and interests as are shown in the Second Schedule. In witness whereof I have hereunto signed my name and affixed my seal.

26 MAY 1968

*T.E. Hutchinson*  
 Recorder of Titles.



DESCRIPTION OF LAND

TOWN OF JACOBS BOAT HARBOUR  
 ONE ACRE ONE ROD FOURTEEN PERCHES AND TWO TENTHS OF A PERCH  
 on the Plan hereon

FIRST SCHEDULE (continued overleaf)

NICHOLAS WILLIAM O'DWYER of Burnie, Holiday Home Proprietor  
 and ISOBEL MAY O'DWYER, his wife

SECOND SCHEDULE (continued overleaf)

SUBJECT TO a right of carriage way (appurtenant to Lots 1 and 2  
 on Diagram No.298/25) over the Roadway shown hatched hereon.

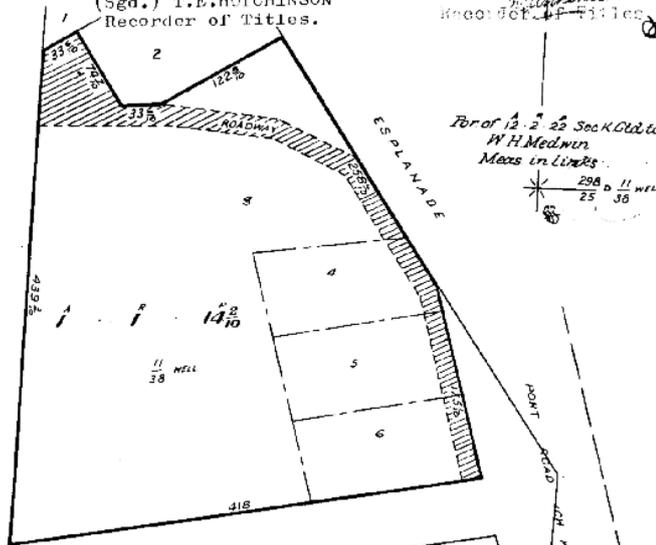
NO.A292361 MORTGAGE to The Tasmanian Permanent Executors and Trustees Association Limited  
 Registered 25th June, 1968 at 12.1 p.m.  
 (Sgd.) T.E.HUTCHINSON  
 Recorder of Titles.

A292362 MORTGAGE to George William Bruford  
 Registered 25th June, 1968 at 12.2 p.m.  
 (Sgd.) T.E.HUTCHINSON  
 Recorder of Titles.

THE OF THE RECORDER OF TITLES ARE NO LONGER SUBSISTING.

Lot 1 of this plan consists of all the land comprised in the above-mentioned cancelled folio of the Register

REGISTERED NUMBER  
**247597**



FIRST Edition. Registered 20 SEP 1968  
 Derived from C.T.Vol. 762 Fol.72. Transfer A292360- G.W.Bruford.

**ABEL DRAFTING SERVICES PTY LTD**

ABN 78 009 572 749



**WYNYARD OFFICE**

33 Goldie Street  
PO Box 579  
Wynyard Tas 7325  
Telephone 03 6442 3411

**SMITHTON OFFICE**

5 Brittons Road  
P O Box 219  
Smithton Tas 7330  
Telephone 03 6452 3411

DATE: 6/6/2017

To whom it may concern

I, We

MAXENE COLEMAN

Authorize Abel Drafting Services to

Act as agent on my/our behalf, to submit building documentation for our project.

Signed:

*KHinds*

Eleanora Holiday Cottages Plh

*Maxene*

Maxene Kaye Coleman



**LANDSLIDE RISK ASSESSMENT  
PROPOSED EXTENSION TO EXISTING COTTAGE  
267 PORT ROAD, BOAT HARBOUR**

Prepared for: **Abel Drafting Services**

Date: 14 June 2019

Document Reference: TG19101/1 - 01report

**Tasman Geotechnics Pty Ltd** ABN 96 130 022 589  
16 Herbert Street, Invermay  
PO Box 4026, Invermay TAS 7248  
T 6338 2398  
E [wayne@tasmangeotechnics.com.au](mailto:wayne@tasmangeotechnics.com.au)

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

**Contents**

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>2</b>	<b>BACKGROUND INFORMATION</b>	<b>1</b>
	2.1 Regional Setting	1
	2.2 Geology	1
	2.3 Landslide Mapping	1
	2.4 Previous Reports	2
	2.5 Proposed Development	2
<b>3</b>	<b>FIELD INVESTIGATION</b>	<b>2</b>
<b>4</b>	<b>RESULTS</b>	<b>3</b>
	4.1 Surface Conditions	3
	4.2 Subsurface Conditions	3
<b>5</b>	<b>LANDSLIDE RISK ASSESSMENT</b>	<b>3</b>
	5.1 General	3
	5.2 Geotechnical Model	3
	5.3 Potential Hazards	4
	5.4 Risk to Property	4
<b>6</b>	<b>DISCUSSION &amp; RECOMMENDATIONS</b>	<b>5</b>
	6.1 Limitations on Development	5
	6.2 Footings	5
	6.3 Wind Classification	5

**Important information about your report**

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

**Figures**

- Figure 1 MRT Geology Map Extract
- Figure 2 MRT Landslide Inventory Map Extract
- Figure 3 MRT Landslide Susceptibility Map Extract
- Figure 4 Site Layout

**Appendices**

- Appendix A Site Photographs
- Appendix B Landslide Risk Matrix
- Appendix C Guidelines to Hillside Construction

<b>Version</b>	<b>Date</b>	<b>Prepared by</b>	<b>Reviewed by</b>	<b>Distribution</b>
Original	14 June 2019	Dr Alan Chester	Dr Wayne Griffioen	Electronic

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

## **1 INTRODUCTION**

Tasman Geotechnics was commissioned by Ian Ray of Abel Drafting Services to carry out a Landslide Risk Assessment for a proposed development at 267 Port Road, Boat Harbour (title reference 247597/1).

The development is to build a second storey and deck onto an existing cottage.

The assessment is required as part of the Planning Application process as the development is mapped within a "Medium" hazard band.

Our scope of work consisted of:

- Carrying out a site walkover to note geomorphological features associated with landslide activity;
- Excavation of a pit adjacent to existing footings to determine depth of existing footings;
- Conducting a Landslide Risk Assessment.

The assessment is consistent with the Landslide Risk Assessment guidelines published by the Australian Geomechanics Society (2007).

## **2 BACKGROUND INFORMATION**

### **2.1 Regional Setting**

Boat Harbour is a seaside town built at the base of a steep coastal escarpment with a sheltered beach as the main attraction. Many of the houses were initially holiday shacks and still display their origins.

A prominent headland, Table Cape is situated to the east of the town and a rugged rocky coastline extends to the west. To the south a steep escarpment rises to a plateau approximately 120m above sea level.

### **2.2 Geology**

The Mineral Resources Tasmania (MRT) 1:25,000 Series Digital Geological map, Wynyard Sheet, shows the site to be mapped on talus derived from Tertiary aged basalt. North and downhill from the site is an area mapped as Tertiary sediment, described as "*dominantly non-marine sequences of gravel, sand, silt, clay and regolith.*" Proterozoic aged interbedded shaly black siltstone and thinly bedded quartzite appears to underlie both of the above sequences. Tertiary aged basalt outcrops on the beach to the east of the site and may also partly underlie the site.

An extract of the MRT map is presented on Figure 1.

### **2.3 Landslide Mapping**

The MRT Landslide Inventory Map shows that the site is located on a landslide complex of unknown activity. The landslide has a head scarp to the west of the site and the site is located near the toe of the landslide. The landslide complex is about 390m long from west to east and approximately 300m wide. An extract of the Landslide Inventory Map is presented in Figure 2.

For the basalt soils of North-West coast of Tasmania, MRT have identified two scales of landslides:

- Deep-seated rotational landslides; and
- Shallow slides or debris flows.

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

Landslide susceptibility maps for both scales of landsliding have been developed by MRT, and extracts are presented in Figure 3.

Susceptibility zones for first time deep-seated failures were developed by MRT by statistical analysis of slope geometry and geological material of known landslides, and are mapped as possible source, regression and runout areas associated with potential landslide movement. For the Tertiary basalts, threshold values of source, regression and runout areas are 14°, 20° and 16° respectively.

The Wynyard Deep-seated Landslide Susceptibility Map shows that the site is not located on potential source, regression or runout areas.

For shallow slides and debris flows, the susceptibility for source area is also based on slope angle:

- High: greater than 20°
- Moderate: between 10° and 20°
- Low: between 6° and 10°
- Very Low: less than 6°

The Wynyard Shallow Slide and Debris Flow Susceptibility Map shows that the site is mapped as low susceptibility for shallow slide and debris flow.

#### **2.4 Previous Reports**

A search on the MRT website for previous investigations at or near the site revealed a large number of studies pertaining to slope stability assessments within the Boat Harbour area. The most useful report we found was a report for DPIWE and Waratah-Wynyard Council entitled "Landslide Risk assessment for Boat Harbour Beach" by Coffey Geotechnics (2001). Although no subsurface investigations were conducted, the Coffey Geotechnics report gives an extensive review of the geomorphology and landslide risks for Boat Harbour.

Tasman Geotechnics has also carried out various investigations at nearby sites. Two boreholes were drilled for a site at Moore Street. The borehole at the base of the slope encountered slightly weathered to fresh quartzite rock from 2m depth, the borehole on the landslide toe encountered Tertiary sediments (talus) to 6m depth, overlying quartzite rock.

#### **2.5 Proposed Development**

It is proposed to extend the house by building a second storey on the existing dwelling. A small balcony is proposed on the eastern side but essentially the building footprint remains unchanged. The upper story is to be of lightweight construction.

### **3 FIELD INVESTIGATION**

The fieldwork was carried out by an Engineering Geologist from Tasman Geotechnics on 19 May 2019. The fieldwork involved the following:

- A site walkover to note features relevant to landslide activity.
- Taking photographs for visual reference, and
- A Test pit to determine the depth of existing footings.

No subsurface investigation was carried out as Tasman Geotechnics have previously undertaken a number of investigations around the Boat Harbour area.

Selected site photographs are presented in Appendix A.

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

## **4 RESULTS**

### **4.1 Surface Conditions**

The surface conditions have been modified by development over many years and the site now presents as a garden setting with lawns and well cared for gardens. The existing cottage has been built on a gentle slope trending to the east. Some basalt boulders are present at the surface and where cuts have been made the talus structure of basalt cobbles within a silty clay matrix can be seen.

The existing building shows no signs of structural damage which may have occurred due to soil movement. A brick building to the west of the site which is at least fifty years old is also in pristine condition.

### **4.2 Subsurface Conditions**

No sub-surface investigation was carried out apart from a shallow test pit which encountered tightly packed basalt cobbles and boulders within a silty clay matrix.

The footings were observed to extend to 0.6m below ground level.

Previous investigations by Tasman Geotechnics have encountered basalt talus extending 6m below ground level, overlying quartzite rock. In this instance we infer that the basalt talus extends at least 10m below the site on the basis that the talus extends over a relatively level wave cut platform approximately 10m above sea level.

Groundwater is likely to be perched on the quartzite rock.

## **5 LANDSLIDE RISK ASSESSMENT**

### **5.1 General**

Risk assessment and management principles applied to slopes can be interpreted as answering the following questions;

- What might happen? (HAZARD IDENTIFICATION).
- How likely is it? (LIKELIHOOD).
- What damage or injury might result? (CONSEQUENCE).
- How important is it? (RISK EVALUATION).
- What can be done about it? (RISK TREATMENT).

The risk is a combination of the likelihood and the consequences for the hazard in question. Thus both likelihood and consequences are taken into account when evaluating a risk and deciding whether treatment is required.

The qualitative likelihood, consequence and risk terms used in this report for risk to property are given in Appendix B and are based on the Landslide Risk Management Guidelines, published by Australian Geomechanics Society (AGS, 2007). The risk terms are defined by a matrix that brings together different combinations of likelihood and consequence. Risk matrices help to communicate the results of risk assessment, rank risks, set priorities and develop transparent approaches to decision making.

### **5.2 Geotechnical Model**

The field observations indicate that the subsurface conditions at the site consists of talus derived from Tertiary aged basalt. From previous experience we expect that the talus is overlying a wave cut platform of Proterozoic aged interbedded shaly black siltstone and thinly bedded quartzite.

Landslide Risk Assessment, 267 Port Road, Boat Harbour

The mapped landslide on which the current building stands is a complex of a number of overlapping landslides which have come from the steep coastal escarpment to the west of the site. It appears that the landslides have initiated on the steep slopes and debris has moved downhill until arrested by the flat surface of a probable wave cut platform approximately 10m above present sea level.

We infer that little or no movement has occurred at the site for an extended period of time.

Development around the site including uphill of the site will have improved the surface drainage around and across the site and thus reduced the risk of future landslides.

The footprint of the existing building is small in respect to the landslide complex. The existing building and proposed extension are to be light weight.

**5.3 Potential Hazards**

Based on the site observations and available information discussed in the sections above, the following landslide hazards are identified for the site:

**Reactivation of existing (regional) landslide.** Based on the historical information and MRT mapping, the proposed extension is on a large landslide complex of unknown activity. The failure mechanism of the slide is unknown, but probably occurred due to regionally high groundwater levels or geologically active earth. Re-activation of this landslide could occur due to elevated groundwater levels at a regional scale (eg impeded groundwater drainage or increased surface infiltration) possibly combined with extensive excavation/erosion at the toe to disturb the existing equilibrium.

The likelihood for reactivation of the existing landslide under current climatic conditions is assessed to be Unlikely.

**Small to medium scale translational landslide** (up to about 3m deep). Such landslides can occur where slopes are locally steep, or have been steepened by earthworks (cut or fill) and would involve up to 1,000 m<sup>3</sup> of soil. Medium scale landslides may also occur due to localized soil erosion (eg from poor control of surface runoff) and locally elevated groundwater levels (eg, seepage water collected in fill embankment).

There is presently no evidence of soil erosion or high groundwater levels at the site. No excavations should be required for the proposed extension thus the likelihood of a medium scale slide under current climatic conditions, is assessed to be Rare.

The identification of the potential hazards considers both the site and nearby properties, and is necessary to address stability issues that may negatively impact upon the site and influence the risk to property.

**5.4 Risk to Property**

The following table summarizes the risk to property of the landslide events in relation to the proposed development as described in Section 2.5, **assuming limitations in Section 6 are incorporated.**

**Table 1. Landslide risk profiles**

Scenario	Likelihood	Consequence	Risk Profile
Reactivation of existing (regional) landslide	Unlikely under existing climatic conditions	Medium, moderate damage to part of the structure and possibly adjacent properties	Low
Small to medium scale translational landslide	Rare, area is well developed with established drainage and numerous retaining walls and other structures	Minor, limited damage to part of the structure	Very Low

The assessment shows that the proposed development presents a Low level of risk, **provided the limitations listed in Section 6 are incorporated in the design.**

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

## **6 DISCUSSION & RECOMMENDATIONS**

### **6.1 Limitations on Development**

In order to ensure the proposed development does not change the risk profile above Very Low for the site, it is recommended that the following limitations be enforced:

- The bearing pressure of the footings with the additional weight of the second storey should be checked by a structural engineer to be less than the allowable bearing pressure.
- Storm water from roofs and paved areas should be diverted to council storm water system.
- Maintenance of surface runoff, vegetation, retaining structures and other measures described above are the responsibility of the site owner.
- Good hillside construction practices should be followed. A copy of Some Guidelines for Hillside Construction are presented in Appendix C.

### **6.2 Footings**

An allowable bearing pressure of 100 kPa is available for edge beams, strip and pad footings founded on the natural soil.

We have assumed that the current natural drainage and infiltration conditions at the site will not be markedly affected by the proposed site development work. Care should therefore be taken to ensure that surface water is not permitted to collect adjacent to the structure and that significant changes to seasonal soil moisture equilibria do not develop as a result of service trench construction or tree root action.

Attention is drawn to Appendix B of AS 2870 and CSIRO Building Technical File BTF18 "Foundation Maintenance and Footing Performance: A Homeowner's Guide" as a guide to maintenance requirement for the proposed structure.

### **6.3 Wind Classification**

The wind classification for the site is as follows:

**N3 (AS 4055 - 2012)**

Based on region, terrain, shielding and topography as follows:

<b>Region</b>	<b>Terrain category</b>	<b>Topography</b>	<b>Shielding</b>
A	TC1.5	T2	PS



## Important information about your report

**These notes are provided to help you understand the limitations of your report.**

### Project Scope

Your report has been developed on the basis of your unique project specific requirements as understood by Tasman Geotechnics at the time, and applies only to the site investigated. Tasman Geotechnics should be consulted if there are subsequent changes to the proposed project, to assess how the changes impact on the report's recommendations.

### Subsurface Conditions

Subsurface conditions are created by natural processes and the activity of man.

A site assessment identifies subsurface conditions at discrete locations. Actual conditions at other locations may differ from those inferred to exist, because no professional, no matter how qualified, can reveal what is hidden by earth, rock and time.

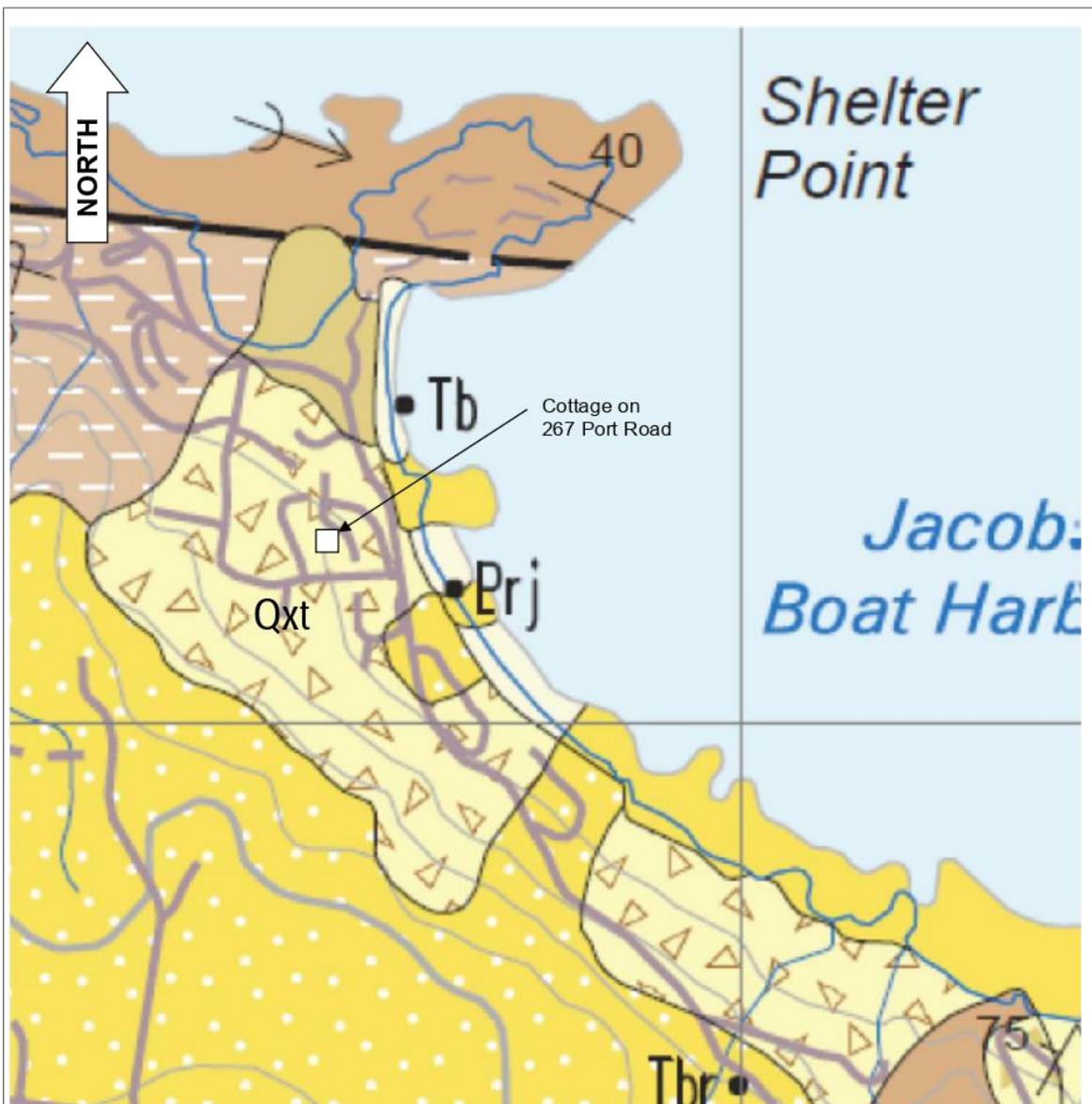
Nothing can be done to change the conditions that exist, but steps can be taken to reduce the impact of unexpected conditions. For this reason, the services of Tasman Geotechnics should be retained throughout the project, to identify variable conditions, conduct additional investigation or tests if required and recommend solutions to problems encountered on site.

### Advice and Recommendations

Your report contains advice or recommendations which are based on observations, measurements, calculations and professional interpretation, all of which have a level of uncertainty attached.

The recommendations are based on the assumption that subsurface conditions encountered at the discrete locations are indicative of an area. This can not be substantiated until implementation of the project has commenced. Tasman Geotechnics is familiar with the background information and should be consulted to assess whether or not the report's recommendations are valid, or whether changes should be considered.

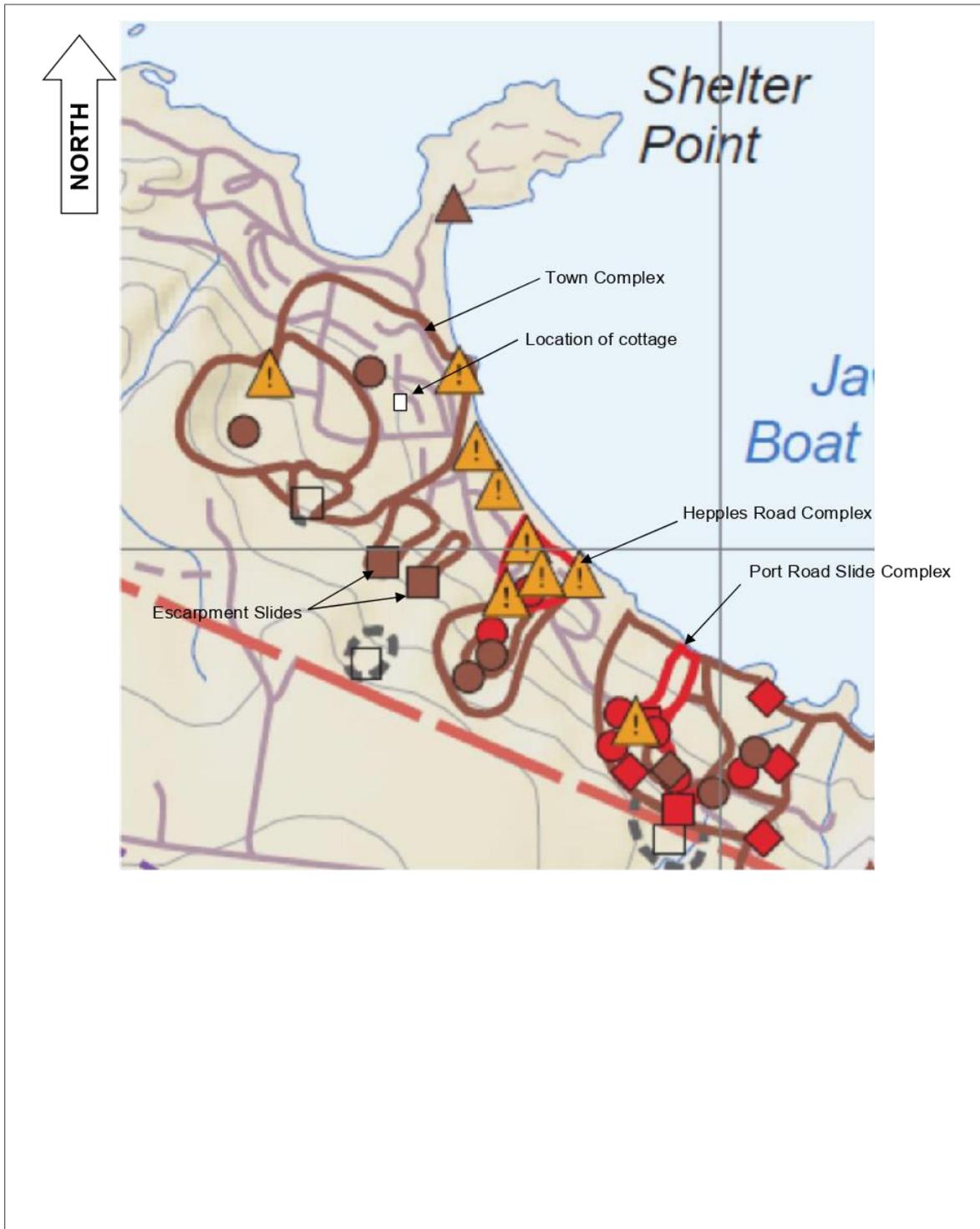
The report as a whole presents the findings of the site assessment, and the report should not be copied in part or altered in any way.



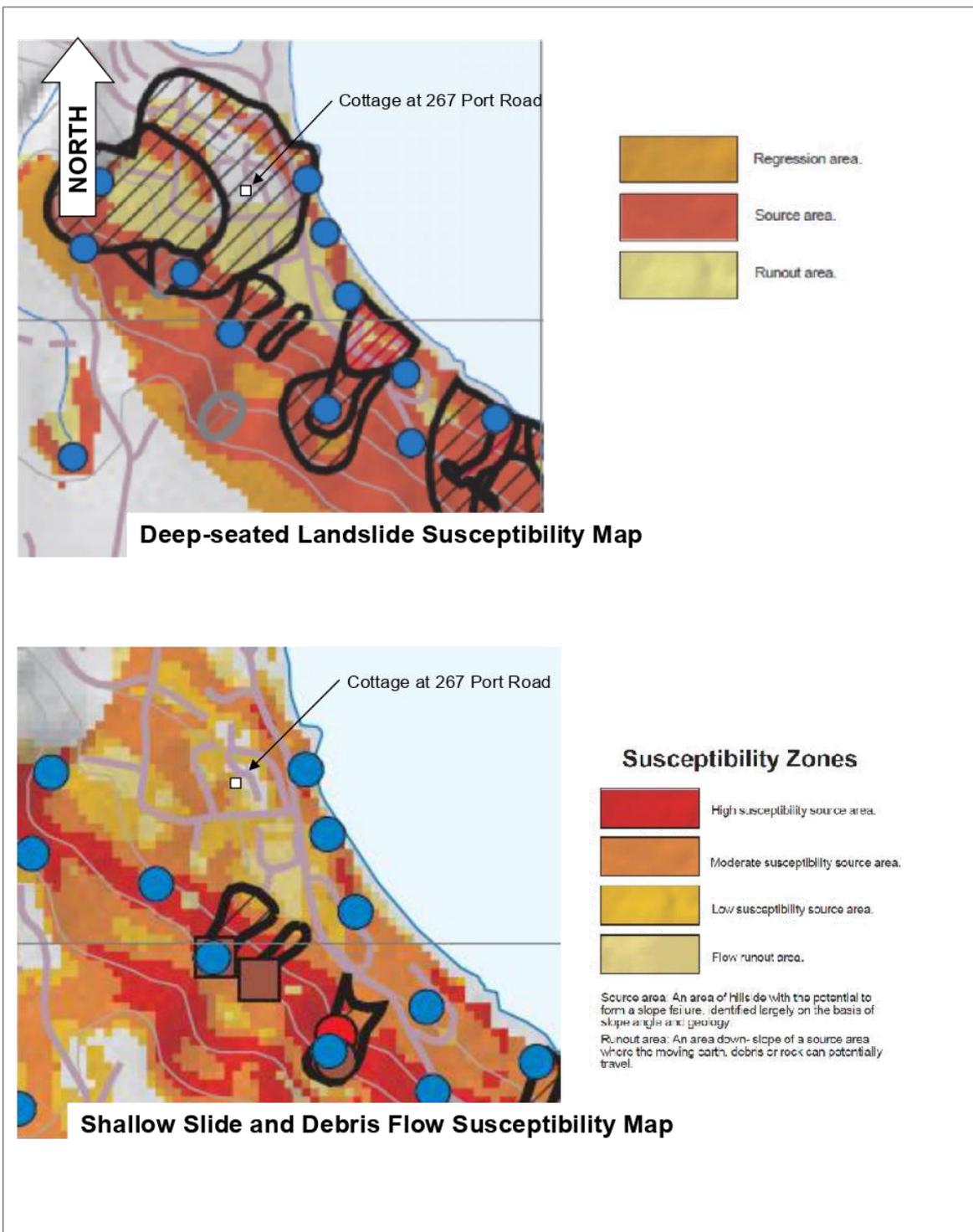
**LEGEND**

	Qxt	Landslide deposits predominantly derived from weathered Tertiary rocks (Qxt).
	Tbw	Predominantly deeply-weathered basalt (Tbw).
	Ts	Terrestrial sand, gravel and minor lacustrine deposits. (Ts).
	Prjs	Interbedded shaly black siltstone and thinly bedded quartzite (Prjs).
	Erj	Well-bedded, cross-bedded, mostly medium to coarse-grained orthoquartzite (Erj) (Jacob Quartzite).

drawn	AC	<p><b>TASMAN</b> geotechnics</p>	client:	Abel Drafting Services		
approved	WG		project:	Landslide Risk Assessment 267 Port road, Boat Harbour		
date	4/06/2019		title:	MRT Geology Map Extract		
scale	NTS		project no:	TG19101/1 – 01report	figure no:	FIGURE 1
original size	A4					



drawn	AC	 <b>TASMAN</b> geotechnics	client:	<b>Abel Drafting Services</b>		
approved	WG		project:	<b>Landslide Risk Assessment 267 Port Road, Boat Harbour</b>		
date	4/06/2019		title:	<b>MRT Landslide Inventory Map Extract</b>		
scale	NTS		project no:	<b>TG19101/1 – 01report</b>	figure no:	<b>FIGURE 2</b>
original size	A4					



drawn	AC		client:	<b>Abel Drafting Services</b>		
approved	WG		project:	<b>Landslide Risk Assessment 267 Port Road, Boat Harbour</b>		
date	4/06/2019		title:	<b>MRT Landslide Susceptibility Map Extracts</b>		
scale	NTS		project no:	<b>TG19101/1 – 01report</b>	figure no:	<b>FIGURE 3</b>
original size	A4					



drawn	AC	 <b>TASMAN</b> geotechnics	client:	<b>Abel Drafting Services</b>		
approved	WG		project:	<b>Landslide Risk Assessment 267 Port Road, Boat Harbour</b>		
date	4/06/2019		title:	<b>Site Layout</b>		
scale	NTS		project no:	<b>TG19101/1 – 01report</b>	figure no:	<b>FIGURE 4</b>
original size	A4					

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

## **Appendix A**

**Selected Photographs**

Tasman Geotechnics  
Reference: TG19101/1 - 01report

Landslide Risk Assessment, 267 Port Road, Boat Harbour Beach

---



Photo 1. Existing dwelling, looking south



Photo 2. Exposed parts of existing footings, test pit was excavated along this wall

Tasman Geotechnics  
Reference: TG19101/1 - 01report

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

## **Appendix B**

### **Landslide Risk Matrix**

Tasman Geotechnics  
Reference: TG19101/1 - 01report



## Terminology for use in Assessing Risk to Property

These notes are provided to help you understand concepts and terms used in Landslide Risk Assessment and are based on the "Practice Note Guidelines for Landslide Risk Management 2007" published in *Australian Geomechanics Vol 42, No 1, 2007*.

### Likelihood Terms

The qualitative likelihood terms have been related to a nominal design life of 50 years. The assessment of likelihood involves judgment based on the knowledge and experience of the assessor. Different assessors may make different judgments.

Approximate Annual Probability	Implied indicative Recurrence Interval	Description	Descriptor	Level
10 <sup>-1</sup>	10 years	The event is expected to occur over the design life	Almost Certain	A
10 <sup>-2</sup>	100 years	The event will probably occur under adverse conditions over the design life	Likely	B
10 <sup>-3</sup>	1000 years	The event could occur under adverse conditions over the design life	Possible	C
10 <sup>-4</sup>	10,000 years	The event might occur under very adverse conditions over the design life	Unlikely	D
10 <sup>-5</sup>	100,000 years	The event is conceivable but only under exceptional circumstances over the design life	Rare	E
10 <sup>-6</sup>	1,000,000 years	The event is inconceivable or fanciful for the design life	Barely Credible	F

### Qualitative Measures of Consequence to Property

Indicative Cost of Damage	Description	Descriptor	Level
200%	Structure(s) completely destroyed and/or large scale damage requiring major engineering works for stabilisation. Could cause at least one adjacent property major consequential damage.	Catastrophic	1
60%	Extensive damage to most of structure, and/or extending beyond site boundaries requiring significant stabilisation works. Could cause at least one adjacent property medium consequential damage	Major	2
20%	Moderate damage to some of structure, and/or significant part of site requiring large stabilisation works. Could cause at least one adjacent property minor consequential damage.	Medium	3
5%	Limited damage to part of structure, and/or part of site requiring some reinstatement stabilisation works	Minor	4
0.5%	Little damage.	Insignificant	5

The assessment of consequences involves judgment based on the knowledge and experience of the assessor. The relative consequence terms are value judgments related to how the potential consequences may be perceived by those affected by the risk. Explicit descriptions of potential consequences will help the stakeholders understand the consequences and arrive at their judgment.

**Qualitative Risk Analysis Matrix – Risk to Property**

Likelihood		Consequences to Property				
	Approximate annual probability	1: Catastrophic	2: Major	3: Medium	4: Minor	5: Insignificant
A: Almost Certain	10 <sup>-1</sup>	VH	VH	VH	H	L
B: Likely	10 <sup>-2</sup>	VH	VH	H	M	L
C: Possible	10 <sup>-3</sup>	VH	H	M	M	VL
D: Unlikely	10 <sup>-4</sup>	H	M	L	L	VL
E: Rare	10 <sup>-5</sup>	M	L	L	VL	VL
F: Barely credible	10 <sup>-6</sup>	L	VL	VL	VL	VL

NOTES:

1. The risk associated with Insignificant consequences, however likely, is defined as Low or Very Low
2. The main purpose of a risk matrix is to help rank risks and set priorities and help the decision making process.

**Response to Risk**

In general, it is the responsibility of the client and/or regulatory and/or others who may be affected to decide whether to accept or treat the risk. The risk assessor and/or other advisers may assist by making risk comparisons, discussing treatment options, explaining the risk management process, advising how others have reacted to risk in similar situations and making recommendations. Attitudes to risk vary widely and risk evaluation often involves considering more than just property damage (eg environmental effects, public reaction, business confidence etc).

The following is a guide to typical responses to assessed risk.

Risk Level		Example Implications
VH	Very High	Unacceptable without treatment. Extensive detailed investigation and research, planning and implementation of treatment options essential to reduce risk to Low; may be too expensive and not practical. Work likely to cost more than the value of the property.
H	High	Unacceptable without treatment. Detailed investigation, planning and implementation of treatment options required to reduce risk to Low. Work would cost a substantial sum in relation to the value of the property.
M	Moderate	May be tolerated in certain circumstances (subject to regulator’s approval) but requires investigation, planning and implementation of treatment options to reduce the risk to Low. Treatment options to reduce to Low risk should be implemented as soon as practicable.
L	Low	Usually accepted by regulators. Where treatment has been required to reduce the risk to this level, ongoing maintenance is required.
VL	Very Low	Acceptable. Manage by normal slope maintenance procedures

Landslide Risk Assessment, 267 Port Road, Boat Harbour

---

## **Appendix C**

### **Guidelines to Hillside Construction**

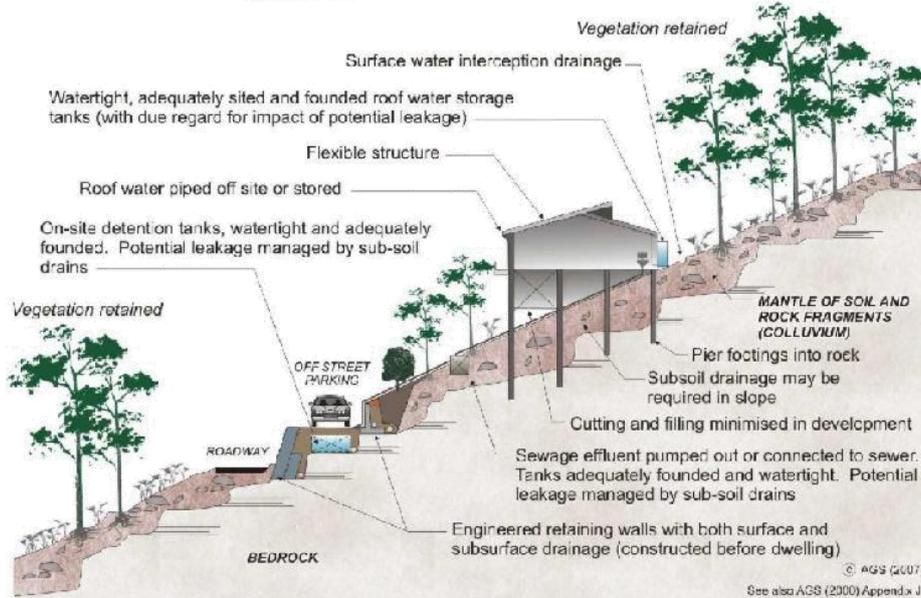
Tasman Geotechnics  
Reference: TG19101/1 - 01report

## AUSTRALIAN GEOGUIDE LR8 (CONSTRUCTION PRACTICE)

### HILLSIDE CONSTRUCTION PRACTICE

Sensible development practices are required when building on hillsides, particularly if the hillside has more than a low risk of instability (GeoGuide LR7). Only building techniques intended to maintain, or reduce, the overall level of landslide risk should be considered. Examples of good hillside construction practice are illustrated below.

### EXAMPLES OF GOOD HILLSIDE CONSTRUCTION PRACTICE



#### WHY ARE THESE PRACTICES GOOD?

**Roadways and parking areas** - are paved and incorporate kerbs which prevent water discharging straight into the hillside (GeoGuide LR5).

**Cuttings** - are supported by retaining walls (GeoGuide LR6).

**Retaining walls** - are engineer designed to withstand the lateral earth pressures and surcharges expected, and include drains to prevent water pressures developing in the backfill. Where the ground slopes steeply down towards the high side of a retaining wall, the disturbing force (see GeoGuide LR6) can be two or more times that in level ground. Retaining walls must be designed taking these forces into account.

**Sewage** - whether treated or not is either taken away in pipes or contained in properly founded tanks so it cannot soak into the ground.

**Surface water** - from roofs and other hard surfaces is piped away to a suitable discharge point rather than being allowed to infiltrate into the ground. Preferably, the discharge point will be in a natural creek where ground water exits, rather than enters, the ground. Shallow, lined, drains on the surface can fulfil the same purpose (GeoGuide LR5).

**Surface loads** - are minimised. No fill embankments have been built. The house is a lightweight structure. Foundation loads have been taken down below the level at which a landslide is likely to occur and, preferably, to rock. This sort of construction is probably not applicable to soil slopes (GeoGuide LR3). If you are uncertain whether your site has rock near the surface, or is essentially a soil slope, you should engage a geotechnical practitioner to find out.

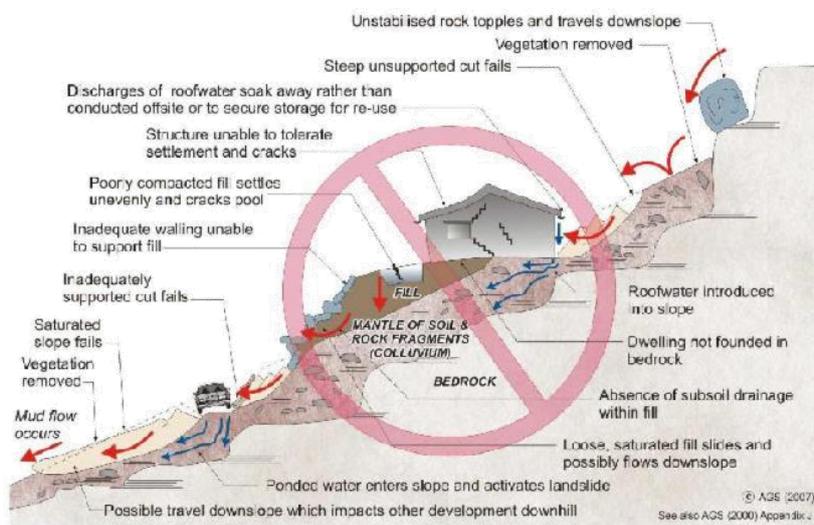
**Flexible structures** - have been used because they can tolerate a certain amount of movement with minimal signs of distress and maintain their functionality.

**Vegetation clearance** - on soil slopes has been kept to a reasonable minimum. Trees, and to a lesser extent smaller vegetation, take large quantities of water out of the ground every day. This lowers the ground water table, which in turn helps to maintain the stability of the slope. Large scale clearing can result in a rise in water table with a consequent increase in the likelihood of a landslide (GeoGuide LR5). An exception may have to be made to this rule on steep rock slopes where trees have little effect on the water table, but their roots pose a landslide hazard by dislodging boulders.

Possible effects of ignoring good construction practices are illustrated on page 2. Unfortunately, these poor construction practices are not as unusual as you might think and are often chosen because, on the face of it, they will save the developer, or owner, money. You should not lose sight of the fact that the cost and anguish associated with any one of the disasters illustrated, is likely to more than wipe out any apparent savings at the outset.

#### ADOPT GOOD PRACTICE ON HILLSIDE SITES

**AUSTRALIAN GEOGUIDE LR8 (CONSTRUCTION PRACTICE)**  
**EXAMPLES OF POOR HILLSIDE CONSTRUCTION PRACTICE**



**WHY ARE THESE PRACTICES POOR?**

**Roadways and parking areas** - are unsurfaced and lack proper table drains (gutters) causing surface water to pond and soak into the ground.

**Cut and fill** - has been used to balance earthworks quantities and level the site leaving unstable cut faces and added large surface loads to the ground. Failure to compact the fill properly has led to settlement, which will probably continue for several years after completion. The house and pool have been built on the fill and have settled with it and cracked. Leakage from the cracked pool and the applied surface loads from the fill have combined to cause landslides.

**Retaining walls** - have been avoided, to minimise cost, and hand placed rock walls used instead. Without applying engineering design principles, the walls have failed to provide the required support to the ground and have failed, creating a very dangerous situation.

**A heavy, rigid, house** - has been built on shallow, conventional, footings. Not only has the brickwork cracked because of the resulting ground movements, but it has also become involved in a man-made landslide.

**Soak-away drainage** - has been used for sewage and surface water run-off from roofs and pavements. This water soaks into the ground and raises the water table (GeoGuide LR5). Subsoil drains that run along the contours should be avoided for the same reason. If felt necessary, subsoil drains should run steeply downhill in a chevron, or herring bone, pattern. This may conflict with the requirements for effluent and surface water disposal (GeoGuide LR9) and if so, you will need to seek professional advice.

**Rock debris** - from landslides higher up on the slope seems likely to pass through the site. Such locations are often referred to by geotechnical practitioners as "debris flow paths". Rock is normally even denser than ordinary fill, so even quite modest boulders are likely to weigh many tonnes and do a lot of damage once they start to roll. Boulders have been known to travel hundreds of metres downhill leaving behind a trail of destruction.

**Vegetation** - has been completely cleared, leading to a possible rise in the water table and increased landslide risk (GeoGuide LR5).

**DON'T CUT CORNERS ON HILLSIDE SITES - OBTAIN ADVICE FROM A GEOTECHNICAL PRACTITIONER**

More information relevant to your particular situation may be found in other Australian GeoGuides:

- GeoGuide LR1 - Introduction
- GeoGuide LR2 - Landslides
- GeoGuide LR3 - Landslides in Soil
- GeoGuide LR4 - Landslides in Rock
- GeoGuide LR5 - Water & Drainage
- GeoGuide LR6 - Retaining Walls
- GeoGuide LR7 - Landslide Risk
- GeoGuide LR9 - Effluent & Surface Water Disposal
- GeoGuide LR10 - Coastal Landslides
- GeoGuide LR11 - Record Keeping

The Australian GeoGuides (LR series) are a set of publications intended for property owners; local councils; planning authorities; developers; insurers; lawyers and, in fact, anyone who lives with, or has an interest in, a natural or engineered slope, a cutting, or an excavation. They are intended to help you understand why slopes and retaining structures can be a hazard and what can be done with appropriate professional advice and local council approval (if required) to remove, reduce, or minimise the risk they represent. The GeoGuides have been prepared by the [Australian Geomechanics Society](#), a specialist technical society within Engineers Australia, the national peak body for all engineering disciplines in Australia, whose members are professional geotechnical engineers and engineering geologists with a particular interest in ground engineering. The GeoGuides have been funded under the Australian governments' National Disaster Mitigation Program.



5 July 2019

Enquiries: Development & Regulatory Services  
Phone: (03) 6443 8333 option 2  
Our Ref: 7086783 & DA 96/2019

Ian Ray  
Abel Drafting Services P/L  
PO Box 579  
WYNYARD TAS 7325

Dear Ian,

**ADDITIONAL INFORMATION REQUIRED  
DEVELOPMENT APPLICATION – PROPOSED DWELLING EXTENSION  
267 Port Road BOAT HARBOUR BEACH (Cottage 4)**

I advise that under *Section 54 of the Land Use Planning and Approvals Act 1993* Council seeks further information in relation to application DA 96/2019 for a Dwelling extension at 267 Port Road BOAT HARBOUR BEACH. To progress the assessment of your application, please provide the following: -

- The existing cottages on the site are considered to be a multiple dwelling development as they are located on a single title and there is no reticulated water supply in the area. Demonstration of compliance with Performance Criteria P3 for Clause 12.4.1 of the *Waratah-Interim Planning Scheme 2013* is required.
- Written address of Performance Criteria P2 for Clause 12.4.3. The proposed extension protrudes beyond the permitted building envelope from the western title boundary. Please note that shading diagrams based on the shortest day of the year (21st June) may be required to adequately demonstrate compliance with P2 for this Clause.
- Council also requires clarification as to the total site coverage of all development on the property. Should the site coverage exceed 30% of the total area of the subject title, the proposal will need to address Performance Criteria P3 for Clause 12.4.3.

Your application has been placed on hold until all relevant documentation has been received to the satisfaction of the Planning Authority.

If you have any queries or require further information, please do not hesitate to contact Council's Town Planners on (03) 6443 8305.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Ashley Thornton', is written over a light blue circular stamp.

Ashley Thornton  
**MANAGER DEVELOPMENT & REGULATORY SERVICES**

**Waratah Wynyard Council**

21 Saunders Street (PO Box 168) Wynyard Tasmania 7325

P: (03) 6443 8333 | [www.warwyn.tas.gov.au](http://www.warwyn.tas.gov.au) | E: [council@warwyn.tas.gov.au](mailto:council@warwyn.tas.gov.au)

*Proposed Extension  
Eleanora Holiday Cottages PTY LTD  
267 Port Road  
Boat Harbour Beach 7321*



**FirstRate5**

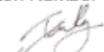
house energy rating software



single-dwelling rating **6.4** stars **138.4** MJ/m<sup>2</sup>

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_

Signature 

Date **26/04/19**

<b>ABEL DRAFTING SERVICES</b> PTY. LTD.		
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411		
ABN 78 009 572 749 CC 1070 Ian Ray		
Plot Date: 12/7/19	COPYRIGHT. ©	DRAWN <b>Aaron Duff</b>
Project Date: 12/5/17		PROJECT NUMBER <b>17094 B</b>

**Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321**

Drawing Schedule			
Sheet No.	Sheet Name	Issue Date	Revision
1	Drawing Schedule & Project Information	12/7/19	
2	General Notes	12/7/19	
3	NCC Compliance Notes	12/7/19	
4	Site Plan	12/7/19	B
5	Floor Plan - Existing	12/7/19	
6	Elevations - Existing	12/7/19	
7	Floor Plan - Proposed	12/7/19	
8	Elevations - Proposed	12/7/19	B
9	Roof Framing & Roof Plan	12/7/19	
10	Reflected Ceiling Plan	12/7/19	
11	Section	12/7/19	
12	Section	12/7/19	A
13	Drainage Plan	12/7/19	
14	Bracing Plan	12/7/19	
15	Bracing Schedule	12/7/19	
16	Bracing Details	12/7/19	
17	Window & Door Plan	12/7/19	
18	Fixing Details	12/7/19	
19	Wet Area Notes	12/7/19	
19 Sheets			

Project Information	
Property ID	7086783
Title Reference No	247597/1
Area	5421.4m <sup>2</sup>
Site Coverage (%)	1060m <sup>2</sup> approx (20%)
Site Zoning	Low Density Residential
Building Class	1a
Category of Works	3 building, 3 plumbing
Soil Classification	Assumed m
Wind Classification	N2
Climate Zone	7
Bushfire (BAL) Rating	N/A
Alpine Area	No
Corrosion Environment	Severe

Other Documents Schedule	
Shed Supplier	-
Site Hazards	Nil Observerd
Energy Efficiency	Supplied
Energy Efficiency Form 55	Supplied
Soil Classification	-
Wind Classification	-
Structural Form 55	-
Wastewater Report	-
Title	Supplied
Geo-tech Report	-
Building Designer Report	-
Bushfire (BAL) Assessment	-

Floor Area	
Existing floor	79.5 m2
Existing deck	15.1 m2
Proposed extension	79.5 m2
Proposed deck	15.1 m2
Proposed deck	7.1 m2
<b>Total</b>	<b>196.3 m2</b>

**FirstRate5**  
 house energy rating software

single-dwelling rating **6.4** stars 138.4 MJ/m<sup>2</sup>

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
 Signature \_\_\_\_\_ Date 26/04/19

Drawing Schedule & Project Information

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411

ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19  
 Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
 Aaron Duff  
 PROJECT NUMBER  
 17094

1/19

**General Notes**

- It is the builders responsibility to verify all dimensions, levels & existing conditions on site and ensure that any discrepancies &/or omissions in these documents, are resolved prior to commencement of any works. The builder shall incur all costs as a result of not verifying the above mentioned.
- Do not scale from drawings. Confirm all dimensions on site prior to commencement of works
- NCC refers to the National Construction Code.
- All sewage & stormwater to discharge into existing drains as directed by the local municipal council.
- Smoke detectors are to be installed in accordance with AS3786.
- Balustrade required when any level is more than 1000 above the surface beneath and to conform to NCC requirements i.e. max. vertical & horizontal spacing of all members to be no greater than 125 mm.
- Stairs to have min. step 250 & max. rise of 190, provide handrail 865 above nosing each stair one side min.
- These drawings shall be read in conjunction with all architectural and other consultant's drawings and specifications, and with such other written instructions as may be issued over the course of the contract.
- During construction the structure shall be maintained in a stable condition and no part shall be overstressed, the builder shall be responsible for any damage to the works during construction.
- All workmanship and materials shall be in accordance with the requirements of the current editions of the Australian Standards (AS) codes and the by-laws and ordinances of the relevant building authority.
- The sections on these drawings are intended to give the structural details only, and architectural details are illustrative only.
- All slabs and footings are to be inspected by the building surveyor prior to the pouring of concrete.  
Give 48 hours notice to the building surveyor for all required inspections.
- Brittle floor coverings such as ceramic tiles should be laid using an approved flexible adhesive system to control the effect of shrinkage cracking.  
A minimum period of three months drying of the concrete is usually required before the placement of brittle floor coverings.
- Ensure all wet areas are waterproofed in accordance with AS3740.
- The location of services indicated on these drawings are indicative only and all service locations should be confirmed prior to starting on site.
- Engineered products e.g. trusses, laminated beams, cladding systems etc. to be installed as per manufacturers specifications.

**Site Preparation Notes**

- All site preparation to comply with the NCC.
- All topsoil, organic and deleterious material is to be stripped from the building site.
- The site is to be cut and filled to form a level building platform. batters around the house should be designed to withstand weather erosion.
- The owners attention should be drawn to Appendix B of AS2870 "performance requirements and foundation maintenance" on completion of the job.
- Excavation shall not extend below a line dipping at 45° for clay or and away from the nearest underside corner of any existing footings.
- Fill material beneath slab is to be compacted in accordance with AS2870. Plying is required where this fill material is greater than 400mm.  
Not more than 300mm for sand material or 400mm compacted in layers  
Not more than 150mm for other material.
- The slab is to be entirely underlaid with a 0.2mm polyethylene vapour barrier with all joints adequately lapped and taped at penetrations.
- The builder shall provide protection to adjoining properties & buildings in accordance with all building regulations.
- All neighbouring building locations are approximate only. If further information is required consult surveyor.
- Level information provided on these drawings is limited only. Further detail if required should be obtained from a surveyor.

**Earthworks**

- Earthwork construction shall comply with guidelines set out in AS3798.
- Cut and fill shall comply with NCC 3.1.1.
- Excavations and service trenches shall comply with the following guidelines unless otherwise approved by the design engineer.
- Selected fill shall be approved natural material, gravel, decomposed or broken rock, free from clay lumps and organic matter.
- The area of works shall be stripped of all topsoil and filled in 150mm compacted layers to 95%MDD, sand blinding layer directly below concrete shall be compacted by vibrating plate or flooding to 95%MDD.
- Ensure area of excavation is properly drained from the time of excavation to ensure no ponding of water. Install drains as required.
- Embankments that are left exposed at the end of construction works must be stabilised by vegetation or similar works to prevent soil erosion.

**Footings & Foundation Notes**

- Footings have been designed for an allowable soil bearing capacity of 100 kpa.
- The assumed founding levels of the footings are to be as indicated on the drawings.  
Excavation shall continue until the required bearing capacity is found. The over-excavation shall be back-filled with a mass concrete mix to the approval of the engineer.
- All walls and columns shall be concentric with supporting footing unless noted otherwise on drawings.
- Service penetrations are permitted through the middle third of the depth of the footing/edge & stiffening beams. The effect of other footing penetrations shall be taken into account by the provision of extra concrete depth or reinforcement.

**Plumbing Notes**

- Generally plumbing works shall be carried out by plumbers who have necessary licenses and registrations required by the governing authority and who are qualified to provide the required certificate of compliance.
- Cold water: From meter to house use 25mm class 12 polyethylene. Inside house use 20mm Rehau class 'B' or PB with 12mm class 'B' Rehau or PB branch lines.
- Hot water: From heater use 20mm Rehau class 'B' with 15mm Rehau branch lines to fixtures. Install 'RMC' or equivalent tempering valve set to 50°C.
- Legend of outlet diameters:  
Trough - 50mm  
Sink - 50mm  
Bath - 40mm  
Basin - 40mm  
Shower - 50mm
- Taps, fittings & hot water unit refer to owners requirements.
- Where the works requirements provide for the installation of a heating appliance that requires a flu, the flu must be installed in accordance with the NCC.

**Steelwork Notes**

- All workmanship and materials shall be in accordance with AS 4100 and except where varied by the contract documents.
- Unless otherwise noted, all steel shall be in accordance with:  
AS 3679.1 grade 300 for rolled sections.  
AS 1163 grade 350 for rhs sections.  
AS 1163 grade 350 for chs sections.  
AS 3378 grade 350 for all plate.  
AS 3679.1 grade 350 for all flat.  
AS 1397 grade 450 for 1.5, 1.9, 2.4 and 3.0 bmt of cold-formed steel sections.
- The builder shall prepare workshop drawings and shall submit three copies of each drawing for conditional approval. fabrication shall not commence until this approval has been given.
- Unless noted otherwise all welds shall be 6mm continuous fillet welds and all gusset plates shall be 10mm thick.
- Butt welds where indicated in the drawings are to be complete penetration butt welds. As defined in AS 1554.
- Unless noted otherwise all bolts shall be 20 dia. commercial grade conforming to AS 1111 with a minimum of 2 bolts per connection. high strength (h.s.) bolts shall conform to AS 1252 and shall be installed in accordance with AS 4100.
- All bolts for purlins and girts shall be M12-4.6 (commercial grade). All bolts, nuts and washers are to be galvanised.
- The builder shall provide all cleats and holes for fixing steel to steel and timber to steel as required by engineering and architectural drawings whether or not shown.
- The builder is to be present when all holding down bolts are installed to ensure they are not displaced during concrete placement.
- The builder is to make good and/or repair all damaged surfaces during performance of the work.
- Unless noted otherwise, the roof structure has been designed for normal roof loads only and does not allow any extraneous loads such as hoists, monorails etc.
- Surfaces of existing material, which are to be strengthened, repaired, or welded shall be cleaned of dirt, rust, and other foreign matter except adherent surface protection. The portions of such surfaces that are to be welded shall be cleaned thoroughly of all foreign matter, including paint film, for a distance of 50mm from each side of the outside lines of the welds. the welding sequence shall be chosen so as to minimize distortion of the member and ensure that its straightness remains within the appropriate straightness limits of clauses in 14.4 of AS4100-1998.

**FirstRate5**  
house energy rating software



single-dwelling rating **6.4** stars **138.4 MJ/m²**

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date **26/04/19**

**General Notes**

**Proposed Extension**  
**Eleanora Holiday Cottages PTY LTD**  
**267 Port Road**  
**Boat Harbour Beach 7321**

Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray



Plot Date: **12/7/19**  
Project Date: **12/5/17**

COPYRIGHT ©

DRAWN  
**Aaron Duff**  
PROJECT NUMBER  
**17094**

2/19

**National Construction Code (NCC) Compliance Notes**

1. **FIRE SAFETY**  
Generally to be in accordance with NCC 3.7.  
Fire separation to be in accordance with NCC 3.7.1. External walls and gable ends constructed within 90mm of boundary are to extend to underside of non combustible roofing/eaves and are to be constructed of a masonry skin 90mm thick with an FRL of 60/60/60.  
Sarking to have a flammability index less than 5.  
Roof lights not to be placed closer than 900mm from boundary.  
Smoke alarm installation to be in accordance with NCC 3.7.2. Locations indicated on floor plan.  
Installation locations: Ceilings - 300mm away from wall junction.  
Cathedral ceilings - 500mm down from apex.  
Walls - 300mm down from ceiling junction.  
Smoke alarms shall be connected to mains power if available, and interconnected if there is more than one alarm, in accordance with N.C.C. 3.7.2  
Heating appliances generally to be in compliance with NCC 3.7.3 and AS 2918.  
Fireplace - extend hearth 400mm beyond unit.  
Freestanding appliance to be 1200mm from combustible wall surface. 50mm from masonry wall.  
Heat shield - 90mm masonry with 25mm air gap to combustible wall, extend 600mm above unit.  
Flue installation to NCC 3.7.3.4.  
Top of chimney/flue to terminate 300mm above horizontal plane 3600mm away from roof.  
Construction in Bush Fire Area to be in accordance with NCC 3.7.4. and AS 3959.
2. **HEALTH AND AMENITY**  
Ceiling heights to be in accordance with NCC 3.8.2. Refer to drawing.  
Door of a fully enclosed sanitary compartment must open outwards, slide or be readily removable from the outside of the compartment unless there is 1200mm between the closet pan within the sanitary compartment and the nearest part of the doorway
3. **STAIR CONSTRUCTION**  
Stairs to be generally in accordance with NCC 3.9.1.  
Maximum of 18 risers to each flight.  
Riser opening to be less than 125mm.  
Treads must have a slip-resistant finish or a suitable non-skid strip near the edge of the nosings.  
Riser - min. 115mm, max. 190mm.  
Tread - min. 240mm, max. 355mm.  
Balustrade/handrail generally in accordance with NCC 3.9.2.  
Balustrade/handrail required where area is not bounded by a wall or where level exceeds 1000mm above floor level or ground level.  
865mm high on stairs, measured from line of stair nosing.  
1000mm high above floor or landing.  
Openings between balusters/infill members to be constructed so as to not allow 125mm sphere to pass between members. Where floor level exceeds 4000mm above lower level, infill members between 150mm and 760mm above floor level to be constructed so as to restrict climbing.  
Ramps shall comply with the NCC Volume 1 part D 2.10 - Slope gradient shall not exceed 1:8 and have a non-slip surface.
4. **SWIMMING POOLS**  
Generally swimming pools and safety fences to be constructed in accordance with NCC 3.9.3. and AS 1926.1
5. **ENERGY EFFICIENCY**  
Generally to be in accordance with NCC 3.12.  
Climate Zone 7 applicable to Tasmania (Zone 8 applicable to alpine areas).
6. **BUILDING FABRIC**  
Generally in accordance with NCC 3.12.1.
7. **BUILDING FABRIC INSULATION**  
Insulation to be fitted to form a continuous barrier to roof/ceiling, walls and floors.
8. **BUILDING MEMBRANE/WRAP**  
Use only vapour permeable membranes tested to AS/NZS 4200.1:1994 with minimum specifications;  
Duty - light for walls, medium/heavy for roofs. Vapour barrier - low. Water barrier class - High. Emittance - Non-reflective. Flammability index - Low (less than 5).
9. **BULK INSULATION**  
To maintain thickness and position after installation.  
Continuous cover without voids except around services/fittings.
10. **ROOF INSULATION**  
Roof to comply with NCC 3.12.1.1a  
Roof lights to comply with NCC 3.12.1.2.
11. **EXTERNAL WALLS**  
External wall construction to comply with NCC 3.12.1.4 & AS 1684.2.
12. **FLOORS**  
Floor construction to comply with NCC 3.12.1.4.  
Concrete slab on ground with an in slab heating system to be insulated to R1.0 around vertical edge of slab perimeter.  
Ensure finished floor level is minimum 150mm above finished ground level.  
Joint support and bearing details to AS 1684.2.
13. **GLAZING**  
External generally in accordance with NCC 3.12.2 and AS1288.  
Internal generally in accordance with NCC 3.6.4 and AS 1288.
14. **FLASHINGS**  
Roof flashings in accordance with NCC 3.5.1.  
Wall flashings in accordance with NCC 3.5.3.
15. **BUILDING SEALING**  
Generally in accordance with NCC 3.12.3.  
Chimneys or flues to be fitted with operable or permanent seal to minimize air leakage.  
External windows and doors to habitable rooms/conditioned spaces to be fitted with air seal to restrict air infiltration.  
Exhaust fans to habitable rooms/conditioned spaces to be fitted with self closing damper or filter.  
Building envelope to be constructed to minimize air leakage. Construction joints and junctions of adjoining surfaces to be tight fitting and sealed by caulking, skirting, architraves and cornices.
16. **AIR MOVEMENT**  
Generally in accordance with NCC 3.12.4.
17. **SERVICES**  
Generally in accordance with NCC 3.12.5.  
Hot water supply system designed and installed in accordance with AS/NZS 3500.
18. **ENERGY REPORT**  
If energy report is provided as part of this documentation, then it shall take precedence over the above energy efficiency provisions.  
For residence construction these plans should be read in conjunction with the attached "First Rate Energy Report".
19. **CONCRETE & REINFORCING**  
Generally in accordance with NCC 3.2.3.  
Concrete must be manufactured to comply with AS 3600.  
Materials used for reinforcing must comply with AS 2870.  
Concrete must have a minimum strength at 28 days of 20MPa (denoted as N20 grade) for footings and 25MPa for slabs.  
Concrete to have a nominal 100mm slump, water must not be added to the mix to increase the slump to a value in excess of that specified.  
Concrete must have a 20mm maximum nominal aggregate size.  
Concrete slabs finish shall be polished.
20. **MASONRY**  
Generally in accordance with NCC 3.3.  
All masonry and masonry accessories to comply with AS 3700 & AS 4773.  
Brick ties to be: for 0-1km from marine environment, stainless steel (R4) sheet and wire ties; for 1-10kms from marine environment, stainless steel (R4) sheet ties, red CTA wire ties; for 10km+ from marine environment, galvanised Z600 (R2) sheet ties, red CTA wire ties.  
Brick mortar to be: for >1.0km to coast M3 cement, lime, sand (1:1:6);  
for <1.0km to coast M4 cement, lime, sand (1:0.5:4.5).  
Masonry bed and perpendicular joints to be nominal 10mm, raked joints to be max. 10mm deep.  
Wall ties and accessories embedded in masonry joints shall be built in as the construction proceeds.  
Cavities shall be free from mortar droppings or other materials that might bridge the cavity and allow transmission of moisture. Where ducts, sleeves or pipes are laid along or across a cavity construction shall be such that transmission of moisture is prevented.  
Weep holes @ 1200c/s.  
Brickwork walls etc. to be provided with flashings and damp proof course, appropriately located.
21. **WET AREAS**  
Generally in accordance with NCC 3.8.1.  
Building elements in wet areas must comply with AS 3740.  
Walls & ceiling Gyprock@ Aquachek@ plasterboard or similar.  
For definitions of shower area, vessel, wet area, waterproof and water resistant refer to NCC 3.8.1 definitions.  
Preformed products are to be installed to manufacturers specifications and in a manner to avoid distortions or cracking.  
Wet area floors must be installed so that water flows to the drain without ponding.
22. **STEELWORK CORROSION PROTECTION**  
All steelwork which satisfy's NCC 3.4.4.4, defined environments, shall comply with NCC table 3.4.4.2.
23. **GENERAL**  
All other matters not specifically mentioned are to comply with the NCC.

**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date **26/04/19**

**NCC Compliance Notes**

**Proposed Extension**  
**Eleanora Holiday Cottages PTY LTD**  
**267 Port Road**  
**Boat Harbour Beach 7321**

Revision

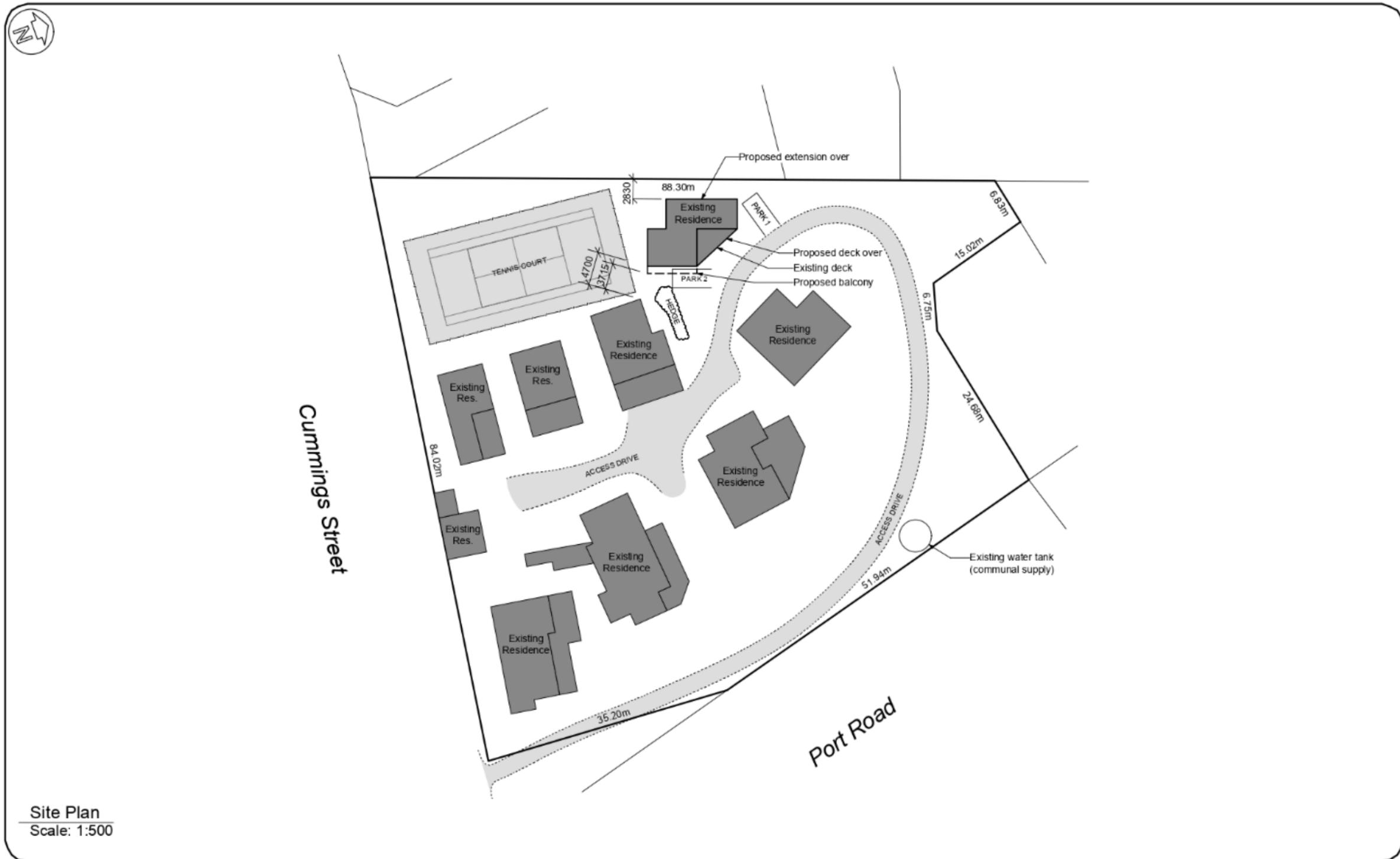
**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray

Plot Date: **12/7/19**  
Project Date: **12/5/17**

COPYRIGHT ©

DRAWN  
**Aaron Duff**  
PROJECT NUMBER  
**17094**

3/19



Site Plan  
Scale: 1:500

**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**  
 multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature *[Signature]* Date 26/04/19

Site Plan

Proposed Extension  
Eleanora Holiday Cottages PTY LTD  
267 Port Road  
Boat Harbour Beach 7321

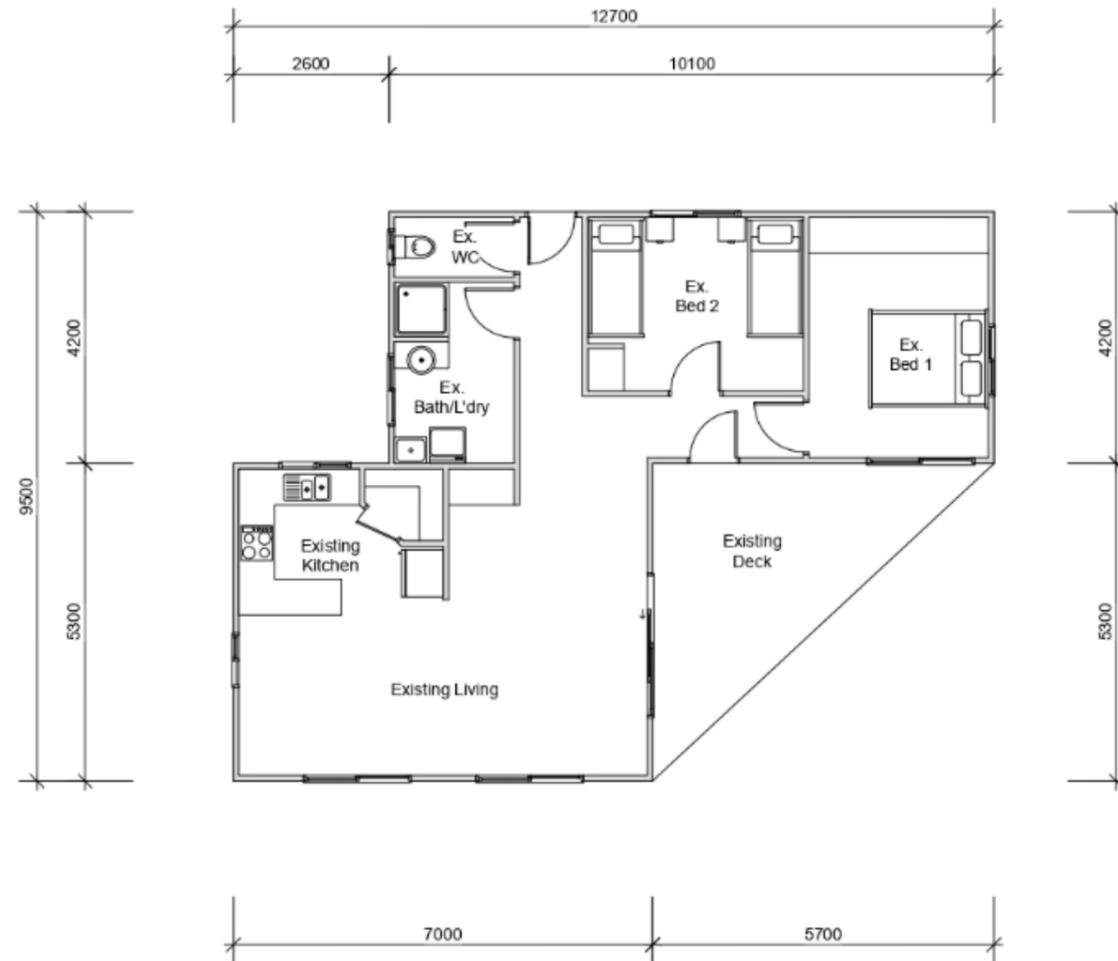
B 12/7/19 AD  
Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray

Plot Date: 12/7/19  
Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
Aaron Duff  
PROJECT NUMBER  
17094  
4 B/19



Floor Plan  
 Scale: 1:100

**FirstRate5**  
 house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**  
 multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
 Signature *[Signature]* Date **26/04/19**

Floor Plan - Existing

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

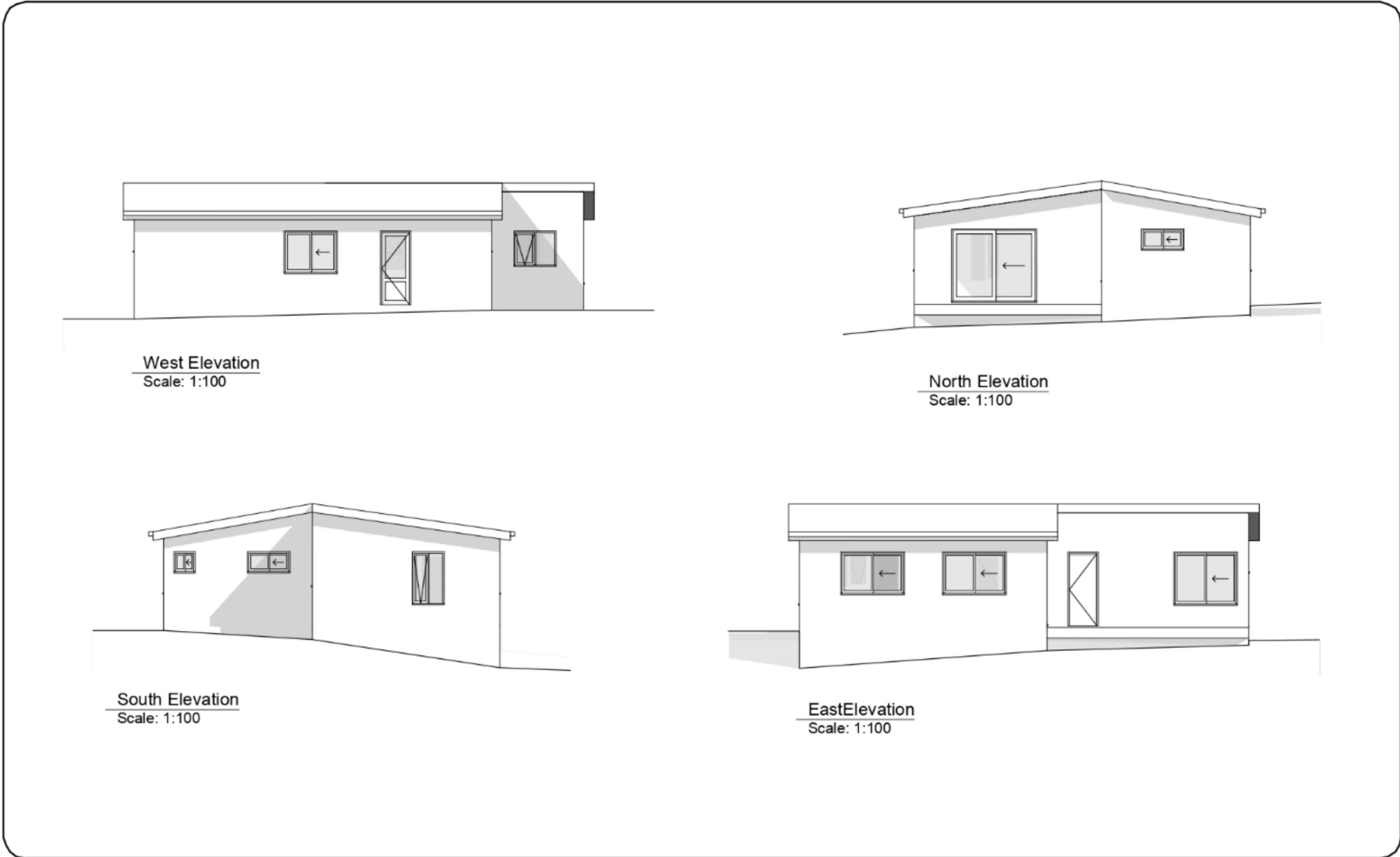
**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: **12/7/19**  
 Project Date: **12/5/17**

COPYRIGHT ©

DRAWN  
**Aaron Duff**  
 PROJECT NUMBER  
**17094**

5/19



**FirstRate5**  
 house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**  
 multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
 Signature *[Signature]* Date **26/04/19**

Elevations - Existing

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

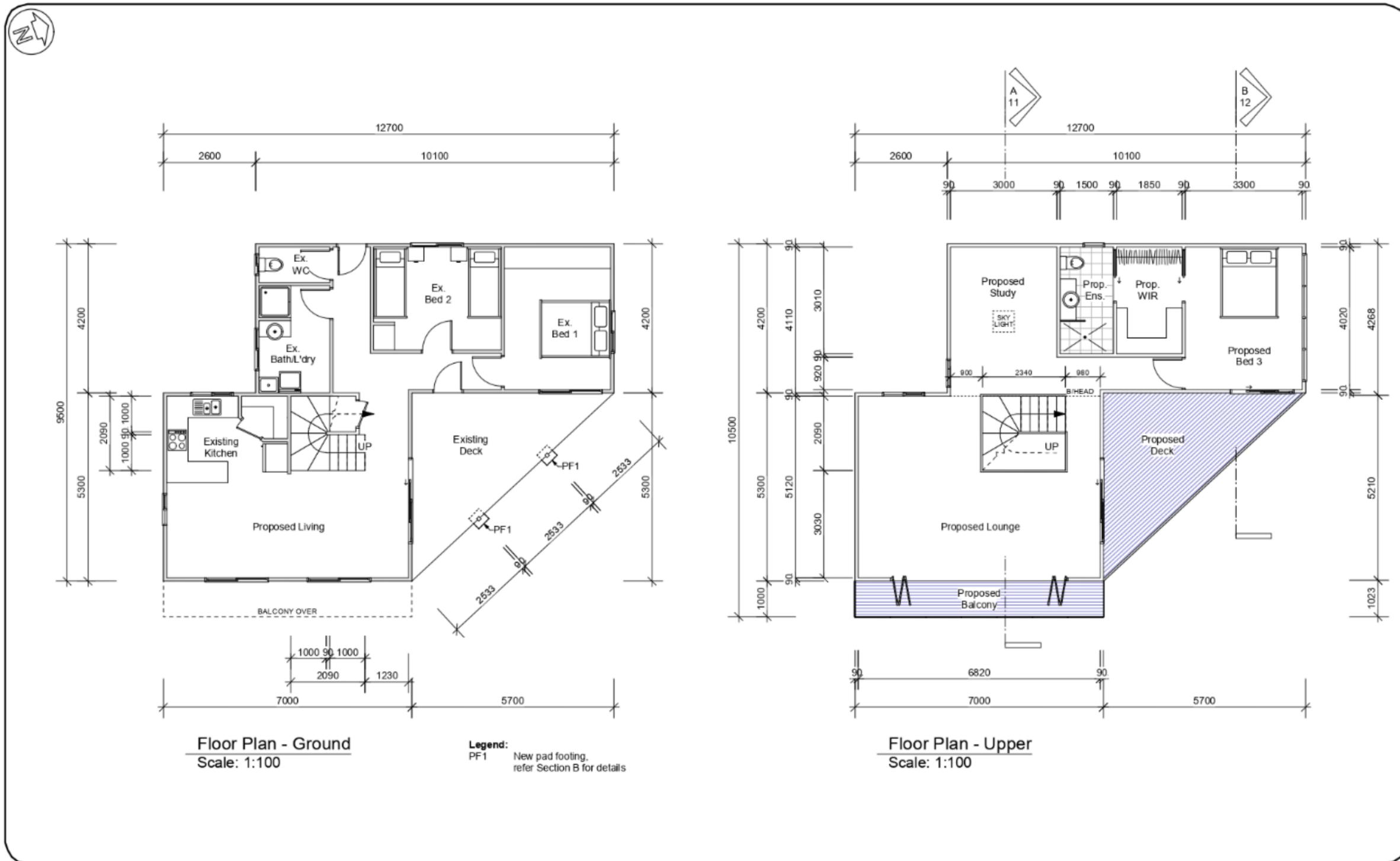
**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: **12/7/19**  
 Project Date: **12/5/17**

COPYRIGHT ©

DRAWN  
**Aaron Duff**  
 PROJECT NUMBER  
**17094**

6/19



**FirstRate5**  
 house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
 Signature \_\_\_\_\_ Date 26/04/19

Floor Plan - Proposed

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19  
 Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
 Aaron Duff  
 PROJECT NUMBER  
 17094

7/19



**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars 138.4 MJ/m<sup>2</sup>

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_

Signature *[Signature]* Date 26/04/19

Elevations - Proposed

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

B 12/7/19 AD

Revision

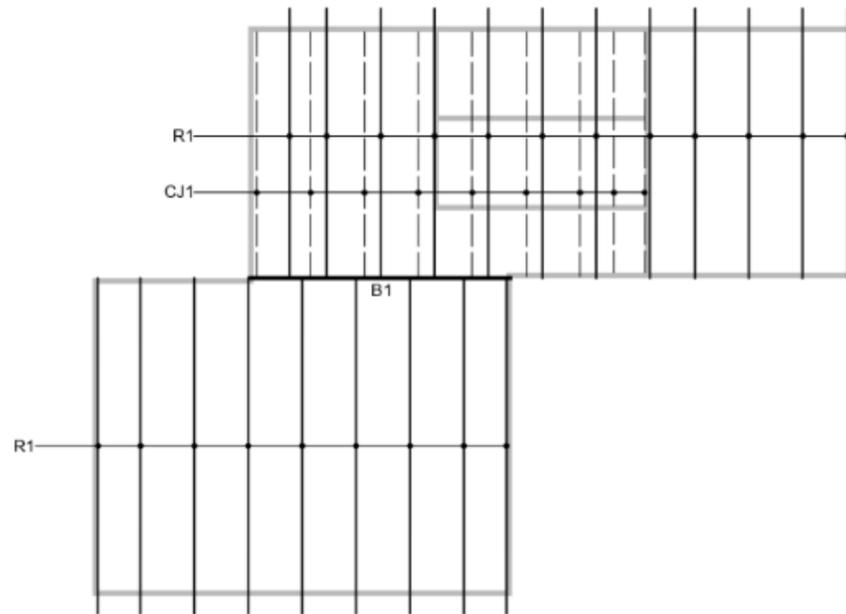
**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19  
 Project Date: 12/5/17

COPYRIGHT ©

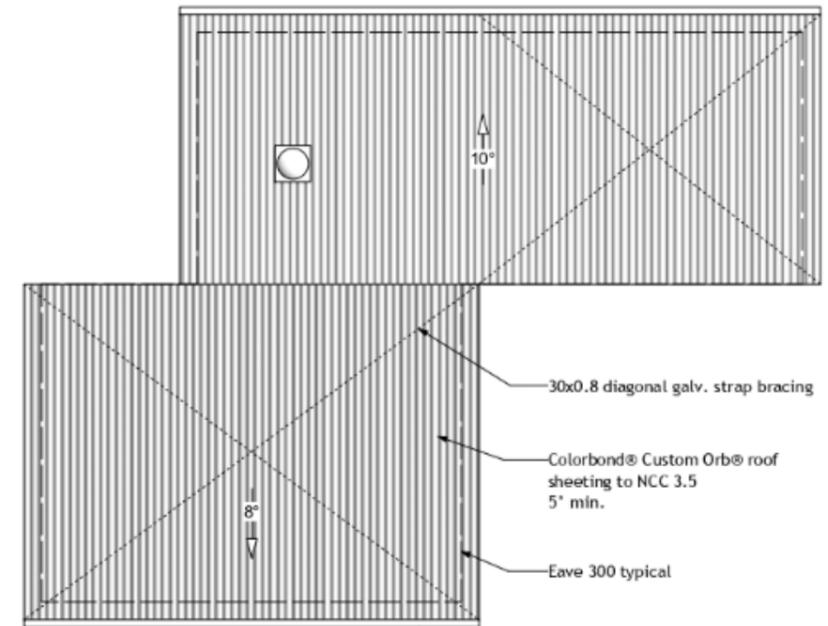
DRAWN  
 Aaron Duff  
 PROJECT NUMBER  
 17094

8 B/19



ID	Description	Max. Span
B1	Beam 400x63 hySPAN LVL To bear on full width of top plate	5900
CJ1	Ceiling joist 150x45 hySPAN LVL	4900 @ 900crs
R1	Rafter 240x45 hySPAN LVL	5800 @ 900crs

**Roof Framing Plan**  
 Scale: 1:100



**Roof Plan**  
 Scale: 1:100

**FirstRate5**  
 house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**  
 multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
 Signature *[Signature]* Date 26/04/19

**Roof Framing & Roof Plan**

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

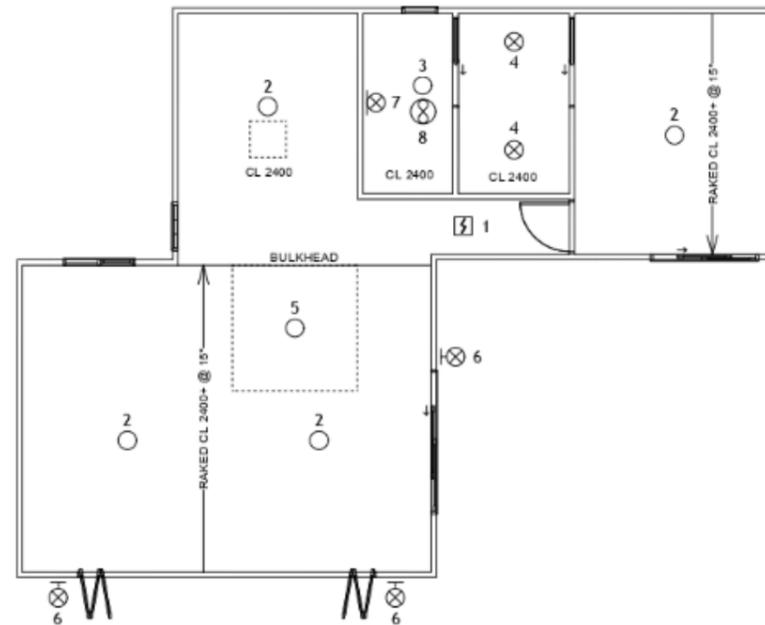
**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19  
 Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
**Aaron Duff**  
 PROJECT NUMBER  
**17094**

9/19



Reflected Ceiling Plan  
Scale: 1:100

Electrical services				
ID	Qty	Category	Item	Watts
1	1	Fire	Smoke Detector	
2	4	Light	Surface Mounted	13 LED
3	1	Light	Surface Mounted	10 LED
4	2	Light	Recessed	25 HAL
5	1	Light	Surface Mounted	150 Pendant
6	3	Light	Wall Mounted	50 HAL
7	1	Light	Wall Mounted Surface	25 HAL
8	1	Fan	Exhaust	
Total Watts				437
Floor Area				102.1
W/m <sup>2</sup>				4.3

**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars 138.4 MJ/m<sup>2</sup>

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date 26/04/19

Reflected Ceiling Plan

Proposed Extension  
Eleanora Holiday Cottages PTY LTD  
267 Port Road  
Boat Harbour Beach 7321

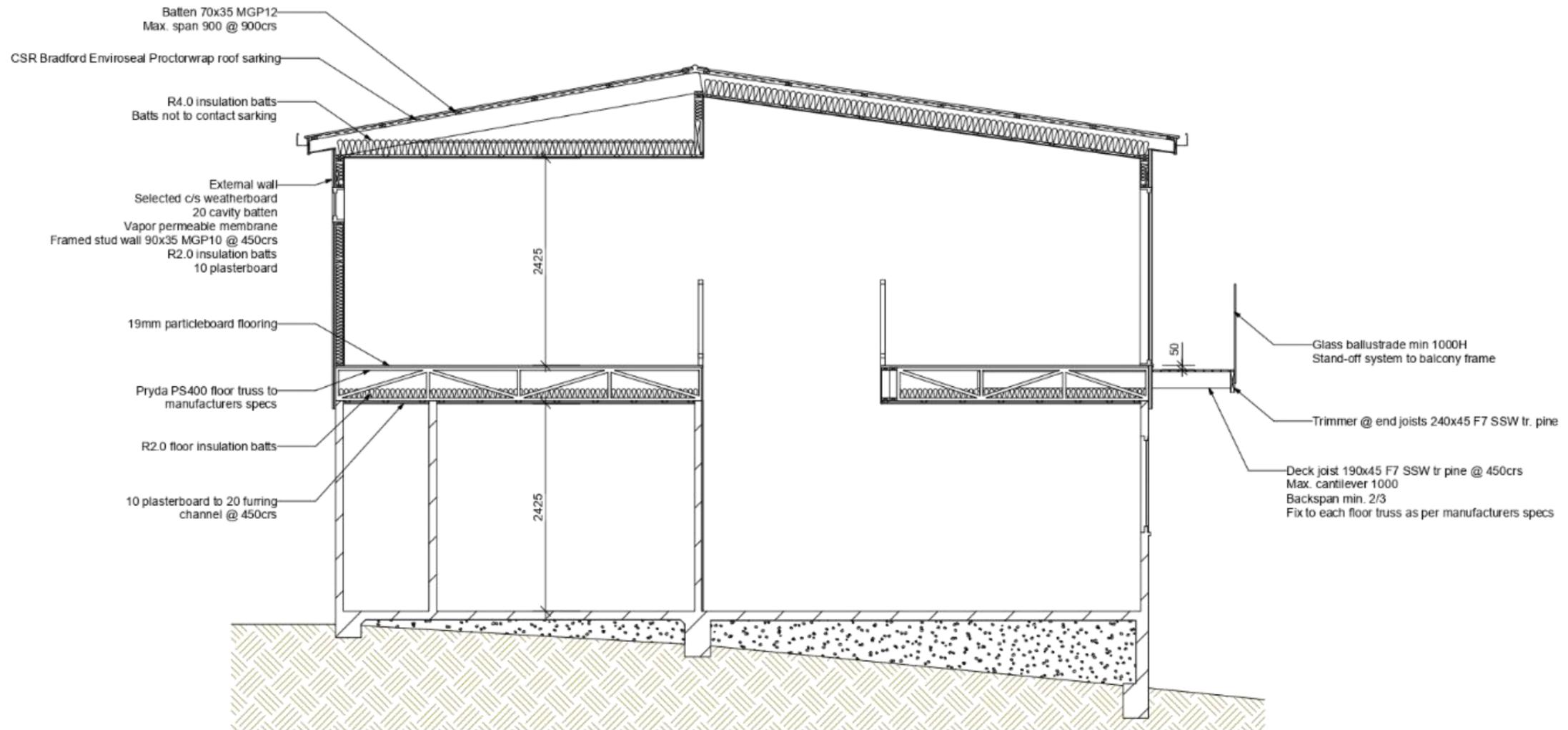
Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray

Plot Date: 12/7/19  
Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
Aaron Duff  
PROJECT NUMBER  
17094  
10/19



**A** Section  
 7 Scale 1:50

**FirstRate5**  
 house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**  
 multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
 Signature *[Signature]* Date 26/04/19

Section

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

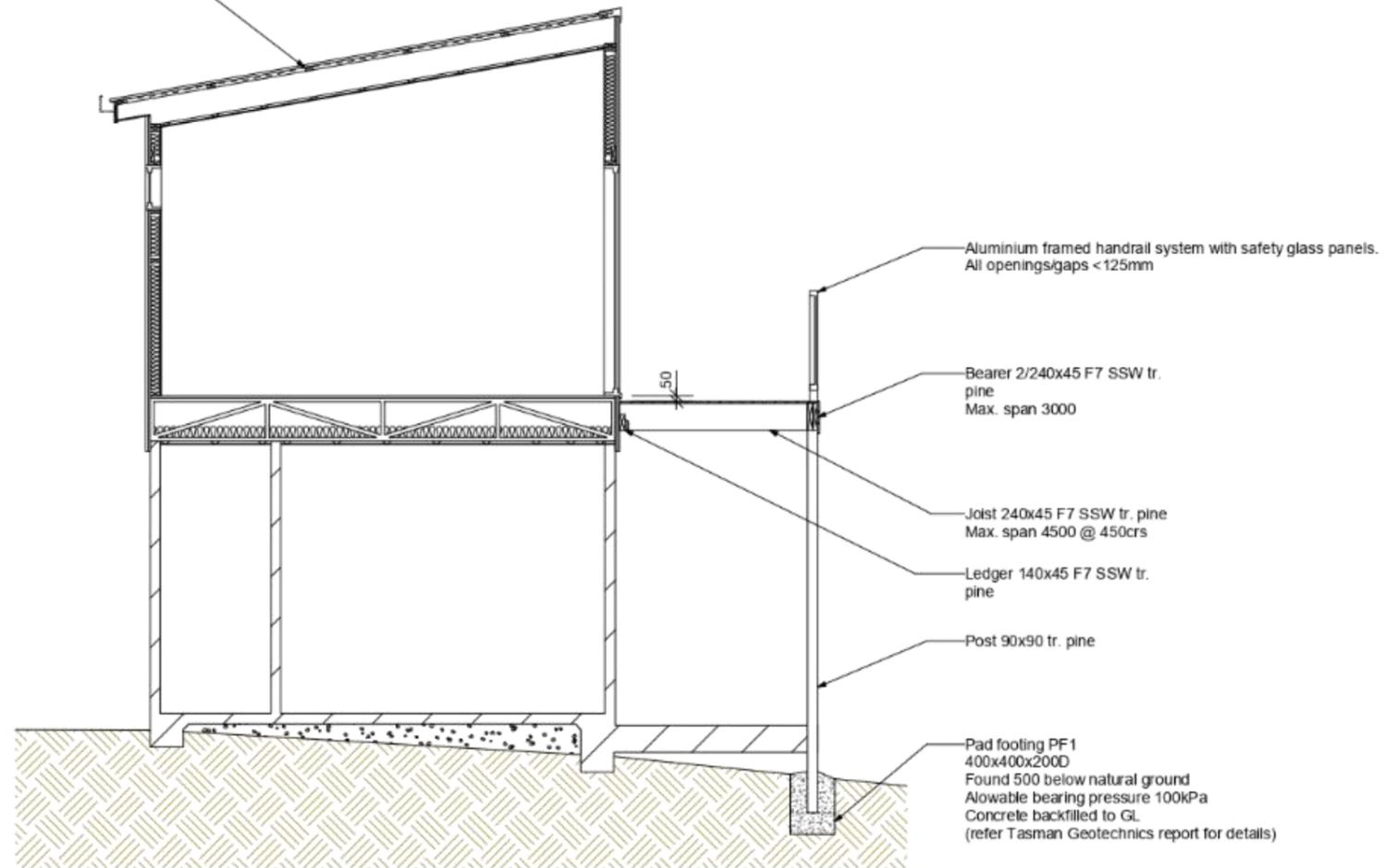
Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

DRAWN: **Aaron Duff**  
 PROJECT NUMBER: **17094**  
 11/19

Plot Date: 12/7/19  
 Project Date: 12/5/17  
 COPYRIGHT ©

Batten 70x35 MGP12  
Max. span 900 @ 900crs



**B** Section  
7 Scale 1:50

**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars 138.4 MJ/m<sup>2</sup>

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date 26/04/19

Section

Proposed Extension  
Eleanora Holiday Cottages PTY LTD  
267 Port Road  
Boat Harbour Beach 7321

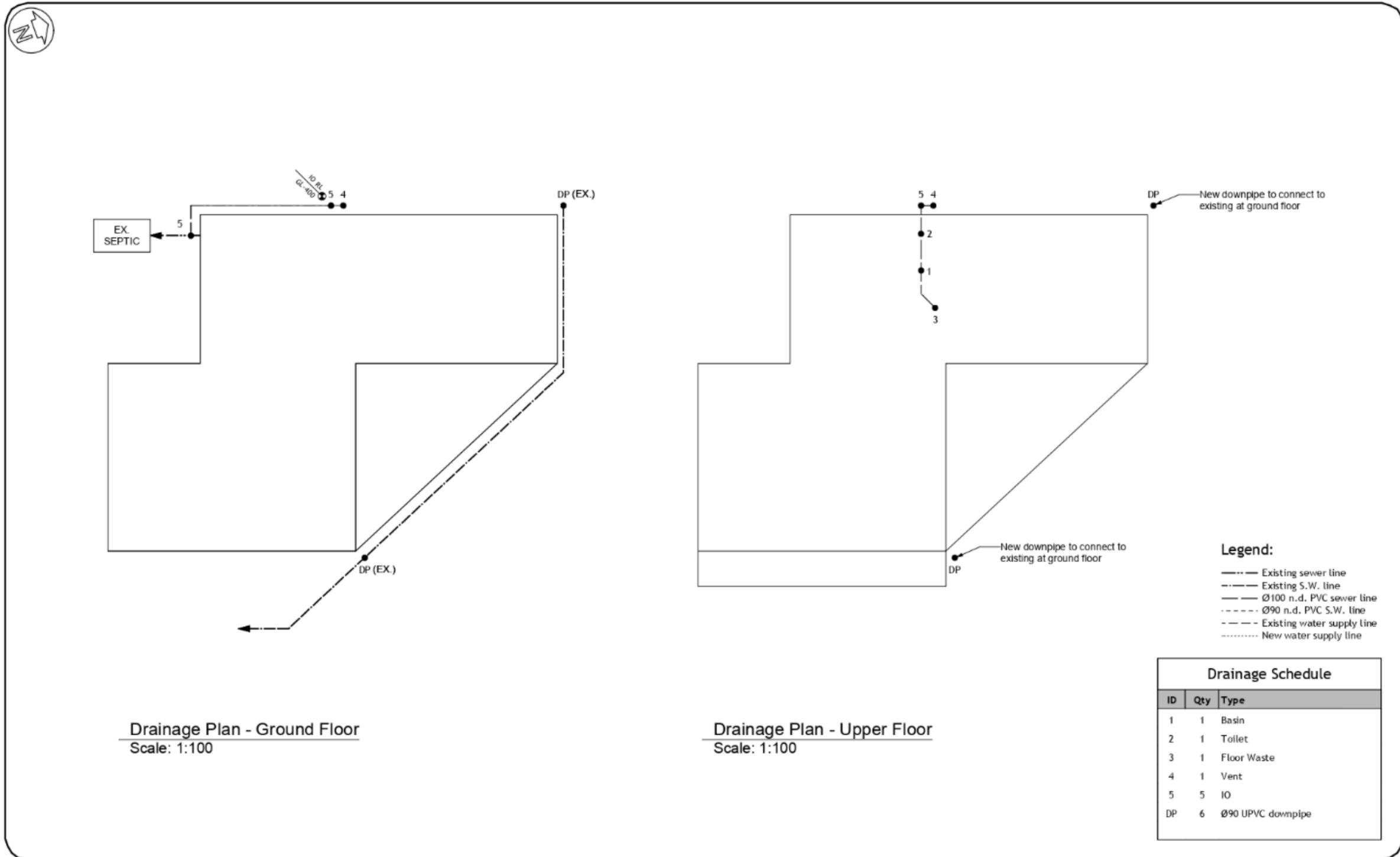
A 17/6/19 AD  
Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray

Plot Date: 12/7/19  
Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
Aaron Duff  
PROJECT NUMBER  
17094  
12 A/19



**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars 138.4 MJ/m<sup>2</sup>

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date 26/04/19

Drainage Plan

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

**ABEL DRAFTING SERVICES** PTY LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19  
 Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
 Aaron Duff  
 PROJECT NUMBER  
 17094

13/19



**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date 26/04/19

**Bracing Plan**

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19  
 Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
 Aaron Duff  
 PROJECT NUMBER  
 17094

14/19

Bracing Schedule - Ground Floor					
Wind Classification - N2					
Bracing Direction A					
Type	Direction	Length	Bracing Capacity/m	Total	
type (h) B	A	10350	6.0kN	62.1kN	
Building Length: 12.7m		Force Resisted: 6.0kN/m	Required Capacity: 76.2kN	Less assumed ex. bracing* (min. 31.75kN), required new: 44.5kN	Provided Capacity: 62.1kN
Bracing Direction B					
Type	Direction	Length	Bracing Capacity/m	Total	
type (h) B	B	12600	6.0kN	75.6kN	
Building Width: 9.5m		Required Capacity: 72.0kN	Less assumed ex. bracing* (min. 29.0kN), required new: 43.0kN	Provided Capacity: 75.6kN	

\*Assumed existing bracing calculated on minimum requirements as per AS1684.2 for single storey construction under N3 wind loading

Bracing Schedule - Upper Floor					
Wind Classification - N2					
Bracing Direction A					
Type	Direction	Length	Bracing Capacity/m	Total	
type (h)	A	6300	6.0kN	37.8kN	
Building Length: 12.7m		Force Resisted: 2.5kN/m	Required Capacity: 31.75kN	Provided Capacity: 37.8kN	
Bracing Direction B					
Type	Direction	Length	Bracing Capacity/m	Total	
type (h)	B	5400	6.0kN	32.4kN	
Building Width: 9.5m		Required Capacity: 29.0kN	Provided Capacity: 32.4kN		

**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**  
 multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature *[Signature]* Date 26/04/19

Bracing Schedule

Proposed Extension  
Eleanora Holiday Cottages PTY LTD  
267 Port Road  
Boat Harbour Beach 7321

Revision

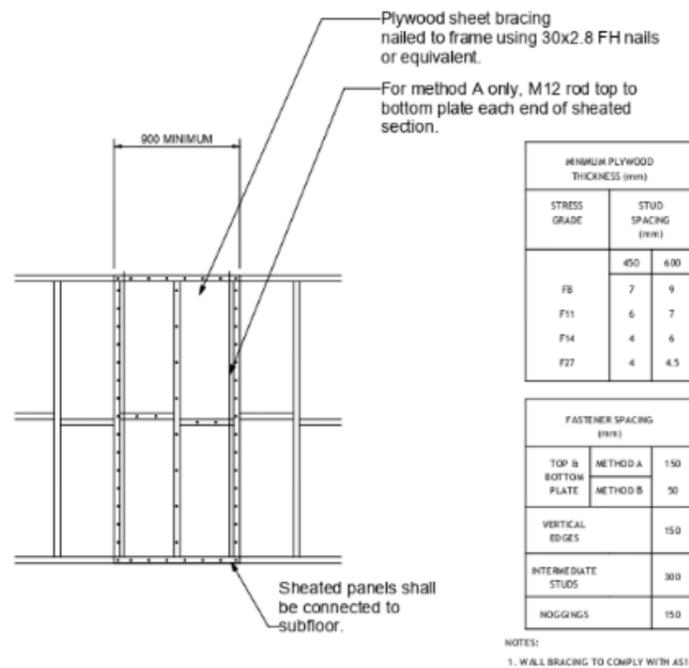
**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray

Plot Date: 12/7/19  
Project Date: 12/5/17

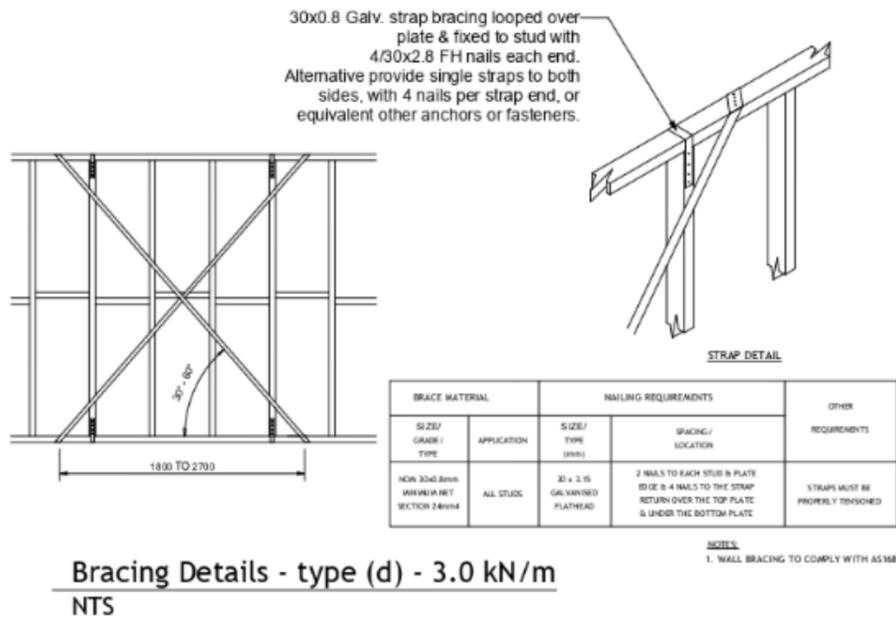
COPYRIGHT ©

DRAWN  
Aaron Duff  
PROJECT NUMBER  
17094

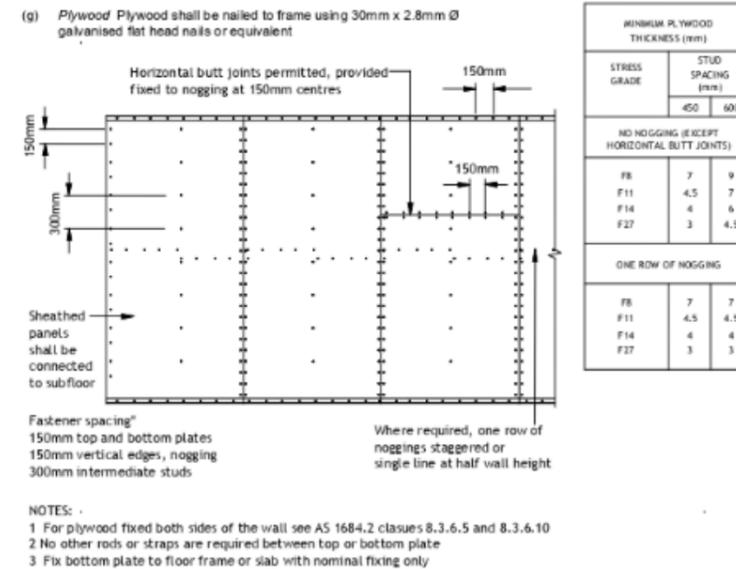
15/19



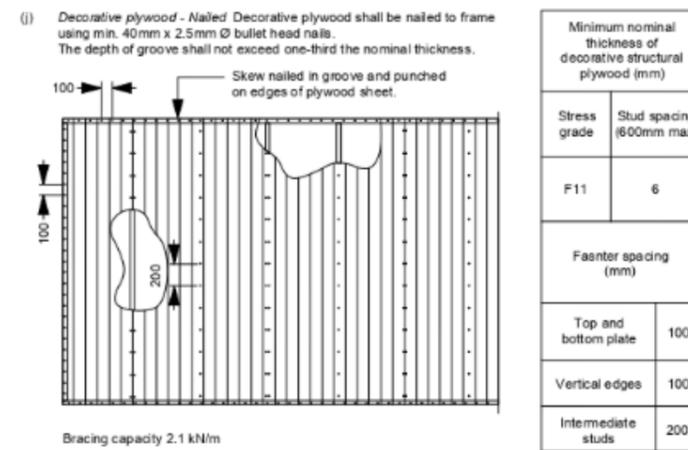
**Bracing Details - type (h) - 6.4kN/m (method A) - 6.0kN/m (method B)**  
NTS



**Bracing Details - type (d) - 3.0 kN/m**  
NTS



**Bracing Details - type (g) - 3.4kN/m**  
NTS



**Bracing Details - type (j) - 2.1 kN/m**  
NTS

**FirstRate5**  
house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**

multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
Signature \_\_\_\_\_ Date **26/04/19**

**Bracing Details**

Proposed Extension  
Eleanora Holiday Cottages PTY LTD  
267 Port Road  
Boat Harbour Beach 7321

Revision

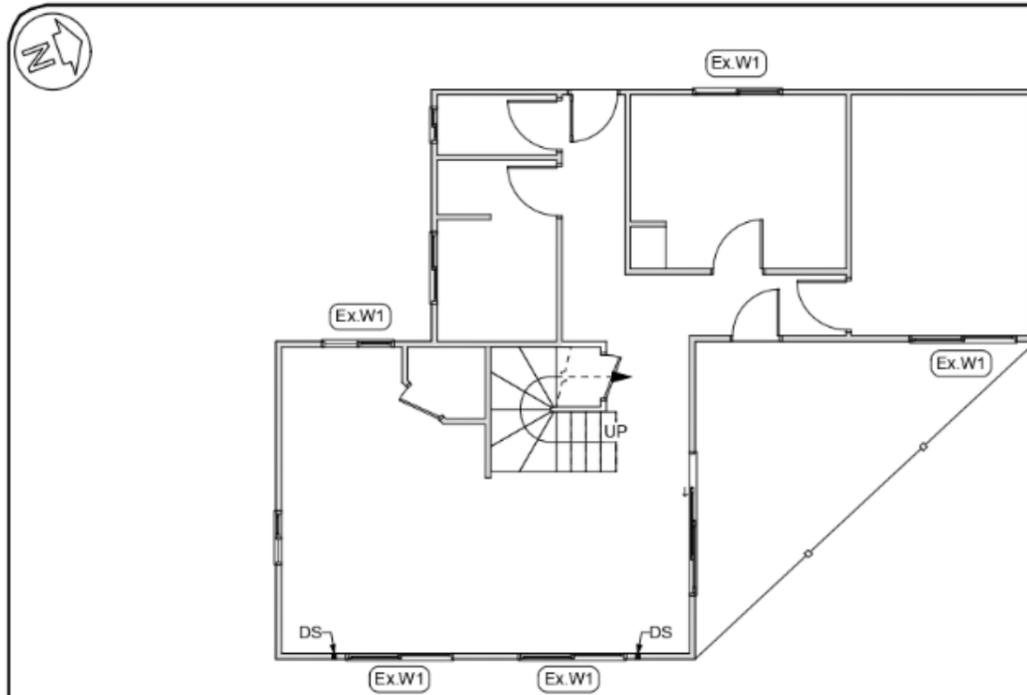
**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray

Plot Date: **12/7/19**  
Project Date: **12/5/17**

COPYRIGHT. ©

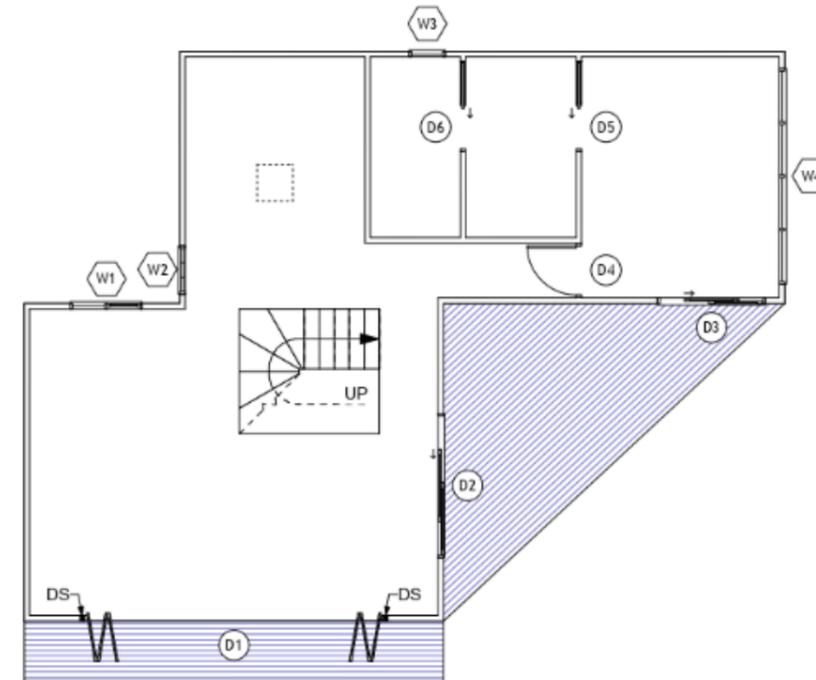
DRAWN  
**Aaron Duff**  
PROJECT NUMBER  
**17094**

16/19



**Note:**  
 Windows on ground floor 'Ex.W1' to have lintels upgraded  
 New lintels 190x45 hySPAN+ LVL, max. span 1900

**Window Plan - Ground**  
 Scale: 1:100



**Note:**  
 D1 lintel to have double stud 'DS' each end,  
 load to be carried directley to foundations

**Window Plan - Upper**  
 Scale: 1:100

**Window Schedule**

ID	Type	Height	Width	Location	Composition	Glazing	Glazed Area	U-Value	SHGC	Lintel	Max. Span
W1	Awning	400	1200	Lounge	Aluminium	DG	0.26	4.1	0.57	140x45 hySPAN+ LV	2500
W2	Glass block	1800	800	Study	Aluminium	Glass block	1238400	6.70	0.57	140x45 hySPAN+ LV	2500
W3	Awning	1500	600	Ensuite	Aluminium	DG clear	0.61	4.1	0.57	140x45 hySPAN+ LV	2500
W4	Awning	1500	3600	Bed 3	Aluminium	DG	4.83	4.1	0.57	140x45 hySPAN+ LV	3700

**Door Schedule**

ID	Type	Height	Width	Location	Composition	Glazing	Glazed Area	U-Value	SHGC	Lintel	Max. Span
D1	Bi-fold	2080	5000	Lounge	Aluminium	DG	6.77	4.1	0.57	400x63 hySPAN LVL	5100
D2	Sliding	2080	2400	Lounge	Aluminium	DG	3.6	4.1	0.57	40x45 hySPAN+ LV	2500
D3	Sliding	2080	1800	Bed 3	Aluminium	DG	2.53	4.1	0.57	40x45 hySPAN+ LV	2500
D4	Hinged	2080	820	Bed 3	Timber - hollow	-	0	-	-	90x35 MGP10	1800
D5	Cavity SL	2080	720	WIR	Timber - hollow	-	0	-	-	90x35 MGP10	1800
D6	Cavity SL	2080	720	Ensuite	Timber - hollow	-	0	-	-	90x35 MGP10	1800

**FirstRate5**  
 house energy rating software  
 single-dwelling rating **6.4** stars 138.4 MJ/m<sup>2</sup>  
 multi-unit development (attach list of ratings)  
 Accreditation Number \_\_\_\_\_  
 Signature \_\_\_\_\_ Date 26/04/19

**Window & Door Plan**

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19  
 Project Date: 12/5/17

COPYRIGHT ©

DRAWN  
 Aaron Duff  
 PROJECT NUMBER  
 17094

17/19

## Specific Fixings

<b>Wind Rating:</b>	N2
<b>Timber Joint Group:</b>	JD3 (seasoned hardwood - F17) JD4 (seasoned softwood - MGP10)
<b>ULW:</b>	2900

Connection Required	Net Uplift Force, kN
Rafter/Truss	2
Roof Batten	0.79, 1.5*

\*Uplift within 1200mm of edges

Note: for timber joint group JD3, the values given for J2 may be used

### UPLIFT CAPACITY OF RAFTER AND TRUSS TIE-DOWN CONNECTIONS

Position of tie-down connection	Uplift capacity, kN					
	Unseasoned timber			Seasoned timber		
	J2	J3	J4	JD4	JD5	JD6
<b>Rafters/trusses to wall frame or floor frame</b>						
(b)  Framing anchor as per table, 4/2.8 mm Ø nails to each end	No. of anchors					
	1	4.9	3.5	2.5	3.5	2.9
	2	8.3	5.9	4.2	5.9	4.9
(c)  30 x 0.8 mm G.I. strap as per table	No. of straps with 2/2.8 dia nails each end					
	1	4.9	3.5	2.5	3.5	2.9
	2	8.3	5.9	4.2	5.9	4.9
	No. of straps with 3/2.8 dia nails each end					
	1	6.5	4.7	3.3	4.7	3.8
	2	12	8.4	5.9	8.4	6.9

### UPLIFT CAPACITY OF ROOF BATTEN TIE-DOWN CONNECTIONS

Position of tie-down connection	Uplift capacity, kN					
	Unseasoned timber			Seasoned timber		
	J2	J3	J4	JD4	JD5	JD6
<b>Roof battens to rafters/trusses</b>						
(d)  38 x 75 or 38 x 50 mm batten No. 14 Type 17 screws as per table Two screws shall be used only with 75 mm wide batten	Screws (length)					
	1/75 mm long	5.7	4.2	2.4	4.5	2.7
	1/90 mm long	7.4	5.5	3.2	6.0	3.6
	2/75 mm long	11	8.4	4.8	9.0	5.4
	2/90 mm long	15	11	6.4	12	7.2

## Nominal Fixings

(where specific fixings not required)

### NOMINAL FIXINGS FOR TIMBER MEMBERS

Joint	Minimum fixing for each joint
<b>Floor framing</b>	
Bearer to timber stump/post	4/75 x 3.33 mm or 5/75 x 3.05 mm machine-driven nails plus 1/30 x 0.8 mm G.I. strap over bearer and fixed both ends to stump with 4/2.8 mm dia. each end; OR 1/M10 bolt through bearer halved to stump; OR 1/M12 cranked bolt fixed vertically through bearer and bolted to stump plus 4/75 x 3.33 mm or 5/75 x 3.05 mm machine-driven nails
Bearer to masonry column/wall/pier (excluding masonry veneer construction)	1/M10 bolt or 1/50 x 4 mm mild steel bar fixed to bearer with M10 bolt and cast into masonry (to footing)
Bearer to supports (masonry veneer construction)	No requirement
Bearer to concrete stump/post	1/6 mm dia. rod cast into stump, vertically through bearer and bent over
Bearer to steel post	1/M10 coach screw or bolt
Floor joist to bearer	2/75 x 3.05 mm dia. nails
<b>Wall framing</b>	
Plates to studs and plates to ring beams at 600mm max. centres	Plates up to 38 mm thick—2/75 x 3.05 mm nails through plate; Plates 38 to 50 mm thick—2/90 x 3.05 mm nails through plate; OR 2/75 x 3.05 mm nails skewed through stud into plate
Noggings to studs	2/75 x 3.05 mm nail skewed or through nailed
Timber braces to studs or plates/ring beams	2/50 x 2.8 mm dia. nails at each joint
Lintel to jamb stud	2/75 x 3.05 mm dia. nails at each joint
Bottom plates to joists	Non-loadbearing and non-bracing walls 2/2.8 mm dia. nails at max. 600 mm centres Other walls Plates up to 38 mm thick—2/75 x 3.05 mm nails at max. 600 mm centres Plates 38 to 50 mm thick—2/90 x 3.05 mm nails at max. 600 mm centres
Bottom plates to concrete slab	One 75 mm masonry nail (hand-driven at slab edge), screw or bolt at not more than 1200 mm centres
Ribbon plate to top plate	Refer to Clause 2.5 and Clause 9.2.8
Multiple studs	1/75 x 3.05 mm nail at 600 centres max.
Posts to bearers or joists	1/M12 or 2/M10 bolts (unless otherwise specified)

(continued)

Joint	Minimum fixing for each joint
<b>Roof framing</b>	
Roof trusses to top plates/ring beams	Standard trusses See Clause 1.12; OR One framing anchor with three nails to each leg; OR 1/30 x 0.8 mm G.I. strap over truss with strap ends fixed to plate with 3/2.8 mm dia. nails plus 2/75 mm skew nails Girder trusses In accordance with Clause 9.6.4
Rafters to top plates/ring beams	Coupled roofs 2/75 mm skew nails plus, where adjoining a ceiling joist of— 38 mm thick—2/75 mm nails; OR 50 mm thick—2/90 mm nails, fixing joist to rafter Non-coupled roofs 2/75 mm skew nails
Rafter to ridge	2/75 mm skew nails
Ceiling joists to top plates	2/75 mm skew nails
Ceiling joists to rafters	In coupled roof construction, 1/75 hand-driven nail; OR 2/75 x 3.05 mm machine-driven nails
Collar ties to rafters	1/M10 bolt for ties over 4.2 m or 3/75 mm nails for ties up to 4.2 m long
Verandah beams and roof beams to post	1/M12 or 2/M10 bolts (unless otherwise specified for tie-down)

- NOTES:  
 1 Nails that are smaller than the nominated size, or other than those described, may be used providing their performance, as determined by testing, indicates they are not inferior to the nail sizes given above.  
 2 The nominal connections for roof trusses to top plates given in this Table are based on the minimum connection details recommended by truss plate manufacturers.

**FirstRate5**

house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**

multi-unit development (attach list of ratings)

Accreditation Number

Signature Date 26/04/19

Fixing Details

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

**ABEL DRAFTING SERVICES** PTY. LTD.

33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411

ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: 12/7/19

Project Date: 12/5/17

COPYRIGHT.

©

DRAWN  
 Aaron Duff

PROJECT NUMBER  
 17094

18/19

Waterproofing and water resistance requirements for building elements in wet areas					
Vessels or area where the fixture is installed	Floors and horizontal surfaces	Walls	Wall junctions & joints	Wall/floor junctions	Penetrations
<b>Shower area (enclosed and unenclosed)</b>					
With hob	Waterproof floor in shower area (including any hob or step-down)	(a) waterproof all walls in shower area to a height the greater of - (i) not less than 150mm above floor or substrate; or (ii) not less than 25mm above maximum retained water level; and (b) Water resistant walls in shower area to not less than 1800mm above finished floor level of the shower	Waterproof wall junctions within shower area	Waterproof wall/floor junctions within shower area	Waterproof penetrations within shower area
With step-down					
Without hob or step-down					
With preformed shower base	N/A	Water resistant walls in shower area to not less than 1800mm above finished floor level of the shower			
<b>Area outside shower area</b>					
For Concrete and compressed fibre cement sheet flooring	Water resistant floor of the room	N/A	N/A	Waterproof wall/floor junctions	N/A
For timber floors including particleboard, plywood and other timber based flooring materials	Waterproof floor of the room				
<b>Areas adjacent to baths and spas</b>					
For Concrete and compressed fibre cement sheet flooring	Water resistant floor of the room	(a) Water resistant to a height not less than 150mm above the vessel for the extent of the vessel, where the vessel is within 75mm of a wall (b) Water resistant all exposed surfaces below vessel lip	Water resistant junctions within 150mm above a vessel for the extent of the vessel	Water resistant wall/floor junctions for the extent of the vessel	Waterproof tap and spout penetrations where they occur in horizontal surfaces
For timber floors including particleboard, plywood and other timber based flooring materials	Waterproof floor of the room				
Inserted baths and spas	(a) Waterproof shelf area, incorporating waterstop under the lip (b) No requirement under bath	(a) Waterproof to not less than 150mm above lip of bath or spa; and (b) No requirement under bath	(a) Waterproof junctions within 150mm above bath or spa; and (b) No requirement under bath	N/A	Waterproof tap and spout penetrations where they occur in horizontal surfaces
<b>Other areas</b>					
Laundries and WCs	Water resistant floor of the room	N/A	N/A	Waterproof wall/floor junctions	
Walls adjoining other vessels (e.g. sink, basin or laundry tub)	N/A	Water resistant to a height of not less than 150mm above the vessel, for the extent of the vessel, where the vessel is within 75mm of a wall	Waterproof wall junctions where a vessel is fixed to a wall	N/A	Waterproof tap and spout where they occur in surfaces required to be waterproof or water resistant

**FirstRate5**  
 house energy rating software

single-dwelling rating **6.4** stars **138.4 MJ/m<sup>2</sup>**  
 multi-unit development (attach list of ratings)

Accreditation Number \_\_\_\_\_  
 Signature *[Signature]* Date **26/04/19**

**Wet Area Notes**

Proposed Extension  
 Eleanora Holiday Cottages PTY LTD  
 267 Port Road  
 Boat Harbour Beach 7321

Revision

**ABEL DRAFTING SERVICES** PTY. LTD.  
 33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
 ABN 78 009 572 749  
 CC 1070 Ian Ray

Plot Date: **12/7/19**  
 Project Date: **12/5/17**

COPYRIGHT. ©

DRAWN  
**Aaron Duff**  
 PROJECT NUMBER  
**17094**

19/19

**Enclosure 2 Representation and Associated Documentation**

---

**From:** [Chloe Foster](#)  
**To:** [Council](#)  
**Cc:** [shane.crawford@warwyn.tas.gov.au](mailto:shane.crawford@warwyn.tas.gov.au); [ashley.thomton@warwyn.tas.gov.au](mailto:ashley.thomton@warwyn.tas.gov.au)  
**Subject:** Attn: Shane Crawford, Extension Request DA 96/2019  
**Date:** Monday, 5 August 2019 11:46:10 AM

---

C Foster  
1 Morton Street,  
Boat Harbour Beach, TAS, 7321

Attn: Shane Crawford  
Waratah Wynyard Council  
21 Saunders Street,  
Wynyard, TAS 7325

Dear Shane,

REF: DA 96/2019 - 267 Port Road BOAT HARBOUR BEACH  
Proposed dwelling extension.

I am writing to formally request an extension to submit a Representation in relation to the above application.

The property is directly in front of my home, and we have numerous concerns about the proposed extension, including but not limited the discretionary matters;

1. Suitability of a site or lot for use of development 12.4.1 (P3)
2. Use likely to be exposed to a natural hazard E6.5.2 (P1)

Reasons for a requesting an extension are as follows;

1. We did not receive any notice (written or otherwise) regarding the application prior to or during the advertising period.
2. We have engaged Enviroplan to assist with support material, which is not finished at this time.
3. Town Planner Jasmin Briggs suggested during a face to face meeting that we request an extension should we be unable to provide all support material by Midnight, Monday 5th of August.

Thankyou for your consideration, I look forward to hearing from you.

Kind regards,  
Chloe Foster





6 August 2019

Enquiries: Development & Regulatory Services  
Phone: (03) 6443 8333 Option 1  
Our Ref 7086783 & DA 96/2019

C Foster & G A Hills  
1 Morton Street  
BOAT HARBOUR BEACH TAS 7321

Dear Chloe & George,

**PLANNING APPLICATION - 267 Port Road BOAT HARBOUR BEACH  
PROPOSED DWELLING EXTENSION**

I am writing to confirm receipt of your email received in our office during the public exhibition period for the above application and refer to your request for an extension of time to submit your representation regarding DA 96/2019.

I advise that under Section 57(5) of the *Land Use Planning and Approvals Act 1993* Council consents to a further 7 day period during which you may make a representation in regards to any aspect of the proposal.

Your representation should be addressed to the General Manager, Waratah-Wynyard Council, PO Box 168, Wynyard, 7325, email [council@warwyn.tas.gov.au](mailto:council@warwyn.tas.gov.au). It must be received not later than midnight **Monday 12 August 2019**.

Please do not hesitate to contact Council's Town Planner if you have any queries on phone 6443 8305/8308.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Shane Crawford', is written over a light blue circular stamp.

Shane Crawford  
**General Manager**

**Waratah Wynyard Council**

21 Saunders Street (PO Box 168) Wynyard Tasmania 7325  
P: (03) 6443 8333 | F: (03) 6443 8383 | E: [council@warwyn.tas.gov.au](mailto:council@warwyn.tas.gov.au)

**From:** Council  
**Sent:** 13 Aug 2019 08:51:05 +1000  
**To:** admindev  
**Subject:** FW: OBJECTION to DA 96/2019 - 267 Port Road BOAT HARBOUR BEACH  
Proposed dwelling extension.

From Council inbox.

**From:** Chloe Foster <chloe.foster@7bu.com.au>  
**Sent:** Monday, 12 August 2019 10:07 PM  
**To:** Council <council@warwyn.tas.gov.au>  
**Cc:** townplanner <townplanner@warwyn.tas.gov.au>; Hills, George A (DoE) <george.hills@education.tas.gov.au>  
**Subject:** OBJECTION to DA 96/2019 - 267 Port Road BOAT HARBOUR BEACH Proposed dwelling extension.

G Hills and C Foster  
1 Morton Street,  
Boat Harbour Beach, TAS, 7321

Attn: Shane Crawford  
Waratah Wynyard Council  
21 Saunders Street,  
Wynyard, TAS 7325

Dear Shane,

Thankyou for approving an extension to submit a representation in relation to DA 96/2019 - 267 Port Road BOAT HARBOUR BEACH - Proposed dwelling extension.

**We are writing to OBJECT the proposed dwelling extension 96/2019 - 267 Port Road BOAT HARBOUR BEACH, for the following reasons:**

1. Suitability of a site or lot for use of development 12.4.1 (P3)

- The property resides on a single title comprising of multiple dwellings, the water supply is restricted and there are limitations on the number of inhabitants. With this extension increasing from a two bedroom cottage to a 3 bedroom family home with additional living space, it is reasonable to assume that number of people inhabiting the property will increase, if not now, with a future owner.

1. Use likely to be exposed to a natural hazard E6.5.2 (P1)

In addition to the Discretionary Matters, we have the following concerns:

1. OVERSHADOWING and LOSS OF LIGHT; August - May, the extension will block the morning sun from our property. The morning sun currently hits our windows in the kitchen/dining, living area

**Enclosure 2 Representation and Associated Documentation**

---

and master bedroom. This is what we rely on to heat our home for the day in the winter months. By not receiving this natural sunlight, our heating and lighting utility expenses will increase. The dwelling will directly overshadow our kitchen/meals area, and our outdoor deck which is used as additional living space in the summer months.

2. OVERLOOKING / LOSS OF PRIVACY; The proposed extension will directly look down upon our large deck and into our kitchen and living area making for less comfortable living conditions due to lack of privacy.
3. VISUAL AMENITY;

*"The natural features of Boat Harbour Beach are a key visual element with the townscape responsive to the amphitheatre effect created by the landform. One and two storey dwellings are the dominant building form, with building stepping up with the slope."* - Boat Harbour Beach Plan\_3 May 2019

*"There is a specific single storey height requirement for building on the lower side of Port Road"* - Boat Harbour Beach Plan\_3 May 2019

The charm and character of Boat Harbour Beach is aided by the amphitheatre flow of properties on the hill, looking over the beach. Within the planning scheme it states that properties on the low side of the road cannot build second story extensions as it would disrupt that flow. The applicants dwelling is only considered the 'high' side of Port Rd due to sharing the land title with multiple dwellings, in reality the access road is not Port Road and the dwelling is on the low side of the properties on Morton street of which it directly backs onto. This property will become higher than the properties above it on Morton Street, including our property which it directly backs onto. This directly goes against town planning '*with building stepping up with the slope*'

As far as we can tell, our property will become the only property on the front side of Boat Harbour Beach unable to see Table Cape as the proposed extension will create a disruption to the amphitheatre incline of residential buildings by having a higher roof line than properties on Morton Street above it.

In addition, the dwelling in question is white in colour and as it directly backs onto our kitchen/living space and outdoor deck the afternoon sun is going to create a strong glare as it reflects off of the large wall into our property. In-turn this will make living conditions both on the deck and inside the home glarey and uncomfortable and it is likely we will need to use blinds during the day.

In conclusion, although we understand Council cannot take into consideration 'loss of view' or 'perceived loss of property value' these factors are of huge concern to us both on a quality of life level, and financially. By losing a view, natural sun warmth in winter, and by having another property be visually imposing on ours, we understand this application if approved will severely affect the resale value of our home. We have had independent valuers appraise the property whom have confirmed they're valuations will decrease should the extension of 267 Port Road

**Enclosure 2 Representation and Associated Documentation**

---

be approved. The worry and stress of losing a portion of our hard earned net worth and quality of life has been damaging to our mental health.



Kind regards,  
George Hills and Chloe Foster

Agreement for Extension of Time

In accordance with Section 57 (6) of the *Land Use Planning and Approvals Act 1993* I

Abel Drafting Services P/L

of

PO Box 579  
WYNYARD TAS 7325

hereby grant the Planning Authority an extension of time until the 23<sup>rd</sup> day of September 2019,

Ref. No. 7086783 & DA 96/2019

Signed



(Applicant)

IAN RAY

(Applicant)

13.8.2019

(Date)

Signed



ANNETTE HONE, *per Council delegation*

(Acting Manager Development & Regulatory Services)

13.08.2019

(Date)



**PLANNING PERMIT APPLICATION  
APPLICATION FOR PLANNING APPROVAL UNDER SECTION 51,  
LAND USE PLANNING & APPROVALS ACT 1993**

<b>PERMITTED APPLICATION</b> - Assessment and determination of a permit application under <i>S58 Land Use Planning and Approvals Act 1993</i>	\$250.00 plus \$1.15 per \$1,000 of value for use or development
<b>DISCRETIONARY APPLICATION</b> -- Assessment and determination of a permit application under <i>S57 Land Use Planning and Approvals Act 1993</i>	\$350.00 plus \$1.50 per \$1,000 of value for use or development + advertising fee
<b>Level 2 "Environmental Activity – Additional charge to permit application"</b>	\$460.00 + advertising fee by quote
<b>Advertising fee will be reimbursed if no advertising is required</b>	
<b>Please refer to <a href="http://www.warwyn.tas.gov.au">www.warwyn.tas.gov.au</a> (Council Services – Planning Services – Planning Fees) for all other fees</b>	

Is a hard copy of planning permit and endorsed documents required? Yes ..... No .....

1. Value of work (inc GST) \$ 14,500.00 ..... Contract Price ..... Estimate Quote .....

2. Development Address 17 ELFRIDA AVENUE SISTERS BEACH .....

3. Full Name of Applicant(s) IAN RAY - ABEL DRAFTING SERVICES .....

Contact Details: Address: PO BOX 579 WYNYARD TAS 7325 .....

Email Address barbara@abeldesign.com.au .....

Telephone – Day 61364423411 ..... Mobile 0418 143 073 .....

**For requests in hardcopy format all correspondence in relation to this application, will be sent to the postal address, otherwise all correspondence will be forwarded to the email address)**

4. Would you like the contact address recorded above to be applied for all future Council correspondence? (including rates/animal control etc)? Yes..... No.....

5. **WHERE THE APPLICANT IS NOT THE OWNER**  
In accordance with Section 52 of the *Land Use Planning and Approvals Act 1993* if the applicant for the permit is not the owner of the land in respect of which the permit is required, the applicant must include in the application for the permit, a declaration that the applicant has notified the owner of the intention to make the application.

In the event that the property is owned or managed by the Crown or Council, this application is to be signed by the relevant Crown Minister responsible, or General Manager of the Council, and accompanied by written permission of the Minister/General Manager to the making of this application.

Name of Property Owner (see authorisation below)

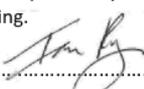
Full Name S.J. SALTMARSH & T.G. LAMPREY ..... Telephone – Home 0432 311 960 .....

Address 162 WILSON STREET ..... Telephone Work/Business .....  
BURNIE .....

**Applicant's Notification to Owner**  
I ..... IAN RAY - ABEL DRAFTING SERVICES .....  
Full Name of Applicant(s)

of 33 GOLDIE STREET WYNYARD TAS 7325 .....  
Applicant's Address

Declare that I/we have notified the owner(s) of the property(ies) of the intention to make this application.  
I/We understand that in accordance with Section 52(2) of the *Land Use Planning and Approvals Act 1993* a person must not obtain or attempt to obtain a permit by wilfully making, or causing to be made, any false representation or declaration either orally or in writing.

Applicant's Signature(s) .....  ..... 03/07/2019 .....

**Enclosure 1 Consolidated advertised documents**

6. Proposed Development (Fully describe intended use of land or premises)

PROPOSED NEW STORAGE SHED BEING FOR MAINTAINING THE BLOCK ONLY.  
 .....  
 .....  
 .....

7. Supporting Information if necessary to explain special features of the proposal.

(Attach separate sheet if required)

.....  
 .....  
 .....

To include –

a. One Copy (electronic copy if available) of any plan(s) and/or specification(s) for the proposed development, showing where applicable:

- i. Sufficient information to demonstrate compliance with all applicable standards, purpose statements in applicable zones and codes, any relevant local area objectives or desired future character statements;
- ii. a full description of the proposed use or development;
- iii. a full description of the manner in which the use or development will operate;
- iv. a site analysis and site plan at an acceptable scale;
- v. a detailed layout plan of the proposed buildings with dimensions at a scale of 1:100 or 1:200;
- vi. a plan of the proposed landscaping;
- vii. car parking facilities and capacity;
- viii. area of clearing of trees and bushland;
- ix. size, position, colour, illumination, fixing or support and other design details of advertising sign(s).

b. A full copy of your title shall also accompany the application.

Title Certificate  Title Plan  Schedule of Easements

c. Relevant engineering pre-lodgement approvals

Access  Stormwater

8. Present use of site and/or buildings – full description

VACANT LAND  
 .....  
 .....

9. Car Parking	Floor Area	Site Area
Existing on site .....	Existing ..... m <sup>2</sup>	.....1003.8...m <sup>2</sup>
Total no. proposed .....	Proposed .....105. m <sup>2</sup>	
	Total .....105 m <sup>2</sup>	

**Enclosure 1 Consolidated advertised documents**

**Questions 10 to 13 relate to Commercial and Industrial Uses and Developments only**

10. What days and hours of operation are proposed?

Monday to Friday: From ..... a.m. to ..... p.m.

Saturday: From ..... a.m. to ..... p.m.

Sunday: From ..... a.m. to ..... p.m.

11. Number of Employees?

Existing .....

Proposed .....

12. Vehicles visiting or delivering to or from the site?

Type	No.	Trips per day
.....		
.....		

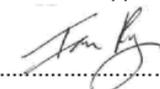
13. What type of machinery is to be installed or used?

Type	No.
.....	
.....	

**DECLARATION BY APPLICANT (mandatory)**

I declare that the information given is a true and accurate representation of the proposed development. I understand that the information and materials provided with the development application may be made available to the public. I understand that the Council may make such copies of the information and materials as in its opinion are necessary to facilitate a thorough consideration of the Permit Application. I have obtained the relevant permission of the copyright owner for the communication and reproduction of the plans accompanying the development application for the purposes of assessment of that application. I indemnify the Waratah-Wynyard Council for any claim or action taken against it in respect of breach of copyright in respect of any of the information or material provided.

I/We hereby acknowledge that Section 20(a) of the *Local Government Act 1993* provides the power for persons authorised by the General Manager to enter land without notice in relation to an application by the owner or occupier for a licence, permit or other approval given by the council.

Signature(s) .....  .....

(all applicants to sign)

Date ..... 03/07/2019 .....



**RESULT OF SEARCH**

DEPUTY RECORDER OF TITLES

*Issued Pursuant to the Land Titles Act 1980*



SEARCH OF TORRENS TITLE

VOLUME 75881	FOLIO 19
EDITION 3	DATE OF ISSUE 05-Jul-2017

SEARCH DATE : 04-Jun-2019

SEARCH TIME : 02.40 PM

DESCRIPTION OF LAND

Parish of DALLAS, Land District of WELLINGTON  
Lot 19 on Diagram 75881 (formerly being 240-4D)  
Derivation : Part of Lot 6013 Gtd. to J. Alexander (the Elder)  
Prior CT 3189/9

SCHEDULE 1

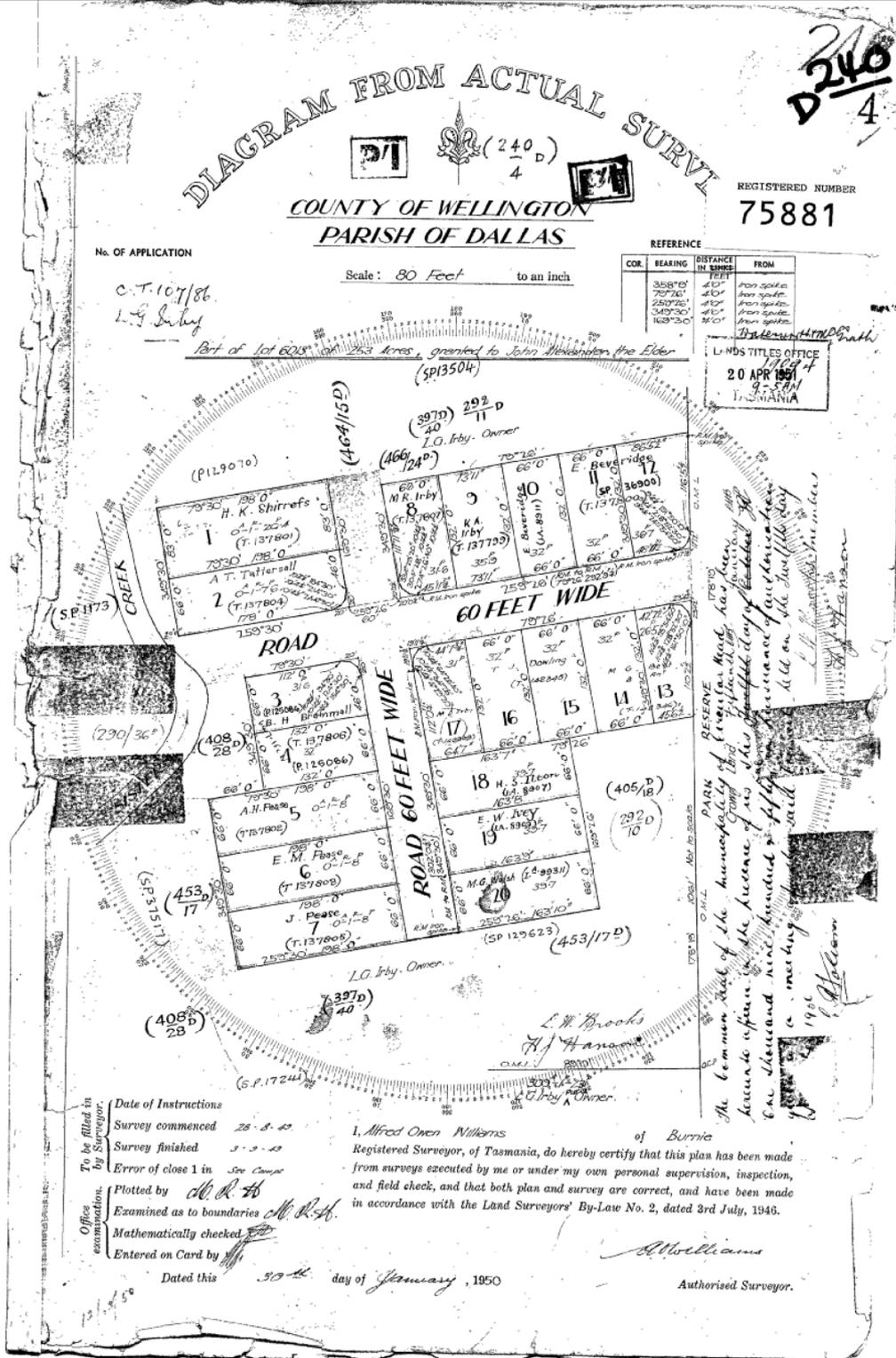
E49757 TRANSFER to SIMON JOHN SALTMARSH and TEENA GRACE  
LAMPREY Registered 05-Jul-2017 at 12.01 PM

SCHEDULE 2

Reservations and conditions in the Crown Grant if any  
BENEFITING EASEMENT a right of carriage way over all the roads  
sixty feet wide shown on Diagram No. 75881  
A8909 FENCING CONDITION in Transfer

UNREGISTERED DEALINGS AND NOTATIONS

No unregistered dealings or other notations



**ABEL DRAFTING SERVICES PTY LTD**

ABN 78 009 572 749



WYNYARD OFFICE  
33 Goldie Street  
PO Box 579  
Wynyard Tas 7325  
Telephone 03 6442 3411

SMITHTON OFFICE  
5 Brittons Road  
P O Box 219  
Smithton Tas 7330  
Telephone 03 6452 3411

DATE:

To whom it may concern

I, We

SIMON SALTMARSH & TEENA LAMPREY

Authorize Abel Drafting Services to

Act as agent on my/our behalf, to submit building documentation for our project.

Signed:

Simon Saltmarsh

Teena Lamprey

Simon Saltmarsh  
Teena Lamprey

## ABEL DRAFTING SERVICES PTY LTD

ABN 78 009 572 749



### WYNYARD OFFICE

33 Goldie Street  
PO Box 579  
Wynyard Tas 7325  
Telephone 03 6442 3411  
E-Mail: [ian@abeldesign.com.au](mailto:ian@abeldesign.com.au)

### SMITHTON OFFICE

5 Britton's Road  
P O Box 219  
Smithton Tas 7330  
Telephone 03 6452 3411  
[rodney@abeldesign.com.au](mailto:rodney@abeldesign.com.au)

### Demonstration of Planning Compliance

<b>Project No:</b>	19112	<b>Property ID:</b>	7091558
<b>Date:</b>	2/7/19	<b>Title:</b>	75881/19
<b>Client:</b>	S.J. Saltmarsh & T.G. Lamprey	<b>Land Zoning:</b>	Low Density Residential
<b>Address:</b>	17 Elfrida Avenue, Sisters Beach		
<b>Project:</b>	Proposed Shed		

### **8.0 Assessment of an application for use or development.**

A full description of the proposed development is the client proposes to construct a shed for storage of property and vehicles in a Low Density Residential Zone. There is a variation of setback.

#### **12.4.1 Suitability of a site or lot for use or development**

##### **Objective:**

The minimum properties of a site and of each lot on a plan of subdivision are to –

- (a) provide a suitable development area for the intended use;
- (b) provide access from a road; and
- (c) make adequate provision for a water supply and for the drainage and disposal of sewage and stormwater

##### **A5**

*Does not satisfy*

##### **P5**

- (a) A site or each lot on a plan of subdivision must drain and dispose of stormwater –
  - (i) to accommodate the anticipated stormwater –
    - a. currently entering from beyond its boundaries; and
    - b. from the proposed development;
  - (ii) without likelihood for concentration on adjacent land;
  - (iii) without creating an unacceptable level of risk for the safety of life or for use or development on the land and on adjacent land;
  - (iv) to manage the quantity and rate of discharge of stormwater to receiving waters;
  - (v) to manage the quality of stormwater discharged to receiving waters; and
  - (vi) to provide positive drainage away from any sewer pipe, on-site sewage disposal system, or building area; or
- (b) It must be unnecessary to require arrangements for the drainage and disposal of stormwater

*Proposed stormwater handling is typical of the majority of lots in the area. Sandy soil allows excellent drainage and accommodates the disposal of stormwater, the absorption trench is kept a minimum 2.0m away from boundaries to prevent water interfering with adjacent land.*

---

---

*New Shed  
S.J. Saltmarsh  
&  
T.G. Lamprey  
17 Elfrida Avenue  
Sisters Beach*

<b>ABEL DRAFTING SERVICES</b> PTY. LTD.		
33 GOLDIE STREET WYNYARD TAS. 7325 ABN 78 009 572 749 CC 1070 Ian Ray		PH. (03) 6442 3411
Plot Date: 5/6/19 Project Date: 5/6/19	COPYRIGHT. ©	DRAWN <b>Mar Schrammeyer</b> PROJECT NUMBER <b>19112</b>

New Shed  
S.J. Saltmarsh  
&  
T.G. Lamprey  
17 Elfrida Avenue  
Sisters Beach

Drawing Schedule			
Sheet No.	Sheet Name	Issue Date	Revision
1	Drawing Schedule & Project Information	5/6/19	
2	General Notes	5/6/19	
3	NCC Compliance Notes	5/6/19	
4	Site Plan	5/6/19	
5	Floor Plan Elevations	5/6/19	
5 Sheets			

Project Information	
Property ID	7091558
Title Reference No	75881/19
Area	1003.8 m2
Site Zoning	Residential
Site Coverage	10%
Building Class	10
Catagory of Works	3
Catagory of Plumbing Works	3
Soil Classification	-
Wind Classification	-
Climate Zone	7
Bushfire (BAL) Rating	-
Alpine Area	-
Corrosion Environment	Severe

Other Documents Schedule	
Shed Supplier	ShedTech
Site Hazards	Nil observed
Energy Efficiency	-
Energy Efficiency Form 55	-
Soil Classification	-
Wind Classification	-
Structural Form 55	-
Wastewater Report	-
Title	Supplied-
Geo-tech Report	-
Building Designer Report	-
Bushfire (BAL) Assessment	-

Floor Area	
Proposed Shed	105 m2
Total	105 m2

Drawing Schedule & Project Information

New Shed  
S.J. Saltmarsh & T.G. Lamprey  
17 Elfrida Avenue  
Sisters Beach

**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray



Plot Date: 5/6/19  
Project Date: 5/6/19

COPYRIGHT.  
©

DRAWN  
Mar schrammeyer  
PROJECT NUMBER  
19112

1/5

**General Notes**

1. It is the builders responsibility to verify all dimensions, levels & existing conditions on site and ensure that any discrepancies &/or omissions in these documents, are resolved prior to commencement of any works. The builder shall incur all costs as a result of not verifying the above mentioned.
2. Do not scale from drawings. Confirm all dimensions on site prior to commencement of works
3. NCC refers to the National Construction Code.
4. All sewage & stormwater to discharge into existing drains as directed by the local municipal council.
5. Smoke detectors are to be installed in accordance with AS3786.
6. Balustrade required when any level is more than 1000 above the surface beneath and to conform to NCC requirements i.e. max. vertical & horizontal spacing of all members to be no greater than 125 mm.
7. Stairs to have min. step 250 & max. rise of 190, provide handrail 865 above nosing each stair one side min.
8. These drawings shall be read in conjunction with all architectural and other consultant's drawings and specifications, and with such other written instructions as may be issued over the course of the contract.
9. During construction the structure shall be maintained in a stable condition and no part shall be overstressed. the builder shall be responsible for any damage to the works during construction.
10. All workmanship and materials shall be in accordance with the requirements of the current editions of the Australian Standards (AS) codes and the by-laws and ordinances of the relevant building authority.
11. The sections on these drawings are intended to give the structural details only, and architectural details are illustrative only.
12. All slabs and footings are to be inspected by the building surveyor prior to the pouring of concrete.  
Give 48 hours notice to the building surveyor for all required inspections.
13. Brittle floor coverings such as ceramic tiles should be laid using an approved flexible adhesive system to control the effect of shrinkage cracking.  
A minimum period of three months drying of the concrete is usually required before the placement of brittle floor coverings.
14. Ensure all wet areas are waterproofed in accordance with AS3740.
15. The location of services indicated on these drawings are indicative only and all service locations should be confirmed prior to starting on site.
16. Engineered products e.g. trusses, laminated beams, cladding systems etc. to be installed as per manufacturers specifications.

**Site Preparation Notes**

1. All site preparation to comply with the NCC.
2. All topsoil, organic and deleterious material is to be stripped from the building site.
3. The site is to be cut and filled to form a level building platform. batters around the house should be designed to withstand weather erosion.
4. The owners attention should be drawn to Appendix B of AS2870 "performance requirements and foundation maintenance" on completion of the job.
5. Excavation shall not extend below a line dipping at 45° for clay or sand and away from the nearest underside corner of any existing footings.
6. Fill material beneath slab is to be compacted in accordance with AS2870. Piering is required where this fill material is greater than 400mm.  
Not more than 300mm for sand material or 400mm compacted in layers  
Not more than 150mm for other material.
7. The slab is to be entirely underlaid with a 0.2mm polyethylene vapour barrier with all joints adequately lapped and taped at penetrations.
8. The builder shall provide protection to adjoining properties & buildings in accordance with all building regulations.
9. All neighbouring building locations are approximate only. If further information is required consult surveyor.
10. Level information provided on these drawings is limited only. Further detail if required should be obtained from a surveyor.

**Earthworks**

1. Earthwork construction shall comply with guidelines set out in AS3798.
2. Cut and fill shall comply with NCC 3.1.1.
3. Excavations and service trenches shall comply with the following guidelines unless otherwise approved by the design engineer.
4. Selected fill shall be approved natural material, gravel, decomposed or broken rock, free from clay lumps and organic matter.
5. The area of works shall be stripped of all topsoil and filled in 150mm compacted layers to 95%MDD, sand blinding layer directly below concrete shall be compacted by vibrating plate or flooding to 95%MDD.
6. Ensure area of excavation is properly drained from the time of excavation to ensure no ponding of water. Install drains as required.
7. Embankments that are left exposed at the end of construction works must be stabilised by vegetation or similar works to prevent soil erosion.

**Footings & Foundation Notes**

1. Footings have been designed for an allowable soil bearing capacity of 100 kpa.
2. The assumed founding levels of the footings are to be as indicated on the drawings.  
Excavation shall continue until the required bearing capacity is found. The over-excavation shall be back-filled with a mass concrete mix to the approval of the engineer.
3. All walls and columns shall be concentric with supporting footing unless noted otherwise on drawings.
4. Service penetrations are permitted through the middle third of the depth of the footing/edge & stiffening beams. The effect of other footing penetrations shall be taken into account by the provision of extra concrete depth or reinforcement.

**Plumbing Notes**

1. Generally plumbing works shall be carried out by plumbers who have necessary licenses and registrations required by the governing authority and who are qualified to provide the required certificate of compliance.
2. Cold water: From meter to house use 25mm class 12 polyethelene. Inside house use 20mm Rehau class 'B' or PB with 12mm class 'B' Rehau or PB branch lines.
3. Hot water: From heater use 20mm Rehau class 'B' with 15mm Rehau branch lines to fixtures. Install 'RMC' or equivalent tempering valve set to 50°C.
4. Legend of outlet diameters:  
Trough - 50mm  
Sink - 50mm  
Bath - 40mm  
Basin - 40mm  
Shower - 50mm
5. Taps, fittings & hot water unit refer to owners requirements.
6. Where the works requirements provide for the installation of a heating appliance that requires a flue, the flue must be installed in accordance with the NCC.

**Steelwork Notes**

1. All workmanship and materials shall be in accordance with as 4100 and except where varied by the contract documents.
2. Unless otherwise noted, all steel shall be in accordance with:  
AS 3679.1 grade 300 for rolled sections.  
AS 1163 grade 350 for rhs sections.  
AS 1163 grade 350 for chs sections.  
AS 3378 grade 350 for all plate.  
AS 3679.1 grade 350 for all flat.  
AS 1397 grade 450 for 1.5, 1.9, 2.4 and 3.0 bmt of cold-formed steel sections.
3. The builder shall prepare workshop drawings and shall submit three copies of each drawing for conditional approval. fabrication shall not commence until this approval has been given.
4. Unless noted otherwise all welds shall be 6mm continuous fillet welds and all gusset plates shall be 10mm thick.
5. Butt welds where indicated in the drawings are to be complete penetration butt welds. As defined in as 1554.
6. Unless noted otherwise all bolts shall be 20 dia. commercial grade conforming to as 1111 with a minimum of 2 bolts per connection. high strength (h.s.) bolts shall conform to as 1252 and shall be installed in accordance with as 4100.
7. All bolts for purlins and girts shall be M12-4.6 (commercial grade). All bolts, nuts and washers are to be galvanised.
8. The builder shall provide all cleats and holes for fixing steel to steel and timber to steel as required by engineering and architectural drawings whether or not shown.
9. The builder is to be present when all holding down bolts are installed to ensure they are not displaced during concrete placement.
10. The builder is to make good and/or repair all damaged surfaces during performance of the work.
11. Unless noted otherwise, the roof structure has been designed for normal roof loads only and does not allow any extraneous loads such as hoists, monorails etc.
12. Surfaces of existing material, which are to be strengthened, repaired, or welded shall be cleaned of dirt, rust, and other foreign matter except adherent surface protection. The portions of such surfaces that are to be welded shall be cleaned thoroughly of all foreign matter, including paint film, for a distance of 50mm from each side of the outside lines of the welds. the welding sequence shall be chosen so as to minimize distortion of the member and ensure that its straightness remains within the appropriate straightness limits of clauses in 14.4 of AS4100-1998.

General Notes

New Shed  
S.J. Saltmarsh & T.G. Lamprey  
17 Elfrida Avenue  
Sisters Beach

<b>ABEL DRAFTING SERVICES</b> PTY. LTD.		
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411		
ABN 78 009 572 749 CC 1070 Ian Ray		DRAWN Mar schrammeyer
Plot Date: 5/6/19	COPYRIGHT. ©	
Project Date: 5/6/19		PROJECT NUMBER 19112
		2/5

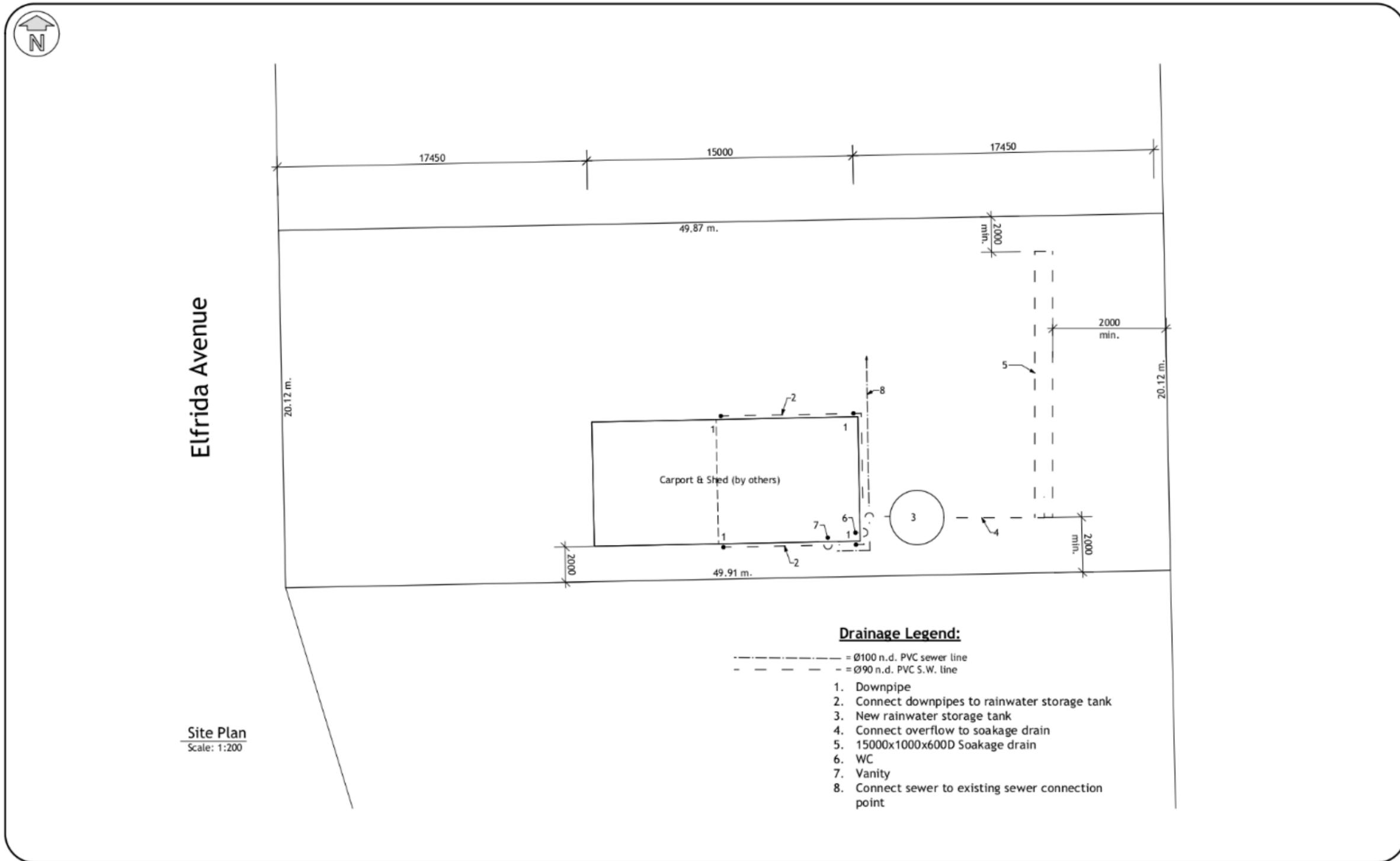
**National Construction Code (NCC) Compliance Notes**

1. **FIRE SAFETY**  
 Generally to be in accordance with NCC 3.7.  
 Fire separation to be in accordance with NCC 3.7.1. External walls and gable ends constructed within 90mm of boundary are to extend to underside of non combustible roofing/eaves and are to be constructed of a masonry skin 90mm thick with an FRL of 60/60/60.  
 Sarking to have a flammability index less than 5.  
 Roof lights not to be placed closer than 900mm from boundary.  
 Smoke alarm installation to be in accordance with NCC 3.7.2. Locations indicated on floor plan.  
 Installation locations: Ceilings - 300mm away from wall junction.  
                                     Cathedral ceilings - 500mm down from apex.  
                                     Walls - 300mm down from ceiling junction.  
 Smoke alarms shall be connected to mains power if available, and interconnected if there is more than one alarm, in accordance with N.C.C. 3.7.2  
 Heating appliances generally to be in compliance with NCC 3.7.3 and AS 2918.  
 Fireplace - extend hearth 400mm beyond unit.  
 Freestanding appliance to be 1200mm from combustible wall surface. 50mm from masonry wall.  
 Heat shield - 90mm masonry with 25mm air gap to combustible wall, extend 600mm above unit.  
 Flue installation to NCC 3.7.3.4.  
 Top of chimney/flue to terminate 300mm above horizontal plane 3600mm away from roof.  
 Construction in Bush Fire Area to be in accordance with NCC 3.7.4. and AS 3959-2009
2. **HEALTH AND AMENITY**  
 Ceiling heights to be in accordance with NCC 3.8.2. Refer to drawing.  
 Door of a fully enclosed sanitary compartment must open outwards, slide or be readily removable from the outside of the compartment unless there is 1200mm between the closet pan within the sanitary compartment and the nearest part of the doorway  
 Condensation management generally in accordance with NCC 3.8.7.  
 Flow rate and discharge of exhaust systems to comply with NCC 3.8.7.3  
 25 L/s for a bathroom or sanitary compartment; and 40 L/s for a kitchen or laundry.  
 Ventilation of roof spaces to comply with NCC 3.8.7.4  
 Where an exhaust system covered by 3.8.7.3 discharges into a roof space, the roof space must be ventilated to outdoor air through evenly distributed openings.  
 Openings must have a total unobstructed area of 1/300 of the respective ceiling area if the roof pitch is more than 22°, or 1/150 of the respective ceiling area if the roof pitch is not more than 22°. 30% of the total unobstructed area must be located not more than 900 mm below the ridge or highest point of the roof space, measured vertically, with the remaining required area provided by eave vents.
3. **STAIR CONSTRUCTION**  
 Stairs to be generally in accordance with NCC 3.9.1.  
 Maximum of 18 risers to each flight.  
 Riser opening to be less than 125mm.  
 Treads must have a slip-resistant finish or a suitable non-skid strip near the edge of the nosings.  
 Riser - min. 115mm, max. 190mm.  
 Tread - min. 240mm, max. 355mm.  
 Balustrade/handrail generally in accordance with NCC 3.9.2.  
 Balustrade/handrail required where area is not bounded by a wall or where level exceeds 1000mm above floor level or ground level.  
 865mm high on stairs, measured from line of stair nosing.  
 1000mm high above floor or landing.  
 Openings between balusters/infill members to be constructed so as to not allow 125mm sphere to pass between members. Where floor level exceeds 4000mm above lower level, infill members between 150mm and 760mm above floor level to be constructed so as to restrict climbing.  
 Ramps shall comply with the NCC Volume 1 part D 2.10 - Slope gradient shall not exceed 1:8 and have a non-slip surface.
4. **SWIMMING POOLS**  
 Generally swimming pools and safety fences to be constructed in accordance with NCC 3.9.3. and AS 1926.1
5. **ENERGY EFFICIENCY**  
 Generally to be in accordance with NCC 3.12.  
 Climate Zone 7 applicable to Tasmania (Zone 8 applicable to alpine areas).
6. **BUILDING FABRIC**  
 Generally in accordance with NCC 3.12.1.
7. **BUILDING FABRIC INSULATION**  
 Insulation to be fitted to form a continuous barrier to roof/ceiling, walls and floors.
8. **BUILDING MEMBRANE/WRAP**  
 Use only vapour permeable membranes tested to AS/NZS 4200.1:1994 with minimum specifications;  
 Duty - light for walls, medium/heavy for roofs. Vapour barrier - low. Water barrier class - High. Emittance - Non-reflective. Flammability index - Low (less than 5).
9. **BULK INSULATION**  
 To maintain thickness and position after installation.  
 Continuous cover without voids except around services/ fittings.
10. **ROOF INSULATION**  
 Roof to comply with NCC 3.12.1.1a  
 Roof lights to comply with NCC 3.12.1.2.
11. **EXTERNAL WALLS**  
 External wall construction to comply with NCC 3.12.1.4 & AS 1684.2.
12. **FLOORS**  
 Floor construction to comply with NCC 3.12.1.4.  
 Concrete slab on ground with an in slab heating system to be insulated to R1.0 around vertical edge of slab perimeter.  
 Ensure finished floor level is minimum 150mm above finished ground level.  
 Joint support and bearing details to AS 1684.2.
13. **GLAZING**  
 External generally in accordance with NCC 3.12.2 and AS1288.  
 Internal generally in accordance with NCC 3.6.4 and AS 1288.
14. **FLASHINGS**  
 Roof flashings in accordance with NCC 3.5.1.  
 Wall flashings in accordance with NCC 3.5.3.
15. **BUILDING SEALING**  
 Generally in accordance with NCC 3.12.3.  
 Chimneys or flues to be fitted with operable or permanent seal to minimize air leakage.  
 External windows and doors to habitable rooms/conditioned spaces to be fitted with air seal to restrict air infiltration.  
 Exhaust fans to habitable rooms/conditioned spaces to be fitted with self closing damper or filter.  
 Building envelope to be constructed to minimize air leakage. Construction joints and junctions of adjoining surfaces to be tight fitting and sealed by caulking, skirting, architraves and cornices.
16. **AIR MOVEMENT**  
 Generally in accordance with NCC 3.12.4.
17. **SERVICES**  
 Generally in accordance with NCC 3.12.5.  
 Hot water supply system designed and installed in accordance with AS/NZS 3500.
18. **ENERGY REPORT**  
 If energy report is provided as part of this documentation, then it shall take precedence over the above energy efficiency provisions.  
 For residence construction these plans should be read in conjunction with the attached "First Rate Energy Report".
19. **CONCRETE & REINFORCING**  
 Generally in accordance with NCC 3.2.3.  
 Concrete must be manufactured to comply with AS 3600.  
 Materials used for reinforcing must comply with AS 2870.  
 Concrete must have a minimum strength at 28 days of 20MPa (denoted as N20 grade) for footings and 25MPa for slabs.  
 Concrete to have a nominal 100mm slump, water must not be added to the mix to increase the slump to a value in excess of that specified.  
 Concrete must have a 20mm maximum nominal aggregate size.  
 Concrete slabs finish shall be polished.
20. **MASONRY**  
 Generally in accordance with NCC 3.3.  
 All masonry and masonry accessories to comply with AS 3700 & AS 4773.  
 Brick ties to be: for 0-1km from marine environment, stainless steel (R4) sheet and wire ties; for 1-10kms from marine environment, stainless steel (R4) sheet ties, red CTA wire ties; for 10km+ from marine environment, galvanised Z600 (R2) sheet ties, red CTA wire ties.  
 Brick mortar to be: for >1.0km to coast M3 cement, lime, sand (1:1:6);  
 for <1.0km to coast M4 cement, lime, sand (1:0.5:4.5).  
 Masonry bed and perpendicular joints to be nominal 10mm, raked joints to be max. 10mm deep.  
 Wall ties and accessories embedded in masonry joints shall be built in as the construction proceeds.  
 Cavities shall be free from mortar droppings or other materials that might bridge the cavity and allow transmission of moisture. Where ducts, sleeves or pipes are laid along or across a cavity construction shall be such that transmission of moisture is prevented.  
 Weep holes @ 1200c/s.  
 Brickwork walls etc. to be provided with flashings and damp proof course, appropriately located.
21. **WET AREAS**  
 Generally in accordance with NCC 3.8.1.  
 Building elements in wet areas must comply with AS 3740.  
 Walls & ceiling Gyprock® Aquachek® plasterboard or similar.  
 For definitions of shower area, vessel, wet area, waterproof and water resistant refer to NCC 3.8.1 definitions.  
 Preformed products are to be installed to manufacturers specifications and in a manner to avoid distortions or cracking.  
 Wet area floors must be installed so that water flows to the drain without ponding.
22. **STEELWORK CORROSION PROTECTION**  
 All steelwork which satisfy's NCC 3.4.4.4, defined environments, shall comply with NCC table 3.4.4.2.
23. **GENERAL**  
 All other matters not specifically mentioned are to comply with the NCC.

NCC Compliance Notes

New Shed  
 S.J. Saltmarsh & T.G. Lamprey  
 17 Elfrida Avenue  
 Sisters Beach

<b>ABEL DRAFTING SERVICES</b> PTY. LTD.		
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411		
ABN 78 009 572 749 CC 1070 Ian Ray		DRAWN <b>Mar schrammeyer</b> PROJECT NUMBER <b>19112</b>
Plot Date: 5/6/19	COPYRIGHT. ©	
Project Date: 5/6/19		3/5



Site Plan

Site Plan

New Shed  
S.J. Saltmarsh & T.G. Lamprey  
17 Elfrida Avenue  
Sisters Beach

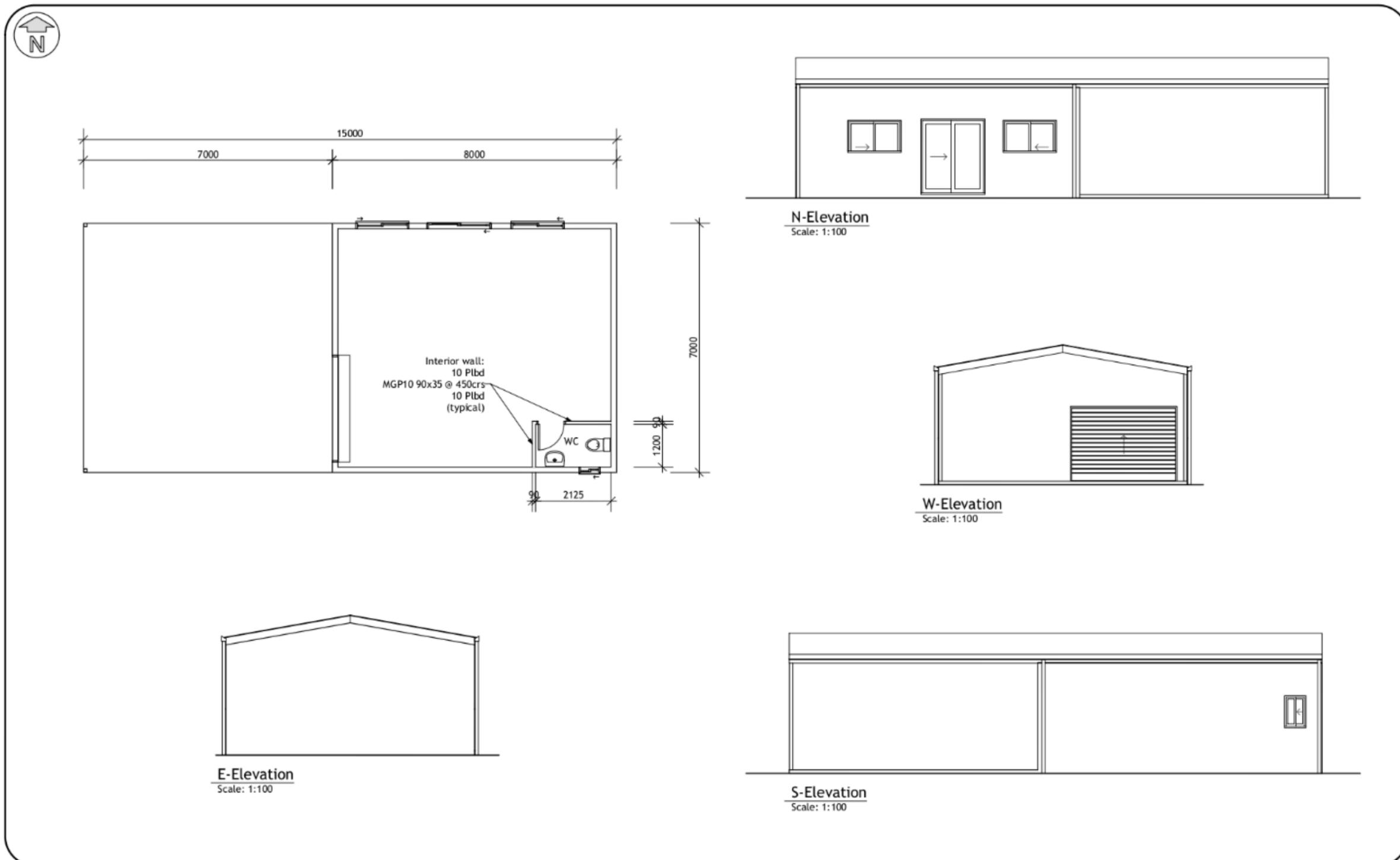
**ABEL DRAFTING SERVICES** PTY. LTD.  
33 GOLDIE STREET WYNYARD TAS. 7325 PH. (03) 6442 3411  
ABN 78 009 572 749  
CC 1070 Ian Ray

Plot Date: 5/6/19  
Project Date: 5/6/19

COPYRIGHT. ©

DRAWN  
Mar schrammeyer  
PROJECT NUMBER  
19112

4/5



Floor Plan Elevations

New Shed  
 S.J. Saltmarsh & T.G. Lamprey  
 17 Elfrida Avenue  
 Sisters Beach

<b>ABEL DRAFTING SERVICES</b> PTY. LTD.		
33 GOLDIE STREET WYNYARD TAS. 7325 ABN 78 009 572 749 CC 1070 Ian Ray	PH. (03) 6442 3411	
Plot Date: 5/6/19	COPYRIGHT. ©	DRAWN Mar schrammeyer
Project Date: 5/6/19		PROJECT NUMBER 19112
		5/5



22 July 2019

Enquiries: Development & Regulatory Services  
Phone: (03) 6443 8333 option 2  
Our Ref: 7091558 & DA 101/2019

Attn: Mr I Ray  
Abel Drafting Services P/L  
PO Box 579  
WYNYARD TAS 7325

Dear Mr Ray

**ADDITIONAL INFORMATION REQUIRED  
DEVELOPMENT APPLICATION – Outbuilding (shed)  
17 Elfrida Avenue SISTERS BEACH**

I advise that under *Section 54* of the *Land Use Planning and Approvals Act 1993* Council seeks further information in relation to application DA 101/2019 for a Outbuilding (shed) at 17 Elfrida Avenue SISTERS BEACH. To progress the assessment of your application, please provide the following: -

- Demonstration of compliance with clause 12.4.1 A2 or P2 Suitability of a site or lot for use or development of the *Waratah-Wynyard Interim Planning Scheme 2013*. This is in relation to pre-lodgement advice from Council being the relevant road authority in relation to the location of the new proposed crossover. Council's Technical Officer, Oliver Mayer can be contacted directly on phone 64438383 or alternatively via email [omayer@warwyn.tas.gov.au](mailto:omayer@warwyn.tas.gov.au)

Your application has been placed on hold until all relevant documentation has been received to the satisfaction of the Planning Authority.

If you have any queries or require further information, please do not hesitate to contact Council's Town Planners on (03) 6443 8308.

Yours faithfully

A handwritten signature in black ink, appearing to read "Ashley Thornton".

Ashley Thornton  
**MANAGER DEVELOPMENT & REGULATORY SERVICES**

**Waratah Wynyard Council**

21 Saunders Street (PO Box 168) Wynyard Tasmania 7325

P: (03) 6443 8333 | [www.warwyn.tas.gov.au](http://www.warwyn.tas.gov.au) | E: [council@warwyn.tas.gov.au](mailto:council@warwyn.tas.gov.au)

Document Set ID: 1048561

Version: 1, Version Date: 22/07/2019

To the Waratah Wynyard Council Town Planners,

**RE: planning application DA 101/2019 for a new outbuilding (shed) at 17 Elfrida Avenue, Sisters Beach.**

Dear Sir or Madam,

We the owners of 15 Elfrida Avenue adjacent to the proposed application have some concerns and objections to the above building application being permitted as it currently sits. We view that with consultation some matters can be overcome and a suitable result to all parties be achieved.

**Items Causing Concern:**

- a) Item 6 on the planning application:** Fully describe intended use of land or premises

*“Proposed new storage shed being for maintaining the block only”*

We find this response perplexing considering the proposed building has a wall height of 3400mm and a footprint of 105 m<sup>2</sup>. This seems quite excessive to maintain a block of approximately 1000 m<sup>2</sup>. The sheds on surrounding properties are generally commercially available galvanised sheds up to 3m x 3m, which are more than sufficient for “maintenance”.

Considering this structure and the existing Caravan and fixed annex (image 1), toilet structure (image 2) this reduces the space that requires maintenance even more. The height of the proposed structure 3400 mm seems quite excessive for a maintenance shed. Its construction in the proposed location eliminates any area on the land suitable for constructing a habitable dwelling in the future. This, and the general design, strongly suggests that this construction will be used as a basic shack.



*Image 1*



*Image 2*

**Enclosure 3 Representation**

---

**b) The height of the proposed structure for the intended use and topography of the land.**

In the *Waratah Wynyard Council planning scheme clause 12.4.3* Location and configuration of development objective states: “

**Objective:**

The location and configuration of development is to –

- (a) be consistent with land capability;
- (b) provide a consistent separation between the development area on adjacent sites and between development and a road;
- (c) provide consistency in the apparent scale, bulk, massing, and proportion of adjacent buildings;
- (d) provide sufficient site area for open space, utilities, and vehicle parking;
- (e) provide for the facade of a residential building to remain the dominant architectural element in the streetscape; and
- (f) separate adjacent buildings to provide reasonable opportunity for daylight and sunlight to habitable rooms and to **private open space areas**; and

*Waratah-Wynyard Interim Planning Scheme 2013* Figure 12.4.3 Building envelope only describes Front and Rear Set back. Our concerns are that the North and South setback as this is where the sun comes from to our property and therefore the proposed structure will affect significantly our shading to private open spaces.

The topography of the land has not been considered in this proposal. Our property is 600mm lower than the proponent’s property (image 3, 4 and 5) therefore this figure should be included in the calculations therefore bringing the wall height to calculate shading to 4000mm.



*Image 3*



*Image 4*



*Image 5*

**Alternative proposal:**

We see there are a couple of solutions which would eliminate the majority of our concerns and an acceptable conclusion be reached.

- a) The proposed structure wall heights be reduced to 2800mm and the structure have a setback from the southern boundary of 3000mm.

***Favoured proposal: Staggering the location of proposed structure.***

- b) The existing structure as seen in image 1 caravan and fixed annexe be removed and the structure be moved eastwards to the rear of the block where this structure currently sits. We point out that the dwellings in Elfrida avenue are staggered so that no two dwellings line up with the one next to them. This would eliminate our shading issues and also allow the block to be suitable for a further permanent habitable dwelling to be constructed at a future time.

Yours Sincerely

Richard Walsh 0419369268

Garry Walsh 0418140102

Property owners 15 Elfrida Avenue

Sisters Beach, Tas 7321

Agreement for Extension of Time

In accordance with Section 57 (6) of the *Land Use Planning and Approvals Act 1993* I

Ian Ray

Of

Abel Drafting Services P/L  
PO Box 579  
WYNYARD TAS 7325

hereby grant the Planning Authority an extension of time until the 23<sup>rd</sup> day of September 2019,

Ref. No. 7091558 & DA 101/2019

Signed  (Applicant)

ABEL DRAFTING SERVICES Pty Ltd-IAN RAY (Applicant)

19/08/2019 (Date)

Signed   
Annette Hone, per Council delegation

Acting(Manager Development & Regulatory Services)

19/08/2019 (Date)





**1. SCOPE**

1.1 This policy applies to the General Manager and all staff, together with all dog and non-dog owners within the Waratah-Wynyard Municipal Area to meet legislative requirements of Council with regards to the *Dog Control Act 2000*.

**2. PURPOSE**

The purpose of the Dog Management Policy is to:

- 2.1 Ensure that all dog owners within the Municipal Area have a complete understanding of their obligations under the *Dog Control Act 2000*; and
- 2.2 To define the obligations and responsibilities of Council staff and dog owners for the effective management of dogs within Waratah-Wynyard Municipal Area.

**3. POLICY STATEMENT**

- 3.1. The Council understands the importance of dog companionship within Waratah-Wynyard Municipal Area;
- 3.2. The Council will administer all provisions of the *Dog Control Act 2000* within available resource allocation and consistent with its priorities for service provision;
- 3.3. In administering the provision of the *Dog Control Act 2000* the value of education and the delivery of information for dog owners and non-dog owners is the first guiding principle to be adopted by Council staff. Regulatory measures are to be used where education has previously been provided and a subsequent offence is detected, or in the instance of a serious offence;
- 3.4. The Council will work together with the community to reduce the risk from anti-social and straying dogs through education, routine patrols, and the prompt investigation of concerns and complaints of dog-related issues.
- 3.5. The Council will provide an emergency out-of-hours service to respond to reports of dog attacks and dogs at large that are causing a traffic hazard on a major road and, where a dog at large has been restrained within a property, arrange collection for the next working day when practicable;
- 3.6. The Council will provide dog exercise areas (as defined in Dog Recreation Areas) that recognise the needs of people and their dogs, taking into account any negative impacts on the environment;
- 3.7. The Council will actively support and promote responsible dog ownership through the development of a code relating to responsible ownership of dogs (as defined in Code of Responsible Dog Ownership);
- 3.8. It is the responsibility of all dog owners to comply with the Responsible Ownership of Dogs Code; and
- 3.9. The Council will develop and maintain a dog management fee structure (as defined in Dog Management Fee Structure).

**Legislative Requirements – *Dog Control Act 2000* – s7**

**Related Procedures/Guidelines:**

- Code for Responsible Dog Ownership
- Declared Dog Areas
- Management Fee Structure

<b>DOC NO: GOV.011</b>	<b>VERSION NO: 3</b>	<b>APPROVAL DATE: 19 June 2017</b>
<b>CONTROLLER: General Manager</b>	<b>APPROVED BY: - Council</b>	<b>REVIEW DATE: May, 2022</b>



Department of Primary Industries, Parks,  
Water and Environment

12 Short, Ulverstone, TAS 7315 Australia  
Ph (03) 6464 3008  
www.parks.tas.gov.au



To the General Manager Waratah Wynyard Council

### **Request to expand Dog Prohibited Area at Doctors Rocks**

On Friday 30<sup>th</sup> August a mass penguin mortality event occurred in the Doctors Rocks Conservation Area; 45 penguins were killed and 11 chicks orphaned.

Evidence from field and laboratory investigations suggests the penguin deaths were consistent with a dog attack.

The Waratah Wynyard Council is an authority for the purposes of the Dog Control Act 2000 and due to the presence of a penguin colony, zoned the coastline between Woody Point in the east and Seabrook Creek in the west as a Dog Prohibited Area. The coastline west of Seabrook Creek (to Port Creek Mouth) is currently zoned as an All Year Dog Round Exercise Area.

Since the dog control zones were initiated the penguin colony has expanded beyond Seabrook Creek into the Dog Exercise Area creating high likelihood of another penguin mortality event.

Sadly there have been multiple mass penguin mortality events over the last few years in Tasmania and it is incumbent on State and Local Government, as managers of the public estate, to better manage the land to reduce these events.

To this end the Parks and Wildlife Service is formally requesting that the Waratah-Wynyard Council extend the western boundary of the Dog Prohibited Zone to Burntwood Point from its current location of Seabrook Creek.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Nic Deka".

Nic Deka

**REGIONAL MANAGER NORTH WEST  
PARKS AND WILDLIFE SERVICE**

2<sup>nd</sup> September 2019



**MOORE CONSULTING**

Management Consultant  
Business Advisor

Report on the Project to Prepare a Detailed Assessment of  
the Likely Structure Options and Financial Analysis for the  
Proposed Wynyard Community Hub

Prepared for

Waratah/Wynyard Council

Prepared by

Moore Consulting

October 2017

## Table of Contents

<b>Section One – Project Overview</b> .....	4
This Document .....	4
Project Rationale.....	4
Project Methodology .....	5
Stage One – Literature Review.....	5
Stage Two – Data Analysis .....	5
Stage Three – Stakeholder Consultation.....	6
Stage Four Conclusions and Recommendations.....	7
<b>Section Two - Literature Review</b> .....	8
Table One     Review of Relevant Literature.....	9
<b>Section Three - Data Analysis</b> .....	20
Table Two     Comparative SEIFA Indexes 2011 (ABS) .....	20
Table Three    Comparison of Waratah/Wynyard Statistics (SA2).....	22
Waratah-Wynyard Statistical Comparison.....	23
<b>Section Four - Stakeholder Consultation</b> .....	24
Table Four     Summary of Stakeholder Consultation .....	25
<b>Section Five - Potential Community Hub Facilities</b> .....	29
Table Five     List of potential community hub facilities.....	29
<b>Section Six – Structures, Governance and Planning</b> .....	31
Potential Legal Structures.....	31
Corporate Governance.....	31
Role of the Board .....	32
Role of the Co-ordinator .....	32
Relationship Between the Board and the Co-ordinator .....	32
Strategic Planning .....	33
<b>Section Seven – Conclusions and Recommendations</b> .....	35
Conclusions .....	35
Recommendations .....	36
Option One.....	37
Option Two .....	37
Option Three.....	38
Option Four .....	38
Preferred Option.....	39

Financial Forecasts (Preferred Option) .....	40
Table Six    Summary of Profit and Cash Forecasts 2018/19 to 2022/23 .....	42
SWOT Analysis and Risk Management.....	43
Strengths .....	43
Weaknesses .....	43
Opportunities.....	44
Threats .....	44
Table Seven    Draft Risk Management Plan .....	44
<b>Appendix A</b> .....	48
Details of Stakeholder Consultations.....	48
<b>Appendix B</b> .....	56
Description of Options for Organisational Structure .....	56
Joint Venture:.....	57
Incorporated Company:.....	58
Company limited by guarantee:.....	59
Associations: .....	60
Co-operative: .....	60
Partnership:.....	61
<b>Appendix C</b> .....	65
Profit and Cash Forecasts.....	65

## Section One – Project Overview

### This Document

1. This document is a report from the activities of the project to prepare a detailed assessment of the likely structure options and financial analysis for a community hub proposed for Wynyard.
2. This project was commissioned by Waratah-Wynyard Council and undertaken by Warren Moore of Moore Consulting.
3. This report has the following structure:
  - a. This Document
  - b. Project Rationale
  - c. Project Methodology
  - d. Project Findings
  - e. Literature Review
  - f. Data Analysis – ABS
  - g. Stakeholder Consultations
  - h. Conclusions
  - i. Recommendations

### Project Rationale

1. This project follows on from the Feasibility Study relating to the proposed Wynyard Community House completed in July, 2015.
2. Whilst this study drew unequivocal conclusions relating to the desirability of establishing a community hub in Wynyard, its conclusions were less clear about the structure, operations, sources of income and the overall requirements for the sustainability of the proposed community hub.
3. This project will address these two issues (structure and financials) as it applies to the establishment and operation of a community hub in Wynyard.
4. The momentum to establish and operate a community hub in Wynyard received further impetus from actions including community meetings as part of the Wynyard School Community Partnership with the Smith Family.

### Project Methodology

Moore Consulting undertook this project using the following methodology:

#### Stage One – Literature Review

1. Work in this stage reviewed existing reports and studies as they apply to Australia, Tasmania in particular.
2. The desired outcome of this stage was to ensure the consultant was aware of any preceding work and information relevant to the establishment of a community hub in Wynyard.
3. Furthermore, work in this stage provided the context of community houses in Tasmania, and Australia generally.
4. It is vital that the establishment and operation of a potential community hub in Wynyard provides a fit with:
  - a. The aspirations and needs of the Wynyard community; and
  - b. The strategic direction of the community and neighbourhood house sector in Tasmania.
5. It was also useful for the consultant to be aware of the range of models, structures and funding options employed by community and also neighbourhood houses in Tasmania and on the Australian mainland.
6. The documents reviewed comprised:
  - a. Neighbourhood House Program, Strategic Framework 2013 – 2018, Department of Health and Human Services (Tasmania)
  - b. Community Centre Ideas Bank, UrbanGrowth NSW and Landcom
  - c. Community Centre Guidelines, UrbanGrowth NSW and Landcom, <http://www.landcom.com.au/publication/community-centre-guidelines/>
  - d. Australian Neighbourhood Houses & Centres Association, Strengthening local communities; Who we are and what we do, May 2011
  - e. The South Australian Centre for Economic Studies, Economic and Social Impact Study: Community and Neighbourhood Centres Sector, Final Report, November 2013

#### Stage Two – Data Analysis

1. Work in this stage involved a review of relevant statistical data, predominantly from the 2016 Census of Population and House (Australian Bureau of Statistics).
2. Data was analysed for the following population centres at Statistical Level 2 (SA2):
  - a. Waratah;
  - b. Yolla;

- c. Somerset;
  - d. Flowerdale;
  - e. Rocky Cape;
  - f. Wynyard;
  - g. Burnie (comparison);
  - h. Tasmania (comparison); and,
  - i. Australia (comparison).
3. Work in this stage provided a snap shot of a number of population centres in the Waratah-Wynyard municipality across a range of social, cultural, demographics and economic measures to provide some context for the establishment of a community hub in Wynyard. These measures were also compared with those relating to Burnie, Tasmania and Australia.
  4. Due to the staged release of data from the 2016 Census, information relating to the labour force and employment characteristics of the relevant population centres was not yet available (proposed late October 2017).
  5. The analysis of statistical data also provided the opportunity to identify any potential areas of high need in the Waratah-Wynyard municipality (and a potential focus of activities for the community hub proposed in Wynyard).
  6. The statistical analysis also provides a basis for verifying potential issues identified through the stakeholder consultation process.

#### Stage Three – Stakeholder Consultation

1. Work in this stage consulted major demand and supply side stakeholders relevant to the establishment and operation of a community hub in Wynyard.
2. Stakeholders were consulted in order to gain a clear indication as to:
  - a. What is the rationale, nature and extent of their interest in establishing a community hub in Wynyard;
  - b. What contribution, particularly in terms of resources, are they able to make to both the establishment and operation of the proposed community hub;
  - c. What is their preferred structure (legal, management, operational) of a community hub in Wynyard; and,
  - d. What do they see as the major sources of funding to finance the proposed community hub during both establishment and operational stages.
3. The aim of this stage was for stakeholders to indicate the extent to which they are:
  - a. Interested in being actively involved in this project;
  - b. Prepared to commit resources to this project; and,
  - c. Prepared to indicate a preferred structure for the proposed community hub including their role in managing and/or operating structure.

4. Those organisations consulted included:
  - a. Wynyard Landcare;
  - b. Burnie/Wynyard LINC;
  - c. Rural Health Tasmania;
  - d. North West Residential Services;
  - e. Department of Health and Human Services;
  - f. Smith Family;
  - g. Live Well Tasmania;
  - h. Wellways;
  - i. Migrant Resource Centre (Nth Tas);
  - j. Joan Rylah MP;
  - k. Wynyard Meals On Wheels;
  - l. Youth, family Focus and Community Connections;
  - m. BighART;
  - n. Wynyard Baptist Church (BaptCare); and;
  - o. Wynyard High School.

#### Stage Four Conclusions and Recommendations

1. Work in this stage analysed the work completed in stage three from which conclusions are drawn and recommendations made.
2. Each conclusion focussed on the key objectives of this assessment project as they relate to the broader issues of organisation structure and, financial viability of the proposed community hub for Wynyard.
3. From the conclusions, recommendations are made that provide a clear direction, at both strategic and operational levels, for the potential establishment and operation of a community hub at Wynyard.
4. Work in stage four will provide the Waratah/Wynyard Council with a clear understanding as to the:
  - a. Nature of the potential operations of the Wynyard community hub;
  - b. Potential customers and suppliers using the proposed community hub;
  - c. Likely resource requirements and sources of resources necessary for the sustainable operations of the proposed community hub; and,
  - d. Preferred organisational structure for the proposed community hub.

## Section Two - Literature Review

1. This Section provides a review of reports and studies relevant to the establishment and operation of a community hub in Wynyard. The review is summarised in the following table comprising:
  - a. The title of the document;
  - b. A summary of the contents of the document; and, most importantly,
  - c. The implications for the establishment and operation of a community hub in Wynyard.
  
2. The following reports and studies have been reviewed as part of Section Two activities;
  - a. Neighbourhood House Program, Strategic Framework 2013 – 2018, Department of Health and Human Services (Tasmania)
  - b. Community Centre Ideas Bank, UrbanGrowth NSW and Landcom
  - c. Community Centre Guidelines, UrbanGrowth NSW and Landcom, <http://www.landcom.com.au/publication/community-centre-guidelines/>
  - d. Australian Neighbourhood Houses & Centres Association, Strengthening local communities; Who we are and what we do, May 2011
  - e. The South Australian Centre for Economic Studies, Economic and Social Impact Study: Community and Neighbourhood Centres Sector, Final Report, November 2013

Table One Review of Relevant Literature

Report	Précis	Implications for Waratah-Wynyard Council
<p><b>Tasmanian Department of Health and Human Services, Neighbourhood House Program, Strategic Framework 2013 – 2018</b></p>	<ul style="list-style-type: none"> <li>• This Framework was developed (based on previous editions) as a practical tool to assist Tasmanian Community and Neighbourhood Houses to understand the funded role of a Neighbourhood House within the community.</li> <li>• All Tasmanian Neighbourhood Houses are considered, above all, to be underpinned by a community development philosophy.</li> <li>• All Government funded Neighbourhood Houses are community operated, incorporated organisations governed by a management committee or board of management.</li> <li>• A <i>Voluntary</i> Board or Management Committee is considered pivotal to sustainability of a Neighbourhood House, taking on the role of setting and endorsing the Houses’ strategic direction, ensuring compliance with legislative, statutory and contractual duties and obligations, and ensuring the financial viability of the legal entity; answering to its members, external bodies or authorities with whom a house has formal working relationships, funding or service agreements.</li> <li>• The Framework recommends Management Committees or Boards have a mix of local people that consult regularly with the community to inform strategic directions and decisions, and contribute to community development outcomes.</li> <li>• Signs of success in Governance and Management include (most relevant listed);                         <ul style="list-style-type: none"> <li>○ Committee’s membership is representative and comprised of a diverse mix of community members;</li> <li>○ The House is governed in an accountable and responsive manner, based on high ethical standards;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Good governance incorporating a board or management committee to oversee the strategic management should form part of the Houses’ management structure.</li> <li>• Strategic planning, community consultation and effective evaluation/reporting practices will assist with ensuring the effectiveness and sustainability of any new Neighbourhood House/Centre in Wynyard.</li> <li>• The Framework and TACH website may provide some resources for Strategic Plan development and evaluation tools.</li> <li>• As Wynyard has been identified as a Category B municipality , it is highly unlikely that the establishment of a Neighbourhood House in Wynyard could gain access DHHS Community Support Program funding.</li> </ul>

Report	Précis	Implications for Waratah-Wynyard Council
	<ul style="list-style-type: none"> <li>○ Employees are employed at recognised award levels and entitlements;</li> <li>○ The constitution and rules of association are regularly reviewed and updated;</li> <li>○ All members of staff have the ability to acquire or are in the process of obtaining qualifications applicable to the positions (staff management overall);</li> <li>○ The House has a budget and financial reporting in place;</li> <li>○ Codes of conduct, policies and procedures guide the Committee/Board, staff, volunteers and users of the House;</li> <li>• The role of community development, community ‘ownership’ and voluntary community members as drivers of House programs is a clear theme relating to the sustainability and effectiveness of a Neighbourhood delivering against the identified goals;</li> <li>• All houses are expected to pursue four primary goals, three of which relate primarily to the operations of the houses, and one which focuses specifically on structure. These goals include;                         <ul style="list-style-type: none"> <li>○ “provide community information and referrals, develop and maintain partnerships and run community events” (operational)</li> <li>○ “provide opportunities for socializing, peer support education and skills development to strengthen individuals and families” (operational)</li> <li>○ “provide community access to services and/or programs that increase literacy, financial and employment skills, including employment assistance”(operational)</li> </ul> </li> </ul>	

Report	Précis	Implications for Waratah-Wynyard Council
	<ul style="list-style-type: none"> <li>○ “Have a board or management committee elected from community representatives who oversee the management of the House using good governance practices” (structural)</li> <li>• Community consultation, strategic planning, good corporate governance and effective evaluation/reporting are considered imperative to ensuring best practice and that all Houses remain relevant and focused on strengthening their local community.</li> <li>• With regards to operations, neighbourhood houses can and do provide a range of programs and services, targeted to meet the needs of the local community;</li> <li>• The ‘way’ that Houses and Centres conduct business is seen to be as important as the actual services offered – inclusiveness and soft entry points are a common theme amongst successful Neighbourhood Houses;</li> <li>• Houses also provide organisational linkages and liaison to other local services;</li> <li>• Clear, strategically driven decision making processes should be employed to determine what programs, services and partnerships are pursued by a Neighbourhood House.</li> <li>• Tasmanian Neighbourhood Houses and Community Centres do receive funding through the Department of Health and Human Services Community Support Program and target funding of new Houses to priority areas of highest need as defined by the funding criteria.</li> <li>• New Category B houses will not be funded until all communities eligible for a Category A House have received one.</li> </ul>	
<p><b>Community Centre Guidelines, Urban</b></p>	<ul style="list-style-type: none"> <li>• These guidelines were developed by Landcom as a result of a workshop involving social planners, community development workers, community facilities managers,</li> </ul>	<ul style="list-style-type: none"> <li>• These guidelines should be considered by Waratah-Wynyard Council in determining possible structural and operational models for a Wynyard Community House.</li> </ul>

Report	Précis	Implications for Waratah-Wynyard Council
<p><b>Growth NSW and Landcom</b></p>	<p>development managers and others involved in the planning for, and operation of, community centres</p> <ul style="list-style-type: none"> <li>• The Guidelines recognise community centres can range from small community halls and meeting rooms available for use by the community to large multipurpose centres that incorporate a wide range of services and facilities.</li> <li>• Definition ‘publicly owned facilities that provide space for local organisations and community groups to meet, and for a range of social programs, services and activities which address the social needs of a community’.</li> <li>• Overall principles for successful community centres include;                             <ul style="list-style-type: none"> <li>○ Addressing community needs and promoting social outcomes;</li> <li>○ Providing a range of community services, activities and programs;</li> <li>○ Contributing to the public domain and sense of place;</li> <li>○ Adoption of sustainable funding, management and maintenance arrangements;</li> <li>○ Ensuring equitable access and supporting community cohesion;</li> <li>○ Developing a strong local profile that involves the community;</li> <li>○ Working collaboratively and promoting physical integration where possible;</li> <li>○ Ensuring flexibility and adaptability; and,</li> <li>○ Ensuring integrated planning.</li> </ul> </li> <li>• Privity to this project, a reoccurring theme within the guidelines is the need to adopt collaborative, transparent planning and management involving government, local community groups, organisations, services and local community members to ensure community needs are identified and met (meaning centres are relevant and</li> </ul>	

Report	Précis	Implications for Waratah-Wynyard Council
	<p>embraced by the community, increasing participation from the community and therefore overall community benefit).</p> <ul style="list-style-type: none"> <li>• The Guidelines recommend planning for a new community centre clearly determines;                             <ul style="list-style-type: none"> <li>○ Purpose and objectives;</li> <li>○ Partners;</li> <li>○ Capital and operational funding streams;</li> <li>○ Sustainable and effective staffing methods;</li> <li>○ Perception by community;</li> <li>○ Entry points;</li> <li>○ What else already exists in the community;</li> <li>○ Co-location or collaborative opportunities.</li> </ul> </li> <li>• Overall, the guidelines suggest the selection of an organisational structure, functional and design features (including building) are determined by the above points, rather than the other way around.</li> <li>• Providing a range of services, activities and programs can help to minimise typifying a centre to a particular target group, increase use and attract broader range of community members/group.</li> <li>• The guidelines highlight that staffing of community centres has been an ongoing difficulty, given the limited availability of government funding for community development, and as a result, many centres have been built, but not effectively operated.</li> <li>• Many community centres are run by community based volunteer management committees, while others are managed directly by Councils or local organisations that occupy them. For each management model there are a range of issues which should be considered pertaining to adequate resourcing, income streams, general maintenance, hiring and event administration and policies, performance targets, community ownership (higher in</li> </ul>	

Report	Précis	Implications for Waratah-Wynyard Council
	<p>community run facilities), potential for offsetting management costs (e.g. Council run facilities) and public image (potential for facilities operated by tenanted community organisations to be predominantly associated with that service/organisation).</p> <ul style="list-style-type: none"> <li>• With regard to location, successful centres can physically integrate with other services and uses – near schools, public transport, shops, or other community facilities such as libraries – hub of activity.</li> </ul>	
<p><b>Community Centre Ideas Bank, Community Centre Guidelines, UrbanGrowth NSW and Landcom</b></p>	<ul style="list-style-type: none"> <li>• The Ideas Bank provides useful insights into operational and structural features of 13 Community Centres throughout Australia.</li> <li>• This precis focuses on those Centres which have a strategic purpose aligned with a Neighbourhood House (i.e. those which are focused solely on leisure/recreation have been omitted).</li> <li>• Consistent key features of these community centres are;                         <ul style="list-style-type: none"> <li>○ Many centres are managed facilities with employed coordinators/managers who report to a Board of Management or Management Committee;</li> <li>○ Several have programmed activities as well as casual hire opportunities;</li> <li>○ Outreach services may also operate from the Centre;</li> <li>○ All centres had some form of employed staff as well as an active volunteer base;</li> <li>○ The programmed activities are diverse and encompass leisure/recreational activities, skills/education and social welfare/support;</li> <li>○ Many have operational funding from sources additional their local council, for example, rental</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The Ideas Bank provides useful case studies to inform planning for a new community house.</li> <li>• There are a range of structural and funding models that could be adopted by a Waratah-Wynyard Community House, with the appropriate structure being determined through strategic and business planning processes.</li> </ul>

Report	Précis	Implications for Waratah-Wynyard Council
	<p>income, fee paying courses and grant funded programs;</p> <ul style="list-style-type: none"> <li>○ Rarely was there full reliance on a Council to fund centres, some have adopted joint venture partnerships while funding streams for others include grants, program fees, hire fees and sub-leasing;</li> <li>○ Several have received capital funding from sources other than Council;</li> <li>○ Operating budgets include income sources such as venue hire;</li> </ul> <ul style="list-style-type: none"> <li>• Location (proximity to retail centres or residential precincts, schools, transport, health centres, libraries) and community access impact the effectiveness of centres mentioned in engaging/use by the community.</li> <li>• Co-location with community services is part of the operating model for some centres.</li> <li>• Design of the building must consider operational costs – some building styles have required staffing at all times which increases operational costs relative to income, who will be responsible for the ongoing maintenance?</li> <li>• Centres should ensure that the choice of structure, management, location, (including co-location), partnerships, program delivery and complimentary uses (eg. Childcare/internet access) maximise community engagement and participation.</li> <li>• The report provides useful case studies that for centres that have adopted a variety of organisational structures including independent incorporated associations, joint venture partnerships between organisations and Councils, and predominately Local Council funded and managed centres, for example;</li> </ul>	

Report	Précis	Implications for Waratah-Wynyard Council
	<ul style="list-style-type: none"> <li>○ Castle Hill Community Centre (NSW) is operated by Council as a venue for hire, but must be staffed at all times, and costs are not totally recouped. This model imposes high operational costs for Council.</li> <li>○ Mawson Centre (SA) and Pathways Learning and Leisure Centre (QLD) both have joint venture partnerships – Board of Management with representatives from each with Commitment Deeds and Memorandum of Understanding – then they share the operational costs too in-line with the percentage of capital funding that they contributed.</li> </ul>	
<p><b>Australian Neighbourhood Houses &amp; Centres Association, Strengthening Local Communities; Who we are and what we do, May 2011</b></p>	<ul style="list-style-type: none"> <li>• Research report providing an overview of the Neighbourhood House and Centre sector in Australia (research undertaken 2011 with 443 Houses and Centres participating).</li> <li>• The sector works in Australia to build local community capacity for social inclusion and empowerment, community interaction, life long learning, pathways into education and employment, well-being, resilience and social cohesion.</li> <li>• Neighbourhood houses and centres are defined as ‘not-for-profit community organisations that share a community development and socially inclusive approach to the delivery and provision of services, as well as activities for socially isolated and disadvantaged local communities’.</li> <li>• Recognises that no neighbourhood house or centre is exactly the same in looks or operations.</li> <li>• Shared similarities lie in the neighbourhood house/centre philosophies and practice of community development, as well as;             <ul style="list-style-type: none"> <li>○ Ability to engage with and have the trust of people in their local communities;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Establishing a neighbourhood house in Waratah-Wynyard should thoroughly consider the establishment and ongoing management costs and benefits (strengths and weaknesses) of potential organisational and operational structures.</li> <li>• This ideas bank provides some learnings from houses and centres around Australia.</li> </ul>

Report	Précis	Implications for Waratah-Wynyard Council
	<ul style="list-style-type: none"> <li>○ Responsiveness to community needs;</li> <li>○ Volunteer base; and,</li> <li>○ Knowledge of and ‘grass roots’ experience within their communities.</li> </ul> <ul style="list-style-type: none"> <li>• The report identifies most houses/centres to be located within re-furbished buildings (mostly suburban houses).</li> <li>• Of those surveyed, State or Local Governments owned 78% of the buildings, with just 6% of buildings being owned by the organisation itself. The remaining 16% of buildings were owned by a variety of entities including Federal Government, other community organisations, churches and private landlords.</li> <li>• The vast majority of Australian neighbourhood houses and community centres (87%) are identified as incorporated associations with volunteer committees or boards of governance. 7% identified as being managed by Council, 4% in an auspicing arrangement, 1% as a company limited by guarantee and 1% as ‘other’.</li> <li>• An incorporated association with volunteer committees or boards of governance structure is considered to have provide valuable training and leadership opportunities, particularly in communities where this may be the key means to build skills.</li> <li>• Found neighbourhood houses and centres to be managed by a combination of volunteers and paid staff, with a base of volunteers contributing to the day-to-day operations of houses and centres.</li> <li>• The report provides some insight into the income streams that houses and centres receive; and while over half operate on an income of less than \$250,000 some receive up to \$4 million plus.</li> <li>• Sources of income included Federal Government (38%), State Government (93%), Local Government (57%), other</li> </ul>	

Report	Précis	Implications for Waratah-Wynyard Council
	<p>grants (59%), philanthropic Grants (10%), corporate sponsorship (28%), membership fees (55)% and self generated (87%).</p> <ul style="list-style-type: none"> <li>The report identifies the broad range of activities/programs that houses deliver with information and referral being provided by almost all of those surveyed, community development programs provided by over 80%, while almost 80% deliver recreational and leisure, art and craft and health and wellbeing by almost 80%. Learning and employment programs are also common themes of program and activity delivery.</li> <li>Many houses surveyed noted community groups as users of the premises, and the importance of partnerships with government as well as other small and large non government organisations and businesses.</li> <li>Case studies emphasised the importance of providing soft entry points and a range of reasons for users to visit in order to encourage repeat visitation and gradual acquisition of new skills and education.</li> <li>Centres are open to all but do engage people on low incomes, socially isolated people or those at risk of social isolation, and people with low levels of formal education and training. Most common age group was women between 46 &amp; 64 most highly represented.</li> </ul>	
<p><b>The SA Centre for Social Economic Studies, Economic and Social Impact Study: Community and Neighbourhood Centres Sector, Final</b></p>	<ul style="list-style-type: none"> <li>This report provides a useful insight into the link between the economic and social impacts of neighbourhood houses and community centres in South Australia (as at 2013).</li> <li>Overall, this report provides supporting evidence to the findings of other literature reviewed particularly as it pertains to the importance of good organisational and operational structures, consideration of funding models, revenue streams and facility arrangements, the importance</li> </ul>	<ul style="list-style-type: none"> <li>Again, this report provides valuable insights for this project into the opportunities, strengths and weaknesses of varied organisational and operational structures of neighbourhood houses and community centres.</li> <li>Ensuring that the organisational and operational models selected maximise economic and social impacts for the Waratah-Wynyard community will be imperative in any house’s sustainability and business cases/proposals for funding and support.</li> </ul>

Report	Précis	Implications for Waratah-Wynyard Council
<p><b>Report, November 2013</b></p>	<p>of sound financial management, and the general requirement of houses to employ staff and maintain a strong volunteer base.</p> <ul style="list-style-type: none"> <li>• With regards to facilities, the majority of community and neighbourhood centres in South Australia are located in local Council facilities. Others may be in a Housing SA owned building, a school ground, a church, a shopfront owned by the community group.</li> <li>• Interestingly, over 82 per cent of centres in South Australia are reported to receive assistance from their local council. The provision of support can take many forms from the provision of buildings and facilities, assisting with equipment, funding staff and covering the costs of running a centre. Local governments also fund and assist with small, local projects. – but report identifies that this may not be possible if Councils face financial stability issues or constraints.</li> <li>• The report also identifies that raising the skill level of those with the least skills and those who have little workforce experience is more important for economic development than improving the skills of those already advantaged. Many in this group first need to be re-engaged and to do so, requires community based providers that have the outreach capacity that more formal institutions do not have.</li> </ul>	

### Section Three - Data Analysis

1. Work in this stage involved a review of relevant statistical data, predominantly from the 2016 Census of Population and House (Australian Bureau of Statistics).
2. Data was analysed for the following population centres at Statistical Level 2 (SA2):
  - a. Waratah;
  - b. Yolla;
  - c. Somerset;
  - d. Flowerdale;
  - e. Rocky Cape;
  - f. Wynyard;
  - g. Burnie (comparison);
  - h. Tasmania (comparison); and,
  - i. Australia (comparison).
3. Work in this stage provided a snap shot of a number of population centres in the Waratah-Wynyard municipality across a range of social, cultural, demographics and economic measures to provide some context for the establishment of a community hub in Wynyard. These measures were also compared with those relating to Burnie, Tasmania and Australia.

**Table Two Comparative SEIFA Indexes 2011 (ABS)**

	Average	Minimum	Maximum	Rank in Tasmania
<b>Waratah-Wynyard</b>	921	779	1052	14
<b>Burnie</b>	907	577	1093	10
<b>Circular Head</b>	925	720	1010	16
<b>West Coast</b>	887	800	949	5
<b>Central Coast</b>	938	681	1052	19
<b>King Island</b>	953	902	1018	24
<b>Devonport</b>	902	646	1088	9

1. The SEIFA index (Socio Economic Indexes for Areas), is defined by the Australian Bureau of Statistics as providing an indication as to:  
 “People’s Access to Material and Social Resources, and Their Ability Participate in Society”  
 Table Two provides the SEIFA indexes for the municipalities in the Cradle Coast region. This indicates that, throughout the SA2 districts located within the Waratah/Wynyard municipality, the lowest SEIFA index (most well off) was 779 with the least well off having a

SEIFA index of 1,052. The average SEIFA index for Waratah/Wynyard is 921 and ranks 14<sup>th</sup> (mid-range) in Tasmania out of 29 municipalities.

2. The most advantaged municipalities in Tasmania are (in order):  
Hobart, Kingborough, West Tamar, Clarence and Meander Valley.
3. The most disadvantaged municipalities in Tasmania are (in order):  
Brighton, Georgetown, Break O' Day, Derwent Valley and West Coast

Table Three Comparison of Waratah/Wynyard Statistics (SA2)

	Wyn	Rocky Cape	FDale	Yolla	Sset	Waratah	Burnie	Tas	Australia
<b>Popn</b>	6,001	206	243	316	3,903	245	18,895	509,965	23,401,892
<b>Tertiary Qualified</b>	6.2%	4.7%	5.1%	3.8%	5.7%	0.0%	8.5%	12.4%	25.2%
<b>Median age</b>	48	46	41	45	45	53	41	42	38
<b>Weekly Personal Income</b>	\$490	\$381	\$570	\$552	\$509	\$377	\$523	\$573	\$662
<b>Weekly Family Income</b>	\$1,218	\$1,286	\$1,792	\$1,458	\$1,216	\$860	\$1,272	\$1,399	\$1734
<b>Monthly Mortgage</b>	\$1,200	\$955	\$1,200	\$1,083	\$1,103	\$498	\$1,083	\$1300	\$1755
<b>Median Weekly Rent</b>	\$197	\$130	\$210	\$165	\$206	\$130	\$210	\$230	\$335
<b>ATSI</b>	8.2%	7.1%	8.9%	12.0%	6.8%	15.6%	6.9%	4.6%	2.8%
<b>House owned (%)</b>	39%	42.3%	36.7%	31.9%	38.7%	50.9%	31.9%	35.7%	31%
<b>Mortgage (%)</b>	28.6%	39.4%	47.8%	42.0%	31.0%	29.2%	32.7%	33.5%	34.5%
<b>Rent (%)</b>	29.7%	14.1%	11.1%	21.0%	27.3%	19.8%	31.8%	27.3%	30.9%

### Waratah-Wynyard Statistical Comparison

The following statements can be made regarding the Waratah-Wynyard municipality from the comparison of a range of social statistics as outlined in Table Three.

1. Two thirds of the population of Waratah-Wynyard reside in the Wynyard township.
2. The proportion of the population with a tertiary qualification (Bachelor degree level) is low when compared with Burnie, Tasmania and Australia.
3. The population is slightly older than surrounding municipalities.
4. The weekly personal income and weekly family income is in line with the Tasmanian average but lower than the Australian average.
5. The average monthly mortgage payment is higher than for the Burnie municipality but lower than the Tasmanian average. Conversely, the median rent for housing paid in Waratah-Wynyard is lower than Burnie, Tasmania and Australia.
6. The proportion of Waratah-Wynyard population who identify as Aboriginal or Torres Strait Islander is considerably higher than in Tasmania, and Australia.
7. A relatively higher proportion of Waratah-Wynyard residents own their own home when compared with Burnie, Tasmania and Australia.
8. The proportion of Waratah-Wynyard residents who are paying off a mortgage loan is generally in line with state and national averages.
9. The proportion of Waratah-Wynyard residents who are renting is generally lower than state and national averages.
10. This limited range of data indicates/highlights that whilst the Waratah-Wynyard community does experience some areas of disadvantage, particularly compared with the state of Tasmania and, Australia. However, a number of measures also indicate that the municipality has a higher level of social and economic health when compared with some other municipalities throughout Tasmania, hence the municipality has a SEIFA Index lower than some surrounding areas.
11. The SEIFA index for Waratah/Wynyard and the index for the township of Wynyard, has negative implications for potential funding through Neighbourhood Houses Tasmania and the Department of Health and Human Services.
12. The index, together with the summary of statistical data, also indicates that there is not one key social/health issue that may provide a focus of the activities of a community hub in Wynyard.

## Section Four - Stakeholder Consultation

1. Work in this stage consulted major demand and supply side stakeholders relevant to the establishment and operation of a community hub in Wynyard.
2. Stakeholders were consulted in order to gain a clear indication as to:
  - a. What is the rationale, nature and extent of their interest in establishing a community hub in Wynyard;
  - b. What contribution, particularly in terms of resources, are they able to make to both the establishment and operation of the proposed community hub;
  - c. What is their preferred structure (legal, management, operational) of a community hub in Wynyard; and,
  - d. What do they see as the major sources of funding to finance the proposed community hub during both establishment and operational stages.
3. The aim of this stage was for stakeholders to indicate the extent to which they are:
  - a. Interested in being actively involved in this project;
  - b. Prepared to commit resources to this project; and,
  - c. Prepared to indicate a preferred structure for the proposed community hub including their role in managing and/or operating structure.
4. The following table provides a summary of the consultations with those organisations and individuals consulted during this project. Further detail relating to stakeholder consultations is provided in Appendix B to this report.

Table Four Summary of Stakeholder Consultation

Stakeholder	Rationale for Involvement	Likely Contribution	Legal Operating and Structure	Sources of Funding
<b>Wynyard Landcare</b>	<ul style="list-style-type: none"> <li>Looking for facility for volunteers to meet</li> </ul>	<ul style="list-style-type: none"> <li>Garden design</li> <li>Involvement of community hub users in their program</li> </ul>	<ul style="list-style-type: none"> <li>No view in particular</li> </ul>	<ul style="list-style-type: none"> <li>Other service providers</li> </ul>
<b>Burnie/Wynyard LINC</b>	<ul style="list-style-type: none"> <li>Opportunity to keep Wynyard community connected</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge, skills in communication</li> <li>Prepared to rent a room</li> </ul>	<ul style="list-style-type: none"> <li>No particular view</li> </ul>	<ul style="list-style-type: none"> <li>Other services providers</li> <li>Fee for service income</li> <li>Government grants</li> </ul>
<b>Rural Health</b>	<ul style="list-style-type: none"> <li>Want to develop a drop-in centre for young people – after hours</li> </ul>	<ul style="list-style-type: none"> <li>Could re-locate existing administration services</li> </ul>	<ul style="list-style-type: none"> <li>As a division of Rural Health</li> </ul>	<ul style="list-style-type: none"> <li>Government grants</li> <li>Fee for service</li> </ul>
<b>North West Residential Services</b>	<ul style="list-style-type: none"> <li>Opportunity to establish relationships/partnerships/networks</li> </ul>	<ul style="list-style-type: none"> <li>Prepared to participate at a Board level</li> </ul>	<ul style="list-style-type: none"> <li>Separate legal entity</li> </ul>	<ul style="list-style-type: none"> <li>Government</li> <li>User pays</li> </ul>
<b>Department of Human Services</b>	<ul style="list-style-type: none"> <li>Improve the provision of health service in Wynyard</li> <li>Utilise existing properties</li> </ul>	<ul style="list-style-type: none"> <li>Able to provide a building and some renovation if required</li> </ul>	<ul style="list-style-type: none"> <li>Separate legal entity or with another provider</li> </ul>	<ul style="list-style-type: none"> <li>Income from service providers</li> </ul>
<b>Smith Family</b>	<ul style="list-style-type: none"> <li>Interested in re-locating co-existing services to a community hub</li> </ul>	<ul style="list-style-type: none"> <li>Does not have additional resources to contribute</li> </ul>	<ul style="list-style-type: none"> <li>Separate legal entity</li> </ul>	<ul style="list-style-type: none"> <li>Fee for service</li> <li>Grant funding</li> </ul>
<b>Live Well Tasmania</b>	<ul style="list-style-type: none"> <li>Sees opportunities to increase service to disadvantaged young people in Wynyard</li> </ul>	<ul style="list-style-type: none"> <li>Prepared to be a Board member and other resources if it can in-kind</li> </ul>	<ul style="list-style-type: none"> <li>Incorporated association and co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>Grant</li> <li>User pays</li> </ul>
<b>Wellways</b>	<ul style="list-style-type: none"> <li>Opportunity to develop partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Prepared to rent rooms</li> </ul>	<ul style="list-style-type: none"> <li>Community, not government run</li> </ul>	<ul style="list-style-type: none"> <li>Grant</li> <li>User pays</li> </ul>

Stakeholder	Rationale for Involvement	Likely Contribution	Legal Operating and Structure	Sources of Funding
<b>Wynyard Wheels on Meals</b>	<ul style="list-style-type: none"> <li>Looking for a base from which to deliver meals, meeting room</li> </ul>	<ul style="list-style-type: none"> <li>None at the moment although have significant experience with Devonport Community House</li> </ul>	<ul style="list-style-type: none"> <li>Incorporated association</li> </ul>	<ul style="list-style-type: none"> <li>Possible funding from Tasmanian Association of Community Houses (John Hooper)</li> </ul>
<b>Community Connections Youth &amp; Family Focus</b>	<ul style="list-style-type: none"> <li>Need a place from which to deliver services in Wynyard</li> </ul>	<ul style="list-style-type: none"> <li>Happy to support any staff member who wants to be involved at a governance level</li> </ul>	<ul style="list-style-type: none"> <li>Incorporated association</li> </ul>	<ul style="list-style-type: none"> <li>Grants</li> <li>User pays</li> </ul>
<b>BigHart</b>	<ul style="list-style-type: none"> <li>Happy to work with other organisations</li> <li>Interested in larger space</li> </ul>	<ul style="list-style-type: none"> <li>Guidance with a social enterprise</li> </ul>	<ul style="list-style-type: none"> <li>No particular view</li> </ul>	<ul style="list-style-type: none"> <li>Grants</li> <li>User pays</li> </ul>
<b>Wynyard Baptist Church</b>	<ul style="list-style-type: none"> <li>Keen to work with other organisations to make a difference</li> </ul>	<ul style="list-style-type: none"> <li>May have some significant funding for Wynyard from Baptcare funding</li> </ul>	<ul style="list-style-type: none"> <li>Separate legal entity – does not want to run it</li> </ul>	<ul style="list-style-type: none"> <li>Baptcare</li> <li>Fee for service</li> </ul>
<b>Wynyard High School</b>	<ul style="list-style-type: none"> <li>Looking for additional opportunity for disadvantaged/challenging students outside the school</li> </ul>	<ul style="list-style-type: none"> <li>Unsure – difficult to take students out of school in a manner that complies</li> </ul>	<ul style="list-style-type: none"> <li>Unsure</li> </ul>	<ul style="list-style-type: none"> <li>Grants</li> <li>Fee for service</li> </ul>

In general, stakeholders indicated that:

1. They were keen to be involved in the operations of a potential community hub in Wynyard. The level of involvement ranged from a casual use of a facility for occasional meetings to, regular use of the facility for service delivery to, active involvement at Board level.
2. A number of those consulted indicated that their organisation may be in a position to provide some resources to the proposed community hub. These resources were mainly in-kind (eg administration, facilities), cash in the form of payment for services provided by the community hub and, in one case, a potentially substantial cash contribution to cover the operating costs of the proposed facility.
3. Most indicated that the major source of funding for the proposed community hub was most likely to be in the form of grants from government (all levels).
4. Almost all of those consulted indicated that the structure needed to be that of a separate legal entity (not part of an existing structure) that was governed by stakeholders. Those consulted indicated that they did not see that ownership and operation of the proposed community centre was the responsibility of Waratah/Wynyard Council.
5. Stakeholders also indicated that the major function of a proposed community hub in Wynyard is that of the provision and dissemination of information and services that provided for the improved integration of existing community services in Wynyard. This focus would also provide opportunities for the greater collaboration between current service providers particularly in relation to access to clients and client groups, access to funding, the provision of a one stop shop for members of the Waratah/Wynyard community seeking assistance and access to community services.
6. Those consulted did not see a community hub in Wynyard being the single 'bricks and mortar' location for the delivery of community services in Wynyard but rather a point where external service providers could deliver services and, a place where members of the local community could be referred to existing service providers.
7. Furthermore, stakeholders indicated that they see a community hub in Wynyard delivering community services through a network of existing and potential service providers operating through their own facilities but being coordinated through a single facility (Wynyard Community Hub) that is owned, governed and controlled by members of the Wynyard community and relevant providers of community services.



## Section Five - Potential Community Hub Facilities

1. The following table identifies and describes potential facilities that could be used to house some components of the activities of a community hub in Wynyard. As indicated earlier in this report, stakeholders made it clear that they did not see a community hub in Wynyard as being focussed on:
  - a. A particular facility for the provision of community services in Wynyard;
  - b. All community services being provided from the one facility.
  
2. Stakeholders consulted indicated that a community hub in Wynyard should comprise both a single physical presence with some services being provided from a particular amenity and a network of facilities from which the Wynyard community can obtain access to the range of community services they need.
  
3. This report deliberately, does not recommend any physical amenity in particular, instead this report recommends that the local committee/Board governing a community hub in Wynyard is best placed to make that decision.

**Table Five List of potential community hub facilities**

Facility Name	Address	Description
Wynyard Community Centre	Little Goldie Street	Currently occupied by : Wynyard Historical Society, Big hART, Outside School Hours Care (WWC), The Smith Family and St. John Ambulance. The facility is managed by Council
Railway Institute Hall	Station Street	Casual and permanent users. The facility is owned and managed by Council. Several community groups regularly use the facility.
Dixons	24 Saunders Street	A house on a ½ acre block which was converted into a medical practice around 5 years ago. Has been vacant for the past 3. Dr. Jim Berryman relocated to Jackson Street premises which he owns. Katherine Dixon from Dixons Pharmacy is the contact. The building is available for lease.
James Muir Community Health Centre	Hogg Street	Maria who manages the Wynyard Adult Day Care Centre (located in the Wynyard Community Centre grounds) is the sole

Facility Name	Address	Description
		occupant. Community Nurses were once based out of here. Now they work from Jones Street in Burnie. School Dental services also operate from their own building on this site. Ange Downie is the contact at DHHS for this building
Wynyard Yacht Club	Adjacent to the main boat ramp on the Inglis River at the junction of Camp creek.	Available for hire during the week. The building is fitted with a lift. NWRSS are regular users of this facility.
Rural Health Tasmania	Located in Goldie Street beside the Post office.	Leased from Ian & Cheryl Ray who have their drafting business located at the rear. Several health services are delivered from here as commissioned by PHT.
Live Well Tasmania	Located opposite the Council Chambers at 28 Saunders Street.	
Wynyard Sports Centre/ Wynyard Bandrooms/Wynyard Community Garden	Austin Street & Johnston Place.	Owned and managed by Council. Adjacent to Wynyard High and close to Table cape primary School.

## Section Six – Structures, Governance and Planning

1. As indicated previously in this report, stakeholders consulted strongly indicated their preference for a community hub in Wynyard to operate as a separate legal entity that is owned, controlled and operated by members of the Wynyard community and relevant providers of community services in Wynyard.
2. This structure is quite consistent with the structure for neighbourhood and community houses recommended by the Neighbourhood House Association of Tasmania and other similar groups elsewhere in Australia. (Please see the literature review, Table One, Section Two in this report).

### Potential Legal Structures

1. The legal structures available for a potential community hub in Wynyard include:
  - a. Incorporated Association;
  - b. Company Limited By Guarantee;
  - c. Private company;
  - d. Co-operative Society;
  - e. Special committee under the Tasmanian Local Government Act;
  - f. Partnership; and,
  - g. Joint Venture.
2. Each of these structures are described and assessed in Appendix B, included in this report. It is likely that, for reasons of, cost to establish, cost to operate, separate legal entity and, familiarity with the structure and community ownership, a community hub established on Wynyard will take the form of an Incorporated Association. However a number of structural options will be presented in Section Seven.

### Corporate Governance

1. Regardless of the form of the final structure of a community hub operating in Wynyard, a Board of Directors (or similar status) will need to establish policies and procedures that govern the community hub, particularly as they relate to defining the Board's role in the following areas.

#### Role of the Board

- a. Overarching Board commitment to Wynyard Community Hub, its members and clients;
- b. The Board's governing style;
- c. The nature of the linkage between the Board and its members;
- d. Agenda planning for Board meetings;
- e. Role of the Chair person;
- f. Board member code of conduct;
- g. Board committee principles;
- h. Cost of governance; and,
- i. Board succession.

#### Role of the Co-ordinator

- a. General Co-ordinator constraints;
- b. Treatment of clients;
- c. Treatment of staff;
- d. Financial planning and budgeting;
- e. Financial position of Wynyard Community Hub;
- f. Emergency Co-ordinator succession;
- g. Protection of Wynyard Community Hub assets;
- h. Co-ordinator remuneration and benefits;
- i. Communication with and support to the Board by the Co-ordinator; and,
- j. Management of the public affairs of Wynyard Community Hub.

#### Relationship Between the Board and the Co-ordinator

- a. Unity of control;
- b. Accountability of the Co-ordinator
- c. Delegations to the Co-ordinator;
- d. Monitoring Co-ordinator performance;
- e. Managing and reviewing Board policies;
- f. Development and implementation of Wynyard Community Hub's strategic plan;
- g. Development and implementation of Wynyard Community Hub's operational plan;
- h. Development and implementation of a risk management plan that manages risk associated with the Board's strategic plan.

### Strategic Planning

1. It is highly likely (and also highly recommended), that one of the first major tasks of the Board governing the operations of community hub in Wynyard will be the development of a strategic plan that identifies, communicates and activates a clear strategic direction for the organisation.
2. Whilst there are many frameworks that guide the development and implementation of strategic plans, particularly in the not for profit sector, the following framework, developed by Moore Consulting, has proven particularly successful due to its simplicity, brevity and its capability to communicate with a broad range of stakeholders.
3. This strategic plan refers to a five-year period and sets out the issues, objectives, strategies, performance measures and standards to be achieved by the Board of a community hub in Wynyard during this period.
4. The plan is deliberately focused at the strategic and policy levels. Within the community hubs' other plans address issues and objectives at the operational level.
5. The implementation of the strategic plan is the responsibility of the Board of Directors of the Wynyard community hub which delegates strategic actions, including reporting, to the co-ordinator.
6. The plan is designed to be implemented involving strategic actions to be achieved on a month by month basis for the first year with actions for years 2 and 3, documented on an annual basis.
7. The plan should be reviewed annually and involve examining performance with regard to current issues, objectives and strategies prior to establishing the next 12-month strategic action plan based on the current strategic plan.
8. In essence, the plan is based on the following structure.
  - a. Strategic Directions Plan;

b. Strategic Action Plan

9. The Strategic Directions Plan comprises five major components:

- a. **Critical Issues/Opportunities** – the major issues/opportunities the Wynyard community hub needs to address over the next three years
- b. **Strategic Objectives** – what the Wynyard community hub wants to achieve in relation to each critical issue
- c. **Strategies** – what the Wynyard community hub is going to do to achieve each strategic objective
- d. **Performance Measures** – the things the Wynyard community hub is going to measure to determine how well the Wynyard community hub has achieved each strategic objective
- e. **Performance Standards** – how well the Wynyard community hub needs to perform in relation to each performance measure

10. The Strategic Actions Plan covers the following five components and applies to the first 12 months of the implementation of the strategic plan;

- a. The issue/opportunity from the strategic plan the action directly relates to;
- b. The task(s) required to be implemented to achieve each strategic objective;
- c. Who is responsible for completing each task;
- d. When each task is due for completion; and,
- e. Any costs involved in completing each task.

## Section Seven – Conclusions and Recommendations

### Conclusions

1. That the establishment and operation of a community hub in Wynyard would need to follow current, accepted practice in terms of:
  - a. Corporate governance;
  - b. Strategic planning;
  - c. Operational planning (activities, people, finances); and,
  - d. Program evaluation and reporting.
2. That a community hub in Wynyard is unlikely to receive funding through neighbourhood house funding programs through the Department of Health and Human Services community support program.
3. That a community hub in Wynyard be owned and operated by service providers and individuals from the Wynyard community in response to issues and opportunities identified by the Wynyard community.
4. That, through data analysis, there are no individual social, health or economic issues that require the single and immediate roles of a community hub established and operated in Wynyard.
5. In terms of relative social advantage/disadvantage, the Wynyard municipality sits approximately midway between the most advantaged municipalities in Tasmania (Hobart) and the most disadvantaged municipalities in Tasmania (Brighton).
6. That the major focus of activities of a community hub located in Wynyard is that of:
  - a. the dissemination of information relating to the services available to the members of the Wynyard community currently delivered in Wynyard both local and external service providers;
  - b. collaboration and information of the activities of existing and potential providers of community services in the Waratah/Wynyard municipality.
7. That a community hub in Wynyard be established and operated as a separate legal entity with its own board comprising relevant members of the Wynyard community.
8. That the main sources of income comprise:

- a. Contributions from fee for service providers;
  - b. Income from fee for service activities; and,
  - c. Income from public sector grant programs as they arise.
9. That there is sufficient interest, willingness to contribute and, demand for a community hub in Wynyard to the extent that, should financial and in-kind contributions be fulfilled from stakeholders as indicated, Moore Consulting considers the operation of a community hub in Wynyard to be feasible and likely to be financially viable in at least the short to medium terms.

### Recommendations

1. That a community hub at Wynyard is considered by Moore Consulting to be feasible if:
  - a. The hub meets the major requirements of stakeholders as described in this report, that is:
    - i. The community hub operates as a hub providing information regarding community services delivered within the Waratah/Wynyard municipality and surrounding districts; and,
    - ii. The community hub does not operate as a provider of a services(s) to a particular social group within the Waratah/Wynyard municipality and surrounding districts; and,
    - iii. The community hub operates as a separate legal entity owned and operated by members of the Wynyard community including individuals from relevant stakeholder groups.
  - b. The hub is able to secure sufficient resources (cash and in-kind) from relevant stakeholder organisations; and,
  - c. The hub is able to secure significant cash contributions from suitable investors (eg Baptistcare)
2. From the information gathered from stakeholders during this project, Moore Consulting believes that the probability of obtaining the quantity and quality of resources required to establish and operate a community hub in Wynyard, is high.
3. That the Wynyard community, currently led by the Waratah-Wynyard council, continue to pursue the establishment and operation of a community hub in Wynyard with a view to implementing one of the following options.

#### Option One

1. That the Waratah-Wynyard council establish a sub-committee to finalise the preparation of a proposal to be presented to Baptistcare in order to secure sufficient funding to establish and operate a community hub in Wynyard for at least the first 12-24 months.
2. That once sufficient funding has been secured from the proposed sources to establish and operate a community hub in Wynyard, then an Incorporated Association (Tasmanian Associations Incorporation Act) be registered with an interim board established to operate the proposed community hub for the first 12 months.
3. During the first 12 months, the interim board (comprised of individuals/organisations who expressed an interest during the consultation stage of joining the board) undertakes major tasks including:
  - a. Securing additional finance;
  - b. Identifying and pursuing a strategic direction for the organisation;
  - c. Preparing an operating budget for the first 12 months; and,
  - d. Employing a co-ordinator.
4. At the end of the first 12 months, half of the board positions are to be vacated and nominations invited for new board members.
5. At the end of the second 12 months, the other half of the board positions from the interim board are vacated and nominations invited for new board members to fill these positions.

#### Option Two

1. That the Waratah-Wynyard Council establish a special committee under the Local Government Act in Tasmania to operate a community hub in Wynyard.
2. This option can operate in the same way as option one during the first 12-24 months. With this option, a community hub in Wynyard will operate under the auspices of the Waratah-Wynyard Council and will be controlled by the council.
3. Whilst this option has some advantages relating to ease of establishment and a financial owner, it assumes that the Waratah-Wynyard Council is prepared to take on this role.

4. Furthermore, consultation with stakeholders clearly indicated their preference for a community hub owned and operated by the community and separate from Waratah-Wynyard council.

#### Option Three

1. That the structure of a community hub in Wynyard adopt that of a Company Limited by Guarantee under the Australian Corporations Act.
2. As with option one, option three can proceed for the first 12-24 months in a fashion very similar to that of an Incorporated Association.
3. Whilst a Company Limited by Guarantee can operate on a not for profit basis, this structure is usually adopted by not for profit organisations who intend to undertake commercial trading activities.
4. Companies Limited by Guarantee, when compared with an Incorporated Association, are costly to establish and to operate in order to meet the more stringent requirements of the Corporations Act. These operating requirements result in the need for higher administration, accounting and auditing costs.
5. Unless a community hub in Wynyard intends to generate the majority of its income through commercial trading activities, operating the community hub as a Company Limited by Guarantee has many cost disadvantages when compared with an Incorporated Association without any compensating advantages.

#### Option Four

1. That a community hub in Wynyard be auspiced by another like-minded entity and operated as a sub-committee of that entity.
2. It is likely that the auspicing entity is in itself a separate legal entity operating on a not for profit basis. This entity is also likely to be an Incorporated Association or, Company Limited by Guarantee.
3. During the consultation process, Rural Health Tasmania did offer to auspice a community hub in Wynyard as part of its existing structure and operations.

4. Also during the stakeholder consultation process, Rural Health Tasmania indicated a clear preference for the delivery of youth services through a drop-in-centre located at the proposed community hub.
5. Not dissimilar to establishing a community hub in Wynyard as a special committee under the Local Government Act, establishing and operating a community hub in Wynyard under the auspicing arrangement with Rural Health Tasmania is likely to be quick to establish and to reach operating capacity and capability.
6. Almost all stakeholders interviewed during the consultation stage indicated that their preference for a community hub in Wynyard:
  - a. Was owned and operated by the Wynyard community;
  - b. Had a focus on the dissemination of information regarding the community services available in Wynyard; and,
  - c. The integration of and collaboration between providers of community services in Wynyard.
7. A community hub in Wynyard auspiced by Rural Health Tasmania is likely to be perceived by stakeholders, as not being a structure that is likely to meet these desired preferences.

#### Preferred Option

1. Comparing each of these options, particularly with the expressed views of stakeholders consulted, the establishment and operation of a community hub in Wynyard as an Incorporated Associating (Option One), is the preferred option.
2. The main factors supporting this preference include:
  - a. It is a separate legal entity that can be owned had operated by the Wynyard community;
  - b. Whilst the involvement of the Waratah-Wynyard Council with the establishment and operation of a community hub in Wynyard is very welcome, the community prefers that this facility is not owned and operated by Council.
  - c. The establishment and operation of an Incorporated Association is well known by service providers in the community sector, particularly in Tasmania.
  - d. An Incorporated Association has less onerous compliance requirements and potentially lower administrative costs when compared to that of a Company Limited by Guarantee.

3. Appendix B provides further details relating to the potential operating structures of a community hub in Wynyard.

### Financial Forecasts (Preferred Option)

1. The following forecasts relate to the annual, first year operation of a community hub in Wynyard and are based on the following assumptions:
  - a. That the Wynyard community hub acts, primarily as an information hub for local and internal services providers and, members of the local community.
  - b. That the Wynyard community hub also provide a limited range of services including:
    - i. A meeting room;
    - ii. A training room;
    - iii. Access to limited kitchen facilities; and,
    - iv. Access to limited online facilities.
2. As such, in the initial stages of the operation of a proposed Wynyard community hub, Moore Consulting envisages one employment position, may be 3 – 4 days per week at first, fulfilling a role as a co-ordinator.
3. This part-time position will comprise the single biggest expenditure item followed by rent, insurance, electricity and office equipment.
4. Forecast expenditure amounts have been derived from benchmarks for Neighbourhood Houses and, consultant experience.
5. From a revenue point of view, the operators of the Wynyard community hub will require in the vicinity of \$105,000 in income for the first 12 months.
6. Sources of revenue will comprise potential contribution from Baptistcare (Australia) as well as fee for service income.
7. Whilst a number of discussions with Baptistcare have occurred (through the Wynyard Baptist Church), a final decision has yet to be made by Baptistcare following a formal proposal from Waratah-Wynyard Council.
8. Discussions with the CEO of Neighbourhood Houses Tasmania indicate that a community hub in Wynyard is unlikely to receive funding through Neighbourhood Houses Tasmania and

the Tasmanian Department of Health and Human Services Community support program due to its classification (Category B), particularly in relation to Waratah/Wynyard's SEIFA index compared with other municipalities throughout Tasmania.

9. Annual fee for service income has been conservatively estimated at \$5,000 (\$100 per day for 50 week each year).
10. Moore Consulting proposes this forecast of revenues and expenditures to cover the first 12 months of the operations of the proposed community hub in Wynyard.
11. Moore Consulting expects that the initial Board of Directors will review these forecasts and replace it with a revised version once actual revenues and expenditures are known.
12. Consultation with stakeholders occurred earlier in this report indicates that a number of those consulted indicated that they may be prepared to make a contribution to the operations of the proposed community hub either in the form of cash or in-kind.
13. These contributions have yet to be finalised, and, as a result, have not been included in the revenue forecasts.
14. Moore Consulting expects that this work will also be undertaken by the Board of Directors of the proposed Wynyard community hub.
15. The forecast revenues and expenditures have been summarised in the following table with more detail provided in Appendix C.

Table Six Summary of Profit and Cash Forecasts 2018/19 to 2022/23

<b>Moore Consulting Five Year Profit and Cash Forecasts for Wynyard Community House</b>						
<b>5 YEAR SALES FORECAST (inc GST)</b>						
	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>TOTAL REVENUE</b>
Other Funding	100,000	102,500	105,063	105,063	105,063	517,688
Fee For Service/Hire	5,000	5,250	5,513	5,513	5,513	26,788
<b>Total Revenue(inc GST)</b>	<b>105,000</b>	<b>107,750</b>	<b>110,575</b>	<b>110,575</b>	<b>110,575</b>	<b>544,475</b>
Less GST Collectable	9,545	9,795	10,052	10,052	10,052	49,498
<b>Total Revenue(exc GST)</b>	<b>95,455</b>	<b>97,955</b>	<b>100,523</b>	<b>100,523</b>	<b>100,523</b>	<b>494,977</b>
<b>Gross Profit</b>	<b>95,455</b>	<b>97,955</b>	<b>100,523</b>	<b>100,523</b>	<b>100,523</b>	
Net Profit After Tax	241	955	1,700	1,443	1,185	
<b>5 YEAR CASH FORECAST</b>						
	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	
Opening Bank Balance	0	3,966	4,941	6,681	8,143	
Cash Receipts	130,000	107,750	110,575	110,575	110,575	
Cash Payments	126,034	106,775	108,835	109,113	109,390	
Nett Cash Movement	3,966	975	1,740	1,462	1,185	
<b>Closing Bank Balance</b>	<b>3,966</b>	<b>4,941</b>	<b>6,681</b>	<b>8,143</b>	<b>9,329</b>	
<b>5 YEAR BREAK-EVEN ANALYSIS</b>						
	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	
<b>SALES (incl GST)</b>	<b>95,214</b>	<b>97,000</b>	<b>98,822</b>	<b>99,080</b>	<b>99,337</b>	
Net Cost of sales	0	0	0	0	0	
<b>Gross Margin</b>	<b>95,214</b>	<b>97,000</b>	<b>98,822</b>	<b>99,080</b>	<b>99,337</b>	
<b>LESS EXPENSES (incl GST)</b>						
Sales & Marketing	1,000	1,025	1,051	1,051	1,051	
Admin & Overhead	97,950	99,805	101,697	101,955	102,212	
<b>Total Expenses (incl GST)</b>	<b>98,950</b>	<b>100,830</b>	<b>102,748</b>	<b>103,005</b>	<b>103,263</b>	
Less GST payable	3,736	3,830	3,926	3,926	3,926	
<b>Total Expenses (exc GST)</b>	<b>95,214</b>	<b>97,000</b>	<b>98,822</b>	<b>99,080</b>	<b>99,337</b>	
<b>Nett Profit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Break-even point as a % of sales budget</b>	<b>90.7%</b>	<b>90.0%</b>	<b>89.4%</b>	<b>89.6%</b>	<b>89.8%</b>	

### SWOT Analysis and Risk Management

1. The following represents an analysis of the strengths, weaknesses, opportunities and threats associated with the preferred option.
2. This analysis provides some information from which the Board of a community hub in Wynyard can commence the preparation of a strategic plan and also provides the basis for the preparation of a plan to manage the major risks associated with the implementation of the preferred option.
3. A draft risk management plan associated with the implementation of the preferred option is presented in Table Seven.

**Strengths** – (factors we have some control over that provide capacity to improve the organisation’s performance).

1. Incorporated association has relatively low operating costs;
2. The nature of this structure is well known, particularly within the community sector;
3. The nature of this structure also has less onerous compliance requirements;
4. The structure provides a separate legal entity together with local ownership and control;
5. The structure has the capability to provide for collaboration amongst existing service providers in Wynyard;
6. Local and other stakeholders are supportive of this structure; and,
7. The structure is compatible with a not for profit status.

**Weaknesses** –(factors we have some control over but that can detract from the organisation’s performance).

1. The preferred structure does not provide a significant opportunity to generate income through commercial trading activities;
2. The structure does not have the capacity to attract significant resources through equity contributions (eg sale and call of shares);
3. The structure generally relies on short term, public sector funding for its main sources of income;
4. The capacity of relevant organisations to work together at a community hub in Wynyard has yet to be proven.
5. The organisation currently, has no existing reputation, image and market awareness by the regional community of a community hub in Wynyard; and,
6. Absence of existing resources, particularly cash.

**Opportunities** – (factors we have little or no control over (and can only respond to) that can provide capacity to improve the organisation’s performance).

1. Growth in the size of the disability services sector, largely as a result of the NDIS;
2. The interest, involvement and resources of Baptcare in the Wynyard area;
3. The continued growth in the predominance of the health services throughout Australia, including Tasmania;
4. The increasing propensity for public sector organisations to outsource service delivery to the not for profit sector, particularly in north west Tasmania.

**Threats** – (factors we have little or no control over (and can only respond to) that can detract from the organisation’s performance).

1. Wynyard-based community service providers deciding not to collaborate to bring about the establishment and operation of a community hub in Wynyard;
2. Continually changing public sector policies and funding programs relevant to the potential operations of a community hub in Wynyard;
3. Consolidation in the Australian market for the supply of community services favouring large organisations over smaller ones;
4. Increasing compliance requirements of funders of community services particularly with regard to strategic planning, corporate governance, management of risk and management of quality.

**Table Seven Draft Risk Management Plan**

Risk to be Managed	Likely Impact if Not Managed	Risk Management Strategy
Unable to generate income from trading activities	Wynyard Community Hub is unable to be established or, to operate effectively due to lack of financial resources.	<ul style="list-style-type: none"> <li>• Identify and secure a diverse range of funding sources.</li> <li>• Ensure as many Wynyard Community Hub costs are variable to enable the organisation to operate through fluctuations in income levels.</li> </ul>
Unable to attract sufficient capital through members of the WCH	Wynyard Community Hub is unable to be established or, to operate effectively due to lack of financial resources.	<ul style="list-style-type: none"> <li>• Identify and secure a diverse range of funding sources.</li> </ul>

Risk to be Managed	Likely Impact if Not Managed	Risk Management Strategy
		<ul style="list-style-type: none"> <li>• Ensure as many Wynyard Community Hub costs are variable to enable the organisation to operate through fluctuations in income levels.</li> </ul>
Potential reliance on short term public sector funding.	Wynyard Community Hub cannot deliver services on a reliable and consistent basis.	<ul style="list-style-type: none"> <li>• Identify and secure a diverse range of funding sources.</li> <li>• Ensure as many Wynyard Community Hub costs are variable to enable the organisation to operate through fluctuations in income levels.</li> </ul>
Local service providers are unable to work together	Wynyard Community Hub cannot deliver services on a reliable and consistent basis.	Match the number and range of services delivered at the Wynyard Community Hub to those organisations who are to work effectively together.
Lack of market awareness, image and reputation	<ul style="list-style-type: none"> <li>• Wynyard Community Hub is unable to attract sufficient resources and sufficient client numbers to operate efficiently and effectively.</li> <li>• Wynyard Community Hub is unable to attract sufficient resources and sufficient client numbers to address social, health and economic issues identified in the Wynyard community.</li> </ul>	Wynyard Community Hub will need to prepare a marketing plan and marketing mix (product, price, promotion, distribution) that meets the needs of relevant service providers as well as the needs of the Wynyard community.
Absence of sufficient resources, particularly in the short term.	Wynyard Community Hub may take a considerably longer time to reach operational effectiveness and efficiency resulting in either a failure (or at least a longer time period) to deliver services that address social, health and	Delay the commencement of service delivery from the Wynyard Community Hub until sufficient resources can be procured.

Risk to be Managed	Likely Impact if Not Managed	Risk Management Strategy
	economic issues identified in the Wynyard community.	
Failure to respond effectively to the continually changing public sector policies and funding programs.	Wynyard Community Hub does not deliver services that enable the effective implementation of public sector policies resulting in withdrawal of funding by the public sector.	Wynyard Community Hub representatives to establish a network of key public sector decision makers and influencers that enable the organisation to have the maximum lead time to respond to changes in public sector policies and funding programs.
Consolidation in the market for the delivery of publicly funded community services.	<ul style="list-style-type: none"> <li>• Wynyard Community Hub will suffer significant reductions or complete loss of public sector funding as a result of being perceived to not have the capacity to deliver required services.</li> <li>• Wynyard Community Hub will suffer significant reductions or complete loss of public sector funding as a result of being perceived to not have competitive service delivery rates (low unit costs).</li> </ul>	<ul style="list-style-type: none"> <li>• Wynyard Community Hub representatives to establish a network of key public sector decision makers and influencers that enable the organisation to have the maximum lead time to respond to changes in the requirements, expectations and perceptions of public sector funding decision makers.</li> <li>• Wynyard Community Hub be continually scanning the environment for larger (or other) complimentary providers of community services with which to establish strategic alliances.</li> </ul>
Increasing compliance requirements of funding bodies.	Wynyard Community Hub will suffer significant reductions or complete loss of public sector funding as a result of being perceived to not have the systems and processes in place to meet compliance requirements.	<ul style="list-style-type: none"> <li>• Wynyard Community Hub will need to be aware of and clearly understand the compliance requirements of funding bodies.</li> <li>• Wynyard Community Hub will need to develop the systems and processes required to the extent that its resources allow.</li> </ul>

Risk to be Managed	Likely Impact if Not Managed	Risk Management Strategy
		<ul style="list-style-type: none"><li>• Wynyard Community Hub may need to establish strategic alliances with complimentary service providers that do meet the compliance requirements that the Wynyard Community Hub is unable to meet.</li></ul>

## Appendix A

### Details of Stakeholder Consultations

**Wynyard Landcare (Peter Lawrence)**

1. Currently operate at various locations including private residences. They have facilities to store equipment but no centralised facility for volunteers to meet to:
  - a. Discuss activities;
  - b. Socialise;
  - c. Recruit new volunteers; and
  - d. Information dissemination.
2. Wynyard Landcare are prepared to assist other service providers associated with a community hub in Wynyard eg; providing outside activities for clients of other service providers (young, older, disability, social distress).
3. They do not have any resources to put into a community hub but could contribute to:
  - a. Environmental design;
  - b. Community garden;
  - c. Assistance to other service providers.

**Burnie/Wynyard LINC (Libby Levett)**

1. LINC sees a role in keeping communities to connect by:
  - a. Providing knowledge, space, skills in communication;
  - b. Being prepared to rent rooms on a use by use basis to conduct training courses.
2. LINC does not anticipate re-locating from Burnie but is prepared to work with other Waratah-Wynyard community hub stakeholders and their clients;
3. Programs can be provided after hours as well as work hours;
4. Would support any LINC staff that were interested in governance or operational role at Waratah-Wynyard community hub
5. LINC is very supportive of a Waratah-Wynyard community hub that is based on integration of existing services and cohabitation of existing service providers

**Rural Health (Rob Waterman)**

1. Rural Health has a focus on providing services for youth in Waratah-Wynyard (eg; drop in centre);
2. Not necessarily a community focus but a focus on providing particular services during and after hours;
3. Need to first identify a building – Waratah-Wynyard Council, Housing Tasmania DHHS may be able to assist;
4. Need to focus on a services hub not necessarily a community hub;
5. Need a facility that could attract other service providers (eg; psychologists, raki practitioners);
6. Facilities required would need to include:
  - a. Commercial kitchen;
  - b. Garden;
  - c. Meeting room;
  - d. Activities room
7. Rural Health are prepared to provide administration services (re-locate existing services) also governance oversight

**North West Residential Services (Neal Rodwell)**

1. NWRS see no clear evidence for a community hub in Wynyard;
2. If we start with a building, then this will dictate the type of services that will be provided;
3. Waratah-Wynyard community hub should be more about establishing relationships/partnerships than real estate;
4. The focus should be on developing a group of capable, passionate people rather than finding a building;

5. The role of the facility should be about community development rather than on the provision of any service in particular;
6. Needs then to focus on identifying and addressing issues;
7. Addressing issues through collaboration of existing service providers rather than through real estate

**Department of Health and Human Services (DHHS) – (Angela Downie/Brad Pilgrim)**

1. DHHS deliver health services (child health, oral health) services in Wynyard through its own facility located at Hogg Street;
2. DHHS also has a number of other buildings. The Department funds a number of NGO's to deliver health and related services in the region;
3. DHHS is supportive of a hub style community hub that focuses on the integration of services delivered by private, not for profit and public sector organisations in Wynyard;
4. DHHS is also supportive of higher levels of collaboration between existing service providers in the Waratah-Wynyard municipality;
5. Whilst DHHS is happy to be 'a' player in the development and operation of a community hub in Wynyard, it does not want to 'the' player;
6. DHHS is prepared to provide a building (minimal cost) for use as a community centre and also make some modifications to the building, should any be required.

**Smith Family (Tina Ingram)**

1. Smith Family is an educational charity whose activities are based on the premise that assisting at risk young people to remain at school is the best way in the longer term, to minimise economic, social and other risks faced by young people;
2. Smith Family work with both Wynyard High School and Table Cape Primary School to address issues faced by young people at risk in the Waratah-Wynyard municipality;

3. Smith Family is supportive of the development and operation of a community hub in Wynyard. Whilst there may be an opportunity to re-locate existing Smith Family resources to a community hub in Wynyard, the organisation does not have any additional resources to contribute;
4. The Smith Family would consider taking a role as a board member of a community hub in Wynyard.

**Live Well Tasmania (Robin Krabbe)**

1. Live Well Tasmania services to predominantly disadvantaged young people in the Waratah-Wynyard municipality;
2. Live Well Tasmania work with Wynyard High School to assist with disengaged young people through work experience, out of school agricultural training, workshops on healthy living, working in a community garden;
3. Live Well Tasmania believe that a community hub in Wynyard should not involve just one building/space but should comprise the use of multiple facilities using a common vision and shared measurement of outcomes;
4. Live Well Tasmania believe there is a need for the co-ordination of services to the community in Wynyard – this is a role for a community hub organisation in Wynyard. This could also include a centralised administration;
5. Live Well Tasmania is prepared to be a board member of a community hub in Wynyard and could provide other resources depending on its capacity to do so.

**Wellways (Bekah Hayes)**

1. Wellways provides services to assist people with disabilities access and undertake the services they need to complete daily activities;
2. They see themselves operating at the grass roots level in conjunction with the neighbourhood house network in Tasmania;

3. Wellways works with low intensity/needs clients rather than high needs clients;
4. Wellways has paid professional staff supported by volunteers;
5. Wellways is happy to work in partnership with other, like minded service providers in the operation of a community hub in Wynyard – happy to be a board member but do not have additional resources to contribute.

**Migrant Resource Centre (Nth Tas) – (Ella Dixon)**

1. Delivers programs to migrants in Wynyard area;
2. Not able to have a permanent presence but delivers a visiting service – small number of migrants in this region;
3. Interested in hiring rooms;
4. Keen to work with other service providers when delivering services to migrants;
5. See a community house as an integrated hub rather than a special purpose facility;
6. Not in a position to take a governance role – also does not see the community hub as being run by government.

**Joan Rylah MP**

1. Support community house as a hub structure not for a particular service provider;
2. Very supportive.

**Wynyard Meals on Wheels (Trudy House)**

1. Currently operating from a private residence;

2. Interested in a meeting room and an undercover area for sorting meals;
3. Delivering between 100 – 200 meals per week;
4. Not able to take a governance role;
5. Recommend talk to John Hooper at Tasmanian Association of Community Houses (Hobart).

**Youth and Family Focus and Family Connection (Ros Atkinson)**

1. Deliver some services in a hired room on an as needs basis;
2. Youth and Family Focus and Family Connection will not be a board member but would support Youth and Family Focus staff members if they wanted to;
3. Strong support for a hub focussing on integration of services and collaboration of service providers.

**BighART (Janelle Johnstone)**

1. National arts organisation with a focus on Northern Tasmania. BighART produces arts and related product that are delivered throughout Australia. Most of their projects are of high quality and with a focus on national issues.
2. BighART may need access to additional space and space that has multiple uses. They are keen on developing social enterprise.

**Wynyard Baptist Church (Andrew Billing and Owen Muskett)**

1. Baptist church has a current focus on the provision of short term crisis accommodation for mainly young people;
2. They aim to make a difference in people's lives;
3. They have access to resources and the community and are well connected;

4. Opportunities for Wynyard with the delivery of The Rock program by Deb Green at the end of 2017 that will be held at Annie's Place (Wynyard);
5. Baptistcare have a focus on the delivery of community services to address local issues – Wynyard has been selected by Baptistcare as a regional area that Baptistcare is interested in assisting;
6. Baptistcare strategy is that of a seed funder with a view to building local capacity capacity builder. It sees a service delivery hub for not for profit organisations (ie Wynyard Community Hub) as an area of interest and may potentially be prepared to provide some funding.

**Wynyard High School (Helena Moore)**

Whilst Wynyard High is very interested in taking a role in the operations (and using) of a community hub in Wynyard, the logistics of taking students out of the school is difficult particularly with regard to obtaining parental permission. It is easier to deliver programs at Wynyard High School for this reason. At risk students from Wynyard High are likely to be the greatest users (and beneficiaries) of services likely to be delivered at the Wynyard Community Hub but, at the same time, present the greatest risk when it comes to managing injury to students, not returning to school after events.

## Appendix B

### Description of Options for Organisational Structure

**Joint Venture:**

- A joint venture is an association of persons, natural or corporate, who agree by contract to engage in some common, usually ad hoc undertaking for joint profit by merging their respective resources, without forming a partnership in the legal sense or corporation; Their agreement also provides for a community of interest among the members each of whom is both principle agent as to the others within the scope of the venture over which each member exercises some degree of control.
- A joint venture involves separate ventures for each of the parties, participants, joint venturers, or co-venturers.
- Assets of the joint venture are usually owned by the participants as tenants in common with each party having individual share.
- A joint venture is similar to a partnership, however has two core differences;
  - Firstly, a partnership generally involves an ongoing, long term business relationship, whereas an equity-based joint venture comprises a single business activity;
  - Secondly, all the partners have to agree to dissolve the partnership, whereas a finite time has to lapse before the joint venture automatically comes to an end or is closed in the court due to a dispute.
- Rationale for forming a joint venture;
  - Reducing market entry risk by merging assets;
  - Increasing access and product to markets;
  - Market diversification;
  - The joint venturer is not responsible for the acts of co-venturers;
  - Greater degree of control over the actual expenditure by co-venturers than in the case of partnerships;
- Governing law of a joint venture;
  - The primary governing law will be the law regulating that area of the joint venture, whether it is mining law, land law or any of the other areas where joint ventures are common.
- Disadvantages of joint ventures include;

- Differing philosophies governing expectations and objectives of the joint venture partners;
- Inadequate identification, support and compensation of senior leadership and management teams; or
- Conflicting corporate cultures and operational styles of the joint venture partners.

#### **Incorporated Company:**

- An incorporated company is an association of a number of people with an intention of pursuing a business interest primarily for economic purposes and gain.
- The act of becoming a company, in the formal legal sense, is called incorporation or registration. Upon registration a company becomes a separate legal entity. The separate legal existence gives rise to the advantages of the corporate structure for commercial purposes.
- The most common form of a registered company includes a proprietary (private) or public company.
- A company which is a proprietary company is relieved of a number of the obligations, requirements and restraints that apply to public companies.
- Companies must adhere to governing law and regulatory bodies that are associated with the area of the company.
- On incorporation a company acquires the attribute of perpetual succession, which entitles the company to an infinite life span unlike partnerships.
- The incorporation of a company as a separate entity has the result that the debts incurred by the company are its debt, and not those of its members. However, members of companies registered under the company's legislation do face the different kinds and degrees of liability.
- A company may choose to be governed by a constitution that is developed in the establishment phase of the company.

- An incorporated company has a coherent structure and clear operational procedures for it to function effectively and independently.

**Company limited by guarantee:**

- A company limited by a guarantee is an alternative type of corporation used for non-profit organisations that require legal personality.
- The liability of members is to contribute to the company in the event of its winding up, not upon their acquisition of membership according to Corporations Law.
- Because the member is not required to contribute until the winding up, a company limited by guarantee only does not have an issued or uncalled capital. There is no statutory provision for the increase or reduction of the amount of the guarantee, either by amendment of the memorandum or by agreement among the members.
- This inflexibility may make it difficult for the company to raise loan finance, and because the company does not have share capital, it cannot be incorporated as a proprietary company, and must therefore comply with the requirements for a public company.
- Such circumstances make the company limited solely by guarantee unsuitable for most trading purposes.
- However, the guarantee company is a beneficial entity where the primary objective pursued is not the establishment of a trading entity, but the acquisition of conferring of the status of membership.
- A company limited by guarantee has the following key features:
  - it can trade or operate throughout Australia;
  - the liability of members is limited;
  - there is a cost involved in establishing the company; and
  - there are ongoing reporting and administrative requirements

**Associations:**

- The law provides various possibilities for the organisation of an association:
  1. Unincorporated association – An unincorporated non-profit association such as a club or society does not have to be formally incorporated under any legislation.
  2. Partnership – A partnership or firm is also an unincorporated association but by definition it is set up to make a profit.
  3. Incorporated company – Incorporating as a company is another possibility for organising an association.
  4. Incorporated association – The members of an association may choose to incorporate as an incorporated association under the associations incorporation legislation.
- An incorporated association can hold property in its corporate name without the necessity of appointing trustees.
- An incorporated association can enter into contracts in its corporate name.
- The liabilities of an incorporated association are enforceable against the association and not against the members or the committee members personally, unless provided in the rules of the association.
- An association has the statutory power to invest and to deal with moneys not immediately required, and to raise or borrow money.
- Incorporated associations can make a profit as long as the profit is not divided amongst its members.
- Incorporated associations must appoint a person (not necessarily a member) as a public officer to provide a point of contact for the association.

**Co-operative:**

- A co-operative is a vehicle for co-operation between people, often enabling the small operator to get the benefit of economies of scale.

- The principles underlying “co-ops” are different from the principles underlying corporations, as they focus on the provision of goods or services to members, rather than financial return on members’ capital.
- Co-op vs. Company;
  - Co-ops focus on benefiting members rather than, as in companies, the provision of a return on member’s capital. As such, co-ops are not entities suitable for speculative investment but are more suitable for long-term investment by persons with an interest in the goods or services provided.
  - Co-ops are bound by the co-op principles, while individual and corporate profit is the rationale behind companies
  - The limitations on voting in co-ops do not encourage the type of investment that drives corporate investment
  - Members of co-ops are required to actively participate in the operations of their co-op.
- Disadvantages of co-ops include;
  - possibility of conflict between members;
  - longer decision-making process;
  - participation of members required for success;
  - extensive record keeping necessary;
  - less incentive to invest additional capital

#### Partnership:

- A partnership is a type of [business entity](#) in which partners (owners) share with each other the profits or losses of the business. Partnerships are often favoured over [corporations](#) for taxation purposes, as the partnership structure does not generally incur a tax on profits before it is distributed to the partners (i.e. there is no [dividend tax](#) levied). However, depending on the partnership structure and the [jurisdiction](#) in which it operates, owners of a partnership may be exposed to greater personal liability than they would as [shareholders](#) of a corporation.

- Most partnership law is contained in the largely uniform *Partnership Act* of each jurisdiction.
- Advantages of a partnerships include;
  - Informality and inexpensiveness in setting up. No formalities necessary;
  - Flexibility. The nature of the business can be easily altered by agreement;
  - Partnerships do not pay tax. Tax is not paid by partnerships, but is instead paid by the individuals.
- Disadvantages of partnerships include;
  - Liability. Each partner will face unlimited liability for the debts and obligations of the firm;
  - Transfer of interest is not easy as the transfer of shares in a company. There is no market for the transfer of shares in the partnership;
  - Numbers are limited;
  - Unanimous decisions will be needed for a number of matters under the Act, such as in change in membership.
  - Agency. Because each partner is bound by the actions of the co-partners acting in the course of their authority, each may be to some extent at the mercy of the co-partners.

An assessment of each structure is provided in the following table.

<i>Criteria</i>	<i>Joint Venture</i>	<i>Private Company</i>	<i>Guarantee Company</i>	<i>Incorporated Association</i>	<i>Co-Operative</i>	<i>Partnership</i>
<b>Mandatory Criteria</b>						
<i>Recognised as Not for Profit</i>	No	No	Yes	Yes	Yes	No

<i>Criteria</i>	<i>Joint Venture</i>	<i>Private Company</i>	<i>Guarantee Company</i>	<i>Incorporated Association</i>	<i>Co-Operative</i>	<i>Partnership</i>
<i>Capacity to Allocate Profits/Losses</i>	Yes	Yes	No	No	Yes	Yes
<b><i>Desirable Criteria</i></b>						
<i>Ownership of IP</i>	No	Yes	Yes	Yes	Yes	Yes
<i>Capacity to Trade</i>	Yes	Yes	Yes	No	Yes	Yes
<i>Capacity to Enter into Contracts</i>	No	Yes	Yes	Yes	Yes	No
<i>Capacity to Enter into Contracts with Owners</i>	No	Yes	Yes	Yes	Yes	No
<i>Limited Liability</i>	No	Yes	Yes	Yes	Yes	No
<i>Clear Operating Model and Processes as</i>	No	Yes	Yes	No	Yes	Yes

<i>Criteria</i>	<i>Joint Venture</i>	<i>Private Company</i>	<i>Guarantee Company</i>	<i>Incorporated Association</i>	<i>Co-Operative</i>	<i>Partnership</i>
<i>defined in the Act</i>						
<i>Capacity to Attract Significant Resources</i>	<i>Yes</i>	<i>Yes</i>	<i>No</i>	<i>No</i>	<i>No</i>	<i>No</i>
<i>Levels of Ownership</i>	<i>No</i>	<i>Yes</i>	<i>No</i>	<i>No</i>	<i>No</i>	<i>Yes</i>
<i>Capacity to Allocate Profits/Losses</i>	<i>No</i>	<i>Yes</i>	<i>No</i>	<i>No</i>	<i>No</i>	<i>Yes</i>
<i>Separate Legal Entity</i>	<i>No</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>No</i>

## Appendix C

### Profit and Cash Forecasts



**MOORE CONSULTING**

Management Consultant

Business Advisor

# Five Year Profit and Cash Forecasts

**July 2018 to June 2023**

prepared for

**Wynyard Community House**

by **Moore Consulting**



Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

PROFIT FORECAST	Wynyard Community House												TOTAL	Total %	
	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019			
PRODUCT SALES (inc GST)															
Other Funding sales	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000	95.24%
Fee For Service/Hire sales	417	417	417	417	417	417	417	417	417	417	417	417	417	5,000	4.76%
<b>Total Revenue (inc GST)</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>8,750</b>	<b>105,000</b>	<b>100.00%</b>
GST Collectable	795	795	795	795	795	795	795	795	795	795	795	795	795	9,545	
<b>Total Revenue (exc GST)</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>7,955</b>	<b>95,455</b>	
<b>LESS EXPENSES (inc GST)</b>															
<b>SALES &amp; MARKETING</b>	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	TOTAL		
Advertising	83	83	83	83	83	83	83	83	83	83	83	83	83	1,000	
<b>SALES &amp; MARKETING TOTAL</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>1,000</b>	
% of sales	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%		0.95%
<b>Administration &amp; Overheads</b>	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	TOTAL		
Accounting	83	83	83	83	83	83	83	83	83	83	83	83	83	1,000	
Computer Costs	42	42	42	42	42	42	42	42	42	42	42	42	42	500	
Equipment	208	208	208	208	208	208	208	208	208	208	208	208	208	2,500	
Electricity	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Insurance	333	333	333	333	333	333	333	333	333	333	333	333	333	4,000	
Internet	50	50	50	50	50	50	50	50	50	50	50	50	50	600	
Office supplies	42	42	42	42	42	42	42	42	42	42	42	42	42	500	
Printing and Stationery	83	83	83	83	83	83	83	83	83	83	83	83	83	1,000	
Photocopier	42	42	42	42	42	42	42	42	42	42	42	42	42	500	
Rent	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	26,000	
Repairs and Maintenance	42	42	42	42	42	42	42	42	42	42	42	42	42	500	
<b>Expenses GST Free</b>															
<b>(a) Wages &amp; Salaries GST Free</b>															
Co-ordinator	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000	
Superannuation	396	396	396	396	396	396	396	396	396	396	396	396	396	4,750	
<b>(b) Other Expenses GST Free</b>															
Bank Fees	50	50	50	50	50	50	50	50	50	50	50	50	50	600	
Rates	208	208	208	208	208	208	208	208	208	208	208	208	208	2,500	
<b>ADMIN &amp; OVERHEAD TOTAL</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>97,950</b>	
% of sales	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%	93.3%
<b>TOTAL OP EXP (inc GST)</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>8,246</b>	<b>98,950</b>	
GST Payable	311	311	311	311	311	311	311	311	311	311	311	311	311	3,736	
<b>TOTAL OP EXP (excl GST)</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>7,934</b>	<b>95,214</b>	
% of sales	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%
<b>INCOME FROM OPERATIONS</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>241</b>	
<b>Nett Profit After Tax</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>241</b>	
% of sales	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

<b>CASH FLOW FORECAST</b>		<b>Wynyard Community House</b>												<b>Year One</b>	<b>2018/2019</b>
<b>(including GST)</b>		Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	YEAR	
<b>OPENING BANK BALANCE</b>		0	504	1,008	1,513	2,837	3,341	3,845	2,897	3,402	3,906	2,958	3,462	0	
<b>+ CASH RECEIPTS</b>															
Sales Income		8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	105,000	
Cash Injection		25,000	0	0	0	0	0	0	0	0	0	0	0	25,000	
Other Income		0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Cash Inflow</b>		33,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	130,000	
<b>Total Cash Available</b>		33,750	9,254	9,758	10,263	11,587	12,091	12,595	11,647	12,152	12,656	11,708	12,212	130,000	
<b>- CASH PAYMENTS</b>															
<b>SALES &amp; MARKETING</b>		Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	TOTAL	
Advertising		83	83	83	83	83	83	83	83	83	83	83	83	1,000	
<b>ADMINISTRATION &amp; OVERHEAD</b>															
Accounting		83	83	83	83	83	83	83	83	83	83	83	83	1,000	
Computer Costs		42	42	42	42	42	42	42	42	42	42	42	42	500	
Equipment		208	208	208	208	208	208	208	208	208	208	208	208	2,500	
Electricity		250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Insurance		333	333	333	333	333	333	333	333	333	333	333	333	4,000	
Internet		50	50	50	50	50	50	50	50	50	50	50	50	600	
Office supplies		42	42	42	42	42	42	42	42	42	42	42	42	500	
Printing and Stationery		83	83	83	83	83	83	83	83	83	83	83	83	1,000	
Photocopier		42	42	42	42	42	42	42	42	42	42	42	42	500	
Rent		2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	26,000	
Repairs and Maintenance		42	42	42	42	42	42	42	42	42	42	42	42	500	
<b>GST Free EXPENSES</b>															
(a) Wages & Salaries GST Free															
Co-ordinator		4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000	
Superannuation		396	396	396	396	396	396	396	396	396	396	396	396	4,750	
(b) Other Expenses GST Free															
Bank Fees		50	50	50	50	50	50	50	50	50	50	50	50	600	
Rates		208	208	208	208	208	208	208	208	208	208	208	208	2,500	
Other Payments		0	0	0	0	0	0	0	0	0	0	0	0	0	
Capital Expenditure		25,000	0	0	0	0	0	0	0	0	0	0	0	25,000	
Opening outstanding payables		0	0	0	0	0	0	0	0	0	0	0	0	0	
GST Payable - quarterly (cash)		0	0	0	-820	0	0	1,452	0	0	1,452	0	0	2,084	
<b>TOTAL PAYMENTS</b>		33,246	8,246	8,246	7,425	8,246	8,246	9,698	8,246	8,246	9,698	8,246	8,246	120,034	
<b>NETT CASH MOVEMENT</b>		504	504	504	1,325	504	504	(948)	504	504	(948)	504	504	3,966	
<b>CLOSING BANK BALANCE</b>		504	1,008	1,513	2,837	3,341	3,845	2,897	3,402	3,906	2,958	3,462	3,966	3,966	
<b>BREAK EVEN POINT</b>															
<b>SALES (incl GST)</b>		95,214													
Cost of sales		0													
Less Net GST		0													
Gross Margin		95,214													
<b>LESS EXPENSES (incl GST)</b>															
Sales & Marketing		1,000													
Admin & Overhead		97,950													
Total Expenses (inc GST)		98,950													
Less GST payable		3,736													
Total Expenses (exc GST)		95,214													
<b>Nett Profit</b>		0													
Break-even point as a % of sales budget		91%													

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

PROFIT FORECAST	Wynyard Community House												Year Two		2019/2020	
	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	TOTAL	Total %		
PRODUCT SALES (inc GST)																
Other Funding sales	8,542	8,542	8,542	8,542	8,542	8,542	8,542	8,542	8,542	8,542	8,542	8,542	102,500	95.13%		
Fee For Service/Hire sales	438	438	438	438	438	438	438	438	438	438	438	438	5,250	4.87%		
<b>Total Revenue (inc GST)</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>8,979</b>	<b>107,750</b>	<b>100.00%</b>		
GST Collectable	816	816	816	816	816	816	816	816	816	816	816	816	9,795			
<b>Total Revenue (excl GST)</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>8,163</b>	<b>97,955</b>			
<b>LESS EXPENSES (inc GST)</b>																
<b>SALES &amp; MARKETING</b>																
Advertising	83	84	84	84	85	85	86	86	86	87	87	88	1,025			
<b>SALES &amp; MARKETING TOTAL</b>	<b>83</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>85</b>	<b>85</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>87</b>	<b>87</b>	<b>88</b>	<b>1,025</b>			
% of sales	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%		0.95%		
<b>Administration &amp; Overheads</b>																
Accounting	83	84	84	84	85	85	86	86	86	87	87	88	1,025			
Computer Costs	42	42	42	42	42	43	43	43	43	43	44	44	513			
Equipment	208	209	210	211	212	213	214	215	216	217	218	219	2,583			
Electricity	250	251	252	253	255	256	257	258	259	260	261	263	3,075			
Insurance	333	335	336	338	339	341	342	344	345	347	348	350	4,100			
Internet	50	50	50	51	51	51	51	52	52	52	52	53	615			
Office supplies	42	42	42	42	42	43	43	43	43	43	44	44	513			
Printing and Stationery	83	84	84	84	85	85	86	86	86	87	87	88	1,025			
Photocopier	42	42	42	42	42	43	43	43	43	43	44	44	513			
Rent	2,167	2,177	2,186	2,196	2,206	2,216	2,226	2,236	2,245	2,255	2,265	2,275	26,650			
Repairs and Maintenance	42	42	42	42	42	43	43	43	43	43	44	44	513			
<b>Expenses GST Free</b>																
<b>(a) Wages &amp; Salaries GST Free</b>																
Co-ordinator	4,167	4,178	4,189	4,201	4,212	4,223	4,235	4,246	4,258	4,269	4,280	4,292	50,750			
Superannuation	396	397	398	399	400	401	402	403	404	406	407	408	4,821			
<b>(b) Other Expenses GST Free</b>																
Bank Fees	50	50	50	50	50	50	51	51	51	51	51	51	606			
Rates	208	209	209	209	210	210	211	211	211	212	212	213	2,525			
<b>ADMIN &amp; OVERHEAD TOTAL</b>	<b>8,163</b>	<b>8,191</b>	<b>8,219</b>	<b>8,247</b>	<b>8,275</b>	<b>8,303</b>	<b>8,331</b>	<b>8,359</b>	<b>8,387</b>	<b>8,415</b>	<b>8,444</b>	<b>8,472</b>	<b>99,805</b>			
% of sales	90.9%	91.2%	91.5%	91.8%	92.2%	92.5%	92.8%	93.1%	93.4%	93.7%	94.0%	94.3%	92.6%			
<b>TOTAL OP EXP (inc GST)</b>	<b>8,246</b>	<b>8,274</b>	<b>8,303</b>	<b>8,331</b>	<b>8,360</b>	<b>8,388</b>	<b>8,417</b>	<b>8,445</b>	<b>8,474</b>	<b>8,502</b>	<b>8,531</b>	<b>8,559</b>	<b>100,830</b>			
GST Payable	311	313	314	316	317	318	320	321	323	324	326	327	3,830			
<b>TOTAL OP EXP (excl GST)</b>	<b>7,934</b>	<b>7,962</b>	<b>7,989</b>	<b>8,016</b>	<b>8,043</b>	<b>8,070</b>	<b>8,097</b>	<b>8,124</b>	<b>8,151</b>	<b>8,178</b>	<b>8,205</b>	<b>8,232</b>	<b>97,000</b>			
% of sales	97.2%	97.5%	97.9%	98.2%	98.5%	98.9%	99.2%	99.5%	99.9%	100.2%	100.5%	100.8%	99.0%			
<b>INCOME FROM OPERATIONS</b>	<b>228</b>	<b>201</b>	<b>174</b>	<b>147</b>	<b>120</b>	<b>93</b>	<b>66</b>	<b>39</b>	<b>12</b>	<b>-15</b>	<b>-42</b>	<b>-69</b>	<b>955</b>			
<b>Nett Profit After Tax</b>	<b>228</b>	<b>201</b>	<b>174</b>	<b>147</b>	<b>120</b>	<b>93</b>	<b>66</b>	<b>39</b>	<b>12</b>	<b>-15</b>	<b>-42</b>	<b>-69</b>	<b>955</b>			
% of sales	2.8%	2.5%	2.1%	1.8%	1.5%	1.1%	0.8%	0.5%	0.1%	-0.2%	-0.5%	-0.8%	1.0%			

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

<b>CASH FLOW FORECAST</b>		<b>Wynyard Community House</b>												<b>Year Two</b>	<b>2019/2020</b>
<b>(including GST)</b>		Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	YEAR	
<b>OPENING BANK BALANCE</b>		3,966	3,247	3,952	4,628	3,766	4,385	4,076	4,041	4,575	5,080	4,072	4,520	3,966	
<b>+ CASH RECEIPTS</b>															
Sales Income		8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	107,750	
Cash Injection		0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Income		0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Cash Inflow</b>		8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	8,979	107,750	
<b>Total Cash Available</b>		12,945	12,226	12,931	13,607	12,745	13,364	13,955	13,020	13,554	14,059	13,051	13,500	111,716	
<b>- CASH PAYMENTS</b>															
<b>SALES &amp; MARKETING</b>		Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	TOTAL	
Advertising		83	84	84	84	85	85	86	86	86	87	87	88	1,025	
<b>ADMINISTRATION &amp; OVERHEAD</b>															
Accounting		83	84	84	84	85	85	86	86	86	87	87	88	1,025	
Computer Costs		42	42	42	42	42	43	43	43	43	43	44	44	513	
Equipment		208	209	210	211	212	213	214	215	216	217	218	219	2,563	
Electricity		250	251	252	253	255	256	257	258	259	260	261	263	3,075	
Insurance		333	335	336	338	339	341	342	344	345	347	348	350	4,100	
Internet		50	50	50	51	51	51	51	52	52	52	52	53	615	
Office supplies		42	42	42	42	42	43	43	43	43	43	44	44	513	
Printing and Stationery		83	84	84	84	85	85	86	86	86	87	87	88	1,025	
Photocopier		42	42	42	42	42	43	43	43	43	43	44	44	513	
Rent		2,167	2,177	2,186	2,196	2,206	2,216	2,226	2,236	2,245	2,255	2,265	2,275	26,650	
Repairs and Maintenance		42	42	42	42	42	43	43	43	43	43	44	44	513	
<b>GST Free EXPENSES</b>															
(a) Wages & Salaries GST Free															
Co-ordinator		4,167	4,178	4,189	4,201	4,212	4,223	4,235	4,246	4,258	4,269	4,280	4,292	50,750	
Superannuation		396	397	398	399	400	401	402	403	404	406	407	408	4,821	
(b) Other Expenses GST Free															
Bank Fees		50	50	50	50	50	50	51	51	51	51	51	51	606	
Rates		208	209	209	209	210	210	211	211	211	212	212	213	2,525	
Expense GST Free 13		0												0	
Expense GST Free 14		0												0	
Expense GST Free 15		0												0	
Other Payments		0	0	0	0	0	0	0	0	0	0	0	0	0	
Capital Expenditure		0	0	0	0	0	0	0	0	0	0	0	0	0	
Opening outstanding payables		0	0	0	0	0	0	0	0	0	0	0	0	0	
GST Payable - quarterly (cash)		1,452	0	0	1,511	0	0	1,498	0	0	1,485	0	0	5,946	
<b>TOTAL PAYMENTS</b>		9,698	8,274	8,303	9,842	8,360	8,388	9,915	8,445	8,474	9,967	8,531	8,559	106,775	
<b>NETT CASH MOVEMENT</b>		(719)	705	676	(863)	619	591	(935)	534	505	(1,008)	449	420	975	
<b>CLOSING BANK BALANCE</b>		3,247	3,952	4,628	3,766	4,385	4,976	4,041	4,575	5,080	4,072	4,520	4,941	4,941	
<b>BREAK EVEN POINT</b>															
<b>SALES (incl GST)</b>		97,000													
Cost of sales		0													
Less Net GST		0													
<b>Gross Margin</b>		97,000													
<b>LESS EXPENSES (incl GST)</b>															
Sales & Marketing		1,025													
Admin & Overhead		99,805													
<b>Total Expenses (inc GST)</b>		100,830													
Less GST payable		3,830													
<b>Total Expenses (exc GST)</b>		97,000													
<b>Nett Profit</b>		0													
<b>Break-even point as a % of sales budget</b>		90%													

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

PROFIT FORECAST		Wynyard Community House										Year Three		2020/2021	
	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	TOTAL	Total %	
PRODUCT SALES (inc GST)															
Other Funding sales	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	105,083	95.01%	
Fee For Service/Hire sales	459	459	459	459	459	459	459	459	459	459	459	459	5,513	4.99%	
<b>Total Revenue (inc GST)</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>110,575</b>	<b>100.00%</b>	
GST Collectable	838	838	838	838	838	838	838	838	838	838	838	838	10,052		
<b>Total Revenue (excl GST)</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>100,523</b>		
<b>LESS EXPENSES (inc GST)</b>															
<b>SALES &amp; MARKETING</b>															
Advertising	85	86	86	87	87	87	88	88	89	89	89	90	1,051		
<b>SALES &amp; MARKETING TOTAL</b>	<b>85</b>	<b>86</b>	<b>86</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>88</b>	<b>88</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>1,051</b>		
% of sales	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%		0.95%	
<b>Administration &amp; Overheads</b>															
Accounting	85	86	86	87	87	87	88	88	89	89	89	90	1,051		
Computer Costs	43	43	43	43	43	44	44	44	44	44	45	45	525		
Equipment	214	215	215	216	217	218	219	220	221	222	223	224	2,627		
Electricity	256	257	259	260	261	262	263	264	266	267	268	269	3,152		
Insurance	342	343	345	346	348	349	351	353	354	356	357	359	4,203		
Internet	51	51	52	52	52	52	53	53	53	53	54	54	630		
Office supplies	43	43	43	43	43	44	44	44	44	44	45	45	525		
Printing and Stationery	85	86	86	87	87	87	88	88	89	89	89	90	1,051		
Photocopier	43	43	43	43	43	44	44	44	44	44	45	45	525		
Rent	2,221	2,231	2,241	2,251	2,261	2,271	2,281	2,291	2,302	2,312	2,322	2,332	27,316		
Repairs and Maintenance	43	43	43	43	43	44	44	44	44	44	45	45	525		
<b>Expenses GST Free</b>															
<b>(a) Wages &amp; Salaries GST Free</b>															
Co-ordinator	4,229	4,241	4,252	4,264	4,275	4,287	4,298	4,310	4,321	4,333	4,345	4,356	51,511		
Superannuation	402	403	404	405	406	407	408	409	411	412	413	414	4,894		
<b>(b) Other Expenses GST Free</b>															
Bank Fees	51	51	51	51	51	51	51	51	51	51	51	52	612		
Rates	210	211	211	212	212	212	213	213	213	214	214	215	2,550		
<b>ADMIN &amp; OVERHEAD TOTAL</b>	<b>8,317</b>	<b>8,346</b>	<b>8,374</b>	<b>8,403</b>	<b>8,432</b>	<b>8,460</b>	<b>8,489</b>	<b>8,518</b>	<b>8,546</b>	<b>8,575</b>	<b>8,604</b>	<b>8,632</b>	<b>101,697</b>		
% of sales	90.3%	90.6%	90.9%	91.2%	91.5%	91.8%	92.1%	92.4%	92.7%	93.1%	93.4%	93.7%	92.0%		
<b>TOTAL OP EXP (inc GST)</b>	<b>8,402</b>	<b>8,432</b>	<b>8,461</b>	<b>8,490</b>	<b>8,519</b>	<b>8,548</b>	<b>8,577</b>	<b>8,606</b>	<b>8,635</b>	<b>8,664</b>	<b>8,693</b>	<b>8,722</b>	<b>102,748</b>		
GST Payable	319	321	322	323	325	326	328	329	331	332	334	335	3,926		
<b>TOTAL OP EXP (excl GST)</b>	<b>8,083</b>	<b>8,111</b>	<b>8,139</b>	<b>8,166</b>	<b>8,194</b>	<b>8,221</b>	<b>8,249</b>	<b>8,277</b>	<b>8,304</b>	<b>8,332</b>	<b>8,359</b>	<b>8,387</b>	<b>98,822</b>		
% of sales	96.5%	96.8%	97.2%	97.5%	97.8%	98.1%	98.5%	98.8%	99.1%	99.5%	99.8%	100.1%	98.3%		
<b>INCOME FROM OPERATIONS</b>	<b>294</b>	<b>266</b>	<b>238</b>	<b>211</b>	<b>183</b>	<b>156</b>	<b>128</b>	<b>100</b>	<b>73</b>	<b>45</b>	<b>17</b>	<b>-10</b>	<b>1,700</b>		
<b>Nett Profit After Tax</b>	<b>294</b>	<b>266</b>	<b>238</b>	<b>211</b>	<b>183</b>	<b>156</b>	<b>128</b>	<b>100</b>	<b>73</b>	<b>45</b>	<b>17</b>	<b>-10</b>	<b>1,700</b>		
% of sales	3.5%	3.2%	2.8%	2.5%	2.2%	1.9%	1.5%	1.2%	0.9%	0.5%	0.2%	-0.1%	1.7%		

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

<b>CASH FLOW FORECAST</b>		<b>Wynyard Community House</b>					<b>Year Three</b>			<b>2020/2021</b>				
<b>(including GST)</b>		Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	YEAR
<b>OPENING BANK BALANCE</b>		4,941	4,280	5,063	5,817	4,991	5,687	6,354	5,453	6,062	6,641	5,667	6,188	4,941
<b>+ CASH RECEIPTS</b>														
Sales Income		9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	110,575
Cash Injection		0	0	0	0	0	0	0	0	0	0	0	0	0
Other Income		0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Cash Inflow</b>		9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	110,575
<b>Total Cash Available</b>		14,155	13,495	14,278	15,032	14,206	14,901	15,568	14,668	15,276	15,856	14,881	15,403	115,516
<b>- CASH PAYMENTS</b>														
<b>SALES &amp; MARKETING</b>		Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	TOTAL
Advertising		85	86	86	87	87	87	88	88	89	89	89	90	1,051
<b>ADMINISTRATION &amp; OVERHEAD</b>														
Accounting		85	86	86	87	87	87	88	88	89	89	89	90	1,051
Computer Costs		43	43	43	43	43	44	44	44	44	44	45	45	525
Equipment		214	215	215	216	217	218	219	220	221	222	223	224	2,627
Electricity		256	257	259	260	261	262	263	264	266	267	268	269	3,152
Insurance		342	343	345	346	348	349	351	353	354	356	357	359	4,203
Internet		51	51	52	52	52	52	53	53	53	53	54	54	630
Office supplies		43	43	43	43	43	44	44	44	44	44	45	45	525
Printing and Stationery		85	86	86	87	87	87	88	88	89	89	89	90	1,051
Photocopier		43	43	43	43	43	44	44	44	44	44	45	45	525
Rent		2,221	2,231	2,241	2,251	2,261	2,271	2,281	2,291	2,302	2,312	2,322	2,332	27,316
Repairs and Maintenance		43	43	43	43	43	44	44	44	44	44	45	45	525
<b>GST Free EXPENSES</b>														
(a) Wages & Salaries GST Free														
Co-ordinator		4,229	4,241	4,252	4,264	4,275	4,287	4,298	4,310	4,321	4,333	4,345	4,356	51,511
Superannuation		402	403	404	405	406	407	408	409	411	412	413	414	4,894
(b) Other Expenses GST Free														
Bank Fees		51	51	51	51	51	51	51	51	51	51	51	52	612
Rates		210	211	211	212	212	212	213	213	213	214	214	215	2,550
Expense GST Free 13		0												0
Expense GST Free 14		0												0
Expense GST Free 15		0												0
Other Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure		0	0	0	0	0	0	0	0	0	0	0	0	0
Opening outstanding payables		0	0	0	0	0	0	0	0	0	0	0	0	0
GST Payable - quarterly (cash)		1,472	0	0	1,551	0	0	1,538	0	0	1,525	0	0	6,087
<b>TOTAL PAYMENTS</b>		9,875	8,432	8,461	10,041	8,519	8,548	10,115	8,606	8,635	10,189	8,693	8,722	108,835
<b>NETT CASH MOVEMENT</b>		(660)	783	754	(826)	696	667	(900)	609	580	(975)	521	492	1,740
<b>CLOSING BANK BALANCE</b>		4,280	5,063	5,817	4,991	5,687	6,354	5,453	6,062	6,641	5,667	6,188	6,681	6,681
<b>BREAK EVEN POINT</b>														
<b>SALES (incl GST)</b>		98,822												
Cost of sales		0												
Less Net GST		0												
<b>Gross Margin</b>		98,822												
<b>LESS EXPENSES (incl GST)</b>														
Sales & Marketing		1,051												
Admin & Overhead		101,697												
<b>Total Expenses (inc GST)</b>		102,748												
Less GST payable		3,926												
<b>Total Expenses (exc GST)</b>		98,822												
<b>Nett Profit</b>		0												
Break-even point as a % of sales budget		89%												

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

PROFIT FORECAST		Wynyard Community House										Year Four		2021/2022	
	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	TOTAL	Total %	
PRODUCT SALES (inc GST)															
Other Funding sales	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	105,083	95.01%	
Fee For Service/Hire sales	459	459	459	459	459	459	459	459	459	459	459	459	5,513	4.99%	
<b>Total Revenue (inc GST)</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>110,575</b>	<b>100.00%</b>	
GST Collectable	838	838	838	838	838	838	838	838	838	838	838	838	10,052		
<b>Total Revenue (excl GST)</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>100,523</b>		
<b>LESS EXPENSES (inc GST)</b>															
<b>SALES &amp; MARKETING</b>															
Advertising	88	88	88	88	88	88	88	88	88	88	88	88	1,051		
<b>SALES &amp; MARKETING TOTAL</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>1,051</b>		
% of sales	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%		0.95%	
<b>Administration &amp; Overheads</b>															
Accounting	88	88	88	88	88	88	88	88	88	88	88	88	1,051		
Computer Costs	44	44	44	44	44	44	44	44	44	44	44	44	525		
Equipment	219	219	219	219	219	219	219	219	219	219	219	219	2,627		
Electricity	263	263	263	263	263	263	263	263	263	263	263	263	3,152		
Insurance	350	350	350	350	350	350	350	350	350	350	350	350	4,203		
Internet	53	53	53	53	53	53	53	53	53	53	53	53	630		
Office supplies	44	44	44	44	44	44	44	44	44	44	44	44	525		
Printing and Stationery	88	88	88	88	88	88	88	88	88	88	88	88	1,051		
Photocopier	44	44	44	44	44	44	44	44	44	44	44	44	525		
Rent	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	27,316		
Repairs and Maintenance	44	44	44	44	44	44	44	44	44	44	44	44	525		
<b>Expenses GST Free</b>															
<b>(a) Wages &amp; Salaries GST Free</b>															
Co-ordinator	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	51,511		
Superannuation	429	429	429	429	429	429	429	429	429	429	429	429	5,151		
<b>(b) Other Expenses GST Free</b>															
Bank Fees	51	51	51	51	51	51	51	51	51	51	51	51	612		
Rates	213	213	213	213	213	213	213	213	213	213	213	213	2,550		
<b>ADMIN &amp; OVERHEAD TOTAL</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>101,955</b>		
% of sales	92.2%	92.2%	92.2%	92.2%	92.2%	92.2%	92.2%	92.2%	92.2%	92.2%	92.2%	92.2%		92.2%	
<b>TOTAL OP EXP (inc GST)</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>8,584</b>	<b>103,005</b>		
GST Payable	327	327	327	327	327	327	327	327	327	327	327	327	3,926		
<b>TOTAL OP EXP (excl GST)</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>8,257</b>	<b>99,080</b>		
% of sales	98.6%	98.6%	98.6%	98.6%	98.6%	98.6%	98.6%	98.6%	98.6%	98.6%	98.6%	98.6%		98.6%	
<b>INCOME FROM OPERATIONS</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>1,443</b>		
<b>Nett Profit After Tax</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>1,443</b>		
% of sales	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%		1.4%	

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

<b>CASH FLOW FORECAST</b>		<b>Wynyard Community House</b>												<b>Year Four</b>												<b>2021/2022</b>											
<b>(including GST)</b>		Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	YEAR	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	YEAR										
<b>OPENING BANK BALANCE</b>		6,681	5,799	6,430	7,061	6,160	6,791	7,422	6,521	7,152	7,782	6,882	7,512	6,681																							
<b>+ CASH RECEIPTS</b>																																					
Sales Income		9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	110,575																							
Cash Injection		0	0	0	0	0	0	0	0	0	0	0	0	0																							
Other Income		0	0	0	0	0	0	0	0	0	0	0	0	0																							
<b>Total Cash Inflow</b>		9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	110,575																							
<b>Total Cash Available</b>		15,895	15,014	15,645	16,276	15,375	16,006	16,636	15,735	16,366	16,997	16,096	16,727	117,256																							
<b>- CASH PAYMENTS</b>																																					
<b>SALES &amp; MARKETING</b>		88	88	88	88	88	88	88	88	88	88	88	88	1,051																							
Advertising		88	88	88	88	88	88	88	88	88	88	88	88	1,051																							
<b>ADMINISTRATION &amp; OVERHEAD</b>																																					
Accounting		44	44	44	44	44	44	44	44	44	44	44	44	525																							
Computer Costs		219	219	219	219	219	219	219	219	219	219	219	219	2,627																							
Electricity		263	263	263	263	263	263	263	263	263	263	263	263	3,152																							
Insurance		350	350	350	350	350	350	350	350	350	350	350	350	4,203																							
Internet		53	53	53	53	53	53	53	53	53	53	53	53	630																							
Office supplies		44	44	44	44	44	44	44	44	44	44	44	44	525																							
Printing and Stationery		88	88	88	88	88	88	88	88	88	88	88	88	1,051																							
Photocopier		44	44	44	44	44	44	44	44	44	44	44	44	525																							
Rent		2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	27,316																							
Repairs and Maintenance		44	44	44	44	44	44	44	44	44	44	44	44	525																							
<b>GST Free EXPENSES</b>																																					
(a) Wages & Salaries GST Free																																					
Co-ordinator		4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	51,511																							
Superannuation		429	429	429	429	429	429	429	429	429	429	429	429	5,151																							
(b) Other Expenses GST Free																																					
Bank Fees		51	51	51	51	51	51	51	51	51	51	51	51	612																							
Rates		213	213	213	213	213	213	213	213	213	213	213	213	2,550																							
Expense GST Free 13		0	0	0	0	0	0	0	0	0	0	0	0	0																							
Expense GST Free 14		0	0	0	0	0	0	0	0	0	0	0	0	0																							
Expense GST Free 15		0	0	0	0	0	0	0	0	0	0	0	0	0																							
Other Payments		0	0	0	0	0	0	0	0	0	0	0	0	0																							
Capital Expenditure		0	0	0	0	0	0	0	0	0	0	0	0	0																							
Opening outstanding payables		0	0	0	0	0	0	0	0	0	0	0	0	0																							
GST Payable - quarterly (cash)		1,512	0	0	1,532	0	0	1,532	0	0	1,532	0	0	6,107																							
<b>TOTAL PAYMENTS</b>		10,096	8,584	8,584	10,115	8,584	8,584	10,115	8,584	8,584	10,115	8,584	8,584	109,113																							
<b>NETT CASH MOVEMENT</b>		(881)	631	631	(901)	631	631	(901)	631	631	(901)	631	631	1,462																							
<b>CLOSING BANK BALANCE</b>		5,799	6,430	7,061	6,160	6,791	7,422	6,521	7,152	7,782	6,882	7,512	8,143	8,143																							
<b>BREAK EVEN POINT</b>																																					
<b>SALES (incl GST)</b>		99,080																																			
Cost of sales		0																																			
Less Net GST		0																																			
Gross Margin		99,080																																			
<b>LESS EXPENSES (incl GST)</b>																																					
Sales & Marketing		1,051																																			
Admin & Overhead		101,955																																			
Total Expenses (inc GST)		103,005																																			
Less GST payable		3,928																																			
Total Expenses (exc GST)		99,080																																			
<b>Nett Profit</b>		0																																			
Break-even point as a % of sales budget		90%																																			

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

PROFIT FORECAST	Wynyard Community House										Year Five		2022/2023	
	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	TOTAL	Total %
<b>PRODUCT SALES (inc GST)</b>														
Other Funding sales	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	8,755	105,083	95.01%
Fee For Service/Hire sales	459	459	459	459	459	459	459	459	459	459	459	459	5,513	4.99%
<b>Total Revenue (inc GST)</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>9,215</b>	<b>110,575</b>	<b>100.00%</b>
GST Collectable	838	838	838	838	838	838	838	838	838	838	838	838	10,052	
<b>Total Revenue (excl GST)</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>8,377</b>	<b>100,523</b>	
<b>LESS EXPENSES (inc GST)</b>														
<b>SALES &amp; MARKETING</b>														
Advertising	88	88	88	88	88	88	88	88	88	88	88	88	1,051	
<b>SALES &amp; MARKETING TOTAL</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>1,051</b>	
% of sales	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%		0.95%
<b>Administration &amp; Overheads</b>														
Accounting	88	88	88	88	88	88	88	88	88	88	88	88	1,051	
Computer Costs	44	44	44	44	44	44	44	44	44	44	44	44	525	
Equipment	219	219	219	219	219	219	219	219	219	219	219	219	2,627	
Electricity	263	263	263	263	263	263	263	263	263	263	263	263	3,152	
Insurance	350	350	350	350	350	350	350	350	350	350	350	350	4,203	
Internet	53	53	53	53	53	53	53	53	53	53	53	53	630	
Office supplies	44	44	44	44	44	44	44	44	44	44	44	44	525	
Printing and Stationery	88	88	88	88	88	88	88	88	88	88	88	88	1,051	
Photocopier	44	44	44	44	44	44	44	44	44	44	44	44	525	
Rent	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	27,316	
Repairs and Maintenance	44	44	44	44	44	44	44	44	44	44	44	44	525	
<b>Expenses GST Free</b>														
<b>(a) Wages &amp; Salaries GST Free</b>														
Co-ordinator	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	51,511	
Superannuation	451	451	451	451	451	451	451	451	451	451	451	451	5,409	
<b>(b) Other Expenses GST Free</b>														
Bank Fees	51	51	51	51	51	51	51	51	51	51	51	51	612	
Rates	213	213	213	213	213	213	213	213	213	213	213	213	2,550	
<b>ADMIN &amp; OVERHEAD TOTAL</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>8,518</b>	<b>102,212</b>	
% of sales	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%	92.4%
<b>TOTAL OP EXP (inc GST)</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>8,605</b>	<b>103,263</b>	
GST Payable	327	327	327	327	327	327	327	327	327	327	327	327	3,926	
<b>TOTAL OP EXP (excl GST)</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>8,278</b>	<b>99,337</b>	
% of sales	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%	98.8%
<b>INCOME FROM OPERATIONS</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>1,185</b>	
<b>Nett Profit After Tax</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>1,185</b>	
% of sales	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%

Attachments Reports of Officers and Committees  
 9.4 Wynyard Community Hub  
**Enclosure 1 Wynyard Community Hub Project Report**

<b>CASH FLOW FORECAST</b>													
<b>(including GST)</b>													
	<b>Wynyard Community House</b>					<b>Year Five</b>					<b>2022/2023</b>		
	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	YEAR
<b>OPENING BANK BALANCE</b>	8,143	7,221	7,830	8,440	7,517	8,127	8,736	7,814	8,423	9,032	8,110	8,719	8,143
<b>+ CASH RECEIPTS</b>													
Sales Income	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	110,575
Cash Injection	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Cash Inflow</b>	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	9,215	110,575
<b>Total Cash Available</b>	17,358	16,435	17,045	17,654	16,732	17,341	17,950	17,028	17,637	18,247	17,324	17,934	118,718
<b>- CASH PAYMENTS</b>													
<b>SALES &amp; MARKETING</b>	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	TOTAL
Advertising	88	88	88	88	88	88	88	88	88	88	88	88	1,051
<b>ADMINISTRATION &amp; OVERHEAD</b>													
Accounting	88	88	88	88	88	88	88	88	88	88	88	88	1,051
Computer Costs	44	44	44	44	44	44	44	44	44	44	44	44	525
Equipment	219	219	219	219	219	219	219	219	219	219	219	219	2,627
Electricity	263	263	263	263	263	263	263	263	263	263	263	263	3,152
Insurance	350	350	350	350	350	350	350	350	350	350	350	350	4,203
Internet	53	53	53	53	53	53	53	53	53	53	53	53	630
Office supplies	44	44	44	44	44	44	44	44	44	44	44	44	525
Printing and Stationery	88	88	88	88	88	88	88	88	88	88	88	88	1,051
Photocopier	44	44	44	44	44	44	44	44	44	44	44	44	525
Rent	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	2,276	27,316
Repairs and Maintenance	44	44	44	44	44	44	44	44	44	44	44	44	525
<b>GST Free EXPENSES</b>													
(a) Wages & Salaries GST Free													
Co-ordinator	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	4,293	51,511
Superannuation	451	451	451	451	451	451	451	451	451	451	451	451	5,409
(b) Other Expenses GST Free													
Bank Fees	51	51	51	51	51	51	51	51	51	51	51	51	612
Rates	213	213	213	213	213	213	213	213	213	213	213	213	2,550
Expense GST Free 13	0	0	0	0	0	0	0	0	0	0	0	0	0
Expense GST Free 14	0	0	0	0	0	0	0	0	0	0	0	0	0
Expense GST Free 15	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Payments	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0
Opening outstanding payables	0	0	0	0	0	0	0	0	0	0	0	0	0
GST Payable - quarterly (cash)	1,532	0	0	1,532	0	0	1,532	0	0	1,532	0	0	6,127
<b>TOTAL PAYMENTS</b>	10,137	8,605	8,605	10,137	8,605	8,605	10,137	8,605	8,605	10,137	8,605	8,605	109,390
<b>NETT CASH MOVEMENT</b>	(922)	609	609	(922)	609	609	(922)	609	609	(922)	609	609	1,185
<b>CLOSING BANK BALANCE</b>	7,221	7,830	8,440	7,517	8,127	8,736	7,814	8,423	9,032	8,110	8,719	9,329	9,329
<b>BREAK EVEN POINT</b>													
<b>SALES (incl GST)</b>	99,337												
Cost of sales	0												
Less Net GST	0												
Gross Margin	99,337												
<b>LESS EXPENSES (incl GST)</b>													
Sales & Marketing	1,051												
Admin & Overhead	102,212												
Total Expenses (inc GST)	103,263												
Less GST payable	3,928												
Total Expenses (exc GST)	99,337												
<b>Nett Profit</b>	0												
Break-even point as a % of sales budget	90%												

**Moore Consulting Five Year Profit and Cash Forecasts for Wynyard Community House**

**5 YEAR SALES FORECAST (inc GST)**

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	TOTAL REVENUE
Other Funding	100,000	102,500	105,063	105,063	105,063	517,688
Fee For Service/Hire	5,000	5,250	5,513	5,513	5,513	26,788
<b>Total Revenue(inc GST)</b>	<b>105,000</b>	<b>107,750</b>	<b>110,575</b>	<b>110,575</b>	<b>110,575</b>	<b>544,475</b>
Less GST Collectable	9,545	9,795	10,052	10,052	10,052	49,498
<b>Total Revenue(exc GST)</b>	<b>95,455</b>	<b>97,955</b>	<b>100,523</b>	<b>100,523</b>	<b>100,523</b>	<b>494,977</b>
Gross Profit	95,455	97,955	100,523	100,523	100,523	
Net Profit After Tax	241	955	1,700	1,443	1,185	

**5 YEAR CASH FORECAST**

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
<b>Opening Bank Balance</b>	0	3,966	4,941	6,681	8,143
Cash Receipts	130,000	107,750	110,575	110,575	110,575
Cash Payments	126,034	106,775	108,835	109,113	109,390
Nett Cash Movement	3,966	975	1,740	1,462	1,185
<b>Closing Bank Balance</b>	<b>3,966</b>	<b>4,941</b>	<b>6,681</b>	<b>8,143</b>	<b>9,329</b>

**5 YEAR BREAK-EVEN ANALYSIS**

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
<b>SALES (incl GST)</b>	95,214	97,000	98,822	99,080	99,337
Net Cost of sales	0	0	0	0	0
<b>Gross Margin</b>	<b>95,214</b>	<b>97,000</b>	<b>98,822</b>	<b>99,080</b>	<b>99,337</b>
<b>LESS EXPENSES (incl GST)</b>					
Sales & Marketing	1,000	1,025	1,051	1,051	1,051
Admin & Overhead	97,950	99,805	101,697	101,955	102,212
<b>Total Expenses (inc GST)</b>	<b>98,950</b>	<b>100,830</b>	<b>102,748</b>	<b>103,005</b>	<b>103,263</b>
Less GST payable	3,736	3,830	3,926	3,926	3,926
<b>Total Expenses (exc GST)</b>	<b>95,214</b>	<b>97,000</b>	<b>98,822</b>	<b>99,080</b>	<b>99,337</b>
<b>Nett Profit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Break-even point</b>	<b>90.7%</b>	<b>90.0%</b>	<b>89.4%</b>	<b>89.6%</b>	<b>89.8%</b>
as a % of sales budget					

**Department of Premier and Cabinet**

Executive Building 15 Murray Street HOBART TAS 7000 Australia  
GPO Box 123 HOBART TAS 7001 Australia  
Ph: 1300 135 513 Fax: (03) 6233 5685  
Web: [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)



File ref:	
Log Ref:	
Officer:	GM
cc:	

Mr. Shane Crawford  
General Manager  
Waratah-Wynyard Council  
PO Box 168  
WYNYARD TAS 7325

Dear Mr. ~~Crawford~~ *Shane*

**Review of Tasmania's Local Government Legislation – Reform Directions Paper**

As you are aware, the Tasmanian Government is currently reviewing Tasmania's local government legislation (the Review). The outcome of this Review will be a contemporary, best-practice legislative framework that supports local government into the future.

The Government consulted on the principles that should underpin a contemporary legislative framework for local government from December 2018 to March 2019 (Phase 1 of the Review).

The Minister for Local Government released the *Reform Directions Paper: Review of Tasmania's Local Government Legislation Framework* (Phase 2 of the Review) at the Local Government Association of Tasmania's Annual General Meeting on 3 July 2019.

The Paper outlines the major policy reforms under consideration by the Government, particularly in response to issues raised during the Phase 1 consultation process. The Paper does not deal with every potential reform detail, but provides the key policy directions being considered. Reforms of a technical nature are not a focus of this Paper. These more detailed reforms will be publicly consulted on once they have been finalised through a draft Bill in 2020.

The Paper seeks feedback on the level of support or otherwise for the proposed reform directions. This feedback will be taken into account by the Government in determining its final position for the drafting of the Bill.

Submissions are invited from the sector, the community and other interested persons on how they think councils should be governed into the future. Submissions can be made in writing or by completing an online survey via the Department of Premier and Cabinet's Local Government Legislation Review webpage at [www.dpac.tas.gov.au/LGReview](http://www.dpac.tas.gov.au/LGReview). The consultation period is open until **30 September 2019**.

I would appreciate your assistance in promoting the Paper in your council's newsletter, or any other methods you use to engage with your local community. To help manage the consultation process, it would also be helpful if you could share with the Project Team how your council promoted the Paper. The Paper, online survey and further information can be found at the Review webpage: [www.dpac.tas.gov.au/LGReview](http://www.dpac.tas.gov.au/LGReview).

19/66320

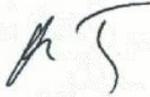
Document Set ID: 1049360  
Version: 1, Version Date: 30/07/2019



2

If you have any questions in relation to the Review, please feel free to contact either myself or the Project Team on 6232 7020 or at [lgreview@dpac.tas.gov.au](mailto:lgreview@dpac.tas.gov.au).

Yours sincerely



Alex Tay  
Director of Local Government

4 July 2019

Copy to: Director of Corporate Services/ Administrative area



# REFORM DIRECTIONS PAPER PHASE TWO

## Review of Tasmania's Local Government Legislation Framework



**Author**

Local Government Division  
GPO Box 123  
Hobart TAS, 7001

**Publisher**

Local Government Division

**ISBN**

978-1-925906-06-6

**Date**

July 2019

© Crown in Right of the State of Tasmania July 2019

<b>Minister’s Foreword</b> .....	5
<b>Chapter 1: Overview</b> .....	6
Purpose of this Paper .....	8
Submissions .....	9
<b>Chapter 2: Major Reform Areas</b> .....	10
<b>Part A: A flexible, innovative and future-focused legislative framework</b> .....	10
Reform Directions.....	11
<b>Part B: Representative and Democratic Councils</b> .....	12
1. Elections .....	12
Key Issues Raised.....	13
Reform Directions.....	14
<b>Part C: Councils Connected to their Communities</b> .....	18
2. Community Engagement .....	18
Key Issues Raised.....	19
Reform Directions.....	21
<b>Part D: Responsible and Effective Councils</b> .....	23
3. Ethics and Standards .....	24
Key Issues Raised.....	25
Reform Directions.....	26
4. Transparency and Flexibility in Budget Management.....	28
Key Issues Raised.....	29
Reform Directions.....	30
5. Council Decision-making.....	32
Key Issues Raised.....	32
Reform Directions.....	33

Contents

**Part D: Responsible and Effective Councils (continued)** ..... 34

6. Oversight and Interventions ..... 34

    Key Issues Raised ..... 35

    Reform Directions ..... 36

7. Council Performance Reporting ..... 38

    Key Issues Raised ..... 39

    Reform Directions ..... 40

**Part E: Adaptable Councils** ..... 41

8. Collaboration ..... 41

    Key Issues Raised ..... 42

    Reform Directions ..... 42

9. Model By-Laws ..... 43

    Key Issues Raised ..... 43

    Reform Directions ..... 44

**Part F: Strategic Reviews** ..... 45

10. Local Government Board ..... 45

    Key Issues Raised ..... 46

    Reform Directions ..... 46

**Chapter 3: Consideration of other key issues raised** ..... 47

**Chapter 4: Out of Scope Issues** ..... 48

Council’s Role as Planning Authority ..... 48

Amalgamations ..... 49

**Appendix I**

    Review Process ..... 50



The Government recognises that local government has an essential – and increasingly demanding – role in serving and representing local Tasmanian communities. Local government makes important economic, social and environmental decisions that support the lives of all Tasmanians.

The legal framework (the framework) that governs the Tasmanian local government sector needs to reflect and support this and align with what other levels of Government and communities expect from their councils. Tasmania needs a framework that can adapt and change over time to remain contemporary. It also needs to minimise the administrative burden on councils so they can focus on getting on with their job in providing for their communities. Of course, this must be balanced with ensuring the fundamental rights and protections for both the community and councils are enshrined in legislation.

The Government consulted on the principles that should underpin a contemporary legislative framework for local government from late 2018 through to early 2019. The initial consultation received 382 submissions and I have been impressed by the high degree of interest and feedback from the community, the local government sector and other interested stakeholders.

The proposed Reform Directions outlined in this Paper have been informed by research, practices in other Australian jurisdictions, feedback and submissions from Phase I, as well as discussions and advice from the Review Reference Group, who were appointed in February 2019.

I particularly wish to thank the members of the Review Reference Group, who dedicated their time, skills and knowledge to considering the issues raised in Phase I. They provided valuable advice to the Review Steering Committee on reforms to create a stronger, more effective legislative framework to support local government into the future. Similarly, I thank all those Tasmanians who responded to the initial Discussion Paper.

As a Government, we are committed to developing a modern, best-practice legislative framework for local government. As with Phase I, consultation on the proposed Reform Directions will offer opportunities for engagement, through public forums and stakeholder consultation. I encourage all those with an interest to have their say.

**Mark Shelton**

Minister for Local Government

Chapter 1



## Overview



Local government is one of the three tiers of government in Tasmania, together with Federal and State Government. Councils are made up of between seven to 12 members, elected by their communities. There are currently 263 elected members and nearly 4000 employees across Tasmania's 29 councils, who serve just over half a million constituents.



It is now 25 years since the introduction of the *Local Government Act 1993* (the Act), which is the primary component of the current legislative framework governing the local government sector in Tasmania. During this time, Tasmania has evolved economically, socially and technologically. Multiple amendments have been made to the Act in an effort to keep pace with these changes. The framework needs to support councils to be able to meet requirements and community expectations now, and into the future. Making continuous updates to the existing legislation is unsustainable and a more proactive, forward-looking approach is needed.

## Chapter 1



## Overview

The intended outcome of this wholesale Local Government Legislative Review (the Review) is a contemporary, flexible and best-practice legislative framework that will support greater innovation, flexibility and productivity in the sector, to improve the overall efficiency and effectiveness of the services that councils provide to the Tasmanian community. It will enhance accountability and transparency across the sector and increase democratic and community engagement, participation and confidence in local government. In achieving these aims, it will also minimise the red tape and administrative burden on councils, businesses and the broader community.

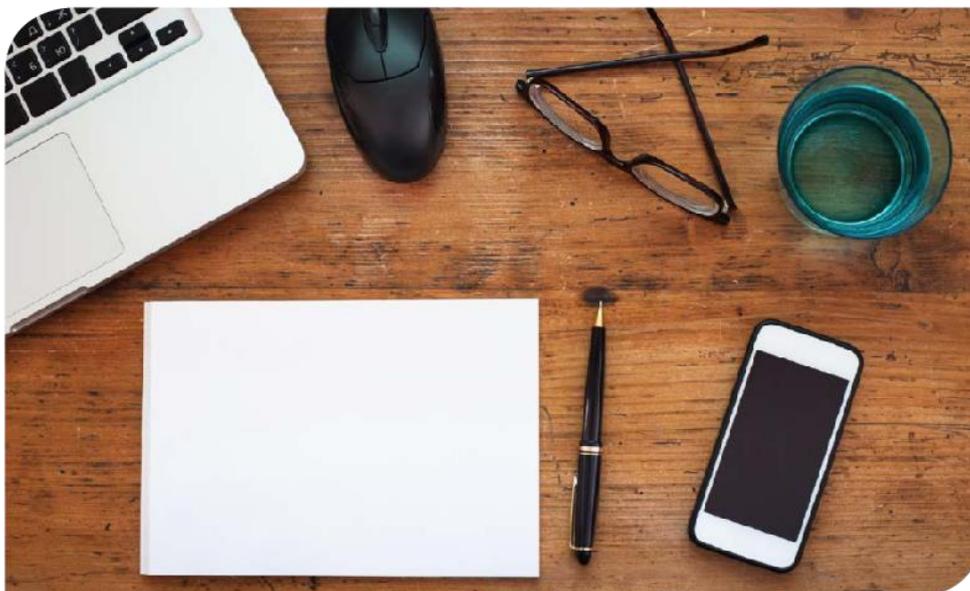
There are fundamental community expectations that all councils must meet, such as maintaining good governance and being transparent and accountable for the decisions they make for their individual communities. The proposed Reform Directions in this Paper seek to embed these fundamental expectations in legislation, create a clear and efficient oversight structure and ensure that the rights and protections of both the community and councils are upheld. The reforms aim to deliver a legislative framework that will:

1. to the greatest extent possible, be practical and outcomes-focused;
2. be flexible and robust to future structural, technological and social change;
3. strike an appropriate balance between ensuring councils have sufficient operational and decision-making autonomy on the one hand, and having in place adequate checks and balances on the other;
4. establish clear accountabilities and provide for efficient and effective risk-based monitoring, compliance and enforcement activities;
5. be guided by best-practice regulatory, governance and legislative approaches and, where relevant and appropriate, lessons and outcomes from reviews of local government legislation in other jurisdictions; and
6. be drafted and presented in a way that is logically structured and easily understood by councils, businesses, and the broader Tasmanian community.

### Purpose of this Paper

This Paper aims to provide an overview of the major policy reforms under consideration by the Government, particularly in response to those issues raised in Phase 1 of the Review (an overview of the Review process is provided at Appendix 1). It seeks feedback on the level of support or otherwise for the proposed reforms which will then be considered by Government in determining its final position.

The Paper does not deal with every potential reform detail, but provides the key policy directions being considered. Additionally, reforms of a very technical nature are not considered in this Paper. These more detailed reforms will be publicly consulted on once they have been finalised through draft Bills in 2020.



## Submissions

Submissions are invited on the proposed Reform Directions discussed in this Paper. You are not required to address all the proposed reforms when making your submission, if you do not wish to do so.

A survey supports this Paper which allows you to rate your support or otherwise for the proposed reforms. You may wish to complete this survey rather than make a submission, although both are welcome.

### **Submissions close on 30 September 2019.**

Submissions can be made either by:

- completing the survey at [www.dpac.tas.gov.au/lgreview](http://www.dpac.tas.gov.au/lgreview) or
- writing to or calling the Review Project team.

Email: [lgreview@dpac.tas.gov.au](mailto:lgreview@dpac.tas.gov.au)

Post: Local Government Legislation Review Project Team  
Local Government Division  
Department of Premier and Cabinet  
GPO Box 123  
HOBART TAS 7001

Please provide your name and contact details with your submission. Submissions will be published on the Local Government Division's website in accordance with the Department of Premier and Cabinet's submission policy. Please advise if you do not wish your submission to be published, or if it is being provided confidentially.

Queries about the use of this Paper and lodgement of submissions can be made by contacting the Local Government Legislation Review Project Team on (03) 6232 7643 or by email at [lgreview@dpac.tas.gov.au](mailto:lgreview@dpac.tas.gov.au)



## Major Reform Areas

### **PART A** A flexible, innovative and future-focused legislative framework

The new legislative framework needs to support councils to meet expectations both now and into the future. It will need to be able to accommodate future structural, technological and social change that might occur. The proposed Reform Directions aim to achieve a flexible, innovative and future-focused Act that will help to improve the overall efficiency and effectiveness of the services that councils provide to the Tasmanian community. This will also improve accountability and transparency of council decisions and performance. To the greatest extent that is possible, a new Act will be practical and outcomes-focused and well understood by councils, businesses, and the broader Tasmanian community.

To support this, a new Act will focus on principles that local government must meet. These will include principles for good governance, community engagement and financial management in delivering for their communities.

By setting principles in legislation, the level of prescriptive processes within legislation can be removed where possible, allowing councils to determine the best way to meet these principles according to the individual circumstances of their community.

For example, prescriptive processes currently require councils to advertise through public notices in daily newspapers. For some councils, public notices may still be the best way to consult with their communities, where for others, methods such as websites or social media may be more effective in reaching the majority of residents. Requiring councils to meet principles and removing the prescription on exactly how this is done will reduce unnecessary processes that create costs for councils and the community, while ensuring councils are still accountable for their decisions and actions.

Some prescription will be retained in the Act where necessary and appropriate, to ensure the rights and protections of both the community and councils. Process-driven provisions that may need to be amended more regularly over time will be set out in Regulations, allowing the legislative framework to move efficiently with societal and technology changes over time. Acknowledging that councils often seek guidance and advice in applying legislation, the legislative structure will be supported by non-legislative guidance material that will provide practical advice.

To ensure processes relating to local government elections are easier to understand and administer, the electoral provisions will be separated out as a stand-alone Act.

There will also be an examination of the provisions across related local government legislation, such as the *Local Government (Building and Miscellaneous Provisions) Act 1993*. To the extent that those provisions intersect and overlap with the current Act, they will be consolidated. This will be managed throughout the technical drafting stages of the Review in Phase 3.

## Reform Directions

The following proposed Reform Directions outline the proposed new local government legislative framework.

Reform	Details
1. Principles-based legislation	<p>To the greatest extent possible, create legislation that sets principles for the governance and operations of local government. These principles are: good governance, community engagement and financial management.</p> <p>Some prescription will be necessary and appropriate in a new Act to protect the rights of both the community and councils. For example, a council's power to sell public land may require a minimum level of prescription to ensure community views are considered.</p> <p>Greater detail on processes to support the Act will generally be set in Regulations. This allows amendments to be made in a timely manner where processes or technology changes over time and legislation must accommodate this.</p> <p>This structure allows for legislation that can be flexible to move with changes over time without the need for constant changes to the Act.</p>
2. Accessible, easy-to-read legislation	<p>A new Act will be structured logically, be easy to read and understand, while still being legally effective.</p>
3. A new Act for electoral provisions	<p>Electoral provisions are typically used every four years or when a by-election is called. Separating out these provisions in a separate Act will make it easier to understand and administer these provisions. It may also help in aligning local government electoral provisions with the <i>State Electoral Act 2004</i> to create greater consistency in election processes in Tasmania.</p>
4. Consolidating related local government legislation	<p>Related local government legislation will be examined, such as the <i>Local Government (Building and Miscellaneous Provisions) Act 1993</i>, to identify where provisions intersect and overlap with the current Act. Duplication will be removed and provisions consolidated, where necessary. This will be managed throughout the technical drafting stages of the Review in Phase 3.</p>



## Major Reform Areas

### **PART B** Representative and Democratic Councils



#### I. Elections

Local government elections are an opportunity for communities to choose people to represent them and are a fundamental part of democracy. Electoral processes and legislation should be as clear, simple and understandable as possible. Elections should be conducted with integrity by an unbiased independent body in whom the community can have confidence. Maximising voter participation in local government elections helps to ensure that elected councils are representative of the local community as a whole.

### Key Issues Raised

The following issues were raised in feedback, consultations and submissions during Phase 1 of the Review, as well as through Reference Group discussions and advice. They reflect issues that respondents would particularly like to see addressed or changed.

Simplify the voting processes including ballot papers and candidate numbers.

Improve candidacy requirements to attract candidates who are serious about standing for council and serving their community. Introduce basic training and require the disclosure of gifts and donations. Introduce measures to ensure a candidate is a fit-and-proper person to carry out the role of councillor.

Review the General Manager's Roll to:

- Limit eligibility to Australian citizens.
- Improve the integrity of the administration of the Roll.
- Move the administration of the General Manager's Roll to the Tasmanian Electoral Commission as an unbiased independent body with specific expertise in maintaining electoral rolls.

Increase voter participation while minimising the informal vote.

Consider introducing compulsory voting. Ensure that councils are truly representative of the local community.

Introduce caretaker provisions that prevent councils making major decisions immediately before an election that bind future councils.

Introduce alternative voting methods that respond to advances in technology and increase voter participation, such as electronic voting.

Entitlement to vote should be based on the principle of 'one vote, one value'.

Clarify the voting process for electing mayors and deputy mayors.

Part B

Reform Directions

The following proposed Reform Directions have been developed after taking into account the key issues raised.

Area	Reform	Details
Eligibility to vote	5. Reform eligibility for the General Manager's Roll	<p>Currently, a person is entitled to vote in a local government election if they are on the State House of Assembly roll, or if they are on what is known as the 'General Manager's Roll'. The General Manager's Roll generally allows persons to vote that are not on the House of Assembly roll but own or occupy a property (residential or business) in the municipality.</p> <p>No changes are proposed with regard to eligibility to vote based on enrolment on the House of Assembly roll. However, the following criteria are proposed to apply to the General Manager's Roll:</p> <p><b>Criteria 1:</b> A person must be an Australian citizen to be eligible to vote in local government elections. This is consistent with the voting rights at a State level and with most other jurisdictions' local government voting rights. Non-citizens would no longer be entitled to vote.</p> <p><b>Criteria 2:</b> Individuals who meet criteria 1 and also own or occupy property in a municipal area where they are not a resident, are eligible for enrolment.</p> <p><b>Criteria 3:</b> A person is eligible for enrolment as the (sole) nominated representative of a corporation operating from a property in the municipal area, ONLY if the representative meets criteria 1 and is not already enrolled under any other entitlement in that municipal area.</p>
	6. Reform the voting franchise to reflect 'one person, one vote' principle in any one municipality	<p>No individual owner, occupier or corporation (or their delegate) will get more than one vote per municipality. Owners of corporations will no longer be entitled to a potential second vote within the same municipal area elections.</p>
Increasing voter participation	7. Simplify the election process for the positions of mayor and deputy mayor	<p>Currently, mayors and deputy mayors must also be concurrently elected as councillors. This requires voters to complete a ballot paper for all councillor candidates and then a second ballot paper for candidates also standing as mayor or deputy mayor, meaning these candidates must be voted for twice, once as councillor and once as mayor/deputy mayor. This process can be confusing and at times, can result in a candidate being elected as mayor or deputy mayor but not as councillor, meaning they are unable to accept the position of mayor or deputy mayor. The confusion can also increase informal voting.</p> <p>Several options have been identified that seek to assist in simplifying the voting process for the mayor, which are outlined below. It is acknowledged that there is no perfect solution to this challenge and therefore retaining the status quo is also an option.</p> <p><b>Mayoral Election</b></p> <p>Mayors have been popularly elected in all councils in Tasmania since 2000. Prior to this, the position of mayor was voted on by council, 'around the table'.</p> <p><b>7A:</b> Retain the status quo as outlined above. If the status quo option is retained, a higher nomination fee would be charged in accordance with proposed Reform Direction 13.</p>

Area	Reform	Details
		<p><b>7B:</b> Popularly elected - voters will popularly elect the mayor at the same time as the council elections are held. A successfully elected mayor will automatically be elected as councillor, removing the requirement to be concurrently elected as councillor. Candidates will be able to stand either for mayor or councillor but not both. Unsuccessful mayoral candidates will not be eligible for election as councillor. This process is in place in Queensland and South Australia.</p> <p><b>7C:</b> Popularly elected - simplify the voting process for the position of mayor by providing that the candidate who is elected first, from the ballot for candidates, would automatically be elected as mayor. This reform retains the concept of a popularly elected mayor, without the necessity of voting twice. The Tasmanian Electoral Commission advises that this form of voting would be simple to administer and would reduce costs as there would only be one ballot.</p> <p><b>7D:</b> Council votes - all candidates stand and are elected as councillors. Mayors are then elected 'around the table' by the council. This is an option in New South Wales, Western Australia, Victoria and for councils in regional Northern Territory.</p> <p><b>Deputy Mayor Election</b> The deputy mayor would be voted on by the council 'around the table'. This would simplify the process for voters and allow the council to choose an appropriate person to support the mayor. This is consistent with deputy mayor processes in every other jurisdiction in Australia.</p>
	8. Make alternative voting methods available	Enabling electronic voting when the technology becomes viable, as well as postal voting. The most appropriate voting method would be chosen by the Minister 12 months prior to the local government elections. This allows flexibility for election methods to adjust to social and technological changes over time, and to choose the most appropriate method as it becomes available. It improves accessibility for all voters, to increase voter participation.
	9. Simplify the voting process to reduce informal voting rates	<p>The voting process will be amended to require a minimum ballot of 1-5 preferences to constitute a formal vote. This would remove the requirement to mark a preference for every available councillor position and/or candidate. This simplifies the process for voters and aligns formal vote requirements with State elections. Advice from the Tasmanian Electoral Commission is that a minimum of 1-5 preferences would not have a material impact on election results, as in most cases later preferences are not required during counting.</p> <p>The level of legislated prescription for ballot papers will be reduced. As with State elections, the Tasmanian Electoral Commission could then determine the best layout of the ballot paper. This will allow necessary changes to occur over time to ensure voting is as clear, simple and accessible as possible for voters.</p>

Part B

Area	Reform	Details
Electoral Integrity	10. Introduce caretaker provisions to reduce major policy and contractual decisions that may bind an incoming council, and avoid the inappropriate use of ratepayer resources during an election	<p>Caretaker provisions are commonplace in other levels of government and local government in other jurisdictions. Caretaker provisions would apply to all councils from the time candidate nominations open. They would limit councils making major policy or contractual decisions during an election period. The operational business of councils must still continue and caretaker provisions would provide for this, including where councils have to meet statutory timeframes and obligations.</p> <p>Caretaker provisions would also limit the use of council resources from being used to promote or support candidates, including sitting councillors. This is consistent with the notion that public funds should not be used to unfairly support one or more candidates over others.</p>
	11. Move administration of the General Manager's Roll from councils to the Tasmanian Electoral Commission	<p>This measure would improve the integrity of the democratic process by removing general managers and council staff from the electoral process. It would also reduce the administrative burden on general managers to maintain the accuracy and integrity of the Roll and achieve greater consistency across Tasmania.</p> <p>There will be resourcing impacts for the Tasmanian Electoral Commission in taking on administration of the Roll from councils. Costs will apply to councils for the transfer of this responsibility but should be cost neutral, or possibly result in a net overall cost reduction (given expected efficiency for the Tasmanian Electoral Commission as a single administering entity, compared with the current 29 separately administered rolls).</p>
Candidate Changes	12. Introduce a pre-nomination training package	<p>A training package must be completed in order to nominate as a candidate. This will help candidates understand the role and responsibilities they will take on should they be successfully elected. These information packages would be completed in a simple online format and will provide information rather than testing a potential candidate's knowledge. This is becoming increasingly common in other jurisdictions for local government candidates.</p>
	13. Introduce a candidate nomination fee	<p>Candidates for the office of councillor would pay a small fee to lodge their nomination, which would be refundable on receiving a percentage of the vote (typically 4%). Candidates standing for the position of mayor would pay a higher nomination fee, depending on the option adopted in Reform Direction 7. This principle is common in other local government jurisdictions and aims to attract serious candidates and reduce nominations by those without real intentions to be elected (having considered fees in other jurisdictions, the likely fee would be around \$100 for councillor nominations and \$250 for mayoral nominations). The Tasmanian Electoral Commission would administer the payment and retain fees not eligible to be refunded as a contribution toward the cost of elections.</p>

Area	Reform	Details
	14. Require the disclosure of gifts and donations by all local government candidates received during the electoral period	All candidates would be required to declare gifts and donations received during the electoral period. This will ensure an equitable platform for all candidates and the transparency and accountability expected by the public (published online). The Tasmanian Electoral Commission would administer the receipt of disclosures given the alignment with existing advertising returns. Tasmania is currently the only State not to require gifts and donations declarations by candidates in local government elections.
	15. Align eligibility requirements to nominate as a candidate with State eligibility requirements	This direction is intended to bring the eligibility requirements into closer alignment with the current requirements for members of the House of Assembly and Legislative Council, as per the requirements of the <i>Electoral Act 2004</i> and the <i>Constitution Act 1934</i> , where appropriate.  Eligibility to nominate as a candidate for the office of councillor will continue to include key existing provisions, including eligibility to vote and the candidate having their place of residence in Tasmania, as well as those applicable from the above legislation.
Modern councillor titles	16. Remove the title of 'Alderman'	Councillor titles would be modernised and made consistent by removing the title of 'Alderman', which is currently available to city councils, as the term is considered archaic and gender-biased. The local government sector supports this change, as voted on at the sector's Annual General Meeting in 2018.  A contemporary Act should align language with community expectations.



## Major Reform Areas

### PART C Councils Connected to their Communities



## 2. Community Engagement

Community engagement is the process by which public authorities provide opportunities for the community to participate in, and influence, government decision-making. Community engagement on major decisions ensures the local community has a voice in determining what their council will do and how it will affect them.

Community engagement and consultation is a rapidly evolving environment and it is clear that community expectations of engagement have changed. Traditional consultation methods that councils must provide under the current legislation are fast becoming less effective as society changes, particularly with new technologies. The community expects that councils will be more accessible and available to engage, mainly via online engagement methods, while still catering to the different communication needs of the community.

Community expectations of engagement are increasing, including the need for far greater community involvement in council decision-making. Evidence shows that, where communities are engaged in the decision-making process, they are more likely to trust and accept council decisions. These decisions are therefore more likely to deliver good public value, as they will better reflect the community's needs and priorities.

### Key Issues Raised

Greater opportunity for community input into major council strategic and financial decisions that affect the community. The community want a say in how the financial resources of council, including rates, are managed to enable services to be delivered.

Reduce unnecessary reporting requirements and overly prescriptive public notification requirements. Remove the specific requirement for public notices to be published in daily newspapers.

A flexible approach to engagement is required as every council and community is different.

More effective methods of capturing community feedback about issues at both a local and regional level.

Councils should engage with the community when considering service trade-offs to meet funding challenges.

Provide more flexible options for councils to communicate with their community, allowing for technological and social changes into the future. Engagement via online methods as well as traditional methods.

Introduce satisfaction surveys from the community on council performance.

## Part C

Meaningful community consultation on the services councils should provide (particularly newer, less traditional services). Services should be based on community needs identified through engagement and consultation.

Elector polls are too costly, resource-intensive and time-consuming for a non-binding outcome.

Greater access to council information on financial matters, planning and development, performance data and decisions that affect the community.

The community should be consulted on and involved in decisions that relate to the revenue raising and expenditure activities of councils.

A stronger focus on engagement, particularly in deciding and communicating the council's priorities and activities is desired. Engagement should inform the strategic plan and what services councils will provide.

Councils should consider opportunities for significant change to involve the community in the consultation process and give feedback on how their input influenced council's decision.

Replace requirements for annual general meetings with alternative engagement methods that are more contemporary and accessible.

### Reform Directions

The following proposed Reform Directions aim to address the issues raised during consultation by introducing a Community Engagement Strategy that provides an overarching framework for how councils consult with the community at all levels. A Community Engagement Strategy would empower the community to have a say on policy proposals and be involved in some decision-making and the future direction of the council. The introduction of a Community Engagement Strategy allows for some prescriptive consultation requirements to be removed from the Act, giving autonomy to councils and the community which reflects the diversity of each municipal area.

Area	Reform	Details
Community Engagement	17. All councils will develop and adopt a community engagement strategy	<p>Councils would engage their communities in developing their Community Engagement Strategy after each election. This Community Engagement Strategy will then inform how council will engage, involve, consult and inform their communities on plans, projects and policies. Acknowledging that every council and municipality will have different needs, this allows the community and council to work together on their engagement plan, including how and when they will engage and what methods they will use. Minimum requirements will be set for developing the Community Engagement Strategy and would include:</p> <ul style="list-style-type: none"> <li>- a genuine intent to engage the community;</li> <li>- a defined reason for consulting;</li> <li>- clearly defined timeframes;</li> <li>- use of plain English; and</li> <li>- clear advice for how the community will be informed of the outcome.</li> </ul> <p>The final strategy should include:</p> <ul style="list-style-type: none"> <li>- what matters the councils will engage the community on;</li> <li>- how it will engage with the community;</li> <li>- how it used the input from the community; and</li> <li>- when the community will be advised of outcomes.</li> </ul> <p>Councils must then follow their Community Engagement Strategy when engaging the community on their Strategic Plan, determining their service delivery priorities and when setting their budget (including rating decisions).</p>

Part C

Area	Reform	Details
Removing prescription and giving councils autonomy and flexibility	18. Removing prescriptive consultation requirements	<p>Broaden the capacity for councils to engage with their communities in accordance with their Community Engagement Strategy, rather than through the current prescriptive consultation methods such as Annual General Meetings, public notices and formal submission processes. Instead, for example, when making financial and rating information available, councils could provide information, across a range of platforms that best suits their community's needs, such as council websites. This would allow them to make decisions at the appropriate time for the information being communicated, rather than through inflexible processes.</p> <p>Some specific consultation requirements will need to be maintained, where necessary, for the protection and rights of the community and councils.</p> <p>Wherever possible, prescriptive requirements to provide reports and information in a specified way, such as by post, will be removed. This will be replaced with a broad transparency principle that information published in the public domain must be accessible and driven by what the community wants to see.</p>
	19. Remove requirements for public meetings and elector polls	<p>The current requirements related to public meetings and elector polls are highly prescriptive and precede technologies such as the internet. There are now many alternative ways in today's society that people can make their views known to their council.</p> <p>Additionally, as the outcome of an elector poll or public meeting is non-binding, it does not compel a council to do anything. Councils, and subsequently ratepayers, incur a large cost for no clear outcome. It is also increasingly difficult for councils to confirm who the electors are in the local area who signed an online petition. It is therefore proposed that the provisions relating to public meetings and elector polls be removed from the Act.</p> <p>In line with the overarching principle of the Community Engagement Strategy, a council will still be able to initiate and hold an elector poll, if circumstances warrant one. If community members want to hold public meetings and submit petitions (and even have polls), it will be a matter for councils to determine the processes for that manner of engagement, in line with the Community Engagement Strategy.</p> <p>In addition, the capacity will be provided for the State to initiate a state-wide referendum on a particular issue, if required.</p>



## Major Reform Areas

### Part D: Responsible and Effective Councils



Local government is created through State legislation which sets out the functions and powers of councils. Therefore, the State has a responsibility to ensure local government operates responsibly and effectively, in accordance with legislation and in line with community expectations. This should be balanced between the State ensuring that councils are exercising their powers within the law, and the fact that councils are a democratically-elected, separate level of government.

### 3. Ethics and Standards

Governance is the processes and culture that guide the activities of an organisation.<sup>1</sup>

Good governance is critical to effective, efficient and well-run local governments that deliver quality services in the best interests of the community. It underpins sound decision-making and ensures proper accountability and transparency.

Good governance allows organisations to manage their affairs with proper oversight and accountability, while maximising value for stakeholders and the community.<sup>2</sup> The current Tasmanian Local Government *Good Governance Guide* sets out characteristics for good governance, based on universally recognised principles developed by the United Nations Development Program.<sup>3</sup> To meet the expectations of the community, a well-governed council should be:

- Accountable
- Transparent
- Law-abiding
- Responsive
- Equitable and Inclusive
- Participatory
- Effective and Efficient
- Consensus Orientated.

Good governance also promotes public trust, encourages council officers and elected members to be confident, and leads to better decisions.

1 Department of Premier and Cabinet, Local Government Division's *Good Governance Guide*

2 <http://www.companydirectors.com.au/~media/resources/director-resource-centre/governance-and-director-issues/guiding-principles-of-good-corporate-governance.ashx?la=en>

3 [https://iog.ca/docs/2003\\_August\\_policybrief15.pdf](https://iog.ca/docs/2003_August_policybrief15.pdf)

### Key Issues Raised

General manager performance reviews can be perceived as political processes when conducted by councillors without a clear and agreed objective process.

Review internal mechanisms that councils have in place for handling complaints related to operational matters/administrative decisions.

Councils face challenges in recruiting general managers and managing their employment contracts and performance reviews. Elected members may not necessarily have expertise in executive recruitment.

Include good governance principles in legislation to highlight their importance, mandate compliance and reinforce community expectations of how councils should be governed.

Current legislative provisions make it difficult for councils to meet to deal with general manager contract and performance management issues without the involvement of the general manager themselves or other staff, which can place them in awkward positions.

Elected members should undertake training on their roles and responsibilities and the legal framework they operate within in serving their community. Training can improve decision-making and standards of behaviour.

The community expects council staff, as publicly funded employees, to uphold minimum standards of behaviour. There is no current framework that governs the behaviour or performance of council employees.

## Reform Directions

The following proposed Reform Directions aim to address the issues raised during consultation by introducing a range of measures to improve the overall governance of councils.

Area	Reform	Details
Good Governance	20. Legislate the eight good governance principles	<p>The principles from the Local Government <i>Good Governance Guide</i> would be legislated and linked to the behaviours in the Code of Conduct.</p> <p>These principles will also inform the high-level functions and powers of a council, in providing municipal services for their local government area.</p>
Financial Governance	21. Set high-level financial management principles that encourage efficiency and value for money in council service delivery	<p>These principles would emphasise that councils make important decisions on the use of community funds, for the betterment of the community. Councils must regularly consider improvements to operational efficiency and assess services for their value to the community, not just their cost. They must also consider the risk they expose ratepayers to, and ensure that their decisions are affordable and fair across different generations of ratepayers.</p> <p>Victoria's Local Government Review has taken this approach. It intends to create a set of high-level financial management principles that focus on transparency, accountability and sound financial management. For example:</p> <ul style="list-style-type: none"> <li>– managing financial risks prudently in light of economic circumstances;</li> <li>– aligning income and expenditure policies with strategic planning documents;</li> <li>– responsible spending and investment; and</li> <li>– ensuring full, accurate and timely disclosure of financial information about the council.<sup>4</sup></li> </ul> <p>Similar principles are proposed for Tasmania and in practice would provide a clear expectation for councils when developing their strategic plans and budgets.</p>
Elected Member Development	22. Establish core capability requirements for elected members	<p>Setting core capability requirements would build capacity for all elected members and have positive impacts on standards of behaviour, sound decision-making and better relationships, as councillors would have a better understanding of the framework their role fits within.</p> <p>Core capability requirements may include:</p> <ul style="list-style-type: none"> <li>• the roles and responsibilities of elected members under the Act and regulations, with specific reference to the Model Code of Conduct and the <i>Good Governance Guide</i>;</li> <li>• ethical decision-making;</li> <li>• financial fundamentals, including understanding of financial statements and budget preparation;</li> <li>• decision-making in reference to the <i>Land Use Planning and Approvals Act 1993</i>; and</li> <li>• meeting procedures.</li> </ul> <p>The option to introduce mandatory training was considered however it is not proposed to mandate councillor training at this point. The Minister will retain the option to issue a Performance Improvement Direction to specific councils or councillors where it is needed. The exception to not implementing mandatory training for councillors, is that mandatory training for councillors in their role as a Planning Authority will be required.</p>

<sup>4</sup> [https://www.localgovernment.vic.gov.au/\\_\\_data/assets/pdf\\_file/0042/397968/Act\\_for\\_the\\_Future\\_-\\_Directions\\_for\\_a\\_new\\_Local\\_Government\\_Act.pdf](https://www.localgovernment.vic.gov.au/__data/assets/pdf_file/0042/397968/Act_for_the_Future_-_Directions_for_a_new_Local_Government_Act.pdf)

Area	Reform	Details
	23. Require councils to publicly report the core capability training that each elected member has completed annually	This will introduce a greater level of transparency of councillors' professional development activities.
Council Staff Accountability	24. Establish principles for all council staff that set minimum standards of behaviour	<p>Setting principles on a minimum standard of behaviour for council employees will bring local government in line with other jurisdictions, other levels of government and community expectations for public officer behaviour.</p> <p>For example, under the <i>Tasmanian State Service Act 2000</i>, an employee must adhere to State Service principles including that:</p> <ul style="list-style-type: none"> <li>the State Service is apolitical, performing its functions in an impartial, ethical and professional manner;</li> <li>the State Service is accountable for its actions and performance to the Government, the Parliament and the community;</li> <li>the State Service is responsive to the Government in providing honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs; and</li> <li>the State Service delivers services fairly and impartially to the community.</li> </ul> <p>These principles inform the Tasmanian State Service Code of Conduct. A breach of the Code can result in real and serious consequences, including termination of employment. In recognition that local government staff operate under individual Enterprise Bargain Agreements, the consequences for a breach of minimum staff standards of behaviour would be a matter for each council to determine.</p>
General Manager Performance	25. Prescribe minimum standards for general manager recruitment, contracts, performance management and termination	<p>This aims to encourage best-practice recruitment practices in line with community expectations and ensure a consistent approach to general manager contracts.</p> <p>The current power to issue a Ministerial Order on the appointment and performance of general managers would remain, allowing the Minister to specify the principles and processes governing the selection of general managers and the monitoring of their performance by the council.</p>
Complaints Management	26. Include principles on complaints management in legislation	<p>A rigorous process must exist for complaints management, balancing the need to address genuine concerns of the community with processes that enable the dismissal of vexatious or frivolous complaints.</p> <p>Best-practice complaints management is independent, unbiased and removes conflict. Where councils are handling complaints about their own internal processes or staff (for example, the general manager), questions arise as to how independent and unbiased the complaints management process actually is. While it is appropriate that councils respond in the first instance to the majority of complaints, stronger provisions would seek to improve the independence of internal reviews of complaints.</p>

#### 4. Transparency and Flexibility in Budget Management

In practice, the determination of expenditure, revenue, and rates is an iterative process in the development of a council's budget, with the final budget passed by a council representing how it balances expenditure needs with the community's capacity to pay. Councils are accountable to their communities for these decisions.

Revenue is essential to councils' financial sustainability and their ability to serve their local communities. Revenue is sourced through grants, general property rates and charges, or specific purpose rates, such as for infrastructure upgrades of a road. Fees and charges for services also contribute to revenue to meet the costs of those services.

Generally, revenue is largely drawn from rates, fees and charges, although smaller councils can be more reliant on grants. Councils can invest in business or commercial activities to derive a source of revenue, which may reduce rates, however, may also expose ratepayers to commercial risks.

Transparency and community engagement in the way council services are delivered and funded is essential to fostering and maintaining community trust and goodwill, and demonstrates that communities are receiving value for money in public spending. The financial sustainability of councils will depend on sound revenue raising and expenditure decisions, and strategic forward planning.

It is recognised that there is no 'one size fits all' approach - revenue raising will vary due to regional differences and the diversity and size of the communities that councils serve.

### Key Issues Raised

The current rating system may not deliver equity and consistency for ratepayers across municipalities in Tasmania.

External oversight of rates increases should be considered to ensure significant rate increases are justified.

Greater consistency in rating methodology. Councils' autonomy to set rating methodology and rate increases should be considered.

As a form of tax, the principles of taxation should be considered when setting and raising rates.

Communities need to be confident that councils are operating with good financial discipline and are financially sustainable.

A more transparent and consistent approach to the setting of fees and charges is required. A lack of consultation with communities was noted on the way fees and charges are raised and spent, and a lack of consistency for similar services and service levels across councils.

Councils need to budget expenditure prudently and be able to provide sound justification for significant rate increases.

Clarify how and why councils operate significant business activities, which are sometimes seen as diverting councils away from providing 'core services'.

### Reform Directions

The following proposed Reform Directions aim to address the issues raised during consultation by setting principles and introducing mechanisms to improve community engagement, transparency and accountability in the revenue raising processes of councils.

Area	Reform	Details
Rating Policies	27. Ensure council rating policies consider taxation principles and align with their budget and financial planning documents	<p>Councils have flexibility in determining how to distribute the rating burden among ratepayers. Rates are a form of general taxation and, therefore, taxation principles are relevant to how councils make their rating decisions. The taxation principles are: efficiency, simplicity, equity, capacity-to-pay, benefit principle, sustainability, cross-border competitiveness and competitive neutrality.</p> <p>Councils should reflect outcomes of consultation with the community on council budget and financial planning when developing rates and charges policies, as per the overarching Community Engagement Strategy. Communities want to understand the revenue councils are raising through rates and where it will be spent. This is closely linked to the councils' budgeting process. This would also apply where councils change their rating policies significantly or move to a different rating model.</p>
	28. Introduce more flexibility for councils to easily transition from one rating approach to another, to manage rating impacts on ratepayers	<p>Councils can use different valuation methods to determine their rates and this would not change. Historically, councils have generally used the Assessed Annual Value (AAV) method to determine their rates. This method is a proxy for rental returns on a property.</p> <p>Work done a few years ago suggests that using Capital Value (CV) would produce a more equitable and efficient rating outcome for the majority of ratepayers. However, very few councils have transitioned to a CV method because of the significant impacts this would have for some ratepayers.</p> <p>This direction would provide councils with greater ability to manage rating changes on ratepayers through transitional arrangements. For example, if a council wishes to transition from the AAV to CV rating basis, the legislation would give councils improved tools to mitigate shocks to individual ratepayers by smoothing the impacts over time.</p>
Transparent and accountable rate setting	29. Establish an independent rates oversight mechanism	<p>This would introduce a role for the Economic Regulator to provide independent expertise on, and oversight of, proposed rates increases that deviate from a council's Long-Term Financial Management Plan and are significantly greater than the Consumer Price Index. The Minister would have the power to refer a council to the Economic Regulator but not to veto the rating policy. The Economic Regulator would provide advice back to a council on proposed rating increases and whether other options to alleviate financial impacts on the community appear available. The Economic Regulator would be required to publish its report</p> <p>This direction would give a council advice independent of council staff for such a significant decision, and provide the community with comfort that any proposed rate increase has been subject to rigorous testing.</p> <p>The cost of any rating increase investigation by the Economic Regulator would be met by the relevant council.</p>

Area	Reform	Details
Transparent and accountable fees and charges	30. Set principles or guidelines for setting fees and charges	<p>In response to issues raised regarding significant differences between councils in the fees and charges applied for similar services, this direction would promote greater consistency in the approach to setting fees and charges, without prescription around the amounts themselves. Fees and charges should be reflective of the cost of the service being delivered. They are not a tax to raise general revenue.</p> <p>The Department of Treasury and Finance has guidelines for State Agencies with regard to setting fees and charges and it is proposed that a similar discipline be introduced for local government.</p>
Budget Management	31. Provide for a more autonomous and less prescriptive budget process	<p>This will allow councils more flexibility to allocate resources as required. Councils should be accountable for outputs and outcomes, with transparency through reporting. Councils clearly set the budget and priorities, however general managers should have the flexibility to move resources around within the overall budget allocation to achieve priorities. This direction would relate to the operational budget, not the capital budget. It would also provide for a formal half-yearly financial report stating actual expenditure against budget.</p>
Significant Business Activities	32. Clarify significant business activities	<p>There is a need to better define 'significant business activities' so that the commercial operations of councils are transparently reported. Councils will be required to publish reports on the operations and performance of significant business activities.</p> <p>Councils may undertake significant business activities for a range of reasons in carrying out their functions. Some support resource sharing arrangements, some are commercial operations and some have elements of both. The Act currently enables councils to undertake these activities under enterprise powers. These powers are not well understood.</p> <p>If significant business activities are competing with the private market, they need to be operating on fair terms. If significant business activities are operating for a profit, they should not enjoy benefits not available to private enterprise, such as tendering exemptions, as is currently the case under the Act.</p>

## 5. Council Decision-making

Transparency is vital for good governance and is a core principle of all representative governments.

Council meetings and meeting papers are a key mechanism to engage and inform communities of council decisions. How councils account for what occurs at a council meeting is crucial to good governance. Councils have an obligation to report, explain and be answerable for the consequences of the decisions they have made on behalf of the community they represent and serve.

Community trust in, and the appropriate management of, conflicts of interest is a key element to ensuring public confidence in council decision-making. Councillors must be accountable for their decisions and make judgments about their ability to participate in any discussion or vote on a matter being considered by the council.

### Key Issues Raised



Greater transparency in council meetings and minutes is needed. Open and transparent access to council decision-making processes, through video or audio recorded meetings, would build community trust.

The reasons for closing some or all of the council meeting are not always clear or transparent. This creates suspicion within the community and raises questions about the legitimacy of closing the meeting.

Conflicts of interest need to be better managed. Clarify the requirements for the disclosure of interests by councillors to increase transparency and accountability in decision-making. With Tasmania's small population, non-pecuniary conflicts of interest, perceived or actual, can regularly occur within local government.

Matters heard in the closed portion of a council meeting should be limited to where absolutely necessary.

A review and accountability mechanism is needed to ensure councils are accountable for how they exercise their statutory authority powers.

Technology increases accessibility by the community to the functions of council.

## Reform Directions

The following proposed Reform Directions aim to address the issues raised during consultation by setting requirements in legislation that clarify the transparency requirements for councils and individual councillors in their decision-making processes.

Area	Reform	Details
Council Meetings	33. Require electronic recording of council meetings to be made publicly available	<p>This requirement is increasing in other jurisdictions across Australia, where councils are capturing recordings using a range of electronic devices.</p> <p>Council decisions are supported by agenda papers and the minutes of meetings. However, council minutes are often brief and record little more than the motion and voting decision. Unless a member of the community is present at the meeting, there is little public record of any debate that occurred.</p> <p>The current Act allows for audio recording and a number of councils make audio recordings available on their websites. A small number of councils also video record and live stream.</p> <p>Making electronic recording, and its publication, mandatory would improve public confidence in the integrity, transparency and accountability of council decision-making. It would increase the community's access to, and connection with, the council and could improve councillor conduct generally.</p> <p>Councils have raised the issue of not having legal immunity protections for statements they may make, which are available to State and Federal Parliament, such as Parliamentary Privilege. As council meetings are currently available to the public, recording these sessions does not change the status quo on protections. Councils can hold closed meetings where necessary, which is not available to Parliamentary debate. No other jurisdiction has offered councillors immunity protections in this context. Recognising, however, the concern of some councils, live streaming would not be mandated.</p>
Conflict of Interest Framework	34. Simplify what is a conflict of interest	<p>This will capture both what are currently termed 'pecuniary' and 'non-pecuniary' interests and remove overlap and confusion in declaring conflicts of interest at council meetings.</p> <p>Legislative provisions will be supported by clear, easy-to-read and understand guidelines to assist councillors in determining when it is appropriate to declare a conflict of interest and what further action to take, if any.</p>
Managing Conflicts in the Exercise of Statutory Functions	35. Enhance the integrity of council decisions made when exercising statutory powers	<p>This will require councils to manage perceived conflicts of interest by councils in exercising their statutory powers. For example, when a council is submitting and assessing its own development applications under the <i>Land Use Planning and Approvals Act 1993</i>, the assessment should be allocated to another council or private planner for assessment to reduce its conflict of interest. This would place the onus on councils to proactively remove themselves from any perceived conflict of interest. A number of councils already engage such practices in the interests of good governance.</p> <p>It is recognised that under the current planning legal framework, a council still needs to make the decision on its own Development Application, even if the assessment has been referred to an independent planner. There is some support to address this issue.</p>

## 6. Oversight and Interventions

Autonomy in council decision-making needs to be balanced with oversight and intervention powers to ensure accountability and stability. The broad rationale for regulation is to create an environment that encourages positive outcomes for communities and stakeholders. It is a mechanism for transparency and accountability and, when councils are performing well, can build trust and confidence between communities and their councils, between elected members and between council administrators and elected members.<sup>5</sup>

Councils generally self-regulate effectively through the use of good governance structures, however self-regulation needs to be balanced with external intervention powers when required. Significant dysfunction in a few councils in Tasmania in recent years has caused significant impacts for ratepayers and communities.

The proposed oversight model takes a risk-based approach, seeking first to ensure transparency in council performance and, where necessary, detect, respond to and manage poor performance.

Mechanisms, such as early intervention powers, should exist to effectively and swiftly manage non-compliance and breaches of the Act as they arise, without penalising high performing councils with additional red tape.

<sup>5</sup> Victorian Ombudsman submission to the Victorian Government's Review of the Local Government Act 1989.

### Key Issues Raised

Assistance should be provided to councils to build capability and capacity where issues have been identified.

Clarify the roles and responsibilities of the various oversight and investigatory bodies in Tasmania that deal with local government complaints. The current overlap in the roles of the Local Government Division, the Integrity Commission and the Code of Conduct Panel creates confusion and difficulty for both complainants and the bodies themselves in managing complaints effectively and efficiently.

There should be stricter penalties for breaches of the Act.

The consequences of poor management should be serious and dealt with swiftly to prevent ongoing issues that are ultimately paid for by the community.

Compliance measures need to be in place to detect and address breaches.

Introduce early intervention options that can be actioned quickly to respond to non-compliance and serious issues within a council.

The Minister should have power to dismiss a council that is not performing or where there is serious dysfunction.

Intervention powers should balance council autonomy with responsive, rigorous intervention measures.

Streamline the structure for managing local government complaints and investigations to remove overlap, provide clarity and increase efficiency.

Part D

Reform Directions

The following proposed reform directions aim to achieve an oversight and intervention framework, in response to issues raised.

Area	Reform	Details
Independent Oversight	36. Strengthen the information gathering powers of the Director of Local Government	The Director of Local Government already has the power to require information from councils and this would not change. What is currently not clear is the scope of the advice councils' audit panels are providing to councils, including what risks and mitigation actions are being identified and recommended. Similarly, it is not clear how well councils are responding to their audit panels' advice. Consequently, it is proposed that audit panels would be required to provide their reports to the Director of Local Government, upon the Director's request.
	37. Create a power for the Director of Local Government to require an undertaking from a council as a measure to address compliance issues	Under the current Act, instances of non-compliance with the Act can occur but with little consequence. For example, the Act may set out requirements to be followed, but there is no express penalty for not doing so. Many of these do not warrant an offence, but there is a gap with regard to powers to remedy non-compliance.  This direction would provide the power to the Director to require an undertaking to be given by a council, councillor or general manager to either correct an act of non-compliance, or to ensure there is no recurrence. The failure to observe an undertaking could result in further action, depending on the gravity of the non-compliance.  An undertaking could also be used to require councils to address the Auditor-General's recommendations arising from its financial audits, particularly where responses to high risk area recommendations appear not to be acted upon in a timely manner.
	38. Establish a Monitor/Advisor role	There are circumstances where early intervention can assist a council before issues result in more serious outcomes. This direction would provide a power for a Monitor to enter a council to review its operations, request information from the council administration (and the Audit Panel), provide guidance to elected members and senior staff, and make recommendations to the council.  A council would be able to decide to engage a Monitor, but the Director of Local Government would also have the power to require one if the circumstances clearly require a 'circuit breaker'. A council would pay the cost of a Monitor (where one has been required by the Director, costs would be determined in consultation with the council).

Area	Reform	Details
	39. Establish the power to appoint a Financial Controller	<p>This direction would allow for a Financial Controller to be appointed to a council to manage serious, demonstrated financial challenges, without putting the council into administration. Similar powers exist in New South Wales. The equivalent position to the Director in New South Wales has the power to appoint a Financial Controller to councils in that state, and it is proposed the Director would have similar power in Tasmania. The cost of a Financial Controller would be borne by the council. While it is acknowledged this would be an additional cost, the benefit to ratepayers would be expected to be significantly greater through correcting the council's financial sustainability.</p>
	40. Continue to conduct formal investigations by the Director of Local Government	<p>The Director of Local Government would continue to have the power to investigate breaches of legislation. However, the outcomes of an investigation would be strengthened such that the Director can make a finding and provide recommendations to the Minister that the council or an individual councillor be suspended or dismissed.</p> <p>Natural justice and procedural fairness principles must apply to any investigation.</p> <p>To support the Director's investigatory powers, the Director would be able to appoint appropriately skilled and qualified persons to support them. Depending on the circumstances, this could include persons external to the Director's staff, such as persons with significant legal experience.</p>
Ministerial Intervention	41. Provide for the Minister to dismiss a council or individual councillor	<p>While the Director of Local Government will have significant powers to intervene when serious governance challenges arise, ultimately any action that results in the suspension or dismissal of a council or councillor must be taken by the Minister for Local Government.</p> <p>The Minister already has the power to impose a Performance Improvement Direction on a council or councillor (on a recommendation from the Director), and this will be retained. Suspension is a possible sanction for failure to adhere to a Performance Improvement Direction.</p> <p>In addition, the Minister could dismiss a council or councillor on recommendation of the Director. Alternatively, the Minister can establish a Board of Inquiry, and in response to findings, recommend the Governor dismiss a council or councillor, as is currently available.</p>

Part D

Area	Reform	Details
Maladministration	42. Create offences for mismanagement and to address poor governance (maladministration)	<p>This would create a maladministration offence provision that relates to the council as an entity, individual councillors and the general manager, for systemic failures or a major consequence resulting from a single act of impropriety, incompetence or neglect. This is another measure to address the current gap with regard to there being no sanction available for non-compliance with the Act.</p> <p>The responsibility to ensure operational good governance within a council rests with the general manager, as the person responsible for implementing the decisions of the council and the day-to-day operations of the council. A maladministration offence should apply solely to the general manager, rather than other senior executive staff. Council staff come under the employment of the general manager and are therefore the responsibility of the general manager.</p> <p>It is recognised that while the council itself is responsible for the management and performance of the general manager, there is a need to legislate consequences where there is a repeated issue in failing to discharge their duties or the conduct is so grave that it warrants intervention. If early intervention measures are introduced, this would provide many opportunities to improve governance before this measure was necessary.</p> <p>South Australia has an offence for 'maladministration', which relates to a public officer or entity failing to meet reasonable standards of performance in discharging their duties, including conduct resulting from incompetence or negligence. This relates to serious systematic failures, not isolated mistakes or errors. The South Australian Ombudsman can investigate any public officer or entity for this conduct. Where councils have been incompetently managed, resulting in maladministration, an administrator can be appointed to manage the council. The South Australian <i>Independent Commissioner Against Corruption Act 2012</i><sup>6</sup> defines maladministration in public administration as including conduct that results in the unauthorised use of public money or the substantial mismanagement of public resources; substantial mismanagement in the performance of official functions; and conduct resulting from impropriety, incompetence or negligence.</p>
Complaints Management	43. Simplify the complaints framework	<p>There is currently overlap between the oversight and regulatory roles of various bodies, which makes it difficult for people to know who to make their complaint to. This direction would provide clarity for complainants, increase efficiency and ensure prompt intervention in serious issues.</p> <p>The main focus of this direction will be to remove the overlap in the complaint process between the current Director of Local Government and the Integrity Commission.</p>

## 7. Council Performance Reporting

Performance reporting is another element of accountability. When monitored, measured and publicly reported, it has the capacity to enhance transparency and to drive improvement by, and within, councils. Performance monitoring and reporting increases awareness and accountability on public spending and decision-making and encourages performance improvements. It is a means by which the public can hold the council accountable against its own strategic plans and performance, including financial performance.

<sup>6</sup> <https://www.legislation.sa.gov.au/LZ/C/A/INDEPENDENT%20COMMISSIONER%20AGAINST%20CORRUPTION%20ACT%202012/CURRENT/2012.52.AUTH.PDF>

Performance data can help inform councils in their planning decisions and service delivery. Useful data that is collected and presented in meaningful ways can allow comparisons between year-to-year performances of individual councils, as well as comparisons between councils. Consistently reported performance data, across councils and performance areas, is beneficial to both councils and the community. One example is Victoria's 'Know Your Council' online council performance information portal, which provides for easy comparison of council performance against key performance indicators.

**Key Issues Raised**

Financial and strategic planning documents are difficult to understand, do not provide clarity on service delivery and offer little value to the community. This information should be more meaningful, easier to understand and readily available (for example, published on council websites).

Greater transparency in budgets and financial information is required through financial reporting.

Increase transparency in council activities by requiring standardised performance reporting that focuses on the outcomes councils have delivered.

The strategic planning process should include a review of the current services a council is delivering, assessing the value of the services as well as the cost to ensure financial efficiency.

Access to meaningful and clear information on the services councils deliver.

Councils need to be accountable to the community for progress against their long-term plans.

Greater controls are required on council performance and accountability.

Access to consistent, reliable and user-friendly reporting that can be compared across councils. Data should be publicly available to enable benchmarking and continuous improvement.

An online reporting platform for local government performance assessed against key performance indicators, rather than simply through traditional annual reports.

### Reform Directions

The following proposed Reform Directions aim to address the issues raised during consultation by introducing publicly available reporting measures that strengthen local government accountability and performance.

Area	Reform	Details
Performance Reporting Framework	44. Introduce a local government performance reporting framework	<p>There is already significant information and reporting on and by councils, but it is sometimes difficult to access and is not well consolidated. This direction would more clearly set a performance reporting framework that seeks to consolidate and make better use of existing data and information. It should reduce the reporting burden for councils, while improving public access to information.</p> <p>The reporting framework would also use existing key performance indicators as a basis for reporting, but have capacity to have additional key performance indicators over time where it is agreed the data required can be captured, and provides meaningful value to councils and the community.</p>
	45. Require councils to publish a compliance statement in the Annual Report	<p>Councils have a range of statutory obligations to meet but there is no clear reporting in all instances that they have met these obligations. This direction would require a general manager to sign-off and account for the council's compliance obligations under the Act and some associated legislation, and report to the community a formal attestation that council's compliance obligations have been met. By requiring such an attestation, it will drive a culture in councils of checking that they have indeed met their statutory obligations.</p>
	46. Remove prescription around Annual Report	<p>A council's Annual Report will still remain a key reporting mechanism, consistent with the requirements for other public entities. However, some of the current provisions for what is required to be reported are outdated. Future requirements for Annual Reports will reflect the directions, particularly what a council determines through its Community Engagement Strategy.</p>



## Major Reform Areas

### Part E: Adaptable Councils



#### 8. Collaboration

As the closest level of government to the community, councils are in a unique position to identify community needs and make sure that those needs are met in the most appropriate and sustainable way. Communities value their councils for their capacity to adopt different approaches and solutions to meet the community's needs and priorities.

Contemporary councils need to be adaptable to change, including the capacity to collaborate with other councils, to deliver high quality and value-for-money services for their communities. Flexible approaches to collaboration are required to make it easier and more cost effective for councils to deliver outcomes for their communities, without stepping through unnecessary and time-consuming processes.

Part E

Key Issues Raised

It can be difficult for smaller councils to fund the same level of administrative support services that are available to larger councils, which may impact the service delivery and administrative costs on that municipality.

Increased use of shared service arrangements to improve service delivery and lower administrative costs.

Consideration of scale and scope of services and compliance standards, and councils' capacity to deliver.

Councils should place a greater focus on local needs and issues to deliver services that directly benefit local communities.

Reform Directions

The following proposed Reform Directions aim to address the issues raised during consultation by creating mechanisms that foster collaboration between councils.

Area	Reform	Details
Collaboration across councils	47. Introduce provisions that support efficient and high-quality council operations and collaborative shared service opportunities	Councils are already engaging in various formal and informal collaborative service delivery models. The legislation should provide the flexibility for councils to collaborate and work across council boundaries to deliver outcomes for their communities, recognising that different communities want different things. This direction would seek to remove any legal and administrative barriers to collaboration across councils, such as concerns regarding the extent delegations can be given and exercised.  Legislation would also provide the power for two or more councils to be serviced by one administrative organisation. Such flexibility is likely to be necessary for the sustainability of small councils. In particular, Latrobe and Kentish Councils have in practice adopted this model, and it is important that the legal framework allows such innovations to occur.
	48. Introduce the option to create Regional Councils	A 'Regional Council' would be able to be established to incorporate a number of individual 'local councils'. A Regional Council could be established through a Local Government Board review (the current mechanism for structural change), or as a result of the voluntary decision of a minimum of two councils to collaborate in such a manner. A Regional Council would be supported by a general manager and staff, with the individual local councils being serviced by one administrative organisation. The Regional Council would be responsible for region-wide planning and service delivery. Local councils would retain some local decisions and be the primary advocates for their communities to inform decisions made by the Regional Council. The Mayors of the local councils would be members of the Regional Council, with additional members to be determined by the respective local councils.  A Regional Council would represent the strongest collaboration model that does not involve amalgamation.

## 9. Model By-Laws

Councils have a range of important responsibilities in regulating social, economic and environmental activities within their local communities. Councils do this in their own right (for example, when making by-laws) or as a statutory authority empowered by State legislation.

Councils have the power to make by-laws, a form of subordinate legislation, to regulate local activities such as public parks and the environment, on-street parking, waste management and street dining. To make a by-law, a council must determine whether it is in the public interest to do so, which includes a public consultation process. Councils must release a Regulatory Impact Statement (RIS) for public consultation before making a by-law. A Regulatory Impact Statement states the nature and intent of the by-law but primarily looks at how the regulation would impact on competition and business, and its costs and benefits.

### Key Issues Raised

Councils do not always sufficiently engage with relevant State Government agencies when making by-laws, which can lead to overlap and duplication. While State legislation will always override by-laws, duplication or overlap can create unnecessary confusion and frustration for the community.

The inconsistency in by-laws that are made to regulate the same issue, results in rules that can be slightly different in each municipality.

Some councils manage similar issues without by-laws, raising questions as to whether additional regulation is necessary.

Streamline by-law powers. Greater consistency across all councils on common by-laws would positively impact community awareness and compliance.

Disparity on common issues creates confusion, particularly for people operating businesses or living and working across multiple municipalities.

Part E

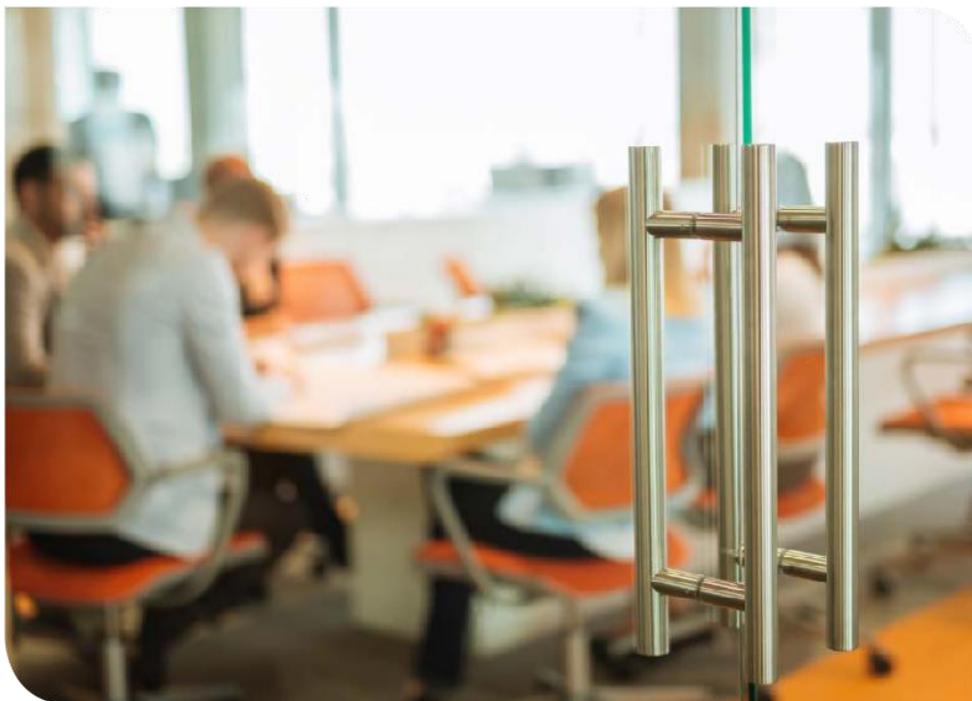
**Reform Directions**

The following proposed Reform Direction aims to address the issues raised during consultation by establishing model by-laws on the common issues that councils regulate.

Area	Reform	Details
Consistent By-laws	49. Create model by-laws for common issues, with streamlined administrative processes	<p>A model by-law would be subject to a rigorous assessment process and once approved, any council could adopt the model by-law without the need to go through the assessment process again. Councils would simply need to consult with the community on any municipality-specific issues before adopting the final by-law. For example, there could be a model public places by-law with common features, but a council would need to consult on where the by-law would be applied in its municipality.</p> <p>This would significantly reduce the administrative process councils must go through in developing by-laws and create greater State-wide consistency.</p> <p>Councils would retain the power to create their own bespoke by-laws if they so desire, but would need to go through the full Regulatory Impact Statement process, and be able to adequately justify the need for creating such a by-law.</p> <p>Consideration will also be given to aligning by-law processes with those that apply to State legislation.</p>



## Strategic Reviews



### 10. Local Government Board

Currently, the Minister may convene the Local Government Board (the Board) to undertake an independent review of structural issues, including but not limited to: municipal boundaries, councillor numbers, the combining of two or more municipal areas, and any other matter the Minister may request.

It is proposed to retain the Board and introduce flexibility into the review process by removing prescription around nominations for membership of the Board and streamlining administrative processes to improve efficiency. The membership would be determined by the Minister, however must still include a member with significant local government expertise.

The current power that the Board holds to review the operation of a council would be removed, as this duplicates responsibility with the Director of Local Government's role. This will make it clear that the Board's focus is on strategic matters. The Minister would retain the power to convene the Board to undertake any strategic review at any time.

Part F

Key Issues Raised

The current make-up of the Local Government Board is heavily prescribed.

Some of the current functions of the Local Government Board duplicate functions of the Director of Local Government and can confuse the lines of responsibility.

The Local Government Board is responsible for undertaking structural reviews of the sector and making recommendations to the Minister for change. The tools and options available for structural change are currently limited.

Some of the administrative processes for the Local Government Board can be time-consuming and unnecessary.

Reform Directions

The following proposed Reform Directions aim to address the issues raised during consultation by shifting the focus of the Board to the review of strategic issues and streamlining processes for efficiency. The Board would remain an independent body, appointed by and reporting to the Minister directly.

Area	Reform	Details
Local Government Board	50. Strategic reviews of councils	<p>The Local Government Board will be retained, to be established and directed by the Minister to undertake strategic reviews of local government. The Local Government Board must contain a member with local government expertise but otherwise will be at the discretion of the Minister, allowing for appropriate persons with relevant skills and expertise to be appointed depending on the subject of the review.</p> <p>The Local Government Board must, at a minimum, undertake</p> <ul style="list-style-type: none"> <li>• a review of councillor numbers and allowances every eight years, or two election cycles; and</li> <li>• a review of the 'State of the Sector' every five years.</li> </ul> <p>The Local Government Board would no longer be able to review the operation of a council as its focus would be on local government sector strategic issues. Operational reviews would be carried out by the Director of Local Government as appropriate under the oversight and intervention framework.</p>
	51. Voluntary amalgamation	<p>A voluntary amalgamation will be able to occur, without the need for a Local Government Board review, if it is requested by two or more councils. If councils have undertaken a significant body of work to develop a business case on their own initiative to explore amalgamation options, they should be able to proceed without an additional report from the Local Government Board, which is time and resource intensive.</p>

## Consideration of other key issues raised

Many issues were raised during consultation for consideration in developing potential reforms. These issues were reviewed and considered, and responses informed by research and advice. Following this process, it was determined that some issues would not be put forward as potential reforms. These areas and the rationale for why they have not been included is provided below.

Mandatory Councillor Training	<p>The option to introduce mandatory training was considered, however it is not proposed to mandate councillor training at this point. Mandatory training is not supported by the local government sector. However, the directions include proposed mandatory candidate training and the requirement for councillors to report professional development against set core competencies. The Minister will also retain the option to issue a Performance Improvement Direction to specific councils or councillors where it is needed.</p> <p>The exception to not implementing mandatory training for councillors, is that mandatory training for councillors in their role as a Planning Authority will be required.</p>
Maximum Councillor terms	<p>Limiting councillor terms was considered undemocratic and inconsistent with other levels of government and local government in other jurisdictions. The councillor turnover rate at the 2018 elections was around 40 per cent, indicating at a broad level that a reasonable balance between councillor renewal and stability is being achieved, without the need to set maximum terms.</p>
General Manager Performance and Contracts	<p>Requiring an independent provider to aid councils in the recruitment, performance management and contract management for general managers was considered. It was determined that there were alternative methods to achieve greater consistency, remove conflicts of interest, and have these processes professionally and objectively managed, without mandatorily imposing on councils the cost of an independent provider on a regular basis. Many councils voluntarily use the services of independent providers to manage general manager recruitment, performance management and contract management, but the cost for a number of smaller councils is often significant to regularly use these services.</p> <p>The Minister will retain the power to specify the principle and processes governing the selection of general managers and the monitoring of their performance by the council.</p>
Electronic attendance at council meetings	<p>It was considered and determined that the status quo would remain. In-person attendance is required at other levels of government when making publicly open decisions (in parliaments) and there is no compelling argument to support it in local government. Leaves of absence are available for councillors who cannot attend meetings.</p>
Compulsory Voting	<p>While there was a good level of support for compulsory voting, it was not enough to demonstrate that the majority of the community support this approach. Tasmania's local government elections already attract a high voter turn-out compared with other jurisdictions, and therefore the potential marginal increase in votes that compulsory voting may achieve is not considered enough justify the increase in the cost burden placed on the community.</p>
Clarity between role of the general manager and the council, especially the mayor	<p>A significant amount of work was undertaken on this issue during the Targeted Review of the Act and amendments were made in 2017. The Act is very specific about the functions of mayors, deputy mayors, councillors and general managers. The Act provides for the Minister to clarify the functions of mayor by order, as the Minister considers appropriate. In addition, the Minister, by order, may clarify the functions of general managers by specifying matters, or classes of matters, that are operational or administrative in nature and so are to be performed by general managers. These orders would apply to all councils.</p> <p>Effective working relationships require professionals to work collaboratively together, and this is the principle that should guide the working relationship between the general manager and the elected members. No further changes are proposed given this context.</p>

## Out of Scope Issues

The following issues received significant comment during Phase I of the Review, even though they were out of scope.

### Council's Role as Planning Authority

Consultation highlighted the inherent conflict in a council's role when acting as a statutory planning authority with a councillor's role in representing their communities. As councillors, elected members represent the community's views on issues and in council decision-making. When sitting as a planning authority, councillors cannot represent community views as they must make decisions strictly in accordance with the planning scheme. The planning authority can only consider community views (via representations) that relate to particular elements of the planning scheme. Where a council exceeds this scope of authority and determines an application on the basis of community feedback or sentiment rather than planning considerations, the decision is usually overturned when appealed to the Resource Management and Planning Appeal Tribunal, which can be costly to the council and ultimately the community.

Some councillors also raised concerns that the limitations on their ability to consider the community's views when making planning decisions was not well understood, making it difficult for them to manage community expectations.

This inherent conflict has arisen in other jurisdictions, resulting in a number of different models to assess planning applications.

There remains strong support for the planning scheme, strategic land use planning and policy development to remain with councils. It is the council's role in making planning decisions on development applications that has arisen as an issue during this Review, where there is some sentiment that this function could be removed from councils.

Further issues that have been raised include:

- A council's capacity to make objective decisions as the planning authority when considering applications where the council is also the developer. Some councils recognise this inherent conflict and attempt to manage it through contracting out these applications for assessment to an outside planning consultant (sometimes in another council). While direction 34 seeks to deal with this, some of the consultation feedback argued that an independent planning authority or arbiter is needed for such cases.
- The potential lack of quorum that can occur if several councillors declare a conflict of interest when a planning matter is being considered and step out of the meeting. This can have implications on the ability of council to meet its statutory timeframes, under the *Land Use Planning and Approvals Act 1993*, to assess and determine a planning application.
- Significant regional developments that can result in cross-council implications, but only one council makes the decision.

### Response

The role of councils sitting as a Planning Authority is administered under separate legislation – the *Land Use Planning and Approvals Act 1993*. The matters raised during the initial consultation phase of this Review need to be considered within the broader context of the planning framework.

The Minister for Planning will consider the matters raised.

### Amalgamations

A number of submissions and stakeholders advocated for fewer councils in Tasmania. The Government's position is no forced amalgamations. Structural reforms, particularly amalgamations, were specifically out of scope for this Review.

### Response

Structural reforms outside of forced amalgamations have been considered, and the directions set out new ways that councils can work together to achieve significant benefits for communities across current council boundaries.

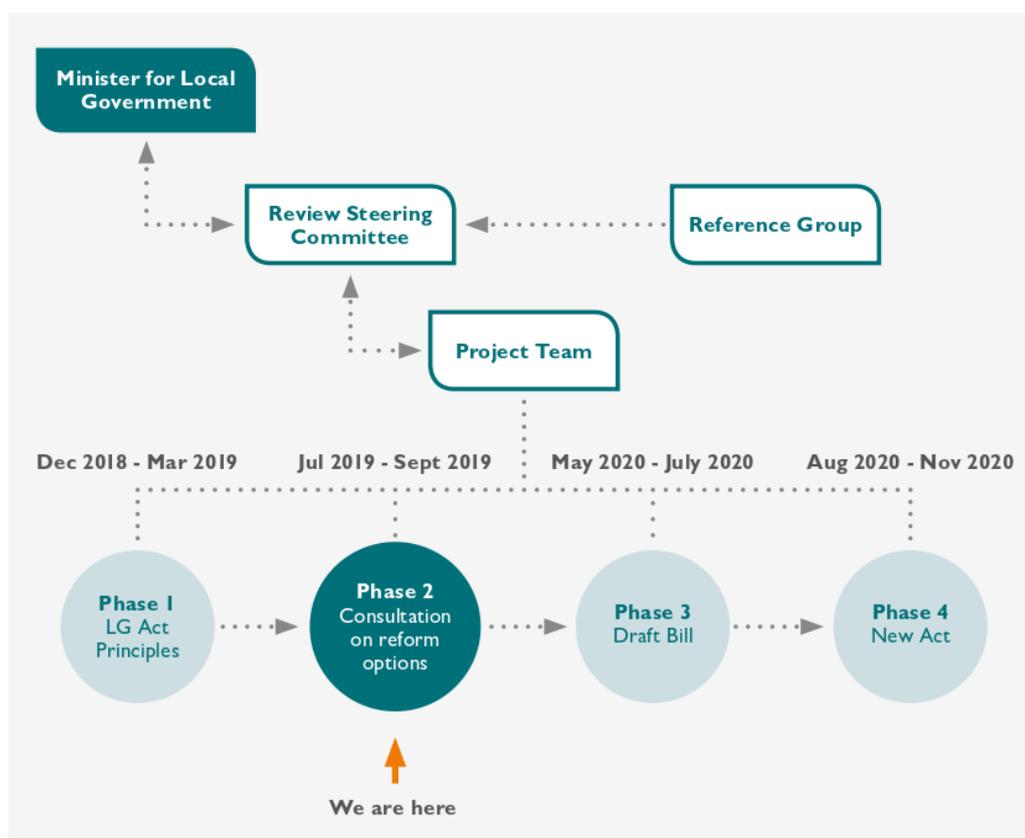
## Review Process

This Reform Directions Paper is the second consultation phase in the Review which commenced in December 2018 with a Discussion Paper on the principles that should underpin a local government legislative framework.

The Discussion Paper was open to the public for submissions between 7 December 2018 and 1 March 2019 and received 382 submissions from the public, the local government sector and other interested stakeholders. Submissions can be viewed on the Review webpage at: [www.dpac.tas.gov.au/lgreview](http://www.dpac.tas.gov.au/lgreview)

The proposed Reform Directions seek to address issues raised during Phase I and have been informed by feedback, submissions, research and practice in other jurisdictions.

Submissions and feedback received on the Reform Directions proposed will be provided to Government in late 2019 and will inform the legislative drafting process. The Government will consult further on the resulting draft legislation in 2020.







Email: [LGRReview@dpac.tas.gov.au](mailto:LGRReview@dpac.tas.gov.au)

Post: Local Government Legislation Review Project Team  
Local Government Division  
Department of Premier and Cabinet  
GPO Box 123  
HOBART TAS 7001

## **1. SCOPE**

This Policy applies to all applications received by Council for Council assistance with the erection, repair or replacement of boundary fencing between all Council properties and private land including public reserves but excluding riparian and road reserves.

## **2. PURPOSE**

This Policy sets out the conditions under which Council will make a financial contribution toward the erection, repair or replacement of boundary fencing between Council properties and private land and ensures that all applications for such assistance are dealt with in a fair and consistent manner and at a known cost to Council.

## **3. POLICY STATEMENT**

3.1 Council will contribute financially to the cost of erection, repair or replacement of boundary fencing between Council properties, other than riparian reserves and road reserves, subject to the following conditions:

3.1.1 where private land requires such fencing to protect the privacy and security of the private land; and/or

3.1.2 to define the property's limits to prevent encroachment onto Council property.

3.2 The contribution will be 50% of the cost of materials plus 50% of the cost or value of the labour component of a "standard" fence.

3.3 The contribution will only be payable where Council's written agreement is obtained before construction or repair works begin.

3.4 The following conditions form part of this Policy:

3.4.1 Applications:

Applications for a Council contribution must be made in writing and detail fully the type of fence proposed and be accompanied by quotations for the materials and labour costs involved. Where a landowner proposes to supply labour, the estimated value of this labour must be included.

3.4.2 "Standard" Fence:

3.4.2.1 Where a Council property adjoins residential property, a "standard" fence will be of solid face construction, consistent with other fences in the immediate area, utilise sturdy durable materials and be erected in a tradesman-like manner;

3.4.2.2 Where a Council property adjoins commercial or industrial property, a "standard" fence will be of wire mesh, chain link or solid face construction, utilise sturdy durable materials and be erected in a tradesman-like manner; and

3.4.2.3 Where a Council property adjoins rural or undeveloped land, a "standard" fence will be of five-wire and timber post construction,

**Enclosure 1 Council Properties - Boundary Fence Policy**

---

utilise sturdy durable materials and be erected in a tradesman-like manner.

- 3.4.3 Where a landowner proposes a fence which, in Council's opinion, exceeds a "standard" fence, the contribution payable will be limited to no more than would have been payable by Council for a "standard" fence.
- 3.4.4 A contribution will not be payable in respect of retaining walls or any structure intended by a landowner to extend the usefulness or enjoyment of private land.
- 3.4.5 Project Responsibility:
- 3.4.5.1 Council reserves the right to assume responsibility for erection of any fence which is the subject of an application for a contribution under this Policy. Where it does so, written agreement from the adjoining landowner will be required before construction can commence; and
- 3.4.5.2 Where it is agreed, an adjoining landowner will assume responsibility for erection of a fence, Council's contribution will be payable on completion of construction of the fence to the satisfaction of Council's Director Infrastructure and Development Services.

**4. LEGISLATIVE REQUIREMENTS**

*Local Government Act 1993*

*Boundary Fences Act 1908*

**5. RELATED PROCEDURES/GUIDELINES**

Nil



---

**MINUTES  
AUDIT PANEL MEETING  
27 AUGUST 2019**

---

**Confirmed for Release by Chair on 4 September 2019**

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

---



---

**TABLE OF CONTENTS**

1.0	ATTENDANCE AND APOLOGIES .....	3
1.1	MEMBERS.....	3
1.2	STAFF .....	3
1.3	COUNCILLORS.....	3
1.4	INVITED GUESTS .....	3
2.0	DECLARATION OF INTERESTS .....	3
3.0	MINUTES OF MEETING HELD ON 11 JUNE 2019.....	3
4.0	BUSINESS ARISING FROM MEETING HELD ON 11 JUNE 2019.....	4
5.0	ACTION PLAN ITEMS ARISING FROM PREVIOUS MEETINGS .....	5
6.0	GENERAL MANAGER’S CERTIFICATION .....	7
7.0	STANDING AGENDA ITEMS.....	7
7.1	COMMUNICATIONS FROM COUNCIL .....	7
7.2	FINANCIAL MANAGEMENT .....	8
7.3	GENERAL MANAGER’S REPORTS PROVIDED TO COUNCIL.....	8
7.4	MINUTES OF SAFETY COMMITTEE (OSHWELL).....	8
8.0	TASMANIAN AUDIT OFFICE – FINANCIAL STRATEGY .....	9
9.0	MAJOR INITIATIVES – UPDATE .....	9
10.0	POLICIES AND PROCEDURES.....	9
11.0	MAJOR WORK PLAN FOR VISIT – FINANCIAL MANAGEMENT / ANNUAL AUDIT AND REPORTING / LONG-TERM PLANNING .....	10
11.1	FINANCIAL MANAGEMENT – FINANCIAL STATEMENTS.....	10
11.2	ANNUAL AUDIT AND REPORTING .....	10
11.3	LONG TERM PLANNING .....	10
12.0	RECOMMENDATIONS OF PANEL .....	11
13.0	GENERAL BUSINESS .....	11
13.1	LOO WITH A VIEW .....	11
14.0	MAJOR WORKPLAN FOR NEXT MEETING – 5 NOVEMBER 2019 .....	11
15.0	NEXT MEETING.....	12
16.0	MEETING CLOSURE .....	12

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

**UNCONFIRMED MINUTES OF THE WARATAH-WYNYARD COUNCIL AUDIT PANEL COMMITTEE HELD ON 27 AUGUST 2019 AT THE WARATAH-WYNYARD COUNCIL CHAMBERS COMMENCING AT 10:05 AM.**

The Chair, John Howard welcomed Stephen Allen to his first meeting.

Stephen outlined his experience as follows:

- Public accounting
- Education
- Joined University of Tasmania in 1989 – taught financial reporting then to audit
- Small public practice to audit small entities
- Member Cradle Coast Authority Audit Panel Committee as independent member

**1.0 ATTENDANCE AND APOLOGIES**

**1.1 MEMBERS**

John Howard, Lisa Dixon And Stephen Allen

**1.2 STAFF**

Shane Crawford, Sam Searle, Stephen Imms and Roseanne Titcombe

**1.3 COUNCILLORS**

Mayor Robby Walsh

**1.4 INVITED GUESTS**

Nil.

**2.0 DECLARATION OF INTERESTS**

DECLARATION OF INTERESTS REGISTER WARATAH-WYNYARD COUNCIL AUDIT PANEL COMMITTEE			
Date of Decl.	Member	Company	Position /Role
23/8/16	John Howard	Dulverton Regional Waste Management Authority	Director
5/9/17	John Howard	Food & Garden Organics Kerbside Collection Service (FOGO)	Director
5/9/17	Lisa Dixon	2Build Pty Ltd	Family Business
6/3/18	John Howard	Reginald John Howard	Self Employed Consultant
6/3/18	John Howard	Tasmanian Audit Office	Consultant

**3.0 MINUTES OF MEETING HELD ON 11 JUNE 2019**

The unconfirmed Minutes of the Audit Panel Meeting held on 11 June 2019 were released by the Chair on 19 July 2019 and were presented to Council at its meeting held on the 19 August 2019.

The Audit Panel resolved to note and adopt the Minutes of the 11 June 2019 as a true and correct record.

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

The General Manager advised that the Minutes were tabled in open session of Council at its meeting held on the 19<sup>th</sup> August 2019. There were no questions, queries or comments arising from the Minutes. Council will continue with the process of placing the Audit Panel Minutes into open session unless otherwise agreed at the Audit Panel meeting.

**4.0 BUSINESS ARISING FROM MEETING HELD ON 11 JUNE 2019**

<b>Audit Panel Meeting – 11 June 2019</b>		
73	3.0	Minutes to be corrected on page 23
<i>Response:</i> Completed.		
74	4.1	Occupational Health and Safety Committee – Outcomes of Safety Inspections to be included in OSHWELL Minutes
<i>Response:</i> Noted.		
		Occupational Health and Safety Committee – Audit Panel to receive copies of OSHWELL Minutes
<i>Response:</i> Noted and implemented.		
75	6.0	General Manager’s Risk Certificate – Tenders and Contracts to remain in Certificate
<i>Response:</i> Noted.		
		Illegal building works to be included in Certificate
<i>Response:</i> Completed - included in Certificate		
		Risks associated with buildings
<i>Response:</i> Completed - Included in Certificate		
76	7.2	Underlying Position Statement: • Depreciation to be corrected as part of 2019/20 budget
<i>Response:</i> Completed. Noted an anomaly in prior years budget.		
		Underlying Position Statement: Cashflow statement and balance sheet to be included in monthly report to Council
<i>Response:</i> Completed. No financial reports are provided to council for July. Changes have been prepared for the next Council meeting along with provision for operational forecast.		
		High level nature of report requires more detail for panel
<i>Response:</i> In progress.		
		Operational forecasts to be included in financial reports
<i>Response:</i> In progress.		
		Cash Position Statement: Copy of Investment Policy and explanation on how investment of \$11,300,000 complies to policy
<i>Response:</i> Advised that investments with Bankwest – a subsidiary of Commonwealth Bank. Investment Policy currently being reviewed and a revised version to be presented to Council shortly. Existing investments fully comply with current policy.		
		Capital Works Summary: This report to be modified to indicate which projects have external funding (*)
<i>Response:</i> Completed.		

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

		Capital Works Summary: This monthly report to include grant milestones and progress
<i>Response:</i> New reports have been produced for next Council meeting.		
<b>Action 80:</b> <b>Panel to be provided with a copy when the report has been prepared for the meeting.</b>		
		Capital Works Summary: Modify layout of report to have figures / \$ together.
<i>Response:</i> Completed.		
77	10.1.1	Income Statement: Presentation of useful life review at August meeting.
<i>Response:</i> The Director of Infrastructure and Development Services will be attending the next meeting of the Audit Panel and will provide an update.		
<b>Action 81:</b> <b>Audit Panel to be provided with a copy of the Useful Life Review when complete.</b>		
		Income Statement: More details regarding compliance with financial management indicators needs to be included in annual plan / budget document
<i>Response:</i> This has not been included in the 2019/2020 Annual Plan however it will be included in the Annual Plan for 2020/2021		
		Income Statement: Prepare development of a budget preparation checklist to include: <ul style="list-style-type: none"> <li>• Review capitalisation of wages</li> <li>• Plant Recovery</li> <li>• Internal charges</li> </ul>
<i>Response:</i> A checklist is followed in relation to capitalisation of wages, plant recovery. Internal charges to be reviewed during 2019/2020 financial year to look at other options.		
		Capital Projects 2019/2020: Headings to be carried over on each page
<i>Response:</i> Completed.		
		Special Projects: Review of asset thresholds to make sure all items be included in capital budget
<i>Response:</i> Did not change thresholds – left as is for adopted budget but will review for future years. One off projects are listed as special projects at the end of the budget.		
78	10.3.1	LGAT Legislative Audit Toolkit to be sent to Panel
<i>Response:</i> Completed.		
<b>Action 82:</b> <b>Forward copy of LGAT Legislative Audit Toolkit to Stephen Allen.</b>		
		Add version number and date to Legislative Audit Spreadsheets
<i>Response:</i> Noted and implemented.		
79	13.0	John Howard to produce report for inclusion in Annual Report
<i>Response:</i> Noted.		

**5.0 ACTION PLAN ITEMS ARISING FROM PREVIOUS MEETINGS**

Audit Panel Meeting – 11 March 2016		
10	7.13	Credit Card System: 5 March 2019 – Credit Card Declarations being signed by cardholders. Review currently underway to determine limits and holders.
Completed.		

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

<b>Audit Panel Meeting – 5 September 2017</b>		
33	7.0	5 March 2019 - Review the policies regarding financial reserves at the November 2017 meeting.
<i>Progress:</i> Council have a number of discretionary reserves in balance sheet. These are to be reviewed when updating Long Term Financial Plan.		
<b>Audit Panel Meeting – 6 March 2018</b>		
36	3.0	5 March 2019 - Planning Delegations – Review – General Manager to report to Panel when review complete.
<i>Progress:</i> Review underway with initial workshop held with Councillors in July to refine project scope. Project to be completed prior to end of calendar year. Broad review of whole planning service area has commenced. Animal control and dog management review will be reported at September Council Meeting. Planning review will be well advanced and close to completion by November Audit Panel Meeting. Planning resources are adequate with the Manager resource shared with Circular Head Council and two dedicated town planners.		
<b>Audit Panel Meeting 30 October 2018</b>		
61	6.3	Progress report on Workforce Development Plan to be presented at each panel meeting.
<i>Progress:</i> Not yet commenced. HR Coordinator has now resigned. Regional projects have been looked at but not the Workforce Development Plan.		
64	8.1	c/fwd – 12 June 2018 - Council to Determine Internal Audit Committee and Plan
<i>Progress:</i> A budget allocation of \$5,000 in the 2019/2020 budget has been approved. Draft Audit Program to be presented to the Panel at the next meeting. Consideration to be given to shared service option. Change in Directors has slowed progression of this planning. Three areas for consideration of internal audit for an external auditor to undertake in the meantime could be Payroll, Accounts Payable and GST. Director to advise preferred focus area for the first project. Cyber Risks could also be included in this listing.		
<b>Audit Panel Meeting – 5 March 2019</b>		
67	5.3	c/fwd – Meeting 9 November 2016 - Code of Current Procurement Framework. Provide update at June meeting of Panel
<i>Progress:</i> Completed. Council adopted the Procurement Policy and Code for Tenders and Contracts at the Ordinary Meeting of Council on Monday 19 <sup>th</sup> August 2019. <b>Action 83:</b> <b>Panel to be provided with a copy of Procurement Policy, Code for Tenders and Contracts and the Financial Management Strategy.</b>		
68	5.4	c/fwd – 5 September 2017 - Asset Management Plans Review including SAMP & LTFMP – Panel to be kept informed of progress.
<i>Progress:</i> <ul style="list-style-type: none"> <li>• Meeting to be held on 28 August to discuss key asset and financial activities</li> <li>• The roads asset class is intended to be revalued during 2<sup>nd</sup> Quarter 19/20</li> <li>• The roads asset management plan is intended to be updated during 2<sup>nd</sup> Quarter 19/20</li> <li>• The Stormwater asset management plan is intended to be updated during 2<sup>nd</sup> Quarter 19/20</li> <li>• The SAMP will be updated following the above during 2<sup>nd</sup> quarter of 19/20 ready for 20/21 budget preparations.</li> </ul> The General Manager advised that a broader overview would be provided at the November meeting. <i>Item to remain on Agenda until completed</i>		
69	7.0	Annual Risk Management Report to be provided to Panel when available.
<i>Progress:</i> Annual Risk Management Report will be provided as inclusion to Council's Annual Report. No real changes to Risk Register.		

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

70	7.0	Accepted / Treated Risk to be added to Risk Matrix documents.
<b>Progress:</b> There are currently no accepted/treated risks in the risk register (since the change to the new style register in 2016). Risks which have changed rating are shown in the current document in the Review History and Version Control Table.		
72	7.0	Key staff listed in Business Continuity Plan to be updated
<b>Progress:</b> Staff have been updated in the Plan. Full BCP under review currently with desktop testing scheduled before end of year.		
Recom 1	8.0	The Panel recommended the establishment of a Risk Management Committee with an active approach to Risk Management.
<b>Progress:</b> Risk Management Committee underway with terms of reference developed, team members identified and first meeting to be scheduled shortly.		
Recom 2	8.0	If a Risk Management Committee is not established, then roles need to be assigned elsewhere.
<b>Progress:</b> See progress response on Recommendation 1 above.		

**6.0 GENERAL MANAGER'S CERTIFICATION**

The General Manager's Risk Certificate was provided for discussion as follows:

- Fraud, Theft or Probity – nil.
- Compliance: Financial Management Strategy completed with further review by June 2020.
- Code for Tenders and Contracts now updated.
- Customer Service Charter – quarterly report around complaints – need to look at rigour and review of practices and processes.
- Dog Control Act 2000 – reviewed and completed with no non-compliance.
- Compliance: Land Use Planning and Approvals Act 1993 and Land Use Planning and Approvals Regulations 2014 to be reviewed and assessed.
- Workplace standards / EPN, EIN: nil.
- One illegal building works referred for legal advice.
- Equal Opportunity Tasmania: two matters still ongoing.
- Internal controls: Financial Delegations wound back, reviewed and reissued as from 1 July 2019.
- One tender approved since 1 July 2019.
- Illegal Works: List of Illegal works that have had building notices issued provided to Panel.

**7.0 STANDING AGENDA ITEMS**

**7.1 COMMUNICATIONS FROM COUNCIL**  
NIL

---

## **7.2 FINANCIAL MANAGEMENT**

Financial Reports provided to Council at its meeting held on 19 August 2019 were noted as follows:

- Cash reserves higher than expected as funds carried forward due to capital works not being completed.
- Wynyard Wharf Project - challenges with initial pylons–variations required and costs to be covered from contingency.
- Meeting to be held re pedestrian bridge removal in early September.
- Camp creek – adjustment to weir to be made and landscaping – needs to settle before this can be completed.
- Follow up on outstanding rate debtors – Council want more disclosure.
- Underlying position statement – added some analyses and provisions made for forecasting and explanations.
- Inclusion of balance sheet and cash flow statement – same format as budget.
- Need to work through internal processes to enable meaningful departmental analysis and forecasting.
- Plan is to do some form of reporting periodically at department level – need internal processes in place.

## **7.3 GENERAL MANAGER’S REPORTS PROVIDED TO COUNCIL**

The General Manager’s Reports to Council for June, July and August 2019 were noted as follows:

- Workshop on critical performance data.
- Director of Local Government – selected six General Manager’s to work on project where council indicators and data would be made public using Victorian model – “Know Your Council” – push for Tasmania to do something similar. Reports to be meaningful and timely. No additional work for councils. Consolidated data will be for audit indicators with an annual review of data to make sure it is still needed.

The Panel noted that comparisons need to be comparable due to size of councils.

Discussed establishment of CLTP temporary site in Wynyard.

## **7.4 MINUTES OF SAFETY COMMITTEE (OSHWELL)**

The Minutes of the Safety Committee (OSHWELL) meeting held on 17 July 2019 were noted as follows:

- Safety performance continues to be high.
- OSHWELL Committee has changed its focus to health and wellbeing and mental health.
- Worksite inspection program development with committee members and managers assigned inspections as joint program.
- Manual handling training for all staff has been completed.
- Budget approved for cameras for worksites.
- Allocation of \$5,000 to run program per year. An annual program is developed and adopted by SMT.

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

---

---

**8.0 TASMANIAN AUDIT OFFICE – FINANCIAL STRATEGY**

The Financial Audit Strategy for the year ended 30 June 2019 was received from the Tasmanian Audit Office on the 5 August 2019 and noted as follows:

- Auditors: Crowe Howarth has been appointed for three years.
- Key audit matters: Fairly standard items, five outstanding recommendations as at last audit to be completed.

**9.0 MAJOR INITIATIVES – UPDATE**

Major Initiatives were outlined and discussed as listed below:

- Adopted waste management strategy.
- Adopted Boat Harbour Beach Development Plan which saw banning of overnight freedom camping at Boat Harbour Beach. Process around regulation and monitoring being developed. Will have cost implications for Council. CMCA supportive of Council's decision. Sisters Beach area to be considered as alternative but communications and options with community to be addressed. Approvals need to be done and signage process commenced.
- Waterfront project: continuing.
- Camp Creek / Seawall / Boardwalk: in progress.
- Wynyard Yacht Club: design finalised with Yacht Club and other users. Footprint changed slightly from initial design and hopefully to go to October Council Meeting for sign off with a view to start construction early in new year.
- CCTV Project: Working with Burnie City Council to look at locations with a view to going out for tender shortly.
- BMX Track improvements coming along well.
- Tender for Wynyard Recreation Ground change rooms has been commenced. Funding received.
- Anzac Park: \$1.3M playground – working with Federal Government for grant approvals.
- Priorities up to end of December: Somerset Master planning works to be finalised for canopy, Wynyard CBD plaza conversion of car park to mall in new year.
- Capital works delivery well ahead compared to this time last year by way of planning and preparation and tenders being prepared.
- Political: Local Federal MP due for first visit soon. Regular updates are held with Ruth Forrest MLC and Roger Jaensch MHA.
- Coastal Pathway: Bass Highway at serious risk with sections of railway suffering erosion issues.
- Table Cape: Tourism Development – Project progressing through expression of interest process.
- No developments for windfarm projects currently in Waratah-Wynyard.

**10.0 POLICIES AND PROCEDURES**

It was noted that the policy register is currently under maintenance and will be provided to the next Audit Panel Meeting in November.

---

**11.0 MAJOR WORK PLAN FOR VISIT – FINANCIAL MANAGEMENT / ANNUAL AUDIT AND REPORTING / LONG-TERM PLANNING**

**11.1 FINANCIAL MANAGEMENT – FINANCIAL STATEMENTS**

**Financial Statements**

The unaudited Financial Statements were provided and noted as follows:

- FAG grants paid in advance.
- Rate revenue up with increase in supplementaries up during last year.
- User charges are stable
- Interest higher than expected due to slow capital works program.
- Grants are under due to funding not yet received for boardwalk and seawall.
- Capital grants are down due to Coastal Pathway issues.
- Employee costs, materials and contracts are down.
- Depreciation is slightly down.
- Revaluation due next year.
- Grants will be affected by new Accounting Standard next year to allow for grants to be carried forward.
- Underlying position: budgeted for surplus which has occurred three years in a row. Financial practices and processes improving.
- Tax equivalent on water corporation down. Only dividends will be given into the future.
- Number of larger capital jobs did not progress throughout year which has been impacted. Capital works program out of SAMP is lowering. Staffing compliment being reviewed in terms of seasonal approach.
- Annual leave, sick leave, long service leave provisions down affected by turnover of staff during the year.
- Fuel costs significantly up with review to be undertaken to look at costs.
- Rates and charges debtors up by \$60,000 which was queried by Councillors. Need to look at trend or supplementary rates with some analysis to be done.
- It was noted that the underlying surplus / deficit improvement was very good and the Chair congratulated Council on the achievement of a 3% underlying surplus.
- Asset Renewal funding ratios discussed. The Panel noted that meaningful commentary on ratios would be helpful.

**Financial Governance**

No significant or unusual transactions were noted during the 2018/2019 financial year.

**11.2 ANNUAL AUDIT AND REPORTING**

This is to be reported at next meeting.

**11.3 LONG TERM PLANNING**

The panel noted that the Long-Term Financial Plan and Strategic Asset Management Plan should be updated annually.

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

**12.0 RECOMMENDATIONS OF PANEL**

Nil

**13.0 GENERAL BUSINESS**

**13.1 LOO WITH A VIEW**

The Panel noted Council's decision for refusing the application was due to information provided and Council's consideration of the project's lifecycle costs. It was pleasing to note that the Council are aware of the financial impacts on their decisions.

**14.0 MAJOR WORKPLAN FOR NEXT MEETING – 5 NOVEMBER 2019**

Item	Focus Area
<b>1</b>	<b>Financial Management</b>
	<ul style="list-style-type: none"> <li>review action taken by Council on previous recommendations from the audit panel, what the action was and the effectiveness of the action (DPAC p 15).</li> </ul>
<b>2</b>	<b>Annual audit and reporting</b>
	Review and comment on the processes the council has in place to ensure information included in the council's annual report is consistent with the signed financial statements.
	Ensure the council has appropriate quality assurance processes in place to ensure that documents and reports (whether required under legislation or otherwise) are accurate and clear.
<b>4</b>	<b>Internal controls and risk management</b>
4.4	Review summary reports from the council's management on all suspect and actual frauds, thefts and material breaches of legislation, ensuring they have been reported to the council and the relevant authorities.
4.5	Assess the council's procurement framework with a focus on the probity and transparency of policies and procedures.
4.6	Determine whether the council has a current and effective human resource management framework including policies, procedures and enterprise agreements (DPAC p 15).
4.7	Determine whether the council has a current and effective framework for information and technology governance (DPAC p 15).
4.8	Determine whether the council has a current and effective framework for management and governance of the use of data, information and knowledge (DPAC p 15).
4.9	Determine whether the council has a current and effective framework for internal and external reporting requirements (DPAC p 15).
<b>6</b>	<b>Audit Panel Performance</b>
<b>6.1</b>	Performance review: <ul style="list-style-type: none"> <li>in accordance with the periods in the Council's Audit Panel Charter, review the terms of reference of the panel and recommend changes to Council;</li> <li>undertake a performance assessment of the audit panel as a whole and individual member's contributions;</li> <li>consider appropriate mechanisms to ensure adequate continuity of audit panel membership; and</li> <li>develop annual work plan (1<sup>st</sup> draft).</li> </ul>
<b>6.2</b>	Report annually to Council: <ul style="list-style-type: none"> <li>report outputs relative to Audit Panel's work plan; (<i>now reporting in June</i>)</li> <li>outline any training needs; and</li> <li>advise future work plans (1<sup>st</sup> draft).</li> </ul>

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

**15.0 NEXT MEETING**

The next meeting is to be held on Tuesday 5 November 2019 commencing at 12:30 pm at the Circular Head Council.

**16.0 MEETING CLOSURE**

There being no further business the Chair declared the meeting closed at 12.08pm.

<b>ACTIONS SUMMARY LIST</b>				
<b>ACTION NO</b>	<b>ITEM NO</b>	<b>ACTION</b>	<b>OFFICER</b>	<b>OUTCOME</b>
<b>Audit Panel Meeting – 6 March 2018</b>				
36	3.0	5 March 2019 - Planning Delegations – Review – General Manager to report to Panel when review complete.	Shane Crawford	Review underway
<b>Audit Panel Meeting 30 October 2018</b>				
61	6.3	Progress report on Workforce Development Plan to be presented at each panel meeting.	Shane Crawford	Not yet commenced
64	8.1	c/fwd – 12 June 2018 - Council to Determine Internal Audit Committee and Plan. There is a \$5,000 amount in the 2019/2020 budget. Crowe Horwath appointed as external auditors. A priority list of areas / actions will be prepared for audit program. Cyber risks should be part of the program as well as Payroll, Accounts Payable and GST.	Shane Crawford	
<b>Audit Panel Meeting – 5 March 2019</b>				
68	5.4	c/fwd – 5 September 2017 - Asset Management Plans Review including SAMP & LTFMP – Broader overview to be provided at November 2019 Panel Meeting.	Daniel Summers / Sam Searle	Item placed on Agenda until completed
69	7.0	Annual Risk Management Report to be provided to Panel when available. To be included in Annual Report.	Tracey Bradley	
Recom 1	8.0	The Panel recommended the establishment of a Risk Management Committee with an active approach to Risk Management. Risk Management Committee established. First meeting to be held soon.	Shane Crawford	
<b>Audit Panel Meeting – 11 June 2019</b>				
76	7.2	<ul style="list-style-type: none"> <li>High level nature of report requires more detail for panel</li> <li>Operational forecasts to be included in financial reports</li> </ul> Cash Position Statement: <ul style="list-style-type: none"> <li>copy of Investment Policy and explanation on how investment of \$11,3000,000 complies to policy</li> </ul> Capital Works Summary:	Stephen Imms  Stephen Imms  Stephen Imms  Stephen Imms	In progress  In progress  Completed – noted not in breach of Investment Policy

**Enclosure 1 Unconfirmed Minutes of the Waratah-Wynyard Council Audit Panel Committee**

<b>ACTIONS SUMMARY LIST</b>				
<b>ACTION NO</b>	<b>ITEM NO</b>	<b>ACTION</b>	<b>OFFICER</b>	<b>OUTCOME</b>
		<ul style="list-style-type: none"> <li>This monthly report to include grant milestones and progress</li> </ul>		
77	10.1.1	Income Statement: <ul style="list-style-type: none"> <li>Presentation of useful life review at November meeting.</li> </ul>	Daniel Summers	
79	13.0	John Howard to produce report for inclusion in Annual Report	John Howard	
<b>Audit Panel Meeting – 27 August 2019</b>				
80	4.0	Cfwd from 11 June 2019 – item 76 Capital Works Summary: This monthly report to include grant milestones and progress. Panel to be provided with a copy when report is prepared for council meeting.	Stephen Imms	
81	4.0	Presentation of useful life review. Presentation at November meeting. Panel to be provided with a copy of the Useful Life Review when complete	Daniel Summers	
82	4.0	LGAT Legislative Audit Toolkit to be sent to Panel. Forward copy of toolkit to Stephen Allen.	Roseanne Titcombe	Completed 27/8/2019
83	5.0	Panel to be provided with copy of Procurement Policy, Code for Tenders and Contracts and Financial Management Strategy.	Roseanne Titcombe	Completed 28/8/2019