

COUNCIL MEETING AGENDA

Monday 16 February 2026
Council Chambers, St Helens

John Brown, General Manager
Break O'Day Council
10 February 2026

NOTICE OF MEETING

Notice is hereby given that the next meeting of the Break O'Day Council will be held at the St Helens Council Chambers on Monday 16 February 2026 commencing at 10.00am.

CERTIFICATION

Pursuant to the provisions of Section 65 of the *Local Government Act 1993*, I hereby certify that the advice, information and recommendations contained within this Agenda have been given by a person who has the qualifications and / or experience necessary to give such advice, information and recommendations or such advice was obtained and taken into account in providing the general advice contained within the Agenda.



JOHN BROWN

GENERAL MANAGER

Date: 10 February 2026

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AUDIO RECORDING OF ORDINARY MEETINGS OF COUNCIL

All ordinary meetings, special meetings and annual general meetings will be live streamed using audio/visual technology. The audio/visual recording of Council Meetings will be published for 12 months and will be retained for 2 years.

Other than an official Council recording, no video or audio recording of proceedings of Council Meetings shall be permitted without specific approval by resolution of the Meeting.

The streaming platform utilised for recording and streaming is setup specifically for Break O'Day Council and Council has full control of which meetings are streamed or uploaded for viewing. There is no ability for the public to comment, edit or download recordings in anyway. They can only be viewed via the Council link.

Participation in person at the Council Meeting is considered as providing your consent to livestreaming of that meeting.

In accordance with the Local Government Act 1993 and Regulation 43 of the Local Government (Meeting Procedures) Regulations 2025, these audio files will be published on Council's website for 12 months and be retained for two (2) years. The written minutes of a meeting, once confirmed, prevail over the audio recording of the meeting and a transcript of the recording will not be prepared.

OPENING & INTRODUCTION

The Mayor to welcome Councillors and staff and declare the meeting open at 10.00am.

This meeting is conducted in accordance with the Local Government Act 1993 and Local Government Meeting Procedures Regulations 2025. All Councillors are reminded of their obligation to act in the best interests of the community and to declare any interest in matters to be discussed.

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land on which we work and live, the Palawa people of this land Tasmania, and recognise their continuing connection to the lands, skies and waters. We pay respects to the Elders Past, present and future.

LIVE AUDIO/VISUAL STREAMING OF COUNCIL MEETINGS

Ladies and gentlemen, I would like to advise you that today's Council Meeting is being live streamed and recorded. This means that members of the public who are unable to attend in person can still observe the proceedings. By remaining in this chamber, you are consenting to being filmed and recorded. Please be mindful of your actions and contributions as they will be visible to the public. Thank you for your cooperation.

02/26.1.0 ATTENDANCE

02/26.1.1 Present

Mayor Mick Tucker
Deputy Mayor Kristi Chapple
Councillor Gary Barnes
Councillor Ian Carter
Councillor Liz Johnstone
Councillor Barry LeFevre
Councillor Vaughan Oldham
Councillor Lesa Whittaker

02/26.1.2 Apologies

Councillor Kylie Wright

02/26.1.3 Leave of Absence

02/26.1.4 Staff in Attendance

General Manager, John Brown
Administration & Governance Support Officer, Linda Singline

02/26.2.0 PUBLIC QUESTION TIME

In accordance with Regulations 33 - 38 of the Local Government (Meeting Procedures) Regulations 2025, questions—whether from members of the public or Councillors—must relate to the functions or activities of Council and must not be defamatory, offensive, or disrupt the orderly conduct of the meeting.

A question asked at a meeting is to:

*Be concise; and
Be clear; and
Not be a statement; and
Have minimal preamble*

General statements are not permitted during question time.

Members of the public and councillors may ask up to four (4) questions per meeting. The Chairperson reserves the right to refuse a question, in accordance with the Regulations. If a question is refused, the reason will be stated and recorded in the minutes.

02/26.2.1 Deposition of Road Base Materials at St Helens Sports Complex - Todd Dudley, NE Bioregional Network

The St Helens Soccer Club has been maintaining/caring for the soccer ground and surrounds at the St Helens Sports Complex for over 30 years. We have previously raised concerns with the Council about the recent increasing use of the Sports Complex as an industrial site for depositing road base and the associated impacts including compaction and destruction of grass cover, increased weed invasion etc. In addition we now also have concerns about the most recent substantial deposition of material between the Soccer Ground and Netball Courts of roadbase material containing a substance commercially known as Puma Energy Pre Coat 305 which appears to be a relatively toxic substance.

- a) Can Council please not use the Sports Complex as a site for industrial uses and find a more suitable location for depositing roadbase/gravel?
- b) Is a permit required for sites where material containing Puma Energy Pre Coat 305 is deposited?

02/26.3.0 COUNCILLOR'S QUESTIONS ON NOTICE

Nil

02/26.4.0 COUNCILLOR'S QUESTIONS WITHOUT NOTICE

Regulation 34 of the Local Government (Meeting Procedures) Regulations 2025 specifies that in putting a Question Without Notice a Councillor must not offer an argument or opinion, draw any inference or make any imputations except so far as may be necessary to explain the question.

The Chairperson must not permit any debate of a Question without Notice or its answer.

02/26.5.0 DECLARATION OF INTERESTS OF A COUNCILLOR OR CLOSE ASSOCIATE

Section 48 or 55 of the Local Government Act 1993 requires that a Councillor or Officer who has an interest in any matter to be discussed at a Council Meeting that will be attended by the Councillor or Officer must disclose the nature of the interest in a written notice given to the General Manager before the meeting; or at the meeting before the matter is discussed.

A Councillor or Officer who makes a disclosure under Section 48 or 55 must not preside at the part of the meeting relating to the matter; or participate in; or be present during any discussion or decision making procedure relating to the matter, unless allowed by the Council.

02/26.6.0 CONFIRMATION OF MINUTES

02/26.6.1 Confirmation of Minutes – Council Meeting 19 January 2026

OFFICER’S RECOMMENDATION:

That the minutes of the Council Meeting held on the 19 January 2026 be confirmed.

02/26.6.2 Minutes – Annual General Meeting 9 December 2025

The General Manager refers to the answer provided to a question raised by Cllr Liz Johnstone at the Council Meeting on 19 January 2026 and advises that the AGM Minutes have been amended to include the following in relation to Attendance

AGM/25.1.5 Community Members in Attendance

The following community members are recorded, to the best of Council’s knowledge, as having been present or participating in the meeting.

Todd Dudley
Bill Manning
Inspector Luke Manhood (St Helens Police)
Graeme Wathen
Patrick Stone
Tani Langoulant
Pam Bretz
Irene O’Leary
Paul Mac Bride
Rosina Gallace
Lauren Richardson (Examiner Reporter)

OFFICER’S RECOMMENDATION:

That Councillors note the amendment to the Minutes of the Annual General Meeting held on the 9 December 2025.

02/26.7.0 COUNCIL WORKSHOPS HELD SINCE 19 JANUARY 2026 COUNCIL MEETING

There was a workshop held 2 February 2026 and the following items were listed for discussion.

- Presentation – Bay of Fires Master Plan
- Presentation – Draft Coastal Adaptation Pathways Plan - Scamander Coastal Hazards Risk Mitigation Project - SGS Economics
- Pending Development Application Updates
- Scenic values assessment & management directions
- Protection of the scenic and natural values of the Break O’Day coastline – North East Bioregional Network
- Residential Parks Bill 2026
- Informative Review - Compliance Policy (EP02)
- Draft Coastal Adaptation Pathways Plan - Scamander Coastal Hazards Risk Mitigation and Pathways Planning Project
- Protection of the high conservation value Future Potential Production Forests
- Appointment to Break O’Day Council NRM Committee - Community Representative Animal Control Report
- Animal Control Report
- Unpaid Dog Registrations
- Scamander Waste Transfer Station – Waste Compactor Replacement
- Scamander Tip Shop
- Expression of Interest – New Opportunities – 29 Talbot Street, Fingal
- 2025-2026 Annual Plan Quarterly Review
- Nomination of Municipal Emergency Management Coordinator and Deputy
- Break O’Day Business Enterprise Centre
- Northern Tasmania Development Corporation Members Agreement
- Australian Local Government Association (ALGA) – 2026 National General Assembly of Local Government – Call for Motions
- Local Government Priority Reform Program 2024-26, Local Government Electoral Bill
- Local Government Priority Reform Program 2024-26, Local Government Amendment (Electoral Reforms) Bill 2025

02/26.8.0 PLANNING AUTHORITY

Pursuant to Regulation 29 of the Local Government (Meeting Procedures) Regulations 2025 the Mayor to inform Council that it is now acting as a Planning Authority under the Land Use Planning and Approvals Act 1993.

02/26.8.1 DA 222-2025 – 107 Scamander Avenue, Scamander - Residential - Demolition of Existing Dwelling and Construction of New Dwelling with Attached Deck

ACTION	DECISION
COUNCIL MEETING DATE	16 February 2026
PROPONENT	Benjamin Davis
OFFICER	D. Szekely, Senior Town Planner
FILE REFERENCE	DA 2025 / 00222
ASSOCIATED REPORTS AND DOCUMENTS	<ol style="list-style-type: none"> 1. Plans – DA222-2025 2. Representation 3. Planning Scheme Assessment – DA222-2025

OFFICER'S RECOMMENDATION:

- A. After due consideration of the application received and pursuant to Section 57 of the *Land Use Planning & Approvals Act 1993* and the *Tasmanian Planning Scheme – Break O’Day*, that the application for Residential - Demolition of Existing Dwelling and Construction of New Dwelling with Attached Deck on land situated at 107 Scamander Avenue, Scamander described in Certificate of Title 214180/4 be APPROVED subject to the following plans / documents and conditions:

Approved Plans / Documents			
Plan / Document Name	Reference Number	Prepared By	Dated
Cover Page	-	Draftee	-
Existing Site Plan	Sheet No 1.2 Rev C	Draftee	12/06/2025
Proposed Site Plan – Driveway layout	Sheet No 1.3 Rev C	Draftee	12/06/2025
Proposed Site Plan	Sheet No 1.3 Rev C	Draftee	12/06/2025
Plan – Cut & Fill – GF	Sheet No. 1.4 Rev C	Draftee	12/06/2025
Overshadowing Plan Sept 22 at 9:00AM	Sheet No. 2.1 Rev C	Draftee	12/06/2025
Overshadowing Plan Sept 22 at 12:00 PM	Sheet No. 2.2 Rev C	Draftee	12/06/2025
Overshadowing Plan Sept 22 at 3:00PM	Sheet No. 2.3 Rev C	Draftee	12/06/2025
Proposed GF & 1F	Sheet No. 3.1 Rev C	Draftee	12/06/2025
Roof Plan	Sheet No. 3.2 Rev C	Draftee	12/06/2025
N&S Elevations	Sheet No. 4.1 Rev C	Draftee	12/06/2025
W&E Elevations	Sheet No. 4.2 Rev C	Draftee	12/06/2025

CONDITIONS

CONDITION		TIMING
1.	Approved Plans and/or Document	
	Undertake development in accordance with the approved plans and/or documents. These plans and/or documents will form part of the approval, unless otherwise amended by conditions of this approval.	Prior to commencement of use and to be maintained at all times.
2.	Stormwater Management	
A	Stormwater must be directed to the kerb via a new connection. The connection must be completed by a licenced plumber in accordance with standard drawing TSD-SW29-v3.	Prior to commencement of use and to be maintained at all times.
B	An application must be submitted to obtain a Works Permit prior to undertaking any work on the stormwater connection.	Prior to works onsite.
C	Works on the site must not result in a concentration of flow onto other property, or cause ponding or other storm water nuisance.	During site works and to be maintained at all times.
3.	Residential Use Car Parking	
	The areas shown to be set aside for vehicle access and car parking must be: <ul style="list-style-type: none"> a. completed before the use of the development; b. designed to ensure they are useable in most weather conditions; c. adequately delineated; d. surfaced with a dust free surface that restricts abrasion from traffic and minimises entry of water to the pavement; e. drained in a manner that will not cause stormwater nuisance; and f. Accommodate the expected number and type of vehicles to service the approved use of the site. 	Prior to the commencement of use and maintained at all times.
4.	Building Wastes	
	All building wastes are to be removed to the appropriate waste disposal facility to prevent	During site works and to be maintained at all times.

CONDITION		TIMING
	an environmental nuisance being caused outside of the works site.	
5.	Demolition	
	During demolition all existing materials must be checked for the presence of asbestos and if found, handling, protection and disposal must be carried out in accordance with the requirements of Work Safe Tasmania and Safe Work Australia "How to Safely Remove Asbestos Code of Practice (2018)".	At all times.

ADVICE

1. Use or development which may impact on Aboriginal cultural heritage is subject to the *Aboriginal Relics Act 1975*. If Aboriginal relics are uncovered during works, then an Aboriginal site survey is required to determine the level of impact and the appropriate mitigation procedures.
2. Activities associated with construction works are not to be performed outside the permissible time frames listed:
 - Mon-Friday 7 am to 6 pm
 - Saturday 9 am to 6 pm
 - Sunday and public holidays 10 am to 6 pm
3. Be advised that in accordance with the *Building Act 2016* assessment for building approval cannot commence until such time as Council is provided with full Building Design Plans and Specifications prepared by a Tasmanian Licenced designer.

- B. That all external Referral Agencies for the development application be provided with a copy of the Council's decision (Permit).

	Applicable Y/NA	Referral Agency
That all external Referral Agencies for the development application be provided with a copy of the Council's decision (Permit)	NA	Nil

- C. That the following information be included in the Permit.

Development Permit Information	Details
<i>Development Description</i>	Residential - Demolition of Existing Dwelling and Construction of New Dwelling with Attached Deck
<i>Relevant Period of Approval</i>	2 Years

<i>Other Necessary Permits</i>	Building Permit
<i>Attachments</i>	Nil
<i>Representations</i>	One (1)

PREVIOUS COUNCIL CONSIDERATION:

Nil

OFFICER’S REPORT:

1. The Proposal

The applicant is seeking approval for the demolition of an existing dwelling and the construction of a new double storey three-bedroom dwelling within the Residential Use Class. The site supports an existing secondary residence and three small outbuildings. Access is achieved via a single access from Scamander Avenue.



Existing dwelling in forefront to be demolished.

107 SCAMANDER AVENUE

SCAMANDER TAS. 7215



Proposed Dwelling.

2. Applicable Planning Assessment

- 8.0 General Residential Zone
- BRE-S2.0 Stormwater Management Specific Area Plan
- C2.0 Parking and Sustainable Transport Code

3. Referrals

3.1 Works Department

Stormwater Authority Comments:

Stormwater connection to the kerb is required – permit conditions below.

3.2 External Referrals

3.2.1 Department State Growth:

Following a review of the related documents, the Department has no objections to the proposed development.

3.2.2 TasWater:

Pursuant to the Water and Sewerage Industry Act 2008 (TAS) Section 56P(1) TasWater has assessed the application for the above-mentioned permit and has determined that the proposed development does not require a submission from TasWater.

4. Assessment

The application met the acceptable solutions for all issues except for reliance upon the performance criteria detailed below:

Tasmanian Planning Scheme – Break O’Day State Planning Provisions Version 14:

Performance Criteria	C2.6.1 Construction of parking areas P1
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Detailed assessment against the provisions of the *Tasmanian Planning Scheme – Break O’Day* version 14 where the proposal was reliant on satisfying the performance criteria, is provided below.

The proposal is deemed to comply with the performance criteria applicable.

Planning Assessment

8.0 GENERAL RESIDENTIAL ZONE

The proposed Use and Development has been determined to satisfy all relevant Acceptable Solutions of the Use Standards and Development Standards of the General Residential Zone.

C2.0 PARKING AND SUSTAINABLE DEVELOPMENT CODE

C2.6 DEVELOPMENT STANDARDS FOR BUILDINGS AND WORKS

C2.6.1 CONSTRUCTION OF PARKING AREAS

Acceptable Solutions	Performance Criteria
<p>A1</p> <p>All parking, access ways, manoeuvring and circulation spaces must:</p> <ul style="list-style-type: none"> (a) be constructed with a durable all weather pavement; (b) be drained to the public stormwater system, or contain stormwater on the site; and (c) excluding all uses in the Rural Zone, Agriculture Zone, Landscape Conservation Zone, Environmental Management Zone, Recreation Zone and Open Space Zone, be surfaced by a spray seal, asphalt, concrete, pavers or equivalent material to restrict abrasion from traffic and minimise entry of water to the pavement. 	<p>P1</p> <p>All parking, access ways, manoeuvring and circulation spaces must be readily identifiable and constructed so that they are useable in all weather conditions, having regard to:</p> <ul style="list-style-type: none"> (a) the nature of the use; (b) the topography of the land; (c) the drainage system available; (d) the likelihood of transporting sediment or debris from the site onto a road or public place; (e) the likelihood of generating dust; and (f) the nature of the proposed surfacing.
<p>Performance Criteria Assessment</p> <p>The proposed driveway and accessway is to be surfaced with compacted crushed granite. As the proposed material doesn’t satisfy A1(c), the proposal must satisfy the Performance Criteria.</p> <p>The accessway and parking areas will be constructed with a durable all-weather pavement in the form of compacted crushed granite that has served the existing dwelling (to be demolished) to date. The application was referred to Council’s</p>	

Works Department who have advised that an unsealed driveway is acceptable in this instance having considered stormwater management in the area. The Works Department in determining adequacy of finished surface material has considered the nature of use (Residential), the topography of the land and how stormwater is managed.
 The proposed development is able to satisfy the performance criteria.

5.2 Local Provisions Schedule Version No: 1

An assessment against the relevant parts of the Break O’Day Local Provisions Schedule is set out below.

BRE-S2.0 STORMWATER MANAGEMENT SPECIFIC AREA PLAN

The proposed development has been determined to satisfy all relevant acceptable solutions of the Development Standards of the Stormwater Management Specific Area Plan.

5. Representations

The application was advertised 20 December 2025 until close of business 13 January 2026 in the Examiner Newspaper, notices on-site and at the Council Chambers and notification by mail to all adjoining landowners.

One (1) representation was received prior to the closing date and time. The issues raised within the representation are as follows: -

Issue	Response
<p>Demolition of existing dwelling and presence of asbestos – safety and health concerns.</p>	<p>The representor was contacted and it was explained that the safety/health controls for the demolition of buildings that may contain asbestos is regulated at the building stage of the development process.</p> <p>The applicant has provided a response to the representation:</p> <p><i>“We will engage a professional and licensed asbestos removal contractor. He will comply with all relevant laws and recommended operating procedures. This will be checked by a licensed and qualified third party upon completion. I note that I would ordinarily be allowed to remove a certain quantity, but we are employing a professional so that the work is done to the highest possible standards. The concerned party and other neighbours can be notified of the date of the works if that is deemed appropriate.</i></p> <p><i>I was aware that the cladding is asbestos when I purchased the property 10 years ago. At that time, it was clear that the structure was not able to be preserved. The building is a timber</i></p>

	<p><i>frame sitting on sand without concrete footings. It has degraded over its 75+ year existence, to the point where it cannot be saved. I considered it carefully and decided that I would leave the site better than I found it and do so with care for the surrounding environment. If we do not demolish this structure with the utmost care, it is my fear that it will be destroyed by high winds and create a greater environmental problem.</i></p> <p><i>Please forward this information to those tasked with the assessment of this representation.”</i></p> <p>This information was relayed verbally to the representor. The representor retained the representation.</p> <p>The proposed permit has been conditioned regarding the removal of asbestos as per usual process.</p>
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The recommendation for approval has been made following due consideration of the representation and comments.

6. Mediations

Nil.

7. Conclusion

In accordance with 6.10 of the *State Planning Provisions (Tasmanian Planning Scheme – Break O’Day)*, the application has been assessed against the objectives of the Scheme, in particular the General Residential Zone all relevant Codes and issues. The application has demonstrated compliance with the Acceptable Solutions and one (1) Performance Criterion. The received representation has been considered.

It is recommended for approval with conditions normally set to this type of development.

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Environment - To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Key Focus Area:

Appropriate Development - Encourage sensible and sustainable development through sound land use planning, building and design.

LEGISLATION & POLICIES:

Tasmanian Planning Scheme – Break O’Day

Land Use Planning and Approvals Act 1993

Local Government (Building and Miscellaneous Provisions) Act 1993

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

Not applicable, all costs of the development are the responsibility of the developer.

VOTING REQUIREMENTS:

Simple Majority

The Mayor to advise Council that it has now concluded its meeting as a Planning Authority under Regulation 29 of the Local Government (Meeting Procedures) Regulations 2025.



COUNCIL RESOLUTIONS - MEETINGS - PUBLIC
09/02/2026



COUNCIL RESOLUTIONS PLAN

COUNCIL RESOLUTIONS - JANUARY 2026

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
100%	19/01/2026	16/02/2026	01/26.8.1.668 DA 159-2025 - 333 Davis Gully Road, Four Mile Creek - Subdivision - Two (2) Lot Subdivision	1. After due consideration of the application received and pursuant to Section 57 of the <i>Land Use Planning & Approvals Act 1993</i> and the <i>Tasmanian Planning Scheme - Break O'Day</i> , that the application for Subdivision - Two (2) Lot Subdivision on land situated at 333 Davis Gully Road, Four Mile Creek described in Certificate of Title 136167/2 be APPROVED subject to the following plans / documents and conditions:	Planning Permit issued 21st January 2026	Development Services Coordinator
100%	19/01/2026	16/02/2026	01/26.8.2.669 DA 155-2025 - 77 St Helens Point Road, Stieglitz - Alterations to Existing Dwelling plus Construction of Detached Dwelling Extension and Garage/Workshop	1. After due consideration of the application received and pursuant to Section 57 of the <i>Land Use Planning & Approvals Act 1993</i> and the <i>Tasmanian Planning Scheme - Break O'Day</i> , that the application for Alterations to Existing Dwelling plus Construction of Detached Dwelling Extension and Garage/Workshop on land situated at 77 St Helens Point Road, Stieglitz described in Certificate of Title 63379/39 be APPROVED subject to the following plans / documents and conditions:	Planning Permit issued 21st January 2026	Development Services Coordinator

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
100%	19/01/2026	16/02/2026	01/26.8.3.670 DA 185-2025 - 213 Binalong Bay Road, St Helens - Residential - Construction of a New Dwelling and Relocation of Existing Shipping Container AND Visitor Accommodation - Change of Use to the Existing Dwelling for Visitor Accommodation only (Removal of Residential Use)	1. After due consideration of the application received and pursuant to Section 57 of the <i>Land Use Planning & Approvals Act 1993</i> and the <i>Tasmanian Planning Scheme – Break O’Day</i> , that the application for Residential - Construction of a New Dwelling and Relocation of Existing Shipping Container AND Visitor Accommodation - Change of Use to the Existing Dwelling for Visitor Accommodation only (Removal of Residential Use) on land situated at 213 Binalong Bay Road, St Helens described in Certificate of Title 188864/2 be APPROVED subject to the following plans / documents and conditions:	Planning Permit issued 21st January 2026	Development Services Coordinator
100%	19/01/2026	16/02/2026	01/26.16.2.678 Formal Adoption of Street Name – Lawry Heights Subdivision	That Council approve the use of the name "Argus Court" for the cul de sac currently un-named off Ocean Vista Drive, St Helens (Subdivision Reference – DA 056-2022)	Actions Completed.	Development Services Coordinator
100%	19/01/2026	16/02/2026	01/26.16.3.679 Tasmanian Government – Single Start-Up Permit	The Break O’Day Council provide the attached submission, including any Council directed amendments, to the Department State Growth in relation to government request for feedback on the proposed Single Start-up Permit – Discussion Paper.	Council's submission regarding the proposed Single Start Up Permit was endorsed at the January Council meeting. The submission was lodged with the Department of State Growth on 3 February 2026.	Senior Town Planner
100%	19/01/2026	16/02/2026	01/26.16.4.680 Protection of the high conservation value Future Potential Production Forests	That Council defer consideration to a future Council Workshop.	Council reviewed its position on Future Potential Production Forest at its February Workshop.	NRM Facilitator

ANNUAL GENERAL MEETING RESOLUTIONS 2025

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
24%	09/12/2025	30/06/2026	AGM/25.7.1 Budget for a full time Weed Officer and full time Animal Control Officer - North East Bioregional Network	We request the Break O Day Council commit to budgeting for a full time Weed Officer and full time Animal Control Officer in order to reflect the critical importance of managing weeds and feral (and domestic) animals as a key strategy to safeguard our precious natural environment and wildlife?	A report is to be prepared for the Council as part of the next budget cycle.	Manager Infrastructure and Development Services
100%	09/12/2025	30/06/2026	AGM/25.7.2 Protection of the high conservation value Future Potential Production Forests - North East Bioregional Network	Break O Day Council publicly support the protection of the high conservation value Future Potential Production Forests for the benefit of the community for carbon storage, water catchments (including Scamander and George River), wildlife habitat, threatened species including Swift Parrots, Spotted Tailed Quoll, Tasmanian Devil, Masked Owl and Wedgetailed Eagles, scenic beauty and passive recreation.	The AGM Motion regarding FPPF Land was the subject of a report to the January Council Meeting. A decision was made to refer the matter to Council Workshop for further information and discussion.	NRM Facilitator
100%	09/12/2025	30/06/2026	AGM/25.7.3 Compliance and education efforts to reduce the amount of illegal land clearing - North East Bioregional Network	We request Break O Day Council increase compliance and education efforts to reduce the amount of illegal land clearing in the Break O Day municipality.	Additional educational materials have been published in Councils Newsletter and continual education occurs via planning and development enquiries. Council officers will continue to investigate complaints where made in accordance with Councils compliance policy.	Development Services Coordinator
100%	09/12/2025	30/06/2026	AGM/25.7.4 Protect the scenic and natural values of the Break O Day coastline - North East Bioregional Network	That Break O Day Council support the following recommendations to protect the scenic and natural values of the Break O Day coastline: <ol style="list-style-type: none"> 1. A ban on strata titles and multiple dwellings for tourism accommodation outside of serviced settlements 2. Reintroduce the prohibition on subdivision within 1km of the coast outside of settlements to prevent ribbon development and unrelated cluster development 3. Higher standards for stormwater management than those in the current Break O Day Stormwater SAP to protect coastal waterways and wetlands water quality and ecosystems 4. Establish a comprehensive and effective Scenic Protection Code which preserves the scenic beauty of the Break O Day municipality 	A report is being prepared for consideration at the February Council meeting addressing the four items raised.	Senior Town Planner

COUNCIL RESOLUTIONS 2025

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
50%	21/07/2025	31/08/2025	07/25.15.4.647 CCTV Cameras at Mathinna Recreation Ground	07/25.15.4.647 Moved: Clr I Carter/ Seconded: Clr K Wright That Council investigate the installation of security cameras at the Mathinna Recreation Ground in response to ongoing reports of alleged inappropriate or anti-social behaviour occurring on weekends and pursue relevant grant funding opportunities to cover the associated installation costs. CARRIED UNANIMOUSLY	Quote has been received - Waiting for grants opportunity to become available	Manager Community Services
25%	15/09/2025	06/11/2025	09/25.11.1.573 Installing Pedestrian Crossings in St Helens – Mayor Tucker	That Council investigate, with the appropriate authorities, the feasibility of installing two additional pedestrian crossings in the main centre of St Helens on Cecilia Street – one located near the Post Office and one near the Bakery.	An on-site briefing was held on Tuesday, 7 October with Mayor Tucker, the Manager of Infrastructure & Development Services, and the Works Operations Manager to discuss traffic refuge options. Current pedestrian refuge standards have changed since the installation of the existing refuge on Cecilia Street near Portland Hall. Drawings detailing the proposed installation are being prepared for review by the Council and State Growth	Manager Infrastructure and Development Services
20%	17/11/2025	30/06/2026	11/25.11.1.622 Pollarding Trees on the Northern Side of Tully Street – Mayor Tucker	That in Council's budget for the 2026/27 financial year, funds be allocated to pollard the trees on the northern side of Tully Street.	A qualified arborist has been arranged to inspect the trees and provide recommendations.	Manager Infrastructure and Development Services
100%	15/12/2025	19/01/2026	12/25.8.1..639 DA 115-2025 - 21 Aerodrome Road, Stieglitz - Transport Depot and Distribution – Construction of a New Aircraft Hangar	1. After due consideration of the application received and pursuant to Section 57 of <i>the Land Use Planning & Approvals Act 1993</i> and the <i>Tasmanian Planning Scheme – Break O'Day</i> , that the application for Transport Depot and Distribution - Construction of a New Aircraft Hangar on land situated at 21 Aerodrome Road, Stieglitz described in Certificate of Title 184394/1 with access achieved via CT182768/1 and CT154876/4, be APPROVED subject to the following plans / documents and conditions:	Planning Permit issued 16th December 2025.	Development Services Coordinator
100%	15/12/2025	19/01/2026	12/25.8.2.640 DA 140-2025 - 7-11 Freshwater Street, Beaumaris – Construction of a Dwelling and Frontage Fences	1. After due consideration of the application received and pursuant to Section 57 of <i>the Land Use Planning & Approvals Act 1993</i> and the <i>Tasmanian Planning Scheme – Break O'Day</i> , that the application for Residential - Construction of a Dwelling and Frontage Fences on land situated at 7-11 Freshwater Street, Beaumaris described in Certificate of Title 184539/1 and 184539/2 be APPROVED subject to the following plans / documents and conditions:	Planning Permit issued 16th December 2025.	Development Services Coordinator

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
100%	15/12/2025	19/01/2026	12/25.8.3.641 DA 320-2022 - 135 Acacia Drive, Ansons Bay – Retrospective Approval for Dwelling, Existing Shed, Frontage Fence, Water Tanks and Crossover and Construction of Proposed Shed	1. After due consideration of the application received and pursuant to Section 57 of the <i>Land Use Planning & Approvals Act 1993</i> and the <i>Tasmanian Planning Scheme – Break O’Day</i> , that the application for Residential - Retrospective Approval for Dwelling, Existing Shed, Frontage Fence, Water Tanks and Crossover AND Construction of Proposed Shed on land situated at 135 Acacia Drive, Ansons Bay described in Certificate of Title 45134/71 be APPROVED subject to the following plans / documents and conditions:	Planning Permit issued 16th December 2025	Development Services Coordinator
100%	15/12/2025	19/01/2026	12/25.8.4.642 DA127-2025 - 30 & Lot 8 Heritage Road, St Helens – New dwelling and shed with amenities	1. After due consideration of the application received and pursuant to Section 57 of the <i>Land Use Planning & Approvals Act 1993</i> and the <i>Tasmanian Planning Scheme – Break O’Day</i> , that the application for New Dwelling & Shed with Amenities on land situated at Lot 8 Heritage Road, St Helens described in Certificate of Title 156294/1 be APPROVED subject to the following plans / documents and conditions:	Planning Permit issued 17th December 2025	Development Services Coordinator
100%	15/12/2025	19/01/2026	12/25.11.1.643 Telstra Tower – Calling on Telstra to Host a Community Meeting – Mayor Tucker	<i>No value</i>	Telstra have agreed to host a community meeting which is scheduled for Wednesday 25 February 2026.	General Manager
100%	15/12/2025	19/01/2026	12/25.13.3.646 Fees and Charges 2025-2026	That Council adopt Fees & Charges 2025/2026 for the use of the Meeting Room and Library at the Council Offices as follows: \$20 per hour \$70 ½ day \$150 per day	Fees and Charges updated according to Council Resolution.	Corporate Services Coordinator
100%	15/12/2025	19/01/2026	12/25.15.3.652 Break O’Day – Events Policy CB10	That Council adopts the Break O’Day Events Policy - Policy No CB10 as presented.	Policy updated.	Corporate Services Coordinator
100%	15/12/2025	19/01/2026	12/25.15.4.653 Break O’Day Council Street Art Policy CB11	That Council adopts the Break O’Day Council Street Art Policy - Policy No CB11 as presented.	Policy Updated.	Corporate Services Coordinator
100%	15/12/2025	19/01/2026	12/25.15.5.654 Draft - Art & Cultural Strategy	That Council adopt the Break O’Day Art & Cultural Strategy.	Council adopted the Strategy - advised the group who Council staff worked with of the decision of Council.	Manager Community Services
100%	15/12/2025	19/01/2026	12/25.15.7.655 Banner Pole Waiver – St Helens Flower Show	That Council supports the 2026 St Helens Flower Show by granting a full waiver of hire fees for the erection and dismantling of two (2) banner poles;	The community group running the event were advised of the Council decision and banner will be installed	Manager Community Services

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
100%	15/12/2025	19/01/2026	12/25.15.8.656 St Marys Sports Complex – Motorcycle Muster Event	That Council support the Tasmanian Motorcycle Muster who are wishing to hold an event at the St Marys Recreation Ground in 2027 by: 1. Providing a full fee waiver associated with the use of Council managed infrastructure at the St Marys Recreation Grounds being: · The Multipurpose and Evacuation Building · The St Marys Football/Cricket Oval · The St Marys Pacing Club Building (including kiosk) and · The Public Shower and Toilet Facilities 1. Exclusive use of the St Marys Recreation Grounds including closure of the complex to the public for the duration for the event which is four days.	The group organising the motor cycle muster in 2027 were advised of the Council decision.	Manager Community Services
100%	15/12/2025	19/01/2026	12/25.15.9.657 Sponsorsh iprequest – Break O'Day Artists Inc.	That Council decline the sponsorship request, but encourage Break O'Day Artists Inc to apply through the Art & Culture Community Grant program which is currently open for funds to support their project.	The Art group were advised of the Council decision in relation to their funding request and a grant application form for the Art & Culture grant program was provided by email as well.	Manager Community Services
100%	15/12/2025	19/01/2026	12/25.15.10.658 Sponsors hiprequest – Battle by the Beach: Warrior Women	1. That Council provide Silver Sponsorship of the event with a contribution of \$2,500 and waive the two-day hire fee for the Bendigo Bank Community Stadium, valued at \$1,173.	The group proposing to hold this event were advised of the Council decision by email.	Manager Community Services
100%	15/12/2025	19/01/2026	12/25.16.2.660 Developmen tAssessment Panels – October 2025 Round 3	Acknowledging Break O'Day has already made three submissions on the proposal, Council elect to limit further submission to participation within the sector endorsed position provided within the LGAT General Meeting Minutes namely: 1. Local government rejects the updated DAPs Bill; and 2. Should the Bill progress, the DAP process call in criteria is limited to Council and Homes Tasmania as the applicant.	LGAT has been advised that the following motion adopted by Council at its meeting on 15 December 2025 was carried unanimously: <i>Acknowledging Break O'Day has already made three submissions on the proposal, Council elect to limit further submission to participation within the sector endorsed position provided within the LGAT General Meeting Minutes namely:</i> 1. <i>Local government rejects the updated DAPs Bill; and</i> 2. <i>Should the Bill progress, the DAP process call in criteria is limited to Council and Homes Tasmania as the applicant.</i>	Senior Town Planner

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
100%	15/12/2025	19/01/2026	12/25.16.3.661 Amplitel Pty Ltd v Break O'Day Council [2025] TASCAT 223	For the information of Council and any required discussion and further direction if any. In the absence of further Council direction, Development Services is to follow the instructions of the TASCAT in accordance with their decision.	On 5 December 2025, the Tasmanian Civil and Administrative Tribunal released the following orders: 1. <i>The decision of the Break O'Day Council to refuse a permit for development application DA 2024/00245 is set aside and substituted with a decision to grant a permit subject to the conditions of approval annexed to the Statement Between Planning Experts by Deb Szekely and Frazer Read dated 4 August 2025.</i> 2. <i>The Break O'Day Council is directed to issue a permit for DA 2024/00245 according with these orders within 14 days.</i> A planning permit was issued on 10/12/2025.	Senior Town Planner
100%	15/12/2025	19/01/2026	12/25.17.2.663 Council Meeting Dates and Workshop Dates for 2025	That the following dates and times be approved for Council Meetings and Workshops to be held in 2026.	Council meeting dates for 2026 were endorsed and circulated via Notice of Meetings in the Examiner on 20 December 2025 and published on BODC's website.	General Manager
100%	15/12/2025	19/01/2026	12/25.17.4.665 TasWater's Price and Service Plan 5	That Council: provide a letter of support for TasWater's proposed Price and Service Plan 5 for the regulatory period 2026 – 2030.	Letter was sent to TasWater on 17 December 2025.	General Manager

COUNCIL RESOLUTIONS 2024

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
90%	15/01/2024	05/02/2024	01/24.9.2.290 Binalong Bay Parking, Traffic and Pedestrian Safety – Mayor Tucker	<p><i>A report is sought providing advice in accordance with the requirements of Section 65 of the Local Government Act 1993 for the information of Council at a future meeting and consider any advice given by a person who has the qualifications or experience necessary to give such advice, information or recommendation:</i></p> <p>Council Officers review the existing Binalong Bay Foreshore Master Plan and develop a project scope that can be used to engage an expert to provide a report on the following:</p> <ol style="list-style-type: none"> 1. Improved Parking Accessibility 2. Assessment of Additional Parking Areas, traffic calming and pedestrian safety improvements. 	Binalong Bay Master Plan has been reviewed and a draft consulting services brief prepared and will be addressed as part of the Liveability Strategy to be developed.	Manager Infrastructure and Development Services
75%	20/05/2024	24/06/2024	05/24.9.1.358 Developing walking trails around and within the Scamander Complex precinct – Clr Carter	<p><i>A report is sought providing advice in accordance with the requirements of Section 65 of the Local Government Act 1993 for the information of Council at a future meeting and consider any advice given by a person who has the qualifications or experience necessary to give such advice, information or recommendation:</i></p> <p>That Council considers options to develop walking trails around and within the Scamander Complex precinct.</p>	At the Special Council Meeting on Wednesday, 29 October 2025, Council endorsed the Senior Town Planner's recommendation to release the Draft Scamander–Beaumaris Structure Plan for public consultation and engagement from Monday, 3 November to Sunday, 30 November 2025 (4 weeks). Item 05/24.9.1.358, regarding developing walking trails around and within the Scamander Complex precinct (Clr Carter), is linked to the structure plan development process.	Manager Infrastructure and Development Services
75%	15/07/2024	31/08/2024	07/24.9.1.401 Lease/ management agreement for the front garden of the old hospital site at St Helens – Clr Carter	<p><i>A report is sought providing advice in accordance with the requirements of Section 65 of the Local Government Act 1993 for the information of Council at a future meeting and consider any advice given by a person who has the qualifications or experience necessary to give such advice, information or recommendation:</i></p> <p>That Council immediately pursue a lease/ management agreement for the front garden of the old hospital site at St Helens, from the State Government, and open it up as public open space.</p>	Discussions with the owner of the site have recommenced and Council's interest in securing this piece of land has been reinforced. Follow up contact made on 8/10/24 with Homes Tasmania regarding Council's request and again following the February 2025 Council meeting and several times since including the latest time on 2/12/25. Meeting held on 18/12/25 with Homes Tas representatives, where Council was asked to identify exactly what is required in terms of green space. An indicative Plan was prepared by a Surveyor indicating an area of approximately 990m2 would be required. This provides a depth of 24m from the Cecilia street frontage.	General Manager

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
85%	21/10/2024	16/12/2024	10/24.15.2.470 Future use of the old Council offices – 29 Talbot Street, Fingal	<ol style="list-style-type: none"> 1. That Council call for Expressions of Interest for the use of the building located at 29 Talbot Street, Fingal which more recently was leased to Integrated Living. 2. That Council allow the SES response vehicle to be parked in the garage located on the property at 29 Talbot Street, Fingal to ensure quick response to incidents in the Fingal Valley. 	Council received one expression of interest through the process in May 2025. Process placed on hold due to situation with Fingal Post Office. Process recommenced in November 2025 closing towards the end of January. A report will come to Council following assessment	Manager Community Services
100%	21/10/2024	31/12/2025	10/24.16.2.472 Proposed new electronic scoreboard	<ol style="list-style-type: none"> 1. That Council grant permission, as landowner for the lodgement of planning and building approvals (if required) on Council owned land, 117 Tully Street, St Helens (St Helens Sports Complex), and 2. Subject to Planning and Building approval being obtained that Council grant permission to carry out the proposed installation of a new electronic scoreboard, and 3. That the Lease between the St Helens Football Club and Break O' Day Council be amended to ensure that all ongoing maintenance and insurance requirements are the sole responsibility of the St Helens Football Club as it relates to the Electronic Scoreboard. 	<p>Works in relation to the installation of the Electronic Scoreboard are now complete.</p> <p>The amended lease has been drafted and pending signatures.</p>	Development Services Coordinator

COUNCIL RESOLUTIONS 2023

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
50%	20/03/2023	30/06/2023	03/23.15.7 St Helens Sports Complex	<ol style="list-style-type: none"> 1. That Council engage a landscape architect to design connectivity between the various areas of the St Helens Sports Complex identifying what amenities are required to service the area and its users as well as ensuring green spaces and vegetation management are addressed as part of the project. 2. That funds from Public Open Space – St Helens be used to engage a landscape architect to undertake this project. 	A draft Brief has been developed for this project. This project will now be incorporated into the St Helens and Binalong Bay Liveability Strategy which is currently being developed.	Manager Community Services
90%	18/12/2023	29/02/2024	12/23.9.1.265 Indigenous name for St Patricks Head – Clr J Drummond	<p><i>A report is sought providing advice in accordance with the requirements of Section 65 of the Local Government Act 1993 for the information of Council at a future meeting and consider any advice given by a person who has the qualifications or experience necessary to give such advice, information or recommendation:</i></p> <p>That Council support the Indigenous name for St Patricks Head, which is lumeragenena wuggelena according to the Department of Natural Resources and Environment Tasmania.</p>	As the Reconciliation Action Plan process has been delayed, the matter has been pursued with PWS requesting that they install the signage as per their internal processes	General Manager

COUNCIL RESOLUTIONS 2022

Current Co...	Meeting ...	Due Date	Goal	Resolution / Action	Update	Owner
35%	21/02/2022	01/05/2025	02/22.16.5.39 - Management of Freshwater Resources and Water Quality	Council show leadership on freshwater management arrangements and seek input and advice from state water managers and independent experts on freshwater management arrangements and development initiatives in Tasmania, and their adequacy for ensuring the ecologically sustainable use and development of freshwater systems and resources in Break O'Day.	<p>This is an on-going topic yet to be developed and opportunities brought to Council's attention through Council's NRM Committee.</p> <p>It arose in 2022 when the Committee discussed questions being raised statewide about the adequacy of freshwater management arrangements and development initiatives in Tasmania and ecologically sustainable use and development of freshwater systems. The Department of Natural Resources and Environment Tasmania is generally responsible for freshwater resources regulation and management and has since started several initiatives responding to the issues that were raised.</p>	NRM Facilitator
77%	27/06/2022	31/10/2022	06/22.15.3.123 - Outdoor Exercise Equipment - Scamander	That Council seek external funding to cover the cost of this project.	Council at their meeting in June, 2024, in consultation with the community changed the location of the proposed exercise gym equipment to the eastern side of the bridge	Manager Community Services

02/26.10.0 PETITIONS

Nil

02/26.11.0 NOTICES OF MOTION

02/26.11.1 Petition State Government Department of State Growth for a speed limit reduction – Deputy Mayor Chapple

A motion may be set aside by the Chairperson to be considered at a subsequent meeting, in accordance with Regulation 18 of the Local Government (Meeting Procedures) Regulations 2025

MOTION:

A report is sought providing advice in accordance with the requirements of Section 65 of the Local Government Act 1993 for the information of Council at a future meeting and consider any advice given by a person who has the qualifications or experience necessary to give such advice, information or recommendation:

That council urgently petition the State Government Department of State Growth for a speed limit reduction on the section of Tasman Hwy between Golden Fleece Bridge on Georges Bay Esplanade to the northern end of Cecilia Street where it turns into Tully Street, St Helens from the current limit of 50KM per hour to 40KM per hour.

SUBMISSION IN SUPPORT OF MOTION:

We often talk about "road efficiency" and "traffic flow," but today I want to talk about the reality of our main street.

Anyone who has driven through St Helens during the Christmas break or the Easter holidays knows exactly what I am talking about. It is not just a road; it is a shared space. We have tourists towing caravans looking for parking, locals running errands, and families with young children trying to cross the road.

Currently, at 50km/h, the environment is hostile to pedestrians. But more importantly, our current speed limit is actually preventing us from fixing the problem.

This is the critical point of my motion: This is not just about changing a number on a sign.

Under current engineering standards, it is very difficult to get approval for pedestrian safety refuges or new crossings on a 50km/h road. The stopping distances required are simply too long.

By moving to 40km/h, we unlock the ability to install safety refuges and zebra crossings. We give our engineers the green light to physically make the road safer.

Let’s look at the safety data. The difference between 50 and 40 doesn’t sound like much, but in an emergency, it is massive. At 40km/h, a car stops roughly 9 meters shorter than at 50km/h.

In a busy street, those 9 meters are the difference between a near-miss and a tragedy.

This motion aligns us with the Safe System approach used across Australia. It makes our town centre more walkable, which is good for our local businesses, and it prioritizes the safety of our people.

As proud members of the SARAH Group, our Council has committed to the principle that road safety is a shared responsibility. We carry the Yellow Ribbon spirit, which means we must prioritize the lives of our pedestrians over the speed of our cars. By adopting a Safe System approach on Cecilia Street, we are acknowledging that humans make mistakes. At 40km/h, a mistake is a 'fright'; at 50km/h, a mistake is a 'fatality.' We have a moral obligation to choose the former.

02/26.12.0 MAYOR’S & COUNCILLOR’S COMMUNICATIONS

02/26.12.1 Mayor’s Communications for Period Ending 16 February 2026

20.01.2026	St Helens	– ABC Media Interview with journalist Rebecca Pridham. The overturned decision regarding the Telstra Tower and the recent bushfires were discussed.
21.01.2026	MS Teams	– Northern Tasmania Regional Land Use Strategy (NTRLUS) Steering Committee Meeting.
26.01.2026	St Helens	– Break O’Day Council’s Australia Day Awards Ceremony.
26.01.2026	St Helens	– Attended a celebration recognising John LeFevre’s 40 years of voluntary service.
30.01.2026	MS Teams	– Parks and Wildlife Service (PWS), meeting involving the General Manager with Danielle Poirier, Acting Deputy Secretary and Tory Ross, Director of Tourism Experience and Visitor Services.
31.01.2026	St Helens	– Officially opened the “A Burst of Summer Flower Show”
02.02.2026	St Helens	– Council Workshop.
05.02.2026	St Helens	– Deputy Premier Guy Barnett meeting.
11-12.02.2026	Adelaide	– ALGA 2026 Board Strategic Planning Session.
16.02.2026	St Helens	– Council Meeting.

This is for Councillors to provide a report for any Committees they are Council Representatives on and will be given at the Council Meeting.

- Break O'Day Chamber of Commerce and Tourism – Deputy Mayor Kristi Chapple
- NRM Special Committee – Clr Liz Johnstone
- East Coast Tasmania Tourism (ECTT) – Clr Barry LeFevre
- Mental Health Action Group – Clr Barry LeFevre
- Access and Inclusion Advisory Committee – Clr Kylie Wright
- Bay of Fires Master Plan Steering Committee – Clr Ian Carter

02/26.13.0 BUSINESS AND CORPORATE SERVICES

02/26.13.1 Corporate Services Department Report

ACTION	INFORMATION
PROPONENT	Council Officer
OFFICER	Raoul Harper, Manager Business Services
FILE REFERENCE	018\018\001\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

That the report be received.

INTRODUCTION:

The purpose of this report is to provide Councillors with an update on activities of the Business and Corporate Services Department since the previous Council Meeting.

PREVIOUS COUNCIL CONSIDERATION:

Provided as a monthly report – Council consideration at previous meetings.

OFFICER'S REPORT:

Financial Management

Financial management activities remained steady and on schedule. Monthly financial statements and variance reporting have been completed, and preliminary modelling for the 2025–2026 Rates Resolution has commenced, including early analysis of differential rate structures and minimum rate scenarios.

ICT and Digital Transformation

Progress continues on modernising Council's ICT environment. Planning work for transitioning the current records management system to a cloud based platform is underway, with early options now being scoped. Internal digital transformation initiatives are also progressing steadily. A Request for Proposal for Council's IT Managed Services Agreement has been advertised with a number of organisations registering interest at this stage. Request for Proposals will close on the 27 February 2026.

Council staff have undertaken training in Sharepoint and Microsoft Office 365.

Asset Management

The draft Transport Master Plan continues to be refined. The draft plan will form an important foundation for the development of Council's Strategic Asset Management Plan. Work on this important plan also started early this month.

WHS Reporting and Compliance

As part of Council's commitment to staff wellness, health and safety and to strengthening a positive workplace safety culture, this report now includes a dedicated update on WHS activity across the organisation. This month saw continued work across key compliance areas, including updates to the Contractor Register, management of insurance claims and internal WHS activities and reporting obligations. Council's Health and Safety Coordinator continues to bring a high level of skill, experience and diligence to this work, helping to ensure our systems remain practical, responsive and supportive of staff.

Insurance reviews are now underway with this being a major project for the year to complete.

Aquatic Centre Feasibility – Financial Modelling and Analysis

With the consultation period to close towards the end of the month, the next phase of this project will be collating all of the responses and providing a report back to Council for consideration.

Investments

Council's investment portfolio remains well positioned and current performance is outlined in the investment table provided.

While earlier forecasts anticipated a reduction in interest income as rates eased, Council's investment portfolio continues to perform strongly. This is supported by stable cash reserves and an investment strategy designed to respond to changes in the interest rate environment. Cash holdings are expected to reduce as the capital works program gathers pace over the year; however, the portfolio remains well positioned and current performance is outlined in the investment table provided.

Date Rolled Over	Maturing	Term (Months)	Principle Amount	Interest	Total Amount	Interest Rate	Bank	STATUS
04.04.2025	04.07.2025	3	1,000,000.00	11,493.42	\$1,011,493.42	4.61%	Westpac	MATURED
07.03.2025	08.09.2025	6	1,000,000.00	23,568.49	\$1,023,568.49	4.65%	Bendigo	MATURED
04.04.2025	03.10.2025	6	1,000,000.00	23,186.30	\$1,023,186.30	4.65%	Bendigo	MATURED
09.07.2025	09.11.2025	4	1,000,000.00	14,005.48	\$1,014,005.48	4.26%	CBA	MATURED
10.07.2025	10.12.2025	5	1,000,000.00	17,815.07	\$1,017,815.07	4.25%	Bendigo	MATURED
11.07.2025	12.01.2026	6	1,500,000.00	31,931.51	\$1,531,931.51	4.20%	Bendigo	MATURED
12.08.2025	12.02.2026	6	1,500,000.00	31,532.05	\$1,531,532.05	4.17%	Westpac	MATURED
09.09.2025	10.03.2026	6	1,500,000.00	31,125.00	\$1,531,125.00	4.15%	Westpac	CURRENT
30.09.2025	30.04.2026	7	1,000,000.00	24,150.00	\$1,024,150.00	4.14%	Westpac	CURRENT
30.09.2025	30.05.2026	8	1,000,000.00	27,733.33	\$1,027,733.33	4.16%	Westpac	CURRENT
09.12.2025	09.06.2026	6	1,000,000.00	21,950.00	\$1,021,950.00	4.39%	Westpac	CURRENT
09.12.2025	09.07.2026	7	1,000,000.00	25,783.33	\$1,025,783.33	4.42%	Westpac	CURRENT
30.09.2025	30.08.2026	11	1,500,000.00	57,475.00	\$1,557,475.00	4.18%	Westpac	CURRENT

Council also has a 5 Year Term Deposit which earns approximately \$22,920.55 per quarter (depending on timing of when interest is paid) in interest as provided below:

Date Rolled Over	Maturing	Term (Months)	Principle Amount	Interest	Total Amount	Interest Rate	Bank	STATUS
14.02.2024	13.02.2029	60	2,000,000.00	Approx 22,920.55 per quarter	\$2,000,000.00	4.70%	Westpac	CURRENT

Rates Summary - 6 February 2026

Rates Brought Forward	2025/2026		2024/2025	
	%	\$	%	\$
Outstanding Rate Debtors		1,018,129.97		813,964.84
Less Rates in Credit		-326,736.45		-296,603.81
Net Rates Outstanding at 30 June	4.47	691,393.52	3.63	517,361.03

Rates and Charges Levied	94.77	14,662,368.94	95.71	13,650,172.32
Interest and Penalty Charged	0.76	117,166.35	0.66	94,773.59
Total Rates and Charges Demanded	100.00	14,779,535.29	100.00	13,736,758.11
Less Rates and Charges Collected	73.86	11,426,944.00	67.80	9,669,555.34
Less Credit Journals and Supp Credits	1.58	244,214.85	1.37	195,817.80
Remissions and Discount	4.35	673,293.95	4.50	642,047.04

Unpaid Rates and Charges 6 February 2026	20.21	3,126,476.01	27.67	3,754,886.76
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Remissions and Discounts	2025/2026	2024/2025
Early Payment Discount	132,240.99	120,610.75
Pensioner Rebates	541,052.96	521,436.29
	673,293.95	642,047.04

Number Rateable Properties	6,920	6,883
Number Unpaid Rateable Properties	3,450	3,180
% Properties Not fully paid	49.86	46.20

Right to Information (RTI) Requests

Nil

132 and 337 Certificates

	132	337
January 2026	68	37
December 2025	58	35
January 2025	46	29

**Debtors/Creditors @
4 February 2026**

DEBTORS INFORMATION

Invoices Raised

Current			Previous Year	
Month	Mth Value	YTD 25/26	Month	YTD 24/25
96	\$ 275,601.78	435	83	393

CREDITORS INFORMATION

Payments Made

Current			Previous Year	
Month	Mth Value	YTD 25/26	Month	YTD 24/25
726	\$ 1,976,639.69	2610	307	1713

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Services – To have access to quality services that are responsive to the changing needs of the community and lead to improved health, education and employment outcomes.

Strategy

1. Work collaboratively to ensure services and service providers are coordinated and meeting the actual and changing needs of the community.
2. Ensure Council services support the betterment of the community while balancing statutory requirements with community and customer needs.

LEGISLATION & POLICIES:

N/A

BUDGET AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

ACTION	INFORMATION
PROPONENT	Council Officer
OFFICER	Raoul Harper, Manager Business Services
FILE REFERENCE	018\018\001\
ASSOCIATED REPORTS AND DOCUMENTS	Financial Reports

OFFICER'S RECOMMENDATION:

That the following reports for the month ending 31 January 2026 be received:

1. Profit and Loss Statements
2. Balance Sheet
3. Statement of Cash Flows
4. Capital Works 2025-26

INTRODUCTION:

Presented to Council are the monthly financial statements.

PREVIOUS COUNCIL CONSIDERATION:

Council considers financial reports on a monthly basis.

OFFICER'S REPORT:

The financial statements as shown below show the financial position of Council as at 31 January 2026.

Profit and Loss

Break O'Day Council

For the 7 months ended 31 January 2026

Account	Actual YTD	Budget YTD	Budget Variance YTD	Budget Variance % YTD	Annual Budget	Notes
Trading Income						
Rates	14,431,322	14,369,102	62,220	0%	14,369,102	
User Fees	942,805	842,873	99,932	12%	1,477,883	1
Operating Grants	1,648,287	1,428,890	219,397	15%	4,217,477	2
Interest & Investment Income	545,905	522,127	23,778	5%	1,048,000	
Contributions	49,206	5,521	43,685	791%	6,037	
Other Revenue	117,809	29,016	88,793	306%	49,739	3
Total Trading Income	17,735,334	17,197,529	537,805	3%	21,168,238	
Gross Profit	17,735,334	17,197,529	537,805	3%	21,168,238	
Capital Grants						
Grants - Capital Other	350,000	0	350,000	0%	0	
Grants - Commonwealth Capital	840,300	0	840,300	0%	0	
Grants - Roads to Recovery	0	690,568	(690,568)	-100%	1,035,853	
Grants - State Capital	677,016	545,000	132,016	24%	1,130,000	
Total Capital Grants	1,867,316	1,235,568	631,748	51%	2,165,853	4
Other Non Operating Income						
Net Gain/Loss on Disposal of Assets	51,826	20,000	31,826	159%	100,000	
Total Other Non Operating Income	51,826	20,000	31,826	159%	100,000	
Total Non Operating Revenue	1,919,142	1,255,568	663,574	53%	2,265,853	
Operating Expenses						
Employee Costs	3,811,886	3,971,337	(159,451)	-4%	6,939,061	
Materials & Services	4,697,472	5,212,706	(515,234)	-10%	8,747,236	5
Interest	9,841	11,569	(1,728)	-15%	42,076	
Depreciation	3,161,544	3,067,619	93,925	3%	5,258,739	
Other Expenses	189,434	198,676	(9,242)	-5%	342,536	
Total Operating Expenses	11,870,176	12,461,907	(591,731)	-5%	21,329,648	
Operating Net Profit	5,865,158	4,735,622	1,129,536	24%	(161,410)	
Net Profit (Including Non Operating Revenue)	7,784,300	5,991,190	1,793,110	30%	2,104,443	
Work in Progress						
Capital Work in Progress	2,098,840	0	2,098,840	0%	0	
Total Work in Progress	2,098,840	0	2,098,840	0%	0	

Notes

- User Fees are \$100k (12%) higher than budget YTD, which is primarily due to higher than anticipated building activity, particularly in relation to Building Surveying Services.
- Operating Grants are \$219k (15%) higher than budget YTD, which is primarily due to grant funds carried forward from the prior year being higher than expected.
- Other Revenue is \$89k higher than budget, which is predominantly due to a refund from Aurora regarding an overcharge of 2024/25 power charges.
- Capital grants are \$632k higher than budget, which is primarily due to timing of grant payments in relation to project milestones, with final instalments being received for the Black Summer Bushfire Recovery and LRCI Phase 4 grant funded projects.
- Materials & Services are down \$515k (10%) on budget, which is primarily due to delays in spending on strategic and grant funded projects.

Balance Sheet

Break O'Day Council
As at 31 January 2026

Account	31-Jan-26	30 June 2025
Assets		
Current Assets		
Cash & Cash Equivalents	6,119,501	7,454,872
Investments	10,500,298	5,000,000
Trade & Other Receivables	4,120,206	1,424,890
Inventory	236,454	311,419
Other Assets	2,838	2,838
Total Current Assets	20,979,297	14,194,019
Non-current Assets		
Trade and Other Receivables	14,392	14,392
Property, Plant & Equipment	231,673,359	234,834,103
Right of Use Asset	734,211	734,211
Investment in Water Corporation	36,442,103	36,442,103
Other Investments	30,000	30,000
Mineral Resources Bond	151,500	151,500
Total Non-current Assets	269,045,565	272,206,309
Total Assets	290,024,862	286,400,328
Liabilities		
Current Liabilities		
Trade & Other Payables	670,060	1,873,953
Contract Liabilities	0	810,172
Lease Liability	75,199	75,199
Interest Bearing Loans & Borrowings	337,148	384,494
Provisions	1,014,570	1,014,570
Trust Funds and Deposits	577,730	577,244
Total Current Liabilities	2,674,707	4,735,633
Non-current Liabilities		
Lease Liabilities	659,012	659,012
Interest Bearing Loans & Borrowings	609,491	609,491
Provisions	731,066	731,066
Total Non-current Liabilities	1,999,570	1,999,570
Total Liabilities	4,674,277	6,735,203
Net Assets	285,350,585	279,665,126
Equity		
Accumulated Surplus	52,558,924	46,873,465
Reserves	232,791,661	232,791,661
Total Equity	285,350,585	279,665,126

Statement of Cash Flows

Break O'Day Council

For the 7 months ended 31 January 2026

Account	YTD	2025
Operating Activities		
Receipts from customers	1,054,231	1,689,665
Receipts from rates	11,656,245	13,414,011
Receipts from Operational Grants	864,477	3,087,319
Contributions	50,263	53,665
Interest received	332,505	899,801
Dividends received	213,400	465,600
Payments to employees	(3,958,217)	(6,398,399)
Payments to suppliers	(5,587,163)	(8,787,643)
Finance Costs	(21,478)	(143,733)
Cash receipts from other operating activities	636,578	1,288,954
Cash payments from other operating activities	2,997	(3,002)
Net Cash Flows from Operating Activities	5,243,838	5,566,237
Investing Activities		
Proceeds from sale of property, plant and equipment	57,009	58,175
Payment for property, plant and equipment	(2,793,676)	(7,251,921)
Payment for investments	(5,500,298)	4,500,000
Capital Grants received	1,704,616	2,623,201
Other cash items from investing activities	0	(151,500)
Net Cash Flows from Investing Activities	(6,532,349)	(222,045)
Financing Activities		
Proceeds of trust funds and deposits	486	16,401
Repayment of loans	(47,347)	(2,605,557)
Repayment of lease liabilities	0	(25,932)
Net Cash Flows from Financing Activities	(46,861)	(2,615,088)
Net Cash Flows	(1,335,371)	2,729,104
Cash and Cash Equivalents		
Cash and cash equivalents at beginning of period	7,454,872	4,725,768
Net change in cash for period	(1,335,371)	2,729,104
Cash and cash equivalents at end of period	6,119,501	7,454,872

Break O'Day Council

Capital Works 2025-2026

For the 7 months to 31 January 2026

Project Details	YTD @ 31/1/2026	Estimated Carried Forward 30/06/2025	New Budget Items 2025/2026	Budget Estimates 2025/2026
Plant & Equipment				
Replace K17MB Infrastructure & Development Services Manager	-		45,000	45,000
Replace J40VD Asset Officer	45,097		45,000	45,000
Replace Plant 1220 John Deer Backhoe	-		190,000	190,000
Replace Plant 1269 Valley Crew Town Maintenance Truck	-		150,000	150,000
Replace Plant 1303 - Hitachi ZX33U-5A Excavator	-		120,000	120,000
Replace Plant 1304 - Excavator Plant Trailer (for Plant 1303)	-		20,000	20,000
Replace Plant 1343 - IO4DC Building Maintenance Van	-		50,000	50,000
Replace Plant 1383 - MTB Motorcycle	8,344		13,500	13,500
Replace Plant 1385 - MTB Motorcycle	8,344		13,500	13,500
Additional MTB Motorcycle	8,344		13,500	13,500
Replace Plant 1380 - I40PS Town Maintenance Ute with tip tray	-		45,000	45,000
Replace Plant 1393 - J68EV Builders truck	-		60,000	60,000
Replace Plant 1416 - K42PQ General Manager	-		55,000	55,000
Replace Plant 1413 - K91MG Building Services Officer	-		45,000	45,000
Replace Plant 1360 DMax 4x4 Crew Cab	58,173			
Replace Plant 1361 H40ZN - Kia Sportage Pool Car	-		45,000	45,000
Replace 1382 - MTB Vehicle	61,659		60,000	60,000
Small Plant - VARIOUS 2025/2026	14,995		45,000	45,000
Plant 1269 - Coastal Crew Truck Tray and Crane Assembly	-	116,141		116,141
Plant 1022 - Small Tipper Truck Tray and Chip Bin	-	86,141		86,141
Vehicle Management Tracking System	-	30,000		30,000
Waste collection truck	591,690	550,000	32,000	582,000
Total Plant & Equipment	796,647	782,282	1,047,500	1,829,782
Furniture & IT				
CCTV - additional cameras and installation	-	30,000		30,000
New Ricoh Printer - Main Print Room	10,790			
New Format LCD 98" Screen (replacing existing Projector & Screen)	16,659		16,659	16,659
Video Conferencing System- General Manager's Office	10,388		10,388	10,388
Total Furniture & IT	37,836	30,000	27,047	57,047
Buildings				
Hub 4 Health - Internal Renovations as per endorsed management plan	-		30,000	30,000
Refurbish St Marys Sports Complex Main Toilet/Shower Facility	34,950		75,000	75,000
Installation of New Roof Mounted Solar Panels - St Marys	14,826		40,000	40,000
Pyengana Hall Roof Replacement	-		60,000	60,000
Replacement of Roof Cladding - St Marys Tennis Club	2,592		15,000	15,000
St Helens Depot Office Roof & Insulation Replacement	-		15,000	15,000
St Marys Exhibition upgrades	-		100,000	100,000

Break O'Day Council

Capital Works 2025-2026

For the 7 months to 31 January 2026

Project Details	YTD @ 31/1/2026	Estimated Carried Forward 30/06/2025	New Budget Items 2025/2026	Budget Estimates 2025/2026
St Marys Tip Shop - New Power Supply (Solar)	-		10,000	10,000
Portland Hall Upgrades	-	20,000	30,000	50,000
Council Chambers additions and improvements	18,421	22,571	20,000	42,571
Falmouth - New Toilet design	211,902		200,000	200,000
Falmouth Community Centre - Internal Alterations	111,450		150,000	150,000
Pyengana Recreation Ground Improvements	-		10,000	10,000
Binalong Bay - Village Green BBQ Replacements	45,896	15,000		15,000
Memorial Park Toilet Block Replacement	21,677		50,000	50,000
St Helens Foreshore - Amenities	-		50,000	50,000
Total Buildings	461,714	57,571	855,000	912,571
Parks, Reserves & Other				
Special Project: Scamander Coastal Hazards Project	58,972	200,292	50,708	251,000
Rec trails strategy implementation - stage 1	-	100,000		100,000
Playground equipment replacement program	-	60,000	40,000	100,000
Lions Park Playground Review	-		12,000	12,000
Dog exercise area St Helens Improvements	-	5,000	5,000	10,000
St Marys Dog Park	10,341	10,000		10,000
St Helens Cemetery Master Plan improvements	47,962	50,000		50,000
Georges Bay Walking Track Extension	126,090	985,000	-	985,000
Scamander Sports Complex Masterplan	14,515		20,000	20,000
St Helens Memorial Park - Irrigation system improvements incl groundworks	-		40,000	40,000
Totals Parks, Reserves & Other	257,881	1,410,292	167,708	1,578,000
Roads - Streetscapes & Carparking				
Cecilia Street/Georges Bay Esplanade junction	-			
Carparking acquisition and assoc. costs	-		550,000	550,000
Total Streetscapes	-	-	550,000	550,000
Roads - Footpaths				
Footpath - Binalong Bay Road	-		100,000	100,000
Footpaths - Miscellaneous	97,759		100,000	100,000
Total Footpaths	97,759	-	200,000	200,000
Roads - Kerb & Channel				
Total Kerb & Channel	-	-	-	-
Roads - Resheeting				
25/26 Road Resheeting - various	126,528		700,000	700,000
Ansons Bay Road- Resheeting	163,585			
Total Resheeting	290,112	-	700,000	700,000
Roads - Reseals				

Break O'Day Council

Capital Works 2025-2026

For the 7 months to 31 January 2026

Project Details	YTD @ 31/1/2026	Estimated Carried Forward 30/06/2025	New Budget Items 2025/2026	Budget Estimates 2025/2026
St Marys - Story Street Esk Main Road to Groom Street	-	55,084	4,916	60,000
25/26 Reseals TBC	-		800,000	800,000
Totals Reseals	-	55,084	804,916	860,000
Roads - Reconstructions / Construction				
Mangana Road - Rehabilitation/reconstruction 25/26	-		350,000	350,000
Totals - Roads Construction, Digouts & Other	-	-	350,000	350,000
Totals Roads & Footpaths	387,871	55,084	2,604,916	2,660,000
Bridges				
Bridge 185 - Gilles Road	7,954		307,000	307,000
Bridge 2684 - Pedder Street	6,637		200,000	200,000
Total Bridges	14,590	-	507,000	507,000
Stormwater				
Minor stormwater Jobs	53,138		150,000	150,000
Penelope Street	9,960			
Aulichs Lane, St Marys	-	84,220	6,000	90,220
Tully Street / Northern end of Cecilia St Stormwater System Upgrade	2,997	35,000		35,000
Renewal of SW Main - Talbot Street, Fingal	-		100,000	100,000
Total Stormwater	66,096	119,220	256,000	375,220
Waste Management				
Replace Pay Booth - Fingal WTS	-		20,000	20,000
Scamander WTS - Waste Compactor	11,119	60,000	1,000,000	1,060,000
Scamander WTS - Landfill Design & Construction	65,085	104,559	150,000	254,559
Total Waste Management	76,204	164,559	1,170,000	1,334,559
Total Capital	2,098,840	2,619,008	6,635,171	9,254,179

ACTION	DECISION
PROPONENT	Council
OFFICER	Raoul Harper, Manager Business Services
FILE REFERENCE	018\008\001\
ASSOCIATED REPORTS AND DOCUMENTS	Revised Capital Works Budget 2025/2026

OFFICER'S RECOMMENDATION:

That Council adopt the revised Capital Works Budget 2025/2026.

INTRODUCTION:

The purpose of this report is to provide Council with a revised Capital Works Budget 2025/2026.

PREVIOUS COUNCIL CONSIDERATION:

The Budget process and associated reviews occur annually. At times quarterly or half yearly budget reviews are undertaken if material events or changes to the budget estimates require Council authorisation.

OFFICER'S REPORT:

The Council approves Budget Estimates for each financial year (FY), encompassing operational budget estimates and a Capital Works program. It's routine for the Council to review these estimates periodically to ensure alignment with operational performance and to adjust the capital works budget as necessary, particularly when revisions to cost estimates are warranted.

The revised Capital Works Budget 2025/2026 identifies a small number of material project level changes arising from new allocations or projects moving into delivery. All other budget movements reflect routine cost refinement as scopes are clarified, procurement outcomes are confirmed and carried-forward balances from the prior financial year are finalised.

CCTV Infrastructure at Operational Sites

The revised Capital Works Budget includes an increased allocation for CCTV infrastructure at operational sites. This change reflects the formalisation and expansion of a discrete project in response to identified operational, safety and asset-protection risks. The revised allocation supports project delivery and reflects improved scope definition rather than unplanned cost escalation. Detailed funding provisions are set out in the Capital Works Budget schedules.

St Helens Walkway / Foreshore Lighting Project

The St Helens Walkway (Foreshore) Lighting Project shows an increase in the revised capital budget reflecting the confirmation of external grant funding and the formalisation of the project for delivery. The revised allocation brings the project to a fully funded position and reflects funding

confirmation rather than a change in project scope. Council's contribution is detailed within the Capital Works Budget schedules.

Other Capital Program Adjustments

All other changes within the Capital Works Budget represent minor cost refinements arising from:

- Updated procurement pricing,
- Confirmation of trade-in values for plant and vehicles,
- Refinement of project scopes,
- Adjustment of carried-forward balances from the prior financial year, and
- Timing changes as projects move through design, approval and delivery stages.

Individually, these adjustments are not material and are considered a normal and expected part of capital program management.

Overall Capital Program Position

Following these revisions, the Capital Works Budget remains within Council's available funding capacity and continues to present a low financial risk. Council's cash position and investment performance provide sufficient flexibility to absorb these movements while maintaining focus on the timely and effective delivery of priority infrastructure projects.

STRATEGIC PLAN & ANNUAL PLAN:

Break O'Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Infrastructure - To provide quality infrastructure which enhances the liveability and viability of our communities for residents and visitors.

Strategy

1. Be proactive infrastructure managers by anticipating and responding to the growing and changing needs of the community and the area.
2. Work with stakeholders to ensure the community can access the infrastructure necessary to maintain their lifestyle.

LEGISLATION & POLICIES:

Local Government Act 1993

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

A reallocation of capital funding is required to support the effectively delivery of the capital works program for the 2025/2026 FY.

VOTING REQUIREMENTS:

Absolute Majority

Break O'Day Council

Capital Works Revised Budget 2025-2026

Project Details	YTD @ 31/12/2025	Estimated Carried Forward 30/06/2025	Updated Carried Forward 30/06/2025	New Budget Items 2025/2026	Amendment to New Budget Items 2025/2026	Budget Estimates 2025/2026	Revised Budget 2025/2026	Total Movement in Budget	Comments
Plant & Equipment									
Replace K17MB Infrastructure & Development Services Manager	-			45,000		45,000	45,000	-	Est.Trade-in value 20k
Replace J40VD Asset Officer	45,097			45,000	45,097	45,000	45,097	97	Est.Trade-in value 20k
Replace Plant 1220 John Deer Backhoe	-			190,000		190,000	190,000	-	Est.Trade-in value 30k
Replace Plant 1269 Valley Crew Town Maintenance Truck	-			150,000		150,000	150,000	-	Est.Trade-in value 20k
Replace Plant 1303 - Hitachi ZX33U-5A Excavator	-			120,000		120,000	120,000	-	Est.Trade-in value 30k
Replace Plant 1304 - Excavator Plant Trailer (for Plant 1303)	-			20,000		20,000	20,000	-	Est.Trade-in value 1.5k
Replace Plant 1343 - IO4DC Building Maintenance Van	-			50,000		50,000	50,000	-	Est.Trade-in value 15k
Replace Plant 1383 - MTB Motorcycle	8,344			13,500	8,344	13,500	8,344	(5,156)	Est.Trade-in value 1.5k
Replace Plant 1385 - MTB Motorcycle	8,344			13,500	8,344	13,500	8,344	(5,156)	Est.Trade-in value 1.5k
Additional MTB Motorcycle	8,344			13,500	8,344	13,500	8,344	(5,156)	
Replace Plant 1380 - I40PS Town Maintenance Ute with tip tray	-			45,000		45,000	45,000	-	Est.Trade-in value 15k
Replace Plant 1393 - J68EV Builders truck	-			60,000		60,000	60,000	-	Est.Trade-in value 20k
Replace Plant 1416 - K42PQ General Manager	-			55,000		55,000	55,000	-	Est.Trade-in value 20k
Replace Plant 1413 - K91MG Building Services Officer	-			45,000		45,000	45,000	-	Est.Trade-in value 15k
Replace Plant 1360 DMax 4x4 Crew Cab	58,173		58,173				58,173	58,173	
Replace Plant 1361 H40ZN - Kia Sportage Pool Car	-			45,000		45,000	45,000	-	Est.Trade-in value 12.5k
Replace 1382 - MTB Vehicle	61,659			60,000	61,659	60,000	61,659	1,659	Est. Trade-in value \$18k
Small Plant - VARIOUS 2025/2026	12,861			45,000		45,000	45,000	-	
Plant 1269 - Coastal Crew Truck Tray and Crane Assembly	-	116,141	116,141			116,141	116,141	-	
Plant 1022 - Small Tipper Truck Tray and Chip Bin	-	86,141	86,141			86,141	86,141	-	
Vehicle Management Tracking System	-	30,000	30,000			30,000	30,000	-	
Waste collection truck	591,690	550,000	549,908	32,000	9,782	582,000	591,690	9,690	PO raised March 2025 - delivery expected by 31 July 2025.

Break O'Day Council

Capital Works Revised Budget 2025-2026

Project Details	YTD @ 31/12/2025	Estimated Carried Forward 30/06/2025	Updated Carried Forward 30/06/2025	New Budget Items 2025/2026	Amendment to New Budget Items 2025/2026	Budget Estimates 2025/2026	Revised Budget 2025/2026	Total Movement in Budget	Comments
Total Plant & Equipment	794,514	782,282	840,363	1,047,500	141,570	1,829,782	1,883,933	54,151	
Furniture & IT									
CCTV - additional cameras and installation	-	30,000	100,000			30,000	100,000	70,000	Additional CCTV for Waste Transfer Stations & St Helens Foreshore
New Ricoh Printer - Main Print Room	10,790						-	-	
New Format LCD 98" Screen (replacing existing Projector & Screen)	16,659			16,659		16,659	16,659	-	
Video Conferencing System- General Manager's Office	10,388			10,388		10,388	10,388	-	
Total Furniture & IT	37,836	30,000	100,000	27,047	-	57,047	127,047	70,000	
Buildings									
Hub 4 Health - Internal Renovations as per endorsed management plan	-			30,000		30,000	30,000	-	Refer Approved Management Plan & Associated recommendations
Refurbish St Marys Sports Complex Main Toilet/Shower Facility	34,950			75,000		75,000	75,000	-	New Floor Wall Coverings + Repaint
Installation of New Roof Mounted Solar Panels - St Marys	14,826			40,000		40,000	40,000	-	Per Climate Change Priority Actions
Pyengana Hall Roof Replacement	-			60,000		60,000	60,000	-	Required as per asset mananegment database
Replacement of Roof Cladding - St Marys Tennis Club	2,592			15,000		15,000	15,000	-	Required as per asset mananegment database
St Helens Depot Office Roof & Insulation Replacement	-			15,000		15,000	15,000	-	
St Marys Exhibition upgrades	-			100,000		100,000	100,000	-	
St Marys Tip Shop - New Power Supply (Solar)	-			10,000	25,000	10,000	35,000	25,000	New Project . Solar Power only option
Portland Hall Upgrades	-	20,000	20,000	30,000		50,000	50,000	-	\$50K Facelift Project - Ties in with Memorial Park Toilet project
Council Chambers additions and improvements	18,421	22,571	9,324	20,000		42,571	29,324	(13,247)	Continuation of Building improvements, painting internal + heat pumps

Break O'Day Council

Capital Works Revised Budget 2025-2026

Project Details	YTD @ 31/12/2025	Estimated Carried Forward 30/06/2025	Updated Carried Forward 30/06/2025	New Budget Items 2025/2026	Amendment to New Budget Items 2025/2026	Budget Estimates 2025/2026	Revised Budget 2025/2026	Total Movement in Budget	Comments
Falmouth - New Toilet	200,188			200,000	50,000	200,000	250,000	50,000	Construction Phase
Falmouth Community Centre - Internal Alterations	105,316		2,475	150,000		150,000	152,475	2,475	Construction Phase
Pyengana Recreation Ground Improvements	-			10,000		10,000	10,000	-	New BBQ request- Design
Binalong Bay - Village Green BBQ Replacements	45,896	15,000	14,986			15,000	14,986	(14)	Demolition & Made Good, Electrical, Pathways & new Structure
Memorial Park Toilet Block Replacement	14,157			50,000		50,000	50,000	-	Construction to begin 1 July 2026
St Helens Sports Complex - Athletics Building			48,589						Budget Removed - Project Delayed pending progress of St Helens Sports Complex master Plan
St Helens Foreshore - Amenities	-			50,000		50,000	50,000	-	Design Phase (demolish and rebuild new toilets)
Total Buildings	436,347	57,571	95,374	855,000	75,000	912,571	976,785	64,214	
Parks, Reserves & Other									
Special Project: Scamander Coastal Hazards Project	57,843	200,292	186,178	50,708		251,000	236,886	(14,114)	Total grant \$165k (20k in 24/25 & 145k in 25/26), balance Council contribution
Rec trails strategy implementation - stage 1	-	100,000	100,000			100,000	100,000	-	
Playground equipment replacement program	-	60,000	58,637	40,000		100,000	98,637	(1,363)	
Lions Park Playground Review	-			12,000		12,000	12,000	-	Review options
Dog exercise area St Helens Improvements	-	5,000	5,000	5,000		10,000	10,000	-	Shelter and water fountain station
St Marys Dog Park	10,341	10,000	18,131			10,000	18,131	8,131	Community engagement to be undertaken prior to install - need to establish new site.
St Helens Cemetery Master Plan improvements	37,834	50,000	49,807			50,000	49,807	(193)	
Georges Bay Walking Track Extension	126,090	985,000	973,750	-		985,000	973,750	(11,250)	State Grant funded. Subject to Federal Funding Contribution for remaining scope works
St Helens Walkway Lighting Project (FUNDED)			(280,144)		405,000		124,856	124,856	\$350k grant, \$55k Council contribution
Scamander Sports Complex Masterplan	14,515			20,000		20,000	20,000	-	
St Helens Memorial Park - Irrigation system improvements incl groundworks	-			40,000	10,000	40,000	10,000	(30,000)	Irrigation works only

Break O'Day Council

Capital Works Revised Budget 2025-2026

Project Details	YTD @ 31/12/2025	Estimated Carried Forward 30/06/2025	Updated Carried Forward 30/06/2025	New Budget Items 2025/2026	Amendment to New Budget Items 2025/2026	Budget Estimates 2025/2026	Revised Budget 2025/2026	Total Movement in Budget	Comments
Totals Parks, Reserves & Other	246,624	1,410,292	1,111,359	167,708	415,000	1,578,000	1,654,067	76,067	
Roads - Streetscapes & Carparking									
Cecilia Street/Georges Bay Esplanade junction	-						-	-	Land acquisition needed for junction upgrade. Refer to decision of Council 12/23.4.1.CC CFWD as spend occurs after junction upgrade works are completed.
Carparking acquisition and assoc. costs	-			550,000		550,000	550,000	-	
Total Streetscapes	-	-	-	550,000	-	550,000	550,000	-	
Roads - Footpaths									
Footpath - Binalong Bay Road	-			100,000		100,000	100,000	-	Renewal
Footpaths - Miscellaneous	49,966			100,000		100,000	100,000	-	New
Lindsay Parade to Sunny Bank Close			30,000				30,000	30,000	
Binalong Bay Footpaths internal thoroughfares			100,000				100,000	100,000	
Total Footpaths	49,966	-	130,000	200,000	-	200,000	330,000	130,000	
Roads - Kerb & Channel									
Total Kerb & Channel	-								
Roads - Resheeting									
25/26 Road Resheeting - various	126,528			700,000		700,000	700,000	-	
Ansons Bay Road- Resheeting	163,585						-	-	
Total Resheeting	290,112	-	-	700,000	-	700,000	700,000	-	
Roads - Reseals									
St Marys - Story Street Esk Main Road to Groom Street	-	55,084	55,084	4,916		60,000	60,000	-	Subject to State Growth resealing Story St
25/26 Reseals TBC	-			800,000		800,000	800,000	-	

Break O'Day Council

Capital Works Revised Budget 2025-2026

Project Details	YTD @ 31/12/2025	Estimated Carried Forward 30/06/2025	Updated Carried Forward 30/06/2025	New Budget Items 2025/2026	Amendment to New Budget Items 2025/2026	Budget Estimates 2025/2026	Revised Budget 2025/2026	Total Movement in Budget	Comments
Totals Reseals	-	55,084	55,084	804,916	-	860,000	860,000	-	
Roads - Reconstructions / Construction									
Mangana Road - Rehabilitation/reconstruction 25/26	-			350,000		350,000	350,000	-	Part 2 of road rehabilitation project where road has been damaged by pine tree roots.
Totals - Roads Construction, Digouts & Other	-	-	-	350,000	-	350,000	350,000	-	
Totals Roads & Footpaths	340,078	55,084	185,084	2,604,916	-	2,660,000	2,790,000	130,000	
Bridges									
Bridge 185 - Gilles Road	7,954			307,000		307,000	307,000	-	Replacement in concrete to SM1600 design code
Bridge 2684 - Pedder Street	6,637			200,000		200,000	200,000	-	Replace timber superstructure with concrete
Total Bridges	14,590	-	-	507,000	-	507,000	507,000	-	
Stormwater									
Minor stormwater Jobs	47,138			150,000		150,000	150,000	-	Increase in minor storm water system capital works identified for 24/25 as a result of the Feb 2024 severe storm event
Penelope Street	9,960				9,960		9,960	9,960	Carried forward project from prior year.
Aulichs Lane, St Marys	-	84,220	84,220	6,000		90,220	90,220	-	New stormwater line - Design & Approvals in 23/24 and construct in 24/25 - Possible deferral due to TasWater Sewer Main Works that impacts new SW pipe install.
Tully Street / Northern end of Cecilia St Stormwater System Upgrade	2,997	35,000	62,744			35,000	62,744	27,744	Design only
New SW main - Brown Street					90,000		90,000	90,000	To support affordable housing project. Cost estimate to be confirmed in Feb 26.

02/26.14.0 WORKS AND INFRASTRUCTURE

02/26.14.1 Works and Infrastructure Report

ACTION	INFORMATION
PROPONENT	Council Officer
OFFICER	David Jolly, Manager Infrastructure and Development Services
FILE REFERENCE	014\002\001\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

That the report be received by Council.

INTRODUCTION:

This report provides an overview of Works Operations and Capital Projects undertaken in January 2026, along with details of scheduled activities for the coming month.

PREVIOUS COUNCIL CONSIDERATION:

Provided as a monthly report – Council consideration at previous meetings.

OFFICER'S REPORT:

Works Operations	January 2026	February 2026
Aerodrome	Routine inspections.	Routine inspections.
Town Maintenance	Continuation of mowing all towns. Assisting with set up for community events (Flower Show, Car Show, Woodchops, Athletics Carnival, Australia Day Event. Tree maintenance: St Marys (skate park – 3 dead trees removed and 3 dead trees at the Railway Station Reserve) – trees to be replaced with an appropriate species after consultation with NRM Officer.	Township mowing all towns. Assist with set up of Triathlon event (St Helens) Tree maintenance: St Helens (Medea Cove Esp, Kings Park) and St Columba Falls Road. Kerb and footpath vegetation removal to commence mid-month – all towns.
Road Network	Roadside slashing areas: St Helens Grading – Ansons Bay Road, Basin Creek Road and Loila Tier Road. Emulsion patching (sealed roads) – St Helens area, The Gardens Road, Ansons Bay Road.	Roadside slashing: Lottah, Pyengana, Weldborough. Grading - Ansons Bay Road, North Ansons Bay Road and Eddystone Point Road. Shoulder – gravel edging - Ansons Bay Road & Mathinna Plains Road.

MTB	Routine track inspections & maintenance.	Routine track inspections & maintenance.
Weed Management	MTB trails: Foxglove. Stieglitz: California thistle. St Marys: Gorse, Spanish heath, broadleaf. St Helens: Spanish heath.	Fingal: Capeweed, broadleaf, thistles, caper spurge, hemlock. Georges Bay Walking Track: Thistles, broadleaf, African boxthorn. Scamander: Gorse, Spanish heath, broadleaf. St Marys: Spanish heath, thistles.
Asset Management	Building & Playground inspections.	

CAPITAL WORKS

Item	Comment
Bridge 185 – Gillies Road	Design and design certification have been completed, and material procurement is underway. Council will deliver the bridge replacement works, with the construction schedule to be confirmed. A temporary bypass will be provided for affected residents and the works schedule notified to residents closer to construction.
Bridge 2684 – Pedder Street	Tender has been awarded to TasSpan Civil Contracting and preliminary works are progressing.
Georges Bay Walking Track Extension	Design has been finalised. A Flora & Fauna study scheduled for February 2026.
Scamander WTS – Waste Compactor	Project in progress. Technology options and costing details were presented to Councillors at the February Councillor Workshop as a prelude to the 2026/2027 capital budget preparation cycle.
Scamander Inert Landfill Development	Master Plan and Draft Detail design have been completed for internal review. Design documentation is being updated to reflect minor amendments needed prior to being submitted to the Tasmanian EPA.
Scamander Coastal Hazards Project	Project remains in progress.
St Helens Cemetery Master Plan improvements	Completed: Columbarium walls and concrete pathways have been constructed. Landscaping and garden works will be delivered in a separate project stage.
Storm Water – Aulichs Lane, St Marys	Design completed, and materials purchased. Installation has been rescheduled for February/March 2026.
Road Resealing	In-progress: Crossroads has completed road pavement pre-seal preparation, with resealing works planned for February/March 2026.
Road Re-sheeting	In-progress. Mathinna Plains Road scheduled - February 2026.

Mangana Road

Reconstruction of a 300m section is scheduled for February/March 2026. Resident notifications will be issued shortly.

**Tully Street – Northern end:
Stormwater System Design**

In-progress: Engineering design.

Scamander Avenue footpath upgrade

Completed.

Waste Management

	General Waste to Copping Landfill			Inert Waste to St Helens Inert Landfill			Kerbside Co-mingled Recyclables Collection		
	24/25 MT	25/26 MT	Month Diff	24/25 MT	25/26 MT	Month Diff	24/25 MT	25/26 MT	Month Diff
Jul	222	233	11	0	212	212	43	39	-4
Aug	224	215	-9	30	0	-30	41	36	-5
Sep	167	607 ¹	440	20	0	-20	40	36	-4
Oct	240	338 ²	98	0	0	0	56	53	-3
Nov	224	238	14	121	0	0	48	42	-6
Dec	282	258	-24	0	0	0	56	48	-8
Jan	352	TBA ³		0	0	0	73	57	-16
Feb	221			0			51		
Mar	215			0			48		
Apr	247			0			51		
May	198			0			45		
Jun	182			0			38		
Total	2,774	1,889		171	212		590	311	

Notes

1. Includes 390 MT of construction and demolition waste ex St Marys WTS.
2. Includes 105 MT of construction and demolition and commercial waste ex St Helens WTS.
3. Copping Weighbridge data not available at the time of preparing this report.

Green Waste Mulch – St Helens Waste Transfer Station

- Double shredded material – sold out.
- Singel shredded material – in stock.
- Next shredding campaign – March (TBC) – includes production of double shredded material.

Circular North - Waste Transfer Station Resource Recovery Enhancement Grants

In January, Council officers prepared a submission for the purchase of a Cardboard shredder/compactor for the St Helens Waste Transfer Station.

This project proposes the installation of a cardboard shredder/compactor unit with a 35 m³ detachable hook lift bin at the St Helens Waste Transfer Station. The equipment would significantly enhance the site's ability to collect, compact, and transport paper and cardboard to recyclers efficiently, reducing transport frequency and avoiding the landfilling of valuable recoverable materials. The initiative directly supports Circular North's strategic objective to increase paper and cardboard recovery by 31%. By improving resource capture and ensuring materials are effectively reintroduced into the circular economy, the project delivers clear environmental, operational, and community benefits. The submission is expected to be assessed by mid-March 2026.

New Sub-Division Inspection(s).

- 29 January 2026: Wrinklers Subdivision Stages 4/5 – Stormwater pipe installation.

STRATEGIC PLAN & ANNUAL PLAN:

Break O'Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Infrastructure - To provide quality infrastructure which enhances the liveability and viability of our communities for residents and visitors.

Strategy

1. Be proactive infrastructure managers by anticipating and responding to the growing and changing needs of the community and the area.
2. Work with stakeholders to ensure the community can access the infrastructure necessary to maintain their lifestyle.
3. Develop and maintain infrastructure assets in line with affordable long-term strategies.

LEGISLATION & POLICIES:

N/A

BUDGET AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

ACTION	INFORMATION
PROPONENT	Council Officer
OFFICER	Municipal Inspector
FILE REFERENCE	003\003\018\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

That the report be received by Council.

INTRODUCTION:

This is a monthly update for animal control undertaken since the last meeting of Council.

PREVIOUS COUNCIL CONSIDERATION:

Provided as a monthly report – Council consideration at previous meetings.

OFFICER'S REPORT:**Dog registrations 2025/2026**

Month	Dogs Registered	Unpaid Registrations	Total
July	1,073	309	1,382
August	1,206	157	1,363
September	1,277	92	1,369
October	1,299	78	1,377
November	1,311	61	1,372
December	1,324	57	1,381
January	1,343	53	1,396

Final registration reminder notices were sent to dog owners at the end of October 2025, requesting payment by the end of November 2025. Council officers also follow-up with telephone calls to remind owners of their outstanding registrations and obligations to register their dogs in accordance with the requirements of the Dog Control Act 2000.

Summary Statistics for reporting period: 1 to 22 January 2026

2025-2026 YTD	Category	Binalong Bay, The Gardens, Ansons Bay	Mangena, Fingal, Mathina	Falmouth, 4 Mile	Seymour, Denison	Beaumaris, Diana Basin	Scamander	St Helens, Stieglitz, Pyengana	St Marys, Cornwall	PERIOD TOTAL	2025-2026 YTD
1	Dog - Attack on a person (Serious)									0	1
3	Dog - Attack on a person (Minor)							1		1	4
0	Dog -Attack on another animal (Serious)									0	0
2	Dog -Attack on another animal (Minor)									0	2
0	Dog - Declared Dangerous									0	0
11	Dog - Barking									0	11
3	Dog - Chasing a person									0	3
8	Dog - Impounded						2	1		3	11
0	Dog - in Prohibited Area									0	0
3	Dog - Lost Dogs Reported									0	3
1	Dog - Rehomed									0	1
12	Dog - Wandering/at large							1		1	13
8	Verbal Warnings							6		6	14
8	Unregistered Dog Notices									0	8
5	Caution Notices									0	5
4	Infringement Notices									0	4
5	Infringement Notice - Disputes									0	5
26	Written Letter to Dog owners – various matters.									0	26
22	Patrols - Township/Urban Areas	3		4		5	4	3		19	41
29	Patrols - Beaches/Foreshore	3		2		5	4	3		17	46
2	Kennel Licence - Issued									0	2
7	Other animals									0	7
3	Other - RSPCA intervention									0	3
163	TOTAL	6	0	6	0	10	10	15	0	47	210

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Environment - To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Strategy

1. Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions.

LEGISLATION & POLICIES:

- *Dog Control Act 2000*
- *EP05 Dog Management Policy*

BUDGET AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

ACTION	DECISION
PROPONENT	Council
OFFICER	David Jolly, Manager Infrastructure & Development Services
FILE REFERENCE	003\003\022\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

That Council undertake enforcement action in accordance with Registering Dogs: Section (8)(1) and s8(2) of the Dog Control Act 2000.

INTRODUCTION:

This purpose of this report is to update Council of the status of unregistered dogs within the Break O'Day municipality and to recommend enforcement action in accordance with Section (8)(1) and s8(2) of the Dog Control Act 2000.

PREVIOUS COUNCIL CONSIDERATION:**Councillor Workshop 2 February 2026****OFFICER'S REPORT:**

53 unregistered dogs over the age of six months are listed in Councils dog registration database at end January 2026.

Final Reminder Notices were posted to dog owners in October 2025, for registrations to be paid by end of November 2025. In addition, Council Officers contacted owners with outstanding registration payments by telephone and have reminded dog owners of the need to pay outstanding registration.

The reasons for unpaid registrations or the delay in payment are not known.

2025/2026 YTD Dog Registration Data

Month	Dogs Registered	Unpaid Registrations	Total	% Unregistered
Jul-25	1,073	309	1,382	22.4
Aug-25	1,206	157	1,363	11.5
Sep-25	1,277	92	1,369	6.7
Oct-25	1,299	78	1,377	5.7
Nov-25	1,311	61	1,372	4.4
Dec-25	1,324	57	1,381	4.1
Jan-26	1,343	53	1,396	3.8

Section 8 of the Dog Control Act requires that:

S8(1): The owner of a dog that is over the age of 6 months must register the dog.

Penalty: Fine not exceeding 5 penalty units.

S8(2): A person must not conceal, or dispose of, a dog to evade registration of the dog.

Penalty: Fine not exceeding 5 penalty units.

Note: The Dog Control Regulations 2021 limits the Councils ability to apply only 1 penalty unit each to s8(1) and s8(2). The current penalty unit value in Tasmania is \$205.00. This value is indexed annually based on the consumer price index (CPI) movements in the previous year.

What this action means:

Enforcing s8 means

- the issuing of an Infringement Notice with a monetary penalty of \$205 per dog.
- payment by the dog owner of the outstanding dog registration fee.

Hardship Considerations

Where a genuine hardship condition applies, Council may establish a payment plan depending on a person's circumstances.

MPES

Should an Infringement Notice not be paid within 28 days and the matter would be referred to the Tasmanian Government Monetary Penalties Enforcement Service.

STRATEGIC PLAN & ANNUAL PLAN:

Break O' Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Environment - To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Strategy

1. Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions.

LEGISLATION & POLICIES:

N/A

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

Unregistered dogs contribute to a measurable loss of Council revenue.

VOTING REQUIREMENTS:

Simple Majority

02/26.15.0 COMMUNITY DEVELOPMENT

02/26.15.1 Community Services Report

ACTION	INFORMATION
PROPONENT	Council Officer
OFFICER	Chris Hughes, Manager Community Services
FILE REFERENCE	011\034\006\
ASSOCIATED REPORT AND DOCUMENTS	Nil

OFFICER’S RECOMMENDATION:

That the report be received.

INTRODUCTION:

The purpose of this report is to provide Councillors with an update of various activities which are being dealt with by the Community Services Department.

PREVIOUS COUNCIL CONSIDERATION:

Provided as a monthly report – Council consideration at previous meetings.

OFFICER’S REPORT:

The Community Services team is committed to ensuring that all our programs, services, and initiatives are guided by a strong commitment to access and inclusion. This approach is embedded in everything we do, ensuring that all members of our community—regardless of age, ability, background, or circumstance—can participate fully and equitably.

Our team actively advocates for inclusive practices in all the networks and meetings we are part of, both within Council and in collaboration with external partners. By championing access and inclusion at every level, we aim to foster a more connected, supportive, and equitable community for all.

2025 – 2026 Community, Council Events, Programs and Initiatives

Items listed below are supported by a Council decision or have been approved through the yearly budget process.

Grants Programs	2025-2026 Budget	Funds expended on project or forwarded to community group
Community Grants	60,000	
Art & Culture Community Grants	30,000	
School Prizes	1,000	2,000

Contributions to Events		
Swimcart	1,000	
St Helens Athletic Carnival	2,500	2,500
Carols by Candlelight	1,600	802
Fingal Valley Coal Festival	2,000	
Pyengana Endurance Ride -	500	
St Helens Game Fishing Comp	2,000	2,000
Marketing Valley Tourism	2,500	
Bay of Fires Art Prize	10,000	
Bay of Fires Winter Arts Event – Sandcastle Building	4,000	
St Marys Community Car & Bike Show	2,000	
East Coast Masters Golf Tournament	2,500	2,500
BODRA Winter Lights	2,000	2,000
Suicide Prevention	1,000	1,000
Pyengana Easter Carnival	1,000	
Australia Day Event – Woodchopping	\$5,000	2,000
Misc Donations & Events	7,500	
Wellbeing Festival	3,500	
Mannalargenna Day	2,500	2,500
Council Sponsorship		
Funding for BEC Directory	2,000	Directory no longer being produced
St Helens Marine Rescue	3,000	3,000
Business Enterprise Centre (BEC)	28,000	14,000
Council Sponsorship		
Seniors Day	3,000	2,000
Australia Day event	5,000	
Volunteer Week	2,500	
Mental Health Week	500	
International Disability Day event	1,000	
Christmas Decorations	6,000	
Specific Programs & Initiatives		
Youth Services	8,000	
Welcome to Town Christmas Signs	1,500	1,500

Updates on current projects being managed by Community Services:

Reconciliation Plan

Council staff are preparing a document more focused on Council working with our local community with more focus on local actions. This will be presented at future Council meeting.

Community Grants & Art Grants – Are now open

Applications for our Community Grants and Art Grants programs are now open.

These grant programs provide valuable support to local groups, organisations, and artists who are working to strengthen our community, celebrate creativity, and deliver projects that make a positive impact.

- **Community Grants** help fund initiatives that encourage participation, connection, and wellbeing across Break O’Day.
- **Art Grants** support local artists and creative projects that enrich our cultural life and showcase local talent.

Details on eligibility, funding amounts, and application processes are available on Council’s website.

We encourage community groups and artists to start preparing their ideas now and take advantage of this opportunity to bring projects to life.

Bay of Fires Master Plan

The draft Master Plan is currently with the consultants after members of the Steering Committee reviewed same. The consultants are currently preparing the document in readiness for further community engagement - dates and times are currently being worked on with the consultants as to when they will visit Break O’Day to engage with the community.

Scope of works – Rail trail – Cornwall to St Marys

Council staff have prepared a draft scope of works and concept plan outlining the project’s vision and proposed construction. The trail’s construction will require Council to obtain external funding. Harvesting operations are currently underway in the area surrounding the proposed trail. Once these operations are completed, the scope of works documents will be reviewed and finalised in preparation for seeking expressions of interest.

Community Events/Activities

Community Services staff have been working with community members in ensuring that all the great events listed below are able to go ahead. We thank the volunteers who put a lot of their time into organising these events so that the community and visitors to our area can enjoy what we have in our municipality.

February 2026

1 – Break O’Day Triathlon – St Helens Foreshore

March 2026

28 – Underdog Boxing Championships – Bendigo Bank Community Stadium

6-8 – St Helens Game Fishing Club – Portland Hall

Learner Driver Mentor Program

Due to the Christmas period and one mentor taking a short break, our on-road hours were lower than usual this month. The Program Coordinator has distributed 20 posters around the St Helens area in an effort to recruit new mentors.

Total on-road hours – 11

Total Mentors - 1

Learner in car - 5

Waiting list – 10

Graduated – 2

Community Wellbeing Project

Council staff have submitted the final report for the Wellbeing Project. It is currently with WLF who are undertaking an external audit.

Youth

No report at this time

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Community - To strengthen our sense of community and lifestyle through opportunities for people to connect and feel valued.

Strategy

1. Build community capacity by creating opportunities for involvement or enjoyment that enable people to share their skills and knowledge.
2. Foster a range of community facilities and programs which strengthen the capacity, wellbeing and cultural identity of our community.

LEGISLATION & POLICIES:

N/A

BUDGET AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

ACTION	INFORMATION
PROPONENT	Council Officer
OFFICER	Chris Hughes, Manager Community Services
FILE REFERENCE	040\028\002\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

That the report be received.

INTRODUCTION:

The purpose of this report is to provide Councillors with an update on the activities and services the delivered by the Visitor Information Centre since the previous Council Meeting.

PREVIOUS COUNCIL CONSIDERATION:

Provided as a monthly report – Council consideration at previous meetings.

OFFICER'S REPORT:**Visitor Information Report:**

- Main tourists this month were from VIC, SA, QLD and overseas tourists from France, Germany, US, Canada, Switzerland and Serbia
- Ordered a teardrop flag to put out the front to let visitors know where we are and that we are open
- Had a few tourists come in who were going to attend the Foo Fighters concert and wanted our advice on best place to park or how to get transport to and from their accommodation.

The History Room Curator Report:

- **40th Anniversary Celebration:** Exhibition Title will be 'People, Planning and Possibilities...' material currently being compiled for this.
Friends' Sub-committee met on Weds 21 January 2026 in the Backroom. Poster discussed with amendments. Radio promotion drafted. WOVBOD choir has agreed to perform a bracket of 3 numbers. Rodney Treloggen and Donny Birrell have agreed to be speakers. Lindy Jackson has been approached to provide background music and has agreed. She will be available to play for at least 2 hours. Catering for the event is being organised currently. Discussed possible activities for the night –
 1. 'What Doesn't Belong'
 2. 'Historical Trivia'
 Prizes for above in addition to Lucky Door Prize and Best Dressed Period Costume.
- **Bus Tours:** Two visiting in February 2026. Casino Travel coming through on 10 February 2026 and Coal River Coaches on Sunday 15 February 2026 where I will provide guided commentary on their drive up to The Gardens along the Bay of Fires

- **Family History Research Request:** Met with a lady regarding the Salter family on Sat 24 January 2026. Thank you to Sietske Hume who also attended and assisted.
- **New Volunteer:** Welcoming Jacqui Walker to the team who has completed her induction.
- **Probus, St Helens Club:** Approached by this group to speak at their meeting which will occur on Tuesday 24 February 2026.
- **Historical Bollards:** Have forwarded a quote for their refurbishment and consideration as a project to be undertaken.
- **2025 Stats:**

Income (Total)	\$ 5 496.91
SHHR Entry	\$4 029.45
Dons/Sales	\$1 467.46
Visitor Numbers (Total)	1 405
Families/Adults	472
Concessions	554
Volunteer hours	1229.13 hours per year 25.6 hours per month on average

Statistics:

Door Counts

Month/Year	Visitor Numbers	Daily Average	History Room
January 2013	5,046	162.77	112
January 2014	6,250	201.61	150
January 2015	6,208	200.25	153
January 2016	6,711	216.48	136
January 2017	5,505	177.58	135
January 2018	4,756	153.42	118
January 2019	5,008	161.55	179
January 2020	3,917	126.36	146
January 2021	2,069	66.74	90
January 2022	2,288	73.80	96
January 2023	4,182	134.90	153
January 2024	4,069	131.25	120
January 2025	3,748	120.90	109
January 2026	3,635	117.20	150

Revenue 2024/2025

Month	VIC Sales	HR Entry	HR Donations/Sales
July	3,418.19	150.00	91.20
August	3,740.70	0	177.55
September	4,581.03	288.00	412.25
October	7,359.22	338.00	390.25
November	8,828.24	546.85	335.30
December	8,093.19	302.00	89.85
January	9,869.20	459.00	172.55
February	10,341.84	433.45	171.55

March	11,789.02	844.00	208.55
April	5,343.24	357.00	145.85
May	3,710.45	209.00	112.95
June	1,711.97	134.00	20.55

Revenue 2025/2026

Month	VIC Sales	HR Entry	HR Donations/Sales
July	3,388.09	144.00	94.30
August	4,008.96	0	67.60
September	4,214.96	287.00	117.50
October	6,802.55	378.00	131.60
November	9,270.70	433.00	194.40
December	8,194.47	349.00	30.10
January	10,500.45	660.00	154.85
February			
March			
April			
May			
June			

STRATEGIC PLAN & ANNUAL PLAN:

Break O' Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Economy - To foster innovation and develop vibrant and growing local economies which offer opportunities for employment and development of businesses across a range of industry sectors.

Strategy

1. Create a positive brand which draws on the attractiveness of the area and lifestyle to entice people and businesses' to live and work in BOD.

LEGISLATION & POLICIES:

N/A

BUDGET AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

02/26.15.3 Expression of Interest – New Opportunities – 29 Talbot Street, Fingal

ACTION	DECISION
PROPONENT	Council Officer
OFFICER	Chris Hughes, Manager Community Services
FILE REFERENCE	004\011\021\
ASSOCIATED REPORTS AND DOCUMENTS	Attached proposed plan for use of building

OFFICER’S RECOMMENDATION:

1. That Council accept the “Fingal Village” proposal, submitted as an expression of interest for the use of the property at 29 Talbot Street, Fingal and enter into a lease arrangement with the Fingal Valley Neighbourhood House; and
2. That a monthly fee of \$50 a month be charged for the use of this facility

INTRODUCTION:

This report seeks Council’s approval to consider a lease arrangement in accordance with the proposal from the Fingal Valley Neighbourhood House.

PREVIOUS COUNCIL CONSIDERATION:

Council Workshop 2 February 2026

Council Meeting 21 October 2024

10/24.15.2.470

Moved: Clr B LeFevre / Seconded: Clr J Drummond

1. That Council call for Expressions of Interest for the use of the building located at 29 Talbot Street, Fingal which more recently was leased to Integrated Living.
2. That Council allow the SES response vehicle to be parked in the garage located on the property at 29 Talbot Street, Fingal to ensure quick response to incidents in the Fingal Valley.

CARRIED UNANIMOUSLY

OFFICER’S REPORT:

In the Brief developed by Council staff it asked that:

“..the Expression of Interest will be awarded to those who Council believe will be a great fit in developing the success of this facility and who are motivated to capitalise on this rare opportunity.

When lodging your Expression of Interest, please consider the below:

- Be creative with your proposal – think outside the square – what is your vision for the site?

- What different/complementary experience can you provide?
- Think about - what is your understanding of the market to be served and how would your product offering relate to the market?
- You may need to apply to Council for and attain a Planning Permit and Building Permit for the proposed business.
- Legal entity of the organisation (joint EOI's are welcomed);
- Wanting to lease the whole facility or part thereof; and
- Any additional information which may be of relevance to the project that you propose and think it worthwhile to provide more detail. "

Process - Expression of Interest (EOI)

These processes were conducted in accordance with Council's Procurement Policy (Code for Tenders and Contracts) – LG07 (Amended 15 February 2021).

An initial Expression of Interest (EOI) process was undertaken in early 2025; however, it was suspended due to concerns surrounding the potential closure of the Fingal Post Office. At that time, Council received one (1) EOI submission, which was deemed non-conforming.

A subsequent EOI process commenced in late December 2025 and closed on 12 January 2026. Council received one (1) submission for this facility.

The proposal received was submitted by the Fingal Valley Neighbourhood House, who expressed that they are well-positioned to manage and utilise the facility as a community asset—a hub for connection, innovation, and renewal. Their vision, titled "*Fingal Village*," outlines a plan to establish a multi-purpose community space that will support activities focused on:

- Building community connections and resilience
- Supporting creative arts and social enterprises
- Promoting sustainability

Summary of Key Activities and Experiences proposed for 29 Talbot Street, Fingal

1. Fingal Op Shop Relocation and Enhancement

The Fingal Op Shop, managed by the Fingal Valley Neighbourhood House (FVNH) and run by volunteers, is a valued community asset supporting residents in a low socio-economic area. FVNH proposes relocating the Op Shop within the facility (Part B on floor plan) to improve accessibility, visibility, and usability.

Key benefits include:

- Safer and more accessible entry for visitors
- Larger display space to enhance sales and accommodate mobility needs
- Dedicated areas for change rooms, sorting, and sewing activities
- Collaboration with the St Marys Upcycling and Repurposing Group to promote sustainable textile use
- Access to toilets for volunteers and clients

The move would also create opportunities for expanded volunteering and community engagement.

The outdoor garden area would be re-established as a productive community garden, supporting food relief and Op Shop produce sales.

2. Making and Creating Space – Arts and Cultural Hub

Part A of the facility is proposed as a flexible arts and cultural space to support local artists, community creativity, and wellbeing activities.

The area would accommodate:

- Individual and group creative work, exhibitions, and workshops
- Partnerships with Break O’Day Regional Arts and local collectives
- Outdoor creative uses such as sculpture, garden art, and community gatherings

This initiative aligns with Council’s **Arts and Culture Strategic Plan**, offering the Fingal Valley a dedicated creative space that would also enhance the visitor economy.

3. FVNH Outreach and Storage Space

Part C of the facility would be used for FVNH storage and outreach purposes, providing:

- Storage for community program resources, display equipment, and archiving materials
- Overflow meeting space for visiting services (e.g. Workforce Australia, allied health)
- Improved accessibility for staff and volunteers, supporting program sustainability

This component supports the efficient delivery of FVNH’s community programs across the Fingal Valley and surrounding regions.

See attached plan for proposed spaces

Budget:

As a community-based not-for-profit organisation, the Fingal Valley Neighbourhood House proposes to develop this project as a cost-neutral enterprise. It is anticipated that revenue generated through the Fingal Op Shop will cover utility expenses and other operational costs associated with the building. An additional lease cost of \$50 per month is proposed for the use of the facility.

If Council were to enter a lease arrangement, maintenance costs would remain the responsibility of Council. The Fingal Valley Neighbourhood House has also identified certain maintenance and upgrade works, including:

- Addressing the lip on either side of the concrete ramp to reduce trip hazards
- Installation of fixed seating on the front grassed area
- Additional landscaping
- Potential replacement of flooring in the proposed small art room

Should Council approve this proposal, it is recommended that any changes to floor coverings for specific purposes be the responsibility of the leaseholder, the Fingal Valley Neighbourhood House. Additional seating and landscaping works should be considered for inclusion in upcoming Council budgets.

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017 – 2027 (Revised March 2022)

Goal

Community - To strengthen our sense of community and lifestyle through opportunities for people to connect and feel valued.

Strategy

1. Build community capacity by creating opportunities for involvement or enjoyment that enable people to share their skills and knowledge.

LEGISLATION & POLICIES:

N/A

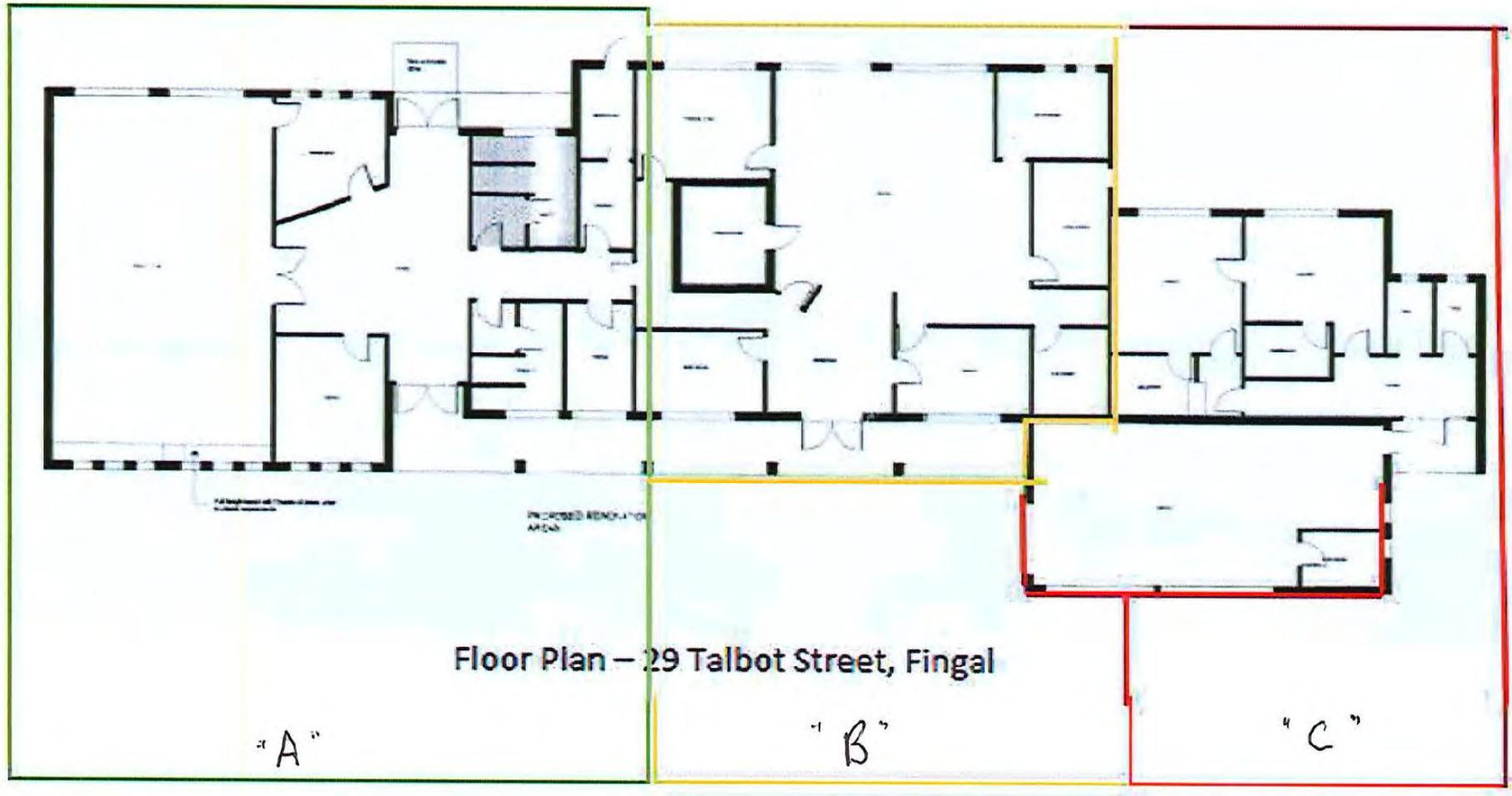
BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

There are no current funds identified in the current budget to undertake any maintenance on this facility. Additional works would need to be costed and included in any future Council budgets if Council decides to proceed with his project. Estimated cost to fix the ramp by adding additional concrete to either side of the ramp would be in the vicinity of approximately \$1,000.

Fingal Valley Neighbourhood House as lessee of this facility will cover the costs of water, power etc and also as part of the lease arrangement pay \$50 a month to Council as a lease fee.

VOTING REQUIREMENTS:

Simple Majority



02/26.16.0 DEVELOPMENT SERVICES

02/26.16.1 Development Services Report

ACTION	INFORMATION
PROPONENT	Department
OFFICER	Development Services Coordinator
FILE REFERENCE	031\013\003\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER’S RECOMMENDATION:

That the report be received.

INTRODUCTION:

The purpose of this report is to provide Councillors with an update of various activities which have been dealt with by the Development Services Department since the previous Council meeting.

PREVIOUS COUNCIL CONSIDERATION:

Provided as a monthly report – Council consideration at previous meetings.

OFFICER’S REPORT:

KEY DEPARTMENT STRATEGIC OR OPERATIONAL MATTERS

Feedback provided on draft Residential Parks Bill 2026, and First meeting held 4th February 2026 with St Marys Exhibition Building Liaison Committee.

PLANNING REPORT

The following table provides data on the number of applications approved for the month including statistical information on the average days to approve and the type of approval that was issued under the *Land Use Planning and Approvals Act 1993*:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	EOFY 2024/2025
NPR	2	6		5	10	1	3						27	
Permitted		4	4	2	1		2						13	
Discretionary	15	15	5	11	21	22	4						93	
Amendment	1		1	1	3	2	2						10	
Strata														
Final Plan	1	2	4	1									8	
Adhesion														
Petition to Amend Sealed Plan														
Boundary Rectification														
Exemption														
Total applications	19	27	14	20	35	25	11						151	205

Ave Days to Approve Nett *	39.68	30.85	24.92	43.55	24.94	52.28	34.36						35.79
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* Calculated as Monthly Combined Nett Days to Approve/Total Applications

The following table provides specific detail in relation to the planning approvals issued for the month:

DA NO	LOCATION	DESCRIPTION	SECTION	Day to Approve Gross	Days to Approve Nett
237-2025	Stieglitz	Alteration and Additions to Existing Dwelling	NPR	21	2
243-2025	Binalong Bay	New Deck & Swim Spa	NPR	14	14
232-2025	Scamander	Additional Use for Visitor Accommodation	S58	30	6
245-2025	St Helens	New Lean-to	NPR	1	1
223-2025	Beaumaris	Additional Use for Visitor Accommodation	S58	32	31
019-2025 AMEND 2	St Helens	Minor Amendment – Demolition of Dwelling & New Dwelling	S56	31	31
084-2023 AMEND 3	Scamander	Minor Amendment – Dwelling, Garage & Shed	S56	30	30
159-2025	Four Mile Creek	2 Lot Subdivision	S57	112	64
185-2025	St Helens	Residential – Construction of a New Dwelling and Relocation of Existing Shipping Container AND Visitor Accommodation – Change of Use to the Existing Dwelling for Visitor Accommodation only (Removal of Residential Use)	S57	72	71
155-2025	Stieglitz	Alteration to Existing Dwelling plus Construction of Detached Dwelling Extension and Garage/Workshop	S57	93	91
172-2025	Mathinna	Construction of a Shed	S57	37	37

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Denotes Applications Requiring a Planning Authority Decision due to representations being received.

Strategic Planning Projects in the 2025/2026 financial year

Description	Percentage Complete	Current Update
Scamander-Beaumaris Structure Plan - Progress the project with the aim of addressing land use needs and development planning strategies for the Scamander-Beaumaris area; adoption by Council and commence progression of recommendations.	75%	Final Scamander – Beaumaris Structure Plan underway. Minor edits being undertaken.
Regional Land Use Strategy - Participate in the development of the new Northern Tasmania Regional Land Use Strategy, resulting in adoption by Council	Ongoing	Break O'Day participation in the review of the NTRLUS continues. <ol style="list-style-type: none"> 1. Commencement of Stage 3 has occurred at the February meeting (4/02) with the Inception Meeting with Mesh/Veris; 2. RPG meetings are now fortnightly in anticipation of a 30 June completion date.
Industrial Land Use Strategy - Finalise the Industrial Land Use Study resulting in adoption by Council, progress any Immediate Recommendations of the report/findings	75%	Further refinement pending completion of document.
Scenic Areas Assessment - progress a Scenic Areas Assessment furthering previous work completed to inform any further amendments to the Local Provisions Schedule of the Tasmanian Planning Scheme	5%	Project brief was presented to Council at the February Workshop which generated very good discussion. Work continues on developing the project brief and mapping out critical stages of the project, including training.

BUILDING PROJECTS REPORT

Projects Completed in the 2025/2026 financial year

Description	Location	Updates
Demolition & Construction of New Public BBQ Facility and Associated work	Village Green, Binalong Bay	<p>Completed August 2025.</p> 
Building upgrades (External repainting)	St Marys Railway Station	Completed August 2025
Refurbish Toilet & Shower Facility	St Marys Sports Complex	Completed January 2026.

Projects ongoing – Capital Works Program (Includes carried over projects previous financial years)

Description	Location	Updates
Insurance Claim Works – Water Damage	Portland Hall (Senior Citizens Wing)	<ul style="list-style-type: none"> • Floor and ceiling damage in July storm; • Insurance claim accepted and works currently underway. • Works have been delayed due to Tas Water contractor issue separate to the insurance works. • Rescheduling of works occurring;
Air-conditioning upgrades & Commencement of Internal Painting	Council Office	<ul style="list-style-type: none"> • Internal lighting upgrades to LED fittings Completed; • Air Conditioning Upgrades Completed; • Commencement of internal repainting to commence in May 2026.
Additions & Internal Alterations	Falmouth Community Centre	<ul style="list-style-type: none"> • Operational in January 2026; • Minor works still outstanding (Painting, door alterations and carpark)
Demolition of Existing Toilet & Construction of New Facility	Beach Reserve, Falmouth	<ul style="list-style-type: none"> • Opening to public scheduled to occur Mid February 2026.
Internal Renovations	Hub 4 Health, Portland Court, St Helens	<ul style="list-style-type: none"> • Minor works have commenced with final works scope still being undertaken
Installation of Roof Mounted Solar Panels & New Electric Heaters	St Marys Hall	<ul style="list-style-type: none"> • Electric Heaters have been completed; • Quotations currently being sourced in relation to roof mounted solar panels.
Replacement of Roof Cladding & Fence & Installation of Garden Shed.	St Marys Tennis Club	<ul style="list-style-type: none"> • Re-Roofing Works now completed; • New Garden Shed, Fence and Associated works currently being scheduled pending advice from committee.

Approved Capital Works Program – Current & Previous Financial Year - not yet started

Description	Location	Updates
Repair Render & Repaint Front Facade	Portland Hall, St Helens	<ul style="list-style-type: none"> • Works scoping to be conducted in conjunction with design work for Memorial Park toilet replacement. • New Budget approved in capital works program.
Community Consultation, Design & Development Approval Phase – Public Toilet Replacement	Memorial Park, St Helens	<ul style="list-style-type: none"> • Community engagement phase to commence as priority in conjunction with consultant designer who has now been appointed; • Initial Concept Plans have been completed, working up drawings for consultation phase.
Installation of Roof Mounted Solar Panels	Fingal Depot	<ul style="list-style-type: none"> • Budget approved in capital works program. • Contractor now engaged to consider multiple sites and identify best value for money.
Replacement of Roof Cladding	Pyengana Hall	<ul style="list-style-type: none"> • Budget approved in capital works program • Quotations currently being sourced.
New Solar Powered Power Supply & Electrical Fit-out	St Marys Waste Transfer Station	<ul style="list-style-type: none"> • Budget approved in capital works program. • Contractor now engaged to consider multiple sites and identify best value for money.
New Ceiling Insulation & Roof Replacement	St Helens Works Depot Office building	<ul style="list-style-type: none"> • Budget approved in capital works program.
Structural Stabilisation Works	St Marys Exhibition building	<ul style="list-style-type: none"> • Budget approved in capital works program. • Liaison Committee approved at November Council meeting. • First meeting conducted 4th February 2026.
New Public BBQ Facility – Design Phase	Pyengana Recreation Ground	<ul style="list-style-type: none"> • Budget approved in capital works program.
Toilet/Amenities Replacements – Design Phase	St Helens Foreshore	<ul style="list-style-type: none"> • Budget approved in capital works program.

The below table provides a summary of the building approval issued for the month including comparisons to the previous financial year.

<h2 style="margin: 0;">Building Services Approvals Report</h2> <h3 style="margin: 0;">January 2026</h3>

No.	BA No.	Town	Development	Value
1.	2025/00241	St Helens	New Solar Installation	\$9,000.00
2.	2025/00199	St Helens	New Dwelling	\$280,000.00
3.	2025/00216	Scamander	New Shed with Amenities	\$32,000.00
4.	2025/00233	Scamander	New Solar Panels	\$8,400.00
5.	2025/00214	St Helens	Legalisation – Extension to Deck & Roof Over Deck & Garage Alterations (Sunroom)	\$36,000.00
6.	2025/00237	Stieglitz	Additions & Alterations - Dwelling, Deck & Solar Panels	\$295,000.00
7.	2025/00079-STAGE 2	St Helens	New Shed	\$25,000.00
8.	2025/00147	Ansons Bay	Alterations & Additions (Dwelling, Alfresco, Garage) & New (shipping container)	\$203,000.00
9.	2025/00151	Gray	New Shed	\$30,000.00

ESTIMATED VALUE OF BUILDING APPROVALS FINANCIAL YEAR TO DATE	2024/2025	2025/2026
	\$20,813,142.00	\$14,871,580.00

ESTIMATED VALUE OF BUILDING APPROVALS FOR THE MONTH	MONTH	2025	2026
	January	\$2,150,000.00	\$918,400.00

NUMBER BUILDING APPROVALS FOR FINANCIAL YEAR TO DATE	MONTH	2024/2025	2025/2026
	January	82	89

ENVIRONMENTAL REPORT

Description	Updates
Biosecurity	<p>Weed management issues addressed including floxglove management on Council's Blue Tier MTB trails, information on 'spiny rush' at Seymour for a state Weed Action Fund project tackling new and emerging weeds, and biosecurity management for a subdivision.</p> <p>Attended Local Government Association of Tasmanian hosted briefing from state agencies on planning for High Pathogenicity Avian Influenza (HPAI) arriving on Tasmania and roles Councils can play.</p>
Scamander Coastal Hazards and Flood Risk Management project	<p>Project consultants have developed three pathway scenarios to apply to cost/benefit analysis for the Coastal and Flood Adaptations Pathways Plan and inform early no-regrets mitigation works. They range from cheaper nature based short-term erosion control, to costly longer-term mitigation of erosion and inundation by a seawall flood levee.</p>  <p>A draft plan is expected to be available in February for review and comments.</p>
Flood Risk and Climate Change	<p>Attended briefing on the Tasmanian Councils Climate Healthy Communities project which was delivered by NTARC (Northern Tasmanian Alliance of Resilient Councils), the Department of Health, Menzies Institute for Medical Research and others. The project explored climate impacts on health and wellbeing and developed a blueprint for shared understanding, roles and responses for resilience in the community.</p> <p>Attended Northern Stormwater Group meeting, which discussed organising regional information sessions on the climate change update to Australian Rainfall and Runoff affecting stormwater management (and applied to Council's municipal flood model recently).</p>

PUBLIC HEALTH REPORT

Recreational Water Quality

The *Public Health Act 1997* requires Councils to monitor recreational waters (for primary contact) from December through to March each year, using the Tasmanian Recreational Water Quality Guidelines.

Results for the 2025-2026 sampling season in December and January are reported here.

Recreational water	1 Dec 2025		12 Jan 2026	
	*Enterococci	#Rec. WQ	*Enterococci	#Rec. WQ
Grants Lagoon – Mouth (shallows)	<10	Good	<10	Good
Grants Lagoon - Footbridge	<10	Good	<10	Good
Grants Lagoon – Campground	<10	Good	<10	Good
Beauty Bay	10	Good	<10	Good
Yarmouth Creek	140	Moderate	<10	Good
Wrinklers Lagoon	<10	Good	<10	Good
Scamander River Mouth	<10	Good	<10	Good
Henderson Lagoon	<10	Good	<10	Good
Denison Rivulet	<10	Good	10	Good

* Enterococci /100ml # Recreational Water Quality class (from Tasmanian Guidelines)

The results for water samples indicate conditions for all these waters have been safe for swimming during the season according to the Tasmanian Recreational Water Quality Guidelines.

All natural waters may be subject to local poorer water quality from time to time due to weather, tidal impacts or other conditions.

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Immunisations

The *Public Health Act 1997* requires that Councils offer immunisations against a number of diseases. The following table provides details of the rate of immunisations provided by Council through its school immunisation program.

MONTH [P	2025/2026		2024/2025	
	Persons	Vaccinations	Persons	Vaccinations
July - December	0	0	5	5
January - June	0	0	0	0
TOTAL	0	0	5	5

Sharps Container Exchange Program as at 5 February 2026

Current Year	Previous Year
2025/26	2024/25
44	41

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Environment – To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Strategy

1. Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions.
2. Undertake and support activities which restore, protect and access the natural environment which enables us to care for, celebrate and enjoy it.

LEGISLATION & POLICIES:

N/A

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

02/26.16.2 Informative Review - Compliance Policy (EP02)

ACTION	DECISION
PROPONENT	Development Services Coordinator
OFFICER	Jake Ihnen, Development Services Coordinator
FILE REFERENCE	002\024\006\
ASSOCIATED REPORTS AND DOCUMENTS	Compliance Policy (EP02)

OFFICER'S RECOMMENDATION:

That Council:

1. Notes the contents of this report and the operation of the Compliance Policy (EP02);
2. Acknowledges the legislative constraints on public disclosure of compliance outcomes;
3. Endorses the continued use of the Compliance Matrix as a risk-based enforcement tool; and
4. Increases education activities and continues prosecution in accordance with Councils Policy to the full extent available.

INTRODUCTION:

The purpose of this report is to:

- provide Councillors with a clear and consistent understanding of Council's Compliance Policy (EP02);
- explain how compliance and enforcement decisions are made in practice;
- clarify the application of the Compliance Matrix (Appendix 1 of the Policy);
- address public concerns regarding perceived lack of compliance action and limitations on public disclosure of outcomes; and
- outline opportunities to improve Councillor oversight and transparency within existing legislative constraints.

PREVIOUS COUNCIL CONSIDERATION:

Council Meeting 26 June 2023

06/23.16.4.155 Moved: Clr B LeFevre / Seconded: Clr K Wright

1. That Council replace the current Planning Enforcement Policy (EP02) with the attached new Compliance Policy.

CARRIED UNANIMOUSLY

OFFICER'S REPORT:

Council administers and enforces a wide range of legislation, including planning, building, environmental health, public health, animal management and Councils Environmental by-law. The Compliance Policy (EP02) provides the framework under which Authorised Officers investigate alleged breaches and determine appropriate enforcement responses.

The report has been prepared based on feedback from Councillors and community to address concerns including:

- That compliance action is not always visible to the public; and
- That outcomes of enforcement matters are not generally publicly reported due to privacy considerations.
- To better understand Council's Policy approach.

This report responds to those concerns by outlining how compliance work is undertaken, reported and constrained by legislative obligations.

The Compliance Policy is made pursuant to Council's statutory responsibilities under multiple Acts, including (but not limited to):

- *Local Government Act 1993;*
- *Building Act 2016;*
- *Environmental Management and Pollution Control Act 1994;*
- *Land Use Planning and Approvals Act 1993; and*
- *Public Health Act 1997.*

While many of these Acts impose a duty on Council to enforce compliance, they also provide officers with discretion as to the most appropriate enforcement response, having regard to risk, public interest, proportionality and procedural fairness.

Compliance action is not limited to prosecution or infringement. In practice, enforcement occurs across a spectrum of responses, including:

- Investigation and evidence gathering;
- Education and verbal advice;
- Written warnings or directions;
- Formal notices or orders;
- Infringement notices; and
- Prosecution.

The policy expressly supports early intervention where this is likely to achieve compliance without the need for formal enforcement. This approach reduces legal risk, cost (including legal costs) and resourcing, while still achieving lawful outcomes.

Accordingly, a lack of publicly visible enforcement action does not indicate inaction. Many compliance matters are resolved through voluntary compliance following investigation and officer engagement with a focus on outcomes rather than penalty.

Its worth noting that based on officer experience penalties often result in reduced active cooperation from offenders.

Transparency and Privacy Constraints

Councillors should note that most compliance matters involve identifiable individuals or businesses. Council is legally bound by:

- The Personal Information Protection Act 2004;

- The Right to Information Act 2009; and
- Council's Privacy Policy (LG29);

As a result:

- Individual compliance investigations and outcomes are generally confidential;
- Public disclosure may prejudice investigations, breach privacy obligations or expose Council to legal risk; and
- Enforcement transparency must be balanced against procedural fairness and natural justice.

Application of the Policy:

The Compliance Matrix (Appendix 1 of the Policy) is a practical tool used by officers to guide consistent and proportionate enforcement decisions. It helps officers decide *how* to respond to non-compliance, not *whether* compliance should be enforced.

In simple terms, the matrix considers two questions:

1. How serious is the breach? This looks at the actual or potential impact of the non-compliance, including risks to public health and safety, environmental harm, and whether any financial gain has occurred. Minor administrative issues sit at the lower end of the scale, while matters involving significant safety risks or serious harm sit at the higher end.
2. How likely is the person to comply in the future? This considers the behaviour of the offender, such as their compliance history, willingness to cooperate, awareness of requirements, and whether the breach appears accidental or deliberate.

By weighing these two factors together, officers are guided toward an appropriate response, ranging from education and advice through to formal notices, infringement notices or prosecution for the most serious matters.

The matrix supports consistency across different cases while still allowing officers to apply professional judgement, natural justice and legislative requirements to each individual situation.

Furthermore, any retrospective application does attract double assessment fees for all planning building and plumbing assessment fees. This is not necessarily a penalty, but a reflection of increased officer workload required by Council officers for assessing retrospective applications against relevant legislation.

The Compliance Policy requires Authorised Officers to act independently and without undue influence. This separation protects:

- The integrity of investigations.
- Council's legal position; and
- Councillors from perceptions of operational interference.

Where to from here:

Within legislative constraints, Council may consider the following measures to improve Councillor visibility of compliance activity:

- Periodic de-identified reporting on compliance activity (e.g. number of investigations, notices issued, matters resolved) on a quarterly basis;
- Reporting on trends or recurring compliance issues;
- Increased public education about regulatory requirements (which currently occurs periodically).
- Carry out a more extensive review of the Policy Approach – this would be guided by Councillors feedback.

The Compliance Policy provides Council with a robust, consistent and legally defensible framework for managing compliance activities. While enforcement outcomes are not always publicly visible, compliance activity is ongoing to the extent of available resources and is guided by a structured risk-based approach that prioritises public safety and fairness with a focus on achieving cooperation and eventually approved development.

Break O’Day Strategic Plan 2017 – 2027 (Revised March 2022)

Goal

Environment -To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Strategy

1. Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions.

Key Focus Area:

Encourage sensible and sustainable development through sound land use planning, building and design.

LEGISLATION/STRATEGIC PLAN & POLICIES

- *Local Government Act 1993;*
- *Building Act 2016;*
- *Environmental Management and Pollution Control Act 1994;*
- *Land Use Planning and Approvals Act 1993; and*
- *Public Health Act 1997.*

BUDGET AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS

Simple Majority

POLICY NO EP02 COMPLIANCE POLICY

DEPARTMENT:	All Departments
RESPONSIBLE OFFICER:	Development Services Coordinator
LINK TO STRATEGIC PLAN:	Ensure Council services support the betterment of the community while balancing statutory requirements with community and customer needs.
STATUTORY AUTHORITY:	<ul style="list-style-type: none"> • Local Government Act 1993 • Building Act 2016 and • Dog Control Act 2000 • <i>Environmental Management and Pollution Control Act 1994</i> • Food Act 2003 • Land Use Planning and Approvals Act 1993 • Local Government (Highways) Act 1982 • Public Health Act 1997 • Litter Act 2007 • Bio Security Act 2019 • Traffic Act 1925 • Road Rules 2019 • Council By-laws • Cat Management 2019
OBJECTIVE:	To establish a framework for how compliance matters are to be enforced and minimise Council’s legal liability including, risk to the community, providing consistent enforcement actions, ensuring transparency and procedural fairness.
POLICY INFORMATION:	Adopted 19 March 2012 – Minute No 03/12.15.4.069 Amended 16 April 2018 – Minute No 04/18.15.5.98 Amended 18 October 2021 – Minute No 10/21.16.2.229 Amended 26 June 2023 – Minute No 06/23.16.4.155

POLICY

1. INTRODUCTION

Council is committed to ensure enforcement is carried out in the public interest and is transparent, fair, efficient and consistent.

This Enforcement Policy defines the standards and expectations set by Council, for the exercise of duties, functions and responsibilities involved in carrying out any enforcement in the Break O’Day Municipal Area.

2. DEFINITIONS

- 2.1 “Authorised Officer” means a person appointed by the General Manager, Minister or the Council for the purposes of administering and enforcing legislation.

- 2.2 Relevant to law "Authorised Person" has the same meaning as Authorised Officer.
- 2.3 "Council Officer" means an employee of a council appointed under section 21 of the Environmental Management and Pollution Control Act 1994.
- 2.4 "Council" means Break O' Day Council.
- 2.5 "Enforcement" means to make people obey something, or to compel obedience to a law, regulation or command.

3. SCOPE

- 3.1 The Policy applies to Council's responsibility for administration and enforcement of legislation including, but not limited to:
- Local Government Act 1993
 - Building Act 2016 and associated regulations
 - Dog Control Act 2000 and associated regulations
 - Environmental Management and Pollution Control Act 1994 and associated regulations
 - Food Act 2003 and associated regulations and guidelines
 - Land Use Planning and Approvals Act 1993
 - Local Government (Highways) Act 1982
 - Public Health Act 1997
 - Litter Act 2007
 - Weed Management Act 1999
 - Traffic Act 1925
 - Road Rules 2019
 - Council By-laws
- 3.2 Specific provisions within legislation that require Council to ensure or take reasonable steps to ensure that legislation is complied with and enforced include:
- Section 41 of the Building Act 2016
 - Section 20A of the Environmental Management and Pollution Control Act 1994
 - Section 97 of the Food Act 2003
 - Section 48 and 63A of the Land Use Planning and Approvals Act 1993
 - Section 27 of the Public Health Act 1997
- 3.3 Council's enforcement actions will be underpinned by the following principles:
- (i) Proportionality
Enforcement action will be prioritised based on the seriousness of the offence assessed in accordance with Councils Compliance Matrix (see Appendix 1).
- (ii) Public Interest and benefits
Public interest and benefits will be weighed up against the cost to the Council of enforcement action. In considering the public interest Council will have regard to whether the unlawful activity:
- Significantly impacts people and property, business and industry, or the natural environment;

- Will disadvantage the community;
 - Has attracted sustained public attention and no correction is proposed or is likely;
 - Creates public health and safety hazards and/or exposure of legal liability to the Council; and
 - Fails the shared responsibility of achieving the Vision, Values and Goals of the Break O' Day Council Strategic Plan.
- (iii) Consistency
Council will take a similar approach in similar matters to achieve similar outcomes. While decisions on enforcement require the use of judgement and discretion to assess varying circumstances, officers will: follow standard operating procedures wherever possible; ensure fair, equitable and non-discriminatory treatment; and record any deviation from standard operating procedures and the reasons.
- (iv) Transparency
Council will be open and transparent about compliance actions where there is a requirement to do so. When remedial action is needed Council will explain why the action is necessary and will provide advice on the process for seeking a review of, or how to appeal against a decision.
- (v) Natural Justice
Natural justice and procedural fairness will be ensured to any person to whom a complaint relates.
- (vi) Independence
Authorised Officers will investigate compliance issues impartially and undertake enforcement action in a manner that is free from undue interference.

4. PROCEDURE

4.1 Delegations

Authorised Officers will be appointed such that they may respond to routine compliance and enforcement requests and meet Council's service standards and the provision of statutory obligations.

4.2 Powers of Authorised Officers

An Authorised Officer may exercise powers and functions in accordance with their relevant delegation. For the purposes of this Policy, powers may include, but are not limited to:

- Power of entry;
- Inspection and investigation;
- Examine and inspect land, works, machinery, product or material or other article;
- Questioning and interview;
- Take photographs, films, audio and video;
- Require records to be produced for inspection;
- Examine, copy and inspect any records;
- Issuing of Infringement Notices;
- Issuing of Notices; and
- Commencing a prosecution process.

4.3 Staff Training

Council will ensure that Authorised Officers are competent to enforce relevant legislation and use procedures that support the Policy.

4.4 Compliance and Enforcement Options

An Authorised Officer with reference to Council's principles of enforcement actions (Section 4.3) may use the following compliance enforcement options to achieve an appropriate outcome for breaches of legislation:

(i) No Action:

No action will be taken when, after investigation, no breaches of the legislation are discovered. It may also be appropriate to take no action, for example when:

- The complaint is frivolous, anonymous, vexatious or trivial in nature;
- The alleged offence is outside Council's area of authority; or
- Taking action may prejudice other major investigations.

(ii) Informal Action:

Informal action to achieve compliance with legislation may include offering verbal or written warning or a request for action. The circumstances in which informal action may be appropriate include:

- The act or omission is not serious or is a first or not a wilful breach;
- Past history or commitments of the respondent reasonably suggest that informal action will secure compliance;
- The consequences of non-compliance will not pose a risk; or
- Where informal action may prove more effective than a formal approach.

(iii) Formal Action:

Formal action may take the form of the service of a Notice, Order together with an infringement notice and/or prosecution.

(a) *Service of Notices, Orders and Directions*

Various pieces of legislation require a notice, order or direction to be issued to remedy a breach. When legally required, Council will provide an opportunity to make representations concerning a notice, order or direction.

(b) *Service of an Infringement Notice*

Infringement Notices will be served in accordance with this policy for contravention of Council's By-laws or any Legislation that Council is authorised to enforce, in instances where prosecution has not commenced.

(c) *Prosecution*

Without limiting discretionary power provisions, Council will commence or continue a prosecution when:

- It is in the public interest to do so; or
- The offence is of a serious nature; or
- There has been an intent to gain; or
- The offence was intentionally committed.

The following factors will be taken into consideration in relation to Prosecution as an option:

- The need to maintain the rule of law and public confidence in the Council applying it (e.g. an offence which is a community safety issue);
- The need for deterrence, (e.g. an offence that represents a negative impact on the environment);
- The need to end continuation of an offence of adverse impact; and
- The offender has committed a similar breach previously.

5. GUIDELINES

5.1 Discretionary Power:

The requirement to enforce compliance with the law is a mandatory obligation of most of the Acts that Council administers. These Acts provide the specific legislative framework for Council to enforce rules and regulations. While these Acts provide the enforcement tool, how Council chooses to enforce remains at its discretion.

5.2 Priority for Enforcement Action:

Council's response to non-compliance will be prioritised using this policy. This includes the Break O' Day's Compliance Matrix (see Appendix 1) tool. This matrix aims to balance the offender's 'appetite' to comply with regulatory and legislative requirements with the seriousness of the offence.

Investigation will determine the nature and seriousness of the breach and the nature of the response will be determined on the following considerations:

- The degree of harm or potential harm to people, property or the natural environment resulting from the breach;
- The extent to which the breach endangers human health, safety, property or the natural environment;
- Whether the harm caused by the breach is temporary or long lasting;
- The resource implications associated with investigating the breach;
- Whether there has been an intent to gain;
- Whether the offence was intentionally committed;
- Whether the breach is likely to create a liability for Council;
- Whether the offender has committed previous offences;
- The offender's likelihood of compliance.

Any decision to commence an investigation will also be prioritised on the basis of the above considerations, along with other factors including the source and validity of the initial information.

6. OPTIONS FOR DEALING WITH AN INFRINGEMENT NOTICE

Council acknowledges the right of people issued with infringement notices to make an application for variation/withdrawal or lodge a notice of election to have the matter heard and determined by a court in accordance with relevant legislation. Any application or election must be provided in writing to the General Manager or in accordance with the instructions contained within the infringement notice. Any request in writing should set out the circumstances and mitigations for disputing the alleged offence or specific details including any relevant expert advice detailing why an offence has not been committed.

The review of any applications or elections shall be undertaken by Council's Development Services Coordinator and a recommendation made to General Manager.

A recommendation to withdraw an infringement notice (either partially or wholly) shall only be made in circumstances in which there has been an error of law or mistaken identity or at the discretion of the General Manager. In instances where relevant mitigations are present and the likelihood of a successful prosecution is compromised, a cautioned infringement notice letter of direction or signed undertaking may be issued on review.

7. INFRINGEMENT RECOVERY

Infringements that have not been actioned within appropriate time frames will be subject to a process to recover penalties. Depending on the circumstances of the infringement, this may entail referral to one of the following:

- The Monetary Penalty Enforcement Service;
- A private collection agency;
- Council's solicitors; or
- The Magistrates Court.

8. DISCLOSE AND CONFIDENTIALITY

Details of Council's enforcement action will remain confidential in accordance with the provisions of Council's Privacy Policy (LG29), the Personal Information Protection Act 2004 and the Right to Information Act 2009. However, Council reserves the right to disclose enforcement information when it is in the public interest to do so and in accordance with legal requirements.

Appendix 1 – Break O’Day Compliance Matrix

Break O Day Council Compliance Matrix		Escalation of Human Health or Safety and Environmental Harm (Actual or Potential)				
		LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Categories of Likely Compliance (Compliance History/Willingness and Capacity to Apply)	CAT A (High)	Verbal Advice & Education Required	Discretionary action with a written request for explanation and intentions	Formal Action Taken without Infringement	Formal Action Taken, issue of Notice & associated Infringement	Formal Action Taken, issue of Notice & associated Infringement
	CAT B	Discretionary action with a written request for explanation and intentions	Discretionary action with a written request for explanation and intentions	Formal Action Taken without Infringement	Formal Action Taken, issue of Notice & associated Infringement	Formal Action Taken, issue of Notice & associated Infringement
	CAT C	Formal Action Taken without Infringement	Formal Action Taken without Infringement	Formal Action Taken without Infringement	Formal Action Taken, issue of Notice & associated Infringement	Requires immediate action, Order & Infringement followed up with Legal proceedings
	CAT D	Formal Action Taken without Infringement	Formal Action Taken without Infringement	Formal Action Taken, issue of Notice & associated Infringement	Requires immediate action, Order & Infringement followed up with Legal proceedings	Requires immediate action, Order & Infringement followed up with Legal proceedings
	CAT E (Low)	Formal Action Taken without Infringement	Formal Action Taken without Infringement	Formal Action Taken, issue of Notice & associated Infringement	Requires immediate action, Order & Infringement followed up with Legal proceedings	Requires immediate action, Order & Infringement followed up with Legal proceedings

	Verbal Advice and Education Required - More likely to be a honest mistake or error
	Discretionary action with a written request for explanation and intentions in relation to the matter. May result in issue of Building Notice where offender becomes questionable or capacity to comply is unclear.
	Formal Action Taken without Infringement - Offence results in written letter requesting application to be made or demolition of any approved works (where appropriate) including the issue of notice or order (where required)
	Formal Action Taken, issue of Notice & associated Infringement- Compliance File Raised and onsite compliance Investigation carried out. Infringement recommended in these instances
	Requires immediate action, Order & Infringement followed up with Legal proceedings- Compliance file raised, Building Notice and Infringement Notice to be issued. If compliance and cooperation is not achieved then Legal Action and/or Criminal proceedings to be taken against offender. May require council to undertake works and recover costs.

Break O Day Compliance Policy – EP02

CATA (High)	<p>Indications of future and ongoing compliance are very high</p> <ul style="list-style-type: none"> • No previous occurrences of non-compliance; • Good demonstrated awareness of and/or capacity to meet regulatory requirement; and/or • Offender has a reasonable and cooperative attitude.
CAT B	<p>Indications of future and ongoing compliance are uncertain</p> <ul style="list-style-type: none"> • Few previous occurrences of non-compliance; and/or • Questionable awareness of and/or capacity to meet regulatory requirement.
CAT C	<p>Indications of future and ongoing compliance are unlikely</p> <ul style="list-style-type: none"> • Numerous previous occurrences of non-compliance; and/or • Little or no awareness of and/or capacity to meet regulatory requirement.
CAT D	<p>No indication of future and ongoing compliance</p> <ul style="list-style-type: none"> • Wilful violation of council regulatory requirement; and/or • Little or no demonstrated willingness or capacity to meet regulatory requirement.
CATE (Low)	<p>Indications of obstruction and ongoing or future non-compliance</p> <ul style="list-style-type: none"> • Hindering or obstructing a council official; • Refusing to furnish required information; and/or • Intentionally including false or misleading information in any required document.

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LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
<ul style="list-style-type: none"> • Non-compliance that does not result or is unlikely to result in any environmental, human health or safety impact or financial gain for the offender; or • Minor administrative non-compliance. 	<ul style="list-style-type: none"> • Non-compliance resulting in a minor, temporary impact to the environment or minor, temporary threat to human health or safety or limited financial gain for the offender; or • Significant administrative non-compliance. 	<ul style="list-style-type: none"> • Non-compliance resulting in a moderate, temporary impact to the environment or moderate, temporary threat to human health or safety or moderate financial gain for the offender. 	<ul style="list-style-type: none"> • Non-compliance resulting in a significant impact to the environment or significant threat to human health or safety (may be temporary or permanent) or significant financial gain. 	<ul style="list-style-type: none"> • Known or likely human health impact that is severe in effect, i.e. resulting in death or multiple deaths, hospitalization and/or long term human health consequences.

ACTION	DECISION
PROPONENT	Council
OFFICER	Polly Buchhorn, NRM Facilitator
FILE REFERENCE	014\002\004\
ASSOCIATED REPORTS AND DOCUMENTS	EDO guide to FPPF Land in Tasmania – updated 2024 DSG Factsheet on FPPF-Land – Updated June 2025 FPPF Land in BOD - map

OFFICER'S RECOMMENDATION:

Council publicly supports securing Break O'Day Future Potential Production Forest Land with high conservation value in conservation reserves for the community to benefit from its natural values and biodiversity to ensure they are available for future generations to enjoy as we do.

INTRODUCTION:

Council has reviewed its outlook on the future of Future Potential Production Forest Land in Break O'Day, following to a Motion passed at Break O'Day Council's 2024-2-25 AGM calling for high conservation value Future Potential Production Forest Land to be protected in nature conservation reserves.

PREVIOUS COUNCIL CONSIDERATION:**Council Meeting April 2020**

04/20.15.3.66 Moved: Clr G McGuinness / Seconded: Clr J Drummond

That Council ask the Tasmanian Government to provide it with information including the economic and social implications for Break O'Day community of possible changes to Future Potential Production Forest Land in Break O'Day municipality.

CARRIED UNANIMOUSLY**Council Meeting February 2022**

02/22.16.4.36 Moved: Clr B LeFevre / Seconded: Clr K Wright

Council express its concern to the Tasmanian Government about the uncertain outlook for Future Potential Production Forest Land in Break O'Day and ask it to consider options for the sustainable management of this land having regard for the economic, social and natural values these forests hold to ensure the best outcomes for the Break O'Day community and northern region are achieved.

An amendment was moved:

02/22.16.4.37 Moved: Clr J Drummond / Seconded: Clr L Whittaker

Council express its concern to the Tasmanian Government about the uncertain outlook for Future Potential Production Forest Land in Break O'Day and ask it to inform and consult with stakeholders of options for the sustainable management of this land having regard for the economic, social and natural values these forests hold to ensure the best outcomes for the Break O'Day community and northern region are achieved.

FOR: Clr J McGiveron, Clr L Whittaker, Clr K Wright, Clr K Chapple, Clr J Drummond, Clr G McGuinness, Clr B LeFevre, Clr M Tucker
AGAINST: Clr M Osborne
CARRIED

The amendment becomes the motion:

FOR: Clr J McGiveron, Clr L Whittaker, Clr K Wright, Clr K Chapple, Clr J Drummond, Clr G McGuinness, Clr B LeFevre, Clr M Tucker
AGAINST: Clr M Osborne
CARRIED

Break O'Day Council 2024-2025 AGM

Motion AGM/25.7.2

Break O Day Council publicly support the protection of the high conservation value Future Potential Production Forests for the benefit of the community for carbon storage, water catchments (including Scamander and George River), wildlife habitat, threatened species including Swift Parrots, Spotted Tailed Quoll, Tasmanian Devil, Masked Owl and Wedgetailed Eagles, scenic beauty and passive recreation.

Council Meeting January 2026

01/26.16.4.680 Moved: Clr B LeFevre/ Seconded: Clr V Oldham

Council supports the sustainable management of Future Potential Production Forest land for its nature conservation values and the economic and social values these forests hold for Break O'Day.

Amended Motion was moved:

Moved: Clr L Johnstone / Seconded: Clr L Whittaker

Council supports the protection of the high conservation value Future Potential Production Forests in the Break O'Day municipality in secure reserves (National Parks, State Reserves or Nature Reserves), under the Nature Conservation Act 2002.

Procedural Motion:

Moved: Clr K Chapple / Seconded: Clr K Wright

That Council defer consideration to a future Council Workshop.

FOR Mayor M Tucker, Clr K Chapple, Clr G Barnes, Clr V Oldham, Clr B LeFevre, Clr I Carter
AGAINST Clr L Whittaker

CARRIED

Council Workshop February 2026

OFFICER'S REPORT:

The purpose of this report is to bring the outcome of Council's recent reconsideration of the future of FPPF in Break O'Day, and calls for high conservation value FPPF to be secured in reserves, for confirmation. That is:

Council publicly supports securing Break O'Day Future Potential Production Forest Land with high conservation value in conservation reserves for the community to benefit from its natural values and biodiversity to ensure they are available for future generations to enjoy as we do.

At Council's January Council Meeting it discussed Future Potential Production Forest Land (FPPF) in Break O'Day. It had considered and approached the Tasmanian Government regarding FPPF in 2019 to 2022. And was reviewing the matter now, following questions on its future being raised again and specifically calls for Council to support the protection of FPPF forests with high conservation values in Nature Conservation (Act) Reserves.

Council referred the issue and discussed it at its recent February Workshop.

Past FPPF consideration

Council previously considered the future of FPPF in Break O'Day at Workshops and Meetings from 2019 to 2022. This was prompted by its NRM Committee, which had raised and considered the issues with the future of FPPF in Break O'Day and referred to Council its concern that there were significant issues for Break O'Day.

Council has previously recognised and considered the significant natural environment values on FPPF in Break O'Day. But also looked at social and economic aspects to FPPF and implications of changes to FPPF for Break O'Day. It was also conscious of the future of FPPF being part of on-going forest conservation/industry debates beyond Break O'Day and being bound to decisions by the Tasmanian Government under the FPPF legislation and Parliament.

It formed a view on the future of FPPF in Break O'Day that included balancing outcomes for the community across the natural, social and economic values of FPPF. And took its concern for the uncertain future of FPPF to the Tasmanian Government, asking for early access to information and consultation, before decisions on FPPF are made.

Reconsidering FPPF and implications for Break O'Day

Following the Motion passed at Council's AGM late last year, North East Bioregional Network (NEBN) followed up with Public Questions at Council's January Meeting, which had the AGM Motion and issue on its Agenda. NEBN asked:

2. In relation to motion 2 from the Councils AGM the North East Bioregional Network has been advocating for the protection of the Future Potential Production Forests in secure conservation reserves for many years. This was the clear intent of the motion.

Question:

- a) Why did the Council NRM officers report (item 26.16.4 page 122 of the Agenda) recommend supporting FPPF areas being "sustainably managed" when the motion passed was for protecting the FPPF areas ?
- b) Does the Break O Day Council support Future Potential Production Forests in the Break O Day area being protected in secure conservation reserves under the Nature Conservation Act 2002 such as National Park, State Reserve or Nature Reserve?

Attached to this report is a map of FPPF in Break O'Day and documents explaining the legislation underpinning Future Potential Production Forest Land (Environment Defenders Office - EDO) and a Department of State Growth (DSG) information sheet. The EDO guide shows that the FPPF legislation only allows for FPPF to become *Permanent Timber Production Zone* land at present. And the DSG information sheet refers to FPPF as a 'wood bank'.

Council has discussed extensively the FPPF issues for Break O'Day and the recent calls for it to support protection of Future Potential Production Forest Land and their nature conservation values in secure nature conservation reserves. The outcome (and its Recommendation) is that it support FPPF with high conservation value in Break O'Day being secured in conservation reserves for the benefit of both the today's community and future generations.

This is consistent with the Break O'Day Strategic Plan 2017-2027 and its Goal for the Environment. It also draws attention to the value of these forests for Break O'Day. And that their future is subject to decisions at a state level, and how the old and wide Tasmanian forests debate progresses.

STRATEGIC PLAN & ANNUAL PLAN:

Break O'Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Environment - To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Strategy

1. Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions.
2. Undertake and support activities which restore, protect and access the natural environment which enables us to care for, celebrate and enjoy it.
3. Recognise and alleviate the issues and risks to the environment from our use, and the risk to us from a changing environment.

Key Focus Area:

Land Management - Develop and implement strategies and activities that prevent land degradation and improve water quality within our rivers, estuaries and coastal areas.

Appropriate Development - Encourage sensible and sustainable development through sound land use planning, building and design.

Break O Day Annual Plan 2023 – 2024

Actions:

3.3.1.1 Land and Water Management Activities - Facilitate and secure financial and human resources for activities to repair land and water resources and safeguard their health and productivity.

LEGISLATION & POLICIES:

Forestry Rebuilding the Forest Industry Act 2014

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority



Future Potential Production Forest (FPPF) Land in Tasmania

Disclaimer: This factsheet is a guide only and is designed to give readers a plain English overview of the law. It does not replace the need for professional legal advice in individual cases. To request free initial legal advice on a public interest environmental or planning law issue, please visit our [website](#).

While every effort has been made to ensure the information is accurate, the EDO does not accept any responsibility for any loss or damage resulting from any error in this factsheet or use of this work.

This factsheet was last updated on 21 February 2024

Overview

This factsheet discusses Future Potential Production Forest Land (**FPPF Land**) and provides information about:

1. What FPPF Land is;
2. The restrictions on using FPPF Land for logging; and
3. Changing FPPF land to Permanent Timber Production Zone Land (**PTPZ Land**) (conversion and exchange), which can be logged.

FPPF Land

What is FPPF Land?

FPPF Land is land classified under the *Forestry (Rebuilding the Forest Industry Act) 2014* (Tas) (**Forest Industry Act**) that has been set aside by the Tasmanian Government for potential future forestry production. To understand how most FPPF Land came to be so designated, it is necessary to understand some historical agreements between the forestry industry, governments, and some environmental groups.

Visit: See Schedule 1, Class 2 of the [Forestry \(Rebuilding the Forest Industry\) Act 2014](#) for a full list of land classified as FPPF Land.

The Tasmanian Forest Agreement and its repeal

Forests on FPPF Land were first reserved in 2013, when approximately 500,000ha of high conservation value Tasmanian native forest was protected as “future reserve land” through the *Tasmanian Forests Agreement Act 2013* (Tas) (**Agreement Act**) and the entry by the State of Tasmania and the Commonwealth into the *Tasmanian Forests Intergovernmental Agreement 2011*.

This agreement was the culmination of discussions between government, environmental groups and timber industry representatives to negotiate an end to Tasmania’s so-called “Forestry Wars”.

However, in 2014 a differently constituted Tasmanian Government passed legislation to undo the Tasmanian Forestry Agreement. The Agreement Act was repealed and the *Forestry (Rebuilding the Forest Industry) Act 2014* (Tas) (**Forest Industry Act**) was passed.

Under the Forest Industry Act, approximately 400,000ha of “future reserve land” was reclassified as FPPF Land. Approximately 35,000 ha of FPPF Land is in the Tasmania Wilderness World Heritage Area.

Under the Forest Industry Act, there was a provision preventing the sale, transfer or conveyance of FPPF Land,¹ establishing a moratorium on native forest harvesting on FPPF land and preventing the conversion of FPPF land to PTPZ land. However, this provision ceased to operate on 8 April 2020 and from this date, FPPF land could be converted from FPPF land to PTPZ land and harvested.²

Much of the FPPF land is critical habitat for threatened species, including the iconic and endangered Swift Parrot (*Lathamus discolor*) and Tasmanian Devil (*Sarcophilus harrisii*). The FPPF forests are of high conservation value because they play an important habitat role at a landscape scale, contain significant biodiversity values and the role they play in carbon sequestration.

Administration of FPPF Land

The Crown Lands Minister is responsible for FPPF Land as it is a form of Crown Land;³ however, in practice, the Parks and Wildlife Division of the Department of Natural Resources and Environment (**NRE**) manages FPPF and forestry land.

In performing or exercising his or her functions or powers or discharging his or her obligations in relation to FPPF Land, the Crown Lands Minister must have regard to the objectives for management of FPPF Land specified in [Schedule 3](#) of the Forest Industry Act.

The Minister for Resources is also responsible for administering legislation relating to FPPF land and PTPZ land, such as the *Forest Management Act 2013* (Tas) (**Forest Management Act**).

NB: The FPPF Management Objectives are:

- (a) to conserve natural biological diversity;
- (b) to conserve geological diversity;
- (c) to preserve the quality of water and protect catchments;
- (d) to conserve sites or areas of cultural significance;
- (e) to encourage education and research, consistent with the land's natural and cultural values;

¹ *Forestry (Rebuilding the Forest Industry) Act 2014* (**Forest Industry Act**) s 4(8). This provision did not prevent the exchange of FPPF Land with PTPZ.

² Forest Industry Act s 4(11).

³ Forest Industry Act ss 3, 4(7).

- (f) to protect the FPPF Land against, and rehabilitate that land following, adverse impacts such as those of fire, introduced species, diseases and soil erosion on that land's natural and cultural values and on assets within and adjacent to that land;
- (g) to encourage tourism, recreational use and enjoyment consistent with the conservation of the land's natural and cultural values;
- (h) to encourage cooperative management programs with Aboriginal people in areas of significance to them in a manner consistent with the other management objectives;
- (i) to provide for the taking, on an ecologically sustainable basis, of designated game species for commercial or private purposes, or both;
- (j) to provide for the controlled use of natural resources including special species timber harvesting;
- (k) to provide for exploration activities and utilisation of mineral resources;
- (l) to allow for private, commercial or industrial uses.

Visit: More information about the management of FPPF Land is available on the NRE website [here](#).

Logging FPPF Land and PTPZ Land

Logging on FPPF Land

Subject to certain exemptions, logging of native forest is generally prohibited on FPPF Land.⁴ However, special species timber harvesting can be undertaken on FPPF Land, subject to approvals.⁵

An application to undertake special species harvesting on FPPF Land must be accompanied by a Forest Practices Plan (**FPP**) certified by the Forest Practices Authority (**FPA**) under the *Forest Practices Act 1985* (Tas) (**FP Act**).

Visit: You can read more about special species timber harvesting in [Part 3](#) of the Forest Industry Act.

Logging on PTPZ Land

On the other hand, PTPZ Land is managed by the State-owned forestry corporation, Sustainable Timbers Tasmania (**STT**),⁶ for the purposes of undertaking forest operations (i.e. logging) on that land (subject to other regulatory requirements being met including, for example, the approval of a Forest Practices Plan under the FP Act).

⁴ Forest Industry Act s 4(2)(d).

⁵ Forest Industry Act s 11.

⁶ *Forest Management Act 2013* (Tas) (**Forest Management Act**) s 7.

Changing FPPF Land to PTPZ Land

There are two mechanisms by which the classification of land can be changed from FPPF Land to PTPZ Land:

1. Conversion of FPPF Land to PTPZ Land; and
2. Exchange of FPPF Land with PTPZ Land.

Both mechanisms require acceptance from both houses of the Tasmanian Parliament and are triggered when the Minister for Resources requests the Crown Lands Minister to consider the change.

N.B. The key difference between converting and exchanging FPPF Land with PTPZ Land is that exchange involves replacing the FPPF Land such that the stock remains constant, while conversion does not involve replacement of the FPPF Land meaning there is a net reduction in FPPF Land.

Converting FPPF Land to PTPZ Land

Since 8 April 2020 and the end of the moratorium on native forest harvesting on FPPF land, the Forest Industry Act has provided the Minister for Resources and the Crown Lands Minister the ability to *convert* FPPF land to PTPZ land.

The Forest Industry Act and the Forest Management Act prescribe the process by which FPPF Land can be converted to PTPZ Land and thus opened to logging.⁷

The process to convert FPPF Land to PTPZ Land is described below:

1. Request for conversion of FPPF Land to PTPZ Land.

The Minister for Resources may request the Crown Lands Minister to consider the conversion of FPPF Land to PTPZ Land.⁸

The Minister for Resources is the Minister responsible for administering the Forest Management Act. The Crown Lands Minister is the Minister responsible for administering the *Crown Lands Act 1976* (Tas).

Before making a request, the Minister for Resources must obtain and have regard to the information specified in s 7(2) of the Forest Industry Act, being:

- (a) The reasons for the request;
- (b) The size, location, valuation and conservation values of the FPPF Land the subject of the request;
- (c) An assessment of forest resources within the FPPF Land that is the subject of the request and the demand for those resources and an evaluation of the social and economic impacts of the conversion of that land;
- (d) STT's intention to undertake native forestry harvesting, on the land that is the subject of the request, consistent with its forest management certification; and

⁷ Forest Industry Act s 7; Forest Management Act s 11B.

⁸ Forest Industry Act s 7(1).

(e) The implications of the land ceasing to be FPPF Land for the STT's forest management certification.

2. Approval of the conversion of FPPF Land to PTPZ Land.

The Crown Lands Minister may approve the conversion of FPPF Land to PTPZ Land.⁹

In making this decision, the Crown Lands Minister must have regard to the information obtained and considered by the Minister for Resources and other specified matters, including (but not limited to) the impact of the conversion on the objectives for the management of FPPF Land (which are set out above).¹⁰

The Crown Lands Minister must provide written advice of his or her decision to the Minister for Resources.¹¹

3. Making a land conversion order.

If the conversion of the FPPF Land to PTPZ is approved by the Crown Lands Minister, the Minister for Resources **must** make an order under s 11B of the Forest Management Act (**land conversion order**).¹²

The land conversion order must be published in the Government Gazette.

Visit: You can access the Government Gazette [here](#).

4. Tabling of the land conversion order in Parliament.

The land conversion order must be tabled before both Houses of Parliament by the Minister for Resources within 5 Parliamentary sitting days of the making of a land conversion order; and with the Crown Lands Minister's advice and the information obtained under ss 7(2) and 7(4) of the Forest Industry Act.¹³ This includes information about the request and relevant FPPF land,¹⁴ as well as information about the impact of the conversion of the land from FPPF land to PTPZ land on land that was identified under a species management plan as being available for special species harvesting.¹⁵

5. Conversion of FPPF Land to PTPZ Land

Once the proposed land conversion order is accepted by both Houses of Parliament, the land specified in the relevant order becomes PTPZ land and is no longer FPPF land.¹⁶

⁹ Forest Industry Act s 7(6).

¹⁰ Forest Industry Act ss 7(4)-(5).

¹¹ Forest Industry Act s 7(7).

¹² Forest Industry Act s 7(8).

¹³ Forest Management Act s 11B(3).

¹⁴ Forest Industry Act s 7(2).

¹⁵ Forest Industry Act s 7(4).

¹⁶ Forest Management Act s 11B(6).

Exchanging FPPF Land with PTPZ Land

Since the Forest Industry Act commenced in 2014 (i.e. independently of the end of the forestry moratorium), the Minister for Resources and Crown Lands Minister have had the power to *exchange* FPPF Land for PTPZ Land.

The Forest Industry Act and the Forest Management Act also prescribe a process for the exchange of FPPF Land with PTPZ Land,¹⁷ described below.

1. Request for the exchange of FPPF Land for PTPZ Land.

The Minister for Resources may make a request to the Crown Lands Minister to consider the exchange of FPPF Land for PTPZ Land.¹⁸

Before making a request, the Minister for Resources must obtain and have regard to the information specified in s 6(2) of the Forest Industry Act, being:

- (a) The reasons for the request being made, including whether the FPPF Land specified in the request is required for the supply of forest products; and
- (b) The impact of the PTPZ Land specified in the request ceasing to be, or forming part of, PTPZ Land on the capacity of STT:
 - i. To meet the annual supply of veneer and sawlog; and
 - ii. To apply logs to the holder of a forestry compensation certificate in accordance with Part 5A of the Forest Management Act; and
- (c) The size, location, valuation and conservation values of the FPPF Land and PTPZ Land that is the subject of the request; and
- (d) The implications of the exchange for STT's forest management certification.

2. Approval of the exchange of FPPF Land for PTPZ Land.

The Crown Lands Minister may approve the exchange of FPPF Land for PTPZ Land.¹⁹

The Crown Lands Minister must have regard to the information obtained and considered by the Minister for Resources and other specified matters, including (but not limited to) the impact of the conversion on the objectives for the management of FPPF Land (which are set out above).²⁰

The Crown Lands Minister must provide a written advice of his or her decision to the Minister for Resources.²¹

3. Making a land exchange order.

If the exchange is approved by the Crown Lands Minister, the Minister for Resources **must** make an order under s 11A of the Forest Management Act (**land exchange order**).²²

¹⁷ Forest Industry Act s 6; Forest Management Act s 11A.

¹⁸ Forest Industry Act s 6(1).

¹⁹ Forest Industry Act s 6(6).

²⁰ Forest Industry Act ss 6(4)-(5).

²¹ Forest Industry Act s 6(7).

²² Forest Industry Act s 6(8).

A land exchange order must be published in the Government Gazette.

4. Tabling of the land exchange order in Parliament.

The land exchange order must be tabled before both Houses of Parliament by the Minister for Resources within 5 Parliamentary sitting days of the making of a land exchange order; and with the Crown Lands Minister's advice and the information obtained under ss 6(2) and 6(4) of the Forest Industry Act.²³

5. Conversion of FPPF Land to PTPZ Land and vice versa.

Once the proposed land exchange order is accepted by both Houses of Parliament, the land specified in the order to be PTPZ Land becomes PTPZ Land and ceases to be FPPF Land. At the same time, the land specified in the order to cease to be, or form part of, PTPZ Land, ceases to be PTPZ Land and becomes Crown land and FPPF Land.

Acceptance by both Houses of Parliament

Neither a land conversion order nor land exchange order has effect until accepted by both Houses of Parliament.²⁴

A land conversion order or land exchange order is taken to be accepted by a House of Parliament if:²⁵

1. The House accepts the order (presumably through the passing of a motion, though this is not specified in the Forest Management Act); or
2. Within 15 sitting days after it was tabled, no notice has been given of a motion to disallow it, or such a notice is withdrawn or negatived.

Evaluate this resource

EDO welcomes feedback on this factsheet. Your feedback will help us ensure we are providing useful information.

If you have any concerns or suggestions regarding this factsheet, please fill out the Legal Resources evaluation form by clicking [here](#) or scanning the QR code below:



²³ Forest Management Act s 11B(3).

²⁴ Forest Management Act ss 11A(4) and 11B(4).

²⁵ Forest Management Act ss 11A(5) and 11B(5).

Future Potential Production Forest



Fact Sheet, June 2025

Future Potential Production Forest (FPPF) land

FPPF is a land class described in the *Forestry (Rebuilding the Forest Industry) Act 2014* (the Act).

The land was established to secure a 'wood-bank' to provide for future sustainable forestry production in Tasmania.

Where is FPPF land located?

There are around 356 000 hectares of FPPF land outside of the Tasmanian Wilderness World Heritage Area (TWWHA). FPPF land is dispersed across the state (see www.thelist.tas.gov.au for further detail).

Around 9 900 hectares of FPPF land is situated within the TWWHA. (Since 2022, approximately 25, 000 ha has been changed to a different reserve classification by parliament.)-

Who administers FPPF land?

The Crown Lands Minister is the Minister responsible for FPPF land. The land is administered by the Tasmanian Department of Primary Industries, Parks, Water and Environment (DPIPWE). For inquiries, see <https://parks.tas.gov.au/about-us/conducting-business-in-parks-and-reserves/property-services>.

What restrictions apply to FPPF land?

With the exception of special species timber, no native forest harvesting can be undertaken on FPPF land. Special species timber harvesting can occur on FPPF land, however it can only be by partial harvest techniques and is subject to approvals.

Sustainable Timber Tasmania (STT) is excluded from conducting any harvesting activities on FPPF land.

What is the future for FPPF land?

There are two mechanisms to change the classification of FPPF land under the Act.

The first is the exchange of FPPF land with Permanent Timber Production Zone land (PTPZ land). This means the overall stock of FPPF land will remain the same.

The second is the conversion (without replacement) of areas of FPPF land into PTPZ land. This mechanism was not able to be used prior to 8 April 2020.

The process for exchange or conversion is triggered if the Minister for Resources requests the Crown Lands Minister to consider the change. For either option to progress, consideration must be given to a range of factors, such as the environmental and heritage values on the FPPF land, balanced against the economic opportunities.

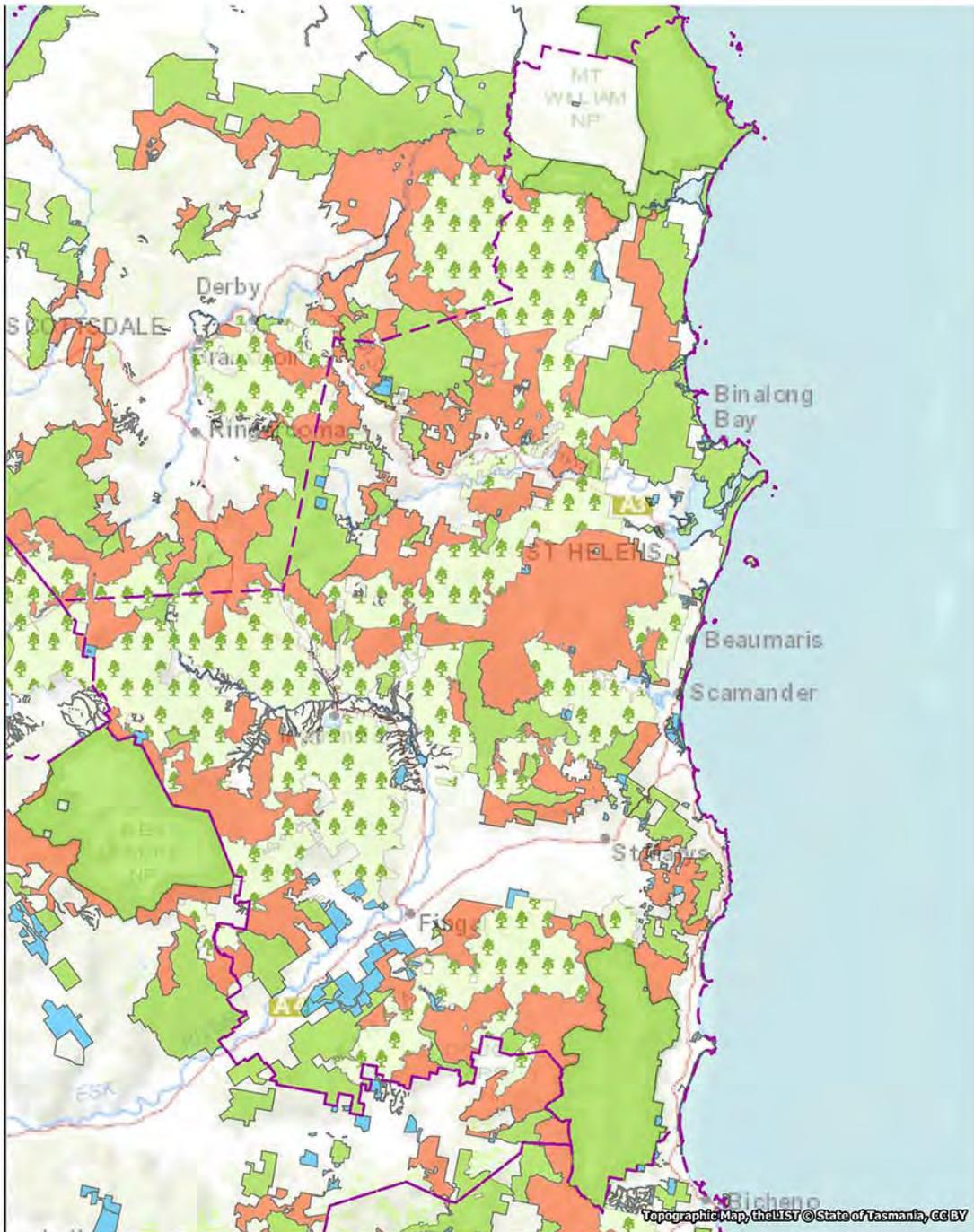
Both mechanisms – exchange and conversion – require the acceptance of both houses of the Tasmanian Parliament.

Since 8 April 2020, FPPF land will remain as such until an explicit order to exchange or convert the land is moved and accepted in both Houses of Parliament.

In developing a way forward, the Government will consider the views of industry and other key stakeholders in relation to the merit of any proposed future use of FPPF land.

Contact

Forest Policy via email: forests@stategrowth.tas.gov.au



FPPF Land, other reserves & PTPZ, in Break O'Day

(Tas. Res. Estate 02/17, Land Tenure 01/17)

- | | |
|--|---|
|  Future Potential Production Forest |  Private Conservation Reserves |
|  Formal Reserves |  Informal private land reserves |
|  Informal public land reserves |  Permanent Timber Production Zone Land |

 Map data and imagery from LIST, www.theLIST.tas.gov.au ©State of Tasmania



ACTION	DISCUSSION/DESCISION
PROPONENT	Officer
OFFICER	NRM Facilitator
FILE REFERENCE	017\023\005\
ASSOCIATED REPORTS AND DOCUMENTS	Draft Scamander Coastal Hazards and Pathways Adaptation Plan – SGS Feb. 2026 Protection Measures Memo – Dune St - 251099-MN-MO

OFFICER’S RECOMMENDATION:

Council receives the *Draft Scamander Coastal Hazards and Pathways Adaptation Plan* and release it for public comment until 15 March 2026.

INTRODUCTION:

A Draft *Coastal Hazards and Pathways Adaptation Plan* for the community and stakeholders to comment on has been prepared by the consultants working with the community and Council on the Scamander Coastal Hazards Risk Mitigation and Pathways Planning Project, SGS Economics.

PREVIOUS COUNCIL CONSIDERATION:

Council Workshop February 2025

Council Meeting September 2025

09/25.16.3 Moved: Clr B LeFevre/ Seconded: Clr K Wright

Council receives the interim report from the Scamander Coastal Hazards Risk Mitigation and Pathways Project: Outlook report - Scamander Coastal Hazards & Flood Risks – final.

CARRIED UNANIMOUSLY

Council Workshop February 2026

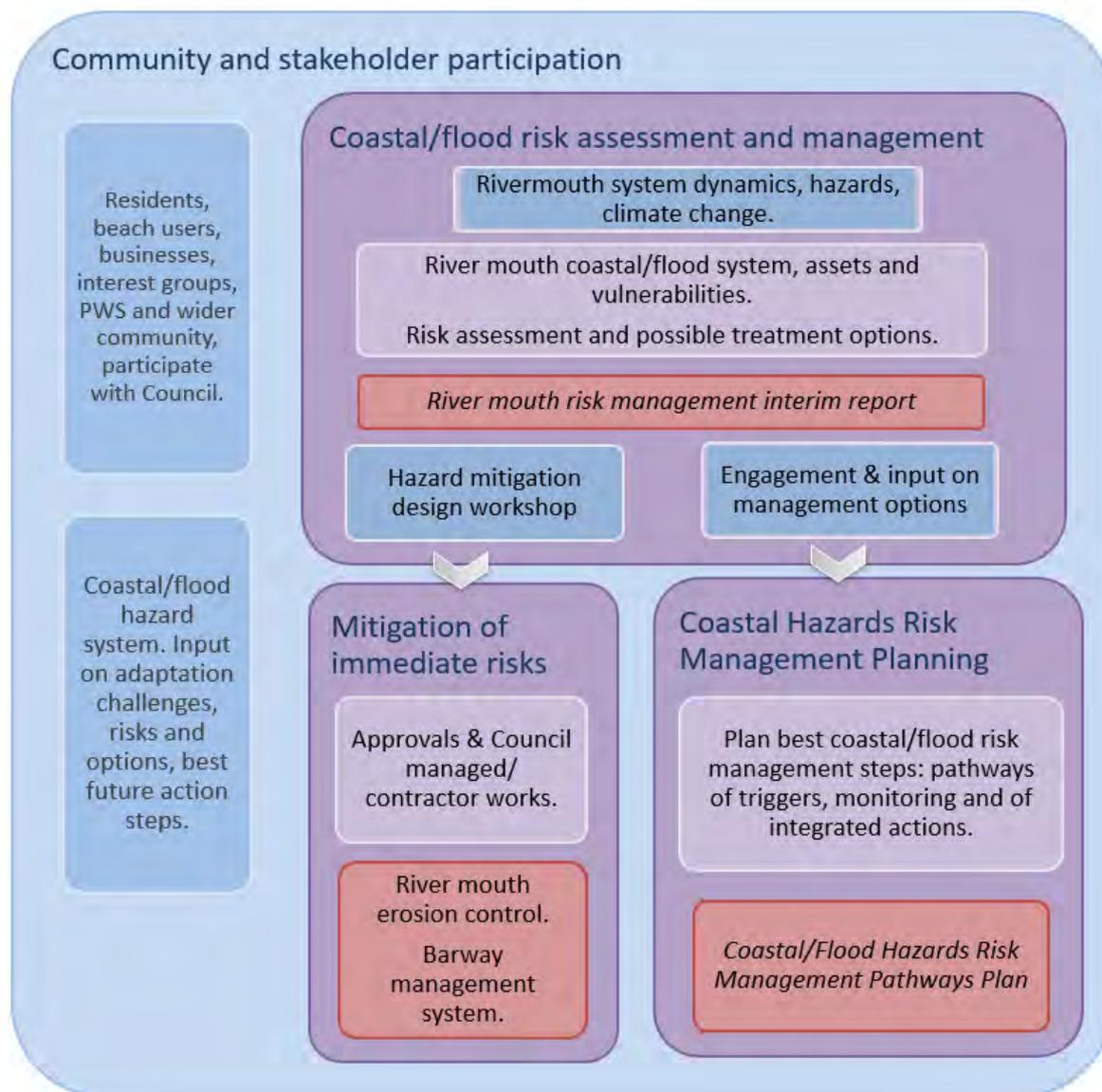
OFFICER’S REPORT:

The purpose of this report is to provide Council with the *Draft Scamander Coastal Hazards and Pathways Adaptation Plan* for release for community comments, with submissions received considered in finalising the Plan. An earlier technical report for the Plan on three scenarios for hazard mitigation is also attached.

The following reviews the planning process with the community that has develop the Plan and some ‘no-regrets’ mitigation works for immediate risks the project is planning to undertake.

Background

The Adaptation Pathways Plan is one of two key outputs for the Scamander Coastal Hazards Risk Mitigation and Pathways Planning Project. The project has progressed, in the graphic outline below, through its first risk assessment stage and workshops with the community and stakeholders on the hazards and mitigation options.



The project’s interim ‘Outlook Report’ on coastal and flood risks was produced in September last year by a coastal management specialist, who shared findings at a community workshop then. This helped establish a shared appreciation in the community for the coastal and flood dynamics and future risks and challenging decisions to be made at the River Mouth.

Further workshops in October looked at the exposed and vulnerable assets, key shorelines and adaptation scenarios, which included foreshore erosion management initially, letting nature take its course, accommodation (of inundation risks) and eventually having to consider retreat. Community input has also been provided through online questionnaires.

Adaption Planning

With input from the community and the project's coastal and flood hazards specialist a range of potential coastal hazard mitigation options for the Dune Street shoreline were developed. These are detailed in a memorandum report addressed to the project consultants SGS Economics, to apply in their cost/benefit evaluation of adaptation strategies and planning stage of the project (copy attached).

The *Draft Scamander Coastal Hazards and Pathways Adaptation Plan* documents this work and includes findings from evaluation of mitigation options and recommendations on adaptation strategies and future pathways. Community input on the draft will be invited for a month through the project's community and stakeholder contacts list and media promotion. Submissions considered by the consultants to incorporate any appropriate changes in a final Plan.

The Plan, hosted by Council, will provide a shared framework for the future decisions individuals, the community, stakeholders and Council will each face with coastal and flood hazards and climate change at the River Mouth. The coastal and flood hazard risks individuals and the community face there cannot be eliminated, but the Plan will help everyone cope with the future challenges and avoid maladaptation.

Mitigation of immediate risks

The coastal hazard mitigation options for the Dune Street shoreline identified for the planning evaluation (attached Memo) are also informing the second output of the project (figure above) and no-regrets mitigation works by the project. Those options can also be interpreted and reworked to reduce immediate risks on other key shorelines identified at the river mouth. And they inform possible stronger interventions that may be considered in future as coastal and flood hazards change and increase.

Two actions by this project to mitigate immediate risks are being explored.

Barway opening

Council has for many years opened the Rivers sea entrance with machinery when it is closed and water levels rise to reduce risk of low-lying roads being damaged, or a significant flood event threatens people, infrastructure or property. This requires authority from the Parks and Wildlife Service to undertake the work on the Scamander Conservation Area.

Flooding of properties occurred in March 2021 when the closed barway (with a high berm and river levels) could not be opened before a river flood and stormy seas peaked together.

This action is to improve monitoring of conditions and procedures for barway opening to reduce risk of impacts on assets from a high closed barway raising estuary water levels and from flood events that can coincide with high seas. This would involve monitoring of water levels and the barway berm height and developing protocol and procedures with stakeholders to manage the risks with a closed Scamander barway.

Dune Street shoreline

'Option 1' of the coastal hazard mitigation options the Dune Street shoreline identified in the attached *Protection Measures Memo* provides a basis for shoreline works to reduce erosion risk there. Significant erosion threatened the road and housing in late 2022.

The principles of this option would be applied to control further erosion of the shore towards Dune Street and housing along it. And would need to extend further, to the rock revetment at the park and remains of the old training wall, to control continuing erosion of those. The aim of this option is to reduce shoreline erosion risks and it does not provide significant inundation protection. It could be maintained to stretch its limited effective life until other interventions need to be considered.

The mix of hard and natural treatments and over what length of this shoreline is still to be determined. Community feedback has also raised as design issues maintaining beach access, natural values such as shorebirds and remediation of unsightly and hazardous materials from the old training wall. The project's available budget, timeframe, and keeping to simple 'no-regrets' interventions and approvals are key constraints.

STRATEGIC PLAN & ANNUAL PLAN:

Break O'Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Environment - To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Strategy

1. Recognise and alleviate the issues and risks to the environment from our use, and the risk to us from a changing environment. (For example flood and fire.)

Key Focus Area:

Climate Change - Understand, address and evaluate the challenges of climate change in Break O'Day and develop and implement mitigation strategies.

Break O'Day Annual Plan

Action:

3.4.1.1 Scamander Coastal Hazard and Flood Management - implement coastal adaptation and flood risk mitigation and pathways planning project with community at Scamander River mouth.

LEGISLATION & POLICIES:

N/A

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

The capital \$30,000 cash contribution and a \$40,000 Council share of in kind contributions matching the \$165,000 grant for the project have been carried forward in the Capital Budget.

Council received a grant in 2022 for the Scamander Coastal Hazards Risk Management Project from the Australian Government's Coastal and Estuarine Risk Mitigation Program, managed through the State Emergency Service.

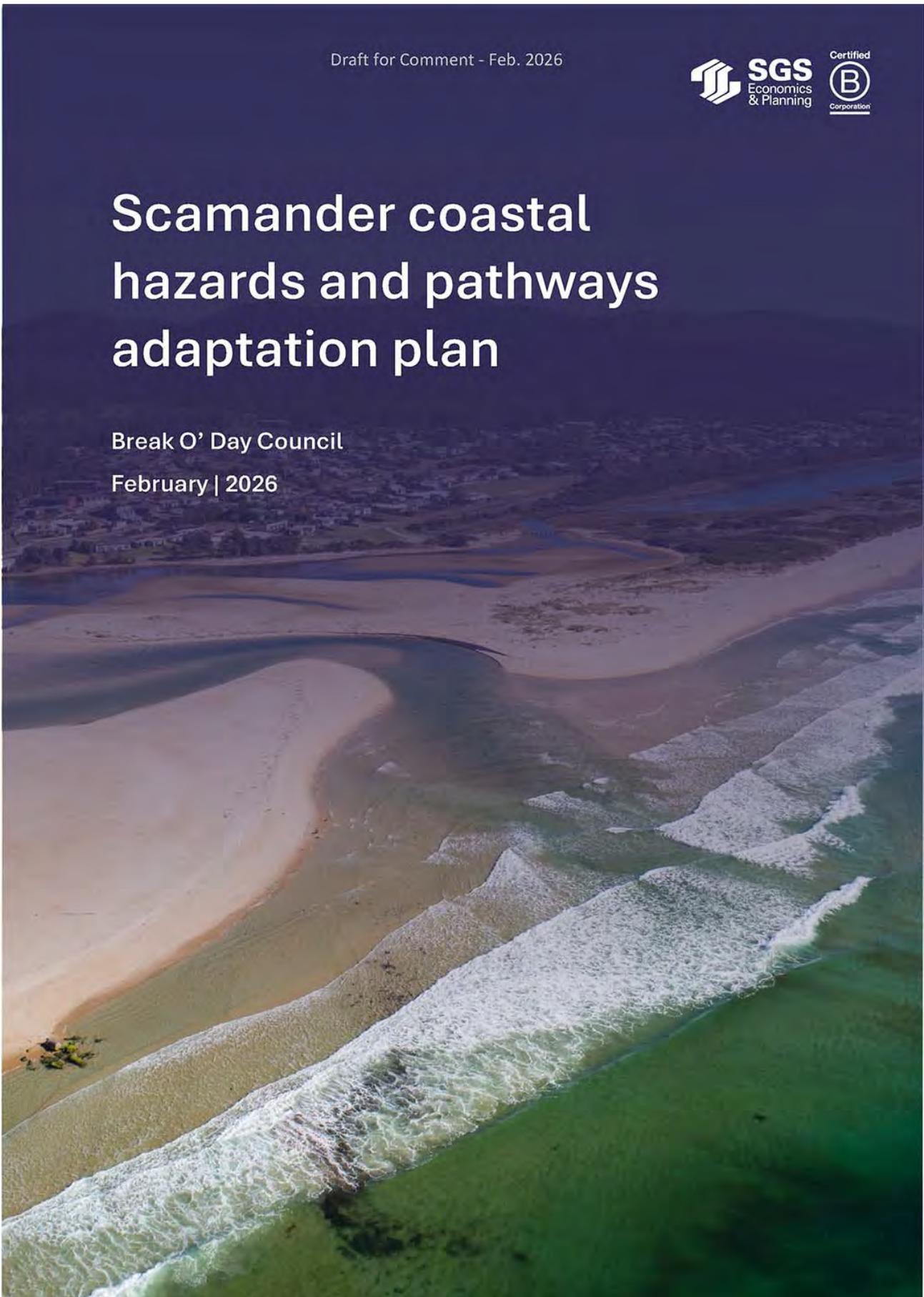
VOTING REQUIREMENTS:

Simple Majority

Scamander coastal hazards and pathways adaptation plan

Break O' Day Council

February | 2026





Independent
insight.



moffatt & nichol

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OFFICES IN CANBERRA, HOBART, MELBOURNE, AND SYDNEY ON THE COUNTRY OF THE NGAMBRI/NGUNNAWAL/NGARIGO, MUWININA/PALAWA, WURUNDJERI, AND GADIGAL PEOPLES.

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1. Executive summary

Introduction and background

SGS Economics and Planning and Moffatt & Nichol were commissioned to develop a coastal hazards and pathways adaptation plan for the Scamander river mouth. This project responds to community concerns about the extent of hazards and impacts on their lives, livelihoods and the natural environment. The project seeks to complete the following aims:

- Better understand the coastal and estuary risks and impacts of these risks on the community, especially in light of the impacts of climate change.
- Better understand and communicate coastal processes to the community, including potential responses.
- Map and quantify the costs and benefits to the community of different options for managing risk in the Scamander river mouth.
- Provide advice on short and longer-term management solutions.

SGS led the project and performed economic and spatial analysis. Moffatt & Nichol provided expert scientific and engineering input on coastal processes, hazards and adaptation options.

Adaptation pathways are chains of actions taken in response to risk over time. A set of principles define successful adaptation planning.

- Developing risks must be actively managed. Doing nothing is not an option.
- Honest and transparent communication with the community.
- Government is not responsible for the protection of private property against natural hazards.
- There should be no subsidy to occupy hazardous locations.

Key terminology for adaptation planning includes:

- **Flexibility.** Options should be assessed and actions taken with a view to maintaining the flexibility of the community to respond to a dynamic external environment.
- **Thresholds.** The community's and individual level of tolerance for risk will have thresholds for maintaining it and triggers for action
- **Triggers.** Triggers are measurable milestones or markets for action on a threshold.
- **Trade-offs.** Trade-offs will inevitably arise where the choice of one action to preserve or increase certain values will have a negative effect on other values.

River mouth and coastal processes

Scamander River mouth can be understood as an intermittently closed and open lake or lagoon (ICOLL). This refers to lakes that naturally alternate being open and closed to the ocean, with closure defined by the existence of a dynamic sand beach barrier that separates the ICOLL from the ocean. ICOLLs are

geomorphologically complex, and key features, in particular the existence, height and width of the berm, and therefore water levels and speeds on either side, change often. Scamander River mouth is no different. Historically, the river mouth has migrated north and south along the sandy shore, with ICOLL closure and opening reflecting the balance of processes at any particular time.

Three major hazards affect the users and owners of land around Scamander River mouth

- **Coastal erosion.** Coastal erosion is the removal of coastal land by water (waves, river currents and tidal inundation), wind and general weather conditions.
- **Coastal inundation.** Coastal inundation is the natural process of flooding of land by the sea and can be either temporary or permanent.
- **River flooding.** River flooding is caused by the runoff of heavy rainfall in the upper catchment and resulting increases in river discharge, sufficient to exceed the river channel capacity and inundate floodplain areas.

A review of available data, in particular hazard bands pertaining to the level of the above hazards in the Scamander River mouth, concluded that the existing bands are a broadly accurate portrayal of risk levels, with two important qualifications **Coastal inundation** risk is considered to be underestimated for wave-exposed foreshores as it does not consider wave set up and wave run up, nor any interaction with river flooding, including barway condition. **Coastal erosion** is considered to be underestimated around Dune Street in particular. This is due to the shoreline positioning north of Dune Street during assessment, and failure to consider channel movements as contributing to erosion, such as in 2022 when the channel came very close to Dune Street. In light of this advice, for the purposes of cost-benefit analysis at Dune Street SGS has repositioned existing inner coastal erosion bands to align with the current shoreline. Some locations are exposed to each of the above hazards.

During extreme events, these hazards can occur simultaneously and interact with each other. The consequences of compounding or multi-hazard events are generally not well understood including at the Scamander River mouth, but the combined consequences are likely to be more severe than the consequences of individual hazards. This project mapped the compounded hazards (Figure ES1).

Climate change is expected to have implications for the coastal and river processes at Scamander. Of particular note are the predicted increased intensity of rainfall, sea level rise and increased intensity of coastal storms. Increased intensity of rainfall exacerbates riverine inundation, with greater volumes of water moving down the catchment. Sea level rise and increased intensity of coastal storm both intensify coastal erosion and coastal inundation, increasing the risk of damage.

Values at risk

Table ES1 outlines the values in the study area that are considered in subsequent analysis and adaptation pathways planning.

Table ES1: values at risk in Scamander River mouth

Category	Value	Count	\$ value (2025) (\$,000)	Key examples
Property	Private dwellings	39	\$21,677	- Dune Street dwellings

Category	Value	Count	\$ value (2025) (\$,000)	Key examples
	Commercial	2	\$1,312	– River Mouth Café
	Accommodation	15	\$19,280	– Pelican Sands
	Council assets	7	\$3,080	– Scamander Recreation Reserve
	Community	1	\$470	– Scamander SLSC
Roads	Roads	5km	\$2,574	– Dune St – Hodgman St
Natural environment	Existing beach	n/a	\$1,169	– Steels Beach adjacent to river mouth
	Estuaries	n/a	\$1,134	– Hind dune marsh
	Wetlands	n/a	\$21,233	– Hind dune marsh – Upper Scamander River
	Saltmarsh	n/a	\$195	– Scamander River
	Dunes	n/a	\$1,719	– Access pathways to Steels Beach
	Bird habitat	n/a	\$12	– Threatened bird nesting on Steels Beach and barway
	Playspace/recreational area	1	\$17	– Scamander Recreation Reserve
Water infrastructure	Water mains	2km	\$2,640	– Reticulation mains beneath Dune St, Scamander Ave
	Upper Scamander Reservoir	1	\$1,300	n/a
	Upper Scamander BPT (break pressure tank)	1	\$1,060	n/a
	Sewer mains	2km	\$600	– Sewage mains beneath Scamander Recreation Reserve
	SPS (sewerage pumping station)	3	\$608	– Pelican Sands SPS – Dune St SPS

Category	Value	Count	\$ value (2025) (\$,000)	Key examples
Visitor economy	Estimated visitor spend	50,000	\$12,951	- Tourist visitation to Steels Beach and local caravan parks
Total			\$93,023	

Source: SGS Economics and Planning 2026

Hazard management and hotspots

The balance of coastal hazards and values at risk differs between points on the Scamander River mouth. The locations are detailed in Figure ES1 below.

Figure ES1: hazard management hotspots in Scamander River mouth



Source: SGS Economics and Planning 2025

Cost-benefit analysis of adaptation pathways at Dune Street between 2025 and 2100 was completed, recognising that Dune Street is especially exposed to coastal hazards. Cost-benefit analysis is an approach to evaluate the merits of different interventions and seeks to quantify their respective impact, whether they be social, economic or environmental, on the community. It does this by identifying the impact of different options in terms of their deviation from the 'base case' of no action,

where costs and benefits otherwise proceed along their existing paths. The costs and benefits included in this analysis are outlined in Table ES2.

Adaptation pathways consist of a range of interventions and actions that will be implemented simultaneously and consequently over time as risk levels evolve.

In terms of costs and benefits, adaptation typically involves costs in terms of building protection works, vegetation management and changes to planning and building requirements. The benefits encompass a range of avoided damages, amenity, use and ecological changes and these vary by the type of intervention.

Table ES2: costs and benefits of adaptation to coastal hazards in Scamander River mouth

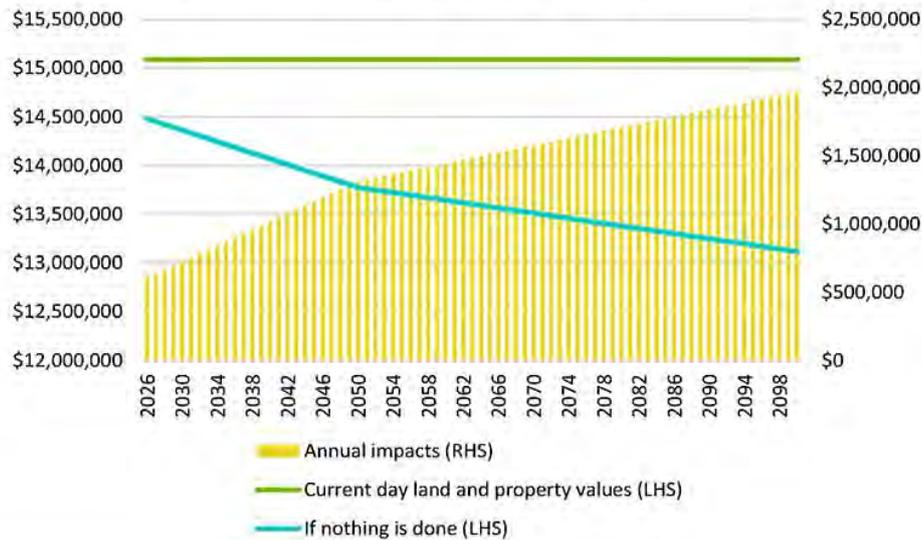
Costs	Benefits
	B1: Avoided damage
	- The avoided damage to land and property resulting from the intervention
	B2: Beach access
	- The impact of the options on the capacity for community members and visitors to access and enjoy Steels Beach
C1: Pathway costs	B3: Visitation spending
- Capital cost	- The impact of the options on visitation and expenditure by tourists to Scamander
- Maintenance cost	B4: Ecosystem impacts
- Asset relocation cost	- The impact of the interventions on ecosystems and habitats present in the area
- Contingency cost	

Source: SGS Economics and Planning 2025

Dune Street

Dune Street is the most highly exposed part of the Scamander River mouth. Hazards are complex and overlapping, though primarily reflect erosion compounded by coastal inundation and flooding. Figure ES2 outlines the impacts of damage to land and property at Dune Street from coastal hazards if nothing is done and coastal hazards proceed along the trajectories implied by the low, medium and high erosion and coastal inundation hazard bands applying to the area.

Figure ES2: damage impacts from coastal hazards at Dune Street – base case



Source: SGS Economics and Planning 2025

Three adaptation pathways in response to coastal hazards at Dune Street are analysed. These options are:

- Option 1: Living shoreline foreshore erosion protection.** In the short to medium term, a living shoreline or soft protection could be implemented to address the immediate erosion processes along a 60m length of foreshore fronting Dune Street. These works would not address the inundation risk. Under this pathway, no further residential and sensitive urban development would be allowed. In the long term (as sea levels rise), inundation problems would become more severe and the foreshore erosion protection would reach the end of its effective life. This pathway provides property owners with time to reach the economic life of their assets and protect their individual properties for the foreseeable future.
- Option 2: Hybrid seawall and wave runup bund.** In the short to medium term, this option proposes a rock revetment hybrid seawall in front of Dune Street and small wave runup bund in the lee of the wall. It would offer erosion protection for the medium term and protect against some inundation, but likely not extreme events. Compared to pathway 1, this option buys more time, but eventually (as sea levels rise), properties would be increasingly exposed to inundation and erosion. As with option 1, further development in the area would be discouraged.
- Option 3: Rock revetment and levee.** A higher seawall and levee, expected to be raised above the current road level by approximately 1.5m. This option comes with substantial capital works and costs, and would offer longer term protection. It provides protection against erosion up to around 2075.

Table ES3 contains the results of the cost-benefit analysis results.

Table ES3: cost-benefit analysis results (7% discount rate) (\$2025) (\$,000) – 2025-2100

	Option 1	Option 2	Option 3
Costs			
Total cost	\$396	\$1,807	\$13,669
Benefits			
Avoided damages	\$2,191	\$7,546	\$13,459
Beach access	\$0	\$0	-\$1,420
Visitation spending	\$4,668	\$9,337	-\$13,052
Natural habitat	-\$4	-\$24	-\$47
Total benefits	\$6,854	\$16,858	-\$1,061
NPV	\$6,458	\$15,050	-\$14,730
BCR	17	9	0.48

Source: SGS Economics and Planning 2025

The cost-benefit analysis shows that options 1 and 2 strongly increase net welfare, creating 17 and 9 dollars of benefit per dollar of cost respectively. This is compared to option 3, which strongly protects a relatively small set of properties at a relatively high cost. The impact on tourism spending is particularly important, option 3 would materially influence the character of the foreshore, and as a result the strength of Scamander’s attraction to tourists.

The results do not support aggressive, extensive, hard protection of the foreshore, even though this would protect some properties. The costs to the community¹ of this course of action are simply too high, and it would negatively impact other important aspects that sustain Scamander; particularly its pristine natural character and beachside recreation opportunities, which sustain the visitor economy.

The high BCR of options 1 and 2 endorse a softer, more gradual approach that would provide a range of benefits to the community:

- Low capital and maintenance costs, meaning the opportunity cost of these options is low.
- Slowing down coastal hazards in the area, buying time for the community, Council and other stakeholders to undertake best practice adaptation planning.
- Enabling property owners to use their assets to the end of their economic life, while planning avoids new development in the area.

¹Based on the principle of ‘no subsidy to occupy hazardous locations’ these costs would be assumed to be borne by the property owners. This cost is likely too high relative to the value of the properties.

- Avoiding maladaptation by locking in costly maintenance expenditure and potentially inefficient or inappropriate land uses.
- Improving biodiversity and natural values in the area through native plantings and other forms of soft protection, which will increase utility for visitors and members of the community.
- Preserving important, though undervalued aspects of the foreshore such as recreation, visual amenity and natural values, which are otherwise lost.
- Preserving the contribution of the Dune Street foreshore to Scamander’s visitor economy, which is of significant economic importance.

These considerations broadly align with feedback received from the community as part of this project.

Pelican Sands

Pelican Sands displays generally lower benefit drivers compared to Dune Street, with less residential development, Council and TasWater property, beach access and habitat impacted by coastal hazards. However, the intensity of hazards is also reduced as Pelican Sands is less exposed to open ocean, and foreshore development and use is not so intensive. The influence of the visitor economy on the CBA results is highly relevant to Pelican Sands, as it is a major accommodation asset. To the extent that hard protection of the Dune Street foreshore reduces the attractiveness of the area to visitors, these costs will be borne to a significant extent by those operating at Pelican Sands.

The costs of hard protection may be higher or lower at Pelican Sands depending on the length of foreshore that requires protection and the overall size and strength required to adequately protect against hazards. Overall, it is likely that the same conclusion can be drawn as for Dune Street; cheaper or ‘no regrets’ interventions are preferred now to buy time for more extensive adaptation planning, with eventual retreat as hazards overwhelm the adaptive capacities of current users.

Bridge Esplanade

Bridge Esplanade displays lower benefit drivers than Dune Street. Hazards are less intense due to sheltering from open ocean forces, while there is less affected land and property in the area, meaning avoided damage is lower. Natural, recreation and tourist visitation values are also lower compared to both Dune Street and Pelican Sands. The foreshore at Bridge Esplanade is shorter than these other sites, meaning the relative cost of options 1 and 2 would also be lower. Overall, the core finding remains relevant; extensive, hard protection is encouraged, while softer protection options retain flexibility, manage some inundation risk and may improve the amenity of the area. Retreat is less likely to be required in this location, meaning the financial and emotional impact of relocation, which could be substantial in other sites, is limited.

Next steps for adaptation planning in Scamander

Several ‘no regrets’ actions to be taken in response to coastal hazards at the Scamander River mouth. These are measures that could be implemented immediately and that, if implemented, are unlikely to create abortive work, have significant negative impacts on other processes, or cause issues for a future adaptive pathway(s).

- **Barway opening policy.** The condition of the barway (open/closed) at Scamander has a significant influence on hazards. The opening operation would benefit from a documented barway opening

- policy. It is also recommended that Council install water level gauging to assist inform the policy and plan.
- **Restoration of reserve foreshore protection.** Restoration of the rock protection, likely including an appropriate backfill/filter layer and geotextile, as well as habitat creation through saltmarsh (or other species) planting.
- **Pelican Sands foreshore protection.** The measure should incorporate as much as possible a living shoreline, to provide positive ecological outcomes and limit the use of hard infrastructure
- **Dune Street hind dune foreshore protection.** A living shoreline or soft protection could be implemented. The buffer between the road and foreshore could be planted out. The measure would likely need to include a hybrid rock/vegetation protection.

Planning and policy considerations include:

- Do not allow intensification of residential and sensitive urban development in areas exposed to (compounding) coastal hazards, especially Dune Street, Pelican Sands and low-lying lots along Bridge Esplanade.
- Apply the proposed updated positioning and extent of the Coastal Erosion Hazard Code hazard bands at Dune Street, reflective of changed position of river mouth and landward progression of shoreline.
- Seek support and guidance from Tasmanian Planning Commission on best practice planning for coastal adaptation and managed retreat, especially in locations of multiple and potentially compounding hazards:
 - Explore Scamander River Mouth as a potential pilot for these mechanisms, recognising relatively contained scale and intensity of coastal hazards in the area.

Other recommendations include:

- Further engagement with Dune Street residents on cost-benefit analysis findings and proposed adaptation actions in the area.
- Engagement with Tasmania Parks and Wildlife Service (TPWS), which owns and has responsibility for public land in the Dune Street area and across the river mouth.
- Advocate to Tasmanian Government and/or Tasmanian Planning Commission for guidance and support to implement coastal adaptation actions, particularly managed retreat, through the planning scheme.
- Advocate for updated mapping of coastal hazards, specifically coincidental and compounding hazards.
- Engage with Department of State Growth to explore potential impact of current bridge design on hazards in Scamander River mouth.
- Continue to protect biodiversity in the river mouth.
- Explore opportunities for additional funding, such as the Future Drought Fund, to complete recommended areas of future work; for example improved hazard mapping and bridge investigations.

2. Introduction and background

2.1 Scope and aim of study

SGS Economics and Planning and Moffatt & Nichol were commissioned to develop a coastal hazards and pathways adaptation plan for the Scamander river mouth. This project responds to community concerns about the extent of hazards and impacts on their lives, livelihoods and the natural environment. The project seeks to complete the following aims:

- Better understand the coastal and estuary risks and impacts of these risks on the community, especially in light of the impacts of climate change.
- Better understand and communicate coastal processes to the community, including potential responses.
- Map and quantify the costs and benefits to the community of different options for managing risk in the Scamander river mouth.
- Provide advice on short and longer-term management solutions.

SGS led the project and performed economic and spatial analysis. Moffatt & Nichol provided expert scientific and engineering input on coastal processes, hazards and adaptation options.

The project utilises the latest available current data on assets, economic characteristics, coastal processes and natural hazards. Sources are noted throughout. No new hazard modelling was undertaken for this study. The limitations of current hazard data and their implications for the study are outlined in Chapter 3.

2.2 Process for completing this study

The study was completed between May 2025 and February 2026. It included the following steps:

- Data review – May-June 2025
 - Existing data on coastal processes, hazards, assets and values in the study area was accessed and mapped
 - The scientific evidence base of existing hazard data was reviewed to determine suitability for this study, and alterations made where necessary
- Site visit and first community engagement – June 2025
 - The project team visited Scamander to assess current conditions and gather additional primary material
 - Two community engagement sessions were hosted in Scamander to explain coastal processes and hazards, including the impact of climate change, identify values at risk and introduce concepts of adaptation pathway planning.
 - Materials were shared online with an option for community members to respond.

- Cost of risk assessment and adaptation planning – July-September 2025
 - Additional engagement with Tasmanian SES, TasWater and Break O’ Day Council was held to further explore values at risk
 - Monetisation methodologies were researched and applied to values at risk in the rivermouth
 - ‘No regrets’ intervention options were identified and draft adaptation pathways developed for key sites
 - Online community workshop was held on values at risk in September 2025. Materials were shared online and a survey provided for those unable to attend.
- Site visit and second community engagement – October 2025
 - The project team returned to Scamander to present and collect feedback on draft adaptation pathways during two community consultation sessions
 - Materials were shared on the Council webpage and an online survey allowed community members to provide information and feedback.
- Adaptation pathways refinement and cost-benefit analysis – November-December 2025
 - Further community feedback was collected on draft adaptation pathways via online survey
 - Adaptation pathways were refined given feedback
 - Cost-benefit analysis of adaptation pathways at Dune Street explored community welfare implications of adaptation pathways given impact on values at risk
- Reporting drafting – January 2026
 - The coastal hazards and pathways adaptation plan was drafted in January 2025

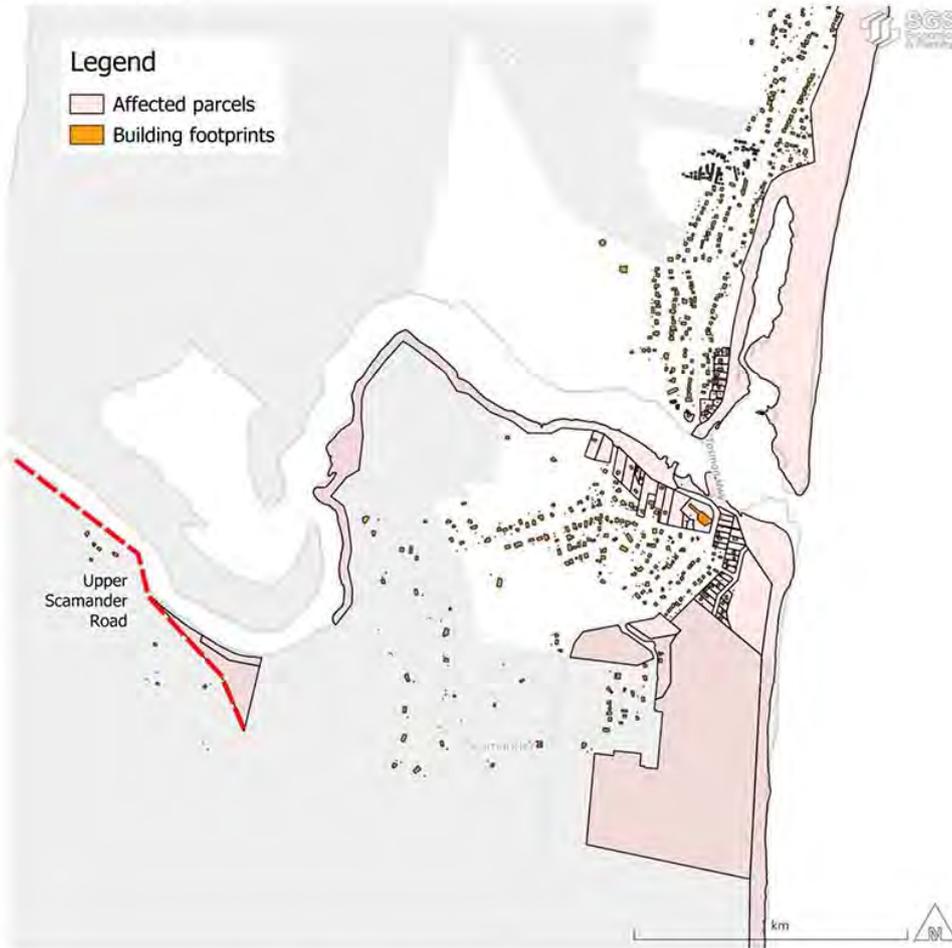
The contributions from stakeholders and community members and organisations have been invaluable for this study. Contributions included anecdotal historic evidence, reports, photos and information about community initiatives and environmental management initiatives.

2.3 Introducing Scamander

Scamander is the second largest town in Break O’ Day LGA, situated on the northeast coast of Tasmania. The Scamander River runs through the middle of the town and is bridged by the Tasman Highway. The river originates to the north-east and exits to the sea via a wide, sandy rivermouth forming an ‘intermittently closed and open lake and lagoon’ (ICOLL). Hazards including coastal inundation, riverine inundation and coastal erosion arise in the vicinity of the rivermouth, which is relatively developed with residential, recreational and employment-generating land uses.

Figure 1 outlines the study area; broadly, the affected land parcels highlighted in red. Chapters 2 and 3 elucidate the hazards and values at risk in this study area, to which the adaptation plan seeks to respond.

Figure 1: study area



Source: SGS Economics and Planning 2025; Break O' Day Council 2025

2.4 Introducing adaptation pathways

Adaptation pathways are chains of actions taken in response to risk over time. They acknowledge that areas will look and function differently if certain changes are made. Adaptation pathways all seek to manage risk, but do so in different ways, meaning the community, economic outcomes will vary from pathway to pathway. A set of principles define successful adaptation planning.

- **Developing risks must be actively managed. Doing nothing is not an option.** This speaks to the reality of coastal hazards in Scamander, which pose significant threats to property and livelihoods.

These developing risks should be actively managed; it is not acceptable to ignore them once they are known.

- **Honest and transparent communication with the community.** Coastal adaptation relies on the collective action of individuals and businesses in the affected area. It is imperative that the community share a complete assessment of the risks that coastal hazards present and the trade-offs inherent to the choice of adaptation options. This will enable all actors to make appropriate informed decisions.
- **Government is not responsible for the protection of private property against natural hazards.** The protection of the community from hazards does not extend to protecting private assets. There may be cases where governments can act on behalf of property owners to enable collective responses, or where shared benefits are a basis for sharing costs and risks.
- **There should be no subsidy to occupy hazardous locations.** With climate change, it will be unsustainable to subsidise people who choose to occupy or use locations that are becoming increasingly hazardous, in line with projected and known future risks. It may be that current property owners were not fully aware of the potential risks at the time they invested in the area. In these cases some short term works may be provided to enable property owners, residents and operators to consider their future plans. However, for those who knowingly buy themselves into a risky location, managing the risk is considered a private cost.

Key terminology for adaptation planning includes:

- **Flexibility.** Inherent in the concept of adaptation pathways is flexibility. Options should be assessed and actions taken with a view to maintaining the flexibility of the community to respond to a dynamic external environment. Care should be taken to avoid locking in excessive negative impacts that cannot be undone if the balance of risk changes.
- **Thresholds.** The community's and individual level of tolerance for risk will have thresholds for maintaining it and triggers for action. People benefit from their coastal location and the use of coastal assets, such as views, beach access and recreational opportunities. To continue to enjoy those benefits people in hazardous areas may bear the cost and inconvenience of increasing risks and impacts from climate related events. But only to a point, or threshold. Adaptive works such as wave resistant barriers or raising floor levels of dwellings can increase thresholds and maintain tolerable risk.
- **Triggers.** Triggers are measurable milestones or markets for action on a threshold. For example, a large storm causing widespread damage might catalyse a decision to abandon an asset before the end of its effective life, as the costs of repairs would outweigh the benefits of maximally utilising the asset.
- **Trade-offs.** Trade-offs will inevitably arise where the choice of one action to preserve or increase certain values will have a negative effect on other values. The choice to protect physical property by building a large seawall, for instance, will reduce natural values as habitats are destroyed and amenity value as pristine environments are transformed and recreational access and opportunities are lost. Trade-offs will become more prominent the further a community moves along a particular adaptation pathway.

3. River mouth and coastal processes

The Scamander River mouth and associated coastal processes are documented and analysed in detail in the *Scamander River Coastal Hazards Risk Mitigation & Pathways Planning Outlook Report* prepared by Moffatt & Nichol.² The findings of this report were further summarised for the community by Break O' Day Council staff.³ This chapter summarises key findings from this work that are especially relevant for the adaptation planning and cost-benefit analysis in later chapters.

Scamander River mouth as an ICOLL

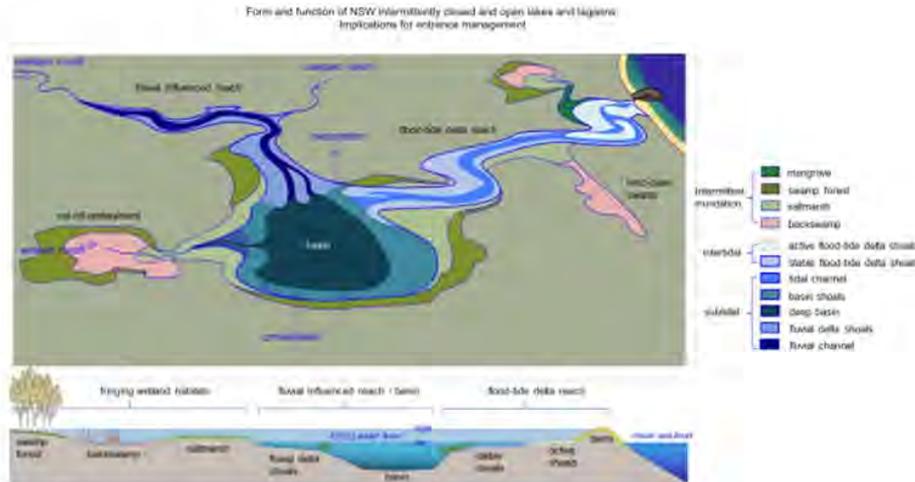
As noted in the preceding chapter, Scamander River mouth can be understood as an intermittently closed and open lake or lagoon (ICOLL). This refers to lakes that naturally alternate being open and closed to the ocean, with closure defined by the existence of a dynamic sand beach barrier that separates the ICOLL from the ocean. Risks at the Scamander River mouth reflect a complex balance of processes. Most prominent amongst these are **tides**, which influence water levels seaward of the berm, driving coastal inundation (especially during storm events) and the capacity of the ICOLL to overtop into the ocean, **sediment**, which moves up and down the coast and is deposited at the river mouth, forming the berm, and **river levels**, which determine inundation risk landward of the berm and are influenced by rain further up the catchment.

ICOLLs are geomorphologically complex, and key features, in particular the existence, height and width of the berm, and therefore water levels and speeds on either side, change often. Scamander River mouth is no different. Historically, the river mouth has migrated north and south along the sandy shore, with ICOLL closure and opening reflecting the balance of processes at any particular time. As development has intensified in the river mouth, mechanical opening of the barway via excavator has been used to alleviate risk, particularly of inundation where high river levels coincide with barway closure.

² <https://www.bodc.tas.gov.au/wp-content/uploads/2025/10/Outlook-report-Scamander-Coastal-Hazards-Flood-Risks-final.pdf>

³ See <https://www.bodc.tas.gov.au/council/current-projects-and-activities/>

Figure 2: terminology and idealised ICOLL configuration



Source: Moffatt & Nichol 2025

Hazards around Scamander River mouth

Three major hazards affect the users and owners of land around Scamander River mouth.⁴

- Coastal erosion.** Coastal erosion is the removal of coastal land by water (waves, river currents and tidal inundation), wind and general weather conditions. Long term erosion leads to coastal recession, which is the long-term movement of land due to sea level rise and typically occurs on both soft sandy and tertiary sediment coasts. Coastal erosion has many causes including tides, currents, sediment budgets, storm intensity and frequency, wave energy, fetch, sea level rise, land erodibility, and human intervention.
- Coastal inundation.** Coastal inundation is the natural process of flooding of land by the sea and can be either temporary or permanent. Temporary inundation is flooding due to storm surge, extreme storm events, floods or tides. Permanent inundation is the permanent loss of land to the sea. A storm surge is the temporary piling-up of water at the coast due to onshore wind setup and/or low barometric pressure. A storm surge combined with high tide can be particularly hazardous, and even more so in the presence of wind-generated waves and associated wave setup. At Scamander coastal storms (surge and waves) combining with high tides can overtop the barway and adjacent beach, with waves running up over low lying areas such as Dune Street, the foreshore reserve on the south side of the river and the Pelican Sands foreshore.
- River flooding.** River flooding is caused by the runoff of heavy rainfall in the upper catchment and resulting increases in river discharge, sufficient to exceed the river channel capacity and inundate floodplain areas. River flooding can also have dramatic impact on channel scour and the movement

⁴ Moffatt & Nichol 2025, pp. 32-33

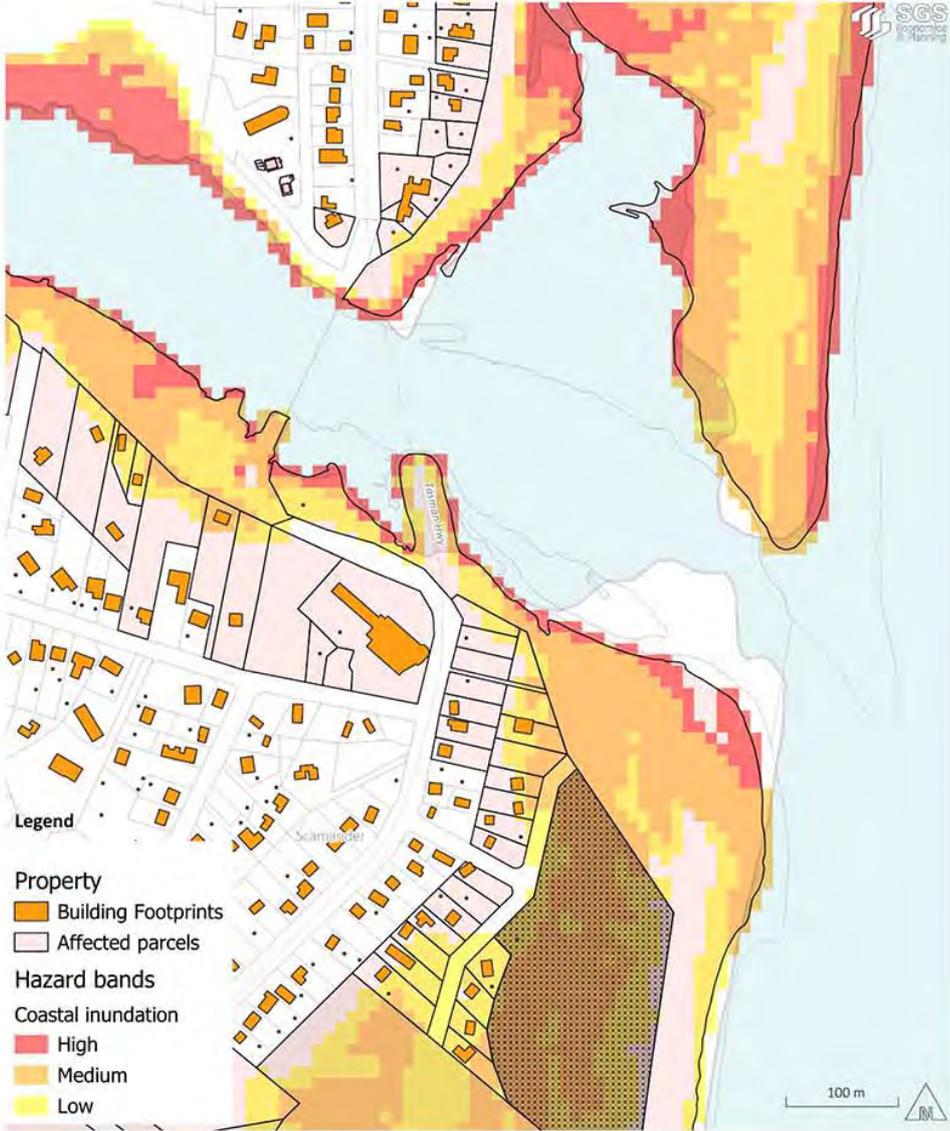
of the entrance position on the beach. At Scamander, peak water levels achieved by river flooding have the potential to be significantly influenced by the barway condition (open/closed) and / or ocean condition. River flooding has impacted roads and property, with elevated river water levels overtopping the Scamander River Road and low lying areas, for example Bridge Esplanade.

Estuary and river foreshore erosion is also an issue, but less so around the Scamander River mouth. To the extent that river erosion is a significant hazard at Pelican Sands, this primarily reflects the impact of wave runup during storm events.

A review of available data, in particular hazard bands pertaining to the level of the above hazards in the Scamander River mouth, concluded that the existing bands are a broadly accurate portrayal of risk levels, with two important qualifications. **Coastal inundation** risk is considered to be underestimated for wave-exposed foreshores as it does not consider wave set up and wave run up, nor any interaction with river flooding, including barway condition (figure 3). **Coastal erosion** is considered to be underestimated around Dune Street in particular. This is due to the shoreline positioning north of Dune Street during assessment, and failure to consider channel movements as contributing to erosion, such as in 2022 when the channel came very close to Dune Street. In light of this advice, for the purposes of cost-benefit analysis at Dune Street SGS has repositioned existing inner coastal erosion bands to align with the current shoreline (Figure 4).

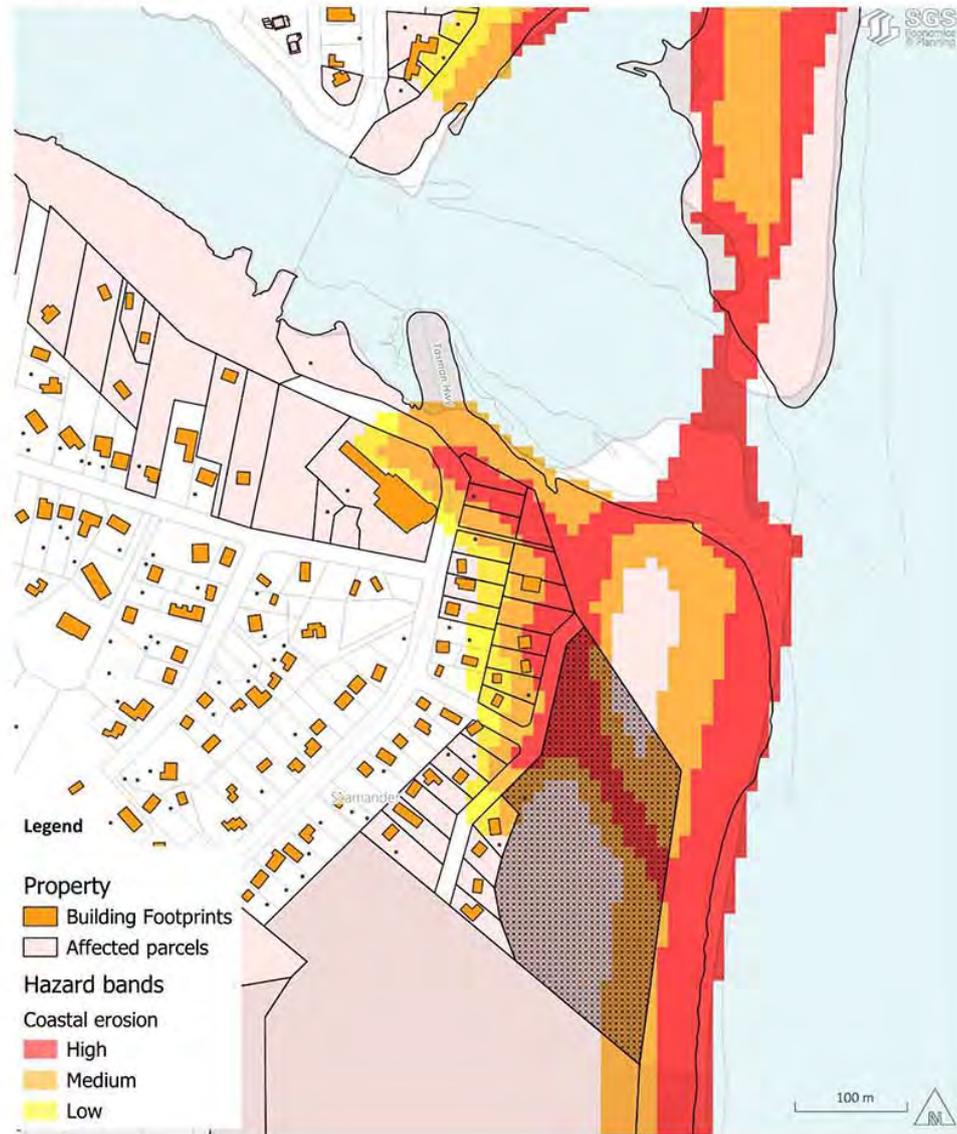
Some locations are exposed to each of the above hazards. During extreme events, these hazards can occur simultaneously and interact with each other. The consequences of compounding or multi-hazard events are generally not well understood including at the Scamander River mouth, but the combined consequences are likely to be more severe than the consequences of individual hazards. This project mapped the compounded hazards (Figure 5).

Figure 3: coastal inundation hazard bands



Source: SGS Economics and Planning 2025

Figure 4: repositioned erosion hazard bands at Dune Street



Source: SGS Economics and Planning 2025

The impact of climate change

Climate change is expected to have implications for the coastal and river processes at Scamander. Of particular note are the predicted increased intensity of rainfall, sea level rise and increased intensity of coastal storms. Increased intensity of rainfall exacerbates riverine inundation, with greater volumes of water moving down the catchment seeking exit to the sea via the Scamander River mouth. Sea level rise and increased intensity of coastal storm both intensify coastal erosion and coastal inundation, increasing the risk of damage to public and private property. Broader impacts include altered ecological conditions, and therefore character of the area for flora and fauna, changes in land use patterns as preferences and requirements for different use types change, and increased pressure on stormwater and drainage systems.

Climate change is an uncertain process. This is why adaptation planning makes use of dynamic adaptation pathways, which can flexibly respond to climate risks as they change. The impacts of climate change on coastal hazards could be less or greater than current expectations.

This study integrates climate change to the extent that it is reflected in underlying hazard studies. Specifically:⁵

- Application of increased rainfall creating higher peak water level at bridge.
- 10m horizontal erosion and retreat per 0.2m of sea level rise.

⁵ Moffatt & Nichol 2025, pp. 34-35

4. Values at risk

Scamander, and the Scamander River Mouth in particular, contains numerous values that are placed at risk from coastal processes and coastal hazards. Table 1 outlines the values in the study area that are considered in subsequent analysis and adaptation pathways planning. These are explored in detail in the subsequent chapter, which analyses assets, exposure to hazards and adaptation pathways for a subset of key locations around the river mouth. Table 2 outlines the monetisation methodologies and datasets that we have used to calculate the dollar value of each asset type.

At a high level, however, values can be impacted by coastal hazards in a variety of ways. These include:

- **Property:** damage to physical land and property, cost of clean up after hazard events and overall reduced property values.
- **Community:** the community can experience damage to facilities such as recreational areas, gathering spaces and Council assets, as well as poor mental health, especially anxiety and depression, due to concern and uncertainty about the future impacts of hazards.
- **Ecological:** bird habitats can be affected, especially threatened species such as terns that nest in fragile beaches, dunes and sandbars. Wetlands and the habitats they support can also be affected by interruptions to the balance of salt and fresh water.
- **Tourism and recreation:** Scamander River mouth is a high-use sight that attracts significant visitation due to its recreational opportunities and natural character. These uses, and thereby visitation, can be interrupted by changes to the character of the foreshore, reduced beach access and increased perception of risk to users

Table 1: values at risk in Scamander River mouth

Category	Value	Count	\$ value (2025) (\$,000)	Key examples
Property	Private dwellings	39	\$21,677	– Dune Street dwellings
	Commercial	2	\$1,312	– River Mouth Café
	Accommodation	15	\$19,280	– Pelican Sands
	Council assets	7	\$3,080	– Scamander Recreation Reserve
	Community	1	\$470	– Scamander SLSC
Roads	Roads	5km	\$2,574	– Dune St – Hodgman St
Natural environment	Existing beach	n/a	\$1,169	– Steels Beach adjacent to river mouth

Category	Value	Count	\$ value (2025) (\$,000)	Key examples
	Estuaries	n/a	\$1,134	– Hind dune marsh
	Wetlands	n/a	\$21,233	– Hind dune marsh – Upper Scamander River
	Saltmarsh	n/a	\$195	– Scamander River
	Dunes	n/a	\$1,719	– Access pathways to Steels Beach
	Bird habitat	n/a	\$12	– Threatened bird nesting on Steels Beach and barway
	Playspace/recreational area	1	\$17	– Scamander Recreation Reserve
Water infrastructure	Water mains	2km	\$2,640	– Reticulation mains beneath Dune St, Scamander Ave
	Upper Scamander Reservoir	1	\$1,300	n/a
	Upper Scamander BPT (break pressure tank)	1	\$1,060	n/a
	Sewer mains	2km	\$600	– Sewage mains beneath Scamander Recreation Reserve
	SPS (sewerage pumping station)	3	\$608	– Pelican Sands SPS – Dune St SPS
Visitor economy	Estimated visitor spend	50,000	\$12,951	– Tourist visitation to Steels Beach and local caravan parks
Total			\$93,023	

Source: SGS Economics and Planning 2025

Table 2: monetisation methodologies for values at risk

Value	Methodology	Source
Private dwellings	Adjusted capital value	Break O' Day Council rates database
Commercial	Adjusted capital value	Break O' Day Council rates database

Value	Methodology	Source
Accommodation	Adjusted capital value	Break O' Day Council rates database
Council assets	Adjusted capital value	Break O' Day Council rates database
Community	Adjusted capital value	Break O' Day Council rates database
Roads	Replacement cost	<i>Rawlinsons Australian Construction Handbook 2025</i>
Existing beach	Willingness to pay (WTP) for visit to an existing beach * Scamander households * average annual beach visits	Anning, D. (2012), <i>Estimation of the economic importance of beaches in Sydney, Australia, and implications for management</i> , PhD Thesis UNSW
Estuaries	WTP for coastal protection of estuaries per ha per household * estuary area * Scamander households	Pascoe, S. et al. (2017) <i>What's my beach worth? Economic values of NSW coastal assets</i>
Wetlands Saltmarsh	Ecosystem services value of wetlands per ha per annum * area of wetland	Creighton, C. (2013) <i>Revitalising Australia's Estuaries, Fisheries, Research and Development Corporation</i>
Dunes	WTP for coastal protection of dunes per ha per household * dune area * Scamander households	Pascoe, S. et al. (2017) <i>What's my beach worth? Economic values of NSW coastal assets</i>
Bird habitat	WTP for Australian threatened bird conservation * Scamander households	Zander, K. K., Ainsworth, G. B., Meyerhoff, J. and Garnett, S. T. (2014) <i>Threatened Bird Valuation in Australia</i>
Playspace/recreational area	WTP for standard playspace per household * Scamander households	Community and Patient Preference Research (2022) <i>Willingness to pay for green infrastructure and public spaces in NSW</i> , Final Report prepared for the Department of Planning and Environment
Water mains	Replacement cost	TasWater consultation

Value	Methodology	Source
Upper Scamander Reservoir	Replacement cost	TasWater consultation
Upper Scamander BPT (break pressure tank)	Replacement cost	TasWater consultation
Sewer mains	Replacement cost	TasWater consultation
SPS (sewerage pumping station)	Replacement cost	TasWater consultation
Estimated visitor spend	Scamander accommodation capacity * estimated annual visitation * average spend per night in Tasmania	Tourism Tasmania (2025) <i>Visitor data snapshot: Year ending March 2025</i>

Source: various

5. Hazard management and hotspots

The balance of coastal hazards and values at risk differs between points on the Scamander River mouth. This chapter considers three key locations in the study area with different hazards, values and risks, outlining potential adaptation pathways for each. The locations are detailed in Figure 5 below. Note the use of compounded risk ratings in the figures in this section. These are computed by SGS from spatial hazard data to show areas where coastal erosion, coastal inundation and riverine flooding (hydrology) coincide. The full methodology for computing this rating is given at Appendix A.

Figure 5: hazard management hotspots in Scamander River mouth



Source: SGS Economics and Planning 2025

Cost-benefit analysis of adaptation options at Dune Street between 2025 and 2100 was completed, recognizing that Dune Street is especially exposed to coastal hazards. Cost-benefit analysis is an approach to evaluating the merits of different interventions that seeks to quantify their respective impact on the community, whether these be economic, social or environmental. It does this by identifying the impact of different options in terms of their deviation from the 'base case' of no action, where costs and benefits otherwise proceed along their existing paths. The costs and benefits included in this analysis are outlined in Table 3.

Adaptation pathways consist of a range of interventions and actions that will be implemented simultaneously and consequently over time as risk levels evolve.

In terms of costs and benefits, adaptation typically involves costs in terms of building protection works, vegetation management and changes to planning and building requirements. The benefits encompass a range of avoided damages, amenity, use and ecological changes and these vary by the type of intervention.

Table 3: costs and benefits of adaptation to coastal hazards in Scamander River mouth

Costs	Benefits
	B1: Avoided damage
	– The avoided damage to land and property resulting from the intervention
	B2: Beach access
	– The impact of the options on the capacity for community members and visitors to access and enjoy Steels Beach
C1: Pathway costs	B3: Visitation spending
– Capital cost	– The impact of the options on visitation and expenditure by tourists to Scamander
– Maintenance cost	
– Asset relocation cost	B4: Ecosystem impacts
– Contingency cost	– The impact of the interventions on ecosystems and habitats present in the area

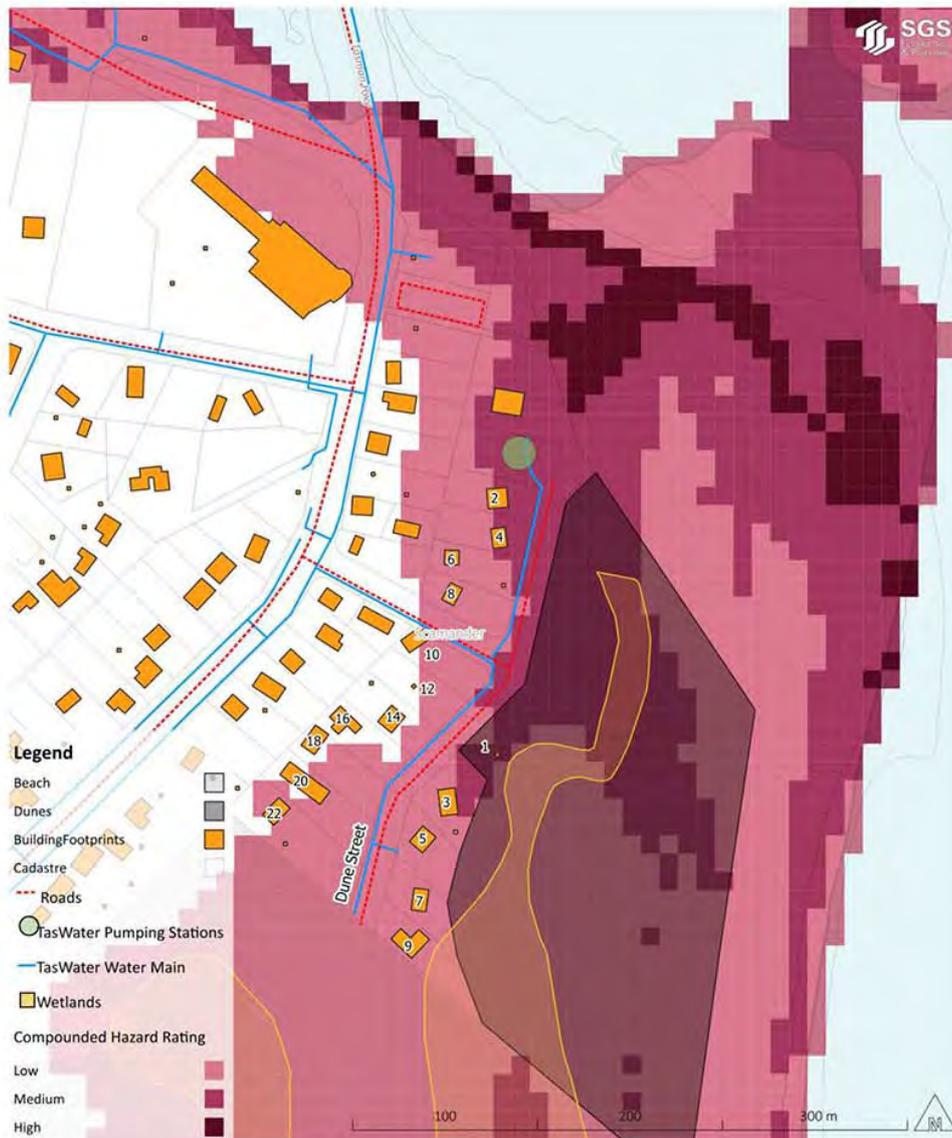
Source: SGS Economics and Planning 2025

Cost-benefit analysis was not performed for the other hotspots around Scamander river mouth. However, the relevance of the cost-benefit analysis findings for these other sites is considered for each location given the balance of coastal hazards and key cost and benefit drivers.

5.1 Dune Street

Hazards

Figure 6: assets and hazards in Dune Street



Source: SGS Economics and Planning 2025

Dune Street is the most highly exposed part of the Scamander River mouth. Hazards are complex and overlapping, though primarily reflect erosion compounded by coastal inundation and flooding. Parts of the foreshore, road and low-lying properties – especially Scamander SLSC – can be inundated during storm events, such as in March 2021, where coincidence of river flooding and a coastal storm caused extensive erosion landward and inundation of properties.

Erosion is generally reflected in a foreshore that moves consistently landward over time. The southern edge of the river mouth has migrated southward and landward in recent years, with the formation of a hind dune marsh south of the river mouth cutting access to Steels Beach and further eroding land abutting the road. A very large event, consistent with 1% AEP, is not currently known to have occurred, but would present severe risks to property and people on Dune St.

Assets

Assets at risk at Dune Street include:

- 16 private properties on Dune St. \$8 million total value.
- Community infrastructure including Scamander SLSC, beach and foreshore park.
- Infrastructure including Dune St roadway and pathways, TasWater mains and pumping station. Pumping station particularly at risk from inundation.
- Extensive dunes and beach, with some wetlands. All are threatened by erosion and/or inundation and could become inaccessible.
- Tourist and recreational visitation to Steels Beach, which is accessed via Dune Street

How will the area change if nothing is done?

If nothing is done, erosion and inundation will increase at Dune Street, with properties experiencing poor access during and after events. Without foreshore hardening, the shoreline will continue to move landward undermining the road, walkways and some properties. Over time, preparation for and clean-up after events may become an almost constant activity. The Scamander skate park and recreation area may also suffer from erosion and inundation in the medium to long term, limiting access to these valuable community assets. A particularly large event could undercut the foundations of these assets, necessitating extensive repairs.

Council may repair assets such as the recreation area, skate park, foreshore verge and road repeatedly until it becomes too costly. The road may be permanently destroyed following a particularly large event, leaving properties inaccessible. Some assets may be relocated, such as the SLSC or play equipment. Property owners may no longer fix and maintain their properties as the hazards increase, and some properties may be vacated before the end of their economic life. As a result Dune Street will feel 'emptier'.

Doing nothing in Dune Street is not an option

The base case where nothing is done to address coastal hazards at Dune Street was quantified as part of the cost-benefit analysis. This sees coastal hazards proceed on the trajectories implied by the low, medium and high erosion and coastal inundation hazard bands applying to the area (Table 4).

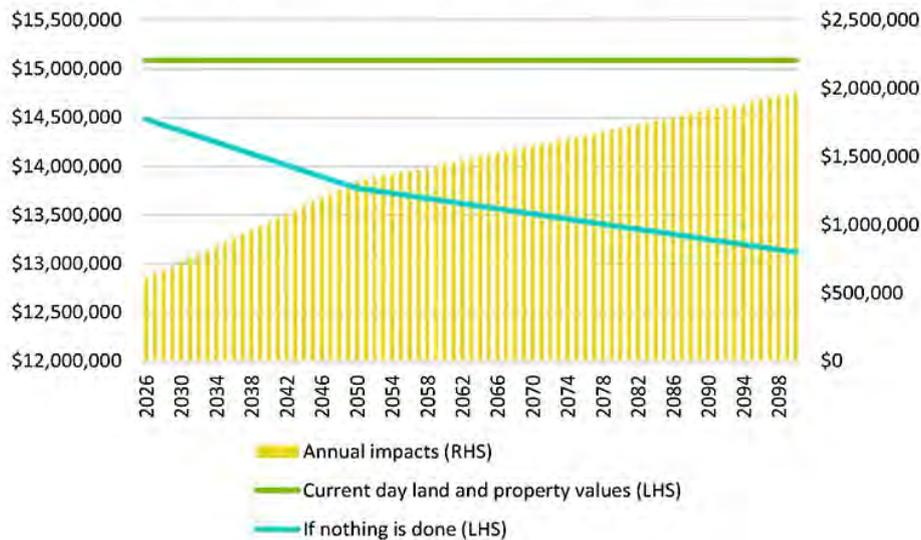
Table 4: hazard bands for Dune Street

Hazard	Low	Medium	High
Erosion	Potential shoreline to 2100	Potential shoreline to 2050	Current-day storm bite hazard reducing foundation stability
Coastal inundation	Vulnerable to a 1% AEP storm event in 2100	Vulnerable to a 1% AEP storm event in 2050	Vulnerable to sea level rise by 2050 from mean high tide

Moffatt & Nichol 2025

Land and property exposed to erosion was assumed to reduce in value by 25 per cent, consistent with the approach to past work on coastal adaptation in Tasmania. Land and property was assumed to be unaffected by 'low' inundation, and there were no properties exposed to 'high' inundation. For properties impacted by 'medium' inundation, it was assumed they would currently experience damage to contents every 5 years (consistent with 20% AEP event), and by 2050 experience damage to structures and land equivalent to 1% AEP. By 2100, these properties are expected to have experienced inundation impacts for 50 years, cumulatively increasing the level of damage sustained.

Figure 7: damage impacts from coastal hazards at Dune Street – base case



Source: SGS Economics and Planning 2025

The application of these impacts to current land and property values at Dune Street gives the profile of cumulative damage if nothing is done to address coastal hazards. Also included in the analysis, though not reflected in Figure 7, is damage to road and water infrastructure in the area, which is assumed to follow the same profile as damage to land and property.

Potential adaptation pathways in response to hazards

Moffatt and Nichol developed three adaptation pathways for Dune Street in response to coastal hazards in the area. These are outlined in Table 5 below. Note that the included costs differ between options depending on which assets are protected. For options 1 and 2 the sewage pumping station at Dune Street is relocated in 2035. This is not necessary in option 3; however this option includes the costs of maintaining affected properties, which would otherwise be progressively abandoned as hazards re-occur under options 1 and 2.

Table 5: adaptation pathways at Dune Street

Option	Details	Erosion impact	Inundation impact	Cost
Option 1: Living shoreline foreshore erosion protection	<p>A living shoreline or soft protection could be implemented to address the immediate erosion processes along a 60m length of foreshore fronting Dune Street</p> <p>The buffer between the road and foreshore could be planted out. The measure would likely need to include a hybrid rock/vegetation protection, but could also include geo-bags or rock bags. In addition, it is proposed that dune stabilization be undertaken to the north, fronting the SLSC.</p> <p>These works would not address the inundation risk. Under this pathway, no further residential and sensitive urban development would be allowed. In the long term (as sea levels rise), inundation problems would become more severe and the foreshore erosion protection would reach the end of its effective life. This pathway provides property owners with time to reach the economic life of their assets and protect their individual properties for the foreseeable future.</p>	Mitigated until 2035, then trajectory reasserted.	No impact on inundation hazard.	<ul style="list-style-type: none"> - Treatment cost: \$180,000 - Contingency: \$36,000 - Maintenance cost: \$2,700 p.a. until 2035 - SPS relocation: \$300,000
Option 2: Hybrid seawall and	<p>The option proposed includes a rock revetment hybrid seawall to address coastal erosion. At a minimum this would run in front of Dune St where erosion is currently occurring and wrap around the foreshore to link with existing rock revetment of Foreshore Reserve.</p>	Mitigated until 2050, then trajectory reasserted.	Mitigated until 2050, then trajectory reasserted.	<ul style="list-style-type: none"> - Treatment cost: \$1,250,000 - Contingency: \$250,000

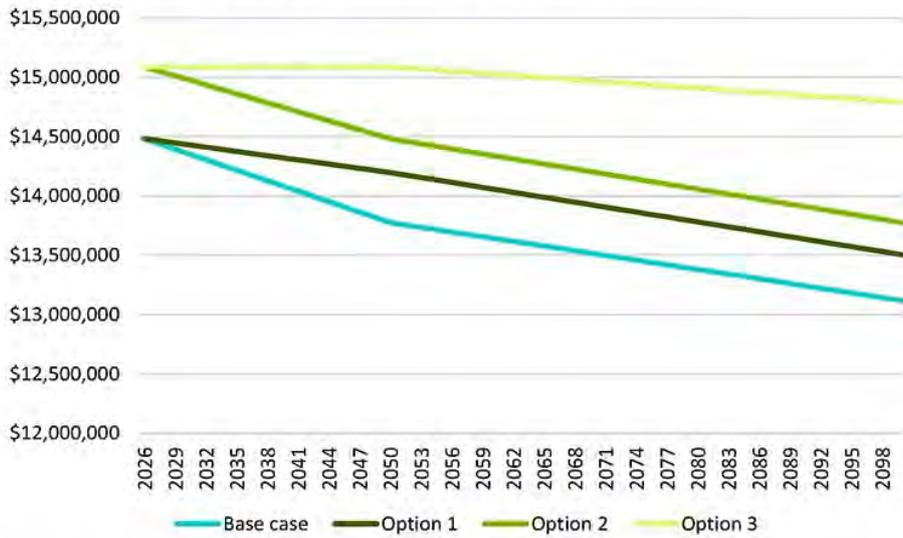
Option	Details	Erosion impact	Inundation impact	Cost
wave runup bund	<p>A small wave runup bund be constructed in the lee of the rock wall (in the road reserve), or on the west of the road fronting properties. Such a bund could be earth filled to approximately 500mm high and grassed, or alternatively a robust timber fence.</p> <p>This pathways would offer erosion protection for the medium term and protect against some inundation, but likely not extreme events. Compared to pathway 1, this option buys more time, but eventually (as sea levels rise), properties would be increasingly exposed to inundation and erosion. As with option 1, further development in the area would be discouraged.</p>			<ul style="list-style-type: none"> - Maintenance cost: \$18,750 p.a. until 2050 - SPS relocation: \$300,000
Option 3: Rock revetment and levee	<p>Rock revetment hybrid seawall, similar in nature to Option 2, although higher and likely less vegetation. A levee is proposed to provide the river flood and coastal inundation protection needed, expected to be raised above the current road level at Dune Street by approximately 1.5m.</p> <p>To allow for river flooding and coastal inundation, the levee would need to link in with the higher ground at the bridge abutment (north) and higher ground south west of Dune Street (Hobden Street). Stormwater drainage and pumping would be required to mitigate damming effect of the levee.</p> <p>This option comes with substantial capital works and costs, and would offer longer term protection. It provides protection against erosion up to around 2075.</p>	Mitigated until 2075, then trajectory reasserted.	Inundation is wholly mitigated to 2100.	<ul style="list-style-type: none"> - Treatment cost: \$8,250,000 - Contingency: \$1,650,000 - Maintenance cost: \$123,750 p.a. - Maintenance cost of protected land and property: \$232,132 p.a.

Source: Moffatt & Nichol 2025

Cost-benefit analysis results

The impact of the respective options on damage to land and property is given in Table 5 and Figure 8. Table 6 gives the impact of the options on other benefit categories relevant to the area: beach access, visitation spending and natural habitats. The approach to quantifying each of these benefits was given during the assessment of values at risk, in Table 1 and Table 2.

Figure 8: land and property values at Dune Street under different treatment options



Source: SGS Economics and Planning 2025

Table 6: impact of adaptation options on different benefit drivers

	2026	2050	2100	Reasoning
Impact on beach access				
Base case	100%	75%	50%	Beach access is gradually eroded over time
Option 1	100%	75%	50%	Beach access is gradually eroded over time
Option 2	100%	75%	50%	Beach access is gradually eroded over time
Option 3	100%	25%	25%	Beach can't be accessed with hard foreshore
Impact on visitation spending				
Base case	100%	90%	80%	Visitation falls gradually as Scamander becomes more difficult and dangerous to visit
Option 1	100%	95%	85%	Visitation falls more slowly as shoreline is protected and retains natural character
Option 2	100%	100%	90%	Visitation falls more slowly as shoreline is protected for longer and retains most natural character
Option 3	100%	75%	75%	Visitation falls significantly with no beach access and hard foreshore
Impact on natural habitat				
Base case	100%	110%	125%	Habitat grows as beach moves landward
Option 1	100%	105%	115%	Habitat grows as beach moves landward, but more slowly
Option 2	100%	85%	75%	Habitat falls slowly as beach recedes
Option 3	100%	60%	40%	Habitat falls quickly as beach recedes against hard shoreline

Source: SGS Economics and Planning 2025; Moffatt & Nichol 2025

For each benefit category, the change under each option is expressed as a percentage deviation from the current day in line with advice on the likely implications for key benefit drivers; particularly the state of the beach and foreshore area. This is a necessarily high-level approach, which due to data and resourcing limitations aims to indicate the likely trajectory of change under different options, rather than achieve a precise quantification

Table 7 contains the results of the analysis, including summary measures net present value (NPV) and benefit-cost ratio (BCR). Options with a positive NPV can be interpreted as increasing net welfare, while BCR shows the dollar of benefit resulting from each dollar of cost. As a result, BCRs above one generate at least one dollar of benefit per dollar of cost, improving welfare overall.

Consistent with the principles of cost-benefit analysis, results are displayed in terms of their difference from the base case. Where benefit categories have a positive sign they are greater under the project options than the base case; where they have a negative sign, such as for natural habitat, they are lower than the base case.

Table 7: cost-benefit analysis results (7% discount rate) (\$2025) (\$,000) – 2025-2100

	Option 1	Option 2	Option 3
Costs			
Total cost	\$396	\$1,807	\$13,669
Benefits			
Avoided damages	\$2,191	\$7,546	\$13,459
Beach access	\$0	\$0	-\$1,420
Visitation spending	\$4,668	\$9,337	-\$13,052
Natural habitat	-\$4	-\$24	-\$47
Total benefits	\$6,854	\$16,858	-\$1,061
NPV	\$6,458	\$15,050	-\$14,730
BCR	17	9	0.48

Source: SGS Economics and Planning 2025

According to the results of the cost-benefit analysis, options 1 and 2 strongly increase net welfare, creating 17 and 9 dollars of benefit per dollar of cost respectively. This reflects their efficiency – the investment of relatively small amounts for appreciable levels of benefit – compared to option 3, which strongly protects a relatively small set of properties at a relatively high cost. The impact on tourism spending is particularly important. Option 3, in drastically transforming the foreshore from a relatively natural, untouched environment to a hard, concrete barrier with no beach access, in addition to the likely accelerate erosion of the beach seaward of the wall, would significantly impact Scamander’s attractiveness to tourists. This would reduce visitation and spending, as visitors would likely elect to visit other locations nearby offering beach recreation and high natural values.

Given the sensitivity of the results to the tourism benefits and overall costs, sensitivity tests were carried out that varied these elements. While affecting the total size of the NPV and BCR, these sensitivity tests preserve the ordering and overall results of the analysis; that options 1 and 2 increase net welfare, while option 3 does not.

Table 8: sensitivity test results – halved tourism benefits (7% discount rate) (\$2025) (\$,000) – 2025-2100

	Option 1	Option 2	Option 3
Costs			
Total cost	\$396	\$1,807	\$13,669
Benefits			
Avoided damages	\$2,191	\$7,546	\$13,459
Beach access	\$0	\$0	-\$1,420
Visitation spending	\$2,334	\$4,668	-\$6,526
Natural habitat	-\$4	-\$24	-\$47
Total benefits	\$4,520	\$12,190	\$5,464
NPV	\$4,123	\$10,382	-\$8,204
BCR	11	7	0.62

Source: SGS Economics and Planning 2025

Table 9: sensitivity test results – doubled costs (7% discount rate) (\$2025) (\$,000) – 2025-2100

	Option 1	Option 2	Option 3
Costs			
Total cost	\$793	\$3,615	\$27,339
Benefits			
Avoided damages	\$2,191	\$7,546	\$13,459
Beach access	\$0	\$0	-\$1,420
Visitation spending	\$4,668	\$9,337	-\$13,052
Natural habitat	-\$4	-\$24	-\$47
Total benefits	\$6,854	\$16,858	-\$1,061
NPV	\$6,061	\$13,243	-\$28,400
BCR	9	5	0.32

Source: SGS Economics and Planning 2025

Table 10: sensitivity test results – halved tourism benefits and doubled costs (7% discount rate) (\$2025) (\$,000) – 2025-2100

	Option 1	Option 2	Option 3
Costs			
Total cost	\$793	\$3,615	\$27,339
Benefits			
Avoided damages	\$2,191	\$7,546	\$13,459
Beach access	\$0	\$0	-\$1,420
Visitation spending	\$2,334	\$4,668	-\$6,526
Natural habitat	-\$4	-\$24	-\$47
Total benefits	\$4,520	\$12,190	\$5,464
NPV	\$3,726	\$8,574	-\$21,874
BCR	6	3	0.38

Source: SGS Economics and Planning 2025

Discussion and implications for adaptation planning

The results of the cost-benefit analysis have important implications for adaptation planning at Dune Street, and across Scamander as a whole. Most prominently, the results do not support aggressive, extensive, hard protection of the foreshore, even though this would protect some properties. The costs to the community of this course of action are simply too high, and it would negatively impact other important aspects that sustain Scamander; particularly its pristine natural character and beachside recreation opportunities, which sustain the visitor economy. Moreover, extensive hard protection is at odds with several key principles in adaptation planning, especially flexibility, given that it would lock the town into a single, increasingly costly form of action, and that there be no subsidy to occupy hazardous locations.

The high BCR of options 1 and 2 endorse a softer, more gradual approach that would provide a range of benefits to the community:

- Low capital and maintenance costs, meaning the opportunity cost of these options is low.
- Slowing down coastal hazards in the area, buying time for the community, Council and other stakeholders to undertake best practice adaptation planning, including early retreat for the owners of assets that are nearing the end of their effective lives.

- Enabling property owners to use their assets to the end of their economic life, while planning avoids new development in the area.
- Avoiding maladaptation by locking in costly maintenance expenditure and potentially inefficient or inappropriate land uses.
- Improving biodiversity and natural values in the area through native plantings and other forms of soft protection, which will increase utility for visitors and members of the community.
- Preserving important, though undervalued aspects of the foreshore such as recreation, visual amenity and natural values, which are otherwise lost.
- Preserving the contribution of the Dune Street foreshore to Scamander’s visitor economy, which is of significant economic importance.

These considerations broadly align with feedback received from the community as part of this project. While noting the significant distress that coastal hazards can pose for occupants of exposed properties on Dune St, community members raised a number of issues relating to the prospect of hard protection in the area. These included the potential impact on recreation and tourism that depends on the foreshore and impact on fragile natural habitats, especially for migratory birds nesting on the beach and barway. Community members also broadly endorsed the need for transition away from residential uses, and ultimately retreat, at Dune St, noting that existing dwellings were already poorly positioned and exposed to increasing levels of risk due to climate change. This is consistent with options 1 and 2, which slow the progression of coastal hazards over the medium-term, allowing time for better planning and implementation of retreat. This is especially relevant given the dearth of domestic or overseas examples of retreat due to climate and coastal hazards and a generally lack of policy support, such as through the planning scheme.

Community members raised several other potential adaptation options at Dune Street (Table 11). While these could were not addressed directly in the CBA, some conclusions can be drawn regarding their suitability and relevance to the CBA findings.

Table 11: other adaptation options at Dune Street

Option	Potential issues	Relevance of CBA
Rebuild training wall extending from southern riverbank	Unclear that this would be an effective response to coastal erosion or inundation given complexity and balance of coastal processes. Previous wall was poorly engineered and ultimately failed.	The training wall would be classified as a ‘hard’ intervention most similar to option 3, and would present the same balance of cost and benefit to the community, though with less assurance of genuine property protection benefits or disbenefits to other parts of the river mouth, such as Pelican Sands..
Rivulet between Scamander estuary and Henderson Lagoon	There is no defined watercourse between these two locations and it is unclear how it would be	Given the lack of any existing watercourse, one would need to be constructed, likely at significantly higher expense than

Option	Potential issues	Relevance of CBA
	effective at addressing coastal hazards in the area.	current option 3. While such a waterway may assist in mitigating the risk of riverine inundation when the barway is closed, the most material risk at Dune St is coastal erosion, which would be unaddressed.
Supported early retreat	This is consistent with options 1 and 2, which do not preclude any earlier retreat from those willing or able to leave the area. Consultation revealed some users who are already to retreat due to availability of alternate premises and assets reaching the end of effective lives. However, there is limited precedent for financial support for retreat from locations exposed to coastal hazards, though this may change as more communities make the decision to retreat. Some incentive to retreat should already exist in the form of lower market prices for land and property exposed to hazards.	Early retreat is consistent with options 1 and 2, though there has been no consideration of the financial impact of potential support payments to those who make the decision to retreat. All else being equal, this would reduce the overall welfare gains from these options.

Source: SGS Economics and Planning 2025

5.2 Pelican Sands

Hazards

Figure 9: assets and hazards at Pelican Sands



Source: SGS Economics and Planning 2025

Pelican Sands has a similar balance of hazards to Dune Street, with all three major hazards present. Inundation and erosion are significant issues. Risk of riverine inundation can increase when the barway is closed and floodwaters cannot drain out to sea, while coastal inundation and erosion can increase when the barway is open and seawater enters the rivermouth. Wave run up and storm bite are additional concerns during storms and will get worse in the future. There is limited existing protection on the Pelican Sands foreshore, with thin vegetation and mown grass down to the water's edge offering little resistance to coastal hazards.

Assets

Assets at risk at Pelican Sands include:

- 9 private dwellings with a value of approximately \$6 million.
- Major tourist assets core to the visitor economy, such as Pelican Sands accommodation. Valued approximately \$1.5 million of land and property and significantly more in tourism expenditure.
- Recreational facilities including open space and picnic tables.
- TasWater pumping station at risk of inundation.
- Almost 1km of road, Lagoon Esplanade, with a replacement cost of \$600,000
- Environment assets including foreshore vegetation (though of low current quality) and estuarine habitat.

How will the area change if nothing is done?

If nothing is done to address coastal hazards at Pelican Sands, their impacts will become more intense over time; especially erosion and inundation. This will particularly impact the tourist accommodation on-site, potentially making it more expensive due to adaptation, relocation and clean-up costs or less attractive due to more frequent and intense coastal hazards. As a result, visitation and tourist spending may become more volatile; eventually it may become unviable due to increase costs and decreased visitation. The foreshore park at Pelican Sands will be more regularly inundated, and areas of land and may wash away, particularly during major storms, floods and king tides. This will make it more difficult for the community to use the area for recreation, resulting in lower visitation outside of tourist season.

Council and landowners in the area may maintain or upgrade roads, buildings and open space in the area for a while, particularly to strengthen its resilience to coastal hazards. Eventually, however, the costs from hazards may exceed the benefits of continual investment in the face of escalating events. In this case, public investment will slow and private investment will either need to increase or cease. Accommodation buildings may need to be protected, decommissioned or relocated, materially changing the character of the area. If more intensive land uses such as tourist accommodation and housing subside in the area, and revegetation occurs as part of adaptation planning, the area may become a more popular and attractive recreation area for locals at times when conditions allow. This could provide benefit to the community.

Potential adaptation pathways in response to hazards

In the **short term** a number of no regrets options can help manage erosion and inundation risk. Coastal hardening can proceed from where the foreshore joins the road abutment, as this is a strong, existing structure owned by the Tasmanian Government that will be maintained. This will protect against erosion. Revegetation of existing lawns with more resilient, native vegetation is also advised, as this will protect foreshore and increase ecological values by improving habitat. Small bunds could also be considered to protect against inundation as extensive foreshore will help manage drainage issues. These interventions will protect current uses in the short term, particularly recreation and tourism. Further development and subdivision in the hazard area are discouraged, to limit the number of people exposed to hazards and the costs thereof.

In the **long term** however, retreat of intensive land uses is advised. This is not as urgent as Dune Street; however, inundation and erosion risk cannot be managed forever without extensive, expensive, aesthetically displeasing infrastructural interventions. Eventually, a large event or succession of smaller, compounding events may produce intolerable clean-up, reconstruction and remediation costs.

Current tourist accommodation is most impacted by hazards and may become unviable more quickly. Private dwellings will be able to remain for longer. All structures will eventually be threatened by inundation and erosion as the shoreline retreats landward and the severity and frequency of events increases. Short-term uses will be disallowed as a means to support gradual retreat.

Relevance of cost-benefit analysis results

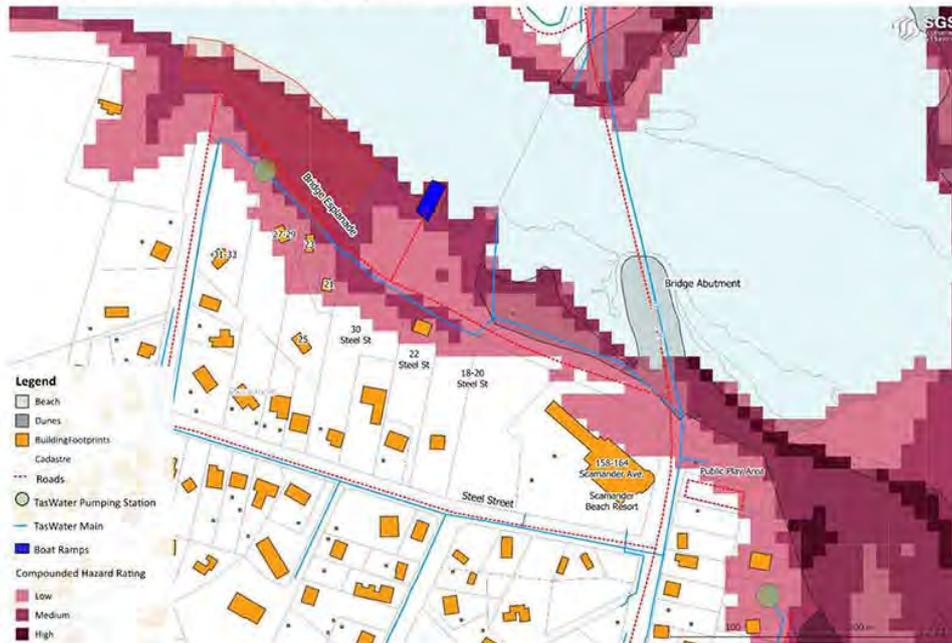
Pelican Sands displays generally lower benefit drivers compared to Dune Street, with less residential development, Council and TasWater property, beach access and habitat impacted by coastal hazards. However, the intensity of hazards is also reduced as Pelican Sands is less exposed to open ocean, and foreshore development and use is not so intensive. The influence of the visitor economy on the CBA results is highly relevant to Pelican Sands, as it is a major accommodation asset. To the extent that hard protection of the Dune Street foreshore reduces the attractiveness of the area to visitors, these costs will be borne to a significant extent by those operating at Pelican Sands.

The costs of hard protection may be higher or lower at Pelican Sands depending on the length of foreshore that requires protection and the overall size and strength required to adequately protect against hazards. Overall, it is likely that the same conclusion can be drawn as for Dune Street; cheaper or 'no regrets' interventions are preferred now to buy time for more extensive adaptation planning, with eventual retreat as hazards overwhelm the adaptive capacities of current users.

5.3 Bridge Esplanade

Hazards

Figure 10: assets and hazards at Bridge Esplanade



Source: SGS Economics and Planning 2025

Coastal and riverine flooding are the major issues at Bridge Esplanade, particularly north of the road, currently occupied by a low-lying reserve and planted verge. Destructive forces are lower in this location compared to those exposed to coastal erosion, storm bite and wave runup, with additional protection afforded by the large bridge abutment. Inundation primarily affects non-residential land; there may be inundation of properties south of the road, but only a few are especially low-lying. Some property owners have undertaken to improve flood-proofing of their dwellings, such as by raising floors.

Assets

Assets at risk at Bridge Esplanade include:

- 8 private dwellings with a valued approximately \$4 million.
- Recreation area between road and river, including some picnic tables, is at most risk on inundation.
- Council assets including roadway, drainage and boat ramp that is well utilised for boating and fishing.

- TasWater pumping station at risk of inundation.
- Bridge abutment is exposed to erosion and inundation, but is strong and well-protected as part of state road network.

How will the area change if nothing is done?

Inundation will become more regular over time, especially north of the road. Assets on the shoreline, such as the foreshore park, picnic equipment and boat ramp, will become harder to access during and after inundation events. Over time, low-lying drainage infrastructure underneath the road could become overwhelmed or ineffective, compounding inundation and necessitating more frequent repairs, and potentially raising, which would also require raising of the road. These would be extensive, expensive undertakings, impacting the amenity of the area and necessitating extensive outlays from Council and potential contributions from property owners.

Properties south of the road will be exposed to inundation more frequently, and for longer periods. This will necessitate private works to ensure properties are resilient to prolonged inundation – such as refurbishing lower levels with water-resistant materials – and individual adaptation planning and actions. Property values may decrease as the area becomes less attractive and more expensive in light of escalating hazards.

Potential adaptation pathways in response to hazards

In the **short term**, to reduce the impacts of inundation, ‘no regrets’ option would be implemented. This involves revegetation with native, more resilient vegetation, and some foreshore hardening. Further development and subdivision in the hazard area are discouraged, to limit the number of people exposed to hazards and the costs thereof. Where appropriately balanced against the needs of Council and the broader community, the planning scheme should support self-funded adaptation works within property boundaries.

Over time, inundation will increase and properties can adapt through raising and flood-proofing to manage at-times prolonged exposure to floodwaters. This cost will be borne by property owners. TasWater assets can also adapt to accommodate inundation or relocated in line with long-term strategic planning. Inundation will be most intense on the park north of road, limiting accessibility during floods and necessitating clean-up afterwards.

The bridge abutment is part of essential infrastructure, which needs further maintenance and protection to withstand erosion. However, there is expected to be significant appetite to repair and maintain the abutment by the State Government, to ensure the ongoing functioning of the asset. Additional investigation of the potential impacts of the bridge on coastal hazards, such as the position of the river mouth, is advised.

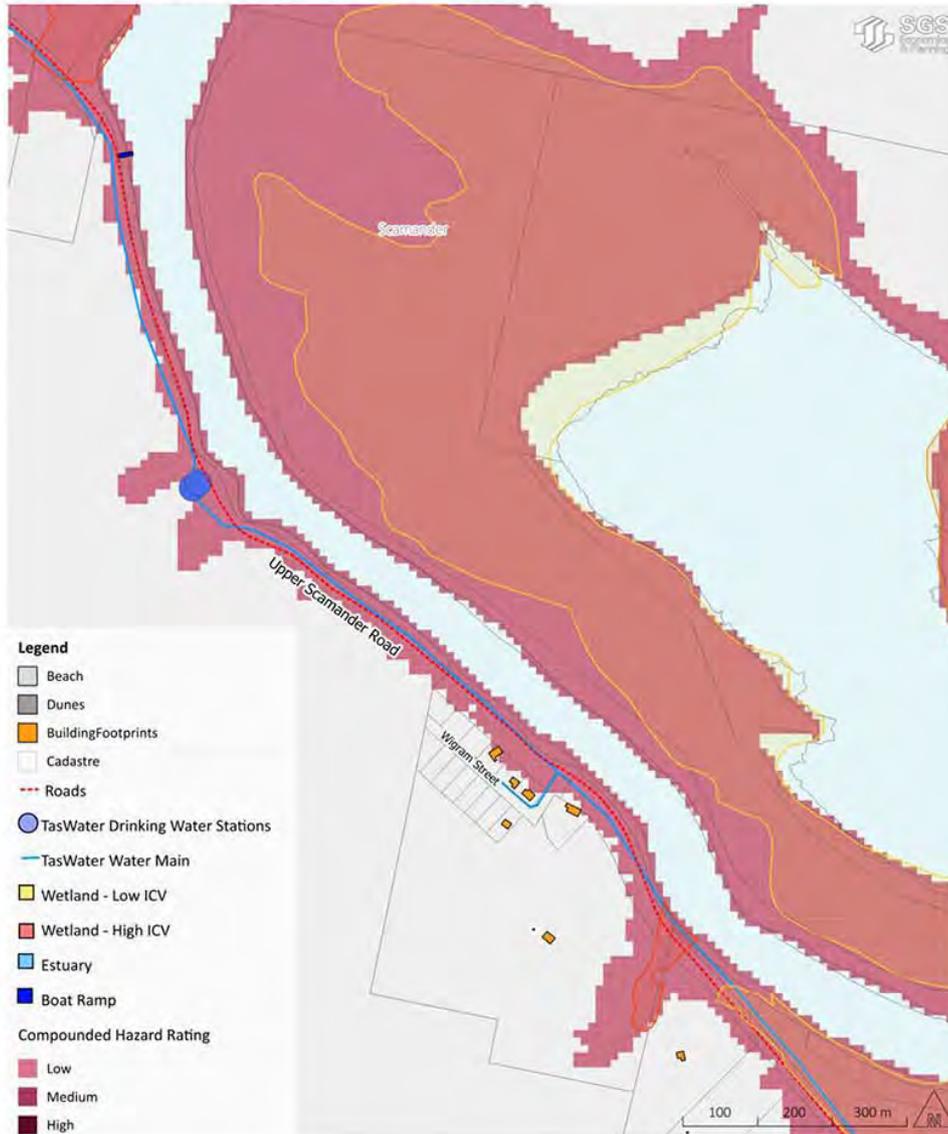
Aggressive protection measures on the riverbank area not advised due to the cost and adverse visual and functional effects. An effective seawall, engineered to withstand hazards to 2100, would approach two metres in height and integrate with bridge abutment, causing drainage issues on the road, recreation reserve and potentially properties during high rainfall. This would require additional change to the road and existing drainage infrastructure, and potentially pumping infrastructure, which would further increase costs.

Relevance of cost-benefit analysis results

Bridge Esplanade displays lower benefit drivers than Dune Street. Hazards are less intense due to sheltering from open ocean forces, while there is less affected land and property in the area, meaning avoided damage is lower. Natural, recreation and tourist visitation values are also lower compared to both Dune Street and Pelican Sands. The foreshore at Bridge Esplanade is shorter than these other sites, meaning the relative cost of options 1 and 2 would also be lower. Overall, the core finding remains relevant; extensive, hard protection is discouraged, while softer protection options retain flexibility, manage some inundation risk and may improve the amenity of the area. Retreat is less likely to be required in this location, meaning the financial and emotional impact of relocation, which could be substantial in other sites, is limited.

5.4 Other sites – Upper Scamander Road and hind dune marsh

Figure 11: assets and hazards at Upper Scamander Road



Source: SGS Economics and Planning 2025

Hazards at this location mainly relate to inundation of Upper Scamander Road where it runs very close to Scamander River. The river experiences rapid flows, especially during periods of high rainfall. Erosion is also an issue where this could compromise the riverbank on which the road sits.

Values at risk include:

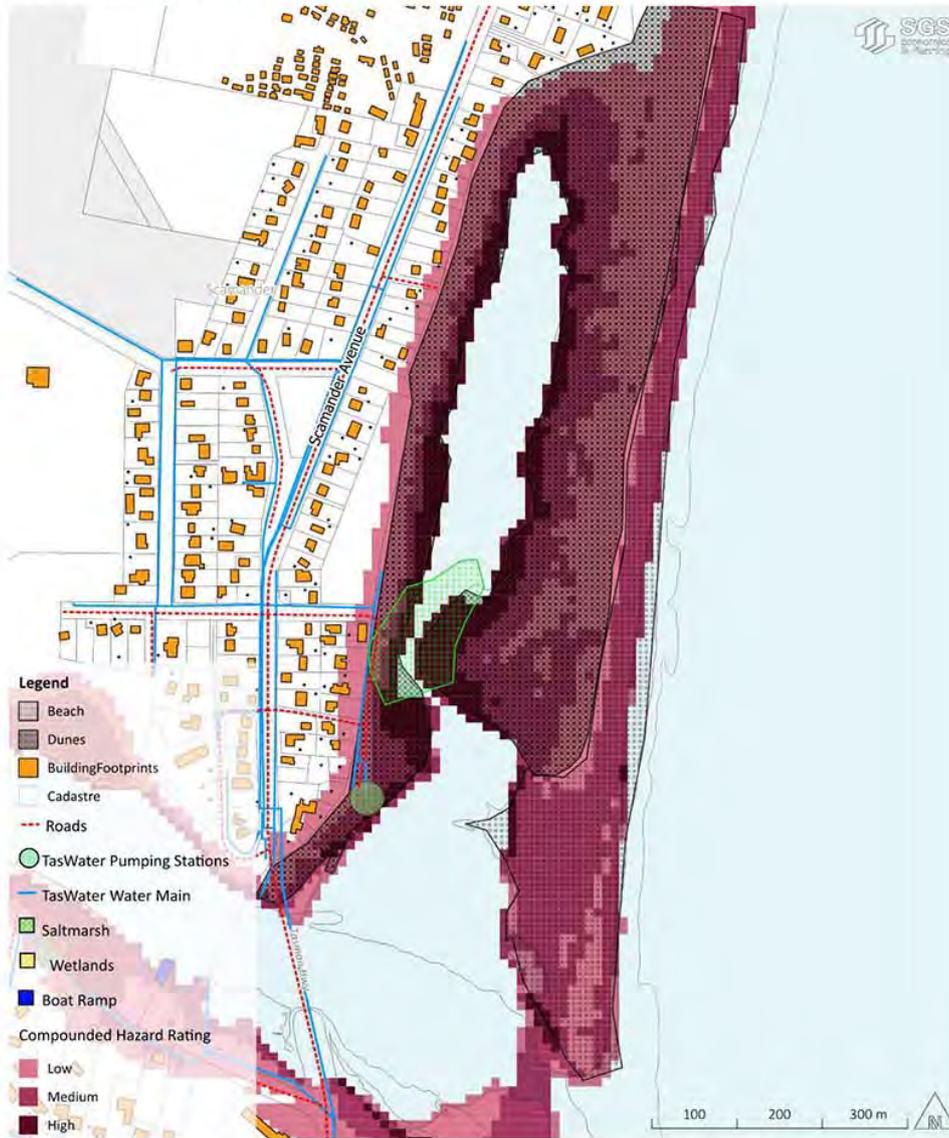
- Large stretch of Upper Scamander Road, which is exposed to both erosion and inundation. Value \$1.5 million.
- TasWater reservoir and break pressure tank exposed to erosion and inundation, which affects functioning. Replacement cost \$2.3 million.
- Both high and low conservation value wetlands in area.

If nothing is done, more severe and frequent rainfall in the catchment will increase inundation and erosion hazards. The road will be inundated increasingly frequently, causing travel delays as this is the major route to the west of town. Locals and companies dependent on the road may need to accept lower reliability and take adaptive measures; for instance stockpiling supplies when inundation is expected and taking precautions for emergencies that occur while the road is impassable. Over the long term erosion will threaten the structure of the road, and may necessitate reconstruction or defensive measures to be taken to ensure it remains in service.

Erosion should be managed and inundation planned for. In the **short term** erosion should be actively managed, including by sealing the road surface, hardening the riverbank and strengthening the road foundations to ensure its structural integrity. TasWater assets in the area are at risk and should be moved elsewhere, especially if sensitive to inundation.

Over time inundation will become more frequent and severe, and will need to be planned for in order to ensure the disruptive impacts are minimised. Inundation is likely to be too expensive to actively manage, either by constructing a large seawall, raising or wholly rerouting the road. Instead, actions should focus on adaptations that will allow the road and its users to coexist with more frequent inundation. Sealing will make the road more resilient to use during wet weather and flooding, limiting damage and minimising clean-up and repair costs following the initial outlay. Enhanced early warning of inundation will allow those impacted by inaccessibility to prepare and minimise negative consequences; for instance by making alternate travel arrangements or stockpiling essential goods such as food and medicine.

Figure 12: assets and values near hind dune marsh



Source: SGS Economics and Planning 2025

There is a lower hazard level here than elsewhere in town. Some erosion and inundation but properties largely protected by thick vegetation and beach. Mapped hazard bands are misleading due to modelling methodology not accounting for thick vegetation.

No dwellings are at immediate risk. Some potential impact is possible on Lagoon Esplanade. Major assets in the area are environmental, relating to dunes, salt marsh and the beach itself.

Current hazards are minimal compared to elsewhere in town. Inundation will increase in severity and frequency, which may impact properties over the very long term. Existing habitats – dune, estuary and foreshore vegetation and associated species, such as sea birds – will move landwards over time, potentially increasing the quality and extent of ecological values. Improved ecological quality may generate new opportunities, such as eco-tourism or scientific research; however these should be managed alongside the risks presented by intensified development and use of the area. More regular inundation may negatively impact some species that are sensitive to salt water, or have broader ecological impacts if water quality is persistently reduced. In the very long term habitats may come into contact with dwellings, but it is unclear if this will have significant impacts. Lagoon Esplanade will be exposed to coastal hazards, with clean-up after large events becoming more frequent and expensive.

In the **short term** clean-up and repair costs on Lagoon Esplanade should be managed, but will benefit from adaptation actions taken further south at Pelican Sands, which will further limit destructive forces in the area. Minimal adaptation action is generally recommended or required for this site given the balance of coastal hazards.

Over time habitats should be encouraged to move landwards, with ecological impacts – for instance on species sensitive to salt water – identified and monitored as they evolve. Actions and opportunities related to increases in the extent and quality of habitat in the area should be identified and actively pursued where this will not present other risks, such as to tourists accessing the site or fragile natural habitats.

If risks emerge or intensify – for instance ecological values are significantly reduced or properties begin to experience more regular, severe impacts from weather events – this pathway should be revised and adapted to account for these risks.

6. Next steps for adaptation planning in Scamander

6.1 Recommendations

'No regrets' actions

Based on their review of current practices, current and future hazards and community perspectives, Moffatt & Nichol have recommended several 'no regrets' actions to be taken in response to coastal hazards at the Scamander River mouth. These are measures that could be implemented immediately and that, if implemented, are unlikely to create abortive work, have significant negative impacts on other processes, or cause issues for a future adaptive pathway(s). No regret measures are also considered to be of a relatively lower cost and could be implemented in a staged manner in line with Council's priorities and available funding.

- **Barway opening policy.** The condition of the barway (open/closed) at Scamander has a significant influence on hazards. The barway is mechanically opened prior to (sometimes during) elevated river levels and can form a significant hazard mitigation function. The operation would benefit from a documented barway opening policy, including emergency management procedures and pre-defined (and agreed upon) triggers for barway opening. It is also recommended that Council install water level gauging to assist inform the policy and plan. Such water level gauging could be installed on a fixed structure, such as boat ramp pontoon pile or on the bridge.
- **Restoration of reserve foreshore protection.** The reserve foreshore is currently protected with rock revetment, constructed between 1992 and 1994. The rock is collapsing and the foreshore is also eroding in the lee. Further, the rock appears to have been placed without adequate filter layer or geotextile fabric. The Reserve is a valuable asset to Scamander. It is proposed that a no regret measure could include restoration of the rock protection, likely including an appropriate backfill/filter layer and geotextile, as well as habitat creation through saltmarsh (or other species) planting. Planting should not limit public access to the foreshore completely.
- **Pelican Sands foreshore.** The Pelican Sands foreshore was protected in past years. Previously this foreshore was experiencing erosion. The protection has collapsed and all but disappeared. This foreshore is not within a highly active area, but is expected to recede. Protecting this foreshore, albeit halting shoreline recession, would not have significant negative impact on usage or future adaptation actions. It is proposed that a no regret option could include protection of this foreshore. The measure should incorporate as much as possible a living shoreline, to provide positive ecological outcomes and limit the use of hard infrastructure. This measure would address erosion only and not significantly reduce wave runup. However, top of bank planting of vegetation may attenuate runup, as well as providing habitat improvements or creation of new habitats Woody features could be incorporated into the structure to reduce the need for rock.
- **Dune Street hind dune foreshore protection.** The foreshore fronting Dune Street is actively eroding. The current foreshore is only meters away from the road. A living shoreline or soft protection could be implemented. The buffer between the road and foreshore could be planted out. The measure

would likely need to include a hybrid rock/vegetation protection. This option would seek to address erosion only, however thick vegetation planting may attenuate some wave runup. Whilst this foreshore is within the window of historical and future dynamic channel alignment, the previous foreshore comprised dunes and sandy foreshore. Restoring this habitat whilst protecting the foreshore is not considered to significantly impact other processes.

- These measures align with option 1 analysed in the cost-benefit analysis of adaptation options at Dune Street.

Further detail on no regrets options, including photographs of example treatments, was provided by Moffatt & Nichol in a written report to Council and further explored during the site visit in October 2025.

Adaptation pathways – findings from cost-benefit analysis

The results of the cost-benefit analysis at Dune Street and their implications for adaptation planning at that and other sites are discussed in detail in the preceding section. While high level, the findings do not support aggressive, hard protection against coastal hazards, as this would violate key principles of effective adaptation planning and is highly unlikely to return a positive net welfare impact on the community. Soft protection in line with no regrets options is the most appropriate immediate treatment, supported via additional adaptation planning leveraging planning changes and a range of additional site and non-site specific actions outlined below.

Planning considerations and implications for strategic planning

The project team engaged with Council’s planning team on potential actions to support more effective adaptation planning. This included a review and input into the Scamander-Beaumaris Structure Plan (SBSP), which was drafted concurrently with this project. Several recommendations can be made for planning to support effective mitigation and adaptation to coastal hazards around the Scamander River mouth, including:

- Do not allow intensification of residential development in areas exposed to coastal hazards, especially Dune Street, Pelican Sands and low-lying lots along Bridge Esplanade. While draft SBSP appropriately identifies opportunities for diversity of housing types across Scamander, higher-density types such as strata titling should not be supported in these areas.
- Apply the proposed updated positioning and extent of the Coastal Erosion Hazard Code hazard bands at Dune Street, reflective of changed position of river mouth and landward progression of shoreline. Current bands in LIST are outdated and do not inhibit development in high-risk locations. Suggested potential positioning provided in Figure 4.
- Seek support and guidance from Tasmanian Planning Commission on best practice planning for coastal adaptation and managed retreat, especially in locations of multiple and potentially compounding hazards:
 - Explore Scamander River Mouth as a potential pilot for these mechanisms, recognising relatively contained scale and intensity of coastal hazards in the area. This aligns with Regional Strategic Direction 1 of the Northern Tasmania Regional Land Use Strategy review, currently underway, which identifies the need to support *site-specific responses to legacy development*

that may include adaptation measures or retreat, where risks from natural hazards and climate impacts cannot be otherwise managed.⁶

Other recommendations

- Further engagement with Dune Street residents on cost-benefit analysis findings and proposed adaptation actions in the area. Noting that this is the area of most intense risk from natural hazards, and that engagement with these specific residents was limited throughout the project.
- Engagement with Tasmania Parks and Wildlife Service (TPWS), which owns and has responsibility for most of the public foreshore land and the beaches at the river mouth, including the foreshore strip immediately east of Dune St itself. TPWS will need to be involved in and approve any mitigation options located on their land, and may be positioned to offer development, implementation and maintenance assistance.
- Advocate to Tasmanian Government and Tasmanian Planning Commission for guidance and support to implement coastal adaptation actions, particularly managed retreat, through the planning scheme.
- Advocate for updated mapping of coastal hazards, especially erosion and impact of coincident or compounding hazards, and codification of updated hazard bands in planning scheme.
- Engage with Department of State Growth to explore potential impact of current bridge design on hazards in Scamander River mouth, recognising high levels of community concern and scientific basis for plausible impact.
- Continue to protect biodiversity in the river mouth, including through adaptation actions such as living shorelines, recognising importance of biodiversity to the community and tourist visitation to Scamander.
- Explore opportunities for additional funding, such as the Future Drought Fund, to complete recommended areas of future work; for example improved hazard mapping and bridge investigations.

⁶ Northern Tasmania Development Corporation and the Northern Tasmania Regional Planning Group (2025) *Northern Tasmania Regional Land Use Strategy: Draft Regional Strategic Directions*, p. 11

6.2 Summary of dynamic adaptive pathways across Scamander River mouth

Table 12: example dynamic adaptive pathway for Scamander River mouth

	Dune Street	Pelican Sands	Bridge Esplanade	Location-agnostic
Immediate	No regrets actions – modest hardening with revegetation			No regrets actions – barway opening policy
	Explore application of revised erosion hazard bands at Dune St through planning scheme			Indicate strategic direction in response to coastal hazards – ultimately managed retreat in some locations –instance in Scamander-Beaumaris Structure Plan
Short term	Monitor no regrets options			Explore improved mapping of coastal hazards
	Investigate detailed adaptation pathways for assets reaching end of effective life – e.g. Scamander SLSC, TasWater pumping stations			Explore policy and options for managed retreat, including disincentivising intensified use of exposed areas
Triggers	Failure of no regrets options – reassertion of coastal hazards			
	Large event causing extensive damage			
Medium term	Consider extending ‘no regrets’ mitigation revegetation, some hardening and low inundation and wave protection			Monitor increase of coastal and flood hazard risks and develop managed retreat policy

	Dune Street	Pelican Sands	Bridge Esplanade	Location-agnostic
	Reduced maintenance of Council assets in area such as roadway and foreshore walkway			Strengthen planning provisions against development in at-risk areas
	Explore relocation of affected assets such as recreation equipment			
			Implement individual property-level adaptation measures	
Triggers	Successive large events causing extensive damage			
	Individual property owners reaching maximum tolerance for risk and damage			
	Turnover of land and property with retreat imperative capitalised into prices			
Long term	<p>Note: any pathway actions following the above triggers are highly speculative, consistent with the significant uncertainties of planning for long-term adaptation as risk tolerances, community capabilities, policy frameworks and coastal hazards continue to unfold. Based on the analysis and recommendations in this study, the most prudent long-term strategy is likely to include:</p> <ul style="list-style-type: none"> - Managed retreat of residential uses and services from site - Potential relocation assistance for remaining residents <ul style="list-style-type: none"> - Ceased maintenance of Council assets in area - Managed retreat becomes policy <p>However, other futures remain relevant, including a stable residential population with appropriate tolerance for risk and damage or changes to protection measures.</p>			

Source: SGS Economics and Planning 2026

Appendix A: Compounded risk rating methodology

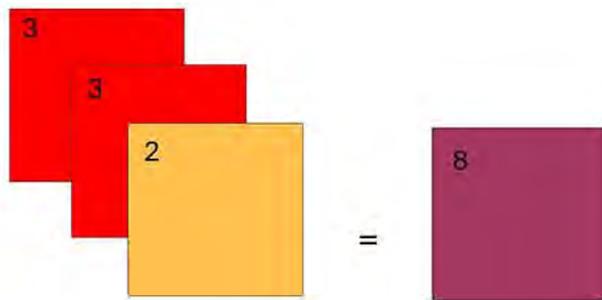
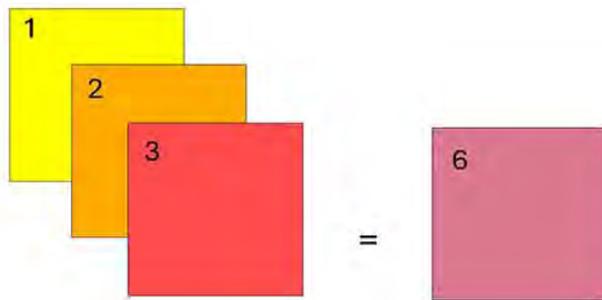
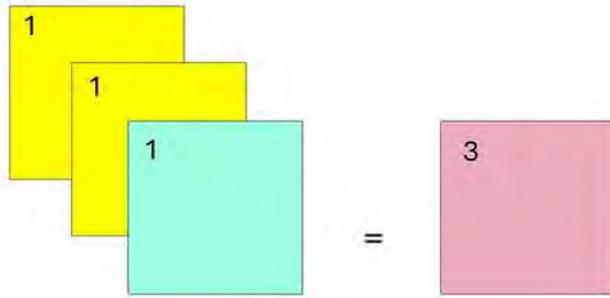
The analysis utilises data from Coastal Erosion Hazard Bands, Coastal Inundation Hazard Bands, and the 1% Average Exceedance Probability (AEP) Hydraulic Hazard. To assess the combined effect of these three hazards on a specific location, hazard bands have been assigned weights of 1, 2, or 3, indicating their severity. For erosion and inundation hazards, a weight of 1 corresponds to low hazard, 2 to medium hazard, and 3 to high hazard. In the case of the hydraulic hazard, categories H2 to H4 were combined and assigned a weight of 1, H5 received a weight of 2, and H6 was given a weight of 3.

Spatial data was then organised into a 10x10 meter grid that covers the study area. The combined weights were calculated for each grid cell.

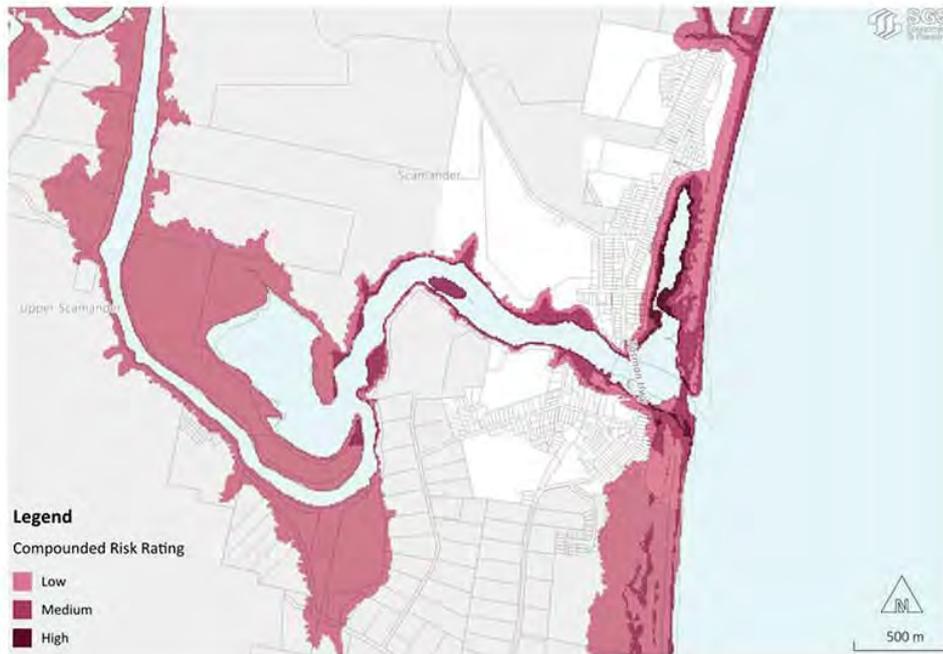
Coastal Erosion Hazard Bands		Weight
	Low	1
	Medium	2
	High	3

Coastal Inundation Hazard Bands		Weight
	Low	1
	Medium	2
	High	3

Hydrology Hazard 1pc AEP		Weight
	H1 - Unsafe for small vehicles.	1
	H2 - Unsafe for vehicles and people.	1
	H3 - Unsafe for vehicles and people.	1
	All building types considered vulnerable to failure	1
	H4 - Unsafe for vehicles and people.	2
	H5 - Unsafe for vehicles, children and the elderly.	3



Erosion	Inundation	No Hazard	H1	H2	H3	H4	H5
No Hazard	No Hazard	0	1	1	1	2	3
No Hazard	Low	1	2	2	2	5	6
No Hazard	Medium	2	3	3	3	4	5
No Hazard	High	3	4	4	4	5	6
Low	No Hazard	1	2	2	2	3	4
Low	Low	2	3	3	3	4	5
Low	Medium	3	4	4	4	5	6
Low	High	4	5	5	5	6	7
Medium	Low	3	4	4	4	5	6
Medium	Medium	4	5	5	5	6	7
Medium	High	5	6	6	6	7	8
High	Low	4	5	5	5	6	7
High	Medium	5	6	6	6	7	8
High	High	6	7	7	7	8	9



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MEMORANDUM

To: SGS Planning and Economics
From: Nick Lewis
Date: 2/12/2025
Copy:
Project Name: Scamander River Hazards Adaptation Plan
Reference: 251099_MN_MO_CO_0001A
Reviewed by: Paul Prenzler, Principal Coastal Engineer

Subject: Coastal Hazard Mitigation Pathways for Dune Street, Scamander.

1 Introduction

This memorandum presents a range of potential coastal hazard mitigation options in the vicinity of Dune Street, Scamander and is produced as part of the Scamander River Hazard Adaptation Plan. Dune Street is subject to different coastal hazards which vary in their risk. The hazards, which include, river flooding, foreshore erosion and coastal inundation, are generally expected to exacerbate into the future.

The options presented herein are for project information purposes to inform options assessment only and aim to describe options ranging from minor to major (both capital work and hazard mitigation effectiveness). The cost estimates presented are approximations only and based on experience with similar projects. Cost estimates are not based on formal quantities and cost rates from detailed designs.

The memo should be read in conjunction with other project deliverables, namely the *Coastal Hazard Assessment* report (Moffatt & Nichol, 2025) and *No Regret Options* Memo (Moffatt & Nichol, 2025).

Three broad conceptual options are described indicatively, in an order of increasing capital works and expected hazard mitigation, including:

- Pathway 1: Low nature-based solution, such as a Living shoreline, to address erosion in the short term;
- Pathway 2: A revetment hybrid seawall to address longer term erosion and small wave runup bund to mitigate some coastal inundation; and
- Pathway 3: A revetment seawall and flood mitigation levee to address erosion, coastal inundation and river flooding in the long term.

A summary of the three pathways is provided below for convenience.



Option	Description (metres addressed / needed)	Hazards addressed	Cost per linear metre	Effect on natural values
1	Low nature-based solution / living shoreline (60m)	Foreshore erosion in short term, holding the current shoreline and protecting dune street and road reserve to say 2030.	\$2,000 to \$3,000	Largely retains current natural values and provides some additional habitat. Does not protect from loss of values into future.
2	Rock revetment hybrid seawall and small wave runup bund (250m)	Foreshore erosion mitigated to 2050, protecting reserve. Some coastal inundation mitigation.	\$5,000	Natural foreshore modified (replaced with rock), but some areas protected.
3	Rock revetment and Levee (450m)	Foreshore erosion, coastal inundation, river flooding mitigated to 2100.	\$15,000, plus drainage and pumping	Natural foreshore lost and natural values significantly modified, including aesthetics.

2 Hazard Mitigation Options

2.1 Option 1: Living Shoreline Foreshore erosion protection

Option	Description	Hazards addressed	Cost per linear metre	Metres addressed / needed
1	Living shoreline	Foreshore erosion in short term	\$2,000 to \$3,000	60m

Objective and effectiveness

The foreshore fronting Dune Street is actively eroding. Due to the dynamic nature of the river, sand flats and ICOLL channels, the foreshore has changed location (moved toward Dune Street) significantly in recent years (particularly since 2015). The current foreshore is currently only meters away from the road.

A living shoreline or soft protection could be implemented. The buffer between the road and foreshore could be planted out. The measure would likely need to include a hybrid rock/vegetation protection.

This option would seek to address erosion hazard only, however thick vegetation planting at the road reserve may attenuate some wave runup. The option would be a short term measure and being a non-engineered solution, its effectiveness and design life unpredictable. However, it would be expected that the erosion would be mitigated in the location implemented until at least 2030.

Whilst this foreshore is within the window of historical and future dynamic channel alignment, the previous foreshore prior to development comprised dunes and sandy foreshore. Restoring this habitat whilst protecting the foreshore is not considered to significantly impact other processes. It was therefore included in the list of 'no regret measures' (see separate memo, Moffatt & Nichol, 2025).

The option would not be expected to materially change the character of the foreshore and would create/restore habitat.

Description

A living shoreline or soft protection could be implemented to address the immediate erosion processes along a 60m length of foreshore fronting Dune Street (refer **Figure 1**). An example of a living shoreline including planting is provided below in **Figure 2**. The living shoreline would promote natural habitat such as sedges and saltmarsh and involve some regrading.

The buffer between the road and foreshore could be planted out. The measure would likely need to include a hybrid rock/vegetation protection, but could also include geo-bags or rock bags. Planting would be consistent within the approach, regardless. In addition, it is proposed that dune stabilization be undertaken to the north, fronting the SLSC.

Cost

This measure has a typical cost of \$2,000 to \$3,000 per linear metre. With the option proposed to be implemented over a nominal 60 m.



Figure 1: Suggested extent (60m) of foreshore for implementation of Option 1.



Figure 2: Example of living shoreline for foreshore erosion protection and habitat restoration. Location: Wagonga Inlet, Narooma, NSW. Photo courtesy of Nick Lewis

2.2 Option 2 - Hybrid seawall and wave runup bund

Option	Description	Hazards addressed	Cost per linear metre typ.	Metres addressed / needed
2	Rock revetment hybrid seawall and small wave runup bund	Foreshore erosion in medium term, some coastal inundation	\$5,000	250m

Objective and effectiveness

A more involved option than Option 1 to provide increased foreshore erosion protection (compared to Option 1) over a longer timeframe (into the medium term) and across a longer stretch of foreshore, and some mitigation from coastal inundation, namely the impacts of wave runup. The option would aim to provide as much habitat as practical within and behind the erosion protection seawall/revetment to create a hybrid seawall.

The option would be expected to mitigate erosion into the medium term, say to 2050, across the whole Dune Street foreshore. The natural value of the foreshore would be modified / lost (replaced with rock) however the option would protect from erosion and retain the road, reserve and dunes fronting the SLSC.

Description

The option proposed includes a rock revetment hybrid seawall to address coastal erosion. The option comprises a more robust erosion protection, compared to Option 1 and extended across a greater length (250m) (refer **Figure 3**). As a minimum, the protection would run in front of Dune Street where erosion is currently occurring and wrap around the foreshore to link in with the existing rock revetment at Foreshore Reserve, to a total length of 250m. An example of a hybrid revetment is presented in **Figure 4**.

It is proposed that to provide some protection from coastal inundation (wave runup) when overtopping of the Dune Street road occurs, a small wave runup bund be constructed in the lee of the rock wall (in the road reserve), or on the west of the road fronting properties. Such a bund could be earth filled to say 500mm high and grassed, or alternatively a robust timber fence. The bund would likely cause drainage issues, which would need to be addressed. Alternative to the bund, there could be alterations made to the property boundary fences to make them more resilient to wave runup.

The option would change the character of the current foreshore, from a relatively natural foreshore, to an engineered rock foreshore, albeit with some vegetation incorporated.



Cost

Although varying depending on the amount of rock used, this measure has a typical cost of \$5,000 per linear metre, with the option proposed to be implemented over a nominal 250m.



Figure 3: Suggested extent (250m) of foreshore for implementation of Option 2.



Figure 4: Example of hybrid seawall for foreshore erosion protection and habitat incorporation. Location: Claydon Reserve, Kogarah, NSW. Photo courtesy of Nick Lewis

2.3 Option 3 - Rock revetment and Levee

Option	Description	Hazards addressed	Cost per linear metre	Metres addressed / needed
3	Rock revetment and Levee	Foreshore erosion, coastal inundation, river flooding	\$15,000	450m

Objective

To mitigate and protect against foreshore erosion in the long term, as well as coastal inundation and river flooding in the medium to long term.

The option would be expected to mitigate erosion into the long term, say to 2075, across the whole Dune Street foreshore and around to the bridge abutment. The option would be expected (could be engineered) to provide protection against extreme inundation and river flooding events, such as 1 in 100 year magnitude plus impacts of climate change to 2100.

The option would significantly change the character and aesthetics of the current foreshore, from a relatively natural foreshore to an engineered rock foreshore. In addition, the levee would restrict access and views. However the option would protect from erosion and retain the road, reserve and dunes fronting the SLSC into the long term.

Description

The option proposes a rock revetment hybrid seawall, similar in nature to Option 2, although higher and likely less vegetation. A levee is proposed to provide the river flood and coastal inundation protection needed, expected to be raised above the current road level at Dune Street by approximately 1.5m. To allow for River flooding and coastal inundation, the levee would need to link in with the higher ground at the bridge abutment (north) and higher ground south west of Dune Street (Hobden Street). Due to the damming effect of the levee, there would need to be stormwater drainage improvements and also maybe pumping. The drainage issues created would exacerbate into the future as stormwater outlets are inundated more regularly (or permanently) by ocean water.

Cost

Such approaches have a typical cost of \$15,000 per linear meter for the revetment and levee. No estimate has been made for the pumping solution or drainage improvements, although it would be reasonable to allow \$1,500,000 for drainage improvements and pumping system.



Figure 5: Suggested extent (450m) of foreshore for implementation of Option 3.



Figure 6: Example of rock revetment and raised levee for coastal inundation protection. Example incorporates additional timber wave overtopping wall atop the levee. Location: Thames, New Zealand. Photo courtesy of Nick Lewis

ACTION	DECISION
COUNCIL MEETING DATE	16 February 2026
PROPONENT	North East Bioregional Network
OFFICER	D. Szekely, Senior Town Planner
FILE REFERENCE	AGM 25.7.4
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

Council adopt the recommendation put forward for each sub-motion.

PREVIOUS COUNCIL CONSIDERATION:**Annual General Meeting 9 December 2025**

AGM 25.7.4 Moved Mr T Dudley / Seconded Ms R Gallace

That Break O'Day Council support the following recommendations to protect the scenic and natural values of the Break O'Day coastline:

- (a) A ban on strata titles and multiple dwellings for tourism accommodation outside of serviced settlements;
- (b) Reintroduce the prohibition on subdivision within 1km of the coast outside of settlements to prevent ribbon development and unrelated cluster development;
- (c) Higher standards for stormwater management than those in the current Break O'Day Stormwater SAP to protect coastal waterways and wetlands water quality and ecosystems; and
- (d) Establish a comprehensive and effective Scenic Protection Code which preserves the scenic beauty of the Break O'Day municipality.

CARRIED

AGAINST – Clr. B. LeFevere, Clr. V. Oldham

OFFICER'S REPORT:

At Council's recent AGM, North East Bioregional Network put forward the following motion.

That Break O'Day Council support the following recommendations to protect the scenic and natural values of the Break O'Day coastline:

- (a) A ban on strata titles and multiple dwellings for tourism accommodation outside of serviced settlements;
- (b) Reintroduce the prohibition on subdivision within 1km of the coast outside of settlements to prevent ribbon development and unrelated cluster development;

- (c) Higher standards for stormwater management than those in the current Break O’Day Stormwater SAP to protect coastal waterways and wetlands water quality and ecosystems; and
- (d) Establish a comprehensive and effective Scenic Protection Code which preserves the scenic beauty of the Break O’Day municipality.

Each of these matters will be addressed separately below.

(a) Strata Title / Multiple dwellings for Tourism Accommodation / Outside Serviced Settlements.

The motion includes concepts that may be experienced typically within un-serviced areas such as the Landscape Conservation Zone (LCZ) and Rural Living Zone (RLZ). In areas that are often termed ‘lifestyle areas’ and frequently within the coastal zone but not exclusively. It is my interpretation of the NEBN motion that this is what they are attempting to address. The Tasmanian Planning Scheme – Break O’Day provides a regulatory framework for Visitor Accommodation within these lifestyle living zones and makes the Use Class Visitor Accommodation **Discretionary** within the LCZ and **Permitted** within the RLZ. On application, Council as the Planning Authority is required to accept a valid application and assess it against the zone and code provisions relevant to the title, as the use is not prohibited within the relevant zones.

To ‘ban’ Visitor Accommodation within certain areas of the municipality, would require an amendment to Local Provisions Schedule to create a regulatory instrument to cause Visitor Accommodation to be prohibited in certain areas. The necessary investigation and reporting aimed at identifying evidence of the need and to support such an amendment would be extensive.

In regard to Strata Development, this is regulated through the Strata Titles Act 1998. Procedure for creating and amending Strata Schemes is contained within the above-mentioned Act. Prohibiting certain Strata Developments would require an amendment to the legislation. Deficiencies within the Strata Development legislation has been widely identified and the State Government continues to progress reforms to the legislation. Further information is available on the relevant website [Strata Titles Act 1998 - Current Reform | Department of Natural Resources and Environment Tasmania](#). Council has developed a Policy to assist in regulating Strata Schemes that requires structures to be built before a Strata Scheme is approved.

RECOMMENDATION:

The NEBN make submission to the State Government in relation to amendments to the State Planning Provisions and the *Strata Titles Act 1998*.

(b) Reintroduce the prohibition on subdivision within 1km of the coast outside of settlements to prevent ribbon development and unrelated cluster development.

At the time of which Break O’Day Council were drafting the Local Provision Schedule, direction from the State Government was that the 1km prohibition of subdivision within the Environmental Living Zone and Rural Resource Zone could not be transitioned into the LPS. The 1km reference relates to the State Coastal Policy and not necessarily directly transferred to coastal values.

Any subdivision within the Coastal Zone is subject to the provisions within the Zone and any relevant codes. It is reasonable to expect the State Planning Provisions to adequately ensure the State Coastal Code is being reflected in the provisions of the planning instrument.

The Landscape Conservation Zone restricts subdivision to a minimum lot size 20 ha provided the performance criteria can be satisfied in total. Any subdivision potential is limited to those currently supporting a land area of 40ha or greater. The linear form of land development along the east coast within the Break O’Day Municipality is long established. No new cluster developments are being proposed and no urban residential zone changes are proposed to convert large landholdings currently zoned Landscape Conservation to provide for urban/residential development. The extent of subdivision potential within the Landscape Conservation Zone is limited and the provisions within the Scheme are actively applied when an application for subdivision is received.

RECOMMENDATION:

The NEBN make submission to the State Government in relation to amendments to the State Planning Provisions.

(c) Higher standards for stormwater management than those in the current Break O’Day Stormwater SAP to protect coastal waterways and wetlands water quality and ecosystems.

The BRE-S2.0 Stormwater Management Specific Area Plan was adopted as part of the Local Provisions Schedule – Break O’Day after stormwater provisions were removed largely from the State Planning Provisions. Local government is largely responsible for:

1. Ensuring that the risk of flooding from stormwater is sufficiently identified and plan for through quantity and conveyance infrastructure management;
2. Ensuring that the risk of flooding from stormwater is sufficiently identified and planned for through appropriate development design; and
3. Managing the quality of stormwater to avoid any adverse effects of stormwater on receiving environments.

The SAP works to ensure firstly development is able to connect to council infrastructure or to the satisfaction of the General Manager. The performance criteria is activated when a more nuanced approach to stormwater management is required and lists matters any system must have regard to. How Council’s manage stormwater varies across jurisdictions, however generally it can be managed across:

1. Stormwater Asset Management Plan;
2. Stormwater System Management Plan
3. Stormwater Policy for Development.

An avenue for further work to be completed is the drafting of a Stormwater Policy for Development that addresses:

- a. Quantity and Conveyance;
- b. Quality. Stormwater quality requirements are addressed at the development stage to identify what level of stormwater quality management is required; and
- c. Development design.

RECOMMENDATION:

Council further the development of a Stormwater Policy for Development.

(d) Establish a comprehensive and effective Scenic Protection Code which preserves the Scenic beauty of the Break O’Day municipality.

Development Services has already identified the need for further strategic work in terms of Scenic Areas within the municipality. A project brief is currently being developed for Council's consideration. The North East Bioregional Network has previously been made aware of Development Services project work in this area.

RECOMMENDATION:

Development Service continue with the identified project work.

STRATEGIC PLAN & ANNUAL PLAN:

Break O'Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Environment - To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.

Key Focus Area:

Appropriate Development - Encourage sensible and sustainable development through sound land use planning, building and design.

LEGISLATION & POLICIES:

Tasmanian Planning Scheme – Break O'Day

Land Use Planning and Approvals Act 1993

Local Government (Building and Miscellaneous Provisions) Act 1993

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

ACTION	INFORMATION
PROPONENT	Council Officer
OFFICER	John Brown, General Manager
FILE REFERENCE	002\012\001\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

That the General Manager's report be received.

INTRODUCTION:

The purpose of this report is to provide Councillors with an update of various matters which are being dealt with by the General Manager and with other Council Officers where required.

PREVIOUS COUNCIL CONSIDERATION:

Provided as a monthly report – Council consideration at previous meetings.

OFFICER'S REPORT:**Meeting and Events attended:**

22.01.2026	MS Teams	– East Tas Education and Employment (ETEE), meeting of Interim Board to progress matters relating to the Study Hub Centre.
22.01.2026	Swansea	– Glamorgan-Spring Bay Council, meeting Acting CEO Dick Shaw. This was an initial meeting where we discussed the projects under the Eastern Strategic Regional Partnership as well as a wide range of local government issues and activities common to the two Councils.
26.01.2026	St Helens	– Break O'Day Council's Australia Day Awards, attended the event celebrating the achievements of this year's award recipients and nominees. Council also welcomed three (3) new Australian citizens at a Citizenship Ceremony.
29.01.2026	Hobart	– Homes Tasmania, meeting with Richard Gilmour to discuss a range of housing projects and opportunities including the Fingal Housing project progress, need for worker accommodation and more affordable housing within the Break O'Day area.
29.01.2026	Hobart	– Northern Tasmanian Alliance for Regional Councils (NTARC) meeting to present the Climate Healthy and Resilient Communities Project to Kerry Vincent Minister for Infrastructure and Transport, Local Government and Housing and Planning. Wider sectoral awareness and support will be pursued by working with Local Government Association of Tasmania (LGAT) into the future.

30.01.2026	MS Teams	– Parks and Wildlife Service (PWS), meeting involving the Mayor with Danielle Poirier, Acting Deputy Secretary and Tory Ross, Director of Tourism Experience and Visitor Services. This was to discuss the new booking system PWS are working to introduce replacing existing multiple booking systems. Broader discussion about the wider rollout into the future and BODC have offered to act as a sounding board if required.
30.01.2026	MS Teams	– Northern Region General Managers, meeting focussed on Northern Tasmania Development Corporation (NTDC) and Shared service and Resource Sharing opportunity; Regional Planning Group and drafting of the Northern Tasmania Regional Land Use Strategy; NTARC and ongoing projects.
02.02.2026	St Helens	– Council Workshop.

Meetings & Events Not Yet Attended:

13.02.2026	MS Teams	– East Tas Education and Employment (ETEE), meeting of Interim Board to progress matters relating to the Study Hub Centre.
16.02.2026	St Helens	– Council Meeting.

General – The General Manager held regular meetings with Departmental Managers and individual staff when required addressing operational issues and project development. Meetings with community members and other stakeholders included Paul LeFort, Susie Bower (NEBHUB), John Harris from Tas Manufactured Housing and Ian Boyce.

Brief Updates:

New St Marys Early Learning Centre

The Federal Government has announced that \$4million in funding has been provided to build a new Early Learning Centre at St Marys. Replacement of the existing centre is long overdue as it has very limited capacity and the design makes it challenging for the carers working there. This announcement can be directly linked to the St Marys Childcare Needs Analysis which was completed towards the end of last year as part of the Eastern Strategic Regional Partnership. The Needs Analysis demonstrated that 29 places would be required by 2029, an increase of 19 places on the current facility and that an additional three (3) educators would need to be employed. It was recommended that the new Centre be located at the St Marys District school to support smoother transitions and collaboration between early learning and Kinder to Year 12. This is the second tangible outcome from Council's participation in the Eastern Strategic Regional Partnership process and reinforces the importance of strategic work in arguing for infrastructure investment.

Regional University Study Hub Official Opening

An important milestone in the startup of the Regional University Study Hub, CUC Eastern Tasmania is the official opening on Wednesday 18 February which will be undertaken by a Federal Minister with a number of other Federal and State Members of Parliament in attendance. With a full complement of staff now on board and increasing enrolments the importance of this facility to learning and growth within our community is becoming more evident. Currently there are a group of students undertaking a Certificate III in Early Childhood Education and Care through the study hub receiving the support required to successfully complete this training addressing the high demand for qualified carers. The East Coast Childcare Needs Analysis highlighted the future demand

for carers as well as the low completion rates for training. This work by the Study Hub will help address these two workforce challenges reinforcing the importance of having the right services and resources in place to respond to the challenges in a meaningful way.

Communications Report

TOPIC	ACTIVITY	PROGRESS
GENERAL COMMS	BODC Website	<ul style="list-style-type: none"> • Building Blocks -Creative Kids Workshop – 3 February 2026 • Fingal Valley Neighbourhood House - Bay of Fires Youth Arts Prize – Theme ‘No place like home ‘ – Entries close 8 May 2026. • Chromeifest by the Bay
	North Eastern Advertiser:	<ul style="list-style-type: none"> • Congratulations to the Australia Day Awards Ceremony Recipients. • Community events held over the school holidays. • Reminder to have your say by completing the Aquatic Facility survey.
SOCIAL MEDIA	Break O’Day Council	<ul style="list-style-type: none"> • Cat and Dog Management – Summer series. Weekly tips for responsible pet ownership. • 2026 Australia Day Awards Ceremony Recipients. • It Managed Services – Request For Proposal.
	Shared Social Media Posts	<ul style="list-style-type: none"> • North East Axemens Association - Woodchopping Carnival this Saturday 24 January on the St Helens Foreshore! • DPAC - Registration to Work with Vulnerable People (RWVP) fees are being waived for the next two years. • 2026 Break O'Day Triathlon Challenge. • RSL Tasmania - The St Helens Cenotaph has now been repaired and restored. • Tasmania Fire Service – Bushfire Safety Guide. • St Helens Library • edoSrsntpog908:ru388r ya16 lOutaugt 7F52g7fbg g80gaeu001ha410 · • St Helens Library - Connected & Protected and Book Chat events.

SURVEY	Break O’Day Council	<ul style="list-style-type: none"> Aquatic Facility – Review, Watch and Have Your Say https://www.surveymonkey.com/r/GMBMD7M
	Northern Tasmania Regional Land Use Strategy	<ul style="list-style-type: none"> Northern Tasmania Regional Land Use Strategy survey. Closes Sunday 15 February 2026
GRANTS	Break O’Day Council	<ul style="list-style-type: none"> The Break O’Day Council’s Arts & Culture Community Grant Program and Community Funding Program for 2025–2026. Applications close: Monday, 23 February 2026 •
	Department of Premier and Cabinet (DPAC)	<ul style="list-style-type: none"> Multicultural Community Festivals Small Grants Program. Closes 11 March 2026.
EMPLOYMENT	Environmental Health Officer	<ul style="list-style-type: none"> Break O’Day Council is seeking a skilled and proactive Environmental Health Officer to join our Development Services team and help protect public health and support our community. Applications reviewed weekly until filled.
EMAIL DATABASES	Continuing to develop	Continuing to collect email addresses for the newsletter and township databases. This has been going well with all the consultation underway, which is used as an opportunity to promote our EDMs.

Actions Approved under Delegation:

NAME/DETAILS	DESCRIPTION OF USE OF DELEGATION	DESCRIPTION	DELEGATION NO / ACT
DA 24/00006 18 Scamander Avenue, Scamander 7215	Affixing Common Seal	FINAL PLAN OF SURVEY	Number 21 – Miscellaneous Powers and Functions to the General Manager
DA 22/00056 Lawry Heights, St Helens 7216	Affixing Common Seal	FINAL PLAN OF SURVEY	Number 21 – Miscellaneous Powers and Functions to the General Manager
Part St Helens Aerodrome, 21 Aerodrome Road, Stieglitz 7216	Affixing Common Seal	LEASE	Number 21 – Miscellaneous Powers and Functions to the General Manager

General Manager's Signature Used Under Delegation for Development Services:

DATE	DOCUMENT	ADDRESS	PID OR DA
05.01.2026	337 Certificate	18 Dune Street, Scamander	6405623
05.01.2026	337 Certificate	Reids Road (CT141909/2), St Helens	3390446
05.01.2026	337 Certificate	Unit 1, 7 Cameron Street, St Helens	6812026
06.01.2026	337 Certificate	18 Grant Street, Fingal	6410940
06.01.2026	337 Certificate	23 Franks Street, Falmouth	1474232
07.01.2026	337 Certificate	49 Riverview Road, Scamander	6422386
07.01.2026	337 Certificate	15 Moriarty Road,	6785048
07.01.2026	337 Certificate	8 Atlas Drive, St Helens	6779502
07.01.2026	337 Certificate	1 Mount Paris Dam Road, Weldborough	6801239
07.01.2026	337 Certificate	P725 Anchor Road, Pyengana	6805846
07.01.2026	337 Certificate	67 Lyall Road, Binalong Bay	6811488
08.01.2026	337 Certificate	41 Gray Road, St Marys	6403038
08.01.2026	337 Certificate	32 Freshwater Street, Beaumaris	3580290
08.01.2026	337 Certificate	Unit 3, 42 Quail Street, St Helens	7689680
08.01.2026	337 Certificate	Unit 6, 13 Wattle Drive, Scamander	2633880
09.01.2026	337 Certificate	24-26 Groom Street. St Marys	6403222
09.01.2026	337 Certificate	3 Pelican Court, Scamander	1555614
09.01.2026	337 Certificate	Lot 100 26-28 (CT179462-4) Circassion Street, St Helens	9193052
12.01.2026	337 Certificate	32 Moriarty Road, Stieglitz	6784803
12.01.2026	337 Certificate	203 St Helens Point Road, Stieglitz	7689760
14.01.2026	337 Certificate	8 Cameron Street, St Marys	6401681
14.01.2026	337 Certificate	88 Main Road, Binalong Bay	6797444
19.01.2026	337 Certificate	4 Atlas Drive, St Helens	6779473
19.01.2026	337 Certificate	503 Binalong Bay Road (CT133710-1), St Helens	1964880
20.01.2026	337 Certificate	63 Elizabeth Street, Mangana	3343033
20.01.2026	337 Certificate	4C Parnella Drive, Stieglitz	7610469
20.01.2026	337 Certificate	66 Tully Street, St Helens	6800666
22.01.2026	337 Certificate	Cemetery Road (CT207525-10), Weldborough	3091462
22.01.2026	337 Certificate	7 Karaka Close, Stieglitz	2800888
23.01.2026	337 Certificate	167 Sorell Street, Fingal	1664327
27.01.2026	337 Certificate	4/17 Wedge Court, Binalong Bay	3104817
27.01.2026	337 Certificate	3 Brooks Road, St Helens	7320293
28.01.2026	337 Certificate	20 Beven Heights, Binalong Bay	7097845
28.01.2026	337 Certificate	25482 Tasman Highway, St Helens	9737162
28.01.2026	337 Certificate	20 Sunnybank Close, St Helens	9083761
28.01.2026	337 Certificate	19 Gray Road, St Marys	7774965
29.01.2026	337 Certificate	Lot 1, Tasman Highway (CT149020-1), Seymour	3300666

Tenders and Contracts Awarded:

Tender Closing Date	Description of Tender	Awarded To
Friday 12 December 2025	Design & Construct Contract 030\001\155 – Bridge 2684 Superstructure Replacement	TasSpan Civil Contracting

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

Goal

Services - To have access to quality services that are responsive to the changing needs of the community and lead to improved health, education and employment outcomes.

Strategy

1. Work collaboratively to ensure services and service providers are coordinated and meeting the actual and changing needs of the community.
2. Ensure Council services support the betterment of the community while balancing statutory requirements with community and customer needs.

LEGISLATION & POLICIES:

N/A

BUDGET AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

ACTION	DECISION
PROPONENT	Council Officer
OFFICER	John Brown, General Manager
FILE REFERENCE	002\036\002\
ASSOCIATED REPORTS AND DOCUMENTS	2025 - 2026 Annual Plan Update at 31 December 2025

OFFICER'S RECOMMENDATION:

That Council receive the Review as at 31 December 2025 of the 2025-2026 Break O' Day Council Annual Plan.

INTRODUCTION:

Council's management team prepared the 2025 – 2026 Annual Plan based on discussions, which occurred through Council workshops and the normal budget/planning process. The Annual Plan was prepared to take into account broader factors which are impacting Council; and reflecting continuity of existing projects, and activities where this exists.

PREVIOUS COUNCIL CONSIDERATION:

The Annual Plan was adopted at the 16 June 2025 Council Meeting.

Council Workshop 2 February 2026**OFFICER'S REPORT:**

This plan is generally based on the 10 Year Strategic Plan 2017 – 2027 (Revised March 2022).

This Report provides a quarterly update on progress with the activities detailed in the 2025-2026 Annual Plan as at 31 December 2025. As is normally experienced there are factors which affect the progress within individual Key Focus Areas and what was achieved is very much in line with overall progress in previous years. The final situation shows we achieved a 46% completion vs a target of 100%. Looking at individual Key Focus Areas, progress sits at:

GOAL- Community

Communication	35% (Timing of future activities impacting)
Events & Activities	50%
Volunteering	65%
Community & Council Collaboration	75% (Arts & Cultural Strategy completion)
Wellbeing	50%

GOAL – Economy

Opportunities	57% (ESRP Childcare Needs Analysis completion)
Brand	50%
Population	37% (Impacted by delays to Population Strategy)
Housing	50%

GOAL - Environment

Appropriate Development	51%
Land & Water Management	44%
Climate Change	50%

GOAL - Infrastructure

Community Facilities	13% (Affected by Liveability Strategy timing, will correct in second half)
Towns	20% (Affected by Liveability Strategy timing, will correct in second half)
Recreational Facilities	38%
Roads & Streets	58%
Waste Management	67% (Number of projects nearing completion)

GOAL - Services

Youth	17% (Youth activities affected by vacancy in position)
Health & Mental Health	50%
Education, Skills and Training	50%
Access & Inclusion	44%

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

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

LEGISLATION & POLICIES:

The Annual Plan is a requirement of Section 71 of the *Local Government Act 1993* as follows:

An Annual Plan is to –

- (a) be consistent with the strategic plan; and*
- (b) include a statement of the manner in which the Council is to meet the goals and objectives of the strategic plan; and*

(c) include a summary of the estimates adopted under section 82; and

(d) include a summary of the major strategies to be used in relation to the Council's public health goals and objectives.

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority



ANNUAL PLAN 2025 - 2026 - INCLUDING CORPORATE PLAN © 31 DECEMBER 2025

10/02/2026

188
GOALS

46%
GOAL COMPLETION

● Draft ● Not started ● Behind ● On Track ● Overdue ● Complete → Direct Alignment ⇨ Indirect Alignment

BREAK O'DAY COUNCIL PLAN

COMMUNITY

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
25%	01/07/2025	30/06/2026	Strategy 1.1 Create an informed and involved community by developing channels of communication. : 100%	John Brown	-	
21%	01/07/2025	30/06/2026	↳ Key Focus Area 1.1.1 Communication: Improve and develop communication processes that lead to the community feeling more informed and involved. : 100%	Jayne Richardson	-	Activities have commenced on the majority of the activities with the primary focus being developing the campaign regarding building of a deeper understanding of Council activities and our relationship with the community. It was decided to delay one of the engagement activities due to the large number of engagement activities which have been underway.
30%	01/07/2025	30/06/2026	↳ 1.1.1.1 Newsletter - Undertake a review of the newsletter with the aim of improving the design and understanding how many hard copies need to be provided vs digital	Jayne Richardson	Molli Brown	The Executive Officer and Governance Officer are continuing work on a plan to review the Council newsletter. The Governance Officer has started researching online tools to support the publishing and redesigning of the newsletter. A draft survey has also been prepared to collect feedback on readership, accessibility, design and layout and how often the newsletter is published.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
0%	01/10/2025	01/01/2026	→ 1.1.1.2 Undertake a communications community survey to gain a greater understanding of how best to communicate with our community	Jayne Richardson	Molli Brown	Due to the large number of projects being undertaken already - it was determined that a plan for consulting the community on communication methods should be rolled into existing consultation activities and community meetings in 2026. A plan on how we will undertake this will be developed in the early months of 2026.
25%	01/02/2026	30/06/2026	→ 1.1.1.3. Website Redevelopment - Implement the website redevelopment plan with community input and a focus on online service delivery and accessibility	Jayne Richardson	-	It was decided that, due to the nature of the project, the Executive Officer would proceed with the website redevelopment without community consultation. A tender brief has been drafted and is currently with the General Manager for review.
100%	01/07/2025	30/06/2026	→ 1.1.1.4 Social Media Following - Implement the campaign encouraging residents and ratepayers to follow our facebook page as an important source of community information	Jayne Richardson	Molli Brown	The Governance Officer has developed a tile that is regularly advertised in the Council newsletter, encouraging the community to follow our Facebook page. The Governance Officer has also developed a new email signature that includes prompts to follow our Facebook page and sign up to Council email databases. The new email signature has been forwarded to the General Manager for approval. The website redevelopment will provide an opportunity to promote our social media pages.
100%	01/07/2025	30/06/2026	→ 1.1.1.5 Council Brand - develop a communications campaign building off the LGAT Lift the Tone Campaign that showcases elected members, Council's employees and Council activities to facilitate a deeper understanding of Council	Jayne Richardson	Molli Brown	The Executive Officer and Governance Officer presented four campaign ideas at a recent staff meeting to gather feedback. The first campaign, <i>Kinder Break O'Day</i> , was updated based on staff feedback and launched on Facebook on 13 November 2025 (World Kindness Day) and has been well-received by the community. The first campaign is currently still running in the newsletter due to publication once a month. The Governance Officer is currently finalising the second campaign, <i>Mythbusters: Council Edition</i> , for publishing in February.
57%	01/07/2025	30/06/2026	Strategy 1.2 Build community capacity by creating opportunities for involvement or enjoyment that enable people to share their skills and knowledge. : 100%	John Brown	-	

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
50%	01/07/2025	30/06/2026	→ Key Focus Area 1.2.1 Events and Activities: Create a culture of volunteering and support to enable vibrant and sustainable events, activities and community groups. : 100%	Chris Hughes	-	Activity in this area increased markedly as we entered the event season with the majority of events concentrated across a period of a couple of months during the peak visitor season with community groups now volunteering their time to help ensure that both existing and new events continue to be held across our municipality.
100%	01/07/2025	30/06/2026	→ 1.2.1.1 Environmental Awareness: Promote and educate the community about sustainable enjoyment and care of the natural environment	Jayne Richardson	Polly Buchhorn	<p>The Executive Officer and the Governance Officer have been working with the NRM Officer to ensure activities and information in this space is shared as broadly as possible across the Break O'Day community.</p> <p>Some events and activities promoted through the Newsletter and Facebook include:</p> <ul style="list-style-type: none"> · Shore Bird Nesting Awareness · Weed of the month promotion · Big Beach Clean -Up promotion · Citizen Science opportunities · Responsible cat and dog ownership · Rabbits and feral deer
100%	01/07/2025	30/06/2026	→ 1.2.1.2 Community Event Support - Assist the community with event delivery by providing support and assistance with planning, approvals processes, compliance and arrangements for Council assistance and resources	Chris Hughes	Jenna Barr	Community Services staff continue to assist local community groups and event organisers in the delivery of safe and well-managed events. Emphasis has been placed on streamlining event processes through clear guidance on planning, approvals, and compliance, and by providing access to Council resources and support. Early engagement between Council staff and community groups has proven beneficial, resulting in a more coordinated approach and a smoother approvals process.
50%	01/07/2025	30/06/2026	→ 1.2.1.3 Event Attraction - Actively promote the Break O'Day Municipality as an event destination and work with event organisers and organisations to develop and attract new events to the area	Chris Hughes	-	Efforts to position Break O'Day as a leading events destination have continued, with ongoing collaboration between Council and organisers of major events planned for 2026 and 2027. These large-scale events, now in the planning phase, will showcase the region's distinctive attractions and are expected to attract visitors for extended stays, providing significant economic benefits to the municipality. Council continues to engage with organisers to facilitate their successful delivery.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
10%	01/07/2025	30/06/2026	→ 1.2.1.4 Sustainable Events - Promote and support best practice sustainable events and implementation of the Soft Plastics policy on Council land	Chris Hughes	Jayne Richardson	We have continued to promote and support sustainable practices at all events held across our municipality. Our focus remains on encouraging event organisers to minimise waste wherever possible and to comply with Council's Soft Plastics Policy. These initiatives aim to protect our natural environment while supporting organisers to deliver responsible, future-focused events that incorporate recycling and the use of recyclable products, particularly when serving food.
10%	01/07/2025	30/06/2026	→ 1.2.1.5 Actively promote the Festival of Wellbeing - and support the Wellbeing Collective to deliver the Festival of Wellbeing	Chris Hughes	-	After recent discussions and a review of current capacity, the Wellbeing Collective has decided they are not able to deliver the Festival of Wellbeing this year. Although there has been great enthusiasm and early progress, the group highlighted challenges with resourcing, planning, and timing that would make it difficult to successfully run the event in 2026.
30%	01/07/2025	30/06/2026	→ 1.2.1.6 Mountain Bike Events - Work with interested organisations to develop a sustainable Mountain Bike event for the St Helens Network	Chris Hughes	-	We have been working with local and regional organisations to explore the creation of a sustainable event that would make use of the St Helens Mountain Bike Network. The aim is to build on the success of the trails, attract more visitors, and ensure that any event benefits the community, protects the environment, and supports long-term tourism growth. This includes partnering with a new mountain bike business operator, who has also taken over the café, and exploring opportunities to run additional events on the trails to further engage the community and visitors such as trail running - this is still very much in the early stages of planning.
30%	01/07/2025	30/06/2026	→ 1.2.1.7 Fingal 200 Year Celebration - work with the local community to develop a plan to celebrate the 200 Year anniversary for Fingal	Chris Hughes	-	Council staff are supporting the planning of events to celebrate this milestone event and have been empowering the local community to take the lead in organising events.
65%	01/07/2025	30/06/2026	→ Key Focus Area 1.2.2 Volunteering - Build community sustainability and inclusion through a culture of volunteering and support within our community. : 100%	Chris Hughes	-	The importance of volunteers in an emergency situation was highlighted during the Stieglitz fire event. Volunteer Strategy review will commence in the near future
10%	01/07/2025	30/06/2026	→ 1.2.2.1 Volunteer Strategy - Review the Volunteer Strategy to ensure it reflects the evolving needs of volunteers	Chris Hughes	Jenna Barr	The Volunteering Strategy guides how Council supports, recognises and works with volunteers now and into the future. The review of the Strategy is scheduled to begin in an upcoming quarter once resources are available.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	30/06/2026	→ 1.2.2.2 Emergency Management Volunteers - Develop Council's base of volunteers to provide support in an emergency situation including provision of training	Chris Hughes	Angela Matthews	Staff continue to work with external agencies such as RAW to train volunteers who can support the community during emergency situations, including fires, floods, or severe weather events. The recent Stieglitz fire highlighted the incredible spirit of our community, with local residents stepping up to volunteer and assist Council staff in supporting community members who had been displaced. The onground training during this event ensured that our volunteers were confident and prepared to help our community with their needs, for example managing external accommodation options, registering those community members who had been displaced and providing meals.
75%	01/07/2025	30/06/2026	Strategy 1.3 Foster and support leadership within the community to share the responsibility for securing the future we desire. : 100%	John Brown	-	
75%	01/07/2025	30/06/2026	→ Key Focus Area 1.3.1 Community and Council Collaboration: Work within a community engagement framework which defines the relationship between the community and Council in decision making and project delivery. : 100%	John Brown	-	A small area of activity, finalisation of the Arts and cultural strategy was an important achievement.
60%	01/07/2025	30/06/2026	→ 1.3.1.1 Local Township Plans - Implement the activities from the Township Plans, report back to the community on progress	Chris Hughes	-	We continue to work with our local communities to progress the actions outlined in the Township Plans. These plans, covering nine of our communities, provide a roadmap for guiding improvements across the municipality. As we enter the final year of the current Township Plans, we are preparing to report back to communities on progress, with updates scheduled for the first half of 2026.
100%	01/07/2025	30/06/2026	→ 1.3.1.2 Arts and Cultural Strategy - Work with the community group to complete the review of the Strategy including addressing group cohesion and arts and cultural funding	Chris Hughes	-	Council has worked closely with Break O'Day Regional Arts to review the draft Arts and Cultural Strategy, and the group provided positive feedback on the draft. The Strategy, now formally adopted by Council, will guide how we support arts and culture across the municipality, including fostering stronger collaboration within the community.
60%	01/07/2025	30/06/2026	Strategy 1.4 Foster a range of community facilities and programs which strengthen the capacity, wellbeing and cultural identity of our community. : 100%	John Brown	-	

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
50%	01/07/2025	30/06/2026	↳ Key Focus Area 1.4.1 Wellbeing - Support and enhance community wellbeing through shared understandings, and opportunities for people to get involved, connect, build on strengths, and feel a sense of belonging in Break O\\Day. : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	↳ 1.4.1.1 Wellbeing Actions - Support the Wellbeing Collective in the effective implementation of projects and associated initiatives	Chris Hughes	-	Once established, the Collective will play a key role in bringing people and organisations together to work towards shared wellbeing goals. Council staff will continue to support the Collective and work towards the return of the Wellbeing Festival in 2027.

ECONOMY

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
57%	01/07/2025	30/06/2026	Strategy 2.1 Develop and highlight opportunities which exist and can be realised in a manner that respects the natural environment and lifestyle of the Break O'Day area. : 100%	John Brown	-	
57%	01/07/2025	30/06/2026	↳ Key Focus Area 2.1.1 Opportunities - Identify and realise opportunities that develop and support the Break O'Day economy in a sustainable manner. : 100%	John Brown	-	A large area of activity covering a wide range of activities. Strong progress in the first half of the year with a focus around implementing the Economic Development Strategy actions and during the 2nd quarter the ESRP St Marys and East Coast Childcare Needs Analysis was completed. progress will slow in this area with the Economic Development & Projects Officer being on maternity leave.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
0%	01/07/2025	30/06/2026	→ 2.1.1.1 Economic Development Strategy - commence implementation of high priority items from the Economic Development Strategy that reflects a shared vision for Break O' Days Economic future	Dilara Bedwell	-	<p>Developed and worked on the "Economic Loops" of our region to summarise how all parts of our economy are interlinked: housing, education, aged care, investment, businesses and workforce. Using these as a basis for conversations with stakeholders and community to outline key issues and encourage moving to a more positive economic loop.</p> <p>One to one chats with business owners continuing to gauge key issues and opportunities. A local business forum was hosted at Council Chambers this quarter with 12 businesses in attendance - key issues in the region were discussed as well as ideas for improving the business landscape. A follow up local business survey is out to the business community for input.</p> <p>A speed careering event took place on 4th November at St Helens District High School and a presentation of Break O' Day's Economic Development Action Plan to Chamber of Commerce and members of the public on the 4th November.</p> <p>Regular meetings ongoing with TasTAFE to look at VET qualifications, free courses etc which could be hosted in Break O' Day.</p> <p>Researching the issue of housing in Break O' Day which includes workers accommodation, renting and buying affordability. Continuing research on housing including Rental Affordability Index which was released this quarter with follow up webinars and Live Q&A.</p> <p>Initiated a project with DSG on updating housing data at local levels to drive change and policies with the view to encouraging the right type of housing and accommodation diversification.</p> <p>Researching New Aged Care Act 2024 which came into force in Nov 2025 and how this will affect future aged care opportunities and operations going forward.</p>
0%	01/07/2025	30/06/2026	→ 2.1.1.2 Economic Leadership - nurture and support development of local leadership as outlined within the Economic Development Strategy	Dilara Bedwell	-	<p>Been regularly engaging with Chamber of Commerce to promote leadership. As a result of presenting the Economic Development Strategy to the Chamber of Commerce and other members of the public, the Chamber now has interest from a new member. The new member was inspired by the presentation and wants to actively contribute to the business community and is working on developing a collaboration initiative which will involve all local businesses.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	30/06/2026	→ 2.1.1.3 Circular Economy - Identify and examine initiatives that promote the Circular Economy, by engaging in local or regional projects that focus on recycling, reusing materials, and creating sustainable practices that benefit the environment and the community	David Jolly	Dilara Bedwell	<p>As a member Council of Circular North, Break O'Day Council can participate in regional efforts to identify and examine initiatives that promote the Circular Economy in addition to practices already embedded within Councils Waste Operations.</p> <p>2025/2026 activity includes:</p> <ul style="list-style-type: none"> · Provision of funding to support the nationwide program of the Garage Sale Trail event that occurs over two weekends in November annually. · Financially support for Household Hazardous Waste collections October and March. · Targeted Waste Transfer Station and Circular Economy grants launched in December quarter. · With Rethink Waste – develop a business engagement toolkit and provide shared resource to engage with businesses across the region. · Education Engagement – ongoing. · Polystyrene Collections – includes an assessment of infrastructure requirements for stockpiling and shredding clean stream polystyrene and feasibility of transporting material to a Tasmanian recycler.
50%	01/07/2025	30/06/2026	→ 2.1.1.4 Employment Barriers - Support the activities of Break O'Day Employment Connect (BODEC) Regional Jobs Hub Board which focusses on facilitating employment outcomes and addressing the barriers to employment	John Brown	Dilara Bedwell	<p>Support for the operations of BODEC continues to be provided through the General Manager being Chairperson of the Board. Council officers are providing meeting administration support at the moment and the transfer of this responsibility to the BODEC team will occur in the future being explored. Operations of BODEC are relatively stable and work is progressing with the transfer of BODEC from the Fingal Valley Neighbourhood House to East Tas Education & Employment Ltd, the entity which operates the Study Hub. This should occur in the first 3 months of 2026 as draft MoUs are with the relevant organisations.</p>
100%	01/07/2025	30/06/2026	→ 2.1.1.5 Bay of Fires Master Plan - Support and participate in the process to develop a Master Plan for the Bay of Fires area	Chris Hughes	-	<p>Consultants have prepared a draft Master Plan, which has been reviewed by the Steering Committee. We are now awaiting confirmation of dates for the next phase of community engagement, when the consultants will return to meet with the community and gather feedback on the draft Bay of Fires Master Plan.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	31/12/2025	→ 2.1.1.6 ESRP Childcare Analysis - complete the investigation into the childcare needs of St Marys and the broader east coast, support key stakeholders to implement the outcomes of the analysis	John Brown	-	The St Marys and East Coast Childcare Needs Analysis is rapidly reaching completion. A Summit was undertaken at Swansea on 27 August with approximately 30 people in attendance. This was one of the final steps in developing the solutions to the challenges facing this important service within our communities. The draft final report is virtually finalised and a summary document is being prepared. An online presentation event open to any interested persons was held on 24 November 2025 to conclude the project. Final Report and information submitted to the Department of State Growth.
10%	01/07/2025	30/06/2026	→ 2.1.1.7 Business Diversification - Engage regionally with the Chamber of Commerce, Regional Development Australia, Northern Tasmania Development Corporation, Break O'Day Employment Connect and the wider community to support business diversification and partnership working	Dilara Bedwell	-	Regular engagement with NTDC, Chamber of Commerce, RDA, Business Tasmania, Aus Industry and TasTAFE continues. Businesses who need assistance with one-to-one advice are continually being referred to Business Tasmania and I have been receiving excellent feedback from the referrals. Any programs or initiatives being run by organisations are also being promoted to business owners to help support their diversification and to stay equipped with up-to-date skills involving marketing and online presence.
10%	01/07/2025	30/06/2026	Strategy 2.2 Provision of relevant training and skills development programs to create a workforce for the future that meets the changing needs of business. : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	Strategy 2.3 Create a positive brand which draws on the attractiveness of the area and lifestyle to entice people and businesses to live and work in Break O\\Day. : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	↳ Key Focus Area 2.3.1 Brand - Understand and communicate the unique characteristics and differences of our communities and the Break O\\Day area to foster a sense of pride and authenticity. : 100%	John Brown	-	
41%	01/07/2025	30/06/2026	Strategy 2.4 Support and encourage innovation and growth in the economy through local leadership; infrastructure provision; support services and customer focused service delivery. : 30 to 100 : 100% : 100%	John Brown	-	

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
77%	01/07/2025	30/06/2026	→ Key Focus Area 2.4.1 Population - Monitor changes in an ageing population in order to understand and address challenges and opportunities this creates. : 100%	John Brown	-	Progress in this area is primarily linked to activities reliant on other agencies, pressure has been brought to bear on the Department of State Growth to progress the Strategic Regional Partnership Activity. Activity in this area will also be impacted to an extent by Council's Economic Development & Project Officer being on maternity leave.
10%	01/07/2025	30/06/2026	→ 2.4.1.1 Population Strategy - develop a strategy to respond to the ageing population of Break O'Day which encompasses the key initiatives required to slow the rate of ageing	Dilara Bedwell	John Brown	Following the Future Population Network workshops delivered by Lisa Denny, it is understood that State Growth need to work on a Population Strategy which will help shape regional Population Strategies. It should also be noted that it is not possible to "slow the rate" of ageing in Break O' Day. The region is expected to have minor population growth due to internal migration however the population will continue to age with the median age increasing from 56.5years to 61.1years by 2038 (significantly above the Tasmania average). A larger proportion of the population will be 85 or older, moving from 2.8% (June 2024) to 7.1% by 2038. Equally, people aged 65 or older will move from 33.9% to 43.4% by 2038. When considering key initiatives to "slow the rate" of ageing, the region needs to focus on what the drivers of internal migration are i.e. why people leave BODC. From the Population Network workshops, it has been identified that the reason people leave BODC is mainly due to economic factors i.e. better jobs, better education, better housing elsewhere. These are deep economic issues which require a collaborative approach and actions from all levels involving community, Council, State and Fed government.
50%	01/07/2025	30/06/2026	→ 2.4.1.2 ESRP Population - participate in the Eastern Strategic Regional Partnership (ESRP) analysis of the population on the East Coast	John Brown	Dilara Bedwell	The matter was raised with the ESRP Steering Committee, as noted in the previous item work is occurring through the Department of State Growth relevant to this action.
50%	01/07/2025	31/12/2025	→ 2.4.1.3 Regional Population - participate in the NTDC Regional Population Strategy project	Dilara Bedwell	-	Council have provided feedback and participated in the project but there have been no further updates from NTDC.
10%	01/07/2025	30/06/2026	→ Key Focus Area 2.4.2 Housing - Develop an understanding of housing needs; advocate for and facilitate the construction of a range of housing solutions. : 100%	John Brown	-	Progress in this item is always slow due to the reliance on other agencies and organisations and progress is not readily visible. It is anticipated that progress will be more evident in coming months due to lead time involved.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
50%	01/07/2025	30/06/2026	→ 2.4.2.1 ESRP Housing - participate in the development of a housing needs analysis for the East Coast through the Eastern Strategic Regional Partnership (ESRP)	John Brown	-	The State Government is responsible for progressing this ESRP item, no discernible action is evident. The General Manager pushed for clarity on the direction at the last ESRP Steering Committee meeting with minimal response received.
50%	01/07/2025	30/06/2026	→ 2.4.2.2 Aged Housing - Pursue investment in construction of housing which meets the needs of our ageing population	Dilara Bedwell	-	Discussions with Medea Park are currently on hold due to their focus on refurbishing their existing facility after securing funding.
50%	01/07/2025	30/06/2026	→ 2.4.2.3 Council Investment - Examine and pursue opportunities for greater Council involvement in the provision of housing	Dilara Bedwell	-	Council officers continue to work with Homes Tasmania in relation to housing opportunities involving Council owned property. The proposed Fingal project is close to a valid Development Application and should progress further in the next few months, it has been delayed due to stormwater design requirements.
50%	01/07/2025	30/06/2026	→ 2.4.2.4 Public and Emergency Housing - Lobby and work with the State Government and housing providers to build new affordable housing and emergency housing	John Brown	Dilara Bedwell	Council officers continue to work with Homes Tasmania in relation to housing opportunities involving Council owned property, it seems to be low on their priority list.

ENVIRONMENT

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
31%	01/07/2025	30/06/2026	Strategy 3.1 Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions. : 100%	John Brown	-	
51%	01/07/2025	30/06/2026	↳ Key Focus Area 3.1.1 Appropriate Development: Encourage sensible and sustainable development through sound land use planning, building and design. : 100%	Jake Ihnen	-	Significant progress have been made by Council in relation to progressing key strategic planning work which will inform policy into the future. Scamander - Beaumaris Structure Plan is close to finalisation and this project should be completed early in 2026.
10%	01/07/2025	30/06/2026	↳ 3.1.1.1 Flood Prone Areas - Actively Participate in the State Emergency Service Flood Mapping Policy work and Update Flood Mapping data where appropriate to reflect climate change analysis	Jake Ihnen	Deb Szekely Polly Buchhorn	An update of Council's municipal flood model for Climate Change in 2100 with a medium-high emissions pathway was completed and map data is being processed ahead of staff considering its implementation to plan for future flood risks. Council's Development Services Coordinator is participating in a State Emergency Service working group on Flood Policy following completion of the SES Tasmanian Strategic Flood Mapping. The working group is helping the SES develop recommendations to apply flood mapping in the Statewide Planning Scheme. This has enhanced cooperation and sharing of information, increasing Council's capacity for flood resilience.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	30/06/2026	→ 3.1.1.2 Regional Land Use Strategy - Participate in the development of the new Northern Tasmania Regional Land Use Strategy, resulting in adoption by Council	Deb Szekely	Jake Ihnen	<p>Review of the Northern Tasmania Regional Land Use Strategy (NTRLUS) has progressed the following:</p> <ol style="list-style-type: none"> 1. Completion of State of Play Document; 2. Completion of Strategic Directions Document; 3. Engagement of consultants for infrastructure analysis; 4. Analysis of current Infrastructure capacity including identification of gaps in available data. The consultants are currently furthering the gap analysis and synthesising findings into a position paper (current); 5. Currently the Regional Planning Group is focussing on engaging consultants for the drafting of the NTRLUS. <p>A presentation was given to the Councillors on 12/01/2026 by the Regional Planning Coordinator (NTDC). Currently there is public engagement in regard to the State of Play Report and Strategic Directions to assist the public in providing comment on preferred regional land use priorities for the northern region. This session was recorded and will be utilised for furthering understanding within the community for the consultation process. This could not occur until such time as the strategic directions document was released which was just prior to Christmas 2025.</p> <p>Development Services and Governance will be utilising the collateral to develop public awareness through the following channels:</p> <ul style="list-style-type: none"> - website; - newsletter; - direct contact through databases; - social media.
75%	01/07/2025	27/02/2026	→ 3.1.1.3 Scamander-Beaumaris Structure Plan - Progress the project with the aim of addressing land use needs and development planning strategies for the Scamander-Beaumaris area; adoption by Council and commence progression of recommendations	Deb Szekely	Jake Ihnen	<p>The Draft Structure Plan has undergone round 2 engagement with the consultants providing an Engagement Report on the same and also a spreadsheet of proposed changes to the Structure Plan in response to the engagement. This has been reviewed and comments provided back. It is likely that the final version will be provided within the next month.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
70%	01/07/2025	28/11/2025	→ 3.1.1.4 Industrial Land Use Strategy - Finalise the Industrial Land Use Study resulting in adoption by Council, progress any Immediate Recommendations of the report/findings	Deb Szekely	Jake Ihnen	Currently getting the Multi Criteria Analysis as a spatial data set for Insight GIS to further work towards finalising the project.
10%	03/11/2025	30/06/2026	→ 3.1.1.5 Scenic Areas Assessment - progress a Scenic Areas Assessment furthering previous work completed to inform any further amendments to the Local Provisions Schedule of the Tasmanian Planning Scheme	Deb Szekely	-	The project brief for the Scenic Areas assessment is likely to be presented to Council in March 2026.
50%	01/07/2025	30/06/2026	Strategy 3.2 Increase the community's awareness of the natural environment, the pressures it faces and actions we can take to sustain it and what it provides. : 100%	John Brown	-	
44%	01/07/2025	30/06/2026	Strategy 3.3 Undertake and support activities which restore, protect and access the natural environment which enables us to care for, celebrate and enjoy it. : 100%	John Brown	-	
44%	01/07/2025	30/06/2026	↳ Key Focus Area 3.3.1 Land and Water Management - Develop and implement strategies and activities that prevent land degradation and improve water quality within our rivers, estuaries and coastal areas. : 100%	Jake Ihnen	-	Solid progress has been made for the first part of the year across a wide variety of activity occurring in line with Annual Plan timeframes. Securing a resource to support the NRM Officer has been a great outcome enabling the NRM Officer to concentrate on high value activities.
50%	01/07/2025	30/06/2026	→ 3.3.1.1 Land and Water Management Activities - Facilitate and secure financial and human resources for activities to repair land and water resources and safeguard their health and productivity	Polly Buchhorn	-	After helping develop the Northern Drought Resilience Plan Council is continuing its continuing to support its four-year implementation program. Two Break O'Day projects received funding in the first round of <i>QuickWins</i> grants for the program. Assistance was provided to project working on local priorities including regional Weed Action Fund projects (serrated tussock and spiny rush) and a Davies waxflower conservation project.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	30/06/2026	→ 3.3.1.2 Weed Management and Biosecurity - Manage weeds on Council properties; coordinating with other land managers and providing weed and biosecurity advice, information and compliance services and support	Polly Buchhorn	Jayne Richardson	Control of Council's weeds across the municipality has included treating foxglove, broom, mirror bush, blackberry, caper spurge, Spanish heath, thistles, fleabane, capeweed, gorse, and other weeds. Control work is conducted along our roads, at parks and reserves, waste transfer stations and MTD Trails. With the Parks and Wildlife Service and others we supported volunteers who removed over 30,000 sea spurge plants from the beaches of Irapuna. Biosecurity and weed information, such as a monthly "Weed of the Month", and advice is provided to the community and landholders on weeds, rabbits, deer and other pests. Landholders are supported with obligations to control their weeds, including prospective property buyers receiving Declared weed information. Council is participating in Tasmanian planning for incursion of High Pathogenicity Avian Influenza.
5%	01/01/2026	30/06/2026	→ 3.3.1.3 Weed Action Plan - Complete review and update of weed priorities and strategies for Break O'Day and the community	Polly Buchhorn	David Jolly	Work on this strategic review and update is scheduled for the last half of the year.
10%	01/07/2025	30/06/2026	→ 3.3.1.4 Cat Management - Implement local priorities with community and regional partners to achieve Responsible Cat Ownership outcomes	Polly Buchhorn	David Jolly	Council, working with the RSPCA and the local Vet, removed over 30 semi-owned and stray cats at Weldborough, adding to 40 cats the RSPCA had removed earlier. A second colony at Scamander and stray cat reports along the coast have been investigated with the Parks and Wildlife Service for further cat management action. These are coordinated with community information campaigns to encourage 'responsible cat ownership'.
100%	01/07/2025	30/06/2026	→ 3.3.1.5 Dog Management - Implement the Dog Management Policy collaboratively with Parks & Wildlife Service, interest groups and the community to achieve balanced outcomes	Polly Buchhorn	David Jolly	We continue to work in conjunction with the North East Shorebird Working Group over the busy summer season, providing community information and advice on responsible dog ownership and enforcement. The Parks and Wildlife Service confirmed that Council's 2024 declared dog zones would be also authorised by them under their regulations and planning for new signage was started. Council hosted a BirdLife Australia workshop sharing their shorebird and dog management research, experience and education tools with community members and agencies in the northeast.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
50%	01/07/2025	30/06/2026	→ 3.3.1.6 George River and Bay Water Quality Management - Facilitate action in catchments and waterways of Georges Bay with landholders and community for sustainable production, rivercare, soil and Bay management	Polly Buchhorn	-	Activity for this action and with the George River Farmer Landcare group has slowed. The Australian Government has postponed its deadline for deciding on the proposed listing of native oyster reefs, which occur in Georges Bay, as a threatened marine ecological community to the end of April.
0%	01/07/2025	30/06/2026	→ 3.3.1.7 Natural Resource Management Committee - Support the Committee to address objectives and priorities of the Environment and NRM Strategy and Action Plan	Polly Buchhorn	-	A significant boost for the NRM Committee is new Council resources to support its work in future. While the Committee Meeting in October didn't have a quorum, members participated afterwards in a community workshop for the Scamander Coastal Hazards and Flood Risks Adaptation Pathways project.
10%	01/07/2025	30/06/2026	→ 3.3.1.8 Coastal Management - Work with community, landholders and government agencies on coastal management issues such as shorebird conservation, coastal access and use, cultural heritage and environmental awareness and skills	Polly Buchhorn	-	Progress continued on several fronts including responding to algal bloom reports, the threat of High Pathogenicity Avian Influenza to coastal wildlife and coastal hazards awareness. We made a submission on proposed amendment of the 'actively mobile landforms' provisions in the State Coastal Policy. Promoting community engagement and agency collaboration in shorebird management we hosted a regional workshop with BirdLife Australia and NRM North, and revised draft Terms of Reference to formalise the North East Shorebird Working Group.
50%	01/07/2025	30/06/2026	Strategy 3.4 Recognise and alleviate the issues and risks to the environment from our use and the risk to us from a changing environment (for example flood and fire). : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	↳ Key Focus Area 3.4.1 Climate Change - Understand, address and evaluate the challenges of climate change in Break O'Day and develop and implement mitigation strategies. : 100%	John Brown	-	Our focus in the area of Climate Change continues to develop in a logical manner supported by the activities occurring at a regional level through NTARC. Good progress with the Scamander Coastal Hazard and Flood Management project is occurring.
0%	01/07/2025	30/06/2026	→ 3.4.1.1 Scamander Coastal Hazard and Flood Management - Implement coastal adaptation and flood risk mitigation and pathways planning project with community at Scamander River mouth	Polly Buchhorn	David Jolly	The Scamander River Mouth project has made good progress, engaging over 120 participants. A community workshop examined a technical report on the coastal and flood hazards at the River Mouth and around \$70M of public and private assets and values potentially be exposed. A second workshop discussed mitigation options that are being used to evaluate different adaptation strategies for the Adaptation Plan. The early no-regrets mitigation options will inform plans for on-ground works, which has been delayed.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	30/06/2026	→ 3.4.1.2 Council Climate Change Action - Pursue Council's mitigation and adaptation priorities, such as reducing carbon emissions, climate risk management, asset management and reducing future natural disaster risks	Polly Buchhorn	-	Progress continues across the Climate Action priorities of Council. They include Management Team agenda, updating flood modelling for Climate Change, participating in cross-government capacity and policy initiatives, planning for fleet electrification and solar power generation, investigating climate-ready asset management, Climate Change communications training by the Local Government Association of Tasmania and Council emissions accounting.
100%	01/07/2025	30/06/2026	→ 3.4.1.3 Climate Change and the Community - Collaborate with the community, industry and governments to raise awareness and secure resources to act together on the shared challenges and risks facing everyone	Polly Buchhorn	Jayne Richardson	Rooftop owners in Break O'Day will be supported to increase energy generation in Break O'Day by using the 'SunSPOT' online calculator to design and plan solar PV systems independently. LIDAR data is being added to improve its mapping capabilities. Tasmanian Councils <i>Climate Healthy Communities Project</i> produced a Blueprint for community resilience. The project was an initiative of the Northern Tasmania Alliance of Resilient Councils partnership, with the Department of Health, Menzies Institute for Medical Research and others and a Healthy Focus Grant.
100%	01/07/2025	30/06/2026	→ 3.4.1.4 Climate Change and Council - Work actively in the Northern Tasmania Alliance of Resilient Councils partnership to advance Council's climate governance, support local climate action and participate in regional and state initiatives	Jayne Richardson	Polly Buchhorn	The Executive, Governance and NRM Officers have been working with the Northern Tasmania Alliance of Resilient Councils (NTARC) project manager to continue supporting the partnership and its activities, including council cooperation on climate action priorities across the northern region and advice on communication activities. The Tasmanian Councils <i>Climate Healthy Communities Project</i> , an NTARC initiative, was completed with a \$100,000 grant. We are also pursuing our Climate Action Plan priorities participating in NTARC's current <i>Northern Tasmanian Councils Building Climate & Disaster Resilience Project</i> , which has \$450,000 of funding from the Drought Resilience Fund. And \$420,000 from the Fund has been secured for a <i>Coastal Hazard Resilience Planning Project</i> by several Tasmanian councils to improve coastal erosion and inundation risk assessments, which Council will join.

INFRASTRUCTURE

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
13%	01/07/2025	30/06/2026	Strategy 4.1 Be proactive infrastructure managers by anticipating and responding to the growing and changing needs of the community and the area. : 100%	John Brown	-	
13%	01/07/2025	30/06/2026	↳ Key Focus Area 4.1.1 Community Facilities: Provide community facilities that encourage participation and supports the lifestyle of residents and growing visitor numbers. : 100%	John Brown	-	As noted within the reporting for individual activities, many of them rely on progressing the St Helens - Binalong Bay Liveability Strategy. Resources have been freeing up following completion of the ESRP Childcare project which will enable this to progress and the Liveability Strategy Consultants Brief will start being developed in January.
0%	01/07/2025	30/06/2026	↳ 4.1.1.1 St Helens Sports Complex Master Plan - incorporate progress of this within the ESRP St Helens - Binalong Bay Liveability Strategy and the ESRP St Helens District High School investigation	Chris Hughes	-	No progress was made on this project during this quarter.
00%	01/07/2025	30/06/2026	↳ 4.1.1.2 Georges Bay Activation Strategy - commence implementation of the Strategy in line with identified priorities	Chris Hughes	David Jolly	Council has completed the installation of the solar lights along the foreshore shared pathway, from St Helens Wharf to O'Connors Beach. The solar lights have been installed to improve safety and usability of the pathway during evening and early morning hours. This project demonstrates progress toward the broader goals of the Activation Strategy, creating a more welcoming and activated foreshore area for both residents and visitors. Extension of the lighting on O'Connors Beach has been considered by Council and will form part of the 2026-27 Budget. Resurfacing works on the Foreshore Track has been undertaken.
0%	01/07/2025	30/06/2026	↳ 4.1.1.3 Georges Bay Activation Strategy - Incorporate progress of this within the ESRP St Helens - Binalong Bay Liveability Strategy	David Jolly	-	The development of the Liveability Strategy is yet to commence. Progress on the Georges Bay Activation Strategy will be incorporated as it advances.
0%	01/07/2025	30/06/2026	↳ 4.1.1.4 St Helens Foreshore Master Plan - incorporate progress of this within the ESRP St Helens - Binalong Bay Liveability Strategy	David Jolly	Chris Hughes	The development of the Liveability Strategy is yet to commence. Progress on the St Helens Foreshore Master Plan will be incorporated as it advances.
00%	01/07/2025	30/06/2026	Strategy 4.2 Work with stakeholders to ensure the community can access the infrastructure necessary to maintain their lifestyle. : 100%	John Brown	-	

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
20%	01/07/2025	30/06/2026	→ Key Focus Area 4.2.1 Towns: Create townships that are vibrant and welcoming through improvements to infrastructure such as streetscapes, parking, safety and signage. : 100%	John Brown	-	As noted within the reporting for individual activities, many of them rely on progressing the St Helens - Binalong Bay Liveability Strategy. Resources have been freeing up following completion of the ESRP Childcare project which will enable this to progress and the Liveability Strategy Consultants Brief will start being developed in January.
50%	01/07/2025	30/09/2025	→ 4.2.1.1 St Marys Parking Strategy complete the car parking strategy for St Marys providing a long term plan for off-street parking	David Jolly	-	Background information has been collected and assessed: drafting the strategy document is pending resource availability
0%	01/07/2025	30/06/2026	→ 4.2.1.2 St Helens Parking Strategy - Ensure long term plan for off-street parking is incorporated within the ESRP St Helens - Binalong Bay Liveability Strategy	David Jolly	-	The development of the Liveability Strategy is yet to commence. Progress on the St Helens Parking Strategy will be incorporated as it advances.
10%	01/07/2025	30/06/2026	→ 4.2.1.3 ESRP St Helens - Binalong Bay Liveability Strategy - develop scope of the project through the engagement of consultants to undertake the project with commencement to follow this engagement process	John Brown	-	Work on progressing this important project will commence in January in line with the previous discussions with Council with a view to consultants being engaged in the early part of 2026
54%	01/07/2025	30/06/2026	Strategy 4.3 Develop and maintain infrastructure assets in line with affordable long-term strategies. : 100%	John Brown	-	
38%	01/07/2025	30/06/2026	→ Key Focus Area 4.3.3 Recreational Facilities: Support an outdoor, active and healthy lifestyle for residents and visitors through a range of recreational facilities including walking trails, bike trails and other identified infrastructure. : 100%	John Brown	-	Variable progress in this KFA with the main focus being on the finalisation of the draft Aquatic Facility Feasibility Analysis which has taken very substantial internal resources over the last 6 months. The the Liveability Strategy progress is also partly affecting progress.
0%	01/07/2025	30/06/2026	→ 4.3.3.1 St Helens to Binalong Bay Link - Incorporate within the ESRP St Helens - Binalong Bay Liveability Strategy and complete project planning preliminaries	David Jolly	-	Development of the Liveability Strategy has not yet commenced. The St Helens to Binalong Bay Link will be incorporated as it progresses, with updated route options and costings provided to Council during the 2024-25 financial year. Preliminary project planning is yet to commence.
50%	01/07/2025	30/06/2026	→ 4.3.3.2 Recreational Trails Strategy - continue implementation of the outcomes of the Strategy with an initial focus on the- St Marys to Cornwall Trail detailed investigation and activating community assistance with activities listed in the Recreational Trails Strategy	Chris Hughes	Jayne Richardson	Council continues to implement the Recreational Trails Strategy, with a current focus on the St Marys to Cornwall Trail. The draft Scope of Works and Construction documents have now been reviewed, and work is awaiting the completion of harvest operations in the vicinity of the rail trail.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
75%	01/07/2025	31/03/2026	→ 4.3.3.3 Aquatic Facility - finalise report to Council on the feasibility of the establishment of a centre incorporating a swimming pool and hydratherapy pool to enable Council to make a decision on whether to progress	Raoul Harper	-	Council completed detailed financial modelling to inform the finalised Aquatic Facility Feasibility Report for public release and community consultation. Council commenced an extended consultation process in November to provide the community with sufficient time to consider the report's findings, including the financial implications, social benefits, and potential funding options. Following this engagement, Council will then determine whether the preparation of a full Business Case for the proposed facility is warranted for further development. Engagement with the reports and feasibility analysis documents has underwhelming to date. Given the time, effort and detail provided to the community on this important project Council will need to assess if a different or longer community engagement piece is required so a reasonable sample size of respondents to the survey is achieved.
25%	01/07/2025	31/12/2025	→ 4.3.3.4 Recreation and Community Facility Review - develop the scope and process to undertake the review	Raoul Harper	-	In developing the Strategic Asset Management Plan it has become apparent that Parks, Reserves and Open Space Assets require condition assessments, maintenance schedules developed and an up to date revaluation provided. While the importance of the Community and Recreational Facilities review is appreciated, other asset management based projects have taken precedence so far this year.
58%	01/07/2025	30/06/2026	→ Key Focus Area 4.3.1 Roads and Streets: Develop a well-maintained road network that recognises the changing demands and requirements of residents and visitors. : 100%	John Brown	-	The main area of focus during the first six months has been the development of the Transport Master Plan which is now very close to being presented for final consideration by Council.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	30/06/2026	→ 4.3.1.1 State Road Network - State Road Network - participate in the Tasman Highway Corridor Strategy project, advocating for outcomes that benefit the Break O'Day community	David Jolly	-	Progress with the Corridor Strategy rests with the Department of State growth at the current time. The Consultation and Feedback Findings Summary – Tasman Highway Corridor Strategy was published in February 2025 (Refer https://www.tas.gov.au/_data/assets/pdf_file/0008/585154/Attachment_1_Tasman-Highway-Corridor-Strategy-Consultation-and-Feedback-Findings-Feb-2025-FINAL.pdf). The Corridor Strategy is currently being drafted and is expected to be published in 2026. The strategy aims to identify opportunities for improvement to meet the expected future needs of road users and communities along the corridor. This may include the identification of safety issues, active and public transport opportunities, and investment opportunities. The strategy process does not involve works or upgrades, but the feedback will assist the department in prioritizing projects and seeking funding. The strategy is supported by research and findings, ensuring that future projects are prioritized to undertake works where necessary. Council officers are monitoring the situation and will be pursuing an update from the Department. The very extensive works being conducted south of Bicheno have been noted and will be raised with the Department given the previously identified shoulder widening works south of Scamander not occurring.
100%	01/07/2025	30/06/2026	→ 4.3.1.2 St Marys Pass - actively participate in Department of State Growth processes to examine the replacement of the St Marys Pass	David Jolly	-	State Growth launched the options assessment for the Esk Main Road at St Marys Pass project in 2023, evaluating seven potential routes—two retaining St Marys Pass and five proposing alternatives, including the 'S' Road. Council's advocacy ahead of the 2025 Federal Election secured \$10M commitments from both major parties, marking a key step toward implementation. No further updates on progress were received during the quarter ending September 2025 and December 2025. The State Election may have impacted the community facing part of this project.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
75%	01/07/2025	31/12/2025	4.3.1.3 Transport Master Plan - Develop the Transport Master Plan 2025-2030	David Jolly	-	Development of the Transport Master Plan 2025–2030 is in progress. During the September quarter, foundational work focused on scoping the plan's objectives, priorities, and alignment with broader strategic goals. This has included providing Council with commentary on the closure of the 2013–2018 Transport Master Plan, as well as current and forecast transport considerations. Councillors considered a report at the August Council workshop and were given the opportunity to provide initial feedback on proposed actions for inclusion in the new plan. Their input has been considered and minor amendments to the initial scope made. In the December quarter, Council Officers drafted the Master Plan. Current activity is focused on detailing proposed priority projects and key supporting actions for inclusion in the plan. The document is yet to be reviewed internally and prior to being presented to a Councillor Workshop for review.
67%	01/07/2025	30/06/2026	Key Focus Area 4.3.2 Waste Management - Provide access to affordable services and facilities that foster a circular economy approach to Waste Management. : 100%	John Brown	-	Excellent progress continues to be made across a range of activities in this KFA with a lot of focus on strategic work and important strategic infrastructure items. Importantly progress has finally happened on a permanent location for the Recycle Rewards facility.
40%	01/07/2025	30/06/2026	4.3.2.1 Waste Education - Implement communications activities to effectively promote the principles of Reduce, Reuse and Recycle	Jayne Richardson	David Jolly	<p>The Governance Officer and the Executive Officer have been working with the Works Team and the Manager for Infrastructure and Development Services to share waste education and information with our community. Activities in this space to date include:</p> <ul style="list-style-type: none"> Promoting and sharing information about the Garage Sale Hazardous Waste Collection Days Changes to the Kerbside Collection Services which included information on recycling Promoting the Recycle Rewards Program Promotion of the Waste Not Awards <p>Facebook posts about waste collection over the holidays were scheduled in advance for the Christmas period.</p> <p>Posts using resources from Recycle Coach were also scheduled to provide guidance on disposing of specific items during the holidays, such as gift wrapping, Christmas lights, and food scraps.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
90%	01/07/2025	30/06/2026	→ 4.3.2.2 Northern Tasmanian Waste Management Partnership - Participate at a regional level to implement the Regional Strategic Plan 2024-2028 progressing State Government and regional resource recovery initiatives that support and drive a Circular Economy	John Brown	David Jolly	Council Officers are representing Council on the Steering and Technical Committees of Circular North, drawing on the resources available through Circular North to develop the BODC Waste Strategy.
75%	01/07/2025	31/03/2026	→ 4.3.2.3 Scamander Inert Waste Landfill - Develop Scamander Waste Transfer as an Inert Landfill Site - Complete the detailed engineering design phase for the landfill site and submit the finalised design for approval to the Tasmanian Environmental Protection Agency	David Jolly	-	The design work for the development of the Scamander Waste Transfer site as an Inert Landfill has progressed significantly this quarter. An update report was provided to the July Council Workshop. In August, the Scamander Landfill Master Plan was finalised, and the project moved into the detailed engineering design phase. A draft final design that aligns with required legislation and best practice guidelines, was presented to a Council workshop in early December. The design will be submitted to the Tasmanian Environmental Protection Authority (EPA) for the Department's approval in the next quarter.
75%	01/07/2025	30/04/2026	→ 4.3.2.4 Scamander Waste Handling Facility - Conduct a detailed cost analysis to within 15% accuracy of the approved compactor replacement options as determined by the Council in the 2024-2025 financial year	David Jolly	-	<p>Council officers have completed a detailed cost analysis of two preferred options for replacing the compactor at the Scamander Waste Handling Facility. Over the past twelve months, several bulk waste handling solutions were assessed from both operational and cost perspectives. From this review, two options emerged as the most viable:</p> <ul style="list-style-type: none"> • Option 1: Replace the existing compactor with similar equipment. • Option 2: Construct a trailer loading bay to accommodate 90 m² side-tipping trailers, similar to the setup at the Lantana Waste Facility. <p>These options have been further refined in the quarter ending December with detailed Net Present Value (NPV) cost models developed that will be presented to Councillors for review at the February Council Workshop.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
75%	01/07/2025	31/12/2025	→ 4.3.2.5 Container Deposit Scheme - Partner with State Government endorsed CSR Network operators for the establishment of a permanent receiving site at St Helens in alignment with the State Government's implementation schedule	David Jolly	-	Council is working in partnership with State Government-endorsed CSR Network operators to establish a permanent container receiving site at St Helens, in alignment with the State Government's implementation schedule. A meeting was held in August between Council officers (including the General Manager) and TOMRA representatives to discuss potential locations for the receiving container kiosk at the St Helens Recreation Ground. TOMRA subsequently delivered a workshop presentation to Council outlining options and considerations. Council officers met with TOMRA at the site during December to discuss the detailed requirements for establishing the permanent kiosk site.
75%	01/07/2025	31/12/2025	→ 4.3.2.6 Waste Management Strategy - Complete the development of a Strategy aligned with the Circular North Strategic Plan 2025-2030 to guide Council operations, infrastructure development, service delivery & circular economy	David Jolly	-	Significant resource time has been allocated to the development of the Waste Management Strategy year to date. The Waste Management Strategy is being developed in alignment with the Circular North Strategic Plan 2025-2030 to guide Council operations, infrastructure, and support the circular economy. Draft strategic actions for Break O'Day Council prepared in the September quarter, informed by analysis of current and forecast operations. These actions, presented to Councillors in December for feedback prior to December end, address four goals: (1) advancing a circular economy, (2) improving waste data and reporting, (3) fostering collaboration among stakeholders, and (4) ensuring strategic alignment across all levels of waste management. Development continues with support from Circular North.

SERVICES

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
33%	01/07/2025	30/06/2026	Strategy 5.1 Improve accessibility to a range of quality services and programs by advocating and pursuing for local delivery. : 100%	John Brown	-	
17%	01/07/2025	30/06/2026	→ Key Focus Area 5.1.1 Youth - Understand the needs of Break O'Day young people to better support and advocate for them. : 100%	John Brown	-	Slow progress has happened in this KFA due to resource constraints. this will be addressed through the recruitment of a replacement for the Mental Health & Wellbeing Coordinator,
0%	01/07/2025	30/06/2026	→ 5.1.1.1 Youth Voice to Council - Establish a youth voice to Council, to enable the Youth Collective to share youth voices about issues important to young people and their advocates	Chris Hughes	-	This project has been delayed due to limited staff resources. Council remains committed to these programs, and work will resume as soon as the necessary staffing and support are available.
0%	01/07/2025	31/03/2026	→ 5.1.1.2 Youth Strategy - Co-Design a Youth Strategy with the community for Break O'Day	Chris Hughes	Jenna Barr	This project has been delayed due to limited staff resources. Council remains committed to these programs, and work will resume as soon as the necessary staffing and support are available.
50%	01/07/2025	30/06/2026	→ 5.1.1.3 Live4Life - Support and promote the work of Youth Live4Life in Break O'Day as a member of the Partnership Group and contribute to program outcomes as appropriate	Chris Hughes	-	Council continues to support and promote the Youth Live4Life program in Break O'Day. As a member of the Partnership Group, Council contributes to initiatives aimed at enhancing the health, wellbeing, and resilience of young people across the municipality.
50%	01/07/2025	30/06/2026	→ Key Focus Area 5.1.2 Health and Mental Health - Improve health and mental health outcomes by ensuring programs reflect community needs and are accessible and inclusive. : 100%	John Brown	-	Activities in this area continue to tick along as planned as they are generally ongoing activities.
50%	01/07/2025	30/06/2026	→ 5.1.2.1 Local Services - Strengthen relations with all service providers to ensure the number of services to be delivered within our community continues to grow	Chris Hughes	-	Council continues to strengthen relationships with service providers to support the growth and availability of services in our community by hosting the Network Meetings. These meetings foster strong partnerships, and the information gathered is shared with the community through the Support Services Directory on Council's website.
50%	01/07/2025	30/06/2026	→ 5.1.2.2 Mental Health - Participate in networks and activities to advocate for, and support delivery of, mental health initiatives and outcomes for our community	Chris Hughes	-	Council staff continue to engage in networks and initiatives that support mental health within the community. Their work focuses on advocating for improved services, sharing information, and assisting in the delivery of programs and initiatives that enhance mental health outcomes for residents of Break O'Day.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
50%	01/07/2025	30/06/2026	→ 5.1.2.3 Leadership and Advocacy - Provide local leadership, advocacy and connection for service providers and community on health, mental health and wellbeing to ensure provision of services reflects community needs	Chris Hughes	Jenna Barr	We continue to support health, mental health, and wellbeing service providers in connecting through local network meetings. These sessions provide an opportunity to identify service gaps and explore ways to adapt or expand existing programs to better meet community needs.
47%	01/07/2025	30/06/2026	Strategy 5.2 Work collaboratively to ensure services and service providers are coordinated and meeting the actual and changing needs of the community. : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	→ Key Focus Area 5.2.1 Education Skills and Training - Improve employment pathways and outcomes and greater personal development through delivery of programs locally which meet the needs of industry and the community. : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	→ 5.2.1.1 Education Pathways - Leverage findings from the East and Northeast Coast Education, Training and Employment Pathways report and workshop to identify priority next steps. Support the establishment and operation of a Study Hub to meet educational needs	John Brown	Dilara Bedwell	Council is providing support to establishment of the Study Hub through the General Manager being the Interim Chairperson of the Board and bookkeeping assistance through the Corporate Services Department. The Study Hub is now taking enrolments and the fitout and installation of equipment is close to completion. A Community Open Day occurred on 22 October with the official opening likely to occur on 18 February. Recruitments have now been completed for the Study Hub team. The Board is working on policy development and a range of relationship establishment activities.
44%	01/07/2025	30/06/2026	→ Key Focus Area 5.2.2 Access and Inclusion - Foster a culture of inclusion within our community by facilitating equitable access to opportunities, information and services. : 100%	John Brown	-	Progress in this KFA has been impacted by the situation regarding the Reconciliation Action Plan and Local Action Plan, it is important to move this forward and finalise as soon as possible.
50%	01/07/2025	30/06/2026	→ 5.2.2.1 Foster Opportunities - Provide leadership and work in partnership with community and service providers to create inclusive and equitable opportunities for everyone to feel valued and contribute meaningfully to their community	Chris Hughes	Jenna Barr	Council staff collaborate with community members and service providers to support projects and programs that are inclusive and equitable. By listening to community needs, working together on initiatives, and providing guidance and resources, Council aims to ensure that everyone in Break O'Day feels valued and can participate in activities that make a meaningful difference in their community.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
25%	01/07/2025	30/06/2026	→ 5.2.2.2 Reconciliation Action Plan - monitor situation with Reconciliation Tasmania	Chris Hughes	-	Council is currently reviewing the draft Reconciliation Action Plan with a focus on identifying and including more local actions. The aim is to ensure that the document reflects the needs and priorities of the Break O'Day community and supports meaningful reconciliation outcomes for our community.
50%	01/07/2025	31/12/2025	→ 5.2.2.3 Local Action Plan - determine the approach with Council towards working with the local Aboriginal community to develop a Local Action Plan	Chris Hughes	Jenna Barr	Council has identified the development of a Local Action Plan as a key step in working with the local Aboriginal community. The Plan is intended to guide initiatives that strengthen relationships, foster respect, and create opportunities for Aboriginal and Torres Strait Islander peoples in Break O'Day. The draft document is currently being formatted.
50%	01/07/2025	30/06/2026	→ 5.2.2.4 Equitable Access - Advocate for, support, and facilitate actions to improve access to services, information and opportunities	Chris Hughes	Jenna Barr	Council continues to advocate for, support, and facilitate initiatives that improve access to services, information, and opportunities for the community. This quarter, Council is exploring a leadership role in activities aimed at strengthening the local health service system across Break O'Day, in partnership with the State Government, which will be providing the funding.
58%	01/07/2025	30/06/2026	Strategy 5.3 Ensure Council services support the betterment of the community while balancing statutory requirements with community and customer needs. : 100%	John Brown	-	

2025 – 2026 CORPORATE PLANNING ACTIVITIES PLAN

FINANCIAL ACCOUNTABILITY

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
44%	01/07/2025	30/06/2026	Financial Management	Raoul Harper	-	
50%	01/07/2025	30/06/2026	→ Audit Panel - Meetings facilitated in accordance with legislative requirements, responding to all recommendations of the Panel : 100%	Raoul Harper	-	The October and December Audit Panel meetings occurred in line with the agreed meeting schedule.
50%	01/07/2025	30/06/2026	→ Long Term Financial Plan - Strengthen the integration of financial and asset management systems and processes to ensure the Long-Term Financial Plan is informed by accurate asset data, lifecycle costs, and renewal priorities : 100%	Raoul Harper	David Jolly	An updated LTFP as at 1 January 2026 has been generated to inform development of the SAMP. These two important documents will undergo a range of revisions and refinements prior to the finalisation of the SAMP in the months ahead.
50%	01/07/2025	30/06/2026	→ Internal Audit - Complete Council's internal audit schedule and implement high-priority recommendations to strengthen financial controls and risk oversight : 100%	Raoul Harper	Angela Matthews	The Cyber Security Audit RFQ has been reviewed by the Audit Panel and is included as a deliverable in the current Internal Audit Plan. While this work remains scheduled, the scope and timing of the audit are being considered in the context of Council's forthcoming procurement of managed IT services, which will include a cyber security improvement plan aligned with the Essential Eight and industry best practice. This approach is intended to ensure the audit is appropriately targeted, avoids duplication, and provides practical value in supporting Council's cyber security uplift.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
55	01/07/2025	30/06/2026	→ Service Level Agreements - Establish and implement service level agreements and contracts for Financial, Asset Management, and IT services to clarify responsibilities, performance expectations, and support consistent service delivery : 100%	Raoul Harper	Angela Matthews	<p>The establishment and implementation of Service Level Agreements (SLAs) for core corporate systems has been substantially progressed and is now embedded as standard practice for engaging specialist service providers.</p> <p>An RFP for outsourced IT services has been prepared and will go to market in the coming week. The procurement process is structured to result in a formal Service Level Agreement and associated contract with the successful provider, clearly defining service scope, performance standards, reporting requirements, and accountability arrangements.</p> <p>A Service Level Agreement is in place for Modelve, Council's strategic asset modelling platform, providing defined performance expectations and support arrangements for asset and financial planning.</p> <p>Management has also completed preliminary market scoping for an operational asset management system to support asset data capture, capital and maintenance planning. Any future engagement of a provider will be underpinned by a formal SLA consistent with Council's governance and procurement frameworks.</p> <p>Financial services continue to be provided under contract by an external accountant. Development of a formal Service Level Agreement for these services has been identified as a next-stage improvement and will be progressed to align with the broader uplift in contract and performance management across corporate services.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	31/03/2026	→ Depreciable Lives - Review depreciable lives for all major asset classes to ensure consistency with updated asset condition data and align depreciation charges with realistic asset consumption and report as required to Audit Panel and GM : 100%	Raoul Harper	Angela Matthews	<p>The review of depreciable lives is an annual, evidence-based process undertaken as part of year-end financial reporting and informed by validated asset condition data and an accurate asset register. Significant work was completed at the end of the previous financial year to review and update useful lives across most major asset classes, with depreciation assumptions revised where supported by evidence.</p> <p>Condition assessment data for Building assets was received and initially reviewed in the previous quarter. Further validation is currently underway at an individual asset level, as reconciliation work identified historical errors within the asset register that must be resolved before depreciable lives can be reliably finalised. Buildings and Unsealed Roads remain key focus areas once condition data has been fully validated.</p> <p>Parks, Reserves and Open Space assets are a further priority for condition assessment and revaluation in the current financial year. The outcomes of this work, together with other updated condition data, will be incorporated into the Strategic Asset Management Plan. This will strengthen confidence in asset condition information and support more reliable depreciation, renewal forecasting and long-term financial planning.</p>
0%	01/07/2025	30/06/2026	→ Financial Governance - Review and update key financial management policies to ensure alignment with current legislation, risk appetite, and long-term financial strategy	Raoul Harper	-	<p>The scheduled review of Financial Management policies is deliberately sequenced to follow completion of key asset planning work. The Asset Management Framework, Transport Master Plan and Strategic Asset Management Plan provide the critical evidence base regarding asset condition, service demand and future investment needs. This foundation is essential to ensure any updates to the Financial Management Strategy and Long Term Financial Plan are properly aligned with Council's actual asset risks, priorities and long-term funding capacity.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
65%	01/07/2025	28/02/2026	→ Capital Project Scoping - Work with teams to ensure capital projects are properly scoped before budget consideration taking into account asset condition, usage & funding constraints. Embed consistent scoping standards to support better project planning & long-term decision-making	Raoul Harper	David Jolly	Preliminary work is underway to embed consistent capital project scoping standards within Council's emerging Asset Management Framework, ensuring future projects are better informed by asset condition, service usage and funding capacity prior to budget inclusion. In parallel, management is prioritising staff resourcing for roles that will translate asset data outputs from the Asset Management Framework, SAMP, LTFP and Financial Management Strategy into a standardised capital project scoping framework.
50%	01/07/2025	30/06/2026	→ Climate Risk - Integrate climate risk and resilience considerations into long-term asset and financial planning to ensure future service sustainability under changing environmental conditions	Raoul Harper	David Jolly	Climate Risk is a key consideration in the recently drafted Transport Master Plan and Asset Management Framework. It will also be a key consideration in the Strategic Asset Management Plans development in the time ahead.
60%	01/07/2025	30/06/2026	→ Asset Revaluations - Plan and deliver Council's scheduled asset revaluations to ensure accuracy in financial reporting, alignment with condition data, and integration with depreciation and long-term planning	Raoul Harper	-	Management, in conjunction with the Contract Accountant, is in the final stages of validating the Building asset revaluation for submission to the Audit Panel and General Manager. This work draws on updated condition assessment data and reconciled asset records to ensure valuation assumptions are robust and defensible. Revaluations across other asset classes have been undertaken in accordance with Council's established end-of-financial-year (EOFY) revaluation framework. This process is documented through a structured checklist that sets out the approach applied between full condition assessment cycles, including the use of indexation, responsibility for valuations, and the validation and review methods employed. This approach ensures asset values remain accurate for financial reporting purposes and are consistently integrated with depreciation calculations and long-term financial planning.
100%	01/07/2025	30/06/2026	Financial Sustainability : 100%	Raoul Harper	-	
75%	01/07/2025	30/06/2026	→ Grant Funding Target - Coordinate and oversee the effective delivery of grant funding secured through competitive processes totalling \$250,000, with a target success rate of 75% to support Council's strategic priorities	Angela Matthews	-	No grant funding has been received to date.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
00%	01/07/2025	30/06/2026	Grant Funding Strategy - Work with and support key staff to identify and target grant funding opportunities that reduce reliance on own-source revenue and support strategic infrastructure delivery	Raoul Harper	-	<p>Council continues to progress a more structured and coordinated approach to grant funding, with Management supporting service areas to improve project readiness and alignment with Council's strategic priorities. Work during the quarter has focused on strengthening the underlying planning, costing and financial frameworks that sit behind potential grant applications, ensuring future submissions are supported by robust business cases, co-contribution clarity and long-term financial sustainability considerations.</p> <p>A number of priority projects remain in the concept development phase. As these projects mature, they will be better positioned to pursue external grant funding opportunities that support strategic infrastructure delivery and reduce reliance on own-source revenue.</p>
00%	01/07/2025	31/03/2026	Strategic Cost Recovery Initiatives - Develop and cost a stormwater upgrade plan for the St Helens Industrial Area, and explore long-term cost recovery options to inform any future charge modelling	David Jolly	Raoul Harper	<p>Stormwater Planning – St Helens Industrial Area Stormwater planning for the St Helens Industrial Area is progressing on two fronts:</p> <p>Stormwater System Design - In 2024/25, Council's Engineer developed a draft concept plan and cost estimate to manage overland stormwater flow from the catchment area. The proposed design would redirect flow from the western side of Beaulieu Street to the Golden Fleece Rivulet via a piped stormwater main. However, the estimated cost is high, and long-term cost recovery options—such as future charge modelling—are yet to be explored.</p> <p>Beaulieu Street / Tasman Highway Junction - The Department of State Growth has agreed to upgrade culvert pipes on the Tasman Highway near the junction and to redirect a highway swale drain that currently discharges onto private property at the northern end of Beaulieu Street. In parallel, Council is scoping a capital project to improve stormwater flow along Beaulieu Street and raise sections of the road that are prone to periodic flooding. Civil works survey and plan have been developed for future capital funding.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
75%	01/07/2025	30/06/2026	→ WTS Operational Analysis - Undertake operational analysis of Council's Waste Transfer Stations to assess service cost, recovery levels, and alignment with the Waste Management Strategy and Waste AMP development	David Jolly	Raoul Harper	In the first quarter ending September , an operational analysis of its Waste Transfer Station and bulk waste handling service was undertaken, evaluating service costs and recovery levels for the 2023/24 and 2024/25 financial years. This analysis was subsequently used to support the development of the Waste Management Strategy Development Report, presented to the Council at the December Councillor Workshop for their review and comment. The information will be used to also develop Councils Waste Asset Management Plans (operational document - for day-to-day operations).
90%	01/07/2025	30/06/2026	→ Financial Performance & Oversight - Maintain close oversight of Council operations to deliver the best possible underlying operating result, supported by quarterly reviews of financial performance, capital delivery, and key variances	Raoul Harper	-	Quarterly financial performance has been reviewed and indicates a stronger-than-budgeted underlying operating position. Variances across operating income, capital grants and expenditure are being actively monitored and managed, with timing-related impacts clearly understood. This ongoing oversight supports informed decision-making and positions Council well to achieve a strong operating result for the year.
10%	01/07/2025	30/06/2026	→ Rates & Other Revenue - Model and evaluate rating and revenue options to improve fairness, enhance cost recovery, and build long-term revenue resilience in line with Council's financial planning objectives	Raoul Harper	-	Council has continued work on refining its rates and revenue framework to support fairness, transparency and long-term financial sustainability. Over recent months, detailed modelling has been undertaken across the existing rating structure to better understand how rates and charges are distributed across property types and how they align with the cost of services and infrastructure provided. Later in the year, Council will formally review its Rates and Charges Strategy and Financial Management Plan. This review will be informed by updated valuation data from the current municipal revaluation and by scenario modelling already underway. Key considerations guiding this work include equitable distribution of the rating burden, community capacity to pay and the appropriate use of differential rating to better reflect land use, service demand and broader economic impacts. This work is being undertaken alongside Council's Long-Term Financial Plan to ensure that future rates and charges decisions are sustainable, evidence-based and aligned with Council's broader financial and strategic objectives. Any future changes will be considered by Council through its normal budget and consultation processes.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
75%	01/07/2025	30/06/2026	Financial Oversight - Maintain oversight of operational and capital expenditure to ensure value for money, alignment with strategic priorities, and support for long-term financial sustainability	Raoul Harper	-	Operational and capital expenditure continues to be actively monitored through quarterly financial reviews, variance analysis and capital delivery tracking. This oversight supports timely management of risks, alignment with strategic priorities and value-for-money outcomes, while maintaining a strong focus on long-term financial sustainability.
0%	01/07/2025	30/06/2026	Value for Money Reviews - Conduct targeted value for money reviews to identify savings, improve process efficiency, and support service realignment, with a target of \$40,000 in savings and 500 staff hours reallocated	Raoul Harper	-	Targeted value for money reviews are underway, with priority areas identified and initial scoping completed to focus effort where the greatest opportunity for savings and efficiency exists. Early reviews have commenced and are beginning to identify potential savings and process improvements, with quantification work currently underway.

HUMAN RESOURCES

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
50%	01/07/2025	30/06/2026	Elected Members : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	→ Professional Development - Facilitate participation of Councillors in Professional Development through the program being developed by the Local Government Division and the development of a training plan for individual Councillors : 100%	John Brown	Molli Brown	LGAT Annual Conference and General Meeting 18-21 November 2025 - Mayor Mick Tucker, Deputy Mayor Kristi Chapple, Cllr Barry Lefevre and Cllr Vaughan Oldham attended.
80%	01/07/2025	30/06/2026	→ Financial Management Capability - Support Councillors to build financial management knowledge and understanding financial management through strengthening budget ownership, cost awareness, and alignment with long-term financial goals across the organisation	John Brown	Raoul Harper	Councillors were provided with a detailed session on the Long-Term Financial Plan (LTFF), asset management, and key financial management principles in February. Further workshops will be delivered during the current financial year as new information and data becomes available, supporting improved financial literacy, stronger budget ownership, and alignment with long-term financial goals across the organisation.
75%	01/07/2025	30/06/2026	Council Advocacy : 100%	John Brown	-	
100%	01/09/2025	31/12/2025	→ State Budget - Provide a submission to the 2026-2027 State Budget community consultation process advocating for local priorities : 100%	John Brown	-	Submission provided to the 2026-27 Pre-budget consultation process focussed on the priorities of St Marys Childcare Centre replacement and Tasman Highway upgrade program
50%	01/07/2025	30/06/2026	→ Election Priorities - develop and maintain a priority projects document which would be pursued when a State or Federal election is called : 100%	John Brown	-	Council priorities reviewed during 2024-25 year, further review will occur as the year progresses.
65%	01/07/2025	30/06/2026	Wellbeing Program : 100%	John Brown	-	

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
59%	01/07/2025	30/06/2026	Workplace Wellbeing - Ongoing review of the Mental Health and Wellbeing Plan for Council staff that creates a mentally safe workplace : 100%	Erica McKinnell	Simone Ewald-Rist	<p>In addition to the workplace massage program, Council continued to secure fortnightly stretching sessions with Fiona Culley for the outdoor workers, starting from March to October 2026. And indoor workers from June to October 2026.</p> <p>Fiona brings experience from previous roles and holds a Bachelor of Education, Diploma in Teaching, Diploma in Health Clinical Massage, Diploma in Holistic Health Coaching, Diploma in Physical Education and Remedial Massage, including Bowen Therapy.</p> <p>Incorporating yoga and other physical education activities into stretching sessions can enhance Council workers' physical fitness, mental clarity, and emotional balance.</p> <p>Yoga improves focus and concentration, helping workers stay engaged in their work activities. It promotes stress relief and emotional regulation, reducing anxiety and fostering self-awareness.</p> <p>Physical education activities, like stretching sessions, including yoga, enhance strength, flexibility, and balance, contributing to overall physical health.</p> <p>Regular practice of yoga and physical education can lead to better self-regulation skills and emotional resilience, improving workers' overall wellbeing.</p> <p>By integrating these practices, Council can create a holistic educational environment that supports workers' physical, mental, and emotional development.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
70%	01/07/2025	30/06/2026	Employee Wellbeing - Ongoing consultation with workers to identify and implement actions to support wellbeing and a mentally safe workplace by following the Mental Health and Wellbeing Plan and the People Matter survey : 100%	Erica McKinnell	Simone Ewald-Rist	<p>Every second year, Council undertakes an organisation wide People Matter Survey, providing employees with the opportunity to share their perspectives on their roles and overall experience at Council. The survey has now closed, and the insights gathered will play an important role in shaping a workplace where people feel valued, supported, and heard.</p> <p>Phase two of the process was completed in December, with one-on-one conversations providing employees the opportunity to expand on their survey responses and discuss their experiences, ideas, and aspirations in greater depth.</p> <p>A draft report consolidating all findings will be prepared and presented to the Management Team in early 2026. The outcomes will inform strategies aimed at addressing current workforce needs and supporting Council's future organisational priorities.</p>
22%	01/07/2025	30/06/2026	Workforce Development : 100%	John Brown	-	
40%	01/07/2025	31/03/2026	HR Plan - Develop an HR Plan on a Page, which establishes the overall vision for our HR system, identifying and prioritising the components which Council requires to meet organisational needs over the next 5 years : 100%	John Brown	Erica McKinnell	<p>Council is in the early stages of developing our new HR Strategic Plan on a Page. Right now, the focus is on listening and gathering input from staff and aligning priorities with the Council's broader goals via the People Matter Survey process.</p> <p>The foundation work will set Council up for a clear and practical roadmap of where the priority areas for Human Resources now and into the future.</p>
0%	01/07/2025	30/06/2026	HR Plan Implementation - Commence implementation of the HR Plan in line with the identified priorities : 100%	Erica McKinnell	-	The HR plan will be developed in conjunction with the HR Strategic plan on a page

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
59%	01/07/2025	30/06/2026	→ Psychosocial Safety - continue to develop and build our approach within the workplace responding to this change to WHS: 100%	Erica McKinnell	Simone Ewald-Rist	<p>The Employee Helpdesk group is currently working on the development of a Psychosocial Hazard Management Plan for various positions within Council. Once templates have been created, managers and senior management will be consulted, and the templates handed over for consultation with workers and annual reviews.</p> <p>As a starting point, the focus will be on the Works Department, listing positions within each Department against 13 psychosocial hazards listed in the Code of Practice: Managing Psychosocial Hazards at Work.</p> <p>Managers will need to apply the same four-step risk management process to manage physical hazards in their departments to manage psychosocial hazards.</p> <p>Step 1. Identify Step 2. Assess Step 3: Control Step 4: Review</p> <p>Once the psychosocial hazards within Council's departments have been identified, a person conducting a business or undertaking (PCBU) must eliminate psychosocial risks, or if that is not reasonably practicable, minimise them so far as is reasonably practicable.</p> <p>Followed by a consultation process, which will include managers and workers who will establish control strategies for each identified hazard. On an annual basis, these will be reviewed by managers and workers.</p> <p>It is estimated that the rollout of the Psychosocial Hazard Management Plan for each department will take approximately 3 to 5 months.</p>

CORPORATE RISK

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
59%	01/07/2025	30/06/2026	Risk Management/Work Health & Safety : 100%	Raoul Harper	-	
59%	01/07/2025	30/06/2026	→ Risk Register - Review risk register items twice a year for high and annually for all other risks : 100%	Simone Ewald-Rist	-	No risk register review was scheduled for January 2026.
59%	01/07/2025	30/06/2026	→ Workplace Safety - Guide managers through risk management processes that identify psychosocial hazards, assess associated risks, and ensure controls are implemented to eliminate/minimise these risks. Control measures should be regularly reviewed : 100%	Simone Ewald-Rist	-	<p>The Employee Helpdesk group is currently working on the development of a Psychosocial Hazard Management Plan for various positions within Council. Once templates have been created, managers and senior management will be consulted, and the templates handed over for consultation with workers and annual reviews.</p> <p>As a starting point, the focus will be on the Works Department, listing the following 12 positions against 13 psychosocial hazards listed in the Code of Practice: Managing Psychosocial Hazards at Work.</p> <ol style="list-style-type: none"> 1. Municipal Worker, e.g. town maintenance, civil works, rapid response & bridge maintenance 2. Truck Driver & Plant Operator 3. Waste Management Truck Drivers 4. WTS Attendants 5. MTB Municipal Workers 6. Building Maintenance Municipal Workers 7. Team Leaders 8. Weeds Program Coordinator 9. Animal Control Officer 10. Works Administration Officers 11. WOM and AWM 12. MIDS <p>Managers will need to apply the same four-step risk management process to manage physical hazards in their departments to manage psychosocial hazards.</p> <p>Step 1. Identify Step 2. Assess Step 3: Control Step 4: Review</p> <p>Once the psychosocial hazards in the Works Department have been identified, a person</p>



conducting a business or undertaking (PCBU) must eliminate psychosocial risks, or if that is not reasonably practicable, minimise them so far as is reasonably practicable.

A consultation process will include managers and workers who are to establish control strategies for each identified hazard. On an annual basis, these will be reviewed by managers and workers.

Once finalised, the Psychosocial Hazard Management Plan will become an addendum to Council's current Risk Register.

It is estimated that the rollout of the Psychosocial Hazard Management Plan for each department will take approximately 3 to 5 months.

ORGANISATIONAL EFFICIENCY

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
59%	01/07/2025	30/06/2026	Local Government Reform : 100%	John Brown	-	
59%	01/07/2025	30/06/2026	→ Local Government Reform - Participate actively in the Future of Local Government Review process with a focus on achieving the best outcome for the Break O'Day area : 100%	John Brown	-	Participation has been focussed on legislative change which is occurring resulting from the FoLGR Review process. No activity has occurred in relation to the East Coast Council arrangement. The State Government appear to have provided limited resources to progress this activity.
50%	01/07/2025	30/06/2026	→ Northern Region Shared Services - Pursue joint procurement and shared services opportunities involving Northern Region Councils : 100%	John Brown	-	The northern region General Managers met in late August to focus on the opportunity for shared services and resource sharing as part of a broader focus on key regional activities. The approach has been developed for discussion with Councils in the near future.
63%	01/07/2025	30/06/2026	Break O'Day Organisation : 100%	John Brown	-	
59%	01/07/2025	30/06/2026	→ Development Services - Undertake a Service Delivery Review focused on structure, systems and processes : 100%	Jake Ihnen	Erica McKinnell	Development Services have continued to consider resourcing and adapting to some staff changes including commencing recruitment of Environmental Health Officer and restructure of administration resource to facilitate maternity leave and additional support to Councils Natural Resource Facilitator. More work is required in this space and will inform future reports to Council.
75%	01/07/2025	31/12/2025	→ Works Department - Implement the next stage of the Works Department Services Delivery Review : 100%	David Jolly	Erica McKinnell	A significant amount of resource time was dedicated to this initiative during the quarter ending September 2025, in undertaking a thorough analysis of technical service delivery roles. In the quarter ending December, draft position descriptions for engineering and asset management roles have been developed and are now undergoing internal review.
60%	01/07/2025	30/06/2026	Management Systems : 100%	John Brown	-	

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	30/06/2026	→ Digital Transformation - Progress with implementation of Digital Transformation systems and processes to both assist and enhance the customer experience both internally and externally as per the Digital Transformation Operational Plan 2023 - 2025 : 100%	Angela Matthews	Raoul Harper	Implementation of the Digital Transformation Operational Plan 2023–2025 is progressing, with systems and processes being rolled out to improve efficiency and enhance the customer experience both internally and externally such as moving some of Council's key operating systems to Cloud based systems to enhance flexibility. Current focus is on aligning digital initiatives with service priorities and integrating them with the emerging IT Strategy. This work is directly linked to the forthcoming Request for Proposal (RFP) for Managed IT Services by an external provider, which will secure a modern managed service platform to support ongoing digital transformation.
50%	01/07/2025	30/06/2026	→ PlanBuild - Carry out Live Testing & Implementation of State Government PlanBuild Project : 100%	Jake Ihnen	-	Council's Development Services team are continuing to work collaboratively with PlanBuild and enquires are being actively sent to Council via the online platform. Implementation of the Development Application portal with Break O' Day has been delayed pending the outcomes of Hobart City Council and further improvements being made prior to BODC going live with the platform.
100%	01/07/2025	30/06/2026	→ Digital Platforms - Pursue simplification of digital platforms by minimising duplication of applications & reduce the use of applications that have similar capacity by consolidating 3rd party solutions into Office 365 licensing where possible : 100%	Angela Matthews	-	Council is pursuing simplification of digital platforms by minimising duplication of applications and consolidating third-party solutions into Office 365 licensing where possible. The forthcoming Request for Proposal (RFP) for Managed IT Services by an external provider is a key step in this process to provide platforms to rationalise systems and ensure better integration, cost efficiency, and user experience.
100%	01/07/2025	31/12/2025	→ IT Strategy - Develop an IT Strategy that sets clear priorities for system integration, digital service delivery, cybersecurity, and infrastructure renewal—aligned with Council's long-term service, risk, and financial planning objectives	Raoul Harper	-	Council endorsed the <i>Information Technology Strategy 2025–2029</i> and supporting <i>Cybersecurity and IT Governance Roadmap</i> , setting a clear direction for modernising systems, strengthening cybersecurity and improving service resilience. Together, these initiatives establish a managed and accountable approach to IT service delivery, ensuring secure, efficient and future-ready digital operations for the organisation.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
100%	01/07/2025	31/03/2026	→ Cyber Security - Prepare a Cyber Security Plan that defines roles, risk controls, and response protocols to improve system resilience and protect Council's data and digital infrastructure	Raoul Harper	-	<p>Development of Council's Cyber Security Plan is being progressed in alignment with the Managed IT Services RFQ. The RFQ requires respondents to demonstrate how cyber security roles, controls, monitoring and incident response will be delivered in line with the Essential Eight and contemporary industry standards.</p> <p>This approach ensures the Cyber Security Plan is practical, clearly assigns responsibility between Council and service providers, and is directly supported by contractual obligations. The outcomes of the procurement process will inform finalisation of the Cyber Security Plan, strengthening system resilience and protection of Council's data and digital infrastructure.</p>
5%	01/07/2025	30/06/2026	Customer Service : 100%	John Brown	-	
5%	01/07/2025	30/06/2026	→ Customer Service - implement and review processes to follow up with customers and listen to their feedback to guide processes and options for improving customer service : 100%	Angela Matthews	-	Due to staffing resources there has been limited specific activity in this area of implementation and review, however Council staff monitor actions and follow up as required.
23%	01/07/2025	30/06/2026	Asset Management : 100%	David Jolly	-	
100%	01/07/2025	30/06/2026	→ Council's Works Program - Integrate revised asset management system improvements using Modelve for informed decision-making into Council operations : 100%	David Jolly	Raoul Harper	<p>Asset management system improvements delivered through the Modelve platform have been integrated into Council's works planning and prioritisation processes. These tools are now available and in use to inform decision-making by linking capital works programming with asset condition, risk and long-term renewal modelling.</p> <p>Further work is required to embed these improvements consistently across the organisation, including refining workflows, building capability and aligning supporting processes. This next phase will focus on strengthening day-to-day application to ensure the full benefits of improved data maturity are realised in practice.</p>
15%	01/01/2026	28/02/2026	→ Strategic Asset Management Plan - Update the Strategic Asset Management Plan in alignment with the LTFP and Financial Management Strategy and consolidated asset registers : 100%	Raoul Harper	David Jolly	<p>The Strategic Asset Management Plan (SAMP) inception meeting was held on the 16 January 2026.</p> <p>Data sources required for this important work are independently verified and translation in to a draft plan will progress now with a level of pace. There remain some data gaps to be filled in the time ahead, these include parks and reserves assets, coastal assets and unsealed roads. While reliable data for these asset classes is in the existing asset register, it is now many years old and requires updating in the next financial year. A full valuation on the aerodrome runway is also required to inform the SAMP.</p>

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
40%	01/07/2025	31/12/2025	→ Asset Management Plans - Revise Infrastructure asset management plans to facilitate the update of the Strategic Asset Management Plan 2025-2035	David Jolly	Eddie Biernat	Asset management plan updates for most asset classes are complete or nearing completion, including finalisation of the St Helens Aerodrome and Mountain Bike Trail plans. Priority attention is now being directed to Parks, Reserves and Open Space assets, where outstanding data and planning gaps must be addressed to ensure the Strategic Asset Management Plan 2025–2035 is comprehensive and robust.
80%	01/07/2025	30/09/2025	→ Building Asset Management Plan - Develop a Building Asset Management Plan to facilitate the update of the Strategic Asset Management Plan 2025-2035	David Jolly	Jake Ihnen	<p>The Building asset class condition inspection, prioritised operational works program and revaluation data have been completed and are now subject to final validation. A final data review and managerial oversight process is underway to assess the proposed revaluation outputs prior to updating the fixed asset register and associated depreciation rates.</p> <p>Once this final validation step is complete, the Building Asset Management Plan will be finalised and incorporated into the Strategic Asset Management Plan 2025–2035.</p>
25%	01/07/2025	30/09/2025	→ Unsealed Roads Assessment - Seek professional services to undertake an unsealed roads condition assessment to inform the development of Unsealed Roads Asset Management Plan	Raoul Harper	David Jolly	<p>Work underway through the Transport Master Plan includes a strategic review of the unsealed road network to assess ongoing purpose, usage, climate exposure and network relevance. This work will inform whether certain unsealed roads should be retained, reclassified or removed from Council's asset base.</p> <p>Given this sequencing, commissioning a detailed unsealed roads condition assessment at this stage would be premature. Existing data is sufficient to support development of the Strategic Asset Management Plan, with a targeted condition assessment to be undertaken in a later phase once the future extent of the unsealed network has been clearly defined.</p>
50%	01/07/2025	31/12/2025	→ Unsealed Roads Asset Management Plan - Develop an Unsealed Roads asset Management Plan based on the latest condition assessment to facilitate the update of the Strategic Asset Management Plan	David Jolly	-	Existing data is sufficient to support development of the Strategic Asset Management Plan, with a targeted condition assessment to be undertaken in a later phase once the future extent of the unsealed network has been clearly defined.
50%	01/07/2025	31/12/2025	→ Waste Infrastructure Asset Management Plan - develop a Plan for Council's Waste Infrastructure for incorporation in an update of the Strategic Asset Management Plan	David Jolly	-	This activity is progressing as part of the development of the BODC Waste Strategy 2025. Work on the draft strategy is already well advanced.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
15%	02/02/2026	30/04/2026	→ Toilet Replacement Program - Review and update the 10 Year Toilet Replacement program	Jake Ihnen	-	Revision of the Program is due to occur in early 2026 with a report to be provided to Council prior to March 2026 for endorsement.
0%	01/07/2025	30/06/2026	→ St Helens Aerodrome - undertake a review of the current Master Plan for the Aerodrome	David Jolly	-	Activity not yet commenced.
45%	01/07/2025	30/06/2026	Public & Environmental Health : 100%	Jake Ihnen	-	
50%	01/07/2025	30/06/2026	→ Food Premises - Deliver a regular program of Food Premises inspections : 100%	Jake Ihnen	-	Food inspections and annual licensing are occurring in accordance with legislative requirements with nothing significant to report.
40%	01/12/2025	31/03/2026	→ Water Quality Monitoring - Undertake monitoring and reporting in recreational waters : 100%	Jake Ihnen	-	Recreation Water Quality testing has resumed and results are reported within Councils Meeting Agenda. Nothing significant to report and results are within a normal range to date.
20%	01/07/2025	30/06/2026	Stakeholder Management : 100%	John Brown	-	
50%	01/07/2025	30/06/2026	→ Local Government Association of Tasmania (LGAT) and Australian Local Government Association (ALGA) - Participate actively at the State and National level in Local Government matters including policy development : 100%	John Brown	-	<p>Participation in activities during the year have included:</p> <ul style="list-style-type: none"> 25/7/25 LGAT AGM and General Meeting - Mayor Tucker, Clr Oldham, General Manager 10-12/11/25 ALGA National Roads Congress - Mayor Tucker, General Manager 20-21/11/25 LGAT General Meeting and Annual Conference - Mayor Tucker, Deputy Mayor Chapple, Clrs Lefevre and Oldham, General Manager <p>Mayor Tucker was re-elected as LGAT President in July which places him on the ALGA Board</p>
30%	01/07/2025	30/06/2026	→ Northern Tasmania Development Corporation (NTDC) - Participate in NTDC activities focused on developing the regional economy : 100%	John Brown	-	The Mayor and General Manager are participating in NTDC activities through the Members Representative Group which meets on a quarterly basis. Quarterly Reports are received from NTDC which are considered by Council. The June 2025 Quarterly Report was considered by Council at the September Council Meeting and September Quarterly Report at the November Council Meeting. The General Manager attended the NTDC AGM on 6/11/2025.

Current Completion	Start Date	Due Date	Goal	Owner	Co-owners	Update
0%	01/07/2025	30/06/2026	↳ Legislative Reviews - Participate in reviews of legislation affecting Local Government : 100%	John Brown	-	<p>Council have provided responses to the following legislative reviews:</p> <ul style="list-style-type: none"> • Reforms to Councillor Numbers and Allowances Discussion Paper • Local Government Amendment (Targeted Reform) Bill 2025 • Local Government Amendment (Electoral reforms) Bill - Feb 2026 • Local Government Electoral Bill - Feb 2026 <p>In addition, Council has provided submissions in relation to the following processes:</p> <ul style="list-style-type: none"> • Integrity Commission - Misconduct, risks and the regulation of gifts and donations in local government - Feb 2026
90%	01/07/2025	30/06/2026	Emergency Management : 100%	John Brown	-	
90%	01/07/2025	31/12/2025	↳ Municipal Emergency Management Plan - Review the current plan to ensure it is in line with the Tasmanian Emergency Management Plan - 2 year review : 100%	Chris Hughes	-	Council staff have completed the review of the Break O'Day Municipal Emergency Management Plan, which is now with the Commissioner for Police awaiting approval.
0%	01/07/2025	30/06/2026	Strategy & Corporate Planning : 100%	John Brown	-	
0%	01/01/2026	30/06/2026	↳ Break O'Day Council Strategic Plan - establish the process to be followed in developing the Strategic Plan to replace the current Break O'Day Council Strategic Plan which will expire in 2027	John Brown	-	Activity will start in the first half of 2026.

ACTION	DECISION
PROPONENT	Council Officer
OFFICER	John Brown, General Manager
FILE REFERENCE	016\012\003\
ASSOCIATED REPORTS AND DOCUMENTS	Nil

OFFICER'S RECOMMENDATION:

That pursuant to Section 23 of the *Emergency Management Act 2006*, Council nominate Chris Hughes as the Municipal Emergency Management Coordinator and Angela Matthews as the Deputy Municipal Emergency Management Coordinator for a term of five (5) years commencing immediately.

INTRODUCTION:

Under the provisions of Section 23 (5) (c) *Emergency Management Act 2006*, Chris Hughes has been undertaking the duties of the Municipal Emergency Management Coordinator since prior to the Scamander Bushfire in 2006 and Angela Matthews came on board late 2006 during this event.

The State Emergency Service has requested that Council formalise a nomination for the position.

PREVIOUS COUNCIL CONSIDERATION:**Council Workshop 2 February 2026**

Previous Council decision was March 2009, 2014 and December, 2020.

OFFICER'S REPORT:

It is extremely desirable for a person holding both the Coordinator and the Deputy Coordinator to be employees of Council with a reasonable high level of authority to act in an emergency situation. This is most likely to result in commitment of Council resources and potentially significant expenditure.

Section 23 (8) of the *Emergency Management Act 2006* states: *A Council may only nominate a person for the position of Municipal Emergency Management Coordinator or Deputy Municipal Emergency Management Coordinator if the person, once appointed to the position, would have the authority and ability to make decisions relating to the coordination of emergency management in the municipal area during an emergency without first seeking the approval of the Council.*

Although there have not been any operational issues with Chris Hughes and Angela Matthews assuming the above roles it has been brought to our attention that their terms have expired and the

State Emergency Service has requested that either new nominations be forthcoming or a request that the terms be extended for Chris and Angela.

Both Chris and Angela have reasonably extensive background in emergency management through these roles including providing assistance in the Victorian Bushfire recovery, Queensland floods as well as countless local events both flood and fire. Therefore, it seems logical that they continue in these roles.

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017 – 2027 (Revised March 2022)

Goal

Community - To strengthen our sense of community and lifestyle through opportunities for people to connect and feel valued

LEGISLATION & POLICIES:

Section 23 of the *Emergency Management Act 2006*.

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

Costs associated with local “Emergency Management” are a responsibility of Council. Trends would suggest this will be an increasing liability on Council.

VOTING REQUIREMENTS:

Simple Majority

ACTION	DECISION
PROPONENT	Council Officer
OFFICER	John Brown, General Manager
FILE REFERENCE	004\019\001\
ASSOCIATED REPORTS AND DOCUMENTS	NTDC Members Agreement 2026-2029

OFFICER'S RECOMMENDATION:

It is recommended that:

1. Council agree to renew its membership of Northern Tasmania Development Corporation for the period 1 July 2026 to 30 June 2029; and
2. Authorises the Mayor and General Manager to execute the Northern Tasmania Development Corporation Members Agreement 2026-2029

INTRODUCTION:

Council currently supports NTDC through the Members Agreement 2023-26 which committed Council to participation in NTDC for three years which will conclude on 30 June 2026. Over the last three years NTDC has refocused its activities and strengthened its leadership and position in the region from an advocacy and project delivery perspective. Consideration needs to be given to renewing our membership of NTDC.

PREVIOUS COUNCIL CONSIDERATION:

Council Workshop 2 February 2026

Council Workshop 1 December 2025

OFFICER'S REPORT:**Background**

Recapping the current situation, Northern Tasmania Development Corporation (NTDC) was formed officially in February 2017 and is funded by seven of the eight Northern Councils including City of Launceston, Northern Midlands, Meander Valley, Break O'Day, George Town, Dorset and West Tamar. In late 2020 Flinders Island Council withdrew from NTDC in part due to the financial situation of this Council. Discussions are currently underway with a focus on them rejoining NTDC.

The Break O'Day Council committed to the current Members' Agreement with NTDC in May 2023 which remains in effect for three years concluding on 30 June 2026.

The primary objectives of the NTDC, as set out in the Company Constitution 2017, are to:

- a) provide pro-active, engaged and strategic regional economic leadership;
- b) consolidate an agreed vision for the development, sustainability and prosperity of the geographic region that the Organisation's Members encompass;

- c) implement a strategic economic action plan based on the Northern Regional Futures Plan framework or similar; and
- d) to provide effective representation and advocacy to State and Federal Government and other stakeholders.

NTDC provides an effective means of achieving regional collaboration in respect of strategic matters relating to the region including advocacy, economic development; and population and there is little doubt that the region would be impacted economically if the Councils did not engage and collaborate in an effective manner, particularly in respect to the identification of regional priorities for election advocacy.

The past 3-year funding period has been one of substantive change in terms of both NTDC's purpose and performance against an agreed strategic plan, endorsed by the members. With a focus on the areas of Regional Collaboration, Regional Development and Organisational Strength, highlights have included:

- Centralised regional advocacy through two State and one Federal election campaigns, providing the north with a consistent voice
- Hosted annual Regional Collaboration Leadership Forums, gaining consensus on priorities for regional prosperity
- Provided project coordination for the comprehensive review of Northern Tasmania's Regional Land Use Strategy
- Delivered key research and assessment studies such as Population Change Research and Sports Facility studies
- Drafted, advocated for, and commenced enablement of a Regional Population Program
- Facilitated the custodianship of the UNESCO Creative City of Gastronomy designation to support private/public partnerships to deliver food culture initiatives, and
- Initiated the planning for moving road freight from the central city, with the commencement of the TransLINK Intermodal Facility project, including project management, stakeholder engagement and grant coordination

NTDC have explained that their future program of regional prosperity will include a continuance in these critical areas of work but also plans to expand upon their impact whilst providing members new services. Specifically:

- Expanding regional leadership to envisage a regional futures initiative and stewardships,
- Shifting our regional development emphasis to program delivery vs white paper generation,
- Diversifying our team's skillsets to align with services and program delivery sought by our funding members to best support Northern Tasmania, and
- Further developing a full range of 'no regrets' major project management services for funding members.

To fulfil this evolution, they will be depending on a three-part financial platform.

1. Membership fees – to underwrite the operating expenses of the agency
2. Project Management revenue – to deliver contracted projects, whilst financially supplementing other program delivery costs
3. Federal and State Grant funding – secured for state or regionally significant programs/projects

The member Councils value the role that NTDC can play for the region, and their expectations of the organisation are as follows:

- ✓ Be the single voice for the region (representing collaborations of council);
- ✓ To realise opportunities for financial and social prosperity;
- ✓ To drive success focused on Northern Tasmania;
- ✓ To facilitate outcomes that benefit the region;
- ✓ To be the voice for local government in the region; and
- ✓ To tap into expertise

NTDC have undertaken a review of the current Members' Agreement terms to ensure they are fit for purpose and contemporary to the current context. The General Manager has reviewed the changes noting they are minor in nature and they provide better clarity.

Examples of changes include:

1. Closer alignment with NTDC Constitution across the funding agreement
2. Revision of funding model calculations
3. Inclusion of a Deed of Accession to allow for new members to enter into the agreement without all members having to re-sign the document
4. General revisions to the Agreement clauses to remove ambiguity or confusion

To ensure minimum uncertainty and disruption to the operations of NTDC it is important to consider and decide on the Council's membership of NTDC.

STRATEGIC PLAN & ANNUAL PLAN:

Break O'Day Strategic Plan 2017 – 2027 (Revised March 2022)

Goal

Economy - To foster innovation and develop vibrant and growing local economies which offer opportunities for employment and development of businesses across a range of industry sectors.

Strategy

1. Create a positive brand which draws on the attractiveness of the area and lifestyle to entice people and businesses' to live and work in BOD.
2. Support and encourage innovation and growth in the economy through local leadership; infrastructure provision; support services and customer focussed service delivery.

Break O'Day Annual Plan 2025 -2026

Stakeholder Management

Northern Tasmanian Development Corporation (NTDC) - Participate in NTDC activities focused on developing the regional economy.

LEGISLATION & POLICIES:

Local Government Act 1993

BUDGET; FUNDING AND FINANCIAL IMPLICATION

The Council has included its contribution to the NTDC in the Long-Term Financial Plan and therefore a decision to continue with NTDC will not have any budget impacts.

NTDC will continue to leverage its Local Government contribution by sourcing grants and program funding from State and/or Federal Government sources.

Under the terms of the Members Funding Agreement, Members expressly agree to each pay an annual subscription fee to NTDC set by the Board in each financial year of operation of the NTDC. The Members agree that the annual subscription fee that each Member is required to contribute to the NTDC is to be calculated in accordance with the following formula:

$$\mathbf{SF = FC + VC}$$

Where Clause 8.3 of the Agreement states:

- (a) SF = the total amount of the Member's Subscription Fee for that year;
- (b) FC = the fixed component (based on the 2024-2025 financial year) calculated by application of the following bands calculated based on the population of the municipal area of each Member (figures for 2024):
 - (i) Population of 0 – 5,000 people \$5,542.00
 - (ii) Population of 5,001 – 10,000 people \$11,085.00
 - (iii) Population of 10,001+ people \$22,170.00

The FC component is indexed annually to CPI (All groups, Hobart, or an equivalent index); and

- (c) VC = the variable component calculated at a contribution rate of approximately \$3.04 per head of population (figure for 2026-2027 financial year) in the municipal area of each Member multiplied by the actual municipal population.

The VC component is also indexed annually to CPI (All groups, Hobart, or an equivalent index).

For example, a Council with 32,000 population would calculate its fees as follows:

$$\begin{aligned} \text{SF} &= \$22,170 + (32,000 \times \$3.04) \\ &= \$22,170 + \$97,280 \\ &= \$119,450 \end{aligned}$$

Under the above arrangement, Council will provide an annual funding contribution to NTDC of approximately \$32,860.52 based on Council's estimated resident population of 7,163.

VOTING REQUIREMENTS:

Simple Majority

Northern Tasmania Development Corporation Limited

ACN 616 650 367

Members Agreement 2026-2029

Based on the 2017 Previous Member's Agreement by Levi and Stacey.

Revised for the 2020-2023 Agreement

Revised for the 2023-2026 Agreement (including consolidation with Constitution)

Revised for the 2026-2029 Agreement

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Schedule of Particulars

1. **Date of Agreement** The xxx day of xxx 2025
2. **The Company** Northern Tasmania Development Corporation Limited also trading as NTDC Limited ("the Company")
3. **Members** As set out in the register of Members ("the Members")
4. **Registered Office** Level 1, 175-177 Charles Street,
Launceston in Tasmania
5. **Sunset Period** Three (3) years

End of Schedule of Particulars

This Members Agreement is made on the date set out at **Item 1** of the Schedule of Particulars.

Between The Company set out at **Item 2** of the Schedule of Particulars

And The Members set out at **Item 3** of the Schedule of Particulars

Background

- A. The Company is a properly constituted company limited by guarantee.
- B. Historically, the Company had previously existed as a not-for-profit company but was converted to an incorporated association in 2012¹. However, upon the recommendation of Bill Fox & Associates, the shareholders of the Company in its prior form agreed to adopt a recommendation to convert to a company limited by guarantee in 2017.
- C. As at the date of this Agreement, the Members set out at **Item 2** of the Schedule of Particulars are:
 - 1. all of the Members of the Company; and
 - 2. all bound by guarantee to contribute the Guarantee Amount, set out in the Company Constitution, to the Company on a winding up.
- D. The Members have agreed to enter into this Members Agreement (“the Agreement”) to more fully regulate their legal, commercial and business relationships as members of the Company.
- E. The corporate entity of the Company is also joined in to this Agreement in order to take notice of the provisions contained in this Agreement and as far as is permitted by the Corporations Law and Company’s constituent documents, to conduct the affairs and business of the Company as contemplated by the provisions of this Agreement.
- F. The Members have agreed that the Company needs to source more funds from outside Member Fees.

¹ Bill Fox & Associates, 2016, *Review of Regional Bodies in Northern Tasmania* Final Report, p6.

Agreement

1. Definitions and Interpretation

1.1. Unless there is something in the subject or context inconsistent the following meanings apply in this Agreement:

- (a) "Agreement" means this Members Agreement and all of the Background, Parts, terms, clauses, schedules, annexures, tables or exhibits to it, as amended by the parties from time to time;
- (b) "Assets" means all of the assets, property (real and personal) and choses in action of the Company;
- (c) "Background" means the part of this Agreement that follows the heading of that name, and enumerated by letters rather than numbers;
- (d) "Company" means the Company set out in **Item 2** of the Schedule of Particulars and includes the officers, servants, agents, attorneys and permitted assigns of the Company;
- (e) "Confidential Information" means and includes:
 - (i) any information concerning the Company, its methods of operation, strategic direction, marketing and other activities;
 - (ii) financial information concerning the Company and its related activities;
 - (iii) specialised or corporate documentation produced by the Company; and
 - (iv) specialised of corporate documentation produced by entities associated with the Company which information, whether in the nature of trade secrets or otherwise, is not in the public domain;
- (f) "Constituent Documents" means:
 - (i) this Agreement;
 - (ii) the Company Constitution of the Company;
 - (iii) any by-laws created by the Company under the Company Constitution; and

- (iv) any other document deemed to be a Constituent Document by the Company;
- (g) "Corporations Law" means the Corporations Act 2001 (Cth) as amended from time to time;
- (h) "Director" means a Director of the Company;
- (i) "Division 7A" means Division 7A of the Income Tax Assessment Act 1997 in respect of inter-entity and related-party loans;
- (j) "Intellectual Property" has the following extended meaning:

 - (i) the Company's name and all unregistered trading names used by the Company;
 - (ii) all copyright, moral rights, trademarks (registered and unregistered), designs (registered and unregistered) of the Company;
 - (iii) all of the documents, forms, processes, know-how, systems, of any description of the Company;
 - (iv) all domain names, telephone numbers and email addresses used in the Company; and
 - (v) all hard copy images used in yellow pages and other advertising, if any, of the Company;
- (k) "Member" has the same meaning as in the Constitution and includes:

 - (i) in the case of a natural person or persons, the respective heirs, personal legal representatives and permitted assigns of that person or persons;
 - (ii) in the case of a corporation or trust entity, the officers, servants, agents, attorneys and permitted assigns of that entity;
 - (iii) in the case of any other body, however it is constituted, the officers, servants, agents, attorneys and permitted assigns of that body; and
- (l) "Part" means a reference to the relevant Part of this Agreement.

If any other term is used in this Agreement, which is not a defined term, but which is a defined term in the Company Constitution, the meaning of that term

in the Company Constitution must be attributed to that term in this Agreement, as if that term was expressly defined, on the same terms, in this Agreement.

1.2. Unless there is something in the subject or context that is inconsistent the following provisions apply in this Agreement:

- (a) any covenants implied by law (statutory or otherwise) are not negated but are deemed, to the extent of any inconsistency with the provisions of this Agreement, to be modified (where modification is permitted);
- (b) where two (2) or more persons are named as a party to this Agreement the terms, covenants, conditions, provisions, stipulations and restrictions contained in this Agreement bind each of them jointly and severally and benefit each of them jointly and severally;
- (c) if any term, covenant, condition, provision, stipulation or restriction contained in this Agreement is or becomes illegal or unenforceable, then this Agreement must be read and construed as if that term, covenant, condition, provision, stipulation or restriction, as the case may be had been severed and the balance of this Agreement remains in full force and effect;
- (d) a reference to any document or instrument (and, where applicable, to any of its provisions) is a reference to that document or instrument as amended, novated, supplemented or replaced from time to time;
- (e) a reference to a right includes a benefit, remedy, discretion, authority or power;
- (f) a reference to the whole of property or a thing includes part of that property or thing unless stated otherwise;
- (g) a reference to a statute, code or other law includes regulations and other instruments under it, and consolidations, amendments, re-enactments or replacements of any of them occurring at any time before or after the date of the Agreement;
- (h) where any expression is defined, any other part of speech or grammatical form of that expression has a corresponding meaning;
- (i) where the word "including" is used, that use does not limit or exclude in any way unless the context requires otherwise;

- (j) words importing the singular include the plural and vice versa;
- (k) words importing the masculine gender include the feminine and a corporation and vice versa;
- (l) words importing persons include a firm, a body corporate, an unincorporated association or an authority and vice versa;
- (m) headings are inserted for guidance only and are not deemed to form part of the provisions of this Agreement and must not be used for the purpose of construction;
- (n) the first letters of words and expressions defined in this document are indicated by capital letters for convenience and the absence of a capital letter alone does not imply the word or phrase is used with a meaning different from that given by its definition;
- (o) a reference to "dollar" or "\$" is a reference to the lawful currency of Australia;
- (p) a reference to a time or date affecting the performance of an obligation by a party is a reference to the time and date in Tasmania, even though the obligation is to be or may be performed elsewhere;
- (q) where the day on or by which anything is to be done is a Saturday, a Sunday or a public holiday in the place in which that thing is to be done then that thing must be done on or by the next succeeding business day;
- (r) if a period of time is expressed to be calculated from or after a specified day, that day is not included in the period;
- (s) a provision of this Agreement must not be construed to the disadvantage of a party merely because that party was responsible for the preparation of this Agreement or the inclusion of the provision in this Agreement; and
- (t) a reference to a person who is an "associate" of another person is a reference to a person who is an associate of that other person within the meaning of Part 1.2 of Division 2 of the Corporations Law.

2. Acknowledgments

- 2.1.** The parties acknowledge that the Background of this Agreement sets out a true, accurate and complete representation of the commercial relationship

between the parties and the circumstances surrounding the execution of this Agreement.

2.2. Each party separately acknowledges for the benefit of each other party that:

- a)** they have entered into this Agreement after mature consideration, reflection, and exercise of independent judgment;
- b)** they have read and understood the provisions of this Agreement and that the provisions are just, equitable, fair, reasonable and satisfactory to them;
- c)** they have entered into this Agreement of their own free will and volition and that no coercion, force, or undue influence has been used in the execution of this Agreement either by the other party or by any other person or persons;
- d)** they have either obtained independent legal advice, or are aware of their right to do so, and have chosen not to do so; and
- e)** they have not relied upon any representation or promise in entering into this Agreement except for those expressly stated in this Agreement.

2.3. The parties expressly acknowledge and agree that if there is any inconsistency, discrepancy or conflict that arises in respect of the interpretation or application of any of the Constituent Documents, the order of priority of the documents to the extent of that inconsistency, discrepancy or conflict is as follows:

- a)** the provisions of the Company Constitution take priority over all other subordinate Constituent Documents;
- b)** the provisions of this Agreement take next priority over all other subsequent subordinate Constituent Documents;
- c)** the provisions of any by-laws created by the Directors take next priority over all other subsequent subordinate Constituent Documents; and
- d)** any other document deemed by the parties to be a Constituent Document takes last priority.

2.4. The Members agree that they must ensure that any amendment to the Company Constitution does not result in any inconsistency with this

Agreement, does not operate to invalidate any provision of this Agreement or place a Member in breach of its obligations under this Agreement.

2.5. The Board, on behalf of the Company, and the current Members acknowledge that Flinders Council is entitled to be readmitted as an Initial Member of The Company. If, at any time Flinders Council, resolves to become a Member of The Company, the Board must admit Flinders Council as a Member. Subject to the terms of the Company Constitution, this Agreement, and any other constituent document of the Company, Flinders Council is deemed to be an Initial Member of the Company and will enjoy all of the rights and privileges of being an Initial Member, albeit from the date that it is registered in the register of Members.

3. Purpose and Objectives

3.1. The parties agree to carry on the Company with the common purpose of achieving the primary objectives set out in **clause 3.2**.

3.2. The primary objectives of the Company are as set out in **clause 1.8** of the Company Constitution, being

- (a)** provide pro-active, engaged and strategic regional economic leadership;
- (b)** consolidate an agreed vision for the development, sustainability and prosperity of the geographic region that the Organisation's Members encompass;
- (c)** implement a strategic economic action plan based on the Northern Regional Futures Plan framework or similar; and
- (d)** to provide effective representation and advocacy to State and Federal Government and other stakeholders.

3.3. The Members expressly acknowledge that the Company is:

- (a)** a not-for-profit enterprise, with funding coming primarily from annual subscription fees paid by the Members;
- (b)** is not, and is not intended to be, a charity, as defined or administered by the Australian Charities and Not-For-Profits Commission; and
- (c)** not a tax-exempt entity for the purposes of the *Income Tax Assessment Acts 1936 and 1997*, but it is contemplated that the Company may seek

tax-exempt status in the future if that is considered necessary and prudent at the time.

4. Corporate Governance – Size and Role of Board

4.1. The parties agree that the governance structure of NTDC Limited is a Board of Directors comprising not less than three (3) and not more than nine (9) Directors (“the Board”) but the parties agree that the optimal size of the Board is seven (7) Directors.

4.2. The following governance principles outline the strategic function of the Board:

- (a) Principle 1 – the Board plays a key role in approving the vision, purpose and strategies of The Company. The Board must act in the best interests of the Company and is accountable to the Members as a whole;
- (b) Principle 2 – the Board sets the cultural and ethical tone for the Company. This includes the ‘how’ of undertaking the work of the Company by being an exemplar of contemporary best practice and collaboration throughout the region;
- (c) Principle 3 – all Directors are responsible to exercise independent judgment and provide independent oversight of management of the Company;
- (d) Principle 4 – the Board should comprise an appropriate number of Directors for the size and scale of the Company, with a relevant and diverse range of skills, expertise, experience and background and who are able to effectively understand the Company’s business and regional context.
- (e) Principle 5 – the Board should have an appropriate system of risk oversight and internal controls put in place;
- (f) Principle 6 – Directors should act diligently on an appropriately informed basis and have access to accurate, relevant and timely information;
- (g) Principle 7 – the Board would normally delegate certain functions to management. Where it does so, there should be a clear statement and understanding as to the functions that have been delegated;

- (h) Principle 8 – the Board is responsible for the appointment of the CEO and the continuing evaluation of the CEO's performance;
- (i) Principle 9 – the Board should ensure that the Company communicates with Members and other shareholders in a regular and timely manner. The Board and management will respect the rights of Members and will not speak publicly against any Member; and
- (j) Principle 10 – the Board's performance (including the performance of the Chair, the individual Directors and the Board's subcommittees) needs to be regularly assessed and appropriate actions taken to address any issues identified.

4.3. All other mechanics as to the operation of the Board are outlined in the Company Constitution, and certain Board Policies.

5. Corporate Governance – Member Representative Group

- 5.1. Each Member must nominate one representative who will represent that Member on the Member Representative Group.
- 5.2. In relation to each Member, the elected Mayor for the time being, is automatically that Member's nominated representative for all purposes of the Company, but any Member may nominate an alternative representative in accordance with **clause 6.1** of the Company Constitution
- 5.3. Members of the Member Representative Group must be ready, willing and able to do all of the following:
 - (a) Attend meetings of the Member Representative Group, being at least Quarterly unless otherwise agreed with the Company;
 - (b) Use their influence with their appointing Member to:
 - (i) Promote the activities and success of the Company;
 - (ii) Facilitate reasonable access to Councillors, Mayor and General Manager of the Member, including twice yearly presentations by the Company to the Member's Council; and
 - (iii) Use their best efforts to assist the Company to communicate the Company's Annual Plans, Operational Plans, Budgets and Quarterly reports;

- (c) Be an active member of the Board Selection Committee of the Company if so nominated by the Member Representative Group;
- (d) Be an active member of the Chair Selection Committee if so nominated by the Member Representative Group; and
- (e) Support the Company Secretary as requested in the event of a concern or grievance in accordance with **clause 14.4** of the Company Constitution.

5.4. The Chair of the Company is an ex officio member of the Member Representative Group.

5.5. The Company Secretary will provide rudimentary secretariat services in accordance with **clause 15.5** of the Company Constitution.

5.6. Owing to the special nature of the relationship between the Members and the Directors of the Company, as evidenced by this Members Agreement, it is an essential provision that the Board properly consider any issue that the Member Representative Group (by simple majority request) put to the Board for consideration at the earliest possible Board meeting and that the Board provides a fulsome report back to Members in a reasonably prompt time in relation to that issue following the Board meeting at which it is considered.

6. Accountability

6.1. The Board of Directors is accountable to the Members of The Company at all times. It is important that all Directors foster a relationship of trust and confidence with the Members, in order to properly and appropriately represent the Members' interests at all times.

6.2. In addition to the material that must be considered at the AGM under the Corporations Law, the Board must supply to the Members for consideration at the AGM the following additional material, and be prepared to speak to and/or account for:

- (a) an annual report on the performance of the Company over the past relevant period as it relates to the KPIs agreed by the Members at the last AGM;
- (b) any changes to the KPIs as agreed by the Members
- (c) progress reports on all projects being undertaken by the Company at the relevant time; and

(d) questions raised by any Member at the AGM (or must provide a written response within fourteen (14) days of the AGM if a question is taken on notice).

6.3. Any disputes will be dealt with through the dispute resolution procedures provided in **clause 2.8** of the Company Constitution.

6.4. Consistent with the nature, purpose and function of the Company, the Company will report formally to Members on a semi-annual (twice yearly) basis, based on agreed KPIs and other information of interest. The process for reporting will include:

(a) a strategic progress update by the Board;

(b) an operational progress update by the CEO;

(c) an offer of a formal presentation to Members if requested; and

(d) one of the semi-annual meetings (twice yearly) with Members will be in the lead up to the Company's annual planning process to ensure Member's feedback is considered in advance of this process.

6.5. In accordance with the Corporations Law and **clause 4.4** of the Company Constitution, the Company must hold an annual general meeting once every calendar year, within five (5) months after the end of each financial year.

6.6. A majority of Members of the Company may call a Special Meeting of the Company in accordance with **clause 4.1(b)** of the Company Constitution.

6.7. A majority of Members of the Company are entitled to appoint or remove Directors in accordance with **clause 8.5(a)** of the Company Constitution.

7. Remuneration

7.1. The Chair is entitled to be remunerated for the work done and responsibilities undertaken by the Chair in that role and in accordance with clause 9.1 of the Company Constitution. The rate set by the Company will be reviewed to CPI (All groups, Hobart, or an equivalent index) at the end of each financial year.

7.2. The Company Secretary is entitled to be remunerated for the work done and responsibilities undertaken by the Company Secretary in that role and in accordance with clause 9.1 of the Company Constitution. The rate set by the Company will be reviewed to CPI (All groups, Hobart, or an equivalent index) at the end of each financial year.

- 7.3. Directors who are not the Chair nor the Company Secretary are entitled to be paid a notional fee, to be set by the Board, to attend meetings and undertake the duties and responsibilities of the Directors.
- 7.4. All employees of the Company, including the CEO, are entitled to be paid in accordance with the entitlements arising under the FairWork legislation and by reference to prevailing market rates for persons acting in similar positions of employment in similar organisations.
- 7.5. All reasonable expenses of the Chair, the Company Secretary and the Directors will be met by the Company whilst travelling or undertaking approved business on behalf of the Company.

8. Funding – Subscription Fees from Members

- 8.1. The Company relies on its Members to fund the Company to partly achieve its primary objectives. This includes both the:
 - (a) execution of the strategic plan from time to time; and
 - (b) day to day operations of the Company.
- 8.2. The Members expressly agree to each pay an annual subscription fee to the Company to be set by the Board in each financial year of operation of the Company, which subscription fee is intended to be paid:
 - (a) evenly by reference to the methodology for calculation of the subscription fee amounts for all Members; and
 - (b) unevenly, by reference to the actual dollar value amount payable by individual Members, as produced by those calculations.
- 8.3. The Members agree that the annual subscription fee that each Member is required to contribute to the Company is to be calculated in accordance with the following formula:

$$\text{SF} = \text{FC} + \text{VC}$$

Where:

- (a) SF = the total amount of the Member's Subscription Fee for that year;

(b) FC = the fixed component (based on the 2024-2025 financial year) calculated by application of the following bands calculated based on the population of the municipal area of each Member (figures for 2024):

(i)	Population of 0 – 5,000 people	\$5,542.00
(ii)	Population of 5,001 – 10,000 people	\$11,085.00
(iii)	Population of 10,001+ people	\$22,170.00

The FC component is indexed annually to CPI (All groups, Hobart, or an equivalent index); and

(c) VC = the variable component calculated at a contribution rate of approximately \$3.04 per head of population (figure for 2026-2027 financial year) in the municipal area of each Member multiplied by the actual municipal population.

The VC component is also indexed annually to CPI (All groups, Hobart, or an equivalent index).

For example, a Council with 32,000 population would calculate its fees as follows:

$$\begin{aligned} SF &= \$22,170 + (32,000 \times \$3.04) \\ &= \$22,170 + \$97,280 \\ &= \$119,450 \end{aligned}$$

- 8.4. The Company will calculate the contribution amounts for the following financial year, to be approved by the Board and must notify the Members of the annual subscription fee amount for the following year not less than three (3) months prior to the end of each financial year.
- 8.5. The Members expressly agree that to remain as a Member of The Company each Member must commit to pay the annual subscription fee amount each year for number of consecutive years detailed in this agreement from the date that the membership commences. At the end of each funding/membership cycle a review will be undertaken in accordance with **clause 14**.
- 8.6. Subject to the approval of the Board, and any conditions or restrictions set by the Board, there is no value limit to the amount of the subscription fee payable in any one year by any one Member, as determined by the calculations set out in this **clause 8**.

- 8.7. The Board may accept applications from other persons or entities to become Members of The Company in accordance with the Company Constitution. The Board may charge an application fee to new members if the Board elects to do so.
- 8.8. If the Board accepts the application of any new Member, it must only be on condition that the new Member enters into the accession deed attached to this Agreement and marked 'A'.
- 8.9. All of the parties agree that the Company will not obtain, or seek to obtain, any debt funding for any purpose without a unanimous resolution of the Members to that effect.
- 8.10. If any debt funding is obtained by unanimous resolution, each Member agrees to be liable for and guarantee the repayment by the Company of that debt funding in accordance with the proportionate amount of the annual subscription fee paid by that Member as against all of the subscription fees paid by all Members of the Company at the relevant time.
- 8.11. Subject to the passing of an appropriate unanimous resolution, the Company may accept loans from any of the Members, on whatever terms those parties may agree, and if so accepted, the Company must create a credit ledger for that purpose in the Company's books of account.
- 8.12. Subject to the unanimous consent of all Members, the Company may grant loans to any of the Members, on whatever terms those parties may agree, and if so granted, the Company must create a debit ledger for that purpose in the Company's books of account.
- 8.13. The Members acknowledge and agree that the Company may, from time to time, resolve to undertake and fund certain projects that benefit only some, and not all, Members (**Special Project**). Where a Special Project relates only to particular Members, those Members may be required to contribute the funding required for that Special Project. Members who are not participating in, or benefitted by, the Special Project will have no obligation to contribute any funds towards it.

9. Voting

- 9.1. The voting rights of the Members, in general meeting, are as set out in **clauses 5.8-5.14** of the Company Constitution.

9.2. Subject always to the Company Constitution, if, for any reason, at any general meeting of the Members, a poll is demanded then the provisions of clause 5.10 of the Company Constitution must be followed.

9.3. Upon any vote taken by the Company in general meeting, if any Member has not paid that Member's annual subscription fees in full at the time of that meeting, the voting rights of that Member are determined pursuant to clause 5.12 of the Constitution.

10. Member Expectations

10.1. Each party to this Agreement covenants and agrees to deal with each other party to this Agreement to deal with those other parties in good faith.

10.2. In particular, all parties to this Agreement must:

- (a)** be completely honest in all communications to, with or on behalf of the Company and each other;
- (b)** provide full disclosure about all material matters that arise from or may affect the Company and that party's involvement in it, including health (physical and mental) and wellbeing issues if relevant;
- (c)** display appropriate and professional personal conduct at all times in the Company environment and when representing the Company externally; and
- (d)** not make, publish or support any disparaging, defamatory or offensive remark, comment or communication about the Company, the Members, the Directors or officers of the Company, any employee of the Company or any other Member on any fact, matter or concern that is within the knowledge or opinion of that party.

10.3. Each party must only make use of Confidential Information for the purpose of carrying out the purpose and objectives of The Company.

10.4. No party to this Agreement is permitted to:

- (a)** give or disclose Confidential Information to anyone other person or entity; or
- (b)** use any Confidential Information for personal gain or profit; or

- (c) use any Confidential Information to cause injury, loss or damage to the Company or any other party to this Agreement.

10.5. No party to this Agreement is permitted to make any promise, representation or warranty or to give any undertaking to any person, which purports to bind The Company, which that party is not authorised to make or give.

11. Financial Reports

11.1. Notwithstanding the appointment of external accountants, the Company may, in its sole and absolute discretion, elect to undertake routine accounting procedures internally or to engage an external book-keeper for that purpose.

11.2. The Board must ensure that proper and sufficient records, reports and financial statements of The Company, should be prepared in accordance with the relevant accounting standards on a weekly, monthly, quarterly and annual basis as:

- (a) the Directors may require;
- (b) the CEO may require for the proper management of the Company from time to time; and
- (c) as the Corporations Law or other statutes may require.

11.3. The Company must comply with the auditing and review procedures of the Corporations Law relevant to the turnover Tier that the Company sits in from time to time, including the requirements of the Tasmanian Audit Office if the Company is required to meet its requirements.

11.4. The Company must provide the following to all Members on a Quarterly basis:

- (a) Progress report on delivery of the Annual Operational Plan; and
- (b) Progress report on delivery of the Annual Budget.

12. Intellectual and Industrial Property

12.1. Each party agrees and covenants with each other party, as a separate agreement and covenant that that party will keep confidential and preserve all Intellectual Property of The Company at all times confidential.

12.2. Each party agrees and covenants with each other party that that party will pass to the Company for use by the Company as the Company sees fit, free of charge, details of:

(a) all of the technology know-how and research results relevant to the Company that are from time to time in that party's possession or knowledge and which that party is not restrained by obligations to others from passing to the Company; and

(b) all of the technology know-how and research results relevant to the Company that are developed, discovered or invented by that party from time to time;

provided that the Company gives to the relevant party each time an appropriate covenant to keep confidential those aspects of the technology know-how or research results which are confidential and the parties agree to cause the Company to give those covenants.

12.3. The Members acknowledge and agree that all Intellectual Property of the Company is and remains the exclusive property of the Company. Any Intellectual Property created, developed or contributed by a Member in the course of, or arising from, their membership or involvement with the Company, and which relates to the operations or activities of the Company, will vest in and be owned solely by the Company unless otherwise agreed in writing by the Company and the relevant Member.

13. Restrictive Covenant

13.1. Upon:

(a) the cessation as a Director by a Director for any reason; or

(b) the cessation of membership by a Member, for any reason

the provisions of confidentiality and protection of intellectual property continue to apply to that Director or Member indefinitely and do not merge on the resignation or cancellation of membership. The Members acknowledge and agree that the covenants in this clause applicable to the Directors are subject to the provisions of the Constitution.

13.2. The Company must ensure that appropriate restrictive covenants are contained in each and every employment agreement for employees of The Company.

14. Sunset Provisions - Review

- 14.1. Each party agrees to commit to participation in The Company, and to the terms of this Agreement for the Sunset Period set out in **Item 5** of the Schedule of Particulars, which period commences from the 1 July 2026.
- 14.2. The parties agree that not less than three (3) months prior to the end of the Sunset Period, the Board will undertake a comprehensive review of the strategic purposes and operations of the Company for the purposes of recommending to the Members whether to:
- (a) continue the operation of Company in its then current form;
 - (b) change the operation of the Company as the parties may then agree;
 - (c) continue with the then current Members;
 - (d) change the then current Members;
 - (e) re-set the Sunset Period;
 - (f) make any other required amendments, changes and modifications to:
 - (i) this Agreement; and
 - (ii) the operations of the Company;
 - (g) wind up the Company; and/or
 - (h) deal with any other relevant matter at that time.
- 14.3. In conducting that review, the Board may have recourse to any relevant material, matter or issue in making its recommendation to the Members.
- 14.4. Upon the receipt of a recommendation arising from a review, the Members must pass a Special Resolution to either:
- (a) adopt the recommendation of the Board; or
 - (b) to take some other course of action.
- 14.5. After and as a consequence of a review under this **clause**, no Member is bound, nor can be compelled, to remain and continue as a Member and if a Member elects to cease being a Member, the membership of that Member and any financial contributions made by the Member including any Member fees or subscription fees are deemed to be forfeited.

14.6. Every Member that elects to continue as a Member of the Company expressly agrees to commit to the funding cycle for the number of years proposed by the Board, subject to all relevant annual CPI adjustments for the new period, and the Board must record a resolution to that effect.

14.7. The Board may require Members to enter into a new Members Agreement as a condition of ongoing membership of the Company.

15. Dispute Resolution

15. The parties agree to adopt and be bound by the dispute resolution procedures set out in **clause 2.8** of the Company Constitution.

16. Default

16.1. If any party breaches that parties obligations under this Agreement, and does not remedy that breach to the satisfaction of the other parties after receiving not less than one (1) month's notice to do so, that party is in default of this Agreement.

16.2. A party is also in default of this Agreement if any of the following occurs in relation to that party:

- (a)** the party, being a natural person:
 - (i)** commits any act of bankruptcy;
 - (ii)** enters, or proposes to enter, into any arrangement, composition or compromise with creditors;
 - (iii)** is convicted of any offence in any jurisdiction that carries any term of imprisonment;
 - (iv)** is convicted of any offence of dishonesty;
 - (v)** is convicted of any offence in relation to the Company or any other party to this Agreement; or
 - (vi)** fails to attend to that Party's responsibilities under this Agreement for a period of more than thirty (30) days for no explainable reason; or
- (b)** the party, being a company or trust or other body corporate:
 - (i)** commits any act of insolvency;

- (ii) enters, or proposes to enter, into any arrangement, composition or compromise with creditors; or
- (iii) has a Director or trustee who is convicted of any offence under **clause 16.2(a)(iii), (iv) or (v)**.

16.3. A party, being a natural person, is deemed to be in default of this Agreement if any of the following occurs to that party:

- (a) two competent medical practitioners declare that the party is of an unsound mind;
- (b) some other event beyond the control of the party causes that party to lose legal capacity; or
- (c) the party cannot be found for a period of more than ninety (90) days.

16.4. If a Member is in default pursuant to this clause the Company may exercise its powers relating to that Member pursuant to the provisions of clause 2.7 of the Constitution.

17. Disciplinary Proceedings

17.1. The parties agree to adopt and be bound by the disciplinary procedures set out in **clause 2.9** of the Company Constitution.

18. Winding Up

18.1. The parties agree to adopt and be bound by the winding up procedures set out in **clause 24** of the Company Constitution.

18.2. Upon a winding up of the Company, the following process must be followed, in the order set out below, after liquidation of all assets and subject to the Corporations Law and any other applicable laws in relation to the winding up of the Company:

- (a) as much notice as possible of the winding up must be given to any employees of the Company who are not parties to this Agreement;
- (b) all employee entitlements must be paid out as the first priority, including to any party to this Agreement, who is a natural person, who is also a bona fide employee of the Company in receipt of salary or wages, and superannuation;

- (c) all secured creditors must be paid out, but excluding any loan accounts in favour of parties to this Agreement;
- (d) all unsecured creditors must be paid out, but excluding any loan accounts in favour of parties to this Agreement;
- (e) all unpaid present entitlements;
- (f) all loan accounts must be paid out, subject to any set-off or adjustment for loans made to that party or to a related party of that party; and
- (g) the balance of net assets of the Company must be distributed in accordance with the winding up provisions of the Company Constitution.

18.3. The Members expressly acknowledge and agree that no Member can receive any payment of capital, distribution of assets or other benefit from the Company on a winding up.

19. Notices

19.1. A notice or other communication in connection with this Agreement is to be in writing and:

- (a) may be given by the relevant party or its lawyer; and
- (b) must be:
 - (i) left at the address set out or referred to in the Schedule of Particulars; or
 - (ii) sent by prepaid post to the address set out or referred to on the Schedule of Particulars; or
 - (iii) sent by fax to the fax number set out or referred to in the Schedule of Particulars; or
 - (iv) sent by email to the last known email address of the relevant party or lawyer;

However, if the intended recipient has notified a changed postal address or changed fax number or email address, then the communication must be to that postal address or fax number or email address.

- 19.2.** Notices take effect from the time they are received unless a later time is specified in the notice.
- 19.3.** If a notice is sent by post, it is taken to be received two (2) days after posting (or seven (7) days after posting if sent to or from a place outside Australia).
- 19.4.** If a notice is sent by fax, it is taken to be received at the time shown in the transaction report as the time that the whole of the fax was sent.
- 19.5.** If a notice is sent by email it is taken to be delivered at the time it is sent, but only if the sender of the email notice has obtained a delivery receipt for that email.
- 19.6.** For the avoidance of doubt, every Member is entitled to receive separate notice of every general meeting of the Company.

20. Additional Provisions

- 20.1.** Each of the parties to this Agreement will sign and execute any further documents and do any deeds, acts and things as the other party reasonably requires for effecting the intention of the parties under this Agreement. However, this obligation does not extend to incurring a liability:
- (a)** to pay any money, or to provide any financial compensation, valuable consideration or any other incentive to or for the benefit of any person except for payment of any applicable fee for the lodgement or filing of any relevant application with any government agency, unless a provision of this Agreement expressly requires otherwise; or
 - (b)** to commence any legal action against any person, to procure that the thing is done or happens.
- 20.2.** Subject to the Company Constitution and any Constituent Documents, this Agreement constitutes the entire agreement between the parties about the subject matter of this Agreement. It supersedes and extinguishes all prior agreements, understandings, representations, warranties, covenants or agreements previously given or made between the parties about the subject matter.
- 20.3.** This Agreement may be executed by the parties in two or more counterparts, each of which is deemed to be an original, but all of which together constitute one and the same instrument.

- 20.4.** The parties must execute and exchange original signed counterparts of this Agreement unless there is a specific provision in the Agreement that permits the exchange of counterparts by facsimile or scanned email copy.
- 20.5.** This Agreement must not be amended, modified or supplemented except by a written instrument signed on behalf of the respective parties.
- 20.6.** Any clause, covenant or condition in this Agreement that requires a party to do something after completion does not merge on completion and that party is obliged to perform the obligation within the time allowed for doing so. A failure to perform an obligation of this nature is a breach of the Agreement retrospectively and gives rise to a claim for injury, loss and damage to the party with the benefit of the performance of the obligation.
- 20.7.** No waiver by any party of any default in the strict and literal performance or compliance with any other provision, condition or requirement of this Agreement is deemed to be a waiver of the strict and literal performance of or compliance with any other provision, condition or requirement in this Agreement nor be a waiver of or in any manner release any other party from strict compliance with any provision, condition or requirement in the future nor will any delay or omission of any party to exercise any right under this Agreement in any manner impair the exercise of any right accruing to it after completion.
- 20.8.** A provision of or a right created under this Agreement may not be:
- (a)** waived except in writing, signed by the party with the benefit of that provision or right; or
 - (b)** varied except in writing signed by the Parties.
- 20.9.** The obligations of the parties under this Agreement are subject to the express condition that whenever a party is required to perform or do any act or thing, the performance of that obligation is not required if it is rendered reasonably or practically impossible by reason of any riot, civil commotion, strike, lockout, act of God, act of the public enemy, priority, allocation, rationing or the regulation or prohibition of the use of any material, heat, fuel, hours of work or award, of the party.
- 20.10.** Each party warrants and represents to the other party that the signing or performance under this Agreement does not conflict with or result in a breach

of its constitution, any writ, order, judgement, law, rule or regulation which is binding upon the party.

- 20.11. Any party who executes this Agreement on behalf of a party under a Power of Attorney warrants that he or she has no notice of the revocation of that Power or of any fact or circumstance that might affect his or her authority to execute this Agreement under that Power.
- 20.12. The rights, powers and remedies under the Agreement are in addition to and do not replace or limit any other rights, powers or remedies provided by law independently of the Agreement.
- 20.13. Where a party is required to give a consent, that party may give that consent conditionally, unconditionally or withhold it without giving reasons, unless expressly stated otherwise.
- 20.14. Whether or not any of the transactions contemplated by this Agreement are completed the parties must pay their own fees, costs and expenses of and incidental to the negotiation, preparation and execution of this Agreement, including the fees and disbursements of its lawyers and accountants.
- 20.15. Where any party is entitled to take enforcement or recovery action against another party, that party is entitled to recover its fees, costs and expense of and incidental to the enforcement action from the other party.
- 20.16. This Agreement is governed by and construed in accordance with the law of Tasmania and the Commonwealth of Australia and each of the parties submit to the jurisdiction of the Courts of the State of Tasmania and the Courts of the Commonwealth of Australia.

20.17. Electronic Execution

- (a) This Agreement may be:
- (i) signed by any and all parties by way of electronic signature, rather than wet signature, and if so, must be considered an original and will bind the party whose signature is so represented; and
 - (ii) signed and delivered by email by attaching a scanned copy of the counterpart to an email transmission as a Portable Document Format (PDF) file and the parties agree that such scanned execution and email delivery must have the same force and effect as delivery of an

original document with original signatures, and that each party may use such scanned signatures as evidence of the execution and delivery of this Agreement by all parties to the same extent that an original signature could be used.

- (b) The parties agree that:
- (i) the parties are bound by copies of this Agreement which has been electronically signed in accordance with this clause; and
 - (ii) they will be bound by, have complied with and will comply with the *Electronic Transactions (Tasmania) Act 2000* in relation to the execution of this Agreement.
- (c) Without limiting the operation of this clause, the parties agree that:
- (i) this Agreement may be electronically signed using a secure electronic signature technology system such as DocuSign (**Digital Signing Platform**);
 - (ii) this Agreement may be validly created by counterparts electronically signed by each party using a Digital Signing Platform and shall together be deemed to constitute one and the same instrument; and
 - (iii) no witnessing of a party's signature is required.

21. Continuity of Contracts

Notwithstanding the Sunset Period, the Members agree that the Company may enter into, renew or continue contractual arrangements that extend for a period of up to two (2) years beyond the end of the Sunset Period, where such arrangements are reasonably necessary to ensure operational continuity, to finalise existing commitments, or to enable the orderly transition or cessation of the Company's activities.

End of Operative Part

Execution

Company

Signed for and on behalf of
**Northern Tasmania Development Corporation
Limited**
ACN 616 650 367

Director

by its authorised officers under
S127 of the *Corporations Act 2001*

Director/Secretary

Members

The Common Seal of
Break O'Day Council
was affixed in the presence
Seal here
the authorised officers of the Council

affix

Member

General Manager

The Common Seal of
Flinders Council
was affixed in the presence
Seal here
the authorised officers of the Council

affix

Member

General Manager

The Common Seal of
George Town Council
was affixed in the presence
Seal here
the authorised officers of the Council

affix

Member

General Manager

The Common Seal of
City of Launceston

Member

was affixed in the presence
Seal here
the authorised officers of the Council

affix

General Manager

The Common Seal of
Meander Valley Council
was affixed in the presence
Seal here
the authorised officers of the Council

affix

Member

General Manager

The Common Seal of
Northern Midlands Council
was affixed in the presence
Seal here
the authorised officers of the Council

affix

Member

General Manager

The Common Seal of
West Tamar Council
was affixed in the presence
Seal here
the authorised officers of the Council

affix

Member

General Manager

The Common Seal of
Dorset Council
was affixed in the presence
Seal here
the authorised officers of the Council

affix

Member

General Manager

'A'

ACCESSION DEED

Date of Deed **The** **day of** **20**

Parties

Incoming Member

Name
ABN:
Address
Contact
Email

Company

Northern Tasmania Development Corporation Limited

Recitals

A The Incoming Member desires to become a Member of the Company and the Company has agreed to admit the Incoming Member from the date of this Deed.

Operative Part

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

The following definitions apply unless the context requires otherwise.

Accession Date means the date by which the Member is admitted as a new Member of the Company.

Members Agreement means the members agreement deed dated between the existing Members of the Company and the Company.

Incoming Member means the party described as such in the Parties details.

1.2 Members Agreement definitions

Capitalised terms used in this Deed that are not otherwise defined in this Deed have the meaning given to those terms in the Members Agreement.

1.3 Interpretation

This Deed, and words and expressions used in this deed, must be interpreted in the same manner as specified in the Members Agreement.

2. MEMBERS AGREEMENT

2.1 Confirmation

The Incoming Member confirms it has received a copy of the Members Agreement, the Company Constitution and any other information required by the Incoming Member in connection with this deed or the Members Agreement.

2.2 Incoming Member

The Incoming Member covenants with the parties to the Members Agreement (whether original or by accession) to observe, perform and be bound by all terms of the Members Agreement and the Company Constitution to the intent and effect that the Incoming Member is taken from the Accession Date to be a party to the Members Agreement as a Member.

2.3 Amendments

The Incoming Member's address for the purposes of the Members Agreement, until substituted in accordance with the Members Agreement, is the address set out in the details of the relevant party in this deed.

3. GENERAL

3.1 Counterparts

- (a) This deed may be entered into in any number of counterparts.
- (b) A party may execute this Deed by signing any counterpart.
- (c) All counterparts, taken together, constitute one document.

3.2 Further acts and documents

Each party must promptly do all further acts and execute and deliver all further documents (in a form and content reasonably satisfactory to that Party) required by law or reasonably requested by another party to give effect to this deed.

3.3 Severance

If anything in this Deed is unenforceable, illegal or void then it is severed and the rest of this deed remains in force, unless the severance would change the underlying principal commercial purpose or effect of this deed.

3.4 No Merger

The rights and obligations of the Parties will not merge on the completion of any transaction contemplated by this deed. They will survive the execution and delivery of any assignment or other document entered into for the purpose of implementing a transaction.

4. GOVERNING LAW AND JURISDICTION

4.1 Governing law

The laws of Tasmania govern this deed.

4.2 Jurisdiction

The parties submit to the non-exclusive jurisdiction of the courts of Tasmania.

Executed as a deed: [insert incoming member's execution clause]

ACTION	DECISION
PROPONENT	Council Officer
OFFICER	John Brown, General Manager
FILE REFERENCE	039\001\001\
ASSOCIATED REPORTS AND DOCUMENTS	Australian Local Government Association Discussion Paper – 2026 National General Assembly Call for Motions

OFFICER’S RECOMMENDATION:

That Council submit motions as agreed.

INTRODUCTION:

The Call for Motions has been advertised for the National General Assembly (NGA) which will be held in June 2026.

PREVIOUS COUNCIL CONSIDERATION:**Council Workshop 2 February 2026****OFFICER’S REPORT:**

This is an opportunity for Council to submit a notice of motion to be debated at the NGA in Canberra on 23-25 June 2026. Any notice of motion submitted for this year’s NGA.

The theme for this year’s NGA, Stronger Together: Resilient. Productive. United, underscores the pivotal role councils play in shaping the nation’s future and delivering national priorities.

As the backbone of local communities, councils are uniquely positioned to implement place-based solutions that address both local needs and national priorities. This year’s NGA encourages debate on how councils can enhance their resilience, contribute meaningfully to the nation’s productivity agenda, and present a cohesive voice to the federal government on critical issues. By fostering collaboration and innovation, local governments can lead the way in creating sustainable and thriving communities. The 2026 NGA provides you - the elected representatives of Australia’s local councils and communities - with the opportunity to engage with the Federal Government and key Ministers, ensuring that the voices of local communities are heard at the national level.

Key Priority Areas:

- Financial sustainability
- Emergency management
- Housing and planning
- Roads and infrastructure
- Closing the Gap
- Jobs and skills

- Environment
- Cyber security
- Climate change
- Intergovernmental relations

Motions close on 27 February 2026.

STRATEGIC PLAN & ANNUAL PLAN:

Break O'Day Strategic Plan 2017-2027 (Revised March 2022)

Achieving the Vision

Leadership/ Ownership We will be visionary and accountable leaders who advocate and represent the views of our community in a transparent way. ...make decisions for the greater good of Break O'Day by being accessible and listening to our community

Break O Day Annual Plan 2025 – 2026

Stakeholder Management

Local Government Association of Tasmania (LGAT) and Australian Local Government Association (ALGA) - Participate actively at the State and National level in Local Government matters including policy development.

LEGISLATION & POLICIES:

N/A

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

There would be no financial implications for Council.

VOTING REQUIREMENTS:

Simple Majority

**Stronger Together:
Resilient. Productive. United**

**2026
National
General
Assembly
Discussion Paper**

National Convention Centre Canberra



ALGA
Australian Local
Government Association

The Australian Local Government Association (ALGA) is pleased to convene the 32nd National General Assembly of Local Government (NGA), to be held in Canberra in June 2026.

As convenor of the NGA, the ALGA Board warmly invites all councils to send representatives to this important national event. The final date for the NGA will be confirmed once the 2026 Federal Government Parliamentary sitting calendar is released.

The NGA is the premier national gathering of local governments. It gives councils a chance to come together, share ideas, debate motions, and strengthen the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2026 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2026 NGA familiarise themselves with the guidelines for motions contained in this paper.

KEY DATES

27 October 2025 | Opening of Call for Motions

27 February 2026 | Acceptance of Motions closes

TO SUBMIT YOUR MOTION

VISIT: [ALGA.COM.AU](https://alga.com.au)

2

ALGA AND THE NGA – WORKING FOR YOU

Established 1947, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has raised the profile of local government on the national stage, showcasing the value of councils and demonstrating – particularly to the Australian Government – the strength and value of working with local government to deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of these debates (NGA Resolutions) can be used by councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given ALGA's structure, Constitution, and resources, the NGA resolutions do not bind ALGA. However, NGA resolutions are carefully considered by the Board to determine ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA, and ALGA is pleased to act as the convenor. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

We encourage councils to consider the topics and guidance in this paper as you develop your motions.

The ALGA Board thanks all councils for attending the NGA 2026 and those who submit motions for debate.

SUBMITTING MOTIONS

The National General Assembly of Local Government (NGA) gives you and your council an important opportunity to influence the national policy agenda.

The Australian Local Government Association (ALGA) Secretariat has prepared this short discussion paper to help you identify motions that address the NGA 2026 theme of “Stronger Together: Resilient. Productive. United.” This theme encourages debate on how councils across Australia can become more resilient, contribute to the nation’s productivity agenda, and present a united voice to the federal government on key issues in the national sphere.

We encourage you to read all the sections of the paper. We have included guiding questions to assist in developing your motion, but you do not have to respond to every question. You can address one or more of the issues identified in the discussion paper with your motion.

Your NGA motion should focus on how local governments can work in partnership with the Australian Government to address the challenges our communities face or seize the opportunities that are national priorities.

Each year the Secretariat receives a high volume of motions. Councils are encouraged to submit only their highest-priority motions and ensure it meets the criteria below. Multiple motions on a similar topic may be re-written into a single strategic motion, and councils will be invited by the Secretariat to put their council name to the proposal.

HOW TO SUBMIT

- Each motion requires a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council.
- You can lodge motions electronically using the online portal available at www.alga.asn.au
- **Motions should be received no later than 11:59 pm AEST on Friday 27 February 2026.**

WHO CAN SUBMIT A MOTION

- Any council that is a financial member of their state or territory local government association can submit a motion.
- We will not accept motions submitted on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and debate it on the floor of the NGA, you must meet the following criteria:

- > Submit a new motion that has not been debated at an NGA in the preceding two years as found in previous business papers on the ALGA website.
- > Ensure your motion is relevant to the work of local government across the nation, not focused on a specific location or region, unless the project has national implications.
- > Align your motion with the policy objectives of your state and territory local government association.
- > Propose a clear action and outcome on a single issue, calling on the Australian Government to take action. Motions covering more than one issue will not be accepted.
- > Ensure the motion does not seek to advantage one or a few councils at the expense of others.
- > Avoid being prescriptive in directing how the matter should be pursued.

WRITING TIPS

Motions should seek the NGA's support for a particular action or policy change at the federal level which will assist local governments to meet local community needs.

- > Start with: "This National General Assembly calls on the Australian Government to...".
Be concise, clearly worded, and unambiguous.
- > Use the background section of the form to help delegates understand your issue.
- > Keep your motion to 100 words, the national objective to 100 words, and the key arguments to 150 words.

PROCESS OF SELECTION

The ALGA Secretariat will review motions for quality control and consistency with the criteria.

- > With the agreement of the relevant council, we may edit motions to ensure consistency.
- > If we have any questions about the substance or intent of a motion, we will raise these with the nominated contact officer.
- > Where there are multiple motions on a similar issue, the Secretariat may combine them into a single overarching strategic motion and invite the council to attach their name to the strategic motion.
- > Motions that reflect existing ALGA policy will be noted in the Business papers—but will not be included for debate, as they have already been covered in existing ALGA advocacy and policy positions.

The ALGA Board provides final decision on which motions are included in the Business paper.

- > The ALGA Board and state and territory local government associations will review all submitted motions to determine their eligibility.
- > The ALGA Board will consider the importance and relevance of the issue to local government and whether the motions meet all the criteria.
- > The ALGA Board will refer any motion primarily concerned with local or state issues to the relevant state or territory local government association and it will not include it in the NGA Business Papers.

WHO WILL SPEAK TO THE MOTION AT NGA?

We expect any council that submits a motion to be present at the National General Assembly to move and speak to the motion. The decision on the speaker is at the discretion of the council.

AFTER THE NGA

The resolutions of the NGA will be referred to the relevant federal Minister as an outcome of the NGA. Resolutions passed at the NGA do not become binding policy on ALGA, with policy positions to remain at the discretion of the ALGA Board.

All NGA resolutions will be published on www.alga.com.au.

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on the ALGA website.

OTHER THINGS TO CONSIDER

- > It is important to complete the background section of the submission form. Do not assume NGA delegates will know the background of the proposal. This section helps all delegates to understand your motion and informs decision making. Please note, motions should not be prescriptive in directing how the matter should be pursued.
- > Keep motions practical, focussed and can be implemented. This ensures that relevant Australian Government Ministers can respond thoughtfully and promptly. Avoid complex motions with multiple points that require cross-portfolio implementation.
- > If there are any questions about a motion, ALGA will contact the nominated officer. With the council's agreement, these motions may be edited before being included in the NGA Business Papers.
- > Debate will follow the rules published in the Business Papers and will focus on the strategic motions.

SETTING THE SCENE

In the face of evolving challenges and opportunities, local governments around Australia stand at the forefront of driving resilience and productivity. Local governments know we are stronger together and the importance of unity across all levels of government. The theme for this year's NGA, **Stronger Together: Resilient. Productive. United**, underscores the pivotal role councils play in shaping the nation's future and delivering national priorities.

As the backbone of local communities, councils are uniquely positioned to implement place-based solutions that address both local needs and national priorities. This year's NGA encourages debate on how councils can enhance their resilience, contribute meaningfully to the nation's productivity agenda, and present a cohesive voice to the federal government on critical issues.

By fostering collaboration and innovation, local governments can lead the way in creating sustainable and thriving communities.

The 2026 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers, ensuring that the voices of local communities are heard at the national level.

In this context, this year's call for motion focusses on ten priority areas:

- Financial sustainability
- Emergency management
- Housing and planning
- Roads and infrastructure
- Closing the Gap
- Jobs and skills
- Environment
- Cyber security
- Climate change
- Intergovernmental relations.

1. FINANCIAL SUSTAINABILITY

Financial sustainability is the biggest challenge facing Australia's local governments which is why it remains one of ALGA's top priorities. Sustainably funded, councils can play a key role delivering local solutions to national priorities.

The 2025 Parliamentary inquiry interim report into local government sustainability confirmed that the role of councils has evolved and expanded over time, putting significant pressure on local government budgets. It is critical the Federal Government reinstates and finalises the Parliamentary inquiry into local government sustainability.

For almost one in four councils, federal Financial Assistance Grants make up at least 20 per cent of their annual operating revenue. This funding is untied, meaning it can be used to address local priorities.

Over the past 30 years, the value of Financial Assistance Grants as a percentage of Commonwealth taxation revenue has dropped from 1% in 1996 to just 0.5% today. To address this, ALGA is advocating for **a return to 1% of Commonwealth taxation revenue for local government over the next three years.**

ALGA also proposes five new, untied funding streams to be distributed to all councils on a formula basis, including:

- \$1.1 billion per year for enabling infrastructure to unlock housing supply,
- \$500 million per year for community infrastructure,
- \$600 million per year for safer local roads,
- \$900 million per year for increased local government emergency management capability and capacity, and
- \$400 million per year for climate adaptation.

Additionally ALGA advocates for permanent, full membership of National Cabinet, the Council on Federal Financial Relations and the Local Government Ministers' Forum to ensure local perspectives are considered in national decision making.

What are the opportunities to address financial sustainability across councils, and support their capacity to deliver local solutions to national priorities?

Are there improvements to be made to existing federal funding programs and arrangements that would support improved local government financial sustainability?

2. EMERGENCY MANAGEMENT

The frequency, duration, and severity of natural disasters in Australia are a major concern for local governments.

Between 2019 and 2023, 434 of Australia's 537 councils faced natural disasters. Since 2020, 346 councils have dealt with at least two or more natural disasters. These numbers highlight that Australia will likely face more frequent and severe climate-driven disasters in the future, as noted by the 2025 Australian National Climate Risk Assessment (NCRA). Regional communities, which have the least capacity to plan and respond to natural disasters, are often hit the hardest. However, the NCRA also warns that even areas that have never experienced disasters will face one at some point as the climate continues to warm.

More frequent disasters will further strain emergency services and disaster response and recovery efforts at all levels of government. Natural disasters currently cost Australia \$38 billion per year in direct physical damage, economic disruption, and social impacts, affecting millions of people. This figure is forecast to rise to approximately \$73 billion by 2060.

Councils are crucial in supporting their communities during and after disasters, but do not have enough funding to carry out these functions. They are already stretched thin, with many councils facing financial instability, and the increasing frequency of disasters has a cumulative financial impact.

Investing more in disaster prevention and resilience, as well as boosting local government emergency management response funding, will save money in the long run and better protect lives, homes, and businesses. Every dollar spent on reducing the impact of climate-related disasters saves the government up to \$8 in the long term.

ALGA is asking for \$900 million per year to help councils improve their disaster response and resilience. They also want the Commonwealth to fully implement the recommendations from the Royal Commission into National Natural Disaster Arrangements and other major reviews, including the Independent Review of National Natural Disaster Governance Arrangements (the Glasser Review) and the Independent Review of Commonwealth Disaster Funding (the Colvin Review)

The Independent Reviews by Colvin and Glasser support a strategic shift towards disaster risk reduction and resilience. The Colvin Review recommended a major capacity uplift for local government and an enhanced national training and exercise regime which tests and builds local government capability. However, while ALGA notes the need to invest in risk-reduction and resilience-building initiatives, embedding recovery at all points along the emergency management continuum, should always be at the front of mind for all levels of government. ALGA's response to these Reviews reiterated the need for a sustainable funding model for disasters through a non-competitive pathway, and dedicated funding for local government.

Councils are encouraged to draw on their practical experience of the improvements that could be made to better support them in preparing, responding to, and recovering from, natural disasters.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?

How can the Government best support Australian councils to prepare for, respond to and recover from natural disasters?



3. HOUSING AND PLANNING

Australia is experiencing an affordable housing crisis, with a lack of housing supply impacting on homeowners and renters.

The crisis is leading to more people experiencing homelessness and struggling with housing insecurity and affordability.

In many jurisdictions, local government performs a key role in zoning and approving housing and delivering enabling infrastructure. However, councils are often unfairly blamed for delays in housing approvals when most applications that meet the requirements are processed quickly and efficiently.

One of the biggest barriers to building more homes is a lack of funding for enabling infrastructure, including the roads, power and water connections necessary for new developments.

The National Housing Accord – which ALGA is a signatory to on behalf of local government - sets an ambitious national target of 1.2 million new, well-located homes over the next five years. According to ALGA's research, it will cost at least \$5.7 billion to build the infrastructure needed to meet the national housing target. This is in addition to the existing funding gaps for local government infrastructure, which is estimated to be between \$50-\$55 billion for replacing infrastructure in poor condition (2024 National State of the Assets Report).

The 2024 Addressing the Housing Crisis: Unlocking Local Government's Contribution Report by Equity Economics found that 40% of surveyed local governments have reduced new infrastructure developments due to insufficient funding for enabling infrastructure required to support new housing, further exacerbating the housing crisis.

ALGA is calling for a new five-year, \$1.1 billion annual fund that would be provided to all councils to get the foundations right for increasing Australia's housing supply.

We are advocating for local governments to be provided with \$500 million per year for critical and community infrastructure and assets that will help create more liveable communities.

ALGA is also seeking a seat at the table for national discussions on housing policy, including full membership of National Cabinet and the Housing and Homelessness Ministerial Council.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can local governments be better supported in their role in planning and approving housing, and delivering enabling infrastructure?

4. ROADS AND INFRASTRUCTURE

Local governments are responsible for about one-third of Australia's public infrastructure, including local roads, buildings, facilities, airports, water and land.

According to ALGA's 2024 National State of the Assets report, Australia's councils manage over \$600 billion worth of assets and infrastructure, which is about ten times their annual revenue.

This makes local governments the most asset-intensive level of government. Councils manage local roads, which make up around 75% of the national road network, totalling more than 650,000 km. These roads serve every Australian and business daily, and are key to Australia's productivity.

Safer roads

The unacceptable number of deaths and serious injuries on Australian roads has continued to rise every year since 2020.

Tragically, around half of all fatal road crashes occur on local roads in regional areas. During the 12 months ending August 2025 there were 1,353 road deaths, 4.3% higher than the same time in the previous year, according to national road safety data.

Effectively funding the maintenance and necessary safety upgrades of Australia's local road network is a big challenge, and despite recent increases in the federal Roads to Recovery funding, there is still a \$500 million per year shortfall, according to the 2023 Grattan Institute's Potholes and Pitfalls report.

ALGA is calling for \$600 million per year safer roads fund – with \$500 million for infrastructure improvements and \$100 million for road safety programs – to support all councils to play a more effective role reducing deaths on Australian roads.

Community infrastructure

Local government libraries, playgrounds, bike paths and community centres are vital to the wellbeing and liveability of communities. However, many of these facilities need significant attention and upgrades.

According to ALGA's 2024 National State of the Assets report, around \$8.3 billion of local government buildings and facilities and \$2.9 billion of parks and recreation assets are in poor condition.

On a positive note, since 2021, the amount of local government buildings and facilities in poor condition has fallen from 10 per cent to eight per cent. This is the result of increased federal investment through the Local Roads and Community Infrastructure program, from both the Coalition and Labor governments since 2020.

Unfortunately, this program has ceased and there is an urgent need for ongoing and significant community infrastructure. ALGA is proposing a \$500 million per year community infrastructure fund – to be provided to all councils – to build, (and importantly), maintain and upgrade the local facilities that make communities great.

Are there new programs or initiatives that the Australian Government could adopt to improve the long-term sustainability of local government roads and community infrastructure?

Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?

Are there opportunities for the Australian Government to support councils to invest in local infrastructure that will help address national priorities?

5. CLOSING THE GAP

Local governments play a crucial role in closing the gap between Indigenous and non-Indigenous Australians. ALGA is a signatory to the National Agreement on Closing the Gap Partnership, which focuses on four priority reform targets and 19 socio-economic targets in areas like education, employment, health, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

Local governments are uniquely positioned to support partnerships that address long-term service gaps and ensure their delivery. However, the Productivity Commission Review of the National Agreement on Closing the Gap found that Federal and state governments are not adequately supporting or involving local governments in these reforms.

ALGA is calling for more resourcing and funding for local government, to support place-based initiatives or broader programs to enable councils to better facilitate and meet Closing the Gap objectives in their communities.

ALGA is also advocating for the Commonwealth to:

- Establish a national framework/set of protocols outlining which Federal Government departments/agencies should engage with local government in place-based initiatives, and planning for community-level projects or expenditure.
- Seek greater local government input in programs that impact on Closing the Gap targets to better shape programs with local knowledge and the needs of specific communities.
- Develop programs, with state and territory governments, to include funded support positions for local government coordination and partnership efforts (including member associations).
- Recognise councils with majority or all Aboriginal-elected members as key service delivery bodies in policy and program development.

Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?

Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen the level of trust between Aboriginal and Torres Strait Islanders and governments?

6. JOBS AND SKILLS

Australia's jobs and skills crisis is significantly impacting local governments, which employ around 213,000 people nationwide. ALGA's 2022 Local Government Workforce Skills and Capability Survey found that nine out of ten Australian councils face jobs and skills shortages, hindering project and service delivery.

Town planners, building surveyors, and engineers are the most in-demand professions. These roles are crucial for supporting and enabling communities to become more resilient and to help boost local economic growth and national productivity. National priorities, such as increasing housing supply, cannot be achieved without local government support and the right professionals to undertake this work.

Several factors drive these skill shortages, including difficulty attracting young people to local government jobs, lack of available training courses, wage competition, and insufficient resources to upskill the current workforce. This includes access to training facilities for rural and remote councils, workplace supervisors, subject matter experts, and contextualized training resources.

Councils urgently need more federal funding to invest in workforce development and training programs, attract workers to regional areas, and address broader skills shortages in the national economy.

ALGA is calling for the Federal Government's National Skills Plan to acknowledge the vital role of local governments as employers in training and skills development. ALGA also seeks funding opportunities for council employees to access training for identified skills shortage areas, especially in regional and remote communities.

Additionally, it is important for the Commonwealth to undertake a national audit of institutions offering urban and land use planning, building surveyors, and engineering qualifications, and to identify more readily available pathways for regional and remote study.

Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?

7. ENVIRONMENT

Local governments play a crucial role in protecting our local environment including places, flora and fauna.

Councils spend more money on environmental protection than any other level of government. According to SGS Economics and Planning, councils spent \$6.75 billion in 2021-22 on biodiversity, biosecurity, water management, and waste management. By comparison, states and territories spent \$6.62 billion, and the Commonwealth allocated \$6.7 billion over the same period.

Local government is also key in improving waste management and resource recovery to reduce pollution, maintain communities and keep people healthy. However, as the Australian Government recently reported, we are running out of viable landfill space and circular economy solutions are required.

Local governments are ideal partners for on-the-ground action to deliver environmental priorities and outcomes, but they need better funding and support.

Councils bring a local, community-based and integrated approach to managing environmental issues, including weed and pest management, monitoring and protecting threatened species, contributing to water security and enhancing biodiversity.

ALGA is calling on the Federal Government to:

- Fund councils to support the delivery of national environmental outcomes. This includes outcomes stipulated in international conventions, threatened species action plans, matters of national, state, and local environmental significance, and any new obligations/expectations under reforms to the Environmental Protection and Biodiversity Conservation (EPBC) Act.
- Fund local governments to manage environmental threats, including pests, weeds, and biosecurity threats.
- Ensure local government is appropriately recognised and engaged through environmental law reform processes.
- Seek agreement, under the National Water Initiative, on the overarching social, cultural, economic and environmental outcomes and goals for water on a national and holistic basis, and action planning and funding and achieve these outcomes and goals.

Waste management and resource recovery

Collecting, treating, and disposing of waste costs local governments an estimated \$3.5 billion annually.

The 2022 National Waste report revealed waste generation has increased 20 per cent over the last 15 years (8.3 per cent coming from municipal waste). Although, recycling and recovery of Australia's core waste has increased by 57 per cent since 2006-07, Australia still has one of the lowest rates of recycling among OCED countries.

The responsibility and cost for waste reduction in Australia should be borne by industry, and not local governments.

Implementing mandatory product stewardship, including payments to local governments for any residual resource recovery services, would ensure producer responsibility is operationalised and reduce the cost and risk burden on councils.

ALGA is advocating for the Federal Government to:

- Establish a mandatory product stewardship approach for waste materials and ensure product stewardship schemes include, and are effective, in regional and remote areas.
- Ban the importation and manufacturing of products containing identified contaminants.
- Prioritise national policy attention to waste streams with the highest potential to improve environmental outcomes, reduce costs to local government, and create economic opportunity.
- Introduce a 'local government impact assessment' into national waste policy and reform processes to ensure council interests are systematically incorporated into policy design.

How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?

What new programs could the Australian Government partner with local government in to progress local regional and national objectives?

What actions and investments should the Australian Government prioritise to improve resource recovery rates?

What initiatives and approaches should the Australian Government take to improve waste, recycling and resource recovery in regional, rural and remote LGAs?

What are the most significant opportunities in the circular economy and how can the Australian Government engage with local governments to leverage these opportunities?

8. CYBER SECURITY

Cyber security is a growing risk for all Australian governments and businesses, and councils are not immune. However many local governments are under-resourced and struggle to deal with increasingly sophisticated cyber threats and attacks.

Local governments manage large amounts of sensitive data about communities and community members, including private information from the aged care, health, and social services they deliver. Furthermore, most councils are responsible for managing critical infrastructure, including water, waste, power networks, and transport systems.

Councils need greater support to strengthen their cyber security preparedness and response capability, and protect valuable data.

ALGA is calling for greater funding and support from the federal government to improve cyber security capability and capacity across the local government sector.

Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?

Are there actions the Australian Government could take to improve cyber security within the local government sector?

9. CLIMATE CHANGE

The impacts of climate change – including from more frequent and severe natural disasters, coastal erosion and rising temperatures – are being felt right across every community.

Councils, being the closest government to communities, are crucial in creating a sustainable future and helping the Federal Government achieve net zero emissions by 2050. However, they need support to manage these impacts.

Climate adaptation

Local governments are on the frontline of climate adaptation. They build public swimming pools to keep people cool, plant trees for shade, and upgrade stormwater systems to handle heavy rains. With their local knowledge and leadership, they play a vital role in addressing climate risks and seizing new opportunities from new industries and achieving national climate adaptation objectives.

Councils are already investing significantly in climate adaptation, but they need more support to match the scale of the challenges. ALGA's modelling shows that councils deliver \$0.8 to \$3.1 in benefits for every \$1 invested. A \$2 billion investment by 2030 could benefit local communities by \$2.2 to \$4.7 billion.

ALGA is calling for a new \$400 million per year climate adaptation fund, to be distributed across all councils to provide local, place-based solutions to Australia's changing climate.

We are also asking the Federal Government to:

- Streamline and make it easier for local governments to undertake climate risk management. This should involve implementing a voluntary climate risk framework for local government which supports consistent climate risk assessment, reporting, decision making and expenditure.
- Develop, operate and maintain an information and data suite designed specifically for local government adaptation use (on an opt-in basis).

Emissions reduction

The Australian Local Government Climate Review 2024 found that 86% of councils (out of 120 respondents) had an emissions inventory. However, they face barriers in reducing corporate emissions, such as internal resourcing (69%), funding (64%), and staff capability (40%).

While councils are committed to reducing emissions locally, they need more funding to avoid burdening ratepayers and to allow communities to benefit from low-emissions technologies sooner.

ALGA is asking the Federal Government to:

- Collaborate with local governments as part of a multi-level governance approach (per the Australian Government's pledge to the Coalition for High Ambition Multilevel Partnerships) to undertake strategic planning and prioritisation of net zero projects, infrastructure and service needs on a regional level.
- Fund emissions reduction plans with local governments across states and territories to facilitate a place-based approach to achieving net zero communities.
- Expand, and make more accessible, existing funding programs which enable local governments to reduce emissions and support community emissions reduction.
- Provide councils with accessible and nationally harmonised tools to maintain pace with trends in emissions measurement and reporting.
- Ensure local governments are compensated where emissions reduction processes place additional pressure on services and infrastructure (e.g, heavier EV truck impact on maintenance/standards of roads/bridges).

Renewable energy transition

Local governments are crucial partners in the transition to net zero. They engage with project proponents, negotiate community benefits, provide trusted information to residents, and manage the impacts of large projects on roads, housing, and local skills.

Councils strive to create a positive long-term legacy while balancing the immediate risks and impacts of the transition.

ALGA is asking the Federal Government to:

- Create a program of work dedicated to understanding local government experiences with renewable energy transition in their local area and region and develop specific supports for local governments.
- Establish a national approach and mechanism for cost recovery to local governments for the role of brokering benefits between project proponents and their communities, benefitting all Australians.
- Develop and maintain regional plans and a national map demonstrating zoning for prospective and proposed renewable energy projects and transmission corridors.

Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?

What are the opportunities to support councils to increase community resilience to the impacts of climate change?

What support do councils need to ensure that renewable energy projects deliver lasting benefits to the communities that house them?

What are the most significant climate risks being faced by local governments and what approach should the Australian Government take to supporting councils?

What roles and responsibilities for emissions reduction and climate risk management is your council shouldering that should be primarily managed by other levels of government? How should this responsibility be shared or rebalanced?

What are the most significant emissions reduction opportunities for your council and what could the Commonwealth provide to enable you to implement these opportunities?

10. INTERGOVERNMENTAL RELATIONS

ALGA has unique access and insight into government decision-making in Australia.

We represent local government at Ministerial Councils and forums on a range of key issues including transport, emergency management, energy, climate, environment, planning, culture and Closing the Gap.

At these meetings, ALGA's leaders provide a powerful and strong voice for councils and communities, and ensure local perspectives are considered in national policy development.

However, ALGA does not have a permanent voice on National Cabinet – the main forum linking all governments across the nation.

For almost 30 years, ALGA was a valued member and contributor to the Council of Australian Governments (COAG). However, ALGA's membership did not carry over when COAG transitioned to National Cabinet in 2020, and ALGA now only attends one meeting each year as an observer. ALGA is also invited to attend one meeting per year of the Council on Federal Financial Relations.

ALGA is calling on the Federal Government to return ALGA as a full member of National Cabinet with ongoing membership and voting rights. This will enable local government leaders to provide local perspectives on national decision making and ensure the views of Australian communities are understood and considered.

We are also seeking full membership of the Local Government Ministers' Forum, which ALGA currently attends in an ex-officio capacity.

Given the important role councils play delivering local solutions to national priorities, how can intergovernmental arrangements be further improved in Australia?

Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?

CONCLUSION

Thank you for taking the time to read this discussion paper and your support for the 2026 National General Assembly of Local Government.

A final reminder:

- Motions should be lodged electronically at www.alga.com.au and received no later than **11.59pm AEST on 27 February 2026**.
- Motions must meet the criteria published in this paper.
- Motions should commence with the following wording: *This National General Assembly calls on the Australian Government to...*
- Motions should not be prescriptive in directing how the matter should be pursued.
- Motions should be practical, focussed and relatively simple.
- It is important to complete the background section on the form.
- Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- When your council submits a motion there is an expectation that a council representative will be present at the 2026 National General Assembly to move and speak to that motion if required.
- Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2026 National General Assembly in Canberra.



ACTION	DECISION
PROPONENT	Council Officer
OFFICER	John Brown, General Manager
FILE REFERENCE	014\006\001\
ASSOCIATED REPORTS AND DOCUMENTS	BODC Submission Comparison Letter from Minister Vincent dated 8 December 2025 Local Government Electoral Reform Discussion Paper - Exposure Draft Legislation and Prior Consultation Report Local Government Electoral Reforms 2025 - Overview of draft legislation

OFFICER'S RECOMMENDATION:

That Council provide a submission based on the two points identified in this report.

INTRODUCTION:

The Tasmanian Government released a Discussion Paper in February 2025 proposing reforms to local government elections to modernise the electoral framework, improve accessibility, and address challenges with the current postal ballot model. Following initial submissions, two draft Bills were prepared: the Local Government Electoral Bill 2025, establishing a standalone electoral framework, and a supplementary Local Government Amendment (Electoral Reforms) Bill 2025, addressing council operations such as caretaker provisions and pecuniary interest management. A 13-week consultation period invites feedback until 28 February 2026, focusing on the workability of the draft Bills, alignment with policy intentions, and prioritisation of reforms for phased implementation ahead of the October 2026 elections

This report is focused on the exposure draft Local Government Electoral Bill.

PREVIOUS COUNCIL CONSIDERATION:

Council Workshop 2 February 2026

Council Meeting 17 March 2025

03/25.17.4.569 Moved: Clr K Chapple/ Seconded: Clr I Carter

That the updated submission be endorsed subject to final comments.

CARRIED UNANIMOUSLY

Council Workshop 3 March 2025

Council Workshop 3 February 2025

OFFICER'S REPORT:

On 8 December 2025 the Minister for Local Government advised that an exposure draft Local Government Electoral Bill had been released for comment with the Minister advising that:

The new Bill introduces several important reforms, including:

- *Creating a more flexible format for future local government elections;*
- *Strengthening the donations disclosure and electoral advertising requirements;*
- *Improving the quality of public information at elections; and,*
- *Making changes to the eligibility to run for office, alongside a suite of changes intended to improve integrity of elections.*

The prior consultation, conducted via a Discussion Paper released in February 2025, sought feedback on five key reform areas: voting method flexibility, franchise and candidacy eligibility, access to electoral information, donation and advertising transparency, and election integrity. The consultation aimed to ensure the proposed reforms were feasible and implementable rather than re-examining underlying policy. Interestingly only 21 submissions were received in relation to the Discussion Paper and just over 50% of Councils responded.

Submissions on the initial phase of consultation were reviewed, with feedback informing the development of two draft Bills related to Tasmania's local government electoral system:

1. A Local Government Electoral Bill 2025 which establishes a standalone statutory framework for the conduct of local government elections, and implements key reforms which aim to modernise Tasmania's local government electoral framework.
2. A supplementary Local Government Amendment (Electoral Reforms) Bill 2025 which repeals existing electoral provisions from the Local Government Act 1993, and delivers electoral reforms related to council operations including caretaker provisions and the management of pecuniary interests.

This report is focussed on the exposure draft Local Government Electoral Bill. A separate report has been prepared in relation to the Local Government Amendment (Electoral Reforms) Bill 2025

The following is a summary of the outcomes from the process which has then informed the development of the exposure draft Local Government Electoral Bill 2025. Included in the attachments to this item is a comparison of the outcomes to the submission Council made to the consultation process.

Future Format of Local Government Elections

Scenario A – Attendance Voting

This scenario proposed a full shift to attendance voting with limited postal and telephone options. It received limited support due to concerns about accessibility for rural, disabled, and older voters, increased costs, logistical challenges, and feasibility for the 2026 elections. The TEC also opposed this scenario citing unsustainable costs and infrastructure demands.

Scenario B – Hybrid Voting Model

Scenario B, strongly supported by most stakeholders, maintains postal ballot delivery while encouraging in-person return at issuing places like council offices. This model balances accessibility with practical delivery improvements and includes telephone and assisted voting for eligible electors. The TEC expressed willingness to collaborate on this model, which will be the preferred approach for the 2026 elections, with legislative flexibility retained to adapt electoral procedures in the future.

New Reform Directions

Non-Citizen Voting Rights

Feedback was mixed on continuing non-citizen voting rights, with support for maintaining voting entitlement for permanent residents and long-term community members on the basis of at least 12 months continuous residence or property ownership. Nomination rights remain restricted to those enrolled on the House of Assembly roll (citizens or eligible British subjects), aligning with other Australian jurisdictions. The TEC noted administrative challenges in verifying visa status, favoring the residence-based test.

Election of Deputy Mayor

The proposal to end direct public election of the deputy mayor in favor of election by councillors received mixed feedback. Opponents valued direct election for democratic legitimacy and public visibility, while supporters cited cost savings and alignment with other jurisdictions. The draft Bill includes this reform, allowing councils to decide whether the deputy mayor serves for the full term or a shorter period, with further community input sought.

Technical Reforms

Flexible and Accessible Election Framework

Reforms aim to reduce legislative prescription, granting the TEC authority to approve and adapt electoral procedures, including alternative voting methods like telephone or electronic voting for certain elector groups. These changes are intended to future-proof the system and enhance accessibility, though the TEC highlighted challenges related to cost, secrecy, and verification. Universal franchise principles are legislated to ensure independent, secret, and verifiable voting, with post-election accessibility reporting introduced to promote accountability.

Voting Franchise and Eligibility

The responsibility for the General Manager's Roll (GMR) will transfer from councils to the TEC to improve consistency and reduce administrative burden. Eligibility criteria for enrolment and candidacy will be tightened, including clarifying "occupier" definitions and prohibiting dual enrolment. The nomination threshold will increase to 30 supporting electors to confirm genuine candidacy. Pre-nomination training for new candidates will be required to enhance candidate preparedness.

Public Information and Transparency

The TEC will continue to offer candidates the option to submit candidate information statements, though this will not be legislated. Proposals to allow the Director of Local Government to publish

council performance statements during elections and to display party or group names on ballots were not adopted due to concerns about neutrality, administrative complexity, and partisanship. Instead, party endorsement information will be included in the official candidate booklet.

Donations and Advertising

Reforms strengthen transparency in campaign financing, aligning local government laws with state electoral standards. Prohibitions on misleading statements, authorisation requirements for electoral advertising, and limits on electoral expenditure are introduced. Candidates must report all electoral expenditure, including that incurred on their behalf. Donation disclosure thresholds remain at \$50, extended to all candidates, with new offences targeting indirect donations and foreign or cash donations over \$50. These measures aim to enhance integrity and public confidence.

Election Integrity and Caretaker Provisions

A statutory caretaker framework will apply during election periods, restricting councils from making major policy or financial decisions, using resources to influence voting, or publishing promotional material favoring candidates. Major decisions made during caretaker periods will be invalidated, with provisions for compensation to affected parties. The TEC will receive investigative powers, and electoral offences and sanctions will align with state electoral laws. Overlapping election dates with state or federal elections will be prevented. The threshold for elector polls will increase to 20%, and poll topics will be restricted to council-related matters.

Reviewing the Bill, the following key sections are noted:

Section	Content	Discussion
7(3)	Election of Deputy Mayor is by the Councillors, sec 7(3)(d) enables the Council to decided the term of the Deputy Mayor	Council believes that the current process of direct public election should be maintained for the election of Deputy Mayor. It was felt that the additional cost for this process is minor in the overall cost and ensures that the maximum amount of independence in the process to appoint a Deputy Mayor is achieved through this process.
15(3)&(4)	Proof of entitlement to vote due to being an occupier	Needs to be strengthened through a narrowing of the focus as to what documentation is acceptable. It should come back to Tenancy agreement or private purposes licence as the other options do not demonstrate the person is a current occupier. The subsequent issue is what happens when the tenancy expires, how are they automatically removed?

The Tasmanian Government has released the draft legislation for a 13-week consultation period – inviting feedback from the sector, community and key stakeholders.

General comment is invited on:

- ✓ The **workability and implementation** of the provisions contained in the draft Electoral Bill.
- ✓ Whether the provisions **accurately reflect the intended policy direction**.
- ✓ How the draft Electoral Bill **responds to issues raised** during the initial consultation on the Discussion Paper.

Consultation is open until midnight on Saturday 28 February 2026.

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017 – 2027 (Revised March 2022)

Achieving the Vision

Leadership/Ownership – Council Role

- We will be visionary and accountable leaders who advocate and represent the views of our community in a transparent way.
- We will make decisions for the greater good of Break O’Day by being accessible and listening to our community.

Break O’Day Annual Plan 2025-2026

Management Team Objectives – Local Government Reform

Local Government reform – Participate actively in the Future of Local Government Review process with a focus on achieving the best outcome for the Break O’Day area.

LEGISLATION & POLICIES:

Local Government Act 1993

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

THE FUTURE FORMAT OF LOCAL GOVERNMENT ELECTIONS IN TASMANIA		
<p>Scenario A: change to voting in person as the primary means of participation</p> <p>Move to universal attendance elections with a weeklong polling period, or a polling day, including an extended pre-poll period and postal voting for persons on the supplementary electoral roll.</p> <p>Telephone voting would be made available for electors with barriers to participation or who are interstate or overseas.</p>	<p>Council Response:</p> <p>Compulsory voting would need to remain in place, previously when voting occurred through this Scenario voting was not compulsory.</p> <p>A weeklong polling period based around physical polling stations needs to be viewed with a degree of caution. There will be expectations within our communities that polling stations will be provided in numerous locations and this will require a minimum of two persons at each polling place for the duration. Whilst this in some ways enhances accessibility, the cost of this exercise would be astronomical and would be a quite inefficient approach at smaller polling stations.</p> <p>A single polling day with an extended period of pre-polling similar to what is in place for Federal and State elections would be the most logical under this scenario. The key benefit of mirroring this system is that people are used to the system.</p> <p>Trialling a telephone voting system has merit, further detail is required on how this might operate to enable a position to be formed.</p>	<p>Exposure Draft Legislation</p> <p>This scenario has not been supported by the Tasmanian Electoral Commission</p>

	<p>This should be the least favoured option to pursue.</p>	
<p>Scenario B: flexible additions to the status quo (a ‘hybrid’ model)</p> <p>Provide for a ‘hybrid’ postal model where:</p> <ul style="list-style-type: none"> • all electors are mailed a ballot and candidate information pamphlet <p>there is a minimum four week polling period, enabling the earlier return of postal votes</p> <ul style="list-style-type: none"> • there are more issuing places in each municipality, to enable the hand return of ballots by electors until the close of polls • ballots may be returned to issuing places until the close of polls. <p>Telephone voting would be made available for electors with barriers to participation or who are interstate or overseas.</p>	<p>Council Response:</p> <p>During the 2022 Council elections the system worked reasonably well, we did have the situation where a section of the community failed to receive ballot papers through the post and given this was a geographic based issue one would think it related to an issue with delivery at the local level.</p> <p>Noting that postal delivery services are on the decline greater clarity on the potential timeframe for the cessation of postal delivery services is required, it may be 10 years away and during that time electronic voting systems will continue to evolve.</p> <p>Council should support the use of the ‘hybrid’ postal model as proposed. Locations for the hand return of ballot papers needs to be carefully considered. Locations need to be reasonably secure in terms of operation which from a Council perspective is really a Council office. Returning them to a Council depot is not appropriate as these are places where heavy machinery and trucks are moving creating an avoidable level of risk. If additional returning places are required then it would be logical to use the existing Australia Post network of post offices for this purpose.</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government has determined to proceed with this model as the preferred approach for the 2026 local government elections. Scenario B strikes an appropriate balance between accessibility, integrity, and practicality, and will be further developed in collaboration with the TEC and local government stakeholders.</p> <p>While Scenario B will be adopted as the default delivery model, the legislative framework will retain the flexibility for the TEC to adapt electoral procedures over time, ensuring future models can respond to emerging challenges, technology, and voter needs. To enable this flexibility, the Electoral Commissioner will be given the ability to determine that local government elections are to be held by attendance ballot, but this method of election would only be activated in certain circumstances Local Government Electoral Reform 9 (such as when the Electoral Commissioner believes it is not viable to use the hybrid postal model).</p>

	<p>The Discussion Paper refers to “issuing places”, this is typically a place where a ballot paper can be issued. This needs to be clarified by the Department of Premier and Cabinet as under the postal ballot approach the papers have already been issued. Reissuing a ballot paper should be restricted to certain locations who have the trained staff to undertake this task.</p> <p>Trialling a telephone voting system has merit, further detail is required on how this might operate to enable a position to be formed.</p> <p>Investigations need to be undertaken involving Federal and State requirements on an electronic system that could potentially be based around the MyGov system which could provide access to electronic ballot papers. Substantial challenges from a cyber security perspective will need to be addressed.</p>	
<p>What would these scenarios cost?</p> <p>Tasmania’s 2022 local government elections cost \$9.32 per elector, an increase of 34 per cent over the 2018 elections (\$6.92 per elector). This is largely attributable to the very large increase in participation (driving increased postal and counting costs) and the costs associated with the returning, processing and counting</p>	<p>Council Response:</p> <p>The cost of an election is unavoidable The charging regime must be based on the following:</p> <ul style="list-style-type: none"> • Full transparency in relation to the costs being charged including the calculations relating to overhead percentages being applied. 	

those additional ballots. By comparison, the 2024 Tasmanian state election cost \$12.37 per ballot.

Jurisdictional comparisons demonstrate a wide range in potential costs. 2021 local government elections in the Northern Territory and New South Wales (which are primarily run on an attendance model) incurred costs of \$15.10 and \$29 per elector, respectively (noting that a range of factors may underpin that, including higher participation at the NSW elections).

It is not possible to quantify with confidence the costs of future Tasmanian local government elections under either alternative. It is reasonable to assume that the slower pace at which electors would take to complete their votes, and so move through the polling place, would increase costs of attendance elections relative to state elections; as may the provision of a polling period, rather than polling day (though this would vary with operational decisions regarding the number and distribution of polling places). As at present, local government elections are a more complex counting process than for

- Post election review of the conduct of each election to assess the performance of the approach and opportunities for improvement and cost reductions for future elections. The review is to include representatives from the sector through the LGAT.
- Benchmarking against other jurisdictions to ensure that our system is cost competitive

<p>state elections, though as discussed elsewhere in this document, this could be addressed by adopting an alternative means of selecting the deputy mayor.</p> <p>It is similarly difficult to quantify costs of the hybrid election model, though this is anticipated to be less than for attendance elections. Postal services are expected to be more costly over time as overall letter volumes decline.</p> <p>Under either alternative, the costs of local government elections are expected to increase at the next ordinary elections and beyond.</p>		
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POTENTIAL NEW DIRECTIONS: WHO SHOULD VOTE IN LOCAL GOVERNMENT ELECTIONS, AND HOW SHOULD WE ELECT THE DEPUTY MAYOR?

<p>Reforming the franchise: should non-citizens enjoy a continuing entitlement to vote at local government elections?</p> <p>If this entitlement were to continue, it is proposed a person’s ordinary place of residence must have been in Tasmania for the 12 months prior to making an application for enrolment (or otherwise must own property in Tasmania in a personal capacity).</p>	<p>Council Response:</p> <p>This entitlement should continue with a 12 month timeframe in place, it is a question of how this is proven which needs to be resolved.</p>	<p>Exposure Draft Legislation</p> <p>Having considered the feedback, the Tasmanian Government will proceed with a revised model allowing for continued non-citizen voting rights, subject to a requirement of 12 months’ continuous residence in Tasmania or personal property ownership. This approach balances inclusivity with electoral integrity and avoids placing administrative burden on the TEC to assess visa status.</p>
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<p>This would be, in effect, a 'non-citizens' electoral category.</p>		
<p>Reforming the entitlement to nominate as councillor</p> <p>If an entitlement for non-citizens to vote is preserved, require that a person must appear on the House of Assembly electoral roll to be eligible to hold the office of councillor, in addition to appearing on that roll or the supplementary electoral roll at an address in the municipal area.</p>	<p>Council Response:</p> <p>No change required</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government will proceed with the proposal to limit eligibility to nominate for council to those enrolled on the House of Assembly roll. This ensures that those holding elected office are fully part of Australia's civic and legal framework, while maintaining a broad franchise for voters</p>
<p>Remove the direct election of the deputy mayor</p> <p>Instead, the councillors are to elect the deputy mayor at the first ordinary meeting of the term of the council. Otherwise, the role of deputy mayor could be removed entirely or made optional in favour of provision for acting mayors, including supplementary allowances.</p>	<p>Council Response:</p> <p>No change required, leave as elected by the people.</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government has included the reform in the draft Bill for further consultation. The proposed new framework will provide for the deputy mayor to be elected by councillors at the first ordinary meeting following a general election.</p> <p>The Tasmanian Government is seeking further input from the broader community on how this model should operate. This includes whether once elected by councillors, the deputy mayor should serve for the full council term or for a shorter fixed period. The draft legislation as it stands provides that councils are given the flexibility to appoint for a full term or for a shorter period</p>

LOCAL GOVERNMENT ELECTIONS: TECHNICAL REFORMS

1. A more flexible and accessible format for local government elections

<p>Reform 1: reduce prescription in the statutory framework to enable the Tasmanian Electoral Commission to approve the electoral process.</p>	<p>Council Response:</p> <p>Reducing prescription is supported, this is in line with the general thrust within legislative review and a shift to a principles based approach. It will also allow flexibility to adapt to changes within the overall systems such as electronic voting and reduction in postal services.</p>	<p>Exposure Draft Legislation</p> <p>Stakeholders broadly supported reforms aimed at creating a more flexible, modern electoral framework for local government elections. There was a strong appetite for reducing legislative prescription and allowing the TEC to approve and adapt electoral procedures under a principles-based model.</p>
<p>Reform 2: enable the Tasmanian Electoral Commission to approve procedures for voting, including by telephone and electronic means, for interstate and overseas electors and electors with impediments to ordinary participation, or for other classes of person prescribed by regulation.</p>	<p>Council Response:</p> <p>Logical to support this in line with the responses above. It also facilitates access and inclusion.</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government will proceed with these reforms, acknowledging that postal voting will remain available and that any new methods will be implemented with caution and clarity</p>
<p>Reform 3: legislate that the Tasmanian Electoral Commission is required to approve procedures in accordance with universal franchise principles, namely all electors, including electors with additional barriers to participation, are to be afforded an opportunity to vote in an independent, secret and verifiable manner.</p>	<p>Council Response:</p> <p>Logical to support this focus on access and inclusion.</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government agrees the principles should guide future development, and will work with the TEC to ensure they are applied pragmatically outside the statutory framework</p>

<p>Reform 4: require the Electoral Commissioner to publish after each election a statement on the implementation of the accessibility principles, after information, including relevant statistics and initiatives undertaken to promote universal participation in the election.</p>	<p>Council Response:</p> <p>Logical to support this focus on access and inclusion.</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government will proceed with this reform, with reporting requirements aligned to TEC's existing data practices and operational capabilities</p>
<p>2. A better franchise for electors and changes to eligibility to run for office</p>		
<p>Reform 5: increase the number of elector signatures required to support a notice of nomination to the lesser of 30 or one per cent of the number of electors in the municipal area.</p>	<p>Council Response:</p> <p>This provides an alternative to the introduction of a nomination fee which had been previously considered and dismissed.</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government considers the threshold modest and proportionate and will proceed with the reform</p>
<p>Reform 6: move administration of the 'general managers' roll' from councils to the Tasmanian Electoral Commission, including administration of the process through which land occupier and corporate nominee (supplementary electoral roll) electors are to enrol.</p>	<p>Council Response:</p> <p>As noted in the Discussion Paper this was supported through the legislative review process. Shifting this process will address consistency in approach issues. It is also a task that requires a certain skill set and in terms of the overall activities which Council administration undertakes it is better to be shifted.</p>	<p>Exposure Draft Legislation</p> <p>Transferring responsibility for the GMR from councils to the TEC was widely supported to reduce administrative burden on councils and centralise electoral oversight.</p>
<p>Reform 7: provide a definition for the purposes of 'occupier' of land that establishes an occupier holds a leasehold interest or licence over land,</p>	<p>Council Response:</p> <p>Logical to provide a definition proposed.</p>	<p>Exposure Draft Legislation</p> <p>Proposed changes to tighten the eligibility criteria for GMR enrolment including</p>

<p>and/or the person’s ordinary place of residence is in the municipal area.</p>		<p>strengthening verification requirements and clarifying the definition of “occupier” also received broad backing, with submissions noting these steps would improve public trust and align enrolment with genuine community connection</p>
<p>Reform 8: provide that a person seeking enrolment on the supplementary roll must complete a land occupier declaration and provide documentation of the leasehold or licence over land, or evidence of their period of residence in Tasmania to the satisfaction of the Commissioner.</p>	<p>Council Response: This is a logical inclusion to establish the ‘bona fides’ of a person seeking enrolment.</p>	
<p>Reform 9: implement the ‘one person, one vote’ principle and require a nominee of a corporate landowner or occupier of land may nominate one natural person who is an officeholder of the company to be its nominee.</p>	<p>Council Response: The proposed changes seem fair and logical requiring there to be a clear connection to the office holders of a body corporate</p>	<p>Exposure Draft Legislation The reform to prohibit dual enrolment was similarly well supported and seen as a necessary step to uphold the “one person, one vote” principle.</p>
<p>Reform 10: provide that all intending candidates (other than incumbent councillors) must complete a prescribed program of pre-nomination training prior to their submission of a notice of nomination.</p>	<p>Council Response: Council is not supportive of pre-nomination training and notes that insufficient detail has been provided. Council felt that if there was an onerous training program it may turn away potential candidates. Councillors questioned whether it should be a requirement to attend an information session prior to nomination. Council is supportive of training modules being completed as the more training completed the better quality councillor you have.</p>	<p>Exposure Draft Legislation The Tasmanian Government will proceed with this reform, by expanding requirements for an intending candidate’s notice of nomination to require an attestation that they have completed a pre-election training course. This training will be designed to be accessible and practical.</p>

	Councillors should be required to commit to completion of mandatory training when they sign the Declaration once they have been elected as a Councillor and prior to taking their seat at the Council table.	
3. Better quality public information at elections		
Reform 11: require that the TEC provides all people submitting a notice of nomination the opportunity to provide a candidate information statement (in an approved format, providing prescribed information) and the Tasmanian Electoral Commission is to publish candidate information through appropriate means.	Council Response: It is logical that this form part of the statutory scheme that governs the electoral system.	Exposure Draft Legislation The Tasmanian Government will not enforce a mandatory requirement for a candidate information statement. The choice and responsibility for preparing and submitting statements will remain with candidates
Reform 12: provide that the Director of Local Government may provide a statement to be published by the Tasmanian Electoral Commission alongside the candidate information.	Council Response: The provision seems logical, it is noted that the Commission has the power to reject a statement with no recourse except it is presumed to provide a new statement.	Exposure Draft Legislation The Tasmanian Government will not proceed with this reform and will instead explore options for improving transparency outside the caretaker period.
Reform 13: establish that nomination by a registered party is to be included in the information published by the Tasmanian Electoral Commission, and printed on the ballot paper, with the candidate's name to be printed alongside the name of the registered party.	Council Response: Council supports what is proposed.	Exposure Draft Legislation The Tasmanian Government has determined not to proceed with these reforms. However, it intends to provide for the inclusion of information about formal party endorsement and group affiliation in the official candidate information booklet to ensure voters

<p>Reform 14: provide for candidates whose nomination form is not lodged by a registered party to request to be identified with a group name.</p>	<p>Council Response: Council supports what is proposed.</p>	<p>continue to have access to relevant context when casting their vote</p>
<p>4. Strengthened donations disclosure and electoral advertising requirements</p>		
<p>Reform 15: corresponding to the Electoral Act Review Final Report and the amended section 197 of the <i>Electoral Act 2004</i>, introduce new prohibitions on the dissemination of misleading and deceptive statements.</p>	<p>Council Response: It is logical to strengthen provisions by incorporating new prohibitions on the dissemination of misleading and deceptive statements. Unfortunately this is a fact of life when it comes to political processes and an ongoing source of frustration as accountability never seems to be reflected in justice.</p>	<p>Exposure Draft Legislation These changes were seen as necessary modernisations that bring local government elections into closer alignment with accepted electoral standards across Australia and with State elections. The Tasmanian Government will work with the TEC to ensure clear, practical resources are provided to candidates and parties</p>
<p>Reform 16: remove the general restriction upon a person, without the consent of the candidate or intending candidate, printing, publishing or distributing any electoral advertising that contains the name, photograph or a likeness of a candidate or intending candidate at an election; other than 'how-to-vote' material intended to instruct an elector in the completion of their vote.</p>	<p>Council Response: Removal of this restriction is going to lead to behaviours and actions which will be a source of frustration for candidates and intending candidates. The lack of accountability through social media platforms, a situation which is only going to become worse through recent politically induced changes further afield, is going to result in greater frustration and anger by candidates. Given the impact of behaviours by 3rd parties on Councillors in recent times and the lack of protection which is provided through the</p>	

	<p>legal system a watering down of even these basic restrictions is going to further expose candidates and intending candidates to inappropriate behaviours potentially resulting in the loss of candidates.</p> <p>Council does not support this change at all noting that it is bad enough as it is.</p>	
Reform 17: clarify the definition of electoral advertising.	<p>Council Response:</p> <p>Logical to support this</p>	
Reform 18: provide that only a candidate, intending candidate, or a person so nominated in the notice of nomination by a candidate, may incur electoral expenditure; and provide that expenditure by other persons to promote or procure the election of a candidate or intending candidate is an offence.	<p>Council Response:</p> <p>Logical to support this given the framework which has been being introduced.</p>	
Reform 19: institute authorisation requirements for electoral advertising and associated material.	<p>Council Response:</p> <p>Logical to support this</p>	
Reform 20: replace advertising expenditure limits with a general expenditure limit, with reference to the expenditure limit for Legislative Council	<p>Council Response:</p> <p>Logical to support this given the framework which has been introduced.</p>	

<p>elections under the <i>Electoral Disclosure and Funding Act 2023</i>.</p>		
<p>Reform 21: require that a candidate is to report expenditure made on their behalf in their electoral expenditure return, in the same manner as personal expenditure. The present requirement to attribute, in full, to each candidate so featured the value of advertising featuring multiple candidates (for instance, multiple party candidates) will be retained.</p>	<p>Council Response: Logical to support this given it is a current requirement.</p>	
<p>Reform 22: prohibit any person from incurring any expenditure for or on behalf of a registered party with a view to promoting or procuring the election of a candidate or intending candidate.</p>	<p>Council Response: Logical to support this</p>	
<p>Reform 23: maintain the \$50 threshold for the disclosure of gifts and benefits and extend this requirement from incumbent councillors to all candidates, who will be required to lodge two candidate donation returns with the Tasmanian Electoral Commission. The new Bill will also require the publication of initial donations disclosures on the Commission’s website during the polling period and until the certificate of election.</p>	<p>Council Response: Logical to support this given it is a current requirement.</p>	

<p>Reform 24: provide that it is an offence for a person other than a candidate or intending candidate to accept a gift or benefit for the purpose of promoting or procuring the election of a candidate, or for the dominant purpose of influencing the way electors vote in an election; and that it is an offence to make a gift or donation to a person other than a candidate or intending candidate for this purpose.</p>	<p>Council Response: Logical to support this.</p>	
<p>Reform 25: provide that it is an offence for a councillor, intending candidate or candidate, at any time, to accept a donation for the purpose of promoting or procuring the election of a candidate or intending candidate at a local government election:</p> <ul style="list-style-type: none"> • over \$50, including services or goods valued in kind, without recording the basic details of that donor • over \$50 in cash • over \$50 from a foreign donor 	<p>Council Response: Logical to support this given the framework which has been introduced.</p>	
<p>5. Other changes to support the integrity of elections</p>		
<p>Reform 26: provide that a local government election or by-election may not be held such that the polling period overlaps the date of a</p>	<p>Council Response: Logical to support this.</p>	<p>Exposure Draft Legislation</p>

Tasmanian or Australian Government parliamentary election.		The Tasmanian Government will proceed with this reform as a practical safeguard for electoral delivery and public confidence
Reform 27: provide the Tasmanian Electoral Commission with powers of investigation.	Council Response: Logical to support this.	Exposure Draft Legislation Proposals to strengthen the enforcement powers of the TEC also received widespread support (Reforms 27–28). Submissions acknowledged that enabling the TEC to investigate potential breaches and aligning electoral offences with the Electoral Act 2004 would promote greater accountability and legal consistency. These reforms will proceed as proposed
Reform 28: alignment of electoral offences and sanctions with the Electoral Act.	Council Response: Logical to support this.	
Reform 29: provide a statutory caretaker framework, applying from the notice of election to the date of the issue of the certificate of election for all elections other than by-elections and countbacks.	Council Response: Break O’Day Council has a policy in place to address this situation which was adopted prior to the last Council election, LG55 Local Government Election – Caretaker Period Policy. Council has demonstrated support for this approach, careful consideration of the detail will be required.	
Reform 30: provide that during the caretaker period, prohibit a council from making any major policy or financial decisions, namely decisions: <ul style="list-style-type: none"> relating to the appointment, reappointment, remuneration or termination of a general manager, other than a decision in respect of the 	Council Response: Break O’Day Council has a policy in place to address this situation which was adopted prior to the last Council election, LG55 Local Government Election – Caretaker Period Policy.	Exposure Draft Legislation The Tasmanian Government will proceed with these reforms and provide detailed guidance to ensure consistent and practical application

<p>appointment of an acting general manager under section 61B</p> <ul style="list-style-type: none"> • committing the council to expenditure greater than one per cent of general and service rating and fees and charges revenue raised in the preceding financial year, or \$100,000, whichever is the larger • directing council resources in a manner intended, or likely to, influence voting at the election • relating to a matter the council considers it could reasonably defer until after the election period, other than: <ul style="list-style-type: none"> ▪ decisions relating to a matter the council is required to determine in that period under statute ▪ decisions of a routine and operational nature. 	<p>Council has demonstrated support for this approach, careful consideration of the detail will be required.</p> <p>The detail within the discussion paper seems logical as a starting point.</p>	
<p>Reform 31: provide that during the caretaker period, it is an offence for a council to:</p> <ul style="list-style-type: none"> • publish any material in any format which promotes any candidate or group of candidates for election, or otherwise seeks to influence voters in the election 	<p>Council Response:</p> <p>Logical to support this, noting that the responsibility for this will rest with the General Manager.</p>	

<ul style="list-style-type: none"> publish material in relation to the election other than information to promote participation in the election and in relation to election process, or other material of a kind published by the Electoral Commissioner make resources available to the advantage of any candidate, which are not equally available to all candidates for election. 		
<p>Reform 32: provide that major policy or financial decisions of a council during the caretaker period are of no effect and provide that persons who incur loss or damage due to an ineffectual decision of a council, who acted in good faith, are entitled to recover compensation from the council.</p>	<p>Council Response:</p> <p>It is logical to adopt this position, it will be incumbent on the General Manager to ensure that professional advice in accordance with the provisions of the <i>Local Government Act 1993</i> are complied with.</p>	
<p>Reform 33: increase the proportion of electors signing a petition required to compel a council to hold an elector poll to 20 per cent; while restricting the matters about which an elector poll may be held to matters with a legitimate connection to the exercise of a council’s functions or powers or to the incorporation of the council, as determined by the council.</p>	<p>Council Response:</p> <p>Restriction on the matters which an elector poll may be held is a logical approach and would avoid Councils being required to undertake a poll on matters which are outside the scope of Council’s activities.</p> <p>The question remains in relation to the increase from 5% to 20%?</p>	<p>Exposure Draft Legislation</p> <p>The Tasmanian Government will proceed with this reform on the basis that elector polls should be focused on matters within council control and reflect broad community interest, particularly given the costs associated with running these polls. Guidance will support councils and communities in understanding how the provisions apply in practice.</p>

Minister for Housing and Planning
Minister for Infrastructure and Transport
Minister for Local Government

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_ 8 DEC 2025

Dear Mayors and General Managers

As part of our *Local Government Priority Reform Program 2024-26*, the Tasmanian Government has today published an exposure draft Local Government Electoral Bill.

This draft Bill is an important step in establishing a standalone statutory framework for the conduct of local government elections.

The new Bill will introduce several important reforms, including:

- creating a more flexible format for future local government elections;
- strengthening the donations disclosure and electoral advertising requirements;
- improving the quality of public information at elections; and
- making changes to the eligibility to run for office, alongside a suite of changes intended to improve the integrity of elections

The Electoral Bill is also supported by a supplementary Local Government (Amendment) Bill which delivers supporting changes to the *Local Government Act 1993*, including:

- repealing existing electoral provisions from the Act;
- introducing reforms to better manage councillor interests; and
- introducing caretaker provisions for council conduct during an election.

The draft legislation, along with a supporting paper and an overview of provisions of both bills, is available on the Department of Premier and Cabinet's website at www.dpac.tas.gov.au/divisions/local_government.

We are inviting feedback from the sector and the community until midnight on Saturday 28 February 2026. Feedback can be provided by email to LG.Consultation@dpac.tas.gov.au.

It is important to note that due to the technical complexity of moving to a new electoral framework, the new Local Government Electoral Act is expected to have a phased implementation. A crucial focus of this consultation will be identifying the highest priority reforms for implementation prior to the next elections.

This will inform which provisions the Government will seek to 'turn on' with sufficient lead time to allow for education, system updates, and readiness ahead of the October 2026 local government elections.

I encourage this to be a focus of your council's consideration and feedback of the Bill.

Your feedback on the draft Electoral Bill will help us ensure the Tasmanian community can make an informed and meaningful choice at voting time.

Yours sincerely



Hon Kerry Vincent MLC
Minister for Local Government

OFFICIAL

Local Government Electoral Reform

Exposure Draft Legislation and Prior Consultation Report

December 2025

Office of Local Government
Department of Premier and Cabinet

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Introduction

In February 2025, the Department of Premier and Cabinet (DPAC) released a [Discussion Paper](#) outlining proposed reforms to how local government elections operate in Tasmania. The reforms are a key element of the Tasmanian Government's *Local Government Priority Reform Program 2024-26*. They will modernise the local government electoral framework and address longstanding challenges around accessibility, integrity, franchise eligibility, electoral advertising, and the growing limitations of a universal postal ballot model. The reform program aims to deliver a more adaptable legislative framework to support attendance, postal, hybrid and future electronic voting formats, in anticipation of the next council elections scheduled for October 2026.

Submissions on this initial phase of consultation have been reviewed, with feedback informing the development of **two** draft Bills related to Tasmania's local government electoral system:

1. A Local Government Electoral Bill 2025 which establishes a standalone statutory framework for the conduct of local government elections, and implements key reforms which aim to modernise Tasmania's local government electoral framework.
2. A supplementary Local Government Amendment (Electoral Reforms) Bill 2025 which repeals existing electoral provisions from the *Local Government Act 1993*, and delivers electoral reforms related to council operations including caretaker provisions and the management of pecuniary interests.

This paper provides information on how people can provide feedback on the draft Bills, and an overview of feedback received in response to the prior discussion paper and how this feedback has been incorporated into the draft legislation. Finally, this paper provides an overview on reforms related to the management of interests of elected members.

The paper is structured in three parts:

1. An overview of the current consultation process for the draft legislative package, including key matters we are seeking feedback on.
2. A report on the feedback received in response to the prior consultation, and a description of how this feedback has been incorporated into the draft legislation.
3. An overview of the proposed new management of councillor interests framework.

Current Consultation

The Tasmanian Government has now released the draft legislation for a 13-week consultation period – inviting feedback from the sector, community and key stakeholders until midnight on **28 February 2026**.

General comment is invited on:

- The **workability and implementation** of the provisions contained in the draft Electoral Bill.
- Whether the provisions **accurately reflect the intended policy direction**.
- How the draft Electoral Bill **responds to issues raised** during the initial consultation on the Discussion Paper.
- The **renewed framework for managing interests** included in the Local Government (Managing Interests, Caretaker and Electoral Provisions) Bill 2025, including the draft Personal Interest Return included in [Appendix B](#).

Specific consultation matter – implementation priorities

Due to the technical complexity of moving to a new electoral framework, and delays in developing legislation caused by the 2025 State election, the Local Government Electoral Bill 2025 is expected to have a phased implementation once it becomes law.

A crucial focus of this consultation is identifying (through sectoral, peak body and expert feedback) the highest priority reforms for implementation prior to the next elections. This will inform which provisions the Tasmanian Government will seek to 'turn on' with sufficient lead time to allow for education, system updates, and readiness ahead of the October 2026 local government elections.

This is an important opportunity for the public, councils, and stakeholders to help shape Tasmania's future local government electoral system and ensure the legislation is practical, fair, and fit for purpose.

You can make a submission by email or post to:

Email: LG.consultation@dpac.tas.gov.au

Post:

Office of Local Government
Department of Premier and Cabinet
PO Box 123
Tasmania 7001

In accordance with the Tasmanian [Government Public Submissions Policy](#), submissions will be treated as public information and will be published on our website at www.dpac.tas.gov.au after they have been considered. No personal information other than an individual's name or the organisation making a submission will be published.

For further information, please contact localgovernment@dpac.tas.gov.au.

Important information to note

In the absence of a clear indication a submission is intended to be treated as confidential (or parts of the submission), the Department of Premier and Cabinet will treat the submission as public.

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

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

The Department of Premier and Cabinet will not publish, in whole or in part, submissions containing defamatory or offensive material. If your submission includes information that could enable the identification of other individuals then either all or parts of the submission will not be published.

The Right to Information Act 2009 and confidentiality

Information provided to the Tasmanian Government may be provided to an applicant under the provisions of the *Right to Information Act 2009* (RTI). If you have indicated you wish all or part of your submission to be treated as confidential, your statement detailing the reasons may be taken into account in determining to release the information in the event of an RTI application for assessed disclosure. You may also be contacted to provide further comment.

Prior Consultation – Analysis and Outcomes

Scope of Consultation

The consultation on local government electoral reforms forms part of the Tasmanian Government's commitment to deliver a fit-for-purpose, flexible, and contemporary electoral framework for Tasmanian councils. The reforms build on prior work undertaken during the Local Government Legislation Review and reflects the Government's policy position that local government electoral laws should be structured as standalone legislation.

The purpose of the previous Discussion Paper released in February 2025 was to invite feedback on the design of the proposed electoral reforms ahead of drafting of new legislation. The paper presented high-level reform options in five key areas:

1. voting method flexibility
2. franchise and candidacy eligibility
3. access to electoral information
4. donation and advertising transparency
5. election integrity.

Stakeholders were encouraged to provide feedback on the feasibility and clarity of the reforms, and to raise any practical implementation considerations. With the exception of several key reform proposals, the consultation was not intended to re-examine the underlying policy direction or rationale, but rather to ensure the proposed design of reforms was robust and deliverable.

Approach to Consultation

The Discussion Paper was released in February 2025, with submissions invited until Thursday 4 April 2025. The Office of Local Government (OLG) advised all Tasmanian councils and key sector stakeholders of the consultation period. The paper was made available online via the Department of Premier and Cabinet website, alongside a summary version.

OLG provided an online consultation session for councillors on 25 March 2025, where they were invited to ask questions about the Local Government Electoral Bill reform discussion paper.

OLG also briefed the Local Government Association of Tasmania (LGAT) and coordinated targeted engagement with relevant government agencies. These included the Tasmanian Electoral Commission (TEC), whose operational input as

electoral administrator was essential to assessing the feasibility of the proposed reforms.

Submissions Received

21 submissions were received in response to the Discussion Paper. This included:

- 15 submissions from Tasmanian councils
- three (3) submissions from organisations and peak bodies
- three (3) submissions from individual community members, including councillors.

All submissions were reviewed in detail and thematically analysed to identify support, concerns, and implementation risks.

All submissions are available on the Department of Premier and Cabinet website.

A detailed summary of the technical reforms, feedback and the Tasmanian Government's response are in [Appendix A](#).

Stakeholder Feedback – The Future Format of Local Government Elections

The Discussion Paper proposed two scenarios to guide the future delivery of local government elections in Tasmania, reflecting the need to modernise the electoral framework in response to declining postal service reliability, evolving voter expectations, and increasing delivery costs. Submissions were sought on the merits and limitations of each scenario: Scenario A (attendance voting) and Scenario B (a hybrid model).

Scenario A – Attendance Voting

Scenario A proposed a full move to attendance voting, either via a single polling day or a polling period, supported by limited access to postal and telephone voting for eligible electors. This scenario received limited support across the sector. A small number of submissions expressed support for reintroducing mandated in-person voting, citing perceived increases in vote security, alignment with state and federal electoral models, and improved oversight of ballot handling.

However, the majority of councils, individuals, and organisations opposed Scenario A. The primary concern was accessibility (particularly for voters in rural and remote areas, people with disability, older electors, and those without reliable access to transport). Stakeholders warned that the removal of mail-based voting options would disproportionately impact marginalised communities and would undermine the inclusivity of the voting system.

Submissions also highlighted cost and feasibility barriers, including the significant investment required to deliver and staff in-person polling locations across the state, along with the likely need for public education to shift voter expectations and behaviour. Several respondents noted that such a transition would not be achievable by the 2026 local government elections.

The TEC also did not support Scenario A, citing substantial logistical challenges and unsustainable costs without significant investment in new infrastructure and systems.

Scenario B – Hybrid Voting Model

Scenario B proposed maintaining postal delivery of ballot papers while encouraging in-person return at issuing places, such as council offices or public service centres. This model was strongly supported by most stakeholders and is regarded as a practical evolution of the current system. It was seen as a way to retain broad accessibility while addressing challenges with postal reliability and late returns under the compulsory voting model.

Councils viewed Scenario B as a measured and achievable step forward that could be implemented in time for the 2026 elections, subject to sufficient lead time for community education and investment in issuing place infrastructure. Stakeholders noted that this model would preserve the benefits of mail delivery, while providing additional flexibility to voters who prefer, or need, to return their votes in person. The inclusion of continued access to telephone and assisted voting services for eligible electors was welcomed as a necessary safeguard for inclusion.

The TEC expressed willingness to work with OLG on the development of a hybrid model for future elections.

Some submissions raised implementation concerns, including the need for clarity in the legislation around the roles and operating rules for issuing places, and the potential cost and staffing implications of managing these sites.

Based on the strong and consistent support for Scenario B during consultation, the Tasmanian Government has determined to proceed with this model as the preferred approach for the 2026 local government elections. Scenario B strikes an appropriate balance between accessibility, integrity, and practicality, and will be further developed in collaboration with the TEC and local government stakeholders.

While Scenario B will be adopted as the default delivery model, the legislative framework will retain the flexibility for the TEC to adapt electoral procedures over time, ensuring future models can respond to emerging challenges, technology, and voter needs. To enable this flexibility, the Electoral Commissioner will be given the ability to determine that local government elections are to be held by attendance ballot, but this method of election would only be activated in certain circumstances

(such as when the Electoral Commissioner believes it is not viable to use the hybrid postal model).

Stakeholder Feedback – New Reform

Directions

The Discussion Paper sought targeted feedback on three potential reform directions that, if adopted, would depart from previously agreed outcomes of the Local Government Legislative Review. These proposals were included to test current sector and community sentiment, particularly in light of changing election delivery expectations, rising costs, and increasing participation.

The two directions tested were:

1. Whether non-citizens should retain a limited entitlement to vote in local government elections, with eligibility to nominate for council continuing to be restricted to those enrolled on the House of Assembly roll (Australian citizens and eligible British subjects).
2. Whether the deputy mayor should continue to be directly elected by the public or instead be elected by councillors "around the table".

1. Continuing Non-Citizen Voting Rights

Stakeholders expressed a range of views on whether Tasmania should continue to permit non-citizen residents to vote in local government elections. The proposal in the Discussion Paper was to allow this entitlement to continue under a revised model, requiring at least 12 months of continuous residence in Tasmania (or personal ownership of property) prior to enrolment.

A number of councils and organisations supported continuing this entitlement, particularly for permanent residents, refugees, and long-term community members. These submissions noted that all residents interact with local government services and decisions regardless of citizenship, and argued that voting in local elections can foster civic inclusion and democratic participation.

However, some councils and individuals opposed continuing the franchise to non-citizens, raising concerns about electoral integrity and administrative feasibility. Stakeholders questioned the TEC's capacity to verify immigration status and warned of potential misuse of the supplementary roll, particularly in areas with large temporary or seasonal populations.

Despite these differences, many submissions accepted the 12-month residence test as a workable alternative to assessing visa types and supported its use as an objective eligibility requirement. Stakeholders also generally agreed that such voters

should not be eligible to nominate to run for office unless they are enrolled on the House of Assembly roll.

From an administrative perspective, the TEC noted it is not desirable for the TEC to review or verify the immigration status of electors or make determinations based on visa categories, which may change.

Having considered the feedback, the Tasmanian Government will proceed with a revised model allowing for continued non-citizen voting rights, subject to a requirement of 12 months' continuous residence in Tasmania or personal property ownership. This approach balances inclusivity with electoral integrity and avoids placing administrative burden on the TEC to assess visa status.

There was strong support for the proposal to restrict nomination rights to those enrolled on the House of Assembly roll, thereby requiring Australian citizenship (or eligible British subject status). This position was seen as a fair and proportionate measure that upholds the responsibilities of elected representatives, while maintaining an inclusive franchise for voting (noting the above proposal for non-citizen voting in certain circumstances).

Submissions noted that local councillors exercise formal powers over public budgets, land use planning, and infrastructure decisions, and that those powers should be entrusted to individuals who are full participants in Australia's civic and legal framework. The reform was also viewed as aligning Tasmania with Victoria and South Australia, which apply a similar model.

The Tasmanian Government will proceed with the proposal to limit eligibility to nominate for council to those enrolled on the House of Assembly roll. This ensures that those holding elected office are fully part of Australia's civic and legal framework, while maintaining a broad franchise for voters.

2. Changing How the Deputy Mayor is Elected

The proposal to move away from popular election of the deputy mayor and instead allow councillors to elect the deputy from among their number received mixed feedback.

Most councils and many individuals opposed the change, citing what they see as the democratic value of a directly elected deputy mayor and the visibility of the role in public representation. Submissions emphasised that the deputy mayor often steps into the mayoral role in times of absence or transition and argued that the community should retain a say in selecting that person. Some also viewed direct election as a safeguard against factionalism in closely divided councils.

A smaller number of submissions supported reform, citing the significant cost associated with running an additional direct election, and the limited independent

authority held by the deputy mayor. Supporters of the change argued that the deputy mayor's role is essentially supportive and procedural, and that it makes sense for the council to select their own internal leadership at the beginning of the term. It was also noted that Tasmania is the only jurisdiction in Australia that directly elects its deputy mayors, and that casual vacancies in the role are already filled "around the table".

Preliminary estimates from the TEC suggest that the direct election of deputy mayors accounted for approximately \$285,000 in 2022, or about seven per cent of total election delivery costs. These costs are expected to grow in future elections, particularly under compulsory voting and enhanced participation.

Having considered the feedback and the rising cost and complexity of local government elections, the **Tasmanian Government has included the reform in the draft Bill for further consultation**. The proposed new framework will provide for the deputy mayor to be elected by councillors at the first ordinary meeting following a general election. This approach aligns with some other jurisdictions, allows councils to select their own leadership, and supports a more efficient and cost-effective electoral process. The Tasmanian Government considers this change to be proportionate and consistent with the functional role of the deputy mayor – which is to act in the mayor's absence and provide support; not to independently lead or exercise executive power.

With a strong level of feedback from councils now received, the Tasmanian Government is seeking further input from the broader community on how this model should operate. This includes whether once elected by councillors, the deputy mayor should serve for the full council term or for a shorter fixed period. The draft legislation as it stands provides that councils are given the flexibility to appoint for a full term or for a shorter period.

Stakeholder Feedback – Technical Reforms

The Discussion Paper presented 33 technical reform proposals to modernise and improve the integrity, transparency, and efficiency of local government elections in Tasmania. These proposals built on reforms initiated through the Local Government Legislative Review and aligned with changes introduced through the *Electoral Disclosure and Funding Act 2023*. The reforms addressed matters including election delivery, campaign finance, advertising and nomination processes.

Stakeholders were asked to consider the design and practical impact of each proposal, and to provide feedback on implementation, administrative feasibility, and alignment with existing electoral processes.

A More Flexible and Accessible Format for Local Government Elections

Stakeholders broadly supported reforms aimed at creating a more flexible, modern electoral framework for local government elections. There was a strong appetite for reducing legislative prescription and allowing the TEC to approve and adapt electoral procedures under a principles-based model.

This flexibility was viewed as essential to “future-proofing” the electoral system and accommodating diverse voter needs, particularly in the context of increasing participation and technological advancements.

Reform proposals to enable voting by alternative means (such as telephone or electronic voting) for specific elector classes were also welcomed. Submissions noted the importance of improving access for voters with disability, those living remotely, and interstate or overseas electors. The TEC supported the direction of the reform but raised practical challenges, including the cost and complexity of implementing secure, independent and verifiable alternative voting channels. In response, the Tasmanian Government will proceed with these reforms, acknowledging that postal voting will remain available and that any new methods will be implemented with caution and clarity.

The proposal to legislate universal franchise principles also received conceptual support. Stakeholders, including councils, agreed with the importance of ensuring all electors can vote in an independent, secret and verifiable manner. However, the TEC noted that this standard may not always be achievable in practice, particularly for some alternative voting methods. The Tasmanian Government agrees the principles should guide future development, and will work with the TEC to ensure they are applied pragmatically outside the statutory framework.

The proposal for the Electoral Commissioner to publish post-election accessibility reports was supported by councils and the TEC. It was viewed as a valuable accountability measure to track progress in improving accessibility and participation across the system. The Tasmanian Government will proceed with this reform, with reporting requirements aligned to TEC’s existing data practices and operational capabilities.

A Better Voting Franchise for Electors and Changes to Eligibility to Run for Office

This group of reforms focused on clarifying and strengthening the eligibility framework for enrolment and candidacy, particularly in relation to the General Manager’s Roll (GMR), and ensuring candidates have sufficient knowledge and community backing.

There was strong support for reforming the GMR to improve integrity, verification, and consistency. Transferring responsibility for the GMR from councils to the TEC was

widely supported to reduce administrative burden on councils and centralise electoral oversight. Proposed changes to tighten the eligibility criteria for GMR enrolment including strengthening verification requirements and clarifying the definition of "occupier" also received broad backing, with submissions noting these steps would improve public trust and align enrolment with genuine community connection.

The reform to prohibit dual enrolment was similarly well supported and seen as a necessary step to uphold the "one person, one vote" principle. The TEC confirmed its capacity to monitor and enforce the provision.

The proposal to increase the nomination threshold to 30 electors (or one per cent of electors, whichever is the smaller) drew mixed views. While many considered it a reasonable way to confirm genuine candidacy and public support, others, particularly from smaller communities, raised concerns that it may discourage participation. The Tasmanian Government considers the threshold modest and proportionate and will proceed with the reform.

Finally, the proposal to introduce required pre-nomination training for new candidates received limited support. While the benefits of informed candidacy were acknowledged, feedback was mixed on its implementation and scope. Some called for the training to apply to all candidates. The Tasmanian Government will proceed with this reform, by expanding requirements for an intending candidate's notice of nomination to require an attestation that they have completed a pre-election training course. This training will be designed to be accessible and practical.

Better Quality of Public Information at Elections

Reforms in this category aimed to improve the quality, clarity, and accessibility of information available to voters during local government elections. Submissions reflected a broad commitment to supporting an informed electorate but revealed differing views on how best to achieve that goal.

Stakeholders generally supported the proposal to require the TEC to provide all candidates with the opportunity to submit a candidate information statement. While the TEC noted this is convention and questioned the need for a legislative requirement, other submissions suggested formalising the obligation would promote consistency and voter confidence. The Tasmanian Government will not enforce a mandatory requirement for a candidate information statement. The choice and responsibility for preparing and submitting statements will remain with candidates.

In contrast, there was strong concern about the proposal to allow the Director of Local Government to publish council performance information during the election period. Feedback highlighted risks of perceived political interference and the potential to undermine the neutrality of elections. As a result, the Tasmanian Government will

not proceed with this reform and will instead explore options for improving transparency outside the caretaker period.

Two reforms proposing to allow identification of political parties or candidate teams on ballot papers received mixed feedback and were not supported by the TEC. Submissions raised concerns about the risk of increasing partisanship in local government, administrative challenges, and a lack of enforceable naming standards. The Tasmanian Government has determined not to proceed with these reforms. However, it intends to provide for the inclusion of information about formal party endorsement and group affiliation in the official candidate information booklet to ensure voters continue to have access to relevant context when casting their vote.

Strengthened Donations Disclosure and Electoral Advertising Requirements

Stakeholders generally supported the suite of reforms aimed at increasing transparency and integrity in campaign financing and electoral advertising. Several proposals drew strong backing due to their alignment with existing State electoral laws, especially those introducing new prohibitions on misleading and deceptive statements (Reform 15), requiring authorisation on electoral material (Reform 19), and establishing clear rules on who can incur electoral expenditure (Reform 18 and 22). These changes were seen as necessary modernisations that bring local government elections into closer alignment with accepted electoral standards across Australia and with State elections.

There was also general support for changes that clarify and update definitions and thresholds for advertising and donations (Reforms 16, 17, 20 and 21). These changes were recognised as contributing to a clearer, more consistent and enforceable electoral framework. Where stakeholders requested additional guidance (such as on reporting shared campaign costs or calculating spending under a general cap) the Tasmanian Government will work with the TEC to ensure clear, practical resources are provided to candidates and parties.

The Tasmanian Government considers that, taken together, these reforms will deliver a significant uplift in electoral transparency and public confidence while balancing the practical realities of administering and participating in local government elections.

Other Changes to Support the Integrity of Elections

A number of proposed reforms aiming to reinforce the overall fairness and transparency of local government elections received strong support during consultation. Stakeholders broadly welcomed the introduction of a formal caretaker framework (Reforms 29–32), noting this would align local government practices with those of other levels of government and help maintain neutrality during election periods.

Councils supported the introduction of clear limits on decision-making during the caretaker period, particularly in relation to major financial or staffing decisions and the use of council resources. While some clarification was requested on what constitutes "routine operational" activity, stakeholders endorsed the principles underpinning these changes. The Tasmanian Government will proceed with these reforms and provide detailed guidance to ensure consistent and practical application.

Proposals to strengthen the enforcement powers of the TEC also received widespread support (Reforms 27–28). Submissions acknowledged that enabling the TEC to investigate potential breaches and aligning electoral offences with the *Electoral Act 2004* would promote greater accountability and legal consistency. These reforms will proceed as proposed.

Reforms to prevent the overlap of local government and parliamentary elections (State and Federal) (Reform 26) were similarly well received, with stakeholders recognising the need to reduce voter confusion and administrative strain. The Tasmanian Government will proceed with this reform as a practical safeguard for electoral delivery and public confidence.

The proposal to tighten the threshold and scope of elector polls (Reform 33) attracted more mixed views. While many stakeholders supported clearer criteria and higher thresholds to ensure elector polls are used appropriately, others expressed concern about the potential to limit community participation. The Tasmanian Government will proceed with this reform on the basis that elector polls should be focused on matters within council control and reflect broad community interest, particularly given the costs associated with running these polls. Guidance will support councils and communities in understanding how the provisions apply in practice.

Managing Councillor Interests

Context

Recognising the strong thematic alignment between electoral integrity and the transparent management of councillor interests, the Tasmanian Government has determined to introduce reforms to the councillor interests framework in the *Local Government Act 1993* at the same time as the Local Government Electoral Bill is delivered.

In 2023, the Tasmanian Government released a detailed discussion paper outlining significant proposals to reform how councillors disclose and manage their personal interests. The intent of these reforms is to ensure greater transparency and consistency in managing conflicts of interest across the local government sector.

These initial proposals were ambitious, aiming for comprehensive integration of interest management under the Local Government Act, including continuous disclosures, establishing a dedicated Principal Officer role, and detailed legislative management of perceived and potential conflicts.

A subsequent position paper, released in 2024, reaffirmed the Tasmanian Government's commitment to high standards of transparency, accountability, and integrity within local government. This is essential for maintaining public confidence in local governance and decision-making processes.

The Framework

Following extensive consultation and careful deliberation, the Tasmanian Government has now refined its approach to balance administrative practicality with robust governance requirements. The revised legislative framework, outlined in the supplementary Local Government Amendment (Electoral Reforms) Bill 2025, enhances transparency and accountability without imposing unnecessary burdens on councillors.

The Bill introduces provisions addressing the following key areas:

- **Clear separation of interests:** Pecuniary interests involving direct financial implications will continue to be explicitly managed within the *Local Government Act 1993* to ensure rigorous oversight. Non-pecuniary interests (typically personal, social, or community-related) will continue to be effectively managed under the existing, more flexible Code of Conduct framework. This will be supported with further guidance and definitions on types of interests, including actual, potential and perceived interests.

- **Introduction of Personal Interest Returns (PIR):** Councillors will now formally lodge an initial PIR within 28 days of their election, followed by annual submissions. These returns will transparently document relevant pecuniary and non-pecuniary interests and include proactive strategies to manage potential conflicts. This structured yet simplified approach significantly enhances transparency and accountability.
- **Practical conflict management approach:** Councillors will proactively manage conflicts through documented strategies such as declaring interests, recusing from discussions or decisions, and outlining clear mitigation steps. Definitions of conflicts have been clarified and strengthened to support consistent interpretation and effective management.
- **Balanced transparency and privacy:** PIRs will be publicly accessible, but sensitive details, including exact monetary values, residential addresses, and commercial information, will be explicitly protected. This approach balances transparency with necessary privacy protections, responding directly to stakeholder feedback.
- **Simplified and targeted compliance:** The compliance framework strategically targets deliberate breaches, such as knowingly submitting false disclosures or failing to lodge required returns. Minor or inadvertent breaches will primarily be addressed through education and administrative guidance, ensuring appropriate use of regulatory resources and encouraging proactive and voluntary self-identification of non-compliance.

Elements No Longer Proceeding and Reasons

- **Integration of non-pecuniary interests into primary legislation:** Initially proposed for inclusion within the *Local Government Act 1993*, non-pecuniary interests will remain under the Code of Conduct framework. This decision acknowledges the flexibility and responsiveness of the existing Code of Conduct process for dealing with non-pecuniary matters.
- **Regulation of perceived pecuniary interests:** Stakeholder feedback indicated that perceived pecuniary interests would be difficult to regulate effectively. Consequently, provisions relating specifically to perceived pecuniary interests have been removed from the draft Bill and the focus has shifted to how potential and actual interests can be more effectively managed.
- **Continuous or rolling disclosures:** Originally intended for real-time transparency, continuous disclosures raised practical and administrative feasibility concerns. The revised framework replaces this with structured annual disclosures, addressing stakeholder concerns without compromising transparency.

- **Legislated Principal Officer role:** Initially proposed to manage disclosures and conflicts, this role was deemed unnecessary following consultation. Existing responsibilities, particularly those of General Managers, already effectively manage these functions.

Next Steps

The Framework represents a balanced approach that ensures essential transparency and accountability without excessive administrative complexity. Clear separation of pecuniary and non-pecuniary interest management, introduction of formal PIRs, pragmatic conflict management strategies, and targeted compliance measures reflect stakeholder feedback and practical governance considerations.

The Tasmanian Government invites further feedback from stakeholders and the broader community on this refined legislative framework, recognising that ongoing engagement is vital to upholding integrity and accountability standards in Tasmanian local government.

To support consultation, the Tasmanian Government has developed a draft Personal Interest Return form for feedback, which gives a clear picture of the types of information to be provided by councillors. This is in [Appendix B](#) of this paper, and also on the consultation page of the Department of Premier and Cabinet's website.

Appendix A: Technical Reforms Summary

A more flexible and accessible format for local government elections

Reform 1: Reduce prescription in the statutory framework to enable the Tasmanian Electoral Commission to approve the electoral process.

Reform Overview	<ul style="list-style-type: none"> • Simplifies legislative requirements for election procedures. • Shifts detail from prescriptive legislation to TEC-approved procedures under a more flexible, principles-based model. • Aims to future-proof the electoral framework and support flexibility in delivery.
Summary of Feedback	<ul style="list-style-type: none"> • Broad support for a more modern, adaptable system. • Some concern about reduced transparency when procedures are not set in legislation. • Recommended TEC guidance and clear reporting to support public confidence.
Department Response	<ul style="list-style-type: none"> • Proceeding as proposed. • Transparency concerns will be addressed through formal TEC guidance and clear public reporting requirements.

Reform 2: Enable the Tasmanian Electoral Commission to approve procedures for voting, including by telephone and electronic means, for interstate and overseas electors and electors with impediments to ordinary participation, or for other classes of person prescribed by regulation.

Reform Overview	<ul style="list-style-type: none"> • Allows TEC to authorise alternative voting methods (such as telephone, electronic) for specific elector groups. • Will improve accessibility for voters unable to use postal or attendance voting. • Applies to electors with disabilities, remote voters, and others prescribed by regulation.
Summary of Feedback	<ul style="list-style-type: none"> • General support for enhancing voting accessibility and flexibility. • TEC supports the reform but noted challenges with secrecy, verification, and delivery costs.

	<ul style="list-style-type: none"> • Some feedback stressed the need for clear eligibility criteria and secure systems. • Some concern about resource implications and consistency with other electoral laws.
Department Response	<ul style="list-style-type: none"> • Proceeding with reform. • TEC will determine eligible voter categories and implement secure methods. • Postal voting will remain available as a complementary option.

Reform 3: Legislate that the Tasmanian Electoral Commission is required to approve procedures in accordance with universal franchise principles, namely all electors, including electors with additional barriers to participation, are to be afforded an opportunity to vote in an independent, secret and verifiable manner.

Reform Overview	<ul style="list-style-type: none"> • Embeds principles of electoral access in legislation. • Requires that voting procedures approved by the TEC ensure all electors can vote independently, secretly, and verifiably. • Supports equitable participation in elections.
Summary of Feedback	<ul style="list-style-type: none"> • Broad support for the principle of universal franchise. • TEC raised concerns about how some methods (such as telephone voting) may fall short of full independence or verifiability, and pragmatic application will be necessary in some cases. • Councils supported the principle but called for flexibility in implementation. • Some feedback noted this reform may create high compliance expectations that are hard to deliver in all cases.
Department Response	<ul style="list-style-type: none"> • Proceeding as proposed. • Framework will ensure TEC has latitude to apply the principles in a pragmatic and context-sensitive way.

Reform 4: Require the Electoral Commissioner to publish after each election a statement on the implementation of the accessibility principles, after information, including relevant statistics and initiatives undertaken to promote universal participation in the election.

Reform Overview	<ul style="list-style-type: none"> Introduces a requirement for the TEC to report publicly on accessibility and inclusion measures after each election. Aims to improve transparency and accountability for how elections support all electors, especially those facing participation barriers.
Summary of Feedback	<ul style="list-style-type: none"> Support from councils and stakeholders. Submissions noted it will promote continuous improvement and build public trust.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Reporting requirements will be designed to align with TEC's operational practices and existing data collection to minimise additional reporting burden while ensuring transparency around compliance with principles.

A better voting franchise for electors and changes to eligibility to run for office

Reform 5: Require that a person lodging a notice of nomination must have it supported by 30 electors entitled to vote in the relevant election.

Reform Overview	<ul style="list-style-type: none"> Increases the nomination threshold to require 30 signatures (or one per cent of electors) supporting each candidate. Aims to ensure candidates have a basic level of community backing and commitment before nominating.
Summary of Feedback	<ul style="list-style-type: none"> Mixed feedback from the sector. Some feedback stated the higher threshold as a reasonable filter for genuine candidates. Concerns were raised that it may deter candidates in smaller communities or create an unnecessary barrier.

	<ul style="list-style-type: none"> TEC raised concern around the increased administration workload to check enrolment. It has indicated that it is feasible but may impact timeframes and costs.
Department Response	<ul style="list-style-type: none"> Reform will proceed. The proposed increase in threshold is considered a modest and reasonable standard that affirms community support for nominees without creating undue burden or introducing a nomination fee.

Reform 6: Transfer responsibility for the maintenance of the General Manager's Roll to the Tasmanian Electoral Commission.

Reform Overview	<ul style="list-style-type: none"> Shifts responsibility for the General Manager's Roll (GMR) from councils to the TEC and creates a new Local Government Electoral Roll. Seeks to improve consistency, accuracy, and public confidence in the administration of local government elections.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across councils, TEC, and stakeholders. TEC supported the reform and noted alignment with their broader role in maintaining electoral integrity. Councils welcomed the removal of administrative burden and supported centralised oversight.
Department Response	<ul style="list-style-type: none"> Reform will proceed. The TEC will be responsible for developing operational protocols to support the transition and ensure roll integrity.

Reform 7: Amend the definition of "occupier" for enrolment purposes, to refer to actual occupation and use, and clarify that tenants and licensees are occupiers for the purposes of the Act.

Reform Overview	<ul style="list-style-type: none"> Clarifies the meaning of "occupier" for the purpose of enrolment on the General Manager's Roll. Ensures eligibility includes tenants and licensees with genuine rights of occupation, not just property owners.
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Summary of Feedback	<ul style="list-style-type: none"> Widespread support for the reform. Councils and individuals welcomed the clarification to improve fairness and remove ambiguity. TEC supported the change.
Department Response	<ul style="list-style-type: none"> Reform will proceed. The updated definition will support consistent enrolment practices and inclusive participation across all councils.

Reform 8: Strengthen verification requirements for applications for enrolment on the General Manager's Roll.

Reform Overview	<ul style="list-style-type: none"> Requires the TEC to apply more rigorous verification processes for enrolment on the General Manager's Roll. Aims to ensure accuracy and integrity of the roll by confirming eligibility and preventing duplication.
Summary of Feedback	<ul style="list-style-type: none"> Widespread support for the reform. Stakeholders endorsed the need for improved verification to support trust in the electoral process. Some submissions noted the importance of ensuring verification requirements remain proportionate and accessible.
Department Response	<ul style="list-style-type: none"> Reform will proceed. TEC will establish verification processes that balance roll integrity with administrative practicality and equity of access.

Reform 9: Expressly prohibit dual enrolment, and require a person enrolled on both the House of Assembly roll and the General Manager's Roll to be removed from the latter.

Reform Overview	<ul style="list-style-type: none"> Prevents individuals from being enrolled on both the House of Assembly roll and the General Manager's Roll. Ensures the principle of "one person, one vote" applies consistently in local government elections.
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Summary of Feedback	<ul style="list-style-type: none"> Broad support from councils, individuals, and TEC. Submissions emphasised fairness, integrity, and democratic equality. A small number of submissions called for further restriction of eligibility to exclude corporate nominees altogether. TEC confirmed it can implement controls to enforce single enrolment.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Legislative provisions will reinforce one vote per person and support TEC compliance and enforcement systems.

Reform 10: Require new candidates to complete a pre-nomination training course approved by the Director of Local Government.

Reform Overview	<ul style="list-style-type: none"> Requires all intending candidates (except incumbent councillors) to complete a prescribed training module before nominating. Aims to improve candidate preparedness and understanding of local government roles and responsibilities.
Summary of Feedback	<ul style="list-style-type: none"> Limited support across submissions. Submissions highlighted the benefits of informed candidacy and improved governance. Suggested the training be accessible online and available in multiple formats. Some called for training to be required for all candidates, including incumbents, at the first election following the reform.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Training will be designed to be practical and inclusive, with consideration given to transitional arrangements for incumbent councillors.

Better quality of public information at elections

Reform 11: Require that the Tasmanian Electoral Commission provides all people submitting a notice of nomination the opportunity to provide a candidate information statement (in an approved format, providing prescribed information) and that the Commission is to publish candidate information through appropriate means.

Reform Overview	<ul style="list-style-type: none"> • Mandates the TEC to offer all candidates the opportunity to submit a candidate statement. • Requires the TEC to publish these statements in an accessible format to inform voters.
Summary of Feedback	<ul style="list-style-type: none"> • TEC noted it already provides this opportunity in practice and questioned the need to legislate it. • TEC suggested that candidate obligations (such as lodgement timing) remain their responsibility. • Some feedback supported legislating the requirement to ensure consistency and transparency. • Submissions emphasised that the published information helps voters make informed choices.
Department Response	<ul style="list-style-type: none"> • Reform will not proceed. • Candidates will still be able to lodge a candidate information statement under existing practices, however this will not be legislated.

Reform 12: Enable the Director of Local Government to publish council performance statements during election periods.

Reform Overview	<ul style="list-style-type: none"> • Enables the Director of Local Government to publish factual statements about council performance during an election period. • Intended to provide electors with accurate, non-political information that may support informed voting.
Summary of Feedback	<ul style="list-style-type: none"> • Concerns were raised about timing and the potential perception of political interference. • Much of the opposition feedback cited risks to the neutrality of the election period. • Some stakeholders supported improved transparency, but recommended performance reporting occur outside caretaker periods.
Department Response	<ul style="list-style-type: none"> • Reform will not proceed.

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	<ul style="list-style-type: none"> • Transparency around council and councillor performance will be pursued through other mechanisms outside of the election period to avoid perceptions of influence or bias.
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Reform 13: Establish that nomination by a registered party is to be included in the information published by the Tasmanian Electoral Commission and printed on the ballot paper.

Reform Overview	<ul style="list-style-type: none"> • Provides that candidates formally nominated by a registered political party would be identified as such on the ballot paper. • Aims to increase transparency by informing voters which candidates are officially endorsed by political parties.
Summary of Feedback	<ul style="list-style-type: none"> • Mixed feedback. • TEC opposed the reform, citing concerns about increased administrative complexity, and attendant cost increases (such as larger ballot papers).
Department Response	<ul style="list-style-type: none"> • Reform will not proceed. • Instead, information about party endorsement will be included in the legislated TEC candidate information booklet, ensuring voters are informed while avoiding additional ballot paper complexity and cost.

Reform 14: Provide for candidates whose nomination form is not lodged by a registered party to request to be identified with a group name.

Reform Overview	<ul style="list-style-type: none"> • Enables candidates to nominate a group or team name (other than a registered political party) for inclusion on the ballot paper. • Intended to reflect informal candidate alliances or teams.
Summary of Feedback	<ul style="list-style-type: none"> • Mixed feedback. • TEC opposed the reform, raising concerns about administrative complexity. • Some submissions expressed concern about the enforceability of naming conventions.

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Department Response	<ul style="list-style-type: none"> The Tasmanian Government has determined not to proceed with this reform. Group or team names may be communicated through published candidate information and campaign materials, but not included on the ballot paper itself.
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Strengthened donations disclosure and electoral advertising requirements

Reform 15: Introduce new prohibitions on the dissemination of misleading and deceptive statements (corresponding to the Electoral Act Review Final Report and the amended Section 197 of the *Electoral Act 2004*).

Reform Overview	<ul style="list-style-type: none"> Aligns local government electoral law with the Electoral Act by prohibiting the publication of statements that are misleading or deceptive in relation to the election process. Aims to protect electoral integrity and voter confidence.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Submissions welcomed consistency with state election laws and the clarity this provides to candidates and electors.
Department Response	<ul style="list-style-type: none"> Reform will proceed. This measure strengthens trust in the election process and ensures consistency with other electoral frameworks.

Reform 16: Remove the general restriction on publishing a candidate's name or image without their consent.

Reform Overview	<ul style="list-style-type: none"> Repeals an existing provision that prohibits the publication of a candidate's name or image without their consent. Aligns local government elections with state and federal practices where no such restriction applies.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. A few submissions raised concerns about privacy and reputational risks.

Department Response	<ul style="list-style-type: none"> Reform will proceed. The change modernises the electoral framework and brings it into alignment with other jurisdictions while preserving broader legal protections.
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Reform 17: Clarify the definition of electoral advertising.

Reform Overview	<ul style="list-style-type: none"> Updates and clarifies what constitutes "electoral advertising" to ensure consistency and legal certainty. Seeks to align definitions with the <i>Electoral Act 2004</i> and reduce ambiguity for candidates and regulators.
Summary of Feedback	<ul style="list-style-type: none"> Broad support from stakeholders. Some councils and individuals requested that the definition remain broad enough to capture modern communication formats (such as social media, sponsored posts). No significant concerns were raised.
Department Response	<ul style="list-style-type: none"> Reform will proceed. The updated definition will be aligned with the Electoral Act and supported by guidance from the TEC to ensure clarity and adaptability to emerging formats.

Reform 18: Provide that only a candidate, intending candidate, or a nominated person may incur electoral expenditure; expenditure by others to promote or procure election will be an offence.

Reform Overview	<ul style="list-style-type: none"> Limits electoral expenditure to the candidate, intending candidate, or their formally nominated agent. Aims to prevent unregulated third-party campaigning and increase transparency.
Summary of Feedback	<ul style="list-style-type: none"> Broad support from stakeholders. Some concern about protecting candidates from liability for unauthorised third-party activity. Some concern about how the reform will be adequately implemented.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Safeguards will be included to ensure candidates are not penalised for unauthorised third-party actions.

Reform 19: Institute authorisation requirements for electoral advertising and associated material.

Reform Overview	<ul style="list-style-type: none"> Requires electoral advertising to include information identifying who authorised the material. Aims to promote transparency and accountability in campaign communications.
Summary of Feedback	<ul style="list-style-type: none"> Strong support from stakeholders. Recognised as a standard integrity measure consistent with other jurisdictions. No significant concerns raised.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Authorisation requirements will be clearly defined and enforced through TEC guidance.

Reform 20: Replace advertising expenditure limits with a general expenditure limit, with reference to the Legislative Council expenditure cap in the *Electoral Disclosure and Funding Act 2023*.

Reform Overview	<ul style="list-style-type: none"> Replaces current advertising-specific limits with an overall cap on total electoral expenditure. Aligns local government elections with Legislative Council spending rules.
Summary of Feedback	<ul style="list-style-type: none"> General support from stakeholders. Recognised as a clearer and more enforceable approach to managing campaign spending. Some requests for detailed guidance on calculating and monitoring total expenditure.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Guidance will be developed to assist candidates in understanding and complying with the new expenditure cap.

Reform 21: Require that a candidate is to report expenditure made on their behalf in their electoral expenditure return, in the same manner as personal expenditure. The present requirement to attribute, in full, to each candidate featured in joint advertising will be retained.

Reform Overview	<ul style="list-style-type: none"> Requires candidates to report not only their own spending but also any expenditure made on their behalf.
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	<ul style="list-style-type: none"> Confirms that shared advertising must be fully attributed to each candidate featured.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Seen as improving transparency and accountability. Some stakeholders noted the need for clear instructions on how to complete returns accurately.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Guidance will be provided to clarify reporting obligations, including shared advertising attribution.

Reform 22: Prohibit any person from incurring any expenditure for or on behalf of a registered party with a view to promoting or procuring the election of a candidate or intending candidate.

Reform Overview	<ul style="list-style-type: none"> Prevents third parties from incurring expenditure on behalf of a registered party to influence election outcomes. Aims to strengthen transparency and restrict indirect or unregulated campaign spending.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Feedback noted the importance of ensuring consistency with other expenditure-related provisions.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Ensures electoral spending remains traceable and accountable.

Reform 23: Maintain the \$50 threshold for the disclosure of gifts and benefits and extend this requirement from incumbent councillors to all candidates, who will be required to lodge donation returns with the Tasmanian Electoral Commission.

Reform Overview	<ul style="list-style-type: none"> Extends donation disclosure obligations to all candidates. Maintains the \$50 threshold and introduces disclosure during the election period via the TEC website.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Recognised as an important transparency measure. Some noted administrative complexity and requested support for compliance.

Department Response	<ul style="list-style-type: none"> Reform will proceed. TEC will provide clear instructions and support tools to assist candidates with disclosure requirements.
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Reform 24: Provide that it is an offence for a person other than a candidate or intending candidate to accept a gift or benefit for the purpose of promoting or procuring the election of a candidate, or for the dominant purpose of influencing the way electors vote in an election; and that it is an offence to make a gift or donation to a person other than a candidate or intending candidate for this purpose.

Reform Overview	<ul style="list-style-type: none"> Prohibits indirect donations through intermediaries or third parties. Aims to ensure all electoral donations are transparent and reported through candidates.
Summary of Feedback	<ul style="list-style-type: none"> Support from councils and individuals for closing donation loopholes. TEC raised concerns about administrative complexity and suggested responsibility may be better placed with councils or OLG. Some concern about enforceability and overlap with existing regulatory responsibilities.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Intended to provide a simpler alternative to third-party campaigner registration schemes. Implementation details will consider TEC's role and administrative resourcing.

Reform 25: Provide that it is an offence for a councillor, intending candidate or candidate, at any time, to accept a donation for the purpose of promoting or procuring the election of a candidate or intending candidate at a local government election:

- over \$50, including services or goods valued in kind, without recording the basic details of that donor
- over \$50 in cash
- over \$50 from a foreign donor.

Reform Overview	<ul style="list-style-type: none"> Introduces clear donation limits and record-keeping obligations. Prohibits cash and foreign donations above \$50 and ensures traceability.
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Summary of Feedback	<ul style="list-style-type: none"> Broad support for integrity and transparency purposes. TEC raised concerns if they were required to manage disclosures across the council term, noting administrative complexity and precedent from other jurisdictions.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Gifts and donations for incumbent councillors will continue to be managed under the existing framework set out in the Local Government Act. The TEC will not need to have a role in gifts and donations registers for councils outside of election periods.

Other changes to support the integrity of elections

Reform 26: Provide that a local government election or by-election may not be held such that the polling period overlaps the date of a Tasmanian or Australian Government parliamentary election.

Reform Overview	<ul style="list-style-type: none"> Prevents overlap between local government elections and state or federal parliamentary elections. Aims to avoid voter confusion and administrative pressure.
Summary of Feedback	<ul style="list-style-type: none"> Broad support for integrity and transparency purposes. Recognised as a sensible measure to protect electoral integrity and manage resourcing.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Aligns with electoral best practice and supports efficient election delivery.

Reform 27: Provide the Tasmanian Electoral Commission with powers of investigation.

Reform Overview	<ul style="list-style-type: none"> Grants the TEC investigative powers to enforce electoral laws effectively. Intended to support stronger compliance and deterrence.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Seen as necessary for the Commission to fulfil its expanded responsibilities.

	<ul style="list-style-type: none"> Some feedback noted the need for clear scope and procedural safeguards.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Powers will be clearly defined to ensure fair and proportionate enforcement.

Reform 28: Align electoral offences and sanctions with those in the Electoral Act.

Reform Overview	<ul style="list-style-type: none"> Aligns the offences and penalties in the Local Government Electoral framework with those in the <i>Electoral Act 2004</i>. Aims to ensure consistency, fairness, and legal clarity across electoral systems.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Viewed as necessary to streamline enforcement and promote consistent standards. No significant concerns raised.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Consistent penalties will support better understanding and enforcement of electoral rules.

Reform 29: Provide a statutory caretaker framework, applying from the notice of election to the date of the issue of the certificate of election for all elections other than by-elections and countbacks.

Reform Overview	<ul style="list-style-type: none"> Establishes a formal caretaker period during elections. Aims to prevent councils from making major decisions that could influence electoral outcomes.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Recognised as standard electoral practice that supports fairness and transparency. Some submissions requested clarification on the caretaker timeframe and scope of decisions affected.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Guidance will clarify caretaker obligations and ensure consistent application across councils.

	<ul style="list-style-type: none"> Caretaker provisions will be included in the <i>Local Government Act 1993</i>, as they relate to the operational decisions of councils as opposed to the conduct of elections.
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Reform 30: Provide that during the caretaker period, prohibit a council from making any major policy or financial decisions, namely decisions:

- relating to the appointment, reappointment, remuneration or termination of a general manager (except acting appointments)
- committing the council to expenditure greater than 1 per cent of general revenue or \$100,000 (whichever is greater)
- directing council resources to influence voting
- relating to matters that could reasonably be deferred, except for statutory or routine operational decisions.

Reform Overview	<ul style="list-style-type: none"> Prohibits councils from making major decisions during the caretaker period to avoid perceptions of bias or misuse of position. Defines clear limits on financial, staffing, and policy decisions.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Seen as an important safeguard for electoral fairness. Some councils requested clarification on what constitutes "routine operational" decisions.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Supporting guidance will be provided to ensure consistent and practical application.

Reform 31: Provide that during the caretaker period, it is an offence for a council to:

- publish any material promoting any candidate or group of candidates, or seeking to influence voters
- publish material related to the election other than information promoting participation or official electoral process information
- make council resources available to benefit one candidate over others.

Reform Overview	<ul style="list-style-type: none"> Prohibits councils from using their platforms or resources to influence election outcomes during the caretaker period.
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	<ul style="list-style-type: none"> Ensures councils maintain neutrality.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Seen as a necessary integrity safeguard. Requests for guidance on acceptable communication during the period.
Department Response	<ul style="list-style-type: none"> Reform will proceed. TEC and OLG will develop guidance to support compliant council communication practices.

Reform 32: Provide that major policy or financial decisions of a council during the caretaker period are of no effect, and provide that persons who incur loss or damage due to an ineffectual decision of a council, who acted in good faith, are entitled to recover compensation from the council.

Reform Overview	<ul style="list-style-type: none"> Invalidates major decisions made by councils during the caretaker period. Allows compensation for affected parties who relied on such decisions in good faith.
Summary of Feedback	<ul style="list-style-type: none"> Broad support across submissions. Recognised as a necessary enforcement mechanism to support the caretaker provisions Some requests for further detail on liability and compensation processes.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Implementation will include guidance to councils on the operation of the framework. Councils will remain responsible for obtaining their own legal or financial advice where required in relation to potential liability or compensation claims.

Reform 33: Increase the proportion of electors signing a petition required to compel a council to hold an elector poll to 20 per cent; while restricting the matters about which an elector poll may be held to matters with a legitimate connection to the exercise of a council's functions or powers or to the incorporation of the council, as determined by the council.

Reform Overview	<ul style="list-style-type: none"> Raises the petition threshold for triggering elector polls and limits poll topics to council-related matters.
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	<ul style="list-style-type: none"> Aims to reduce misuse and align polls with council responsibilities.
Summary of Feedback	<ul style="list-style-type: none"> Mixed feedback from councils and stakeholders. Some supported the reform as a way to ensure elector polls remain focused and relevant. Others raised concerns about restricting democratic participation and increasing the threshold too far.
Department Response	<ul style="list-style-type: none"> Reform will proceed. Clear criteria and explanatory materials will be developed to ensure community understanding and consistent application.

Appendix B included in item 10.7 Local Government Priority Reform Program 2024-26, Local Government Amendment (Electoral Reforms) Bill 2025

Local Government Electoral Reforms

Consultation draft legislation overview

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Overview of key reforms by Part	2

*Note: Excluding section - Local Government Amendment (Electoral Reforms) Bill 2025
Overview of key reforms by Part*

Local Government Electoral Bill 2025

Overview of key reforms by Part

Part	Key Reform
2 - ELECTION OF MAYORS, DEPUTY MAYORS AND COUNCILLORS	<p>Provides for the election of the Deputy Mayor 'around the table' by councillors, rather than by direct elector ballot.</p> <p>This must be done by vote of the council (simple majority), and within the first two general meetings of council.</p> <p>The Bill allows councils to determine the term of deputy mayor to be either the term of council or a lesser period.</p>
4 - ELECTORS AND ELECTORAL ROLLS	<p>Amends the definition of "occupier" for enrolment purposes, to refer to actual occupation and use, and clarify that tenants and licensees are occupiers for the purposes of the Act.</p>
	<p>Preserves a supplementary roll ('general manager's roll') for electors not entitled to be on the House of Assembly (HoA) Roll in respect of an electoral area, as well as clear and consistent criteria for applying to be on this roll.</p> <p>This supplementary roll is now named the Local Government Electoral Roll.</p> <p>This roll is for persons with property-based entitlements (landowners/occupiers, corporate bodies) and non-citizen electors <i>who have lived in the electoral area for a continued period of at least 12 months.</i></p>
	<p>Provides that responsibility for keeping and maintaining the supplementary rolls for electoral areas is to transfer to the TEC (currently council General Managers must maintain their council's supplementary rolls).</p>
	<p>Tightens the criteria for who can nominate to vote on behalf of corporate bodies, including that they:</p> <ul style="list-style-type: none"> • Must not be a director or the secretary of the corporate body • Must not be already enrolled on the HoA roll for the electoral area • Not be the corporate body nominee for another corporate body in the same area.
	<p>Provides for 'one vote, one value' by providing that each elector is entitled to one vote in an election for an electoral area.</p>

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Part	Key Reform
	This changes the current situation where a person may have up to two votes (e.g. one in their own right, and one on behalf of a body corporate).
5 – COMPULSORY VOTING	<p>Preserves compulsory voting for those on the HoA roll (status quo).</p> <p>Voting remains optional for electors on the supplementary Local Government Electoral Roll.</p>
6 – ISSUING AND RECEIVING PLACES, POLLING PLACES AND ELECTION OFFICIALS	<p>Reduces prescription and introduces flexibility to 'future proof' elections, allowing the Electoral Commissioner to determine the method of voting at an election. This can include one or more methods, including attendance voting at a polling place and/or postal voting (including provision and receipt of ballots in person and by mail).</p> <p>These provisions provide flexibility for the Commissioner to determine multiple methods of voting, supporting the position of moving to a hybrid postal electoral format, allowing for continued mail voting, with provision of pre-polling and polling places for in-person completion of ballots.</p> <p>The provides for the postal method (allowing for and encouraging for hand returns) as the default election method and allows for an attendance ballot only where the Commissioner is satisfied available postal services are inadequate to ensure the reliable conduct of the election by postal ballot, a postal ballot would be more expensive to conduct than an attendance ballot.</p> <p>The Commissioner will be required to issue a notice as to the chosen method of election at least six months in advance of the notice of an election.</p> <p>Preserves issuing and receiving places, which allow for issue and return of ballots during mail (or hybrid) elections.</p> <p>Provisions from the <i>Local Government Act 1993</i> are expanded for accessibility, including allowing the Electoral Commissioner to appoint a hospital, convalescent home, nursing home or other similar place at which a mobile facility may be operated as an issuing and receiving place – similar to polling place provisions in the <i>Electoral Act 2004</i>.</p> <p>Allows for appointment of polling places, pre-poll polling places and mobile polling places in the event of an attendance ballot.</p> <p>Accessibility provisions mirror those for issuing and receiving places. There is also an additional clause (35) which provides for</p>

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Part	Key Reform
PART 7 – NOTICES OF ELECTIONS AND NOMINATIONS	assistance to vote at a polling place to be provided for those who need it.
	Provides that a local government election or by-election may not be held such that the polling period overlaps the date of a Tasmanian or Australian Government parliamentary election.
	Provides for continuation of non-citizen voting via the supplementary roll, while requiring <u>candidates</u> for council to be Australian citizens eligible to vote in parliamentary elections.
	<p>Retains a single-phase nomination process, with additional requirements in the notice of nomination – including:</p> <ul style="list-style-type: none"> • A statement as to whether or not the candidate is formally endorsed by a registered party or is running under a group name not associated with a party. • An attestation that a candidate has completed the proposed mandatory pre-election training module. (does not apply to incumbent councillors). <p>A notice of nomination must also be signed by at least 30 electors or 1% of electors in the municipal area (whichever is smaller). Currently a notice of nomination must be signed by only two electors.</p>
	<p>Requires the TEC to publish and distribute a candidate information package. This is currently done as a matter of convention and is the primary way electors become aware of the range of candidates, their reasons for seeking election, views and propositions. However, this is currently not a part of the formal legislative framework.</p> <p>At a minimum, this will include for each candidate - the candidate's name, a personal statement (if provided), and whether the candidate is endorsed by a registered party, running under a group name or is an independent candidate. This information is gathered as part of the notice of nomination.</p>
PART 8 - BALLOTS	Provides guidance around ballot material, and provisions on issuing, completing and returning ballots based on various election methods enabled under Part 6.
PART 10 – ALTERNATIVE VOTING PROCEDURES	This is a broad Part which allows the Electoral Commission to approve and deliver alternative voting procedures for classes of electors who face barriers to traditional means of voting. This includes, but is not limited to electronic voting methods such as online voting or voting by telephone.

Part	Key Reform
	<p>This supports universal franchise principles, consistent with recent reforms to the State <i>Electoral Act 2004</i>.</p> <p>Requires the TEC to approve procedures which enable and support accessible voting practices for electors with additional barriers to participation.</p> <p>The TEC is also required to publish after each election a statement on the implementation of the accessibility principles.</p>
<p>PART 13 – OFFENCES RELATING TO ELECTIONS</p>	<p>Introduces a range of offences related to polling and conduct at polling places consistent with the <i>Electoral Act 2004</i>, while also retaining offences relating to elections under the LG Act.</p> <p>It also contains offences relating to electoral bribery and treating and intimidation.</p>
<p>PART 14 – INVESTIGATORY POWERS</p>	<p>Provides standard investigatory powers for the Electoral Commissioner (or authorised officers) – consistent again with the <i>Electoral Act 2004</i>. This includes:</p> <ul style="list-style-type: none"> • Power to enter and inspect places • Power to require production of documents or information • Power to seize and detain • Power to require attendance and questioning
<p>PART 15 – ELECTORAL ADVERTISING AND PUBLICATION OF ELECTORAL MATTER</p>	<p>Introduces new prohibitions on the dissemination of misleading and deceptive statements (corresponding to the Electoral Act Review Final Report and the amended section 197 of the <i>Electoral Act 2004</i>).</p> <p>Repeals an existing provision that prohibits the publication of a candidate's name or image without their consent. This aligns local government elections with state and federal practices where no such restriction applies.</p> <p>Updates and clarifies what constitutes "electoral advertising" to ensure consistency and legal certainty.</p> <p>Seeks to align definitions with the <i>Electoral Act 2004</i> and reduce ambiguity for candidates and regulators.</p> <p>Requires electoral advertising to include information identifying who authorised the material.</p> <p>Aims to promote transparency and accountability in campaign communications.</p>

Part	Key Reform
<p>PART 16 – ELECTORAL EXPENDITURE</p>	<p>Limits electoral expenditure to the candidate, intending candidate, or their formally nominated agent.</p> <p>Aims to prevent unregulated third-party campaigning and increase transparency.</p>
	<p>Replaces current advertising-specific limits with an overall cap on total electoral expenditure.</p> <p>Aligns local government elections with Legislative Council spending rules.</p> <p>Expenditure caps are as follows:</p> <ul style="list-style-type: none"> • for a candidate for election to the Hobart City Council, Clarence City Council, Glenorchy City Council, Kingborough Council or Launceston City Council – \$16 000 plus the applicable annual increment for that financial year. • for a candidate for election to any other council – \$10 000 plus the applicable annual increment for that financial year. <p>The annual increment is a cumulative increase to this limit of \$500 every year for the councils referred to in the first bullet point, and \$300 for all other councils, applying annually from 1 July 2027.</p>
	<p>Requires candidates to report not only their own spending but also any expenditure made on their behalf.</p> <p>Confirms that shared advertising must be fully attributed to each candidate featured.</p>
	<p>Prevents third parties from incurring expenditure on behalf of a registered party to influence election outcomes (strengthens transparency and restricts indirect or unregulated campaign spending).</p>
<p>PART 17 – GIFTS AND DONATIONS</p>	<p>Extends gift and donation disclosure obligations to all candidates. Maintains the \$50 threshold and introduces disclosure via the TEC website during the election period.</p>
	<p>Prohibits indirect donations through intermediaries or third parties (ensuring all electoral donations are transparent and reported through candidates).</p>

ACTION	DECISION
PROPONENT	Council Officer
OFFICER	John Brown, General Manager
FILE REFERENCE	014\006\001\
ASSOCIATED REPORTS AND DOCUMENTS	Local Government Electoral Reform Discussion Paper - Exposure Draft Legislation and Prior Consultation Report – Appendix B Local Government Electoral Reforms 2025 - Overview of draft legislation Local Government Amendment (Electoral Reforms) Bill 2025

OFFICER’S RECOMMENDATION:

That Council provide a submission based on the five points in this report.

INTRODUCTION:

The Tasmanian Government released a Discussion Paper in February 2025 proposing reforms to local government elections to modernise the electoral framework, improve accessibility, and address challenges with the current postal ballot model. Following initial submissions, two draft Bills were prepared: the Local Government Electoral Bill 2025, establishing a standalone electoral framework, and a supplementary Local Government Amendment (Electoral Reforms) Bill 2025, addressing council operations such as caretaker provisions and pecuniary interest management. A 13-week consultation period invites feedback until 28 February 2026, focusing on the workability of the draft Bills, alignment with policy intentions, and prioritisation of reforms for phased implementation ahead of the October 2026 elections

This report is focused on the exposure draft Local Government Electoral Bill.

PREVIOUS COUNCIL CONSIDERATION:

Council Workshop 2 February 2026

Council Meeting 17 March 2025

03/25.17.4.569 Moved: Clr K Chapple/ Seconded: Clr I Carter

That the updated submission be endorsed subject to final comments.

CARRIED UNANIMOUSLY

Council Workshop 3 March 2025

Council Workshop 3 February 2025

OFFICER'S REPORT:

On 8 December 2025 the Minister for Local Government advised that a draft Local Government Amendment (Electoral Reforms) Bill 2025 had been released for comment in conjunction with an exposure draft Local Government Electoral Bill. The Amendment Bill addresses a number of key reforms:

- Refinement of the pecuniary interest provisions;
- Personal Interest returns;
- Caretaker period provisions in relation to the lead up to Council elections; and,
- Elector Poll provisions.

Submissions on the initial phase of consultation were reviewed, with feedback informing the development of two draft Bills related to Tasmania's local government electoral system:

1. A Local Government Electoral Bill 2025 which establishes a standalone statutory framework for the conduct of local government elections, and implements key reforms which aim to modernise Tasmania's local government electoral framework.
2. A supplementary Local Government Amendment (Electoral Reforms) Bill 2025 which repeals existing electoral provisions from the Local Government Act 1993, and delivers electoral reforms related to council operations including caretaker provisions and the management of pecuniary interests.

This report is focused on the Local Government Amendment (Electoral Reforms) Bill 2025 A separate report has been prepared in relation to the exposure draft Local Government Electoral Bill

The reforms introduce a refined framework for councillor interests to enhance transparency and accountability. Pecuniary interests with direct financial implications will be managed under the Local Government Act 1993, while non-pecuniary interests remain under the Code of Conduct. The framework introduces Personal Interest Returns (PIRs), requiring councillors to lodge initial and annual disclosures of relevant interests, including management strategies for potential conflicts. Privacy protections for sensitive information are included, and compliance focuses on deliberate breaches with education for minor issues.

Proposals to integrate non-pecuniary interests into primary legislation, regulate perceived pecuniary interests, require continuous disclosures, and establish a legislated Principal Officer role were withdrawn due to stakeholder feedback emphasising flexibility, administrative feasibility, and existing effective management by General Managers.

The draft PIR form requires councillors to disclose various personal interests, including sources of income, land and property interests, business and corporation positions, liabilities, affiliations with trade unions, associations or political parties, travel or accommodation contributions, dispositions of real property, and discretionary disclosures of other substantial interests that may conflict with public duties. The form includes explanatory notes, exceptions, and requires councillors to outline management strategies for disclosed interests to mitigate conflicts. The form must be signed, dated, and lodged with the General Manager or an authorised person .

The General Manager has reviewed the draft Legislation and Personal Interest Form noting the following:

Item	Discussion
Corporations and business interests – superannuation funds	Self-managed superannuation fund details are required to be declared. Typically an SMSF will hold a wide range of investments, shares and potentially property. The extent of disclosure requires further guidance as does the ongoing disclosure requirements given that SMSFs tend to be reasonably actively managed. A more logical approach would involve disclosure of any investments which are directly related to the Council area the Councillor represents, i.e. if they have a rental property in the SMSF which is in the Council area.
Part F. Travel or accommodation contributions	An exception relates to ‘it was made from public funds (eg council-funded travel), yet the example in the Table is Local Gov Assoc paying for flights and accommodation which seems to create confusion. Is this a poor choice for an example? The Break O’Day Mayor is the President of LGAT, this arises through his role as Councillor and he is the peak body representative for all councillors. He would have travel and accommodation paid by LGAT. Why would this be included in the PIR?
Section 56G	Personal Interest Returns must be published on the council’s official website which is in line with Federal and State Parliament.
Part 5C – Conduct of Council during Election Period	Provides caretaker provisions which are similar to the Policy Council has in place.
Section 60C - increase the proportion of electors signing a petition required to compel a council to hold an elector poll to 20 per cent; while restricting the matters about which an elector poll may be held to matters with a legitimate connection to the exercise of a council’s functions or powers or to the incorporation of the council, as determined by the council.	Council is concerned that requiring a petition to achieve 20 percent of electors to hold an elector poll is a benchmark that will not be achievable and supports the retention of the current requirements.

The Tasmanian Government has released the draft legislation for a 13-week consultation period – inviting feedback from the sector, community and key stakeholders.

General comment is invited on the **renewed framework for managing interests** included in the Local Government (Managing Interests, Caretaker and Electoral Provisions) Bill 2025, including the draft Personal Interest Return.

Consultation is now open midnight on Saturday 28 February 2026.

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017 – 2027 (Revised March 2022)

Achieving the Vision

Leadership/Ownership – Council Role

- We will be visionary and accountable leaders who advocate and represent the views of our community in a transparent way.
- We will make decisions for the greater good of Break O’Day by being accessible and listening to our community.

Break O’Day Annual Plan 2025-2026

Management Team Objectives – Local Government Reform

Local Government reform – Participate actively in the Future of Local Government Review process with a focus on achieving the best outcome for the Break O’Day area.

LEGISLATION & POLICIES:

Local Government Act 1993

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority

Appendix B: Personal Interest Return (PIR) Form (Draft Example Only)

Introduction

This form is issued under the *Local Government Act 1993* (the Act) and must be completed by all Councillors. It is a requirement of the Act that Councillors disclose certain personal interests to ensure transparency and support public confidence in the integrity of local government decision-making.

The purpose of this disclosure is to:

- provide a clear record of interests that may conflict, or be perceived to conflict, with a Councillor's public duties
- support the effective management of conflicts of interest
- assist Councils in promoting good governance and accountability.

This return requires you to declare interests held by you and your spouse (including a person in a significant relationship as defined in the *Relationships Act 2003*) as at the primary return date, and to provide details of any income, property, positions, debts, memberships, contributions or other interests that meet the thresholds set out in the form.

You are also required to, where appropriate, indicate how any interests that could give rise to a conflict with your public duties will be managed. Your General Manager can help you decide whether management strategies are required to be listed.

Lodging a complete and accurate return is a legal obligation under the Act. If you are unsure about what to disclose or how to manage a declared interest, you are encouraged to seek independent legal or professional advice.

Directions

- a) The interests you are required to disclose in this return are set out in legislation and apply to you, as the Councillor, and your spouse (including someone in a significant relationship as defined in the *Relationships Act 2003*).
- b) You must complete and lodge a return even if you (and/or your spouse) have no interests to disclose. If you have nothing to declare, please indicate this by selecting 'No' at each question. All sections must be completed.
- c) If there is not enough space in the form to provide all required details, please attach an appendix that is clearly numbered, signed and dated. Be sure to cross-reference the appendix in the relevant section of this form.
- d) You may wish to seek independent legal, financial or other advice to assist you in understanding your obligations and ensuring your return is complete.

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- e) In this return, you must also, where appropriate, briefly describe how any disclosed interests that could give rise to a conflict of interest will be managed, including steps such as declaring interests at meetings, abstaining from decisions, or other appropriate actions.
- f) Your completed return must be signed, dated and lodged with your General Manager or another authorised person.

Name of Councillor	
Council	
Date of Return	
Signature of Councillor	

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Part A. Sources of income

Have you, or your spouse, received or do you, or your spouse, expect to receive any income in the period between the primary return date and the next 30 June, excluding income received as a councillor allowance?

- No – continue to Part B
- Yes – provide particulars below

Explanatory notes

- 'Income' means assessable income under the *Income Tax Assessment Act 1936* (Cth), including but not limited to: employment income, superannuation, pensions, annuities and government payments, investment income, business, partnership and trust income, and foreign income.
- A source of income only needs to be declared if you or your spouse received, or expect to receive, more than \$500 from that source during the return period.
 - When disclosing income from your occupation, you must also provide:
 - a description of the occupation
 - the name and address of your employer, or a description of the office
 - the name of any partnership (if relevant).
- You do not need to disclose one-off sales of personal items (such as a second-hand car or household furniture) unless those sales are made in the course of a business or with the intent of making a profit.

Indicate the source of income (amounts are not necessary)

	Person or entity from which income was received or is expected to be received	Why the income was/is expected to be received (For example: salary, investments, trusts, rental payments)	Details
Example	Acme Consulting Pty Ltd	Salary	Policy Advisor Acme Consulting, 22 Example St, Hobart
Self			
Spouse			

Part B. Land and real property

Have you, or your spouse, held an interest in land or real property as at the primary return date?

- No – continue to Part C
- Yes – provide particulars below

Explanatory notes

- This includes any ownership or beneficial interest in land (not as security for a debt) within the municipal district of the Council or an adjoining municipal district.
- You must provide:
 - the full address of the land (as it appears on council rates notices)
 - the purpose for which the land is held (such as residence, investment)
 - the nature of the interest (such as sole owner, joint tenant, trustee).

Exceptions

- You are **not required to disclose** an interest in land if:
 - You or your spouse hold the interest only as the executor or administrator of the estate of a deceased person, and you are not a beneficiary under the will or under intestacy.
 - You or your spouse hold the interest only as a trustee, and the interest was acquired in the ordinary course of a profession or occupation that is not related to your duties as a Councillor.

Example: If you are managing property as part of your work as an accountant or solicitor (unrelated to your Councillor role), and you hold the land only as a trustee, you do not need to declare it.

Complete the table below

	Full Address of Property	Purpose (such as residence, investment)	Nature of Interest (such as sole owner, joint tenant, trustee)
Example	12 Smith Street, Springvale TAS	Residential	Sole owner
Self			
Spouse			

Part C. Corporations and business interests

Have you, or your spouse, held any position or interest in a corporation, business, trust or other entity as at the primary return date, including in a fiduciary capacity (such as trustee or executor)?

This includes positions whether paid or unpaid.

- No – continue to Part D
- Yes – provide particulars below

Explanatory notes

- You must disclose the name and address of the corporation, business, partnership or trust, and describe your position or interest (such as director, shareholder, sole trader, trustee, partner).
- This applies regardless of whether or not you received payment for the role.
- This includes business interests carried out in your own name (such as sole trader or freelancer), or as part of a partnership or trust that carries on commercial activities.
- It also includes fiduciary roles where you or your spouse owe duties to act on behalf of another person or entity. For example, as:
 - a trustee of a private or family trust
 - an executor or administrator of a deceased estate (unless exempt)
 - a partner in a business or professional firm
 - a nominee with control or discretion over assets.
- Roles held purely as part of your professional occupation (such as solicitor acting for a client) **do not need to be declared** unless they involve control or decision-making powers over land or assets that may intersect with Council matters.

Exceptions

- You are not required to disclose an interest or position if the corporation is:
 - formed to provide recreation, charity, religion, art, science or other community purpose
 - required to apply all profits to its purpose (it cannot distribute profits)
 - prohibited from paying dividends to members.
- You are also not required to disclose an interest or position if you:

- Hold the position only in your professional capacity and have no discretion or control over relevant assets or decisions (such as an accountant lodging a BAS on behalf of a client).

Example: If you are on the board of a local community garden association that operates as a not-for-profit and does not distribute profits, you do **not** need to declare this role.

Additional guidance (superannuation funds)

- You are not required to declare shareholdings or interests held by a superannuation fund (such as a retail or industry fund) unless:
 - you personally control or direct the investment decisions of the fund (such as via a self-managed super fund)
 - or you are aware of a specific investment that may give rise to a conflict of interest (such as your fund is heavily invested in a company seeking Council approval for a development).
- In most cases, managed funds or pooled investments (such as those held via industry super funds) do not need to be declared, as individual holdings are not within your knowledge or control.

Complete the table below

	Name of Corporation	Address	Nature of Interest / Position
Example	Dovetail Accounting Trust	21 Harper Street, Moonville TAS	Self – Trustee and Beneficiary of family trust
Self			
Spouse			

Part D. Liabilities and debts

Do you, or your spouse, owe money to any person or organisation as at the primary return date? This applies whether or not the debt was due or payable at that time.

- No – continue to Part E
- Yes – provide particulars below

Explanatory notes

- You must declare the name and address of any person or entity to whom you or your spouse owe a debt of \$5,000 or more.
- This includes loans, credit agreements, or any other outstanding payments.

Exceptions

- You are **not** required to disclose a debt if:
 - The amount owed is less than \$5,000, unless:
 - it is one of two or more debts owed to the same person during the return period and the total owed is \$5,000 or more.
 - The debt is owed to a relative of the Councillor.
 - The debt is a loan of money and:
 - it is owed to a bank or authorised lender (someone whose usual business is lending money) and it was made in the ordinary course of business.
 - The debt is for goods or services provided:
 - during the period of 12 months immediately before the primary return date or during the annual return period
 - in the ordinary course of an occupation unrelated to your role as a Councillor (or your spouse’s occupation).

Example: You do **not** need to declare a \$3,000 loan from a bank or a \$1,000 invoice from your mechanic, unless you owe the same mechanic several invoices totalling \$5,000 or more.

Complete the table below

	Name of Creditor	Address	Nature of Debt
Example	John Smith	12 Hilltop Drive, New Town TAS	Private loan of \$7,000 for vehicle repairs
Self			

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	Name of Creditor	Address	Nature of Debt
Spouse			

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Part E. Trade unions, associations, and political parties

Do you, or your spouse, currently hold a position (paid or unpaid) in any trade union, professional association, or business association?

- No – continue to Part F
- Yes – provide particulars below

Explanatory notes

- You must declare any position (such as member, delegate, board role) held by you or your spouse in a:
 - trade union
 - professional association
 - business association.
- This includes positions that are voluntary, unpaid or honorary.
- You must also declare the name of any political party of which you are a member.

Complete the table below

	Name of Organisation	Position Held
Example	Bank of Tasmania	101 Main St, Hobart
Self		
Spouse		

Part F. Travel or accommodation contributions

Did you, or your spouse, receive any financial or other contribution (such as free or upgraded accommodation, flights, meals, or hospitality) in relation to any travel during the annual return period?

- No – continue to Part G
- Yes – provide particulars below

Explanatory notes

- You must disclose:
 - the name and address of the person or organisation who made the contribution
 - the dates, destinations, and purpose of the travel.

Exceptions

- You do **not** need to disclose a contribution if:
 - it was made from public funds (e.g. council-funded travel)
 - it was made by a relative
 - it was made in the ordinary course of another occupation (not related to your role as a Councillor or your spouse's occupation)
 - the value of the contribution did not exceed \$250, unless:
 - more than one contribution was made by the same person in the return period and the total of those contributions exceeded \$250.
 - it was made in a personal capacity, and it would not reasonably be seen as related to your role as a Councillor
 - it was made by a political party of which you are a member, and the travel was undertaken:
 - for political activity in Tasmania or to represent the party within Australia.

Note: A non-financial contribution (such as a gift or in-kind support) is treated as equal in value to what it would cost if paid for directly.

Complete the table below

	Name and Address of Contributor	Type of Contribution (such as flight, hotel)	Dates of Travel	From/To Locations
Example	Local Gov Assoc 2 Civic Way	Flights and accommodation	4–6 March	Hobart – Melbourne

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	Name and Address of Contributor	Type of Contribution (such as flight, hotel)	Dates of Travel	From/To Locations
Self				
Spouse				

OFFICIAL

Part G. Dispositions of real property

Have you, or your spouse, transferred an interest in property during the return period but retained a benefit, or acquired a benefit from someone else's transfer?

- No – continue to Part H
- Yes – provide particulars below

Explanatory notes

- You must disclose:
 - any property you or your spouse disposed of (in whole or part) where you kept the right to use or benefit from the property
 - any property another person disposed of where you gained use or benefit (even if you don't legally own it).
- This includes arrangements where legal ownership changes, but you still use, access or benefit from the property in some way.

Complete the table below

	Property / Arrangement	Nature of Benefit Retained or Acquired
Example	Transfer of family shack	Continued right to occupy
Self		
Spouse		

Part H. Discretionary disclosures

Is there any other substantial interest (financial or otherwise) that could be seen as creating a conflict between your personal interests and your public duties as a Councillor?

- No – continue to Part I
- Yes – provide details below

Explanatory notes

- You must declare **any other significant interest** that:
 - you are aware of
 - might reasonably be seen to conflict with your public responsibilities as a Councillor.
- This includes interests held by you or by a related person or entity, even if the interest is not financial in nature.
- These may include unpaid or voluntary positions in clubs, associations, or community groups, particularly where those groups interact with Council (such as apply for funding, use Council facilities, or make submissions on Council decisions).
- **Example 1:** If a close family member owns a company that regularly tenders for Council contracts, or if you volunteer in a leadership role in a group advocating for decisions your Council makes, you may wish to disclose that interest here.
- **Example 2:** If you are the president of a local sporting club that applies for Council grants or leases Council-owned facilities, this may be a relevant interest to disclose.

Complete the table below

	Description of Interest
Example	My sister-in-law is CEO of a company that regularly tenders for council waste management contracts.
Self	
Spouse	

Part I. Declaration on management of interests

Briefly outline how you propose to manage any disclosed interests to ensure they do not conflict with your public duties as a Councillor.

This may include:

- recusal from specific Council decisions or meetings
- use of a formal conflict of interest register
- disclosure at the start of relevant proceedings
- other appropriate actions.

Complete the table below

	Interest (brief description)	How the interest will be managed
Example	Sister-in-law is CEO of council contractor	Will declare and not participate in any related procurement matters
Example	Joint owner of local business property	Will recuse from votes involving zoning or development in the area
Example	Member of planning industry association committee	Will declare interest at meetings dealing with industry regulation
Self		
Spouse		

Part J. Primary return appendix

- This appendix is provided for use if you need additional space to disclose information beyond what the standard Personal Interest Return form allows.
- Please clearly number, sign, and date each page you include as an appendix.
- Make sure each appendix page is cross-referenced to the relevant part of the Primary Return form.
- Example: If you have multiple income sources, land holdings, or corporation positions that don't fit within the main tables, use the appendix to continue your disclosures.

Signed: _____

Date: _____

Local Government Electoral Reforms

Consultation draft legislation overview

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Note: Excluding section - Local Government Electoral Bill 2025 Overview of key reforms by Part

Local Government Amendment (Electoral Reforms) Bill 2025

Overview of key reforms by Part

Part	Key Reform
5 – PECUNIARY INTERESTS	<p>Expands the definition of a close associate to a councillor to include:</p> <ul style="list-style-type: none"> • a person who has provided a gift or donation (as defined in the <i>Local Government Electoral Act 2025</i>); • a relative of the councillor or member who resides with that councillor or member on a regular basis.
	<p>Establishes defence provisions for a councillor where they believe a pecuniary interest (where they receive or expect to receive a pecuniary benefit) is one held with a substantial proportion of electors in the municipality (meaning at least 5% or 1 000 electors, whichever is the lesser).</p> <p>This defence also applies to an application or request for approval, authorisation, licence, permit, exemption or other right, or beneficial interest in shares of a company or other body.</p>
	<p>Requires that the existing register of pecuniary interests kept by the general manager to be published on a council's website.</p>
5B – PERSONAL INTEREST RETURNS	<p>This is an entirely new Part which requires a councillor to lodge a personal interest return (PIR) with the general manager, within 28 days after a certificate of election is issued.</p>
	<p>A PIR is to be made by Ministerial Order – and may specify a range of matters including:</p> <ul style="list-style-type: none"> • the assets and classes of assets to be disclosed, including real property and financial interests; • the liabilities and classes of liabilities to be disclosed; • the associated persons and classes of persons whose interests are to be disclosed, including individuals, bodies corporate and trustees; • employment, offices and other sources of income to be disclosed; • gifts, donations or contributions to other entities, and the classes of such gifts, donations or contributions, to be disclosed; • memberships of associations, including trade or professional associations, political parties and other organisations to be disclosed;

Part	Key Reform
	<ul style="list-style-type: none"> • thresholds for disclosure and time periods to which the disclosures relate; • management strategies to be documented by councillors for managing actual, potential or perceived pecuniary interests or non-pecuniary interests arising from the matters disclosed. <p>As with all Orders pertaining to councils, the Minister must consult with councils before amending, revoking or substituting the PIR.</p> <p><i>Note: a draft PIR has been released alongside the consultation draft legislation package.</i></p> <p>The general manager must publish each personal interest return, and any revised personal interest return, on the council's official website as soon as practicable after it's lodgement.</p> <p>The general manager must not provide to a councillor any information, other than information included on a public agenda or otherwise available to members of the public, if it is reasonably apparent to the general manager, from a personal interest return or other information known to the general manager, that the councillor has a pecuniary interest in the matter.</p> <p>Likewise, a councillor must not seek to obtain any information on the above grounds.</p> <p>The council must retain each personal interest return, and each revised personal interest return, until 2 years after the expiration of the term of the council during which the return was lodged.</p> <p>Offence provisions are included for providing false information, omitting known information, or refusal to lodge a PIR.</p>
<p>PART 5C - Conduct of Council During Election Period</p>	<p>This Part introduces 'caretaker' provisions related to the conduct of councils during election periods. During an election period a council cannot make any decision defined as a 'prohibited decision'. This includes a decision:</p> <ul style="list-style-type: none"> • that relates to the appointment, reappointment or the remuneration of a general manager, other than the appointment, reappointment or remuneration of an acting general manager • that relates to the termination of a general manager • to enter into a contract, arrangement or agreement the total value of which exceeds whichever is the greater of – <ul style="list-style-type: none"> ○ \$100 000; or

Part	Key Reform
	<ul style="list-style-type: none"> ○ 1% of the council's revenue from general and service rating and fees and charges in the preceding financial year ● that would enable the use of council resources in a way that is intended to influence, or is likely to influence, voting at a council election. <p>A council may, if they determine it is necessary and in the public interest for a prohibited decision to be made during an election period, make an application to the Minister for an exemption.</p> <p>Prohibited decisions do not apply to decisions or actions required by councils under statutory timeframes.</p> <p>This Part also prohibits the use of any council resources or publication of information promoting or advantaging a particular candidate or group of candidates.</p> <p>It also prohibits councils from making resources available that advantage a candidate which are not equally available to all candidates.</p> <p>Information in relation to an election can only be published if it has been published by the Electoral Commission.</p>
PART 6 – PETITIONS, POLLS AND PUBLIC MEETINGS	The threshold for petitions requesting elector polls or public meetings has been raised to 20% of electors (from 5% or 1,000 electors, whichever is lesser).
GENERAL CHANGES	Electoral parts are repealed and replaced by the new standalone <i>Electoral Bill</i> – including: <ul style="list-style-type: none"> ● Part 4 – Elections ● Part 15 – Council elections.

TASMANIA

**LOCAL GOVERNMENT AMENDMENT
(ELECTORAL REFORMS) BILL 2025**

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5. Section 3 amended (Interpretation)
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- 16. Section 214A amended (Scope of review)
- 17. Section 214E amended (Result of review)
- 18. Part 15 repealed
- 19. Schedules 6, 7 and 8 repealed

**LOCAL GOVERNMENT AMENDMENT
(ELECTORAL REFORMS) BILL 2025**

*(Brought in by the Minister for Local Government, the
Honourable Kerry John Vincent)*

A BILL FOR

An Act to amend the *Local Government Act 1993*

Be it enacted by Her Excellency the Governor of Tasmania, by and with the advice and consent of the Legislative Council and House of Assembly, in Parliament assembled, as follows:

1. Short title

This Act may be cited as the *Local Government Amendment (Electoral Reforms) Act 2025*.

2. Commencement

The provisions of this Act commence on a day or days to be proclaimed.

3. Repeal of Act

This Act is repealed on the first anniversary of the day on which the last uncommenced provision of this Act commenced.

[Bill]

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4. Principal Act

In this Act, the *Local Government Act 1993** is referred to as the Principal Act.

5. Section 3 amended (Interpretation)

Section 3 of the Principal Act is amended as follows:

- (a) by omitting the definition of *ballot material*;
- (b) by omitting the definition of *by-election*;
- (c) by omitting the definition of *candidate* and substituting the following definition:

candidate means *candidate* as defined in the *Local Government Electoral Act 2025*;
- (d) by omitting the definition of *certificate of election*;
- (e) by omitting the definition of *closing day*;
- (f) by inserting “in accordance with the *Local Government Electoral Act 2025*” after “council” in the definition of *councillor*;
- (g) by omitting the definition of *declaration of a poll*;

*No. 95 of 1993

- (h) by omitting the definitions of *election agent* and *elector*;
- (i) by omitting the definitions of *electoral advertising* and *electoral area*;
- (j) by omitting the definitions of *electoral material*, *electoral officer*, *electoral officer in charge* and *electoral roll*;
- (k) by omitting “, in Part 15, includes a person nominated under section 253A” from the definition of *general manager* and substituting “includes a person nominated as the general manager under the *Local Government Electoral Act 2025*”;
- (l) by omitting the definitions of *intending candidate* and *issuing place*;
- (m) by omitting the definition of *list of electors*;
- (n) by omitting “, in Part 15,” from the definition of *municipal area*;
- (o) by omitting the definitions of *nomination period*, *notice of election* and *ordinary election*;
- (p) by omitting the definition of *polling period*;
- (q) by omitting the definitions of *relevant period* and *returning officer*;

- (r) by omitting the definitions of *roll closure day* and *scrutineer*.

6. Section 25 amended (Constitution of council)

Section 25(1) of the Principal Act is amended by omitting “in accordance with Part 4.” and substituting “in accordance with the *Local Government Electoral Act 2025*.”.

7. Section 28A amended (Information and documents relating to functions)

Section 28A(3) of the Principal Act is amended by inserting after paragraph (a) the following paragraph:

- (ab) the general manager believes that the information –
 - (i) is not publicly available; and
 - (ii) is a matter in relation to which the councillor has completed a personal interest return under Part 5B; or

8. Part 4 repealed

Part 4 of the Principal Act is repealed.

9. Section 51 amended (Close associate)

Section 51 of the Principal Act is amended by inserting after paragraph (g) the following paragraphs:

- (ga) a person from whom the councillor or member has received a *gift or donation*, as defined in the *Local Government Electoral Act 2025*, that has been disclosed by the councillor in accordance with Part 16 of that Act; or
- (gb) a person from whom the councillor or member has received a gift or donation that is recorded in the register of gifts and donations referred to in section 56B(1); or
- (gc) a relative of the councillor or member who resides with that councillor or member on a regular basis; or

10. Section 52 amended (Non-application of Part)

Section 52 of the Principal Act is amended as follows:

- (a) by omitting paragraph (a) from subsection (1);
- (b) by omitting paragraph (c) from subsection (1);
- (c) by omitting paragraph (e) from subsection (2);

Local Government Amendment (Electoral Reforms) Act 2025
Act No. of 2025

s. 10

(d) by inserting the following subsections after subsection (2):

(2A) It is a defence to a prosecution under this Part if the councillor charged reasonably believes that –

(a) the pecuniary interest of the councillor, being a pecuniary benefit received or reasonably expected to be received as a result of the decision in question, is one held in common with a substantial proportion of electors in the municipal area; and

(b) the extent of the councillor's pecuniary interest is not greater than the extent of the pecuniary interest that is held in common by that substantial proportion of electors.

(2B) It is a defence to a prosecution under this Part if the councillor or member charged reasonably believes that –

(a) the pecuniary interest of the councillor or member, being a pecuniary benefit

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received or reasonably expected to be received as a result of the decision in relation to an application or request for approval, authorisation, licence, permit, exemption or other right under this or any other Act, is one held in common with a substantial proportion of electors in the municipal area; and

(b) the extent of that pecuniary interest is not greater than the extent of the pecuniary interest that is held in common by that substantial proportion of electors.

(2C) It is a defence to a prosecution under this Part if the councillor or member charged reasonably believes that –

(a) the pecuniary interest of the councillor or member, being a beneficial interest in shares of a company or other body, is one held in common with a substantial proportion of electors in the municipal area; and

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- (b) the extent of that pecuniary interest is not greater than the extent of the pecuniary interest that is held in common by that substantial proportion of electors.

11. Section 54 amended (Register of pecuniary interests of councillors)

Section 54 of the Principal Act is amended by omitting subsections (2) and (3) and substituting the following subsection:

- (2) The general manager must publish the register of interests on the council's official website.

12. Parts 5B and 5C inserted

After section 56B of the Principal Act, the following Parts are inserted:

PART 5B – PERSONAL INTEREST RETURNS

56C. Interpretation of Part

In this Part –

associated person means, in relation to a councillor –

- (a) the councillor's spouse or partner; or

- (b) a child or other member of the councillor's family who ordinarily resides with the councillor; or
- (c) any body corporate or trust in which the councillor or a person referred to in paragraph (a) or (b) has a controlling interest;

non-pecuniary interest means an interest that does not involve financial gain or loss but arises from personal relationships, affiliations or beliefs that may influence a person's decision making;

pecuniary interest means an interest that a person has in a matter if there is a reasonable likelihood or expectation of financial gain or loss, whether direct or indirect, to the person or to an associated person;

personal interest return means a return completed by a councillor under this Part, in the form and containing the information specified in a personal interest return order, and includes a revised personal interest return lodged under this Part;

personal interest return order means an order made under section 56E specifying the form, content and procedural requirements for personal interest returns.

56D. Lodgement of personal interest returns

A councillor must lodge a completed personal interest return with the general manager –

- (a) within 28 days after the date on which the certificate of election, as defined in the *Local Government Electoral Act 2025*, is issued in respect of the councillor; and
- (b) on or before 31 July in each subsequent year in which the person holds office as a councillor.

Penalty: Fine not exceeding 100 penalty units.

56E. Personal interest return order

- (1) The Governor, on the recommendation of the Minister, may make an order specifying –
 - (a) the form and content of a personal interest return; and

-
- (b) the matters that are to be disclosed in a personal interest return; and
 - (c) any procedural or administrative requirements relating to the lodgement of personal interest returns.
- (2) Without limiting subsection (1), an order may specify the following matters:
- (a) the assets and classes of assets to be disclosed, including real property and financial interests;
 - (b) the liabilities and classes of liabilities to be disclosed;
 - (c) the associated persons and classes of persons whose interests are to be disclosed, including individuals, bodies corporate and trustees;
 - (d) employment, offices and other sources of income to be disclosed;
 - (e) gifts, donations or contributions to other entities, and the classes of such gifts, donations or contributions, to be disclosed;
 - (f) memberships of associations, including trade or professional associations, political parties and

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- other organisations to be disclosed;
 - (g) thresholds for disclosure and time periods to which the disclosures relate;
 - (h) management strategies to be documented by councillors for managing actual, potential or perceived pecuniary interests or non-pecuniary interests arising from the matters disclosed;
 - (i) the information to be withheld from publication under section 56G(b).
- (3) The Minister may amend, revoke or revoke and substitute an order.
 - (4) Before recommending that an order be made, amended or revoked, the Minister must consult with councils.
 - (5) An order is a statutory rule within the meaning of the *Rules Publication Act 1953*.
 - (6) An order is subordinate legislation for the purposes of the *Subordinate Legislation Act 1992*.

56F. Requirement to submit revised personal interest return

- (1) The general manager may, by written notice to a councillor, require the councillor to submit a revised personal interest return if the general manager reasonably believes that a return lodged by the councillor –
- (a) is incomplete or does not comply with the requirements of this Part; or
 - (b) contains an error.
- (2) A councillor must submit a revised personal interest return within 14 days after receiving the notice under subsection (1).

Penalty: Fine not exceeding 50 penalty units.

56G. Publication of personal interest returns

The general manager must publish each personal interest return, and any revised personal interest return, on the council's official website –

- (a) as soon as practicable after it is lodged; and
- (b) in accordance with any requirements or exemptions specified in the personal interest

return order in relation to the publication of information contained in a personal interest return.

56H. Restriction on access to non-public information

- (1) The general manager must not provide to a councillor any information, other than information included on a public agenda or otherwise available to members of the public, if it is reasonably apparent to the general manager, from a personal interest return or other information known to the general manager, that the councillor has a pecuniary interest in the matter.
- (2) A councillor must not seek or obtain information, other than information included on a public agenda or otherwise available to members of the public, if the councillor has, or is likely to have, a pecuniary interest in the matter were it to be considered by the council or a council committee.

Penalty: Fine not exceeding 100 penalty units.

56I. Retention of personal interest returns

The council must retain each personal interest return, and each revised personal interest return, until 2 years after the

expiration of the term of the council during which the return was lodged.

56J. Offences

- (1) A councillor must not –
- (a) provide information in a personal interest return that the councillor knows is false or misleading in a material particular; or
 - (b) omit from a personal interest return any information knowing that the omission renders the return misleading; or
 - (c) fail to lodge a personal interest return or a revised personal interest return, within the period specified under this Part, with the intention of avoiding disclosure of a pecuniary interest.

Penalty: Fine not exceeding 100 penalty units.

- (2) In addition to any penalty imposed under this section, a court may make an order –
- (a) barring the councillor from nominating as a candidate at any election for a period not exceeding 7 years; and
 - (b) dismissing the councillor from office.

**PART 5C – CONDUCT OF COUNCIL DURING
ELECTION PERIOD**

56K. Interpretation of Part

In this Part –

election period, in relation to an election conducted in accordance with the *Local Government Electoral Act 2025*, other than a by-election or a recount within the meaning of that Act, means the period –

- (a) commencing on the date and time of the closure of an *electoral roll*, as defined in the *Local Government Electoral Act 2025*, that is specified in a *notice of election* as defined in that Act; and
- (b) ending on the date on which the *certificate of election*, as defined in the *Local Government Electoral Act 2025*, for the election conducted in accordance with that Act is issued;

prohibited decisions means a decision by a council –

-
- (a) that relates to the appointment, reappointment or remuneration of a general manager, other than the appointment, reappointment or remuneration of an acting general manager; or
 - (b) that relates to the termination of a general manager; or
 - (c) to enter into a contract, arrangement or agreement the total value of which exceeds whichever is the greater of –
 - (i) \$100 000; or
 - (ii) 1% of the council's revenue from general and service rating and fees and charges in the preceding financial year; or
 - (d) that would enable the use of council resources in a way that is intended to influence, or is likely to influence, voting at an election conducted in

accordance with the *Local Government Electoral Act 2025*; or

- (e) that relates to a matter, that is not of a routine or operational nature, that could be reasonably deferred until the election period ends –

but does not include a decision by the council required or authorised by or under any law to be made within a timeframe prescribed by or under that law.

56L. Conduct of council during election period

- (1) During an election period a council must not –

- (a) use council resources for the advantage of a particular candidate, or group of candidates; or
- (b) publish any information in any format which promotes any candidate or group of candidates; or
- (c) publish any information in any format in relation to the election, conducted in accordance with the *Local Government Electoral Act*

2025, other than information published by the Electoral Commissioner; or

- (d) make council resources available for the advantage of a particular candidate, which are not equally available to all candidates.

Penalty: Fine not exceeding 100 penalty units.

- (2) Subject to subsection (3), a council must not make a prohibited decision during an election period.
- (3) If a council is satisfied that it is necessary and in the public interest for a prohibited decision to be made during an election period, the council may make an application to the Minister for an exemption from the application of this section to the prohibited decision specified in the application.
- (4) An application under subsection (3) must –
 - (a) be in writing; and
 - (b) set out the reasons why the prohibited decision must be made by the council during the election period.
- (5) On receipt of an application under subsection (3), if the Minister is satisfied

that there are extraordinary circumstances, the Minister may grant an exemption from the application of this section to the prohibited decision specified in the application, subject to any conditions or limitations that the Minister considers appropriate.

- (6) A prohibited decision made by a council in contravention of this section is invalid.
- (7) Any person who suffers loss or damage as a result of acting in good faith on a prohibited decision made in contravention of this section is entitled to compensation from the council for that loss or damage.

13. Section 58 amended (Tabling petition)

Section 58 of the Principal Act is amended by omitting subsection (3) and substituting the following subsection:

- (3) A general manger is only required to table a petition if the general manager is satisfied that the petition –
 - (a) relates to the functions and powers of the council; or
 - (b) relates to the incorporation of the council.

14. Section 59 amended (Petitions seeking public meetings)

Section 59 of the Principal Act is amended by omitting subsection (2) and substituting the following subsection:

- (2) A council must hold a public meeting if the petition complies with section 57 and section 58(3) and it is signed by at least 20% of the electors in the municipal area.

15. Section 60C amended (Petition requesting elector poll)

Section 60C(1)(b) of the Principal Act is amended by omitting “least 5% of the electors in the municipal area or 1 000 of those electors, whichever is the lesser” and substituting “least 20% of the electors in the municipal area”.

16. Section 214A amended (Scope of review)

Section 214A of the Principal Act is amended as follows:

- (a) by inserting in paragraph (j) “in accordance with the *Local Government Electoral Act 2025*” after “area”;
- (b) by inserting in paragraph (k) “in accordance with the *Local Government Electoral Act 2025*” after “district”.

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17. Section 214E amended (Result of review)

Section 214E of the Principal Act is amended as follows:

- (a) by omitting from subsection (2) “closing day, within the meaning of Part 15” and substituting “*closing day* within the meaning of the *Local Government Electoral Act 2025*”;
- (b) by omitting from subsection (7) “in accordance with Part 15 and any regulations made for the purpose of that Part” and substituting “in accordance with the *Local Government Electoral Act 2025*”.

18. Part 15 repealed

Part 15 of the Principal Act is repealed.

19. Schedules 6, 7 and 8 repealed

Schedules 6, 7 and 8 to the Principal Act are repealed.

ACTION	DECISION
PROPONENT	Local Government Association of Tasmania
OFFICER	John Brown, General Manager
FILE REFERENCE	039\002\008\
ASSOCIATED REPORTS AND DOCUMENTS	Local Government Gifts and Donations Consultation paper

That Council provide a submission based on the comments in this report and any additional comments identified by Councillors.

INTRODUCTION:

The Commission has decided to release a consultation paper seeking submissions from the local government sector, the public sector more broadly and members of the public on the potential misconduct risks that arise when local government employees, elected members or candidates accept gifts and donations and whether and how changes should be made to the current regulatory framework. Their aim is to ensure that these risks are communicated to the public and to promote discussion about potential solutions.

PREVIOUS COUNCIL CONSIDERATION:

Nil

OFFICER'S REPORT:

This consultation paper documents the findings of a research project (Project Twelvetrees) undertaken by the Commission that examined the offer and acceptance of gifts and donations in local government. The project drew on earlier work on this and related issues.

The Commission's previous relevant work in this area includes an own-motion investigation into gifts and benefits in the state service (Operation Kilo) and a research report on the management of conflicts of interest between local councillors and property developers (Project Fisher).

Project Twelvetrees examined the legal and regulatory framework governing gifts and donations in local government, including codes of conduct and council policies. It also conducted a compliance audit of publicly available council gift registers.

The assessment found that there is considerable uniformity in most councils' gifts and benefits policies. Most policies do not distinguish between gifts and donations and so do not deal with each independently. Many gift policies combine broad policy statements but do not have a clear process for employees and elected members to follow.

The Integrity Commission stated that *"The small number of declarations in the gift registers also suggests that council officials may be accepting gifts and donations without reporting them as*

required. The fact that so few employee declarations are recorded raises questions about whether it is appropriate that employees escape the public scrutiny that councillors are subject to.”

The General Manager notes that this statement has been made based on supposition and assumption without any evidence or inquiries been made with Councils to support this statement. It is extremely disappointing that very agency that is charged with promoting and enhancing standards of ethical conduct by public officers makes a statement like this

Overall, the project identified that gifts and donations appear to be a risk factor for good governance in local government.

Submissions close Monday 2 March 2026.

Below the General Manager has provided comments to the questions posed in the discussion paper:

GENERAL COMMENTS	
<p>The Integrity Commission stated that <i>“The small number of declarations in the gift registers also suggests that council officials may be accepting gifts and donations without reporting them as required. The fact that so few employee declarations are recorded raises questions about whether it is appropriate that employees escape the public scrutiny that councillors are subject to.”</i> The General Manager notes that this statement has been made based on supposition and assumption without any evidence or inquiries been made with Councils to support this statement. It is extremely disappointing that very agency that is charged with promoting and enhancing standards of ethical conduct by public officers makes a statement like this.</p>	
<p>Council’s policy requires the Mayor to review the Staff Declaration Register on a three monthly basis. A review of the Staff Declarations by the General Manager reveals that employees record all Gifts and actions which have occurred, the smallest being \$5 which is well below the \$50 policy application threshold.</p>	
<p>The General Manager notes the Integrity Commission made no effort to check with the Break O’Day Council the situation in relation to employee declarations, instead have made statements which are based on supposition.</p>	

4. MISCONDUCT RISKS	
<p>Do you have any general comments or observations about the misconduct risks of offering and accepting gifts and donations in local government?</p>	<p>The Councillors and employees of Break O’Day Council have demonstrated an awareness of and compliance with requirements. It is agreed that the offer of gifts and donations to Councillors and employees is a risk which is required to be dealt with through education and policy settings.</p> <p>It should not be assumed that misconduct will result from a gift of gratitude.</p>

	It is also noted that the likelihood of an offer of gifts in smaller rural councils is far lower than in larger metropolitan councils by virtue of the nature of activities that larger metropolitan councils are involved in. The Integrity Commission through their observations regarding the relative percentages of declarations is implying that smaller rural councils are acting in a corrupt manner and not declaring gifts received. This is not true for Break O’Day Council, the low number of declarations merely reflect the low number of gifts or donations our council has received.
How serious do you think these risks are?	History over the last ten years would show that the risk is low. There is always the chance that someone will do the wrong thing, noting Project Fisher

5. LEGAL AND REGULATORY FRAMEWORK

- 5.1. *Local Government Act 1993 and Local Government (General) Regulations 2025*
- 5.2. *Codes of conduct*

Is the current legal and regulatory framework that governs gifts and donations in local government adequate? Why/why not?	Yes, Local Government Regulations 2025 provide the required framework which is then implemented through Council’s policies and procedures.
Would you support the introduction of a personal interests return scheme for elected members and/or employees?	<p>It is obvious that the Integrity Commission has failed to undertake due diligence in developing their report. If they had contacted the Office of Local Government they would have found that the OLG was considering legislative change regarding Personal Interest Returns for elected members.</p> <p>The Break O’Day Council is providing its views and responses on this matter to this formal consultative process.</p> <p>The Integrity Commission has not provided any justification or discussion as to how this would be applied to all council employees or why it should be. The Break O’Day Council would like to see the detail necessary to take an informed position on this matter.</p> <p>A review of the Integrity Commission website reveals that there are no Personal</p>

	Interest Declarations for Commission members and employees. The Council is interested in knowing whether any requirements imposed on local government are also going to become requirements in the State Public Service and Integrity Commission?
Do you support the government's proposal to require that all electoral candidates declare gifts and donations received during an electoral period?	Yes
Should other council officials – including staff, contractors and subcontractors, trainees and volunteers – be subject to a code of conduct?	Councils Gifts and Benefits Policy applies to Councillors, employees, volunteers and Council Committee members. It does not apply to contractors or sub-contractors. How could you effectively enforce compliance of contractors or sub-contractors with a code of conduct or for what purpose? It seems to be substantial overreach.
Should the legislation/code of conduct prescribe additional monitoring procedures? Do you have any general comments or observations on what those procedures should be?	There has been no evidence provided by the Integrity Commission that additional monitoring is required. If you really want to do something, add this to the list of activities the Tasmanian Audit Office undertakes as part of the annual audit process.
5.3. Gifts and donations policies	
Do you support the introduction of a model gifts and donations policy? If so, what should be included?	It appears that the Integrity Commission is unaware of the Model Gifts and Benefits Policy that is already available to Councils through the LGAT website?
Should the policy apply to both elected members and other council officials? Should there be separate policies for each?	The policy should be consistently applied to both councillors and employees. What is meant by Council officials? The Integrity Commission uses inconsistent terminology which is confusing.
Is the current declaration threshold of \$50 appropriate? Why/why not?	Break O'Day Council's current Policy has a cumulative \$50 threshold over a 12 month period as a stronger measure to cover the potential for smaller gifts.
5.3.1 Defining gifts and donations	
Should gifts and donations in local government be regulated differently? Should they be defined?	No, there should be a consistent definition and of course they should be defined. Definitions should also include reference to Gift Cards.

Should the definitions of gift and donation be consistent across all councils? Why/why not?	No, there should be a consistent definition and of course they should be defined. Definitions should also include reference to Gift Cards.
5.3.2 Council officials and/or councillors	
Should elected members and other council officials be subject to different obligations? Why/why not?	It is not possible to respond to this question beyond saying that consistent obligations should be applied due to the nature of the narrative provided by the Integrity Commission in the Discussion Paper.

STRATEGIC PLAN & ANNUAL PLAN:

Break O’Day Strategic Plan 2017-2027 (Revised March 2022)

Achieving the Vision

Leadership/Ownership – Council Role

- We will be visionary and accountable leaders who advocate and represent the views of our community in a transparent way.
- We will make decisions for the greater good of Break O’Day by being accessible and listening to our community.

Break O Day Annual Plan 2025-2026

Management Team Objectives – Local Government Reform

Local Government reform – Participate actively in the Future of Local Government Review process with a focus on achieving the best outcome for the Break O’Day area.

Legislative Reviews – Participate in reviews of legislation affecting Local Government

LEGISLATION & POLICIES:

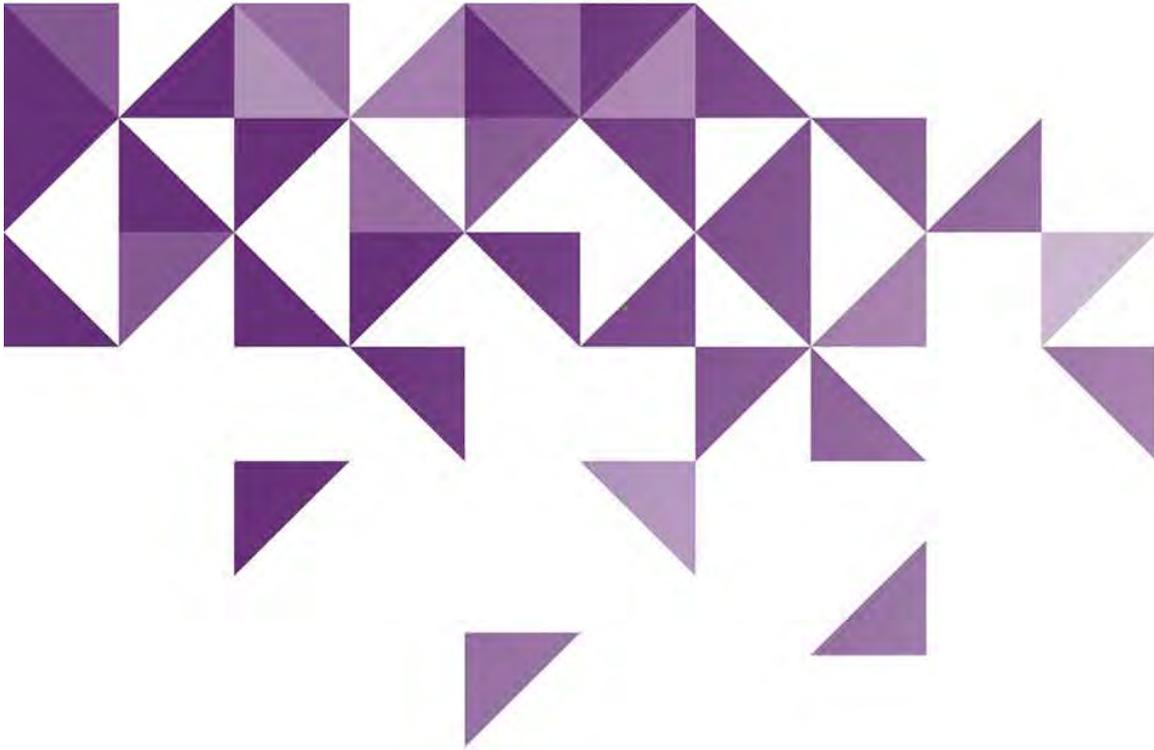
Local Government Act 1993

BUDGET; FUNDING AND FINANCIAL IMPLICATIONS:

N/A

VOTING REQUIREMENTS:

Simple Majority



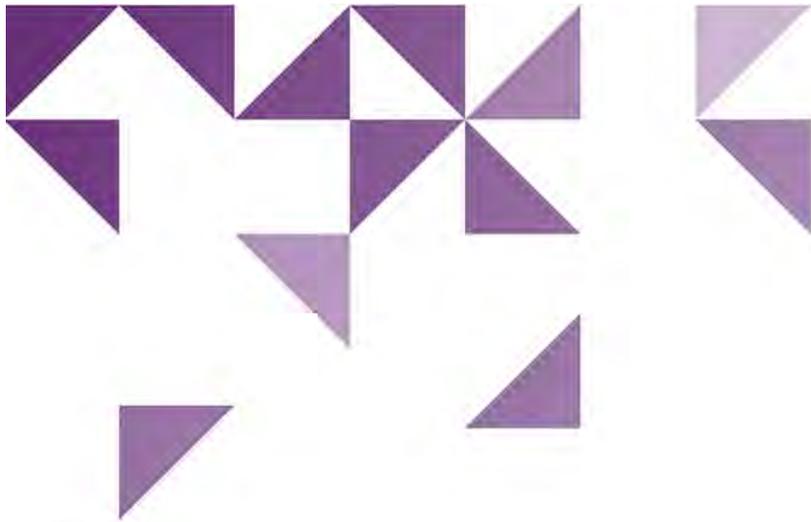
**Local Government Gifts and Donations
Consultation paper**

2 February 2026

Have your say:
Misconduct risks and the
regulation of gifts and donations
in local government



INTEGRITY
COMMISSION
TASMANIA



The objectives of the Integrity Commission are to:

- improve the standard of conduct, propriety and ethics of public authorities in Tasmania
- enhance public confidence that misconduct by public officers will be appropriately investigated and dealt with, and
- enhance the quality of, and commitment to, ethical conduct by adopting a strong, educative, preventative and advisory role.

We acknowledge and pay our respects to Tasmanian Aboriginal people as the traditional owners of the land upon which we work. We recognise and value Aboriginal histories, knowledge and lived experiences, and commit to being culturally inclusive and respectful in our working relationships with all Aboriginal people.

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This report and further information about the Commission can be found on the website at: www.integrity.tas.gov.au

GPO Box 822
Hobart Tasmania 7001
Phone: 1300 720 289
Email: contact@integrity.tas.gov.au

Local government consultation paper

Have your say: Misconduct risks and the regulation of gifts and donations in local government

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Executive summary

As part of the Integrity Commission's function to uphold, promote and ensure adherence to standards of conduct, propriety and ethics in public authorities, we undertook a research project examining the offer and acceptance of gifts and donations in local government. We identified that the current regulatory framework presents a number of misconduct risks, including a lack of consistency across policies and procedures and a lack of awareness about the potential impacts on good governance when local government employees, elected members or candidates accept gifts and donations.

The Commission has decided to release a consultation paper. The paper documents the findings of the research project and seeks submissions from the local government sector, the public sector more broadly and members of the public on the potential misconduct risks that arise in the context of gifts and donations in local government and whether and how changes should be made to the current regulatory framework. We aim to ensure that these risks are communicated to the public and to promote discussion about potential solutions.

This paper includes the following submission prompts:

1. Do you have any general comments or observations about the misconduct risks of offering and accepting gifts and donations in local government?
2. How serious do you think these risks are?
3. Is the current legal and regulatory framework that governs gifts and donations in local government adequate? Why/why not?
4. Would you support the introduction of a personal interests return scheme for elected members and/or employees?
5. Do you support the government's proposal to require that all electoral candidates declare gifts and donations received during an electoral period?
6. Should other council officials – including staff, contractors and subcontractors, trainees and volunteers – be subject to a code of conduct?
7. Should the legislation/code of conduct prescribe additional monitoring procedures? Do you have any general comments or observations about what those procedures should be?
8. Do you support the introduction of a model gifts and donations policy? If so, what should be included?
9. Should the policy apply to both elected members and other council officials? Should there be separate policies for each?
10. Is the current declaration threshold of \$50 appropriate? Why/why not?
11. Should gifts and donations in local government be regulated differently? Should they be defined?
12. Should the definitions of **gift** and **donation** be consistent across all councils? Why/why not?
13. Should elected members and other council officials be subject to different obligations? Why/why not?

1. Introduction

The Integrity Commission (the Commission) is an independent statutory authority established by the *Integrity Commission Act 2009* (Tas).

The Commission's objectives are to:

- ▼ improve the standard of conduct, propriety and ethics of public authorities in Tasmania
- ▼ enhance public confidence that misconduct by public officers will be appropriately investigated and dealt with, and
- ▼ enhance the quality of, and commitment to, ethical conduct by adopting a strong, educative, preventative and advisory role.

Section 31 of the *Integrity Commission Act 2009* (Tas) sets out the Commission's educative, preventative and advisory functions. This includes a function to 'undertake research into matters related to ethical conduct' and to 'take such steps as the Integrity Commission considers necessary to uphold, promote and ensure adherence to standards of conduct, propriety and ethics in public authorities'.

As part of that function, the Commission has decided to release a consultation paper seeking submissions from the local government sector, the public sector more broadly and members of the public on the potential misconduct risks that arise when local government employees, elected members or candidates accept gifts and donations and whether and how changes should be made to the current regulatory framework. We aim to ensure that these risks are communicated to the public and to promote discussion about potential solutions.

The outcomes sought are that:

- ▼ statewide, good practice gifts and donations policies that apply to all council officials are implemented
- ▼ through a consultative process, the recommendations have widespread support from councils
- ▼ statewide, good practice gifts and donations templates are developed
- ▼ policies are regularly reviewed and up to date
- ▼ the distinction between gifts and donations is understood and reflected in policies
- ▼ council officials understand their responsibilities and the process for declaring offers of gifts or donations
- ▼ council officials understand the principles that underlie gift policies
- ▼ the 'thanks is enough' message is reinforced
- ▼ council officials are encouraged to report instances of alleged misconduct, and
- ▼ councils are supported to implement robust monitoring and oversight systems.

2. Background

This consultation paper documents the findings of a research project (Project Twelvetrees) undertaken by the Commission that examined the offer and acceptance of gifts and donations in local government. The project drew on earlier work on this and related issues.

The Commission's previous relevant work in this area includes an own-motion investigation into gifts and benefits in the state service (Operation Kilo)¹ and a research report on the management of conflicts of interest between local councillors and property developers (Project Fisher).²

The Commission has also audited state service organisations' public gift registers. The audit reviewed compliance with the gifts and benefits declaration and approval requirements introduced by the whole-of-government *Gifts, Benefits and Hospitality Policy* (Project Vulcan).³

Project Fisher arose from a Commission investigation which found that a local government candidate had accepted a substantial campaign donation from a developer; there was no requirement for the candidate to declare this.⁴ This is because, while councillors are subject to some donation and gift declaration requirements under section 56B of the *Local Government Act 1993* (Tas) (LG Act) when they are in office, there is no requirement for candidates to declare donations/gifts before they are elected.

While there has been media reporting about, and detailed changes to, legislation governing electoral donations to parliamentary candidates in Tasmania, there has not been an equivalent focus in the media or by the Commission on local government.

Project Twelvetrees examined the legal and regulatory framework governing gifts and donations in local government, including codes of conduct and council policies. It also conducted a compliance audit of publicly available council gift registers.

Our assessment was that there is considerable uniformity in most councils' gifts and benefits policies. Most policies do not distinguish between gifts and donations and so do not deal with each independently. Many gift policies combine broad policy statements but do not have a clear process for employees and elected members to follow.

The small number of declarations in the gift registers also suggests that council officials may be accepting gifts and donations without reporting them as required. The fact that so few employee declarations are recorded raises questions about whether it is appropriate that employees escape the public scrutiny that councillors are subject to.

Overall, the project identified that gifts and donations appear to be a risk factor for good governance in local government.

3. How to make a submission

We invite you to submit your views on misconduct risks in the regulation of gifts and donations in local government.

This consultation paper discusses key topics covered in Project Twelvetrees. Each topic is accompanied by prompts to assist you in making a submission. The prompt questions are included in the paper to help you, but your submission does not need to address all or any of them.

You are also welcome to highlight relevant issues for consideration beyond these topics.

We will read and carefully consider all submissions. If you choose to respond to specific prompts or content, please clearly show in your submission which parts you are referring to as this will help our analysis. We will use these submissions, along with our research to date, to prepare a short final paper with recommendations to the relevant bodies such as the Local Government Association of Tasmania and the Department of Premier and Cabinet, Office of Local Government.

We will treat all submissions as public unless you ask us to treat your submission as confidential or to not publish your name (and/or the name of your organisation).

We will not publish submissions that we believe are defamatory or offensive. If your submission includes information that could identify other people, then we may not publish all or part of that submission.

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

The deadline for submissions is 5:00 pm, Monday 2 March 2026.

You can provide your submission in writing via one of the following options:

- ▼ Email contact@integrity.tas.gov.au
- ▼ Post Local government gifts and donations consultation paper
Integrity Commission Tasmania
GPO Box 822
Hobart TAS 7001

Queries about the submission process can be made via email to contact@integrity.tas.gov.au.

Accessibility of submissions

We understand that not all people or groups are equally placed to access and understand information. We want to make sure that our information is accessible and easily understood by people with diverse communication needs.

If making a written submission is not accessible to you, please visit our accessibility page at integrity.tas.gov.au/accessibility or phone 1300 720 289 to get advice on other ways to participate.

Where possible, please type your submission in plain English and provide it in Microsoft Word format or equivalent. The easiest way of making your submission is through our online portal.

4. Misconduct risks

As public officers, local government councillors and employees act on behalf of the community. They must act impartially in providing advice and in the decisions they make and ensure that they neither seek nor gain personal benefit from their position.⁵ The offer and acceptance of gifts and donations, if not managed and monitored appropriately and transparently, gives rise to a number of risks to impartiality and public perceptions of impartiality, including:

- ▼ the perception that public officials might be unduly influenced or open to bribery
- ▼ people's tendency to feel a sense of indebtedness and a need to reciprocate when they are given something, even if the gift, benefit or hospitality is of a modest value
- ▼ the conflict of interest that could be created between a public official's duty and their personal interests because of the relationship that could form with the gift giver
- ▼ the possibility of benefiting some individuals or organisations through influenced or unjust decisions, while unfairly disadvantaging others
- ▼ the risk that a public official is compromised once they have accepted a gift (for example, they could be subject to threats of exposure unless they continue to provide preferable treatment to the giver), and
- ▼ the potential for an organisation's independence and reputation to be brought into disrepute.⁶

Some gift givers may be motivated by a sense of appreciation for work done. Others may seek privileged access to decision-makers and favourable consideration of their interests. But it can be difficult to distinguish an unobjectionable gift that is given as a token of thanks from a gift that is intended to win favour with the recipient. The benefit to the giver may not be obvious, particularly when the benefit does not occur until later.

The risks may be heightened at the local level for a number of reasons.

- ▼ By their nature, local councils directly affect their constituents' lives – whether it be in their roles as planning authorities and regulators or their responsibilities for community health, waste management, public spaces, animals and roads.
- ▼ It has been said that 'proximity to the people and the discretion that local officials have in exercising their functions can make local government highly vulnerable to corruption.'⁷
- ▼ Even when no improper advantage is sought, it may be difficult to dissuade members of the public from a longstanding community practice of giving gifts to council workers to show appreciation.

- ▼ Councils' core businesses of land planning, procurement, and licensing and permits are all key risk areas. Competition for limited council resources is high, so some constituents may see the offer of a gift to a council officer with discretionary power as a way to influence or prioritise decisions in their favour.
- ▼ Candidates for local government elections incur significantly lower campaign costs than state or federal candidates, so smaller donations can have a significant impact. Thus, even small donations may create a sense of obligation and 'implicit bargains' of favourable treatment or a culture of delivering preferential treatment to moneyed interests.⁸
- ▼ A recent phone survey of Tasmanian residents, *The Future of Local Government Review: Tasmanian Residents State-Wide Phone Survey Report*, supports the notion that residents have considerable contact with their local council. Just under half of the 1,000 survey respondents reported that they had direct contact with their local council in the previous 12 months (45%). The survey found an inverse correlation between the population of the local government area and direct contact with the local council. The smaller the population, the more likely it is that residents have direct contact with their council.⁹
- ▼ A high turnover of council chief executive officers and staff also creates difficulties in implementing and maintaining a culture of integrity.¹⁰

Submission prompt

1. Do you have any general comments or observations about the misconduct risks of offering and accepting gifts and donations in local government?
2. How serious do you think these risks are?

5. Legal and regulatory framework

5.1. Local Government Act 1993 and Local Government (General) Regulations 2025

Sitting councillors must disclose the receipt of gifts and donations under section 56A of the *LG Act*. Section 56A provides that councillors must notify the general manager in writing and in accordance with the *Local Government (General) Regulations 2025 (Tas) (LGG Regulations)*. The wording of the provisions in both the *LG Act* and the *LGG Regulations* suggests that the councillor must receive the benefit directly. Under regulation 31 of the *LGG Regulations*, the threshold for disclosures is a monetary value of \$50 or a series of gifts with a combined monetary value of \$50 in a financial year.

The prescribed thresholds do not apply to employees and other council workers. Instead, for the most part, their responsibilities are set out in the gift policy and/or an employee code of conduct. Therefore, to the extent that these instruments conform with the legislation, other council workers are, in effect, subject to the same limits.

In its application, the legislation does not distinguish between a gift and a donation.

Perhaps the most common type of donation is an election campaign donation, but other donations may be made for a specific purpose. For example, an individual might donate to an employee's sporting club and expect favourable treatment in return. It may be impossible to trace donations to third-party recipients without a robust system of personal interest disclosures.

Unlike other Australian jurisdictions, Tasmania does not have a **personal interests return scheme** for elected members or employees, and there are no campaign donation disclosure requirements for local government candidates who are not sitting councillors. A personal interests return scheme requires that people in public office submit a record of their personal interests in such things as property, shares, additional paid employment, and associations with businesses or companies. It may also require the disclosure of a spouse's interests. Such schemes commonly require an initial return and an annual update.

The state government has indicated an intention to require that all electoral candidates declare gifts and donations received during an electoral period;¹¹ however, to date, the necessary amendments to the *LG Act* have not been implemented.

The general manager must keep a register of gifts and donations and make it available on the council's website. The register must be updated 'at least monthly'.¹² A media article from 2021 suggests that some councils may not be complying with this requirement, observing that '[m]ost Tasmanian councils are in breach of state government regulations that require monthly updates on their websites of all donations and gifts to councillors of more than \$50'.¹³

Beyond recording declarations, the *LG Act* does not require the general manager to monitor the offer and acceptance of gifts and donations.

Our audit examined declarations in gift registers up to the end of March 2024. It identified a total of just over 600 declarations in the publicly available gift registers. Two councils did not publish a gift register. The earliest record is dated August 2012 (before the requirement to publish a gift register was enacted), and the latest is March 2024.

However, the coverage across councils and across this period is very inconsistent. Few registers have met the legislative requirement to update the register 'at least monthly', although more than 60% were updated during the six months before the end date of the audit. A substantial number appear not to have been updated since 2022.

As might be expected, the 4 largest municipalities by population account for nearly 70% of the declared gifts. Given such patchy records, the numbers are not statistically significant. But it is clear that, apart from some of the larger municipalities, very few gifts are declared by councillors and even fewer by employees.

These findings suggest that the acceptance and declaration of gifts and donations should be subject to more robust monitoring.

The *LG Act* also imposes disclosure obligations for pecuniary interests, but only when the interest relates to a matter discussed at a council meeting.¹⁴ A 'pecuniary interest' is one that is to do with money or financial matters. If a councillor has a pecuniary interest in a matter that comes before council, it must be declared at the meeting and the councillor must leave the meeting before the discussion begins.

A councillor has an interest if they, or a close associate, would expect to receive a pecuniary benefit or detriment if a matter was decided in a particular way.¹⁵ A **close associate** includes a councillor's immediate family members and immediate family members of the spouse or partner of a councillor.¹⁶ Similar obligations apply to council employees and the general manager under section 55 of the *LG Act*.

Respective councillor and employee codes of conduct separately impose requirements to disclose potential non-pecuniary conflicts of interest.¹⁷

5.2. Codes of conduct

Elected members are bound by codes of conduct that are mandated by section 28T of the *LG Act*. These codes of conduct mirror schedule 1 part 6 of the *Local Government (Model Code of Conduct) Order 2024* (Model Code) relating to gifts and benefits:

1. A councillor may accept an offer of a gift or benefit if it directly relates to the carrying out of the councillor's public duties, is appropriate in the circumstances and is not in contravention of relevant legislation.
2. A councillor must avoid situations in which a reasonable person would consider that a person or body, through the provisions of gifts or benefits, is securing, or attempting to secure, influence or a favour from the councillor or the council.

Although it is not a requirement of the *LG Act*, in some cases, other council officials – including staff, contractors and subcontractors, trainees and volunteers – are subject to separate codes of conduct.

The Model Code does not include a requirement to declare the receipt of gifts or donations, nor does it create a monitoring system.

Submission prompt

3. Is the current legal and regulatory framework that governs gifts and donations in local government adequate? Why/why not?
4. Would you support the introduction of a personal interests return scheme for elected members and/or employees?
5. Do you support the government's proposal to require that all electoral candidates declare gifts and donations received during an electoral period?
6. Should other council officials – including staff, contractors and subcontractors, trainees and volunteers – be subject to a code of conduct?
7. Should the legislation/code of conduct prescribe additional monitoring procedures? Do you have any general comments or observations on what those procedures should be?

5.3. Gifts and donations policies

In addition to the above legislative and quasi-legislative instruments, most councils have specific policies for accepting gifts and benefits/donations. We audited these, as well as the registers, as part of our research project.

Twenty-four (of 29) local councils have publicly available gift policies. The other 5 councils deal with the receipt of gifts and benefits generically within their respective councillor and/or employee codes of conduct. Aside from minor differences in terminology and structure, the gift policies are similar in style and content:

- ▼ All policies include references to gifts and benefits, but nearly half do not refer to donations. Those that do, fail to differentiate between gifts and donations and, hence, do not deal with each independently.
- ▼ Most policies apply to **council officials**. This generally includes the mayor, councillors, council staff (including staff engaged through an employment agency), council committee members, volunteers and contractors.
- ▼ A small minority of councils have separate gift policies for council employees.
- ▼ Most policies set the disclosure threshold no higher than that prescribed by the *LG Act* (\$50).

Submission prompt

8. Do you support the introduction of a model gifts and donations policy? If so, what should be included?
9. Should the policy apply to both elected members and other council officials? Should there be separate policies for each?
10. Is the current declaration threshold of \$50 appropriate? Why/why not?

Defining gifts and donations

There is no legislative definition of either **gift** or **donation**. The *Macquarie Dictionary* defines **donation** as:

1. the act of presenting something as a gift.
2. a gift, as to a fund; a contribution.¹⁸

Gift is defined as:

1. something given; a present.
2. the act of giving.¹⁹

The essence of a donation is that, unlike a gift, it is given to benefit a specific purpose, such as a donation to a councillor's re-election campaign. For this consultation paper, **donation** refers to a financial donation and does not include such things as food or gift vouchers, which would be considered gifts.

Most policies define **gift** in essentially the same way, as 'a tangible item provided at no charge or a discounted price. Gifts may include, but are not limited to items such as cash, property (real or otherwise), goods and services made available at heavily discounted prices, alcohol, clothes, products, invitations to social functions and tickets to sporting, theatrical or music events.'²⁰

The few policies that define **donation** mostly use definition 1 from the *Macquarie Dictionary*.

Most policies do not make a distinction between gifts and donations. However, a gift is not the same as a donation. As noted above, a donation is given for a specific purpose or cause. A gift may be given simply as a token of appreciation, with or without an expectation of reciprocal benefit.

The difference suggests that they should be regulated differently. Strict limits on accepting gifts may be appropriate, even to the extent of prohibiting them entirely. Indeed, it is arguable that there are no circumstances in which an individual employee should accept gifts for doing paid work.

However, there may be good reasons for allowing electoral donations, as long as they are regulated. A report by the federal Joint Standing Committee on Electoral Matters into the funding of political parties and election campaigns emphasised that attempts to regulate electoral funding and disclosure systems must not 'unduly restrict the ability of individuals and groups to engage in the political arena, whether through donating to a candidate, political party or third party'.²¹ The report noted, '[t]he use of donations as a form of political expression is an essential element of participatory democracy.'²²

Submission prompt

11. Should gifts and donations in local government be regulated differently? Should they be defined?
12. Should the definitions of **gift** and **donation** be consistent across all councils? Why/why not?

Council officials and/or councillors

Part 5A of the *LG Act* (relating to the receipt of gifts and donations) and part 6 of the Model Code only apply to elected councillors. Therefore, individual council policies establish the obligations of employees in relation to gifts and donations.

As noted above, most policies apply to both councillors and other council workers generally. For the most part, policies are consistent across the local government areas. Accordingly, most council officials in Tasmania are subject to similar obligations in relation to accepting gifts and donations.

Decisions of council employees can significantly affect both the domestic and business interests of ratepayers. Elected members are responsible for high-level strategy and policy, but the responsibility for operational activities is generally delegated to the chief executive officer and then passed on to an appropriate council officer. Delegated decision-makers with specific operational functions often have a more direct and immediate impact on constituents' interests.

Some roles within council may be considered particularly vulnerable to attempts at improper influence, and the risk may be heightened if the role of the council officer is to provide advice to assist council decision-making or if they have developed a regular business relationship with a constituent.

There is also the risk that councillors will seek to influence council employees, for example, to speed up applications for themselves or an associate.

Submission prompt

13. Should elected members and other council officials be subject to different obligations? Why/why not?

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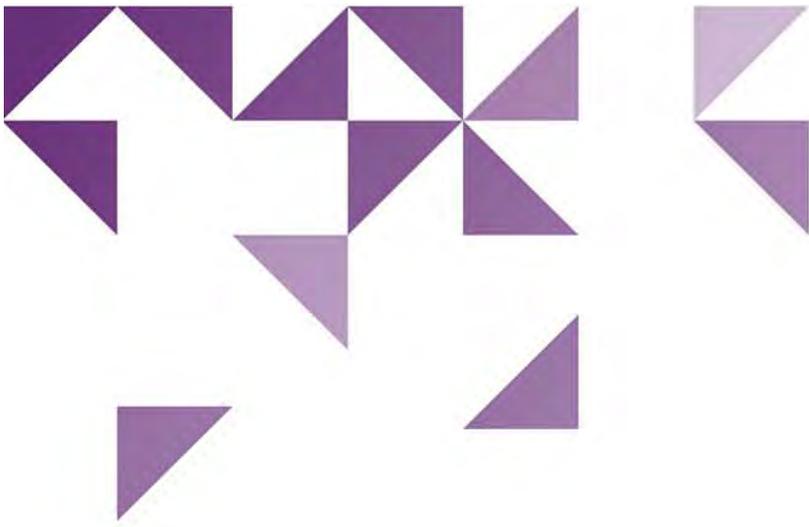
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- ⁵ See Municipal Association of Victoria, Victorian Local Government Association, Local Government Victoria and Local Government Professionals, *Good Governance Guide* (2012) 57 <www.vlga.org.au/governance-leadership/local-government/vlga-good-governance-guide>.
- ⁶ See NSW Independent Commission Against Corruption, *Gifts and Benefits* (Webpage) <www.icac.nsw.gov.au/prevention/basic-standards/gifts-and-benefits>.
- ⁷ Transparency International, *Corruption and Local Government* (Working Paper No 05/2009, 15 October 2009) 1 <www.transparency.org/en/publications/working-paper-05-2009-corruption-and-local-government>.
- ⁸ Joo-Cheong Tham, Submission No 3 to Select Committee into the Political Influence of Donations, Parliament of Australia, *Inquiry into 2010 Federal Election* (27 September 2017) Attachment 2, 15 <www.aph.gov.au/Parliamentary_Business/Committees/Senate/Political_Influence_of_Donations/PoliticalDonations/Submissions> (emphasis in original).
- ⁹ Institute for Regional Futures, *The Future of Local Government Review: Tasmanian Residents State-Wide Phone Survey Report* (April 2023) 15 <www.futurelocal.tas.gov.au/publications/>. For populations under 10,000, the figure is 54% compared with 36% for the major cities. For councils with a population of fewer than 5,000 residents, almost 60% had direct contact with their council in the last 12 months.
- ¹⁰ Independent Broad-Based Anti-Corruption Commission, *Corruption and Misconduct Risks for Local Government* (Webpage, 25 September 2023) <<https://ibac.vic.gov.au/corruption-and-misconduct-risks-local-government>>.
- ¹¹ See Department of Premier and Cabinet, *Approved Reforms: Review of the Local Government Legislative Framework* (June 2018) Reform #14 <www.dpac.tas.gov.au/divisions/local_government/legislation/legislation_reviews/local_government_legislation_review#:~:text=%EE%80%80The%20Tasmanian%20Government%EE%80%81>.
- ¹² *Local Government Act 1993* (Tas) ss 56B(1), (3)(c).
- ¹³ Bob Burton, ‘Most Tasmanian Councils in Breach of Rules for Disclosure of Gifts and Donations: Questions Raised about Lack of Effective Oversight by the State Government’, *Tasmanian Inquirer* (online, 2 August 2021) <<https://tasmanianinquirer.com.au/news/most-tasmanian-councils-in-breach-of-rules-for-disclosure-of-gifts-and-donations/>>.
- ¹⁴ *Local Government Act 1993* (Tas) s 48.
- ¹⁵ *Local Government Act 1993* (Tas) s 49.
- ¹⁶ *Local Government Act 1993* (Tas) s 51.
- ¹⁷ See Minister for Planning and Local Government (Tas), *Local Government (Madel Code of Conduct) Order 2024* (3 September 2024) sch 1 pt 2.
- ¹⁸ *Macquarie Dictionary* (online at 20 January 2025) ‘donation’ (def 1, 2).
- ¹⁹ *Macquarie Dictionary* (online at 20 January 2025) ‘gift’ (def 1, 2).

²⁰ Glenorchy City Council, *Receipt of Gifts and Benefits* (at 31 October 2023) 2.

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Pursuant to Regulation 17(1) of the Local Government (Meeting Procedures) Regulations 2025 Council will move into Closed Council.

IN CONFIDENCE

02/26.18.0 CLOSED COUNCIL

In accordance with Regulation 43 of the Local Government (Meeting Procedures) Regulations 2025, audio recordings of **Closed Council meetings** must be made but are **not to be published**. These recordings will be stored securely and kept separate from public recordings, in line with confidentiality requirements.

02/26.18.1 Confirmation of Closed Council Minutes – Council Meeting 19 January 2026

02/26.18.2 Outstanding Actions List for Closed Council

02/26.18.3 Closed Council Item Pursuant to Section 15(2)(h) of the Local Government (Meeting Procedures) Regulations 2025 - Cllr Kylie Wright Leave of Absence

02/26.18.4 Closed Council Item Pursuant to Section 115(2)F of the Local Government (Meeting Procedures) Regulations 2025 - CBA Car Park – 18-24 Cecilia Street, St Helens

Pursuant to Regulation 17(1) of the Local Government (Meeting Procedures) Regulations 2025 Council will move out of Closed Council.

02/26.19.0 MEETING CLOSED

Mayor Tucker thanks everyone for their attendance and declared the meeting closed at ...pm.

.....
MAYOR

DATE