



Future of Local Government Review

North East Community Catchment



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Introduction

The active participation by Break O'Day Council in the Future of Local Government Review has allowed the Council to; contribute local knowledge; represent the community's interests; collaborate with other stakeholders; influence decision-making, and demonstrate accountability. These factors are crucial for shaping a future for local government that effectively serves the needs and aspirations of the communities of the Break O'Day area.

The Break O'Day Council believes there should be detailed consideration in relation to creating an East Coast Council involving Break O'Day and Glamorgan-Spring Bay Councils. The actual boundaries would be developed as part of the detailed consideration.

The Break O'Day Council believes the Board's statement that there are strong community connections to the Dorset and George Town areas is a fallacy – a false or mistaken belief.

The Break O'Day Council has also taken the opportunity to engage in depth with the community in relation to the proposals put forward by the Board. The process created would enable views from outside the area to be canvassed – we have a large proportion of absentee property owners who may want to provide their views



Stage 2 – Interim Report & Community Information Pack Reflections

Council’s confidence in the process and the considerations of the Board has been undermined by the consistent errors within the North-East Community Catchment Information Pack. The errors in calculations and inaccurate analysis have raised serious doubts about the rigor and credibility of this part of the Review process. How can the Board expect the Council to support any proposed option when some of the data on which each option is founded is inaccurate. The Summary Data for Scenario 1 in the table below is an example of the basic errors made.

Table 1 - Summary Data – Scenario 1

Category		Measure	Council A	Break O’Day
Overview	Demographics	Population	6,749	6,936 (ERP) 6,807 (Enumerated) 6,770 (Usual Resident)
		Median age	55.5	55.5
		SEIFA (decile) ¹	2	2
	Housing	Total dwellings	3,005	4,823 (incl. caravans, cabin, houseboat) 4,372 (separate house) 251 (medium density)
		No. of single person households	1,075 (35.7%)	1,079 (32.5%)
% dwellings vacant		29.7	1,520 (31.3%) unoccupied private dwellings	
2. Future Needs and Priorities	Population growth	Population change 2011-21	563 (9.1%)	+467 (Estimated) +834 (Enumerated)
	Housing supply and infrastructure demand	Change in total dwelling numbers (2011-21)	430	+484
		% change in total dwelling numbers (2011-21)	16.7%	11%
	Older/ageing communities	% Population over 65	22%	31.5%
	Younger communities	% Population under 15	17%	12.96%

Having made our disappointment and concerns regarding the information clear to the Board we are not going to provide a detailed critique of the Report and Information Pack.

The Break O'Day Council acknowledges that although there are some community ties between Dorset and Break O'Day, they are overshadowed by the stronger connections that Break O'Day has with other East Coast communities. This submission highlights various factors such as geography, economy, social aspects, and collaborations that support the idea of an East Coast Council comprising of Break O'Day and Glamorgan-Spring Bay for efficient governance and community representation.

Community connection is one area of focus for the Board. The other key notion to consider is 'the rationale for consolidating Councils in any of the combinations being put forward by the Board as options will more **likely hinge more on scale and the sustainability of Councils rather than analysis of commuting patterns.**'

With that as a self-assessment of the usefulness of the data set around local workforce ratios and commuter patterns being named up by the Board, the relevant consideration then must logically be – will any of the scenarios presented provide sufficient scale to improve the sustainability of Councils?

At issue here though is the fact the Board notes that none of the scenarios presented would create sufficient scale and that reliance on resource sharing and 'innovative funding models' would still be required under all of the scenarios presented. One then has to question the value of the data sets in providing any valuable information or direction to assess the worth of any presented scenario. Especially given that the Board goes on to note shared service agreements, regional collaboration and new models of service delivery will still be required. The three Councils in the region have already embraced and actively support shared services and regional collaboration and the concept of 'new models of service delivery' have not as yet been adequately defined by the Board to allow an educated assessment to be provided.

Scale of its own does not create efficiency, flexibility or enhanced community connectivity and engagement. Accessing the benefits of scale (presumably more affordable service provision at a higher standard) comes at a cost. The argument that scale can be delivered without cost increases has been the subject of every local government reform agenda for decades. The facts simply do not support this as an outcome that can be guaranteed to our communities. The data provided by the Board does little to address this issue or explain in any meaningful way why scale is such a critical consideration at this time for our communities.

The Board states that an aim of this process is to look at how future Councils can access the benefits of scale yet remain responsive to local needs. A large part of this is to consider how we re-orient representation and services around citizens and the people who access services and build administrative structures that can deliver that flexibility (Information Pack, pg 4).

System of Local Government sought by the Board

Over the years, Break O'Day has consistently demonstrated a willingness to embrace reform. We have actively engaged in structural changes mandated by the State Government, such as long-term financial and asset management planning, audit panels, and more. As a result of this commitment to improvement, Break O'Day has reached a point of maturity where it can provide sustainable, cost-effective, and fit-for-purpose services to its community while maintaining good governance. There are challenges from isolation and increased regulation that continue to need to be addressed but scale alone will not be a panacea to resolving these.

The system of Local Government being sought by the Board for the North-East Community Catchment is outlined in the Information Pack (pg 6) which the Board would like to see for our area should:

- ***Fulfil all council planning and development functions that will contribute to councils' role in improving housing supply***

The State Government Planning Reform Agenda to create a simpler, faster, easier pathway for development is incomplete. The outcomes to date for Break O'Day and many other regional Councils have done little more than embed more complexity and not offered up any major expansion of land to support housing development given the urban centres dominate the Regional Land Use Strategies. What it has done has exposed Councils to close to a decade of extra costs, reports, and stalled strategic land use planning for our communities desired growth and development by homogenizing planning schemes and development across the State.

The Break O' Day Council already undertakes this through the internal resources we have and we have the capacity and ability to expand our services in this area if required. Barriers to improving supply are a creation of the State Government, the Board should be cognizant that improving housing supply under the current planning structures at a regional and state level are well beyond a Council's ability to influence in any meaningful manner. Scale and commonality at a regional level has not improved housing supply to any meaningful level for those outside of the main urban areas.

If the East Coast was to be recognised and consolidated as one region whereby an East Coast Regional Land Use Strategy could directly influence land-use and associated supply, the current impasse could well be overcome. An East Coast Council would then have the ability to influence considered and sustainable development to improve housing supply aligned with the challenges that are specific to our communities, demographics and economy.

- ***Advocate effectively to the State and Commonwealth Governments to play their respective parts in providing infrastructure and to partner on economic development and job creation opportunities***

The effectiveness of the Break O'Day Council in this area of advocacy is clearly evident through the vital infrastructure as well as economic and job creation opportunities services which have been provided or is in the pipeline. Examples include:

- St Helens MTB Network and Blue Derby MTB Network (joint with Dorset Council)

- Tasman Highway upgrades completed and currently in Tender phase
- Commitment from the State Government to investigate an alternative to the failing St Marys Pass
- St Helens Hospital replaced
- St Helens Police Station replacement underway
- Regional Jobs Hub covering Break O’Day, Bicheno/Coles Bay area and Dorset

The Break O’Day Council also sees the vital importance of playing a role at the regional level and we are an active and supportive member of Northern Tasmania Development Corporation and the regional priorities for the region.

For a new Council entity to be an effective advocate for economic development and job creation, it needs to have a fundamental understanding of the opportunities available, how they align with the communities we serve and how best to implement them over time. Dorset, Flinders and Break O’Day have very different economic development opportunities and equally different barriers to development. Having a holistic approach to economic and job creation would be far more focused and meaningful, under Scenario 1 with an expanded area to the south to encompass a greater East Coast Council area. An East Coast Economic Development Strategy would support a far greater ability to advocate to other tiers of government.

- ***Maximise the community benefit arising from the energy and tourism industries in the region***

The expansion of energy production is directly aligned to Dorset and is an example of the difference in the economic drivers in each region. A major expansion of energy projects in Break O’Day is unlikely. Given the renewable energy resources available across the State, the East Coast would be an unlikely beneficiary of any major expansion given the cost of transmission lines and the relatively poor resources available. To maximise the community benefit of energy production, Dorset and George Town are far more likely to grasp this opportunity and derive genuine community benefit.

The East Coast is far more tourism aligned than Dorset, maximising community benefit from tourism is already embedded in the East Coast Councils. The existing collaborative structure East Coast Tasmania Tourism has strong industry support and is an effective advocate driving visitation, marketing and infrastructure investment and improvement.

- ***Deliver to residents and businesses the range of regulatory services expected of all councils***

It is well recognised that there are labour market shortages in key regulatory services professions and this situation does not just affect regional and remote Councils. None of the Scenarios proposed by the Board are going to magically solve this situation, this is a sectoral issue which needs addressing on a national scale.

The Break O’Day Council is fortunate to be able to deliver the full range of regulatory services required through locally based staff. We have three qualified and one cadet Town Planner on staff; we have two Building Surveyors; and our replacement Environmental Health Officer who is locally based will be starting very shortly. These professionals are backed by a highly

experienced multi-disciplinary administrative and technical team. We have the capacity to expand and attract staff if these services need to be broadened across a wider area.

- **Provide services to both older and younger residents, given the concentrations of both young families and retirees.**

The Break O'Day Council has a detailed understanding of the population of our area. For a number of years now we have worked closely with highly experienced demographer, Dr Lisa Denny, to develop this knowledge and to understand the challenges and opportunities that our population profile and growth provides.

This is not just about local government providing services, importantly this is about our advocacy for these services to be delivered in our community by the various State Government agencies and service providers funded by the State and federal governments through various programs.

Our area possesses high-quality healthcare facilities that serve its residents and surrounding areas effectively. These facilities provide essential medical services, contributing to the overall well-being and quality of life of the community. Break O'Day also offers excellent education and training opportunities, ensuring that its residents have access to quality educational institutions and programs that meet their needs. This fosters the development of a skilled workforce and supports ongoing learning and growth within the community.

Image below: St Marys Community Park – Scooterjam, Youth event



Community Connections or Communities of Interest?

The Board in its *North East Community Catchment Information Pack* has considered broad communities of interest as a way to draw parallels and similarities between Local Government areas to justify the scenarios which have been put forward. Commuting connections are another factor the Board uses which they note are not as strong as for urban areas (Information Pack, pg 5). Break O’Day Council believes that the Board should instead be considering Community Connections and Community synergies when considering amalgamations and boundary adjustments.

Community Connection

There are many ways to determine how communities are connected, the most obvious being where they access services such as; education and health as well as participate in recreational activities, do their shopping etc. Local knowledge and understanding is something that all Local Government authorities have in relation to how communities in their area operate. We know how people travel within our communities for various purposes as well as why they travel outside our municipal area. We also know why people travel into our area from neighbouring communities. The Board and its consultants do not have this fine grain knowledge nor has it been sought to inform the Stage 2 Interim Report or the North-East Community Catchment Information Pack. As part of developing this response, we have taken the opportunity to deepen our understanding of community connections through survey questions that ask respondents these questions.

The map on the following page shows our understanding of how communities of Bicheno



Community Synergies

We believe that community synergies are commonalities found in individual communities. For example, when considering community synergies in the establishment of an East Coast Council we determined the following:

- Environmental – ie. Coastal and water catchment
- Demographics – ie ageing population
- Employment - ie tourism industry
- Services – ie education, health etc

Break O’Day Council would like to see the Board undertake more research and consider using community interest and synergies as more appropriate metrics in determining boundary adjustments.

Council’s Position

Break O’Day Council believes that there should be detailed consideration in relation to creating an East Coast Council involving Break O’ Day Council and Glamorgan-Spring Bay. We believe the Board’s statement that there are strong community connections between Break O’Day, Dorset and George Town areas is a fallacy – a false or mistaken belief.

Image below: The Bay of Fires. Credit Tourism Tasmania.



Council's most recent discussions and comments

Over the last 18 months the Break O'Day Council has had several discussions regarding the role of local government into the future and actively participated in the Local Government Board's engagement and submission processes. The release of *The future of local government review – Stage 2 – Interim Report* by the Board on 19 April 2023 resulted in Council turning its attention to the shape of the local government authority responsible for the Break O'Day area into the future – amalgamations and/or boundary adjustments.

The comments from Councillors in relation to the Stage 2 – Interim Report are summarised as follows:

- A case needs to be put forward for the creation of an East Coast Council and Break O'Day Council should work with Glamorgan-Spring Bay Council
 - There are mixed views in relation to where the southern boundary should be:
 - Top of Cherry Tree Hill which brings in Bicheno/Coles Bay
 - South of Swansea; or
 - Just South of Orford but not as far south as Buckland
- The extent of the connection the Board sees between the communities of Dorset and Break O'Day is incorrect.
- There may be some opportunities for adjustments in relation to communities on the edge of a Council area but more investigation and data is required to make an assessment.
- The University of Newcastle Survey outcomes in relation to community sentiment difference between city and rural councils was no surprise given rural Councils have vast road networks to look after and residents are more connected to what their council actually does. There were only 22 people from Break O'Day surveyed which represented 0.3% - far from a representative sample.
- Operational savings are questionable as the level of transactional activity will be no different with a larger Council, road lengths don't reduce; reserve and recreational areas still need to be maintained and don't shrink; Planning & Building applications don't reduce; and contact by ratepayers with issues and concerns don't reduce.
- The lack of information from the Board made it very difficult to consider all scenarios in depth.
- The Board has failed in achieving meaningful engagement with the community and the process they are following for this Stage will not achieve much either as it is limited to an online survey.
- Break O'Day can be an example and work with Glamorgan-Spring Bay and potentially Sorell to do a voluntary boundary adjustment as long as the State Government agrees to provide the funding to cover the transition.

As a result of the concerns Break O'Day Council had in relation to the minimal engagement with community that has happened so far, the Council decided to initiate its own community engagement process. Our approach has been designed to develop a deep understanding of community views on the proposals as well as to develop evidence of how communities connect. It has also been designed to facilitate participation by people who live outside Break O'Day as we have a very high proportion absentee property owners with unoccupied private dwellings, 1,520 or 33.7% (2021 ABS Census) who have an interest in the proposals, as well as to enable residents from surrounding areas to provide their views.

Previous Council investigations and decisions

The creation of an East Coast Council has been the subject of two investigations one in 2009 and one more recently in 2017. The 2009 process was initiated by the two Councils and whilst the Councils may have initiated the process, from reading the reports it would seem that the investigation undertaken by KPMG was to an extent hamstrung by the Councils not providing all of the information required. The Board at this time did not support a merger occurring.

The State Government initiated a local government reform process in 2016 which resulted in the four Councils in south-east Tasmania engaging KPMG to investigate options for mergers. Linked to this investigation, Break O’Day Council engaged KPMG to develop further detail in relation to a potential boundary adjustment between Break O’Day and Glamorgan-Spring Bay with a new boundary being created at Cherry Tree Hill south of Bicheno. This would result in the Bicheno/Coles Bay area moving north into the Break O’Day municipal area recognising the community connections which existed in relation day-to-day life.

Break O’Day Council considered the 2017 KPMG report at its Council meeting in September 2017 and agreed to make the Break O’Day and Glamorgan-Spring Bay Councils Boundary Adjustment Report public (Appendix 1).

Engagement with Neighbouring Councils

Dorset Council

Council representatives met with Dorset Council representatives to develop and consider a position in relation to the North-East Catchment area (scenario 3). Discussions were positive however like Break O’Day, Dorset could not see the community connections between the two areas and questioned where the Board had drawn this conclusion from. Our observations show that community considers the geographic divide between our two areas is big with the range of hills in between navigated by the Weldborough Pass, or as it is known locally as the ‘Rattler Range’.

Dorset expressed significant apprehension regarding the connectivity between Scottsdale and St Helens, particularly in relation to their natural synergies encompassing schools, sports, tourism, and community services. They also shared the opinion that the synergies between the Dorset and Break O’Day regions were relatively weak, similar to the observations made by Break O’Day.

Glamorgan-Spring Bay Council

The Break O’Day Council has held numerous meetings and discussions with Glamorgan-Spring Bay Council representatives, and both parties acknowledge the similarities between their respective areas. It is evident that there are significant connections between the communities along the east coast, particularly the northern communities of Glamorgan-Spring Bay and Break O’Day. Furthermore, representatives from the Glamorgan-Spring Bay Council maintain regular communication with other Councils in the Southeast Community Catchment area.

Broader northern region Councils

The Break O’Day Council forms part of the northern region and Councils within this region already work actively together on regional and sub-regional projects and services, for example the Northern Tasmanian Waste Management Group (NTWMG) and Northern Tasmanian Development Corporation (NTDC). Despite this close working relationship, Break O’Day Council representatives have not had active discussions with Councils in this community catchment. We believe that ultimately the considerations which occur in relation to the Tamar Valley may have some impact on the North-east Community Catchment but this will be restricted to the Dorset and potentially, Flinders areas.

Image below: Fishing at Scamander – Credit, Tourism Tasmania



Analysis of the North East Catchment

The data on local workforce ratios presented shows that the main townships in the North-East Catchment have very high local workforce ratios. The Board states that 'Both Break O'Day and Dorset have some connections to George Town and Launceston but are more connected to each other than to any other LGA.' (Information Pack, pg 7) Council challenges the accuracy of the analysis and commentary provided in this section of the report.

The existing report may suggest that commuting patterns indicate a level of connectivity between Dorset and Break O'Day. However, it is crucial to recognise that commuting patterns in regional areas, particularly between these two regions, are not a reliable data set to prove significant connectivity. This lack of reliability stems from the poor standard of road infrastructure between the two areas.

Commuting Patterns in Regional Areas:

Reliance solely on commuting patterns as a measure of connectivity between Dorset and Break O'Day disregards the broader context and intricacies of regional dynamics. It fails to account for other essential aspects of community connections, such as shared values, cultural ties, and social interactions that go beyond mere commuting.

Commuting patterns in regional areas are influenced by various factors beyond genuine community connections. Limited employment opportunities, distance, and the lack of alternative job prospects can significantly impact commuting patterns. In addition, commuting patterns are much less stable than cultural connections and can easily be altered. The forestry and mining sectors in Dorset and Break O'Day provide a great illustration of how commuting patterns can fluctuate significantly.

Poor Road Infrastructure as an Impediment to Connectivity:

Poor road infrastructure between Dorset and Break O'Day creates barriers to commuting and hinders regular interactions between communities. The inadequate and torturous roads result in time-consuming, challenging, and potentially unsafe commutes, discouraging residents from actively engaging with neighboring regions. This impediment is clearly demonstrated by the change in the A3 Tasman Highway (the main arterial between Dorset and Break O'Day) which happens at the intersection with the Gladstone Road some 55kms north-west of St Helens, shown below.

The limited and substandard road links contribute to isolation and hinder the development of strong community connections. The lack of safe and efficient transportation of goods and limited commuting opportunities adversely affect the social and economic integration between Dorset and Break O'Day.

Image below taken of the Tasman Highway looking east from the Gladstone Road intersection.



Image below taken of the Tasman Highway looking west from the Gladstone Road intersection.



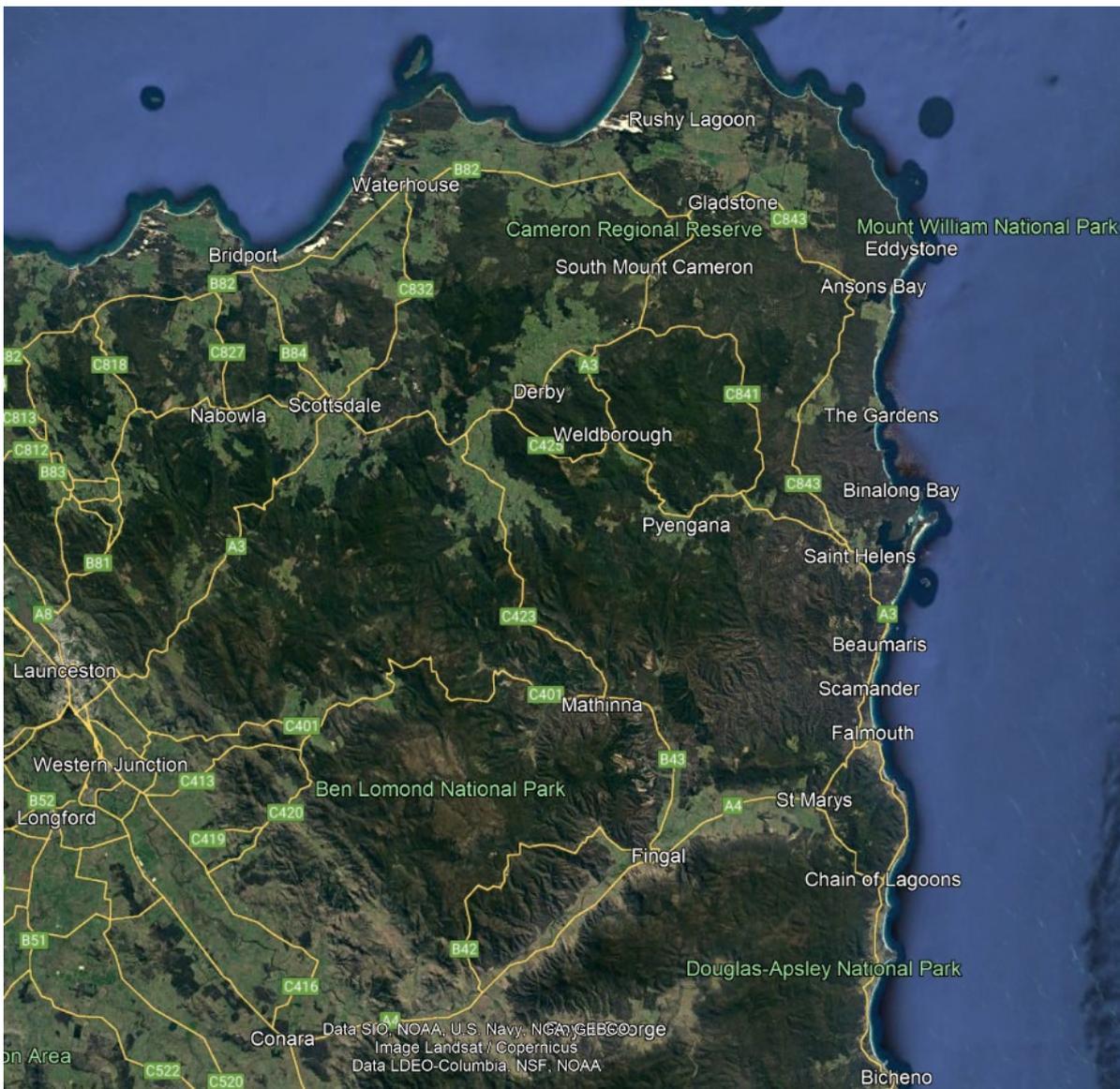
Alternative Indicators of Connectivity

Instead of relying solely on commuting patterns, it is crucial to consider other indicators that reflect the shared interests, aspirations, and social interactions between communities. These indicators may include cultural events, collaborative projects, joint initiatives, and active community engagement. By broadening the scope of analysis and considering a range of indicators beyond commuting patterns, a more accurate and comprehensive picture of the actual lack of connectivity and community ties between Dorset and Break O'Day can be obtained.

The Board to date have provided little information or data that supports the concept of community connection between Dorset and Break O'Day. Delving deeper in to these connections Council consider the following to be important:

Geographic and Transportation Factors

Geographically, Dorset and Break O'Day are separated by rugged terrains and significant distances. The challenging topography and geographic isolation contribute to limited physical connectivity between the two regions.



Distinct Economic and Cultural Factors

Dorset and Break O'Day have different economic drivers and industries. Dorset is a major area of agricultural production and processing, while Break O'Day heavily relies on tourism. These divergent economic profiles create dissimilar community interests and priorities, leading to limited overlap and interaction between the two regions.

The communities on the East Coast, such as Bicheno and other towns further south, share a common reliance on tourism and have established partnerships and collaborative structures to support the industry. Break O'Day's alignment with these East Coast communities in terms of economic opportunities, interests, and challenges is more significant than its connection with Dorset.

The Board notes that energy production is a key future opportunity in the region, that may well be the case with Dorset and George Town but energy production is not currently considered an economic driver for Break O'Day and there are no identified renewable energy zones in Break O'Day.

Social Networks and Community Interactions

Social networks and community interactions are crucial indicators of community connections. Break O'Day has developed stronger social ties and networks within the East Coast communities due to shared experiences, tourism-focused activities, and common aspirations. These interactions foster a sense of unity and collaboration among the East Coast communities.

Having grown up in north-east Tasmania at Pyengana which is located 25kms west of St Helens, Council's General Manager is uniquely positioned to reflect on how the community connections have changed:

The connections of today are quite different to what they were 40 years ago. Back then Scottsdale was the main service centre in the north-east and St Helens was a small seaside town with a small range of services. Sporting and social connections were quite different with strong and vibrant local sporting competitions, football, cricket and badminton stretching from St Helens through to the Scottsdale/Bridport area. Sadly in the following decades this sporting connection has now totally disappeared taking with it the interwoven community connections. In the meantime St Helens has grown to be the major service centre on the East Coast of Tasmania.

While there may be limited interactions between Dorset and Break O'Day on a social level, the natural inclination of residents in Break O'Day is to connect with neighbouring communities on the East Coast and Fingal Valley due to shared interests, amenities, and services.

East Coast Council

The creation of an East Coast Council is not a recent suggestion, it stretches back over 15 years being the subject of two investigations in 2009 and 2017. From the perspective of Break O'Day Council and our local communities, this seems a logical course of action and considers, as the Board has, community synergies and connections. The option of an East Coast Council which would see a boundary adjustment for Break O'Day to include the communities of Bicheno and Coles Bay was strongly argued for by these communities, and to a lesser extent Swansea during the 2017 process.

It is worth noting that in 2017 the Glamorgan-Spring Bay Council undertook a Community Consultation survey to determine community sentiment in relation to amalgamations. A response rate of 13% was received representing 556 responses, 76% supported voluntary Council amalgamations. The community were provided with five options, unfortunately those options were only focused on the south-east area and did not test the sentiment relating to an East Coast Council. However, what the survey does indicate is an openness by the community to consider amalgamations.

Existing Collaborative Structures and Regional Focus:

The East Coast communities have already established collaborative structures, such as East Coast Tasmania Tourism, which actively promotes visitation, marketing, and infrastructure investment. These shared initiatives and a regional focus demonstrate a higher level of community connection and cooperation among the East Coast communities, which Break O'Day aligns with more closely than with Dorset.

Break O'Day's potential for economic development and job creation, primarily within the tourism sector, is more closely aligned with the East Coast communities. An expanded Break O'Day Council to the south, could effectively advocate for specific economic interests and provide tailored support for tourism-related initiatives.

Community Connections across municipal boundaries

Bicheno and Coles Bay

Like many regional communities, Break O'Day has a large area of dispersed communities to service. St Helens is the largest township on the East Coast and offers a range of services that are utilised by our communities as well as those in the northern end of Glamorgan-Spring Bay.

Observations that Break O'Day Council has made which, are now being explored in our community consultation, is that residents of Bicheno and Coles Bay tend to orient north to access services. For example;

- A large number of high school age children from Bicheno and Coles Bay, travel to St Marys District High School.
- Residents of Bicheno and Coles Bay travel to St Helens to play football, netball and other sports and recreation activities.
- A large number of Bicheno and Coles Bay residents travel to St Helens to do their grocery shopping or access health services.

This is clear anecdotal evidence that there are community connections between these Glamorgan-Spring Bay townships and the Break O'Day area. As mentioned above, we are exploring these connections in more detail through our consultation work.

In terms of synergies between these townships and the Break O'Day area, some of these can be summarised as follows:

- Natural environment - Both areas enjoy a beautiful coastal environment
- Industry – Both areas have a strong reliance on tourism. The East Coast of Tasmania is the second most dependent region on Tourism in the Nation.
- Service synergies – Education, health and a range of community services
- Employment and economic development - Both areas are serviced by East Coast Tasmania Tourism and Break O'Day Employment Connect (Regional Jobs Hub)
- Demographics – Both regions have similar population with an above average ageing population.
- Values – the communities of Break O'Day, Bicheno and Coles Bay all highly value the natural environment and the balanced lifestyle it offers.
- Accessibility – Easy transport connectivity and commute between the regions.

[Fingal Valley Community connections](#)

In 1993 the Councils of Portland and Fingal merged to become Break O'Day Council. The townships of the Fingal Valley that currently fall within the Break O'Day area include; Fingal, Cornwall, St Marys, Mathinna and Mangana.

While these communities are agricultural focused and located at most 50 minutes from St Helens, the service centre of the area – they still have strong connections within Break O'Day, arguable stronger than with any other municipal area. St Marys also fills a service centre role for the smaller surrounding townships in the Fingal Valley as well as the coastal townships of Falmouth and Four Mile Creek.

The establishment of the Fingal Valley Neighbourhood House is an essential service provider for the communities of the Fingal Valley and Council works closely with the House's manager. The communities of Fingal still access education, health, recreation and other services in the Break O'Day area.

[Fringe Townships – where is the most logical boundary?](#)

As mentioned previously, Break O'Day's area is large and there are several communities which could be considered on the fringe including: Ansons Bay and Weldborough, and if we are going to consider an East Coast Council, Buckland.

Break O'Day Council does have a loose position on where we believe these communities sit however we will aim to explore this in more detail through our community consultation work. However, based on our observations of community connection and synergy, these include:

Ansons Bay

- Residents tend to orient to St Helens for services
- A coastal environment
- Is part of the Bay of Fires and the end of the Great Eastern Drive
- Council's position is that Ansons Bay should be retained due to its connection with the Bay of Fires however, we are open to community sentiment on this position.

Weldborough

- Residents orient both ways to St Helens and Scottsdale based on needs
- Close connection with Pyengana township
- Council's position is flexible on where the natural community synergies are with this township

Swansea

- Council has heard anecdotally that there are sections of the Swansea community that feel more connected with the Break O'Day area than Glamorgan-Spring Bay but we would like to see this further explored before developing an opinion.
- Council can see synergies with the community of Swansea in terms of the natural environment, demographics and its tourism focus.

Buckland

- Council sees very little synergy or community connection with Buckland.
- The township is located in-land from the coast and does not share the same environmental or tourism synergies as some of the other Glamorgan-Spring Bay townships.
- Council does not believe that we have any community connection with Buckland.

2016 Local Government Reform & KPMG Report

The most recent amalgamation modelling for an East Coast Council was completed by KPMG in 2017 as part of the Local Government reform process. The examination occurred in parallel with a review process involving Glamorgan-Spring Bay, Sorell, Tasman and Clarence City Councils. A service delivery model was developed and there was an annual net financial benefit of \$900k.

At the time of doing this work, the northern part of Glamorgan's community were happy to become part of Break O'Day. A copy of this report – *Break O'Day Council: Boundary Adjustment Modelling September 2017* is attached at Appendix 1.

The 2016 KPMG Report Executive Summary below outlines the support of boundary adjustment occurring:

- In the context of this study, research would suggest that the major townships of Bicheno and Coles Bay can form part of Break O'Day and not feel tied to Glamorgan Spring Bay through any perceived community of interest.
- A range of boundary adjustment assumptions have been developed in consultation with Break O'Day and Glamorgan Spring Bay senior management. Break O'Day management have developed an approach to service delivery in the region that will require four members of the works crew, two support staff and a new shop-front at Bicheno.
- All other additional activity in relation to community services, development/ regulatory services and corporate/ governance services will be absorbed by existing staff, with some additional outlays required for variable costs.
- These assumptions would suggest that the communities would not experience any deterioration in services.
- On the basis of the assumptions used, Break O'Day's financial position is improved by the boundary adjustment with an improvement in the underlying surplus of approximately \$0.9 million in Year 1 and \$1.1 million p.a. on average over the 10 years modelled, a 6% increase to surplus ratio, and an improvement in net cash flows, at a steady state of approximately \$0.5 million p.a.
- Overall, on the basis of the analysis undertaken, the boundary adjustment proposal would appear to deliver a favourable outcome for the communities involved and strengthen the financial sustainability of the Break O'Day Council. (Page 3 of Appendix 1)

Underpinning the modelling were detailed considerations and investigations by the management team of the Break O'Day Council in relation to a service delivery model which would need to be put into place should a change in the Council boundary occur. The service delivery assumptions are detailed on page 19 of the Report (Appendix 1).

2009 Local Government Board Review & KPMG Report

A formal investigation into the amalgamation of Break O’Day and Glamorgan-Spring Bay Councils was completed in 2009 with the Local Government Board issuing its report in January 2010. This process was initiated by both Councils. KPMG were commissioned by the Department of Premier and Cabinet to undertake a financial analysis of the voluntary merger of the two Councils and issued their report in October 2009. The Board at the time of this report called into question the savings and stated they could not form an opinion without seeing savings. It is apparent from reading the Report that the KPMG investigation was to an extent hamstrung by the Councils not providing all of the information required. The KPMG Report once again identified a significant financial benefit.

The Local Government Board made two recommendations:

Recommendation 1: That the Break O’Day Council and the Glamorgan Spring Bay Council not be merged to form a new council.

Recommendation 2: That the future of the Break O’Day Council and the Glamorgan Spring Bay Council be considered as part of a future strategic examination of the structure of Tasmanian local government.¹

The Board in its report states:

“However, the Board has no confidence that the two individual councils were committed to a (voluntary) merger process, even if such were to be recommended by the Board. Indeed, both councils appeared to rely on the view that either council could withdraw from the process any time.²”

¹ Report on a Potential Merger: Break O’Day and Glamorgan-Spring Bay Councils, October 2009, pg10

² Report on a Potential Merger: Break O’Day and Glamorgan-Spring Bay Councils, October 2009, pg9

Potential service delivery model

The development of a service delivery model was considered in detail by the Break O’Day Council as part of the financial modelling undertaken by KPMG in 2017. This includes, strategically positioning a network of service delivery nodes to balance efficiencies in service delivery with sufficient scale to deliver a range of services across an expanded Council area underpinned the approach taken.

The impact of COVID on the service delivery approach by organisations resulted in a major shake-up in thinking about the way we do things. For example, we really don’t need a ‘Taj Mahal’ building which is the focal point where all operations MUST occur. In corporate Australia we have seen a downsizing in office requirements as organisations continue to operate a blended approach of working remotely and in the office. Online video meetings have become the norm, four years ago they were unusual.

This shift reinforces a decentralised service delivery approach underpinned by well-developed Information Technology systems. In broad terms, Break O’Day Council envisages that a service delivery model for an East Coast Council could look like the following:

Council office nodes at St Helens and Triabunna

- Based on existing buildings
- Community facing service delivery would remain unchanged
- Back office service delivery could potentially result in specialisation of jobs in some cases where staff currently wear multiple hats e.g. where you have an officer doing Payroll and Rates in two locations, this could be split which would also provide a backup situation
- Some specialist staff would cover the whole area where it was logical, e.g. Communications, or Work Health and Safety

Potential Council office node at Bicheno

- Suitable premises would need to be located or constructed
- Provides a face-to-face contact point midway between the 2 main office nodes delivering corporate and community services activities
- Video conferencing facility to provide an alternative for face-to-face meetings between Council officers and community members
- Administrative support for Bicheno based works team
- Potential for some Development Services activities to be delivered from this location
- Could be co-located with another organisation

Main Works Depots at St Helens, and Triabunna

- Based on existing buildings
- Retain full range of existing activities
- Video conferencing facility to provide an alternative for face-to-face meetings between Council employees

Secondary Works Depots at Bicheno, Fingal/St Marys, and Swansea

- Based on existing buildings
- Retain full range of existing activities
- Examine opportunities to tweak service delivery area coverage, such as Bicheno covering the Seymour area and Coles Bay

This example of a potential service delivery approach would naturally change depending on the boundaries of the East Coast Council area.

The Break O’Day Council believes that it is essential that a detailed analysis of any proposed change to Council boundaries is undertaken before a final decision is made. It is logical to consider the creation of an East Coast Council but more research and information is required.

The below map illustrates where we believe Council ‘nodes’ and their size could be located if we did move to an East Coast Council model.



Community Engagement activities

Break O'Day Council would like to ensure that any Local Government reforms that occur are made with the community in mind and what this may look like in the future. At the end of the day the community is at the very heart of local government and local government, more than any other level of government, is tightly connected with its communities.

So that we have a good understanding of what our communities' sentiment is around amalgamations as well as understand how our communities are connected, we have undertaken our own community consultation.

To ensure that Council could not be perceived to be pushing our own agenda, we appointed an independent, local and appropriately skilled person to run the engagement.

This included:

- Conversations with community groups
- Conversations with community champions from a range of townships
- Survey – available in hardcopy and online

In an effort to try and capture and explore the community connections the Board has proposed, we have also included questions in the survey that makes it relevant to both the Glamorgan-Spring Bay and Dorset Council areas. During the process we were approached by Glamorgan-Spring Bay who were interested in working with us on survey activities. We are willing to share any useful data with other Councils.

Council decided that we would keep the community consultation separate and have provided a full report of these activities at Appendix 2 including the raw survey data.

Largely the findings of this community consultation exercise align with Council's position – exploration of an East Coast Council.

Key Outcomes of Community Consultation:

1. Scenario 1 A - *Break O'Day with Bicheno* was the only proposed Local Government Board (LGB) scenario that was considered to be a logical change in boundary adjustments for our local council.
2. The preferred options identified through both the Your Voice Your Council – Let's Talk **Conversations** and our Local Government Review – Community Survey was that if boundary adjustments were to take place then the logical outcome would be BODC joining with communities south not north.

Appendix

1. Break O'Day Council: Boundary Adjustment Modelling
2. Break O'Day Community Engagement Report (July 2023)



Break O'Day Council: Boundary Adjustment Abridged Report

September 2017





Important Notice

Inherent Limitations

This report is given subject to the written terms of KPMG's engagement. This report has been prepared as outlined in Scope Section. The services provided in connection with this engagement comprise an advisory engagement which is not subject to Australian Auditing Standards or Australian Standards on Review or Assurance Engagements, and consequently no opinions or conclusions intended to convey assurance have been expressed.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by the Break O'Day Council and Glamorgan Spring Bay Council consulted as part of the process.

KPMG have indicated within this presentation the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the presentation.

No reliance should be placed by the Councils on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG. KPMG is under no obligation in any circumstance to update this presentation, in either oral or written form, for events occurring after the presentation has been issued in final form.

The findings in this presentation have been formed on the above basis.

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Why is a boundary change being considered?

Councils are exploring opportunities to improve services while strengthening their financial sustainability...

The State Government recently invited councils to consider voluntary amalgamation or resource sharing arrangements with neighbouring councils, as a means of improving their efficiency and effectiveness. Many councils all around the state have undertaken feasibility studies to find ways to improve services, maintain local representation and strengthen their financial position.

As part of this process, a boundary adjustment is being considered, to align with the concept of preserving 'communities of interest' along the East Coast. This stems from informal discussions between Break O'Day Council and Glamorgan Spring Bay Council and their communities in relation to a proposal to 'split' Glamorgan Spring Bay in the vicinity of Cherry Tree Hill. This would transfer the Bicheno/Coles Bay area to Break O'Day Council.

This same area is also important to the sustainability of Glamorgan Spring Bay Council. Therefore, the likelihood of this boundary adjustment going ahead depends largely on the decisions taken by the Glamorgan Spring Bay Council and its communities to amalgamate with the south-east councils.

Communities of Interest



In 2009, the Local Government Board considered a proposal for a voluntary amalgamation of the Break O'Day Council and the Glamorgan Spring Bay Council. That report found that people felt strongly connected with their townships, as opposed to municipal areas.

Preliminary discussions suggest that communities in and around Coles Bay and Bicheno feel more strongly aligned to the north of Tasmania than those communities to the south, such as Swansea, Orford and Triabunna, given the range of connections which exist through education, sporting and other services.

Cherry Tree Hill also presents a natural divide in water catchments and therefore is a logical split on a geographic basis, given the limited local government services and infrastructure responsibilities around this boundary.

This would suggest that the major townships of Bicheno and Coles Bay can form part Break O'Day and not feel tied to Glamorgan Spring Bay through any perceived "community of interest".

Community Drivers



The population of the Break O'Day municipal area has experienced little to near no growth in the last five years, and is forecast to remain fairly flat. However, the proportion of the population in the over 65 age bracket is projected to increase and the median age is projected to grow from 52 to 60 by 2037.

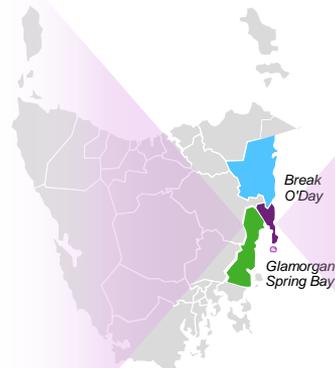
The ageing of the population and low population growth across Tasmania as a whole presents a challenge to ensuring sustainability of councils into the future. This will have a financial and social impact on communities in the long run and is a key driver for local government reform.

What does the change look like?

The Council has developed a clear understanding of the revenue that could be earned in the region...

Break O’Day Council has undertaken detailed analysis to understand the scale and scope of the region and the additional revenue that the Council could earn. The following key revenue assumptions for the area under consideration were used to assess the financial viability of the Council following the boundary adjustment.

Population:	1,344
Square Km:	525
Rateable Properties:	1,991
Roads:	61 km
Bridges:	199 m ²
Total Assets:	\$17.42 million



Revenue	Assumption
Rates	Additional rate income to Break O’Day is based on the rate income currently levied by Glamorgan Spring Bay Council on properties in the area.
User charges	Additional user charges to Break O’Day includes animal registrations, infringement notices, building and planning fees and development applications.
Grants	Additional grant income based on higher population and infrastructure.
Dividends/ distributions	Additional dividends/ distributions to Break O’Day have been assumed to reflect the additional assets acquired. This equates to 19% of the Glamorgan Spring Bay TasWater distributions that transfers to Break O’Day.
Other income	Additional other income to Break O’Day includes Natural Resource Management income, private works and facilities leasing.

Over the 10 year financial projections, it has been assumed that ratepayers in this area will continue to pay rates on the same basis as they do today. Any change to bring ratepayers in this area onto the same rating arrangements as the remainder of Break O’Day will be a decision of the Council in the future. The Break O’Day Council may aim to transition these properties onto the Council’s rating policy over time. A differential rating policy can be adopted for a period of transition.

The study has assumed no changes to the rating policy in the region as a result of any boundary adjustment



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What does the change look like?

The Council has developed a clear understanding of the infrastructure and services in the region...

Break O'Day Council has assessed the service levels and expenditure requirements in the area from the ground-up and considered the capacity of the Council to absorb 'back-office' support services. The following key service and expenditure assumptions were used to analyse the financial viability of the Council, following the boundary adjustment.

Expenditure	Assumption		Additional Operating Revenue	\$3.16 million
Governance	No additional staff resources but an additional expenditure allowance for activities in the area.		Additional Net Operating Expenditure	
Corporate/ Technical Services	1 additional FTE (including 0.4 FTE to cover reception (based in Bicheno).		Governance	\$197,819
Community services	No additional staff resources but an additional expenditure allowance for activities in the area.		Corporate Services	\$165,020
Works	4 crew members on-ground to undertake maintenance functions in the region (based in Bicheno).		Community Services	\$51,254
Development Services	1 additional FTE, plus an expenditure allowance for activities in the area.		Visitor Centre	\$151,450
Customer service	New shop front in Bicheno, mostly likely co-located with the Visitor Information centre.		Medical Centre	\$105,928
			Works	\$1,452,320
		Development Services	\$138,348	
		New Shopfront operating costs	\$25,000	
		Total additional net operating expenditure	\$2.29 million	
		Assets & Capital Expenditure		
		Assets- Roads, bridges, plant & equipment	\$17.42 million	
		Annual Depreciation of Assets	\$389,381	
		New Shopfront	\$10,000	

The projections assume Break O'Day will invest in infrastructure maintenance in this area in line with its depreciation, so there should be no deterioration in assets – roads, bridges, parks, reserves etc. A new shop front will be established in Bicheno and a works crew, comprising four employees will be retained in the area. All additional activity in relation to community services, development/ regulatory services and corporate/ governance services will be absorbed by existing Break O'Day Council staff, with some allowance made for additional costs as required.

The study has assumed no changes to service levels as a result of any boundary adjustment

What would the Council look like?

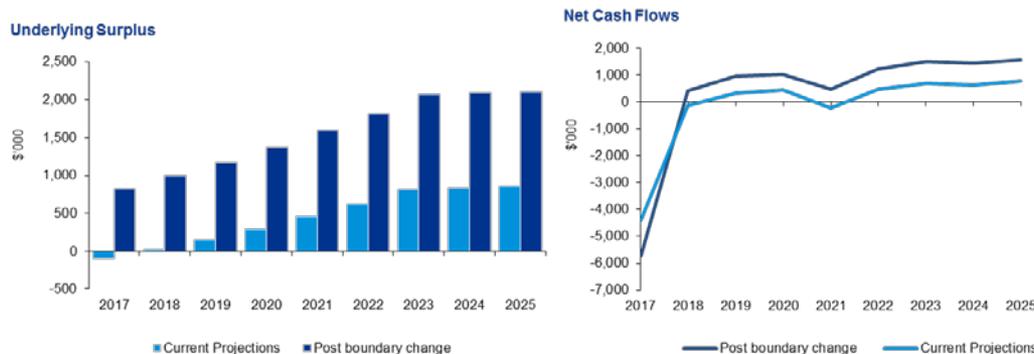
The projections indicate that the Council and its community stand to benefit from this change...

The financial projections indicate that this proposal would benefit Break O'Day Council and the Bicheno/Coles Bay area. However, any boundary adjustment will depend on decisions taken by Glamorgan Spring Bay Council in respect to options to amalgamate with the south-east councils.

The modelling results indicate that the additional area would generate sufficient income for Break O'Day Council to maintain current service levels in the area, and would generate additional surpluses and cash for the Council each year into the future, which could be reinvested into the community at large to improve assets and services.

The results of the financial modelling indicate that Break O'Day's financial position is improved by the boundary adjustment. The impact of the change from a financial perspective would be:

- additional operating revenue of approximately **\$3.2 million per year**, additional operating expenditure of **\$2.3 million per year**, and additional capital works around **\$390,000** per year.
- a potential improvement in the operating result (underlying surplus) in year 1 of approximately **\$0.9 million**, which will grow on average over the next 10 years. This represents an improvement in net cash flows generated by the Council, at a steady state of approximately **\$0.5 million per year**.



25% additional revenue

17% additional expenses

\$0.9 million additional surplus in Year 1

\$0.5 million additional cash flows

12% additional infrastructure

The additional surpluses generated would be reinvested into the community to improve assets and services





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Your Voice - Your Council

**HAVE YOUR SAY ON COUNCIL
BOUNDARY ADJUSTMENTS**

Community Consultation

Future of Local Government Review

**Report prepared by Sheridan van Asch on behalf of Break O'Day Council
August 2023**

Your Voice - Your Council

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Your Voice - Your Council

INTRODUCTION:

Local governments provide people with the opportunity to actively participate in direct decision-making about their community. The community makes the local in “local” government.

The Break O’Day Council (BODC) wanted to enable the community to have the opportunity to independently express their thoughts and ideas about the future of local government in Tasmania.

This Report captures the outcomes of the independent engagement process undertaken to consider the Local Government Board’s (LGB) proposed Scenarios for the North East Catchment and potential alternatives.

KEY OBJECTIVES:

- Create the opportunity for our community to consider and discuss the North East Community Catchment - Scenarios as proposed by the Local Government Board (LGB).
- Identify what the community believes would be the best option to ensure effective services, improved local service delivery and representation; and
- Enable our community to have a ‘voice’ in the future of our local government.

KEY OUTCOMES

1. Scenario 1 A - *Break O’Day with Bicheno* was the only proposed Local Government Board (LGB) scenario that was considered to be a logical change in boundary adjustments for our local council.
2. The preferred options identified through both the **Your Voice Your Council – Let’s Talk Conversations** and our **Local Government Review – Community Survey** was that if boundary adjustments were to take place then the logical outcome would be BODC joining with communities south not north.

Your Voice - Your Council

COMMUNITY ENGAGEMENT METHODOLOGY

A variety of strategies were used in undertaking the consultation process in relation to the Future Government Review that includes the Break O' Day Municipality. The focus of the consultation was specifically in relation to the Review's proposed Scenarios presented in the North East Catchment. The aim was to engage with as many people, organisations, businesses, and communities over a four (4) week period to determine the communities' thoughts and ideas in relation to the proposed boundary adjustments identified by the Future Government Review.

Break O' Day consists of a group of individual communities – all with a distinct sense of place under the umbrella of the municipality of Break O' Day Council (BODC). To ensure we captured a broad spread of community views, individual and community conversations were held across the following townships:

St Helens	Falmouth & Four Mile Creek
St Marys	Binalong Bay (Bay of Fires)
Ansons Bay	The Fingal Valley & Mathinna
Scamander	Pyengana/Weldborough

A campaign was created: **YOUR VOICE – YOUR COUNCIL – LET'S TALK**

The following strategies were implemented to promote the campaign:

1. **Flyers - Let's Talk** encouraging people to have their say and providing options to enable people to participate in sharing their thoughts about the proposed Council boundary adjustments.
2. **Get involved** with a "**Community Chat**" advertising specific township conversations.
3. "**Take our Survey**" **Future of Local Government Review - Community Survey** – scan a QR code enabling people to take it on line, there was the provision for people to get a hard copy directly from the BODC Council or at one of the "**Community Chat**" events. A QR code link to the survey was also sent out with the Council rates notices.
4. **Information** through our various local papers – The Valley Voice and Coastal Column, and on local radio – encouraging people to get involved in sharing their ideas. Utilisation of the "socials" aimed to create a greater reach. Plus the Break O' Day Council monthly newsletter included information as to how people could directly engage in sharing their thoughts on the proposed LGB Council boundary adjustments.

Your Voice - Your Council

5. **Community Chats**, independent of Council, held with individuals, businesses, community groups – this was key to listening to our communities about the proposed boundary adjustments and LGB Scenarios. It was also the main strategy, along with the **Survey**, to engage people in sharing their thoughts/ideas about the future of their local government.

To ensure consistency a set of questions for small conversation groups/individuals and community groups was created.

Three (3) themes were identified for discussion with a set of questions aimed at:

- Setting people at ease and relaxed in a group gathering or on a one to one;
- Being brief, and meaningful to everyone – enabling people to understand how to respond to the questions without any further information or explanation – and would draw on their own lived experiences to offer an answer; and
- Putting everyone on a level playing field and to help maintain people’s focus.

An information pack was handed out to attendees which included; a flyer with QR link to the survey, a hard copy of the survey as well as an info sheet on the scenarios proposed and the conversation themes that were discussed during the “chats”.

The Appendix includes examples of:

1. Flyers Let’s Talk – including specific township chats eg Falmouth
2. The Survey
3. Rates notice reminder

Your Voice - Your Council

YOUR VOICE YOUR COUNCIL – LET’S TALK

Community Chats - conversation Starters

1. Theme: Living in the Break O’Day Community

- What makes for a strong community?
- What are the best things about living in Break O’ Day?

2. Theme: Future of Local Government Review – Our Council

- What makes for a really good local council?
- Which of the Scenarios presented by the Local Government Review do you think would best suit our community?
 - What are the strengths?
 - What are the weaknesses or challenges?
 - Are there any suggestions that could be made to improve the chosen scenario?
- Are there any other options?

3. Theme: Issues and concerns

- Are there any particular concerns or issues about the proposed future of our Council that you feel strongly about?
- Any ideas as to what you think could be done to deal with these issues effectively?

Your Voice - Your Council

OUTCOMES

Community Conversations Wrap-up

Theme: Living in Break O Day

1. What makes a strong community?

- Sense of place connection to community (belonging)
- The people living in a community can have access to:
 - Health facilities
 - Sporting facilities
 - Access to education
 - Community services
- People working together for the betterment of the community
- Volunteers
- Diversity of personalities and strengths.
- Effective communication and co-ordination amongst groups/organisations/governments.

2. What are the best things about living in Break O'Day?

- Our unique environment is easily accessible– the beaches, surf, the mountains = mountains to the sea.
- Accessibility to the decision makers – can have direct local input into decisions.
- Diversity – not everyone is attracted to the surf and sand – but eg Fingal, Mathinna, and St Marys, provide alternative environment to the coast – so a real mix of people – good for our students to be exposed to diverse groups in our community.
- Our local newspapers – cover both the Coast and the Valley – recognise our diversity but provides connectivity.
- Strengths = sense of community - mountain bike trails...surfing, bush walking

Your Voice - Your Council

Theme 2. Future of Local Government Review – Our Council

1. What makes for a really good local council?

- Pro-active council – attends to the “small” things for Council but important for residents.
- Maintenance – effectively maintaining the look of our towns – infrastructure, parks, gardens, roads
- Effective relationship with State Government
- Pro-active Councilors, accessibility to the “decision makers” and provide support to communities that want to have a go....
- Consistent delivery of services, clear accountability measures & listening to people
- Operates under good decision making processes – researched, due diligence and then get on with it!!!

2. Which of the Scenarios presented by the Local Government Review do you think would best suit our community?

- What are the strengths?
- What are the weaknesses or challenges?
- Are there any suggestions that could be made to improve the chosen scenario?

Scenario 1 A – the best option provided by the LGB

- Greater synergies among the communities along the East Coast – BODC, and Bicheno than with the other municipalities – e.g Dorset, Flinders Island and George Town
- Amalgamation should occur where there are common needs – around hospital – health, commerce, education
- Great commonality with Bicheno
- Financially a better option to go south not north

Scenario 2 – NO

- No real synergies with BODC – different agriculture, travel takes time – not easy to navigate the Welborough Pass. People travel from St Helens to Launceston to shop, finances etc rather than head to Scottsdale – Dorset
- The Welborough Pass geographically cuts off BODC from Dorset – logistically could be challenging to manage the council areas effectively without cost increases

Your Voice - Your Council

Scenario 3 – NO

- Flinders Island should remain a single council – unique community and too far from BODC – travel would be problematic, would be difficult to manage – logistically.
- Too large an area – with little commonality among the areas eg Dorset has different demographics/different business – forestry, “industrial” farming.
- Areas such as Musselroe Bay, Eddystone, Mt William as a border from a tourism perspective could work with BODC, – but no similar industries with Scottsdale or George Town.
- BODC is different to Dorset – made up of generational families, industries different = forestry – different economic base – ‘agricultural industry’ – centralised within Scottsdale. Although a “beach” community Bridport has a broader range of industries - complementary to Dorset – parts of the George Town municipality, rather than BODC.

Travel time because of the type and quality of roads makes the proposed scenario 2 and 3 highly problematic.

3. Are there any other options?

- Amalgamation with Glamorgan – northern section – Bicheno to around Cranbrook – Swansea – keep the Coast together = East Coast Council
- East Coast Industries - tourism, agriculture more focused on wine, not broad acre farming found in the Dorset municipality, makes for better synergies along the East Coast
- State Government funds “East Coast Tourism” – along with BODC and Glamorgan Spring Bay Councils – would seem logical to create a Council that mirrors the like type businesses that operate in the relevant municipalities – could create economies of scale
- Use the Great Eastern Drive to determine, the best community links...it covers the Fingal Valley – and all of BODC and further south...

OR

- Keep BODC the same: –
 - as there isn't a great deal of evidence to support the notion that amalgamating geographically large rural councils will improve service delivery or result in cost savings
 - Dorset has different demographics/different business – forestry. “Industrial” farming – BODC has more in common with northern part of Glamorgan Spring Bay.

Your Voice - Your Council

Theme 3. Issues and concerns

1. Are there any particular concerns or issues about the proposed future of our Council that you feel strongly about?

- Democratic representation – “I know my councillor personally” will that stay the same?
- Staff reductions – local jobs are important
- Businesses are sceptical about the potential savings
- Can creating larger council areas really attract quality staff or will it become more costly to maintain areas due to time spent in travelling?
- Position of “central office”?
- Ensure that councillors, as representatives, need to cover the whole of the community not concentrated in one or two areas
- A vote has less impact if part of a larger Council
- The smaller communities are concerned about losing their “sense of place/identity”.

2. Any ideas as to what you think could be done to deal with these issues effectively?

- Wards – to ensure equal representation across the municipality – at least in the first years of amalgamation
- Rather than combining municipalities consider management of systems eg HR, dog registration, parts of planning – similar to eg drivers licensing that covers the whole state - consider economies of scale
- Stronger relationships with State Government – co-ordination
- Focus on place based funding allocation....

Although Planning was an area not to be considered for consultation there were a number of suggestions that:

“Planning needs to remain with Local Councils however big projects should logically be managed by the State Government.”

Your Voice - Your Council

Our Future of Local Government – Community Survey

The purpose of the Community Survey was to capture qualitative data. The aim was to gather information that would identify where different members of our BODC communities shop, travel, access medical services and recreational activities. It also provided the opportunity to determine how much connection there was between different communities across the municipal boundaries of Dorset and Glamorgan Spring Bay Councils.

To date the data from both the conversations we have had through our “**Your Voice Your Council – Let’s Talk**” strategy and our **Survey** has confirmed that there are stronger connections with communities on the East Coast than with those in Dorset/George Town and Flinders Island.

A snap shot of the results from the Survey are outlined below – the detailed Survey results are included in the Appendix

Area You Live In

- Majority of responses came from the Break O’Day municipality, however Glamorgan Spring Bay also featured along with 1 response from Dorset and “Other” included a mix of Hobart, Launceston, Longford, West Tamar.

Age Groups

- The dominate age groups were:
 - 45 to 54
 - 55 to 64 being the most dominate.

Schooling

- Although the majority of responses that was recorded “ I don’t require access to educational services” the main locations included St Marys, St Helens and Launceston.

Shopping:

- St Helens registered the highest number of where people shop, with Launceston coming in second followed by St Marys
- Scottsdale came in after Hobart, with very few responses

Medical Services

- St Helens followed by St Marys the highest
- Launceston and Swansea were 3 and 4 on the list.

Your Voice - Your Council

Recreational Activities

- St Helens and St Marys were the most common areas where people participated in recreational activities.
- Scamander and Bicheno were next with Swansea coming in before Scottsdale.

The Scenarios:

Scenario 1	Attracted the highest number of responses - 47%
Scenario 2	Attracted – 19:14%
Scenario 3	Attracted – 20:99%
Other	Attracted – 15.43% - here respondents were asked to specify what other meant.

The majority of comments mirrored the responses received through the “**Your Voice Your Council – Lets Talk**” conversations. People were given the opportunity to explain why they thought their chosen option/s were the best. There were around 140 responses ranging from “keep BODC as is” to “bigger Councils have better recourses (more source of income)”

If boundaries need to be adjusted or amalgamations are to take place the **Survey** supports that BODC has greater synergies with the East Coast rather than the North East Catchment proposed by the LGB. Given the outcomes of both our “**Your Voice Your Council – Let’s Talk**” conversations and our **Survey**, the Local Government Board should take into consideration either leaving BODC as is or an “East Coast Council” involving BODC and Glamorgan- Spring Bay.

A detailed breakdown of the survey results are included in the appendix.

Your Voice - Your Council

Appendix 1. – Let's Talk Flyer

Your Voice - Your Council

Have you heard about the proposed changes to our Council area?

Have you thought about how this might affect you?

LET'S TALK

The Local Government Board (the Board), has recently released its recommendations for Council boundary adjustments proposing three different scenarios for our council area and Council wants to hear from you.

To help Council gather feedback from the community we have engaged local consultant, Sheridan van Asch who will be running community conversations around our area.

HOW DO I HAVE MY SAY?

Take our survey: Scan the QR code to take the survey online or contact Break O'Day Council for a hard copy.

Get in touch: Invite Sheridan to your group's meeting or have a one-on-one chat with Sheridan by emailing: haveyoursay@bodc.tas.gov.au

Keep an eye out: Keep an eye on Council's website for information on Community Chat events around the area.



If you have any questions call the Break O'Day Council Office on 6376 7900

from the mountains to the sea | www.bodc.tas.gov.au

Your Voice - Your Council

Appendix 2. – Community Consultation Summary

CONVERSATIONS Snap Shot	TYPE																
Individual rate payers holiday home owners Four Mile Creek <ul style="list-style-type: none"> Support Scenario 1 A – BODC with Bicheno, Flinders stays alone, concerns raised re costs of travel re larger area & would this lead to an increase in rates. 	One on one conversation																
Individual rate payers holiday home owners Scamander <ul style="list-style-type: none"> Greater synergies among the communities along the East Coast – BODC and Bicheno than with the other municipalities e.g Dorset, Flinders Island and George Town. Re planning etc. need for effective relationship with the State Government. 	One on one conversation																
Four Mile Creek Association – Public Officer <ul style="list-style-type: none"> Scenario 1 A – alternative keep the East Coast together - further south Cranbrook? Consider Wards to ensure fair representation. 	One on one conversation																
Individual rate payer – Davis Gully Road <ul style="list-style-type: none"> Scenario 1 A – logical to include Bicheno and further south – Freycinet or consider where children on the Coast attend school, and people shop/travel. 	One on one conversation																
Binalong Rate Payers Association <ul style="list-style-type: none"> Amalgamate where there is common need – hospitals, commerce, similar industries, education and consider travel corridors – tourism is a key industry particularly the Bay of Fires area. Logical to include areas south rather than north – follow the Great Eastern Drive. Members and their place of permanent residence: <table data-bbox="378 1266 1575 1429"> <tr> <td>Binalong Bay -16</td> <td>Launceston including Perth – 26</td> <td></td> <td></td> </tr> <tr> <td>Hobart - 14</td> <td>Queensland -5</td> <td></td> <td></td> </tr> <tr> <td>Melbourne- 4</td> <td>Country Victoria - 2</td> <td></td> <td></td> </tr> <tr> <td>Scottsdale - 2</td> <td>Sydney – 2</td> <td>TOTAL:</td> <td>71</td> </tr> </table> 	Binalong Bay -16	Launceston including Perth – 26			Hobart - 14	Queensland -5			Melbourne- 4	Country Victoria - 2			Scottsdale - 2	Sydney – 2	TOTAL:	71	Face to face conversation
Binalong Bay -16	Launceston including Perth – 26																
Hobart - 14	Queensland -5																
Melbourne- 4	Country Victoria - 2																
Scottsdale - 2	Sydney – 2	TOTAL:	71														

Your Voice - Your Council

<p>East Coast Physio</p> <ul style="list-style-type: none"> Support Scenario 1 A – however if Councils have to amalgamate – should at least consider moving further south not north. Include not just Bicheno but also could go as far as Coles Bay etc Swansea maybe. 	<p>One on one conversation</p>
<p>East Coast Tourism:</p> <ul style="list-style-type: none"> Break O’Day – to include not just Bicheno but also Coles Bay – and maybe down to Swansea or further – this would cover all of the small regional communities that have similarities re business – agri-tourism = make an East Coast Council. 	<p>Face to face conversation</p>
<p>Falmouth Fire Brigade</p> <ul style="list-style-type: none"> TFS creates our boundaries – not bound by Council municipalities, allocated south of Falmouth, but have consistently been called up as far north as Pyengana, St Helens west to Mathinna have attended fires as far south as Dolphin Sands. Very rare to attend fires in the George Town/Dorset area. 	<p>Face to face conversation</p>
<p>NE Bioregional Network:</p> <ul style="list-style-type: none"> Prefer to keep BODC the same – as there isn't a great deal of evidence either to support the notion that amalgamating geographically large rural councils will improve service delivery or result in cost savings. Not “local” if the area is too big – difficult for people to be involved in decision making – no economy of scales – huge area with small rate base could be problematic. 	<p>Phone conversation</p>
<p>Chamber of Commerce:</p> <ul style="list-style-type: none"> Scenario 1A the most logical – Bicheno community similar to BODC - going south makes more sense – communities, culture, businesses and industries are similar whereas industries north (Dorset) are very different eg “picking grapes v digging potatoes”, and therefore resource sharing would be a natural fit. Relaxing drive heading south eg “Chain of Lagoons to Swansea V the Weldborough Pass”. 	<p>Meeting</p>
<p>Cottage Quilters:</p> <ul style="list-style-type: none"> Our diversity of communities makes BODC unique – logical to link up with southern communities more relevant in terms of businesses, type of agriculture, rather than north – follow the Great Eastern Drive and leverage off this strategy. If boundary adjustments are to be made Scenario 1A – BODC with Bicheno makes the most sense, and consideration should be given to including other areas further south – not north. 	<p>Face to face conversation</p>

Your Voice - Your Council

<p>St Helens Neighbourhood House:</p> <ul style="list-style-type: none"> Scenario 1A – however consideration needs to be given to adopting a “place based” approach if boundary adjustments are to be implemented. The North East – Dorset is very different culturally, a different economic base to BODC. Agriculture is centred around Scottsdale and is different to farming in the Fingal Valley. While the key industry in BODC and south is more “tourism” focused. 	<p>Face to face conversation</p>
<p>Fingal Community:</p> <ul style="list-style-type: none"> Prefer to remain as the current BODC – but Scenario 1A – BODC with Bicheno greater synergies than the large North East council proposed by the LGB. Has any consideration been given to adjusting boundaries to include Avoca – taking the boundary to Conara? 	<p>Face to face conversation</p>
<p>Seymour Community Action Group Inc. (SCAGI)</p> <ul style="list-style-type: none"> Would prefer to be part of the Glamorgan Spring Bay Council – don’t see any connection with BODC. 	<p>Telephone conversation</p>
<p>Ansons Bay Community:</p> <ul style="list-style-type: none"> Would a larger Council see improved delivery of services eg better health facilities, better waste collection, better roads? What is needed is to maximise opportunities eg tourism, work on the wind farms. Scenario 1A – supported with Bicheno – or keep BODC as is... 	<p>Face to face conversation</p>
<p>Scamander & Beaumaris Community:</p> <ul style="list-style-type: none"> Build on our strengths - coastal tourism, fishing, wineries, agriculture if required to make boundary adjustments. Scenario 1 A – but with Bicheno and Coles Bay – past Devil Corner or stay the same. Scenario 2 and 3 not viable or cost effective in terms of BODC location. Logical step could be an East Coast Council – BODC + Glamorgan Spring Bay Shared resources best option of amalgamation is required – administration centralised eg pay role etc 	<p>Community township conversation</p>
<p>St Marys Community</p> <ul style="list-style-type: none"> Small numbers due to announcement that amalgamations won’t be “forced”. Scenario 1 A – BODC with Bicheno logical due to similar business, students travel to St Marys to attend school but go as far as Cranbrook – Old Coach Road creates a boundary around to Fingal. Keep Glamorgan in name of any council changes – oldest council. “Wards” would ensure fair representation across a larger physical council area. Has any consideration been given to adjusting boundaries to include Avoca – taking the boundary to Conara? 	<p>Community township conversation</p>

Your Voice - Your Council

<p>Real Estate Agent</p> <ul style="list-style-type: none"> BODC with Bicheno logical – but consider going further south to Cranbrook – Swansea – create “Greater East Coast” council, rather than going north – more part of the East Coast than the North East. 	<p>One on one conversation</p>
<p>Vineyard Owner</p> <ul style="list-style-type: none"> Staying towards the East Coast more logical than the North East. Type of work in NE is different than the East Coast. BODC boundary adjustments more logical to go south– easy to commute from St Helens as far as Cranbrook – if not further. Not logical to go north there is a natural barrier between BODC and Dorset/Scottsdale. Including parts of Glamorgan Spring Bay with Tasman Peninsula could be problematic – Tasman Peninsula to isolated from areas e.g Swansea. 	<p>One on one conversation</p>
<p>Falmouth Community</p> <ul style="list-style-type: none"> No strong reasons seem to have been provided for amalgamation. Resource sharing good idea and has worked on North West coast. A bigger council area problematic in terms of councillor representation – where would “headquarters” be located, travel could be challenging. Suggestion to consider “precincts” (defined area) ensuring representatives from all areas. “Planning” recognised is not part of the current LGB review BUT consider that State planning decisions to be made on large/big state significant projects and leave local planning to local Councils - keeping the local in ‘local government’. East Coast Council – BODC and south e.g influx of tourism – share the benefit. Precincts instead of Wards suggested 	<p>Community township conversation</p>
<p>Mathinna Community</p> <ul style="list-style-type: none"> If the current Council’s physical area increases then need to ensure fair representation in decision making, recognising that people feel they belong to a place like Mathinna - “a sense of place” = sense of being part of a real community – “ward system” may need to be introduced Consider what funding support is required to ensure better roads e.g South Esk road as a main road is in appalling condition – major truck route, dangerous – will a larger Council have the capacity to negotiate for better needed infrastructure? Given the proximity to Ringarooma there are synergies with being part of the North East Scenario 2, leaving Flinders Island on its own. 	<p>Community township conversation</p>

Your Voice - Your Council

Appendix 3. – Hardcopy of the Survey

Future of Local Government Review - Community Survey

Have your Say on what you think your Local Government should look like in the future.

The Break O'Day Council would like to hear your ideas on the Council boundaries proposed by the Local Government Board.

So we can better understand how our communities' access our services as well as understand what you think Local Government looks like in the future we have designed this survey.

Answers from this survey will be shared with the Local Government Board. Any reports published publically will have personal information removed.

1. First and Last Name

* 2. Which Local Government Area do you live in?

- Break O'Day
- Glamorgan Spring Bay
- Dorset
- Other (please specify)

* 3. Address of your Property in the Break O'Day, Dorset or Glamorgan Spring Bay local Government areas.

Address	<input type="text"/>
City/Town	<input type="text"/>
State/Province	<input type="text"/>
ZIP/Postal Code	<input type="text"/>

Your Voice - Your Council

* 4. Is this your permanent address?

Yes

No



Future of Local Government Review - Community Survey

5. What is your permanent address?

Address

City/Town

State/Province

ZIP/Postal Code

* 6. How old are you?

Under 18

18-24

25-34

35-44

45-54

55-64

65-74

75-84

85+

Your Voice - Your Council

* 12. Where do you or your family access educational services like schools and tafe?

- I don't require access to this service
- St Marys
- St Helens
- Bicheno
- Swansea
- Triabunna
- Launceston
- Hobart
- Scottsdale
- Winneleah
- Other (please specify)

* 13. Where do you and your family do your big grocery shop?

(You can select more than one)

- St Helens
- St Marys
- Bicheno
- Swansea
- Triabunna
- Launceston
- Hobart
- Scottsdale
- Bridport
- Other (please specify)

* 14. Where do you go to the Doctor?

(You can select more than one)

- St Helens
- St Marys
- Swansea
- Scottsdale
- Launceston
- Hobart

Your Voice - Your Council

* 15. Where do you access recreational activities. For example are you part of a sports club and if so, where are they based?

(You can select more than one)

- Triabunna
- Swansea
- Bicheno
- St Helens
- St Marys
- Fingal
- Scamander
- Scottsdale
- None
- Other (please specify)



Future of Local Government Review - Community Survey

Community Catchments

As part of the review The Future of Local Government Review Board has provided three scenarios as a starting point for us to consider how we can shape Break O'Day's future.

It's important to clarify that the options presented are scenarios, not the only possibilities.

We would appreciate your feedback on each scenario and any proposed boundary adjustments that may not have been taken into account.

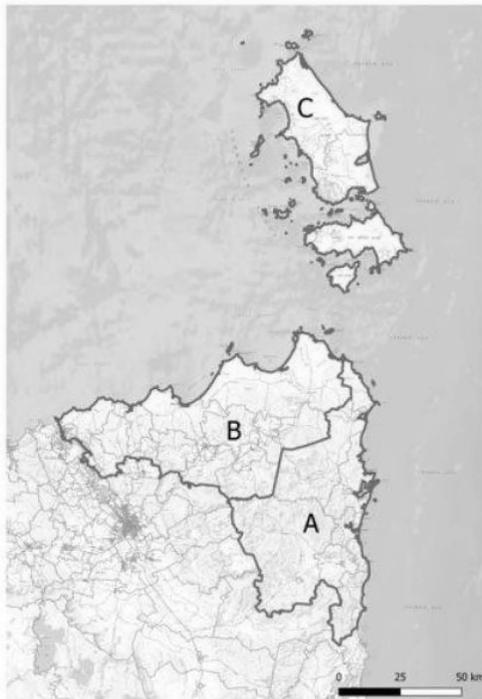
Your Voice - Your Council

Scenario 1

Will establish three council areas, including;

- A. The existing Break O'Day area (potentially with Bicheno)
- B. A Council encompassing George Town and Dorset extending to incorporate Lebrina etc.
- C. Retaining the current Flinders Island Council

North-East: Scenario 1



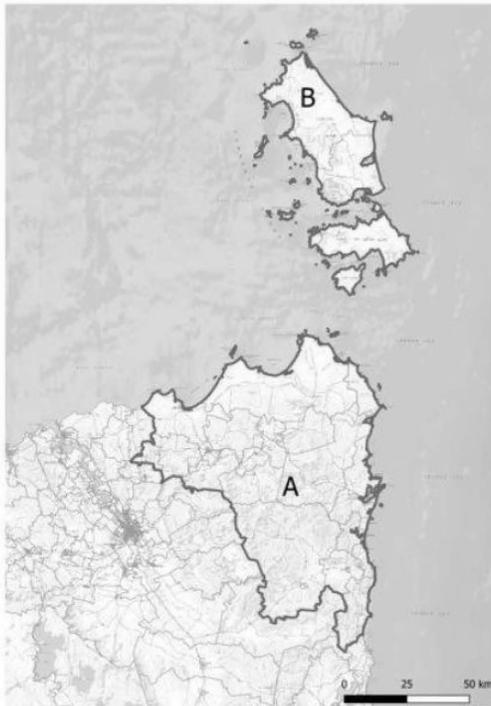
Your Voice - Your Council

Scenario 2

Will establish two new council areas including;

- A. The 'mainland' portion of the North East Community Catchment area.
- B. Retaining the current Flinders Island council.

North-East: Scenario 2



Your Voice - Your Council

Scenario 3

Will establish one council area comprising the entire North East Community Catchment Area including Flinders Island.



* 16. Which of the above three scenarios do you think would have the most benefit?

- Scenario 1
- Scenario 2
- Scenario 3
- Other (please specify)

17. Why do you think your choice would be the best option?

18. Are there any other options that you would like us to consider in terms of boundary adjustments?

Your Voice - Your Council

Appendix 3. – Flyer included with rates notice.

Your Voice - Your Council

Have you heard about the proposed changes to our Council area?

Have you thought about how this might affect you?

We want to hear from you

The Local Government Board (the Board), has recently released its recommendations for Council boundary adjustments proposing three different scenarios for our council area and Council wants to hear from you.

HOW DO I HAVE MY SAY?

Take our survey: Scan the QR code to take the survey online or contact Break O'Day Council for a hard copy.

Keep an eye out: Keep an eye on Council's website for information on Community Chat events around the area.



If you have any questions call the Break O'Day Council Office on 6376 7900



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Your Voice - Your Council

Appendix 4. Example of Township flyers

Your Voice - Your Council

Have you heard about the proposed changes to our Council area?

Have you thought about how this might affect you?

LET'S TALK

The Local Government Board (the Board), has recently released its recommendations for Council boundary adjustments proposing three different scenarios for our council area and Council wants to hear from you.

**We are holding a Community Chat in your area.
We would love to see you there.**

Falmouth
WHEN: 22 July
TIME: 10:00 - 12.00
WHERE: Falmouth Community Centre

Can't make the Community Chat? You can still have your say. Scan the QR code to take the survey online or contact Break O'Day Council for a hard copy.



If you have any questions call the Break O'Day Council Office on 6376 7900

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Your Voice - Your Council

Have you heard about the proposed changes to our Council area?

Have you thought about how this might affect you?

LET'S TALK

The Local Government Board (the Board), has recently released its recommendations for Council boundary adjustments proposing three different scenarios for our council area and Council wants to hear from you.

**We are holding a Community Chat in your area.
We would love to see you there.**

MATHINNA
WHEN: Tuesday 25 July
TIME: 3:30- 5:30
WHERE: Mathinna Club

Can't make the Community Chat? You can still have your say. Scan the QR code to take the survey online or contact Break O'Day Council for a hard copy.



If you have any questions call the Break O'Day Council Office on 6376 7900

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Your Voice - Your Council

Appendix 5. – Survey Report

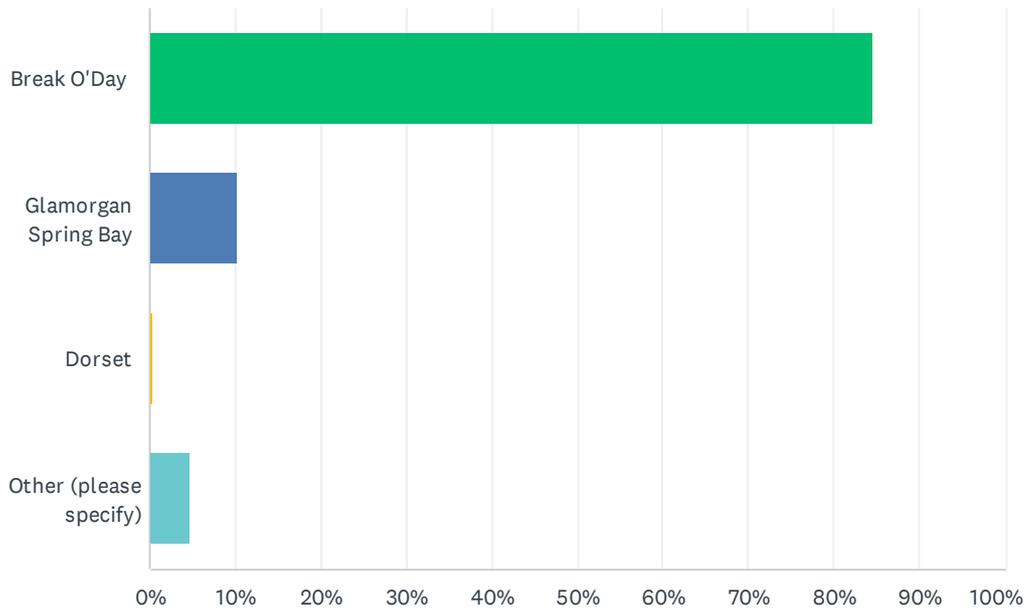
Please note:

All identifiers and personal information has been removed from this report.

If the Board would like to explore this data in further detail – please contact Break O’Day Council.

Q2 Which Local Government Area do you live in?

Answered: 195 Skipped: 0

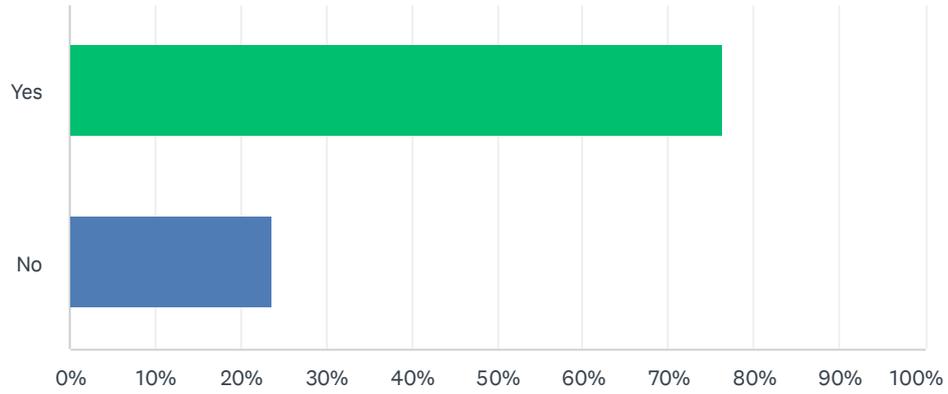


ANSWER CHOICES	RESPONSES
Break O'Day	84.62% 165
Glamorgan Spring Bay	10.26% 20
Dorset	0.51% 1
Other (please specify)	4.62% 9
TOTAL	195

#	OTHER (PLEASE SPECIFY)	DATE
1	Launceston	7/16/2023 6:29 PM
2	Hobart	7/15/2023 9:05 PM
3	Launceston	7/15/2023 8:32 PM
4	West Tamar	7/15/2023 11:01 AM
5	Meander Valley	7/15/2023 10:23 AM
6	Ansons Bay	7/15/2023 7:20 AM
7	Meander Valley	7/14/2023 7:57 PM
8	Longford Tas	7/13/2023 1:44 PM
9	City of Launceston	7/11/2023 9:22 AM

Q4 Is this your permanent address?

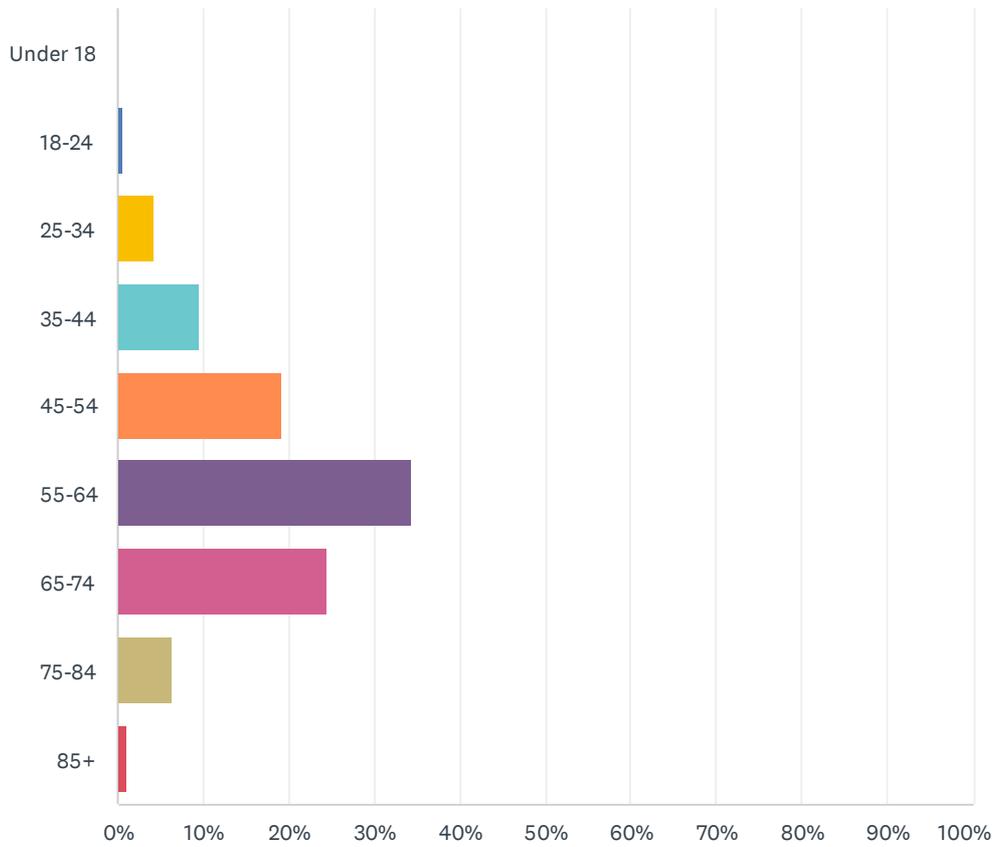
Answered: 195 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	76.41%	149
No	23.59%	46
TOTAL		195

Q6 How old are you?

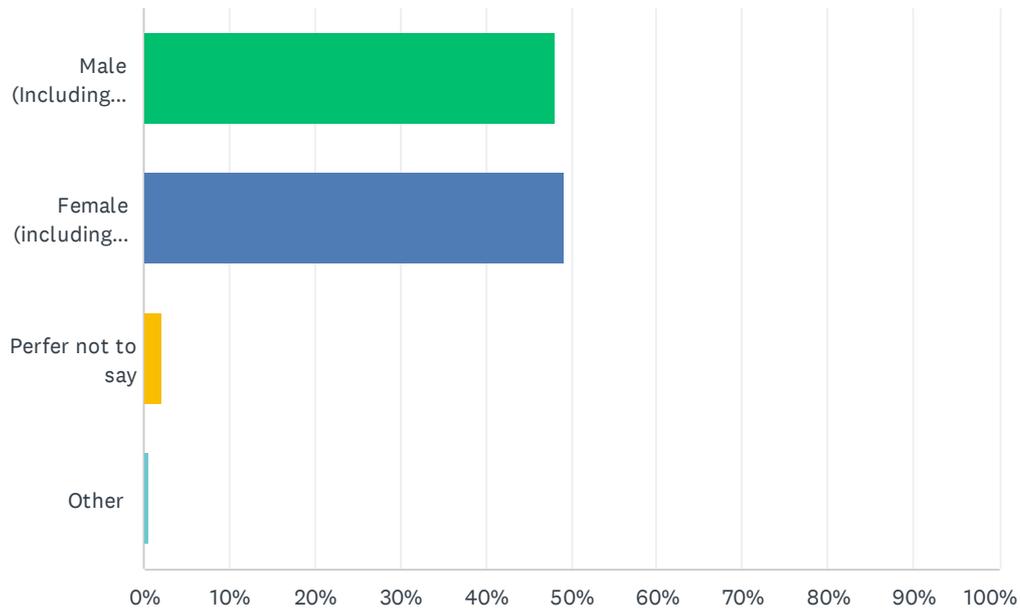
Answered: 187 Skipped: 8



ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	0.53%	1
25-34	4.28%	8
35-44	9.63%	18
45-54	19.25%	36
55-64	34.22%	64
65-74	24.60%	46
75-84	6.42%	12
85+	1.07%	2
TOTAL		187

Q7 How would you describe your gender?

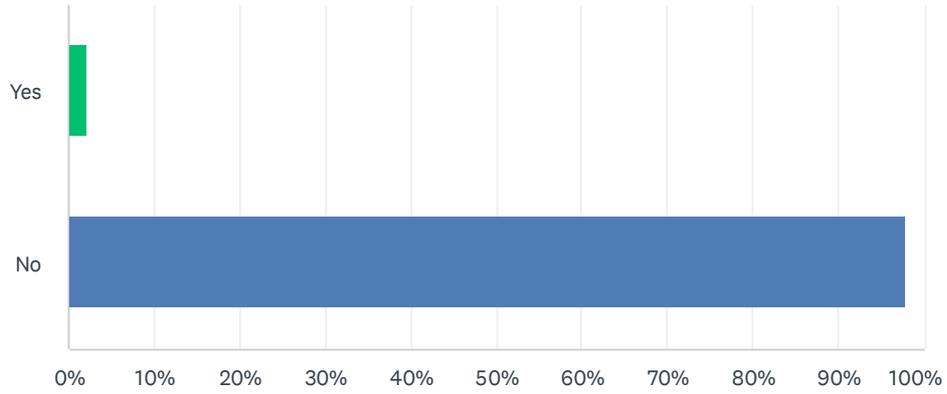
Answered: 187 Skipped: 8



ANSWER CHOICES	RESPONSES	
Male (Including transgender men)	48.13%	90
Female (including transgender women)	49.20%	92
Prefer not to say	2.14%	4
Other	0.53%	1
TOTAL		187

Q8 Are you of Aboriginal or Torres Strait Islander origin?

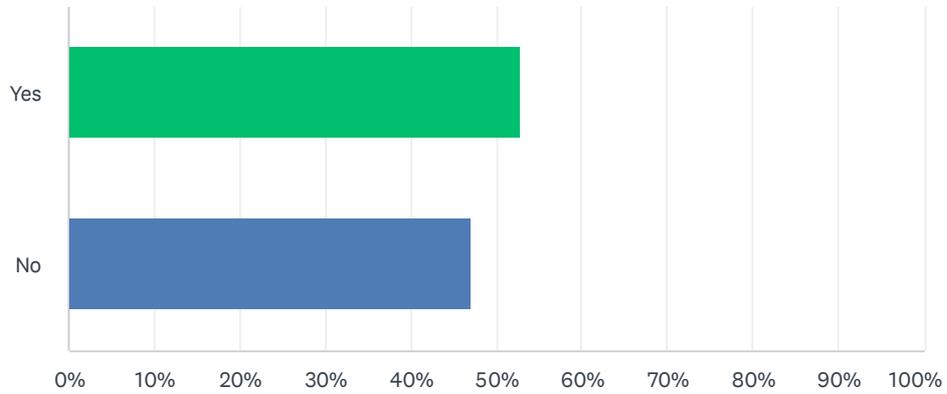
Answered: 187 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	2.14%	4
No	97.86%	183
TOTAL		187

Q10 Would you like us to add you to the Break O'Day Council email database?

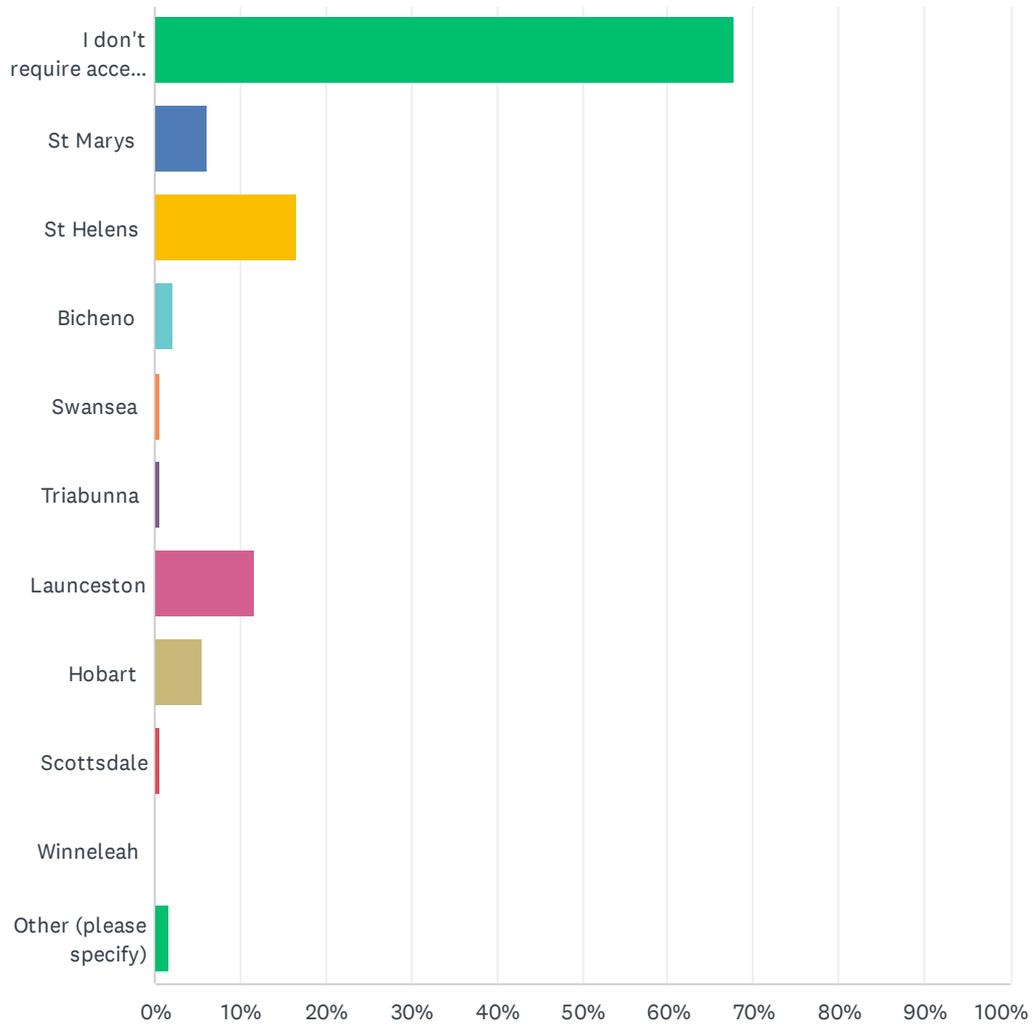
Answered: 187 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	52.94%	99
No	47.06%	88
TOTAL		187

Q12 Where do you or your family access educational services like schools and tafe?

Answered: 180 Skipped: 15



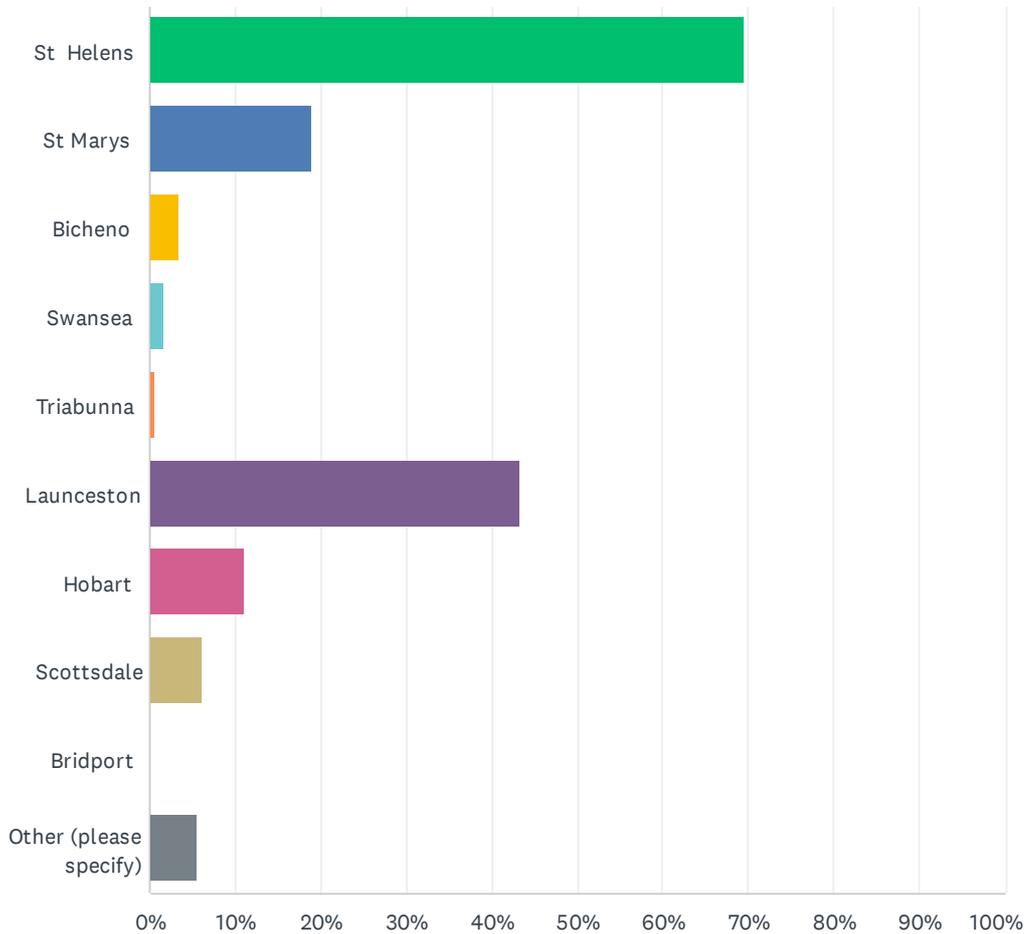
Future of Local Government Review - Community Survey

ANSWER CHOICES	RESPONSES	
I don't require access to this service	67.78%	122
St Marys	6.11%	11
St Helens	16.67%	30
Bicheno	2.22%	4
Swansea	0.56%	1
Triabunna	0.56%	1
Launceston	11.67%	21
Hobart	5.56%	10
Scottsdale	0.56%	1
Winnleah	0.00%	0
Other (please specify)	1.67%	3
Total Respondents: 180		

#	OTHER (PLEASE SPECIFY)	DATE
1	Online	7/17/2023 12:00 PM
2	online UTAS	7/16/2023 10:48 AM
3	No children	7/15/2023 8:48 AM

Q13 Where do you and your family do your big grocery shop? (You can select more than one)

Answered: 180 Skipped: 15



ANSWER CHOICES	RESPONSES
St Helens	69.44% 125
St Marys	18.89% 34
Bicheno	3.33% 6
Swansea	1.67% 3
Triabunna	0.56% 1
Launceston	43.33% 78
Hobart	11.11% 20
Scottsdale	6.11% 11
Bridport	0.00% 0
Other (please specify)	5.56% 10
Total Respondents: 180	

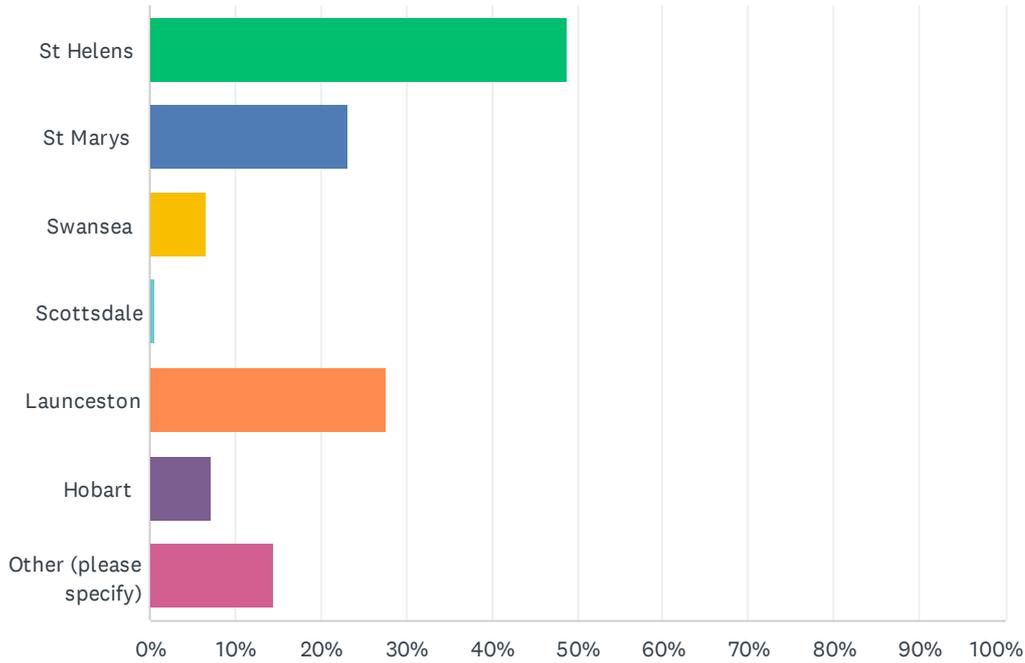
#	OTHER (PLEASE SPECIFY)	DATE
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Future of Local Government Review - Community Survey

1	Seven Hills	7/21/2023 4:42 PM
2	Devonport	7/16/2023 5:30 PM
3	Singleton	7/16/2023 2:11 PM
4	Sorell	7/16/2023 10:48 AM
5	Sorell	7/15/2023 6:31 PM
6	Devonport	7/15/2023 11:31 AM
7	LAUNCESTON	7/15/2023 7:24 AM
8	Scamander supermarket	7/13/2023 10:48 PM
9	P	7/13/2023 1:50 PM
10	Delivery from St Helens regularly and sometimes from Hill St Hobart	7/13/2023 8:49 AM

Q14 Where do you go to the Doctor?(You can select more than one)

Answered: 180 Skipped: 15



ANSWER CHOICES	RESPONSES	
St Helens	48.89%	88
St Marys	23.33%	42
Swansea	6.67%	12
Scottsdale	0.56%	1
Launceston	27.78%	50
Hobart	7.22%	13
Other (please specify)	14.44%	26
Total Respondents: 180		

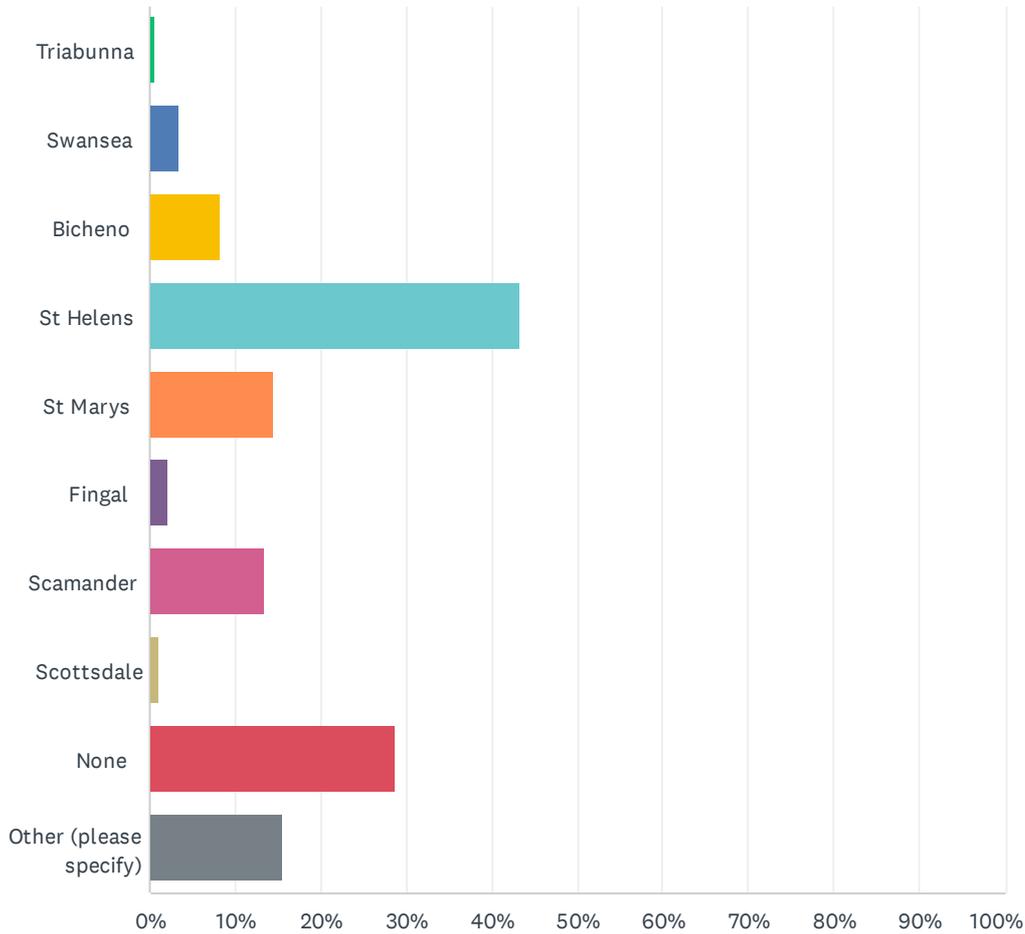
#	OTHER (PLEASE SPECIFY)	DATE
1	Not Provided	7/25/2023 5:51 PM
2	Bicheno	7/25/2023 11:32 AM
3	Seven Hills	7/21/2023 4:42 PM
4	Cape Barren Island	7/20/2023 7:14 PM
5	Coolum Beach	7/19/2023 10:31 AM
6	Bicheno	7/17/2023 4:18 PM
7	dont attend	7/17/2023 9:56 AM
8	Bicheno	7/17/2023 1:06 AM
9	Bicheno	7/16/2023 6:03 PM
10	Bicheno	7/16/2023 5:47 PM

Future of Local Government Review - Community Survey

11	Devonport	7/16/2023 5:30 PM
12	Bicheno	7/16/2023 4:32 PM
13	Bicheno	7/16/2023 4:30 PM
14	Singleton	7/16/2023 2:11 PM
15	Sydney	7/16/2023 2:03 PM
16	Haven't needed this service yet	7/16/2023 12:51 PM
17	Sorell	7/15/2023 6:31 PM
18	Bicheno	7/15/2023 3:52 PM
19	Ulverstone	7/15/2023 11:31 AM
20	Lillydale	7/15/2023 10:33 AM
21	Bicheno	7/15/2023 10:00 AM
22	Bicheno	7/15/2023 6:28 AM
23	Brisbane	7/15/2023 4:59 AM
24	Bicheno	7/14/2023 4:28 PM
25	Longford	7/13/2023 1:58 PM
26	Longford	7/13/2023 1:40 PM

Q15 Where do you access recreational activities. For example are you part of a sports club and if so, where are they based?(You can select more than one)

Answered: 180 Skipped: 15



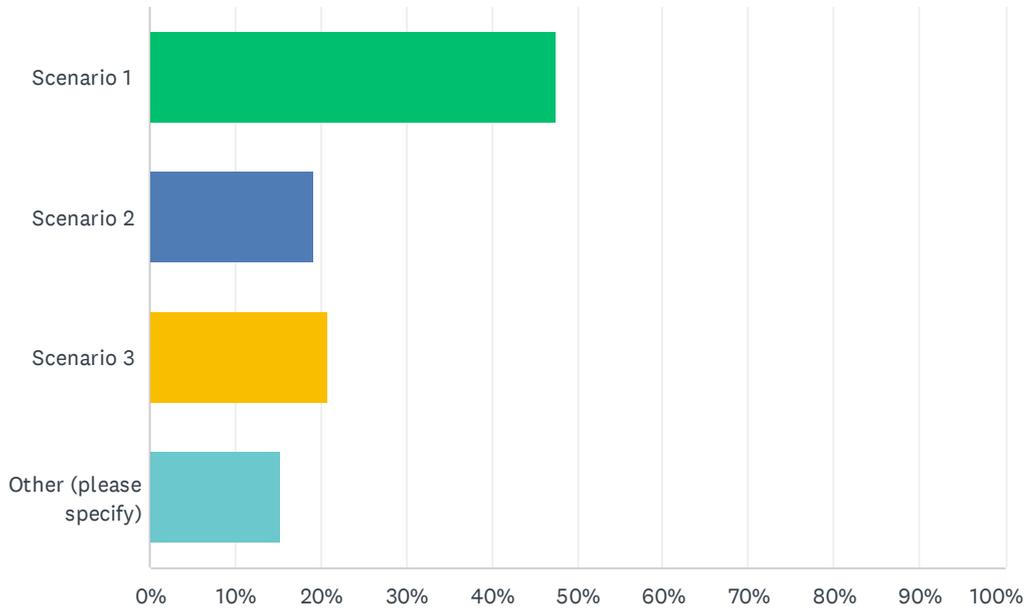
ANSWER CHOICES	RESPONSES
Triabunna	0.56% 1
Swansea	3.33% 6
Bicheno	8.33% 15
St Helens	43.33% 78
St Marys	14.44% 26
Fingal	2.22% 4
Scamander	13.33% 24
Scottsdale	1.11% 2
None	28.89% 52
Other (please specify)	15.56% 28
Total Respondents: 180	

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#	OTHER (PLEASE SPECIFY)	DATE
1	Sydney	7/21/2023 4:42 PM
2	Launceston	7/19/2023 2:58 AM
3	Mathinna	7/18/2023 9:32 PM
4	Launceston	7/16/2023 6:31 PM
5	Bicheno	7/16/2023 4:30 PM
6	NSW	7/16/2023 2:11 PM
7	Binalong Bay	7/16/2023 2:03 PM
8	Derby	7/16/2023 12:51 PM
9	Surfing- entire coast	7/16/2023 7:03 AM
10	Devonport	7/15/2023 11:31 AM
11	Don't play sport	7/15/2023 8:48 AM
12	Brisbane	7/15/2023 4:59 AM
13	Pyengana	7/14/2023 7:47 PM
14	Hobart	7/14/2023 6:50 PM
15	N/A	7/14/2023 4:28 PM
16	No I am anti-social	7/14/2023 4:06 PM
17	Statewide	7/14/2023 8:16 AM
18	Launceston	7/13/2023 10:48 PM
19	Launceston	7/13/2023 8:51 PM
20	Falmouth	7/13/2023 5:49 PM
21	Mathinna	7/13/2023 5:33 PM
22	Falmouth	7/13/2023 4:29 PM
23	Four mile creek	7/13/2023 3:25 PM
24	Fishing StHelens	7/13/2023 1:58 PM
25	Hobart	7/13/2023 1:50 PM
26	There is nothing in Coles Bay as there are no facilities. Also I go to the doctors in Bicheno. The doctor used to come fortnightly to Coles Bay and I used to use that. You do not have this as an option.	7/13/2023 8:49 AM
27	Launceston	7/11/2023 9:23 AM
28	Nil	7/3/2023 9:48 PM

Q16 Which of the above three scenarios do you think would have the most benefit?

Answered: 162 Skipped: 33



ANSWER CHOICES	RESPONSES
Scenario 1	47.53% 77
Scenario 2	19.14% 31
Scenario 3	20.99% 34
Other (please specify)	15.43% 25
Total Respondents: 162	

#	OTHER (PLEASE SPECIFY)	DATE
1	Leave it as it is	7/27/2023 10:55 AM
2	Keep it as it is	7/26/2023 12:43 PM
3	Which ever scenario runs council at a lower cost to the resident. After running a fair and just election where all are equally not just the big boys club dominating and making jobs for the 'boys club' so to speak.	7/25/2023 5:58 PM
4	I have no idea - what are the benefits being proposed by each scenario	7/23/2023 6:43 PM
5	Depending on how independent Flinders Island is, I think it would be best to keep them all together under one Council to save costs and facilitate economies of scale. If Flinders Island can manage independently, without subsidy, then it should be up to the people living on Flinders, as they will know how well they have been served by their Council and if they would prefer to be part of a bigger Council (with, presumably more resources).	7/21/2023 5:07 PM
6	See Q17	7/21/2023 10:09 AM
7	An East Coast Council would be a better option	7/19/2023 3:58 PM
8	Bicheno & Coles Bay joining Break o day	7/17/2023 4:22 PM
9	none	7/17/2023 10:56 AM
10	None	7/17/2023 8:15 AM

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11	No change	7/16/2023 4:16 PM
12	No idea how to answer as have no idea what differences it would make , a lot more info is needed before people choose ? Who would be in actual control of all the areas ?	7/16/2023 3:09 PM
13	Inc coles bay and potential Swansea if viable	7/15/2023 3:57 PM
14	As is but include Bicheno, Coles Bay, Swanseait	7/15/2023 10:41 AM
15	Unsure	7/15/2023 10:04 AM
16	Scenario 2 if that means adding Bicheno and including Dorset	7/15/2023 9:02 AM
17	A	7/15/2023 8:53 AM
18	BOD and GSBC amalgamate	7/15/2023 7:40 AM
19	Glamorgan is the oldest rural municipality in Australia. It would be great to see it retained. So perhaps Glamorgan could amalgamate with Break O'Day. Note that the inclusion of Spring Bay is optional	7/14/2023 6:21 PM
20	Include Coles Bay	7/14/2023 11:32 AM
21	Existing BODC area and existing GSB area - maybe a reduction in the southern extent	7/14/2023 11:03 AM
22	Need more info	7/13/2023 4:08 PM
23	Combine BOD with Glamorgan	7/12/2023 12:16 PM
24	Another option would be for BODC to go south not north eg to Swansea	7/10/2023 12:13 PM
25	The BODC if it is to change then it should be extended south- maybe to Swansea in line with our key industries - tourism & agriculture- wine industry	7/10/2023 11:00 AM

Q17 Why do you think your choice would be the best option?

Answered: 140 Skipped: 55

#	RESPONSES	DATE
1	It is working fine as it is	7/27/2023 10:55 AM
2	Smaller local council better	7/26/2023 8:56 PM
3	I think the current situation is fine I advocate no change	7/26/2023 8:36 PM
4	It's ok as is	7/26/2023 12:43 PM
5	Change isn't always the best option	7/26/2023 9:59 AM
6	Many people travel from Bicheno to st Helen's for shopping and services it makes sense they become part of bodc	7/25/2023 6:33 PM
7	Dorset increase their rate base but remain close proximity to Launceston. BOD extension minimal but takes in Bicheno rates/infrastructure. Both would be manageable areas for 1 office base.	7/25/2023 6:08 PM
8	Don't think any change is needed and this is the least change possible to pick	7/25/2023 1:08 PM
9	Fed up with GSBC, ever increasing rates, less services, untidy town, footpaths in disarray, roadside gutters full of sediment, the list is endless	7/25/2023 11:35 AM
10	Boundary is nearly at Bicheno now, so won't be a big change	7/25/2023 9:39 AM
11	Based on types of community	7/24/2023 9:29 PM
12	I am against amalgamation. Talk to Fingal council workers and see how they fared when they merged with St Helens. It never saves any money, nothing gets cheaper, and people lose their voice. This is the least worst option. I would prefer no change unless there is meaningful improvement for the population.	7/24/2023 3:32 PM
13	Tasmania has way too many councils for such a small state	7/23/2023 7:50 PM
14	?	7/23/2023 6:43 PM
15	Local	7/21/2023 6:23 PM
16	There is no apparent to consolidate. Bicheno is the closest town to me other than st marys.	7/21/2023 6:01 PM
17	In general, bigger Councils have more resources (and more sources of income) and can do more for their residents (provide services, build and maintain infrastructure). There may, however, be pitfalls (moneypits) in particular areas, that are very expensive to correct or maintain. There are things Council might not want to be responsible for (or might need State government to assist). There might be other things that are moneypots (like the bay of fires), which are great tourism - generating assets. The income can benefit other areas which mightn't receive the same volume of visitors.	7/21/2023 5:07 PM
18	Having to many areas under one thing will create huge mistakes in road repares, schooling/education, healthcare and so many things as we struggle with that now. Also the mainland needs to stop trying to take away the small independents we do have. They keep taking everything we have and leaving us with nothing. They take away parts if our education making our children move away, they take away our work opportunities taking our jobs away and they even take our farming products and make us pay to get it back. It's not fair.	7/21/2023 1:32 PM
19	Less Councils to deal with	7/21/2023 11:21 AM
20	- provide a streamlined, consistent service, particularly along the coast - not too large an area to lose the personal touch	7/21/2023 10:09 AM
21	So we don't lose our own services and our rate money are not spent in other areas	7/20/2023 7:20 PM
22	Suit me and most friends in this area	7/20/2023 2:33 PM
23	Better community progress in regards to building facilities for young and old, better road upkeep and town maintenance issues could be resolved faster and without hassle	7/20/2023 1:40 PM

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24	Logical	7/20/2023 9:26 AM
25	The East and North East have significantly different needs, industries and the main centres are geographically distant. However incorporating George Town and Bicheno regions into the current councils makes sense.	7/20/2023 6:59 AM
26	Small islands require specialist management & support N/E has similar needs for management & support	7/19/2023 6:29 PM
27	Can get more professional management. Break o Day is failing its people.	7/19/2023 6:21 PM
28	The East Coast communities are more connected and far more in common. Rather than being linked to the Northern region we should be able to plan for the future with a focus on our own coastal communities. The East Coast has it's own character, it's own challenges and so much opportunity if our efforts and desires can be bought together.	7/19/2023 3:58 PM
29	More convenient for administration	7/19/2023 2:05 PM
30	Well Balanced	7/19/2023 1:52 PM
31	Break O Day taking over Glaymorgan Spring Bay at least to Coles Bay as we are all connected by geography on the east coast with coastal solutions for coastal issues.	7/19/2023 1:31 PM
32	B & C have little in common to our area. Scottsdale is farming and Launceston centric while Flinders is isolated	7/19/2023 11:51 AM
33	We're such small communities this would find most economic benefit across admin etc	7/19/2023 3:03 AM
34	Its important as an area to work to promote the area as a whole, various municipalities work only for their area, rather than the whole east coast.	7/18/2023 9:36 PM
35	Perhaps being smaller we will get more done in our community! Although I guess the findings will be less so it's a catch 2	7/18/2023 2:23 PM
36	There is already good council info structure in Break O Day and if the centre were to established in Scottsdale for example it would mean a hell of a lot of travel for people from the coast	7/18/2023 11:01 AM
37	Would like to see Bicheno and coles bay join break o day	7/18/2023 10:11 AM
38	Help Bicheno get better service than with existing council	7/17/2023 4:22 PM
39	I don't know about the best option but out of the 3 provided scenarios I believe this to be of the most benefit as far as amalgamations are concerned.	7/17/2023 3:33 PM
40	Keeping mainland coastal communities together.	7/17/2023 3:14 PM
41	More locsl	7/17/2023 12:59 PM
42	Costing	7/17/2023 12:01 PM
43	only option	7/17/2023 11:09 AM
44	Bring Swansea, Coles Bay and Bicheno all with BOD. The Old Glamorgan Council - oldest Council in Australia - lets keep it . Just drop Spring Bay	7/17/2023 10:56 AM
45	Allows geographic connection. Other scenarios are too large and distances between major towns too great for local govt	7/17/2023 10:08 AM
46	too many councils in this state	7/17/2023 9:58 AM
47	To maintain the boundary as close as to it's current location.	7/17/2023 8:41 AM
48	I think Break I Day should remain the same. Already a huge council area. No benefit in becoming larger.	7/17/2023 8:15 AM
49	Very large areas all with diverse needs, so best to keep them separate	7/17/2023 5:21 AM
50	I would support all and any amalgamation. I understand Flinders may want to remain seperate and I would also be ok with that or finding a way to ensure that could be maintained. Could the larger council always have two representatives from the islands.	7/16/2023 6:34 PM
51	Keep it local	7/16/2023 6:06 PM
52	Greater north Eastern council hopefully would be best, bring the mountain bike trails to the rest of the coast.	7/16/2023 5:52 PM
53	Because our current council does very little for our town compared to Triabunna.	7/16/2023 4:37 PM

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54	Current Council situation ie GSBC does not benefit Bicheno residents	7/16/2023 4:32 PM
55	The current council struggles to satisfactorily meet the needs of everyone in the area. Further distancing would be disastrous	7/16/2023 4:16 PM
56	I can't choose as not clear to what difference it would make to us as potential full time residents at Ansons Bay in our future for retirement ?	7/16/2023 3:09 PM
57	The cost of services to Flinders Island appears a significant burden to remaining residents of the other LGA.	7/16/2023 2:05 PM
58	Less councils than currently but areas are not too large as to lose the local identity	7/16/2023 12:57 PM
59	Makes sense because its right next door.	7/16/2023 12:26 PM
60	Bicheno is my focus as it's my home. We're currently remote from central GSBC, and this will continue with option 1&3 above.	7/16/2023 10:52 AM
61	Population have more in common	7/16/2023 10:29 AM
62	Lived in small council areas in the past that worked much better when amalgamated into larger councils.	7/16/2023 10:06 AM
63	One point of contact, less admin, clearer channels of communication, hopefully more value for resources.	7/15/2023 9:21 PM
64	We don't need so many councils in the north east but Flinders does have its own unique circumstances	7/15/2023 9:07 PM
65	I don't think bodc can manage it all	7/15/2023 8:36 PM
66	Due to the differences of each area and their needs.	7/15/2023 7:38 PM
67	Break O'Day council is seriously one of the best I have lived in and I do not want it to change.	7/15/2023 5:31 PM
68	Other ones include too much ground and we have little in common with other areas especially Flinders Island	7/15/2023 5:11 PM
69	Manageable size, natural synergies tourism, fishing, viticulture, sport schools.	7/15/2023 3:57 PM
70	Greater consistency across the north east.	7/15/2023 2:23 PM
71	The reduction of the number of councils would help to reduce costs by the sharing of administrative duties	7/15/2023 1:54 PM
72	Cause I'm for removing duplication of services and bureaucracy	7/15/2023 1:47 PM
73	Best choice of the 3	7/15/2023 12:07 PM
74	We have too many individual councils and it is not sustainable	7/15/2023 11:45 AM
75	Flinders requires additional funding	7/15/2023 11:32 AM
76	Too large would not work well. Dorset manage better than Break O Day. Better infrastructure, roads etc.	7/15/2023 11:09 AM
77	It encompasses the East and Northeast coast of Tasmania which are all very similar in needs, population densities and easily accessed.	7/15/2023 10:41 AM
78	The existing setup offers very poor support to any community outside of the major towns ie- hillwood (gt council) and ansons bay (breakoday) more than happy to give more feed back and examples of this	7/15/2023 10:37 AM
79	If amalgamations must happen it just looks like a sensible geographic choice, a total Northeast council.	7/15/2023 9:38 AM
80	Too many councils and makes sense to combine some. Doesn't need to be all about who goes where for services it can be about adjacency and similarities too. Dorset and break o'day have mountainbiking tourism in common to leverage from and similar socio-economic structures of dispersed populations with very wealthy and very poor. Bicheno kids come to school in st marys and residents share lots of similar lifestyles and tourism ventures to coastal locations in break o'day.	7/15/2023 9:02 AM
81	The boundaries are not expansive enough	7/15/2023 8:53 AM
82	A Greater East Coast Regional Council makes sense	7/15/2023 7:40 AM

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83	More focussed on the needs of the area	7/15/2023 7:29 AM
84	Bicheno aligns more naturally with Break o Day in terms of interests, culture ,education and Northern Tasmanian association and service providers. I do feel Coles Bay should be included in this option beachside of their close links with Bicheno.	7/15/2023 6:35 AM
85	Each area has a concentrated integrated community & populace	7/15/2023 5:05 AM
86	Area and population size seem about right.	7/14/2023 11:56 PM
87	I am concerned that if we merged with Dorset council services in this area of the coast would decline. Also Flinders Island is a special place with its own unique needs that the residents needs to manage for their benefit.	7/14/2023 11:50 PM
88	Save money and become all NE local government area.	7/14/2023 9:29 PM
89	Leave as is	7/14/2023 8:12 PM
90	I think it provides an increase in efficiency but acknowledges the size and diversity of the individual areas	7/14/2023 7:54 PM
91	Area in options 2&3 is large and remote and thus difficult for council to adequately service. Flinders Is. should be a special area on its own.. maybe affiliated with one of the other NE councils.	7/14/2023 6:53 PM
92	I think that a Greater East Coast council would make sense in terms of shared industry, tourism, east coast location etc.	7/14/2023 6:21 PM
93	Size	7/14/2023 5:48 PM
94	Less people, closer to North East area	7/14/2023 5:22 PM
95	Council works well in current area.	7/14/2023 4:08 PM
96	Pool resources and less Councillors hence less expenses.	7/14/2023 4:08 PM
97	Tasmania is way too small and does not have the population OR income to maintain a large number of LGA's. The least number of LGA' the better we rate payers will be.	7/14/2023 1:05 PM
98	Keep Break O'Day separate to Dorsey as we have no connection	7/14/2023 12:35 PM
99	Connection and minimal impact on service delivery	7/14/2023 11:32 AM
100	It aligns with an east coast community and provides opportunities for increased brand development based on great eastern drive. Aligns main industry of tourism and allows greater management of natural environment, scenic/visual, economic development and growth; reflects a connected coastal community, coordinated approach to constraints, opportunity through brand to promote an entrepreneurial environment to attract younger demographic based on opportunities within a dynamic coastal environment etc	7/14/2023 11:03 AM
101	I think that including Georgetown is not realistic ... the area covered in scenario 3 doesn't look disjointed	7/14/2023 10:45 AM
102	I believe that reducing to less than 3 municipalities will stretch resources too thinly and increase the cost of service delivery. Increased operating costs will then rely on increasing rates at an already difficult time for households.	7/14/2023 10:35 AM
103	Because 2 and 3 would result in areas that would be too vast to manage effectively	7/14/2023 10:29 AM
104	Other areas are too big for one council to manage.	7/14/2023 9:07 AM
105	Hopefully we will have a greater pool of community minded intelligent people to stand for council less parochialism and able to pay them a worthy fee All areas need to be represented and included however whoever is elected	7/14/2023 8:23 AM
106	More specific to each area's need.	7/14/2023 8:08 AM
107	I believe joining councils and having one catchment area that encompasses George Town, Derby and St Helens MTB networks would benefit the MTB industry and the trails in general. Operating individually and believing we are competing with each other does not make sense. Being able to market the 3 MTB destinations together and pooling resources and infrastructure makes sense.	7/14/2023 8:03 AM
108	Less revenue but a smaller area to manage	7/14/2023 7:47 AM
109	Flinders island has very different needs to the mainland of tasmania. Combining break O'Day Dorset and Georgetown (including bicheno) would provide economic savings	7/13/2023 9:41 PM

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regarding staffing and resourcing. The social determinants of health are similar across these three areas and coordination of resources would be synergistic.

110	Economies of scale. Uniformity of regulations. Greater rating base.	7/13/2023 9:16 PM
111	The community in Bicheno and surrounds come to break o day as well as break o day go down there. Already connected with the area. Similar tourism in the area.	7/13/2023 8:44 PM
112	Keep Flinders .	7/13/2023 5:55 PM
113	Bicheno would be a good option for BOD	7/13/2023 5:40 PM
114	Flinders Is is different and the others should amalgamate with the aim of saving costs	7/13/2023 5:36 PM
115	Keep it local	7/13/2023 5:03 PM
116	Compact.	7/13/2023 4:51 PM
117	We have too many councils, causing fraction, lack of focus and poor operation as a commercial enterprise.	7/13/2023 4:24 PM
118	Without understanding what functions your are trying to consolidate it is difficult to say which geographical split is appropriate.	7/13/2023 4:08 PM
119	These areas are the most closely linked	7/13/2023 3:26 PM
120	Councils that cover large areas dilute services to the community and are of no benefit to residents. Scenario 1 retains the smaller council boundaries and is the best option to deliver services to small towns like St Marys.	7/13/2023 3:21 PM
121	Sufficient services to go around - I live in one of the smaller towns and sometimes we already find it difficult to get things done. If capability was spread more thinly, we would likely have less services (than say, St Helens).	7/13/2023 2:58 PM
122	Both councils are very similar with the needs of residents and the communities including fishing, shack owners, visiting holiday makers and tourists which merge on the towns in holiday seasons and then they remain quiet at other times.	7/13/2023 2:09 PM
123	Tasmania has far too many councils. It makes sense to make one council covering all of the North East including Flinders Island. Leaving Flinders out would be against the spirit of amalgamating small councils. There are many savings to be made with larger councils.	7/13/2023 1:58 PM
124	Flinders Island is a special case!	7/13/2023 1:43 PM
125	Because Dorset is a more efficient and progressive council.	7/13/2023 11:35 AM
126	Too big a local government area is too unwieldy so some of the smaller townships get overlooked too often.	7/13/2023 11:19 AM
127	Flinders should be independent in my opinion. However I am not sure that the model will work.	7/13/2023 8:52 AM
128	St Marys Is already left out. We get 2 dirt road upgraded annually. Other than that my address gets no services. No water, No bin pickup, no sealed roads. There isn't signage on dangerous covers or mirrors to show oncoming traffic. I was hit by a tourist on a hairpin corner and my car was written off. Council don't even trim or drop dangerous trees that lean or hang over the road that will be a death trap in a fire. Meanwhile st helens have brand new street sweepers that clean a few stray leaves from their perfect curve gutters. In my opinion a smaller council reach will mean more funds can be funnelled into actually bringing st marys up to the same level of upgrade that st helens has seen in recent years.	7/13/2023 8:31 AM
129	Local government knows local environmental issues, and small communities need to retain jobs and community activities	7/12/2023 4:01 PM
130	Not enough people in the region	7/12/2023 3:46 PM
131	Stop in-house local organised grooming and continual corruption	7/12/2023 1:02 PM
132	Different needs require different councils. Different industries and cultures in coastal, inland and island.	7/12/2023 8:44 AM
133	The others are way to far away and large...the further away from the Council offices the harder it is to feel you are part of the Council	7/11/2023 3:45 PM
134	More access to services and finding	7/11/2023 9:24 AM
135	Greater synergies with the East Coast rather than the North East - particularly in relation to	7/10/2023 12:13 PM

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tourism, types of agriculture and people tend to travel south not north. Or leave is but with Bicheno

136	Local service delivery, local representation should. I've experienced council amalgamation previously in NSW they failed the communities dramatically and then had to go through a further process to split the mega council at enormous expense to community and councils.	7/10/2023 12:03 PM
137	It aligns with the Great Eastern Drive, greater synergies with the way people travel, go to school etc	7/10/2023 11:00 AM
138	Because its the best	7/8/2023 2:12 PM
139	Smaller local government areas are not able to provide facilities and infrastructure expected by their ratepayers.	7/8/2023 1:51 PM
140	Scenario 3 faces significant challenges on the location of and access to the administrative and service centre/s for the Council - leading to questions including understanding of, engagement with, distribution of and access to services and resources; location of Council meetings (in the absence of an existing suitable room of sufficient size and in an environment of intermittent communication networks); willingness of residents to stand for (non-salaried) roles as Councillor, Mayor, and Deputy Mayor requiring significant work at a distance from their home or work; access to a pool of suitable staff to provide Council services; number of elected Councillors in the new Council and hence level of representation for residents and resident groups; effect on service and access of geographic features within the area; community cultures of loss during and following the transition; approaching duplication in size with State and Federal electoral boundaries; increased disparity within the Council catchment area, and hence greater effort to identify and address the service needs of 'minority' production, business, recreation and social groups. Scenario 2 also faces these challenges, some to a lesser extent.	7/7/2023 2:45 PM

Q18 Are there any other options that you would like us to consider in terms of boundary adjustments?

Answered: 100 Skipped: 95

#	RESPONSES	DATE
1	No	7/26/2023 8:56 PM
2	I think that Break O Day council has already have too large and area and cannot adequately service the existing townships. I don not want larger council areas	7/26/2023 8:36 PM
3	Na	7/26/2023 9:59 AM
4	Maybe Avoca as well	7/25/2023 6:33 PM
5	BOD boundary extends to take in Bicheno and Coles Bay. Rates income from Coles Bay should be favourable.	7/25/2023 6:08 PM
6	Don't change anything	7/25/2023 1:08 PM
7	No	7/25/2023 9:39 AM
8	Leave things the way they are. Where are the benefits to the population, not the bean counters, to any proposed changes.	7/24/2023 3:32 PM
9	Merge with Lcc, MVC, and Nmc to create just three councils for Tasmania total . North/north east, north west/west coast and south/south east	7/23/2023 7:50 PM
10	?	7/23/2023 6:43 PM
11	See that fingal get more as people have to travel through here to get to the coast	7/21/2023 6:23 PM
12	Not doing anything. Even the Premier has backed off forced amalgamation	7/21/2023 6:01 PM
13	If there where to be ANY changes it should be the factor of making one more council are so that the council has a smaller area to allow them to more accurately assess the roads, education, healthcare and housing needs I.e. emergency housing, homeless/struggler support, shelters and even stuff to help keep a family warm in winter.	7/21/2023 1:32 PM
14	amalgamate with Glamorgan spring bay	7/21/2023 11:21 AM
15	Consider Scenario 1 extending from Cape Portland in the North to Bicheno in the South (boundary including Gladstone, Herrick, Weldborough, etc.)	7/21/2023 10:09 AM
16	No	7/20/2023 7:20 PM
17	No	7/20/2023 2:33 PM
18	No	7/20/2023 1:40 PM
19	Scenario 2 next best	7/20/2023 9:26 AM
20	No	7/19/2023 6:21 PM
21	An East Coast Council should extend from the NE tip of the East Coast to Orford in the South. It should also take in the Fingal Valley through to the Conara junction with the current Northern Midlands boundary that slices through to near the east coast removed and adjusted in to the East Coast Council boundary.	7/19/2023 3:58 PM
22	No	7/19/2023 2:05 PM
23	St Helens down to Coles Bay	7/19/2023 1:31 PM
24	BODC should extend down to Triabunna to encompass the whole of the East coast. Similar rate base and economic ties.	7/19/2023 11:51 AM
25	Dorset + Flinders / Break O'Day + Glamorgan Spring Bay	7/19/2023 3:03 AM
26	Add coles bay	7/18/2023 10:11 AM
27	Yes, looking at the souther boundary encompassing part of Glamorgan/Spring Bay, possibly as far south as Bicheno/Freycinet?	7/17/2023 3:33 PM

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28	Amalgamating with Spring Bay/Glamorgan	7/17/2023 3:14 PM
29	No	7/17/2023 12:01 PM
30	no	7/17/2023 11:09 AM
31	Keep Glamorgan, Lots of developments happening, lots of \$value, a lot of Aibnbs = lots of rates if charged as commercial in the future (like Hobart). A value adding partnership	7/17/2023 10:56 AM
32	Agree with amalgamations but there needs to be cultural connections.	7/17/2023 10:08 AM
33	efficiency in practise and budget	7/17/2023 9:58 AM
34	Just a thought... St Marys & Fingal amalgamate with Northern Midlands ?????	7/17/2023 8:15 AM
35	No	7/17/2023 5:21 AM
36	2 option including bicheno and Coles Bay.	7/16/2023 6:06 PM
37	Map is hard to see, Cherry Tree Hill has been mentioned previously as southern boundary this would be great.	7/16/2023 4:37 PM
38	No I would welcome consultation re amalgamation with Break a Day Council or an East Coast Council	7/16/2023 4:32 PM
39	No	7/16/2023 4:16 PM
40	More info to households on the reasons these changes are going to benefit us as property owners	7/16/2023 3:09 PM
41	Go further south to Coles Bay	7/16/2023 2:05 PM
42	No although possibly Flinders Islands should be amalgamated with other island councils who have similar issues and peculiarities as doesn't seem cost effective to have them by themselves	7/16/2023 12:57 PM
43	the proximity and similarity of Bicheno and Coles Bay urges me to promote they should stay together.	7/16/2023 10:52 AM
44	Consider an east coast council. Dorset, nod and spring bay-Glamorgan. Has this been considered? More sensible that including Georgetown and flinders island	7/16/2023 10:29 AM
45	The bigger the better as leads to more resources and proportionality less bureaucracy.	7/16/2023 10:06 AM
46	I think having less individual councils (I'm not implying less staff or even less offices) is a good thing to allow for a more streamlined process. 29 different councils is way to many.	7/15/2023 9:21 PM
47	Adding flinders in as part of the entire north east	7/15/2023 9:07 PM
48	No	7/15/2023 7:38 PM
49	If B O'D could be kept I'm open to think again.	7/15/2023 5:31 PM
50	No	7/15/2023 5:11 PM
51	Please don't fail in bring reform to local government	7/15/2023 3:57 PM
52	No	7/15/2023 2:23 PM
53	Total removal of all councils in Tas as the inefficiencies of this level of government is obvious mainland has many shires lager in population and area then Tas	7/15/2023 1:47 PM
54	Break o,day. Glamorgan	7/15/2023 12:07 PM
55	No	7/15/2023 11:45 AM
56	No	7/15/2023 11:09 AM
57	No	7/15/2023 10:41 AM
58	Southern boundary change to Cherry Tree Hill to incorporate Bicheno, Swanwick and Coles by into B.O.D.	7/15/2023 10:04 AM
59	The other obvious or best choice would be to amalgamate BODC and Glamorgan/Spring Bay to form the best geographically located council in Tasmania, the place to be.	7/15/2023 9:38 AM
60	It's hard to say as not clear about what changing boundaries will actually mean for everyone. All the things that council do would still need to be done. Seems like elected members would have more to do if there's less of them. I wonder if that is feasible?	7/15/2023 9:02 AM

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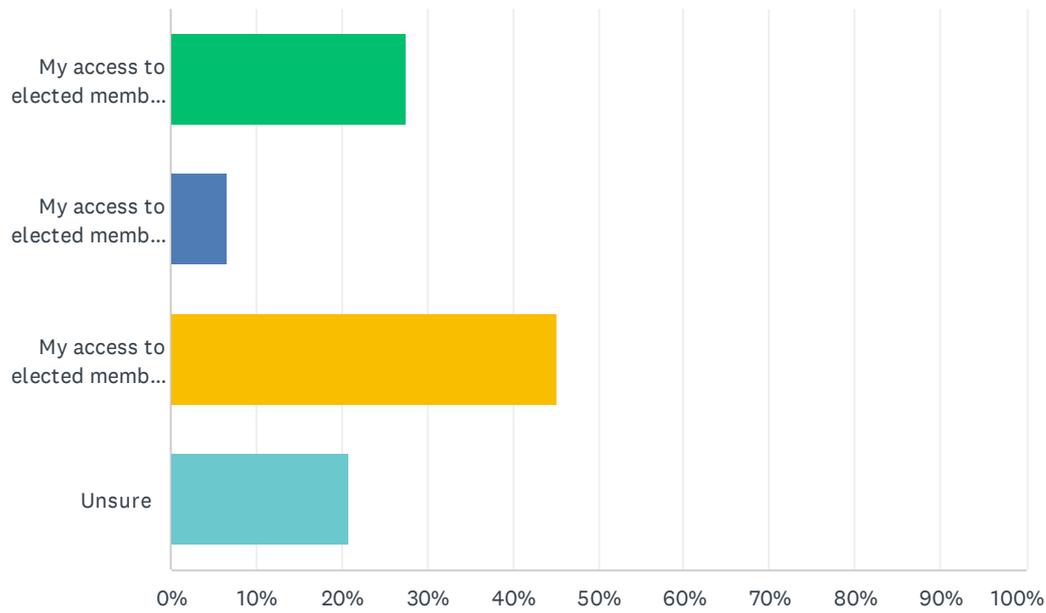
61	East Coast Council covering Orford to St Helens with central council office and Service Tas outlets servicing other towns	7/15/2023 8:53 AM
62	See above	7/15/2023 7:40 AM
63	Need more info. First I have heard of this.	7/15/2023 7:29 AM
64	As above. Cherry Tree Hill or Lake Leake Hwy make a more sensible boundary.	7/15/2023 6:35 AM
65	Including down to Bicheno in BODC	7/15/2023 5:05 AM
66	No	7/14/2023 11:56 PM
67	I would be quite happy to have an 'East Coast Council' that covered from Musselroe to Swansea or even further. Coast needs are very different. Flinders Island could be included in this as long as they had fair representation and could be relatively autonomous...	7/14/2023 11:50 PM
68	No	7/14/2023 9:29 PM
69	No	7/14/2023 5:48 PM
70	No	7/14/2023 5:22 PM
71	No	7/14/2023 4:08 PM
72	No	7/14/2023 1:05 PM
73	BOD take in more of Glamorgan Spring Bay council	7/14/2023 12:35 PM
74	No	7/14/2023 11:03 AM
75	Merge Break O'Day with Glamorgan Spring Bay	7/14/2023 10:35 AM
76	Pyengana is a rural farming area that would be better served by Dorset rather than a coastal focused council	7/14/2023 8:23 AM
77	No	7/14/2023 8:08 AM
78	No	7/14/2023 8:03 AM
79	Include Bicheno in scenario 2	7/13/2023 9:41 PM
80	No	7/13/2023 9:16 PM
81	No	7/13/2023 8:44 PM
82	No	7/13/2023 5:40 PM
83	No	7/13/2023 5:03 PM
84	Could take in South Eastern council areas as well	7/13/2023 4:24 PM
85	See question 16	7/13/2023 4:08 PM
86	Leave the boundaries as they are!	7/13/2023 3:21 PM
87	If options 2 or 3 are selected, a community outreach office to service the Fingal valley (and potentially in other locations) would be helpful.	7/13/2023 2:58 PM
88	I personally believe that just 3 or 4 councils to cover the entire state would be adequate.	7/13/2023 1:58 PM
89	Yes, get rid of Break O'Day Council.	7/13/2023 11:35 AM
90	No	7/13/2023 11:19 AM
91	Adding in Coles Bay and Bicheno and maybe Swansea and the wine region between Cherry Tree and Swansea.	7/13/2023 8:52 AM
92	St marys is an up and coming town that has increased its numbers in recent years. No rentals are available and people are trying to build homes in this much loved community. Any option that would facilitate the influx and make it easier to build on your own property without all of break your heart odays restrictions and fees is in my opinion a better option. We are homeless due to the housing shortage. We are a family of 4 with 2 persons with disabilities. A faster turn around on building process and applications would mean we could be in or home and not living rough faster. If immalgamation quickens this process, I welcome it.	7/13/2023 8:31 AM
93	No	7/12/2023 4:01 PM

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94	Consider differences between land and sea communities	7/12/2023 3:46 PM
95	All North East down as far as Swansea	7/12/2023 12:16 PM
96	NO, JUST INCLUDING Bicheno would be the best.	7/11/2023 3:45 PM
97	Only to consider, if possible the inclusion of areas further south eg to Swansea....or stay as it is	7/10/2023 12:13 PM
98	Leaving things as they are So much money for an experiment	7/10/2023 12:03 PM
99	No	7/10/2023 11:00 AM
100	Provide a summary of the constraints, drivers or difficulties which have led to this review, and which will guide the identification of the solution when this is chosen. Require the resulting Local Governments to at least work to, if not adopt certification under, a quality management system such as AS/NZS ISO 9000 to guide overall performance and provide a sound base for consistent service delivery within regulatory frameworks.	7/7/2023 2:45 PM

Q19 If our Council area was to increase - how would it affect your access to your local councillors?

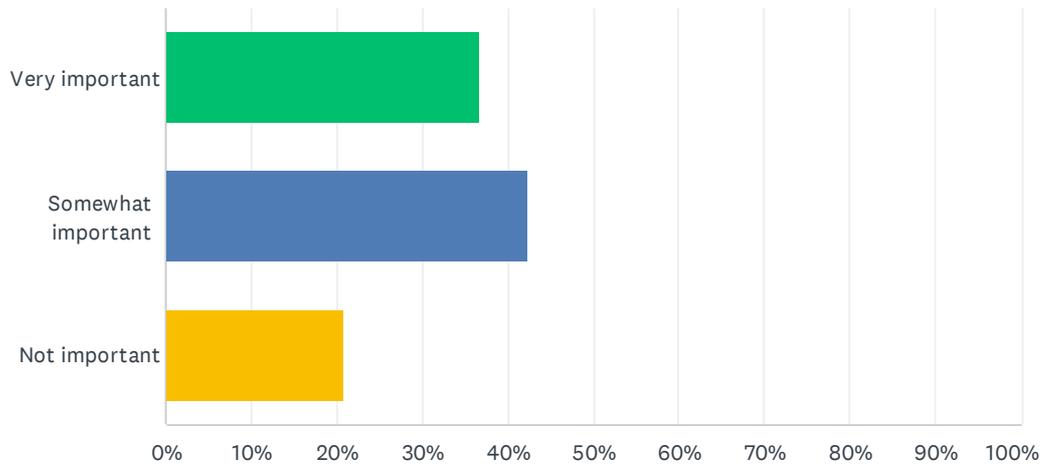
Answered: 153 Skipped: 42



ANSWER CHOICES	RESPONSES	
My access to elected members would be harder	27.45%	42
My access to elected members would be easier	6.54%	10
My access to elected members would remain the same	45.10%	69
Unsure	20.92%	32
TOTAL		153

Q20 How important to you is access to your local councillors?

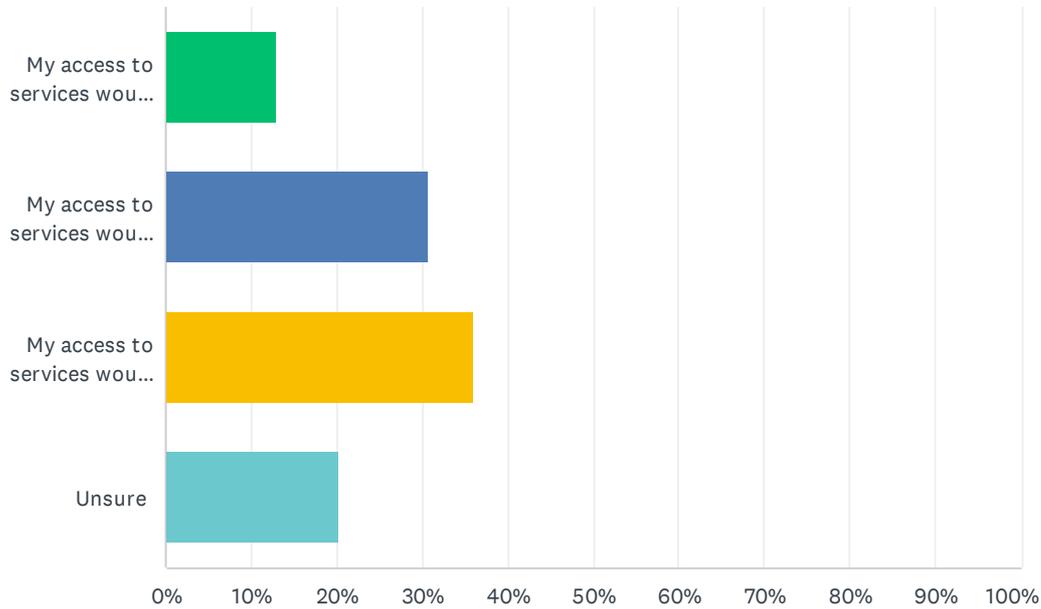
Answered: 153 Skipped: 42



ANSWER CHOICES	RESPONSES	
Very important	36.60%	56
Somewhat important	42.48%	65
Not important	20.92%	32
TOTAL		153

Q21 If we were to become a larger council area - how do you think this would affect your access to Council services?

Answered: 153 Skipped: 42



ANSWER CHOICES	RESPONSES	
My access to services would be easier	13.07%	20
My access to services would be harder	30.72%	47
My access to services would remain the same	35.95%	55
Unsure	20.26%	31
TOTAL		153

Q22 Before you go, is there anything else you would like to say about Local Government reform or boundary adjustments?

Answered: 101 Skipped: 94

#	RESPONSES	DATE
1	Scenario 2 and 3 mean amalgamations, not boundary adjustments.	7/27/2023 10:55 AM
2	Don't make councils bigger. Need is for small connected local council and larger state and federal councils. If councils are made bigger then get rid of state govt	7/26/2023 8:57 PM
3	I wish to repeat my view that increasing council area is a mistake and would diminish the already poor services that outlying townships receive. I am against increasing the size of council areas	7/26/2023 8:39 PM
4	Na	7/26/2023 9:59 AM
5	Streamline works processes more sharing of resources Let the council take over and run the state coastal reserves remove them from Parks control	7/25/2023 6:38 PM
6	I would like to see a business case outlining pros and cons before any changes occur.	7/25/2023 6:08 PM
7	I think it is well known that our Council does as it pleases far to omuch control over what we do on our own lands even if it just a bush block with no services we are still charged for infrastructure waste? what a crime this is.	7/25/2023 6:00 PM
8	Don't change them. I fail to see any real advantages. I would be surprised if the people of Fungal still feel the amalgamation with Break O Day resulted in a better service to the town	7/25/2023 1:11 PM
9	Based on past experience, when councils merge, you lose services.	7/24/2023 3:33 PM
10	Just 3 councils only for our small state	7/23/2023 7:52 PM
11	Just wish the council would fix fingal issues like being able to get in and out of their own property before they look at upgrading other areas like Scamander and St Helens, think we get forgotten about alot	7/21/2023 6:26 PM
12	Would be great for BOD council to be in inspired by some great programs in other tassie councils, like dorsets free use of council halls for community groups	7/21/2023 6:06 PM
13	Whatever is chosen, it needs to be sustainable.	7/21/2023 5:09 PM
14	Being the the St. Helens area I may not get to badly effected, but with less council and more area it will get even harder for Tasmanians. I know mainlanders who are struggling from lack or council and governmental help in there council area because they have to drive 2+ hours for appointments that we can get to so easterly how it is now even in St. Helens.	7/21/2023 1:36 PM
15	I think that it is required there a too many	7/21/2023 11:22 AM
16	The potential savings from incorporating other council areas could provide better resources for staff and should be looked at in positive terms of how we could benefit rather than resisting change.	7/21/2023 10:29 AM
17	Why fix something that's broken	7/20/2023 7:22 PM
18	Maybe colesbay into breakaday as well	7/20/2023 2:35 PM
19	No	7/20/2023 1:40 PM
20	Yes we should reduce No of councils	7/20/2023 9:27 AM
21	Need more info on process and resourcing - will the existing councils be amalgamated or reviewed for role redundancy or role increased needs?	7/19/2023 6:32 PM
22	About time. Get rid of the break o day council	7/19/2023 6:22 PM
23	It's time for reform but it needs to have the community behind it for it to succeed.	7/19/2023 3:59 PM
24	I would like the right-of-way which divides my property, providing access to neighbouring properties, to be declared a public road	7/19/2023 2:09 PM

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25	In order to reduce waste and cost the number of councils need to reduce. Make a start	7/19/2023 1:53 PM
26	There would be little (if any) savings in salaries or allowances because officers would ask for higher wages with more responsibilities and the outside workforces would stay the same. The fewer councilors would qualify for higher allowances	7/19/2023 11:55 AM
27	I think a lot of work would need to be done first to establish better online facilities and portals - the current ones are SO hard to navigate. And an insane amount of work would have to go in to 'introducing' The communities to each other. And make every desicion with the mindset that just because we've always done it that way doesn't mean We can't change it. People are going to hate the change anyway, so make all the big changes with admin/works crews/locations etc at the same time - rip the Band-Aid off and get the pain done in one go. Make things vibrant, proactive, customer focused and easy to access - now is the opportunity to effect big change!!	7/19/2023 3:07 AM
28	For some travel to local council office would become more difficult.	7/18/2023 9:37 PM
29	Some years ago the Fingal Council was absorbed and became Break O Day based in St Helens I don't think there is a lot to be gained by further amalgamation over than to possibly have Bicheno became part of us as well	7/18/2023 11:03 AM
30	Bicheno seems to have fallen into nomad land with the current council. Bicheno needs a proactive council with strategic vision and goals. Break o day seems to be a much better fit for bicheno residents as we have closer educational and recreational ties.	7/18/2023 10:15 AM
31	Should commence amalgamations with the urban centres first as they have far more access to services than the regional areas.	7/17/2023 3:34 PM
32	No	7/17/2023 3:15 PM
33	No	7/17/2023 12:01 PM
34	Local representation feeding into a larger council via a Ward system of councillors so each town represented . Keep council expenditure = across all towns , that is fair.	7/17/2023 10:59 AM
35	Amalgamations allow for economies of scale, but can distance people in smaller communities from their Council, and elected representatives. Needs to be a balance between the two.	7/17/2023 10:10 AM
36	I would ask all councils and councillors to think of the people they represent and not their personal futures	7/17/2023 10:00 AM
37	More detail required to make an informed decision	7/17/2023 8:16 AM
38	I am unsure of the impact of a larger boundary area and the exact implications, I would like further details.	7/17/2023 5:24 AM
39	Access to council services in Bicheno is rubbish so any change would be good	7/16/2023 5:53 PM
40	There are far too many councils in Tasmania now. Councillors should hold public information and consultation meetings at least bi-monthly in each town in these Municipalities. Not all Councillors need to attend. Maybe the local Councillor and/or another Councillor or senior council staff member.	7/16/2023 4:46 PM
41	Business case has not been made out, or at least published. Given this state government's daily increasing reputation for obfuscation and dishonesty this is significant and concerning.	7/16/2023 2:07 PM
42	Hard to answer some of these questions because there is still too many unknowns.	7/16/2023 12:27 PM
43	Change is very difficult. Saving \$ must not be the end point for these decisions; rather, happiness/satisfaction of residents, Tasmania's unique (esp East Coast) natural values, and our industries of tourism and rural activity should be our valued endpoints.	7/16/2023 10:56 AM
44	Reform is needed. Too many jurisdictions for the population size and some efficiencies should be gained through a sensible expansion of LGA	7/16/2023 10:33 AM
45	The survey questions are biased towards a certain outcome.	7/16/2023 10:08 AM
46	I think Break O'Day Council need to support and encourage higher end planning and building applications far more than they currently do. Positive development in our region is a good thing and should be supported, not made more difficult to happen.	7/15/2023 9:25 PM
47	It needs to happen. It's ridiculous to have so many councils in Tasmania and economically it isn't viable. It also isn't viable in terms of attracting good staff. We need to move with the times.	7/15/2023 9:08 PM

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48	As a rate payer I expect our council to use our rates to make the best use of time and equipment. Maintaining and upgrading roads and public facilities - particularly toilets to a high standard. Proper Bicycle lanes on roads would be a great asset.	7/15/2023 7:48 PM
49	I think it is warranted in some areas but shouldn't be done just by drawing lines on maps. There has to be some benefit to ratepayers	7/15/2023 5:13 PM
50	Live and let live whatever.	7/15/2023 12:11 PM
51	No	7/15/2023 11:10 AM
52	The first part of the survey about boundaries should probably be the last thing to discuss. The first thing to discuss is how will amalgamations benefit the rate payer? The second should probably be what is the cost benefit to - the rate payer, the Government and last but not least the Council. If there are definite benefits then look at how amalgamations can be implemented.	7/15/2023 10:59 AM
53	Any changes can only be a good thing as I get very poor service for my rates money in two separate councils currently..	7/15/2023 10:39 AM
54	Live and let live	7/15/2023 9:41 AM
55	Tricky to answer these questions about elected members as someone who works in local government. I think the role of elected members needs to change so they are less burdened with micro managing decision making and are able to discuss high level strategic and aspirational directions of their community. This is why people vote for them and then the structure leaves little time for them to democratically influence and bring community voice to decision making. The voices of a few come to the surface.	7/15/2023 9:08 AM
56	The East Coast is a large area. All the towns have the same issues with lack of services and infrastructure and permanent ratepayers. Some councils get a large slice of the Federal grant pie and others less. One council to cover the entire East Coast, pool resources and infrastructure, change rating system to ensure maximum access to Federal Grants, reduce hierarchy positions and costs and prioritise the common issues up and down the coast	7/15/2023 8:57 AM
57	Each town needs an elected voluntary citizens panel that advocates for it with council and council collaborates with it to get things done in the town. That way people still have their local representation and voice.	7/15/2023 7:44 AM
58	For the rates I pay I want to see a properly qualified fully functional Aquatic Centre (incl hydrotherapy pool)/gym in St Helens so it's a question of what size local government council will finally deliver that. Same goes for consistency of permanently domiciled GPs - though in my mind the two are linked if we are to have an attractive (to new residents & tourists alike), healthy, socially connected community.	7/15/2023 5:18 AM
59	If boundaries change I would hope that money is distributed fairly as Ansons Bay seems to miss out on any works that require maintenance.	7/14/2023 11:59 PM
60	Just get on with it.	7/14/2023 11:58 PM
61	I support council boudary adjustments as long as it is no to the detrement the smaller communities.	7/14/2023 11:52 PM
62	Tasmania has too many local government duristictions.	7/14/2023 9:32 PM
63	Whist I understand the importance of increasing the efficiency and reducing the duplication of resources this needs to be done without reducing the local input across the regions and further isolation of smaller communities like Pyengana from services. We pay rates and receive very limited services already. If the locally employed council staff were centralised futher it would lead to further reduction in local services for our area	7/14/2023 8:00 PM
64	The council area should reflect the diversity of the region within no more than an hour's drive from the council base. Some areas could be very hard to service otherwise, and become neglected.	7/14/2023 6:55 PM
65	I fully support amalgamation in whatever form it takes. The current model isn't sustainable and GSBC is dysfunctional.	7/14/2023 6:22 PM
66	No	7/14/2023 5:49 PM
67	Make sure all parties are clearly informed, during the mergers.	7/14/2023 5:25 PM
68	I think it a good idea.	7/14/2023 4:31 PM
69	Local councillors need to be in local area, not over in George town or Flinders island that had no bearing on the east coast.	7/14/2023 4:10 PM

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70	Just do it...	7/14/2023 4:09 PM
71	The quicker it is done the better we will all be	7/14/2023 1:07 PM
72	Bigger is rarely better	7/14/2023 11:34 AM
73	no	7/14/2023 11:05 AM
74	Local Government Reform/Boundary adjustments should not occur if it will result in job losses and increased operational costs that result in rate increases.	7/14/2023 11:04 AM
75	If I'm to be honest I feel that as a permanent Anson's Bay resident I don't feel supported with things that I have already contacted the council with ... for instance the mowing of the gravel road still hasn't been done and I am constantly told that the contractors have had a break down ... this excuse is getting rather old and I feel it is just to stop me contacting them again ... I contacted council about the drains in the front of our house and the council came quickly to attempt to fix it ... sadly they dug down lower than the pipe going under our driveway and so we still have stagnant water in the drain which is a huge breeding ground for mosquitoes	7/14/2023 10:52 AM
76	29 councils is far too many we need to have a healthy bureaucracy currently people can stay in the system for 20/30 years and toxic culture is maintained Elected councillors need to represent everyone in there area and be supported to do so	7/14/2023 8:31 AM
77	No	7/14/2023 8:08 AM
78	I think having one larger council would benefit the community as we could pool resources and expertise. The Dorset council has been able to activate mountain biking in their region so it would be good to join forces in my view. We already share the Blue Tier in a way so having one council looking after all the trails would benefit everyone. There need not be competition we need to work together to ensure that all MTB destinations in Tasmania are viable and moving forward.	7/14/2023 8:06 AM
79	No	7/13/2023 9:17 PM
80	Supportive of reforms-increased shared services and resources/assets. Absolutely need for amalgamation and reform-	7/13/2023 5:57 PM
81	Needs to be less councils	7/13/2023 5:41 PM
82	I don't believe they would benefit my business or the tourism industry	7/13/2023 5:04 PM
83	Is there a cost saving or is it a money grab at the expense of the ratepayer	7/13/2023 4:32 PM
84	Needs to occur swiftly	7/13/2023 4:24 PM
85	Consolidate functions that can be centralised (maybe even at a Tasmanian level). Functions such as planning, payroll, rates setting and admin, hr, public works prioritisation. Set criteria to determine the last item. Physical works would be physically done through local works depots.	7/13/2023 4:08 PM
86	Leave the boundaries as they are!	7/13/2023 3:22 PM
87	Please consider impacts on the smaller towns and communities; there is already often a perception that we're less important than the bigger centres, and larger council areas could make this worse. Please consider how you can ensure a larger council area retains a clear presence and focus on the small locations (which are often part of the tourism drawcard).	7/13/2023 3:00 PM
88	Just ensure that we get it done. Council amalgamation has been going on for far too long.	7/13/2023 2:01 PM
89	I cannot really appreciate what these changes will do for me apart from put my rates up! As I do not live permanently in Break O Day Municipality, I do not use many of its facilities.	7/13/2023 1:57 PM
90	Just get on with it, 29 councils is ridiculously inefficient for such a small population.	7/13/2023 11:36 AM
91	No	7/13/2023 11:20 AM
92	I think amalgamation is important as right now the only people who can afford to be Councillors are independently wealthy or on a pension, or have another source of income that isn't time consuming. It's bordering on slavery the hours that a Councillor would need to put in for the remuneration. In order to get good knowledgeable and professional people you need to pay. Simple as that. And in order to do that you need a bigger pool to have people stand from.	7/13/2023 8:55 AM
93	Our council are only interested in tourism and their town, not the towns that funnel tourists to them. If we want the fingle Valley, east coast drive to shine, we need to pump funds into	7/13/2023 8:37 AM

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these communities. Families are flocking to the coast in all areas, not just st helens. Make it equal and fair. We have hikers up our road to climb st Patrick's jead that are dangerous on the dirt road. Fire is our biggest fear and risk where we live, tree lopping and removal past st Patrick Head turn off needs doing asap before summer or every person above this point will be at risk of death due to the state of the council land trees. We want a change in a hope the new council will do more for our safety

94	No	7/12/2023 4:33 PM
95	It is to simplify processes, shorten communications and safe money	7/12/2023 3:46 PM
96	Bring it on. People are sick of the corruption thats entrenched in our current small minded councils. Mates looking after mates. A community needs to be progressive and embrace all people.	7/12/2023 1:10 PM
97	Mo	7/12/2023 8:44 AM
98	Not really.	7/11/2023 3:50 PM
99	Keep services local share resources where possible	7/10/2023 12:04 PM
100	No	7/10/2023 11:01 AM
101	If the BOD boundaries were to be increased shopfront offices could be useful in areas currently providing council offices.	7/8/2023 1:52 PM