

Meander Valley Council

W O R K I N G T O G E T H E R

ORDINARY AGENDA

COUNCIL MEETING

Tuesday 12 July 2016

COUNCIL MEETING VISITORS

Visitors are most welcome to attend Council meetings.

Visitors attending a Council Meeting agree to abide by the following rules:-

- Visitors are required to sign the Visitor Book and provide their name and full residential address before entering the meeting room.
- Visitors are only allowed to address Council with the permission of the Chairperson.
- When addressing Council the speaker is asked not to swear or use threatening language.
- Visitors who refuse to abide by these rules will be asked to leave the meeting by the Chairperson.

SECURITY PROCEDURES

- Council staff will ensure that all visitors have signed the Visitor Book.
- A visitor who continually interjects during the meeting or uses threatening language to Councillors or staff, will be asked by the Chairperson to cease immediately.
- If the visitor fails to abide by the request of the Chairperson, the Chairperson shall suspend the meeting and ask the visitor to leave the meeting immediately.
- If the visitor fails to leave the meeting immediately, the General Manager is to contact Tasmania Police to come and remove the visitor from the building.
- Once the visitor has left the building the Chairperson may resume the meeting.
- In the case of extreme emergency caused by a visitor, the Chairperson is to activate the Distress Button immediately and Tasmania Police will be called.



PO Box 102, Westbury,
Tasmania, 7303

Dear Councillors

I wish to advise that an ordinary meeting of the Meander Valley Council will be held at the Westbury Council Chambers, 26 Lyall Street, Westbury, on **Tuesday 12 July 2016 at 1.30pm.**

Greg Preece
GENERAL MANAGER

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Evacuation and Safety:

At the commencement of the meeting the Mayor will advise that,

- Evacuation details and information are located on the wall to his right;
- In the unlikelyhood of an emergency evacuation an alarm will sound and evacuation wardens will assist with the evacuation. When directed, everyone will be required to exit in an orderly fashion through the front doors and go directly to the evacuation point which is in the car-park at the side of the Town Hall.

Agenda for an ordinary meeting of the Meander Valley Council to be held at the Council Chambers Meeting Room, 26 Lyall Street, Westbury, on Tuesday 12 July 2016 at 1.30pm.

PRESENT:**APOLOGIES:****IN ATTENDANCE:****CONFIRMATION OF MINUTES:**

Councillor xx moved and Councillor xx seconded, ***“that the minutes of the Ordinary meeting of Council held on Tuesday 7 June, 2016, be received and confirmed.”***

COUNCIL WORKSHOPS HELD SINCE THE LAST MEETING:

Date :	Items discussed:
28 June 2016	<ul style="list-style-type: none"> • Visit by CEO of LGAT • Visit by Toddle Inn, Deloraine • Bush Tucker Trail Proposal – Colony 47 • Bracknell Wastewater Management • Prospect Vale & Hadspen draft Playground Strategy • 2016 Floods – Update on damage to infrastructure and response actions • Fallow Deer Legislative Council Inquiry – Council submission • Draft State Cat Management Plan • New Model Code of Conduct

ANNOUNCEMENTS BY THE MAYOR:

Thursday 9 June 2016

TasWater Special General Meeting

Friday 17 June 2016

Northern regional meeting – Flood affected municipalities

Monday 20 June – Wednesday 21 June 2016

Australian Local Government Association National General Assembly (Canberra)

Friday 24 June 2016

Northern Region Flood Recovery Committee

Tuesday 28 June 2016

Father Terry Yard Golden Jubilee Celebration
Council Workshop

Thursday 30 June 2016

Beacon Foundation Charter signing
Beacon Foundation Dessert Challenge

Friday 1 July 2016

Northern Region Flood Recovery Committee
Rotary Club of Deloraine changeover dinner

Tuesday 5 July 2016

Toddle Inn Deloraine, Move Well Eat Well presentation

Wednesday 6 July 2016

NAIDOC Week Flag Raising Event

Friday 8 July 2016

Northern Region Flood Recovery Committee

Tuesday 12 July 2016

Official welcome for the EPA Smoke Workshop, Deloraine

DECLARATIONS OF INTEREST:

TABLING OF PETITIONS:

PUBLIC QUESTION TIME

General Rules for Question Time:

Public question time will continue for no more than thirty minutes for 'questions on notice' and 'questions without notice'.

At the beginning of public question time, the Chairperson will firstly refer to the questions on notice. The Chairperson will ask each person who has a question on notice to come forward and state their name and where they are from (suburb or town) before asking their question(s).

The Chairperson will then ask anyone else with a question without notice to come forward and give their name and where they are from (suburb or town) before asking their question.

If called upon by the Chairperson, a person asking a question without notice may need to submit a written copy of their question to the Chairperson in order to clarify the content of the question.

A member of the public may ask a Council officer to read their question for them.

If accepted by the Chairperson, the question will be responded to, or, it may be taken on notice as a 'question on notice' for the next Council meeting. Questions will usually be taken on notice in cases where the questions raised at the meeting require further research or clarification. These questions will need to be submitted as a written copy to the Chairperson prior to the end of public question time.

The Chairperson may direct a Councillor or Council officer to provide a response.

All questions and answers must be kept as brief as possible.

There will be no debate on any questions or answers.

In the event that the same or similar question is raised by more than one person, an answer may be given as a combined response.

Questions on notice and their responses will be minuted.

Questions without notice raised during public question time and the responses to them will not be minuted or recorded in any way with exception to those questions taken on notice for the next Council meeting.

Once the allocated time period of thirty minutes has ended, the Chairperson will declare public question time ended. At this time, any person who has not had the opportunity to put forward a question will be invited to submit their question in writing for the next meeting.

Notes

- Council officers may be called upon to provide assistance to those wishing to register a question, particularly those with a disability or from non-English speaking cultures, by typing their questions.
- The Chairperson may allocate a maximum time for each question, depending on the complexity of the issue, and on how many questions are asked at the meeting. The Chairperson may also indicate when sufficient response to a question has been provided.

- Limited Privilege: Members of the public should be reminded that the protection of parliamentary privilege does not apply to local government, and any statements or discussion in the Council Chamber or any document, produced are subject to the laws of defamation.

For further information please telephone 6393 5300 or visit www.meander.tas.gov.au

PUBLIC QUESTION TIME

1. QUESTIONS TAKEN ON NOTICE – JUNE 2016

Nil

2. QUESTIONS WITH NOTICE – JULY 2016

2.1 Mrs Kerin Booth, Legana

1. Can you guarantee to surrounding property owners that the proposed TC development at the old Meander School site will not lower property values?

Council cannot guarantee that the development will either increase or lower property values. The value of a property is determined by the Valuer Generals Office.

2. Can you guarantee to Meander property owners and residents that the proposed TC development will not detract from the amenity of the area?

The amenity of surrounding landowners will be considered as part of any planning permit application for development at the site. If a planning permit is required for development, the planning scheme provides for the consideration of the following matters of amenity:

- **The hours of operation for commercial vehicles**
- **Storage of goods and materials in locations visible from adjacent properties**
- **For new buildings, the protection of the residential amenity of adjoining lots by ensuring that height, setbacks, siting and design of buildings provides adequate privacy, separation, open space and sunlight for residents**

Other amenity issues such as noise, dust and odour emissions are managed under the provisions of the Environmental Management and Pollution Control Act 1994

3. Does the Council intend to advertise to change the zoning for this site?

No rezoning is required; the site is currently in the Village Zone. This is the appropriate land use zone for the site given its location, the zoning of surrounding land and the purpose of the zone which is:

- **To provide for small rural centres with a mix of residential, community services, and commercial activities**
- **To provide for low impact, non-residential uses that support the function of settlement**
- **To provide for the amenity of the residents in a manner appropriate to the mixed use characteristics and needs of a particular settlement**

4. Does the Council intend to advertise the development application for change of use and upgrade to residential facilities?

If the use and development requires an assessment as discretion or under performance criteria in the provisions of the planning scheme, Council in its role as the planning authority, is required to notify the application under Section 57 of the Land Use Planning and Approvals Act 1993.

This determination cannot be made until Council receives a planning application and a specific use and development is proposed.

5. Does the Council intend to contribute, either financially or in-kind, to TC, such as rate subsidies, assistance with building maintenance or other assistance?

Council has taken on the property from the Tasmanian Government on the basis that there will be no cost to Council.

6. Does the Council's lease arrangements with TC allow for future opportunities to end the lease with TC and for the school site to be used for educational or training purposes if the demographics of Meander change in the future?

A Lease Agreement for the property is yet to be negotiated and the period of the lease approved in the Council decision of the June 2016 Council Meeting was for a 5 year period with two 5 year extension options.

7. Does the Council's lease agreement indicate to TC that the Council may allow the eventual sale of the property to TC?

It is a condition of the Tasmanian Government Transfer Order that the property must revert back to the Crown if the land is no longer being used for the Permitted Purpose or there is an intention to sell the land.

8. What measures of security will there be for the TC clients, for example from drug suppliers they may owe money to or from aggrieved partners?

This is a matter for Teen Challenge to consider if they proceed with the proposal.

9. What measures of security will there be for surrounding residents if incidents arise, given that Meander is quite a distance from the nearest police station?

This is a question that you would need to ask Tasmania Police.

10. In regards to employment, does TC mainly recruit from their own organisation or will there be any job opportunities for Meander residents?

This is a question that should be directed to Teen Challenge.

11. Will all staff be required to have police checks for working with children and vulnerable people?

This is a question that should be directed to Teen Challenge.

12. Will all staff be up-to-date with their relevant government accredited (not just Teen Challenge accredited) training and qualifications as counsellors?

This is a question that should be directed to Teen Challenge.

13. Will the organisation come under the scrutiny of Health, Education and Child Welfare Ministers and their agencies to ensure no unfair, discriminatory or coercive behaviour-modification is being used towards the women and their children in the rehabilitation process?

This is a matter for the relevant agencies and/or Ministers to consider.

14. Concerns have been raised in the community and in the media about cultism and the possible discrimination and coercion of people from different faiths

or with no faith, as they do not fit with the TC Vision of "... We desire that every person within Tasmania is equipped to choose freedom from addiction through the saving grace of Jesus Christ". Is Council aware of what type of services TC is going to provide to women and their children who are Buddhists, Humanists or atheists and do not wish to change their beliefs in the process of rehabilitating from drug use?

Council does not make a judgement on moral or religious issues.

15. Discrimination against lesbians was raised at the public meeting in Meander at which a TC representative admitted that lesbians would not be accepted as clients. TC have now apparently and somewhat conveniently changed their stance on this. What form of assurance has been given by TC to Council about this change to TC's previous discriminatory approach in not accepting lesbians in their program?

Council is not required to seek assurances on these issues.

16. Will TC be allowed to proceed with their development, extend their lease and possibly purchase the site in the long term, even though the majority of Meander residents indicated in the MVC survey that they believe that this development will not be of benefit to the community and many feel it will have a detrimental effect on the amenity of the area and community life?

See response at 6.

Council has made its decision based upon the Expression of Interest Process, the conduct of a Public Meeting, consideration of public feedback by letter, email, telephone and conversations and consideration of the Meander resident survey.

17. Does MVC consider that any development on this old school site should be of overall benefit to the community? If so, what are the benefits of TC and do they outweigh all the risks and detrimental effects it may have?

See response at 16 above.

18. Have you considered finding a more suitable location for TC, for example on a farm or larger property, rather than on a small site in the centre of Meander village?

Teen Challenge have not requested that Council assist it in seeking an alternative location.

19. Have the MV Councillors done their background research about TC and its overarching national and global organisations without relying alone on the promotional sites of Teen Challenge?

This is a question for individual Councillors to consider.

20. Has MV Council conducted an overall risk analysis for this proposed development?

A risk assessment has not been undertaken on this or any of the expressions of interest received.

2. QUESTIONS WITHOUT NOTICE – JULY 2016

COUNCILLOR QUESTION TIME

1. COUNCILLOR QUESTIONS TAKEN ON NOTICE – JUNE 2016

Nil

2. COUNCILLOR QUESTIONS WITH NOTICE – JULY 2016

2.1 Cr Bob Richardson

- (a) Minutes of a previous TRAP Select Committee indicated that Council had been offered a Lone Pine seedling as part of ANZAC Centenary celebrations.

Has that seedling been received, and where is it to be planted in the Municipality?

Response by David Pyke, Director Governance & Community Services

The Lone Pine seedling has not yet been received and is expected by the end of July. The seedling will be planted in Deloraine.

- (b) Child Care/Day Care Facilities: Meander Valley

There are several Day Care/Child Care facilities in the Meander Valley, (almost) all being run by private entities.

Responses by Malcolm Salter, Director Corporate Services

- (a) Could Council confirm that the (Deloraine-based) Toddle Inn Child Care Centre -

- (i) was built on land donated by Council
Toddle Inn Child Care Centre holds a 30yr lease (from 14 August 2000) jointly from Council (two thirds ownership) and the Crown (one third ownership).
- (ii) was built using Commonwealth funding;
The Commonwealth provided capital funding of \$138,434 and the State Government committed up to a maximum amount of \$244,792. The State Government owned the then existing Toddle Inn premises at East Parade which was subsequently sold for residential use.
- (iii) has rates exempt status?
Yes, for the General Rate only. Service rates and charges apply for Waste Management and Fire Levy.

(b) Does that Centre also receive exemption from Land Tax?
The State Revenue Office is responsible for Land Tax and any exemptions that may apply.

(c) Do all the remaining centres throughout the Municipality receive similar exemptions from rates and land tax?
I am aware of one other similar Child Care Centre which is located in Prospect Vale. Unlike the not for profit Toddle Inn, this centre does not qualify for the General Rate exemption as the property is privately owned and the centre is operated by a public company.

(d) Will Council similarly receive potential applications for land grants with the same response as that received by Toddle Inn?
It would be expected that an application of a similar nature and background to the Toddle Inn Child Care Centre would be considered on its merits and the circumstances prevailing at the time.

3. COUNCILLOR QUESTIONS WITHOUT NOTICE – JULY 2016

DEPUTATIONS BY MEMBERS OF THE PUBLIC


NOTICE OF MOTIONS BY COUNCILLORS

ED & S 1 MEANDER SCHOOL – CR DEB WHITE
INFRA 1 DELORAINE BUSH TUCKER TRAIL – CR DEB WHITE

CERTIFICATION

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

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



Greg Preece
GENERAL MANAGER

"Notes: S65(1) of the Local Government Act requires the General Manager to ensure that any advice, information or recommendation given to the Council (or a Council committee) is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation. S65(2) forbids Council from deciding any matter which requires the advice of a qualified person without considering that advice."

COUNCIL MEETING AS A PLANNING AUTHORITY

The Mayor advises that for item DEV1 Council is acting as a Planning Authority under the provisions of the *Land Use Planning and Approvals Act 1993*.

DEV 1 REPRESENTATIONS TO DRAFT PLANNING SCHEME AMENDMENT 3/2015 – 1 HARLEY PARADE PROSPECT VALE

1) Introduction

The purpose of this report is for Council to assess and adopt a formal response to the representations made to the exhibition of the draft planning scheme amendment 3/2015 for a rezoning of land and subdivision at 1 Harley Parade Prospect Vale, in accordance with Section 39 of the former provisions of the Land Use Planning and Approvals Act (LUPAA) 1993.

2) Background

An application to amend the Meander Valley Interim Planning Scheme 2013 was made by Woolcott Surveys on behalf of the landowner, to rezone land at 1 Harley Parade from Rural Resources Zone to General Residential Zone. In accordance with section 43A of the former provisions of LUPAA, the application also included a 66 lot subdivision comprising some existing General Residential zoned land and the land proposed to be rezoned.

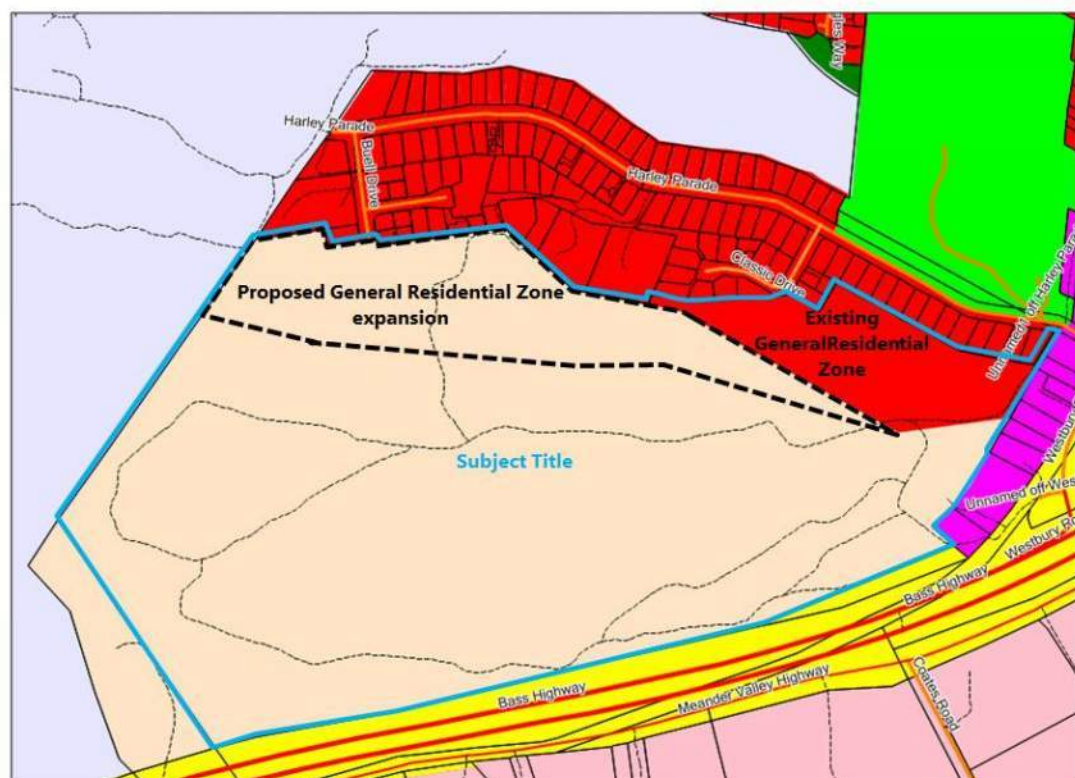


Figure 1 – Diagram of proposed area to be rezoned showing existing General Residential Zone adjoining.

At its meeting of the 10 May 2016, Council initiated and certified the draft amendment to the Meander Valley Interim Planning Scheme 2013 to rezone the land from Rural Resources Zone to General Residential Zone. However, Council refused the permit for subdivision due to concerns regarding the layout of roads and traffic impacts on Harley Parade and the visual impact on the hill slope toward the skyline.

Council considered that an amended subdivision design could address these concerns. As the Tasmanian Planning Commission (TPC) is the authority that determines the final outcome of the application, matters of concern can be considered through the TPC hearing process.

Following its decision, in accordance with Section 38 of the former provisions of LUPAA, Council placed the draft amendment and proposed subdivision on public notice for a period of 32 days.

The formal exhibition period commenced on Saturday 14 May 2016 and concluded on Tuesday 14 June 2016.

At the end of this period Council had received 3 representations, including one from the applicant.

In accordance with Section 39 of the former provisions, Council acting as the Planning Authority is required to formally consider the representations and to prepare a report to be submitted to the TPC.

3) Strategic/Annual Plan Conformance

Furthers the objectives of the Council's Community Strategic Plan 2014 to 2024 as follows:

- Future Direction (1) - A sustainable natural and built environment
- Future Direction (2) - A thriving local economy

4) Policy Implications

Not Applicable

5) Statutory Requirements

Amendments to LUPAA 1993 to establish the Tasmanian Planning Scheme were gazetted on the 17 December 2015. Until the Minister declares a new planning scheme following the completion of the State Provisions and the

Local Provisions Schedule, processes for the consideration of planning scheme amendments continue in accordance with the Act as it was written prior to the 17 December 2015. These provisions are defined as the 'former provisions' in Schedule 6 – Savings and Transitional Provisions in the amended LUPAA.

Under Section 39(2) of the former provisions, following the public exhibition of a draft amendment, the planning authority must not later than the expiration of 35 days after the exhibition period or such further period as the TPC allows, forward to the TPC a report comprising:

- a) *a copy of each representation received by the authority in relation to the draft amendment or, where it has received no such representation, a statement to that effect; and*
- b) *a statement of its opinion as to the merit of each such representation, including, in particular, its views as to;*
 - i. *the need for modification of the draft amendment in the light of that representation; and*
 - ii. *the impact of that representation on the draft amendment as a whole; and*
- c) *such recommendations in relation to the draft amendment as the authority considers necessary.*

6) Risk Management

Not Applicable

7) Consultation with State Government and other Authorities

The draft amendment was referred to TasWater. The Submission to Planning Authority Notice did not object to the amendment or subdivision.

8) Community Consultation

The draft amendment was placed on public exhibition for the statutory period between the 14 May 2016 and 14 June 2016. Three representations were received.

9) Financial Impact

Upgrades to the existing public stormwater system will require a Council contribution for modifications to the public piped and open drain stormwater system that services existing development.

10) Alternative Options

Following consideration of the representations, Council acting as the Planning Authority can recommend modifications to the draft amendment to the Tasmanian Planning Commission, in accordance with s.39(c) of the former provisions.

11) Officers Comments

Three representations were submitted to the draft amendment and proposed subdivision, one of which is a further submission by the applicant in response to Council's decision to refuse the permit. The representations are considered below in accordance with the requirements of section 39(2) of LUPAA.

Representation 1 - Woolcott Surveys Pty Ltd

Statement of merit:

The representation by the applicant raises numerous issues in regard to Council's consideration of this matter. These are summarised and responded to below.

It is noted that the Woolcott submission was accompanied by, and refers to, an "engineering report and representation" by JMG which addresses various infrastructure matters that are of concern to Council. JMG have not directly addressed a representation to the General Manager as required and the report appears to provide supporting engineering advice to the submissions made in the Woolcott submission. As such, the JMG report will be considered as supporting detail in the representation by Woolcott, with submissions from both discussed in the relevant matters below. It is noted that JMG are the consulting engineers who have provided the technical information in the application. It is anticipated that they will continue providing technical support to the application through hearings of the TPC.

- Comment regarding Council process and the length of time to deal with the proposal.

Comment:

The applicant appears to object to various options being presented to Council for decision in regard to the initiation of the amendment and consideration of the application for a permit. Council, as the planning

authority, has options at its disposal under the Act in determining whether to proceed with an amendment which will result in development. The planning authority (not the planning officer) makes the decision as to whether it is strategically appropriate to develop land and how this should occur. It is within Council's purview to make this decision in the manner of its choosing and in accordance with the matters it is required to consider under the Act.

This proposal, along with many others, has been caught up in the fluctuating processes relating to planning reform over the last few years. Whilst the constantly changing State legislative environment relating to planning process, Regional Planning Initiatives and Interim Planning Schemes has not assisted the pursuit of local strategic changes, one aspect that has been constant is the need to strategically justify the expansion of urban land to the TPC. Without the context of the Prospect Vale/Blackstone Heights (PVBH) Structure Plan, this was not going to be possible.

As is the case with all proposed significant urban expansion, the capacity of infrastructure to provide for the development is raised in the earliest stages of the application and requires substantial investigation. The failure of the applicant to adequately address these issues and the need for Council to supplement these investigations and make its own determination does not constitute inconsistency.

Matters relating to specific infrastructure issues are discussed further below.

- Do not support the refusal of the subdivision permit on the basis that the subdivision road layout should be amended to address through traffic.

Comment:

The representation submits that the linking of the two cul-de-sacs is not appropriate, other than by a linking pedestrian walkway which has been included and questions whether the decision relates more to a future intended extension of Harley Parade through the Country Club land.

The JMG report further describes the subdivision design as specifically achieving compliance with the PVBH Structure Plan and refers to the diagrammatic representation of the proposed cul-de-sacs and the lack of acknowledgment of connecting roads. This is not an accurate description of the chronology of events in regard to the strategic consideration of this area. As Woolcott describes, this proposal has been formed for some time

and was submitted and discussed with the consultants during the public consultation for the PVBH Structure Plan. The Structure Plan is not a fixed outcome in regard to detailed design, but a guiding document for future development. Development on the ground may alter depending on a number of constraints, evident in the term "indicative" for future road connections. The proposal was notionally included, however Council did not fully endorse the PVBH Structure Plan and qualified its support for the development of this area dependent upon the further development of detail associated with this amendment.

The potential for a connecting link as an extension of Harley Parade through the Country Club was also notionally included, however has since been discounted. It forms no part of Council's decision in regard to the subdivision layout and through roads.

The Council's agenda assessment report describes an apparent inconsistency with planning scheme objectives to promote connectivity and to minimise cul-de-sacs. This also relates to the distribution of traffic on the local road network.

The JMG report claims that Harley Parade is 'hardly a saturated network'. Nonetheless when considered against the current, Statewide adopted standard of the Tasmanian Local Government Road Hierarchy 2015, the traffic generated by the subdivision elevates Harley Parade to a 'Link Road' function, which requires two-way, unimpeded movement. Harley Parade in its current form does not achieve this, without placing parking restrictions along one side of Harley Parade along most of its length (Refer Figure 2). Council has previously stated that it is not prepared to do this. Whilst Council is quite aware of the width of its existing roads, the historical provision of roads at a lower standard is not a reason for ignoring the contemporary standard now in place across Tasmania. References to Tascord or Brisbane City are not relevant as they are not standards that apply in this State.



Figure 2 – Aerial photo view of constrained carriageway of Harley Parade when street parking occurs to either side.

The proposed cul-de-sac arrangement forces the elevation of the status of Harley Parade due to the amount of traffic that is directed through Buell Drive to Harley Parade. This would be alleviated by the connection of the two cul-de-sacs as well as achieving compliance with the objectives of the planning scheme for the road network and connectivity. Traffic movement generally takes the most direct path to its destination. In this instance, all traffic is directed toward the Harley Parade/Westbury Road junction. It is acknowledged that approximately 18 of the proposed lots would likely still utilise Buell Drive/Harley Parade as the preferred route, however a larger proportion of the lots would likely take the most direct path to Classic Drive. The portion of Harley Parade adjoining Prospect Vale Park sports ground could be restricted for parking in order to meet the Link Road standard, given the availability of parking at the sports ground.

The report describes the reasons for not including a through road alignment as being:

- the opportunity is now essentially lost due to the narrow width of available land toward the centre of the development as a result of historical development;

- limitations of elevation that make it unattractive; and
- limitation of financial viability.

The JMG report includes a diagrammatic representation of the various road gradients and relative levels. It is a useful diagram that ultimately shows that there is approximately a 3 metre elevation differential to address in looking at the ability to provide a connection between the proposed roads. This is not significant and when comparing this with the gradients of existing and proposed roads the purported limitations of elevation are not compelling as a reason for precluding a connection.

In regard to the attractiveness argument, it is not clear if the report is referring to attractiveness in the landscape or attractiveness for use by vehicles if there is an elevation change in a connecting road. Attractiveness in the landscape is considered to be a moot point when all lots are required to be completely cleared for bushfire protection, along with a fully cleared 10 metre wide firebreak immediately upslope of the boundary. At the central area of the subdivision it is very high in the landscape at 3 metres below the ridgeline. In regard to road use, in Council's experience, minor changes in the elevation of roads do not impact on the choice of the most direct route.

The issue of working around historical development and the proximity of the skyline is acknowledged. However, the financial viability of subdivision is also directly related to lot yield, in that the costs of construction are distributed across the number of lots. The subdivision proposes several, very large lots in the context of a fully serviced General Residential Zone and the efficiency of this yield is questioned. Lots 1-5 have a lot size range between 1800m² and 2100m², Lots 49 -52 to the lower side of the cul-de-sac, have a lot size range between 2100m² and 2500m² and lots 54-57 have a lot size range between 2300m² and 3700m². There are numerous large lots provided at over 2000m² where the Planning Scheme provides 700m² (or less) lot size.

Options are available to the narrowest area of land for a road connection that could facilitate an improved lot yield, such as a narrower road reserve width with parking restrictions and narrower lot widths for the portion that has restricted width. It is noted that with a narrower road reservation of 15 metres, lot widths of 25 metres can be achieved to either side at the narrowest 65 metre section. This is similar to the width proposed for lots 54 and 57. Financial viability is not a compelling reason for precluding a road connection when the subdivision design and lot yield appears to be a matter of preference, not efficiency.

- Resolution of stormwater infrastructure upgrades

The JMG report provides comment on the potential stormwater conditions of any permit that may be granted for the subdivision in its proposed or amended form. The comments relate to:

- Indemnity of Council in regard to serving notice for stormwater infrastructure upgrades on third party land;
- Contributions to the upgrade of stormwater infrastructure.

The JMG report disagrees with Council's assessment approach to stormwater management and the upgrades to stormwater infrastructure and by association, the unspecified amount of the contribution expected. There is some question regarding whether the developer is expected to contribute to 'pre or post zone development'. To clarify, the developer contribution relates only to the increased inputs relating to this proposed subdivision, including existing General Residential zoning. It is noted however, that stormwater from part of the subdivision contained in the existing zoning is discharged eastwards to the existing network at Westbury Road, which has capacity. This area is not factored into the calculations for the two drains that require an upgrade to accept additional loads.

Comments regarding unclear amounts for contribution are acknowledged and Council is currently preparing an estimate of costs which will be refined to an amount with a margin of +/- 10% to be discussed at the TPC hearing. However, Council stands by its approach to stormwater management and the upgrades proposed.

As a stormwater authority under the Urban Drainage Act 2013, Council has obligations to provide stormwater infrastructure and to connect existing properties within 30 metres of the public stormwater system. In addition, it has obligations to maintain the stormwater dispersal functions of natural watercourses as public drains. However, this obligation does not extend to providing stormwater infrastructure for development that substantially intensifies the input loads to the public system. In addition, the stormwater authority is not obliged to accept lower standards of stormwater management due to historical development and the current existence of substandard stormwater infrastructure. The stormwater authority, and by association the broader rate paying community, is not required to bear the cost of infrastructure upgrades for the purpose of providing a developer benefit.

Whilst it is not entirely clear in the JMG report, it (together with the suggested conditions in the Woolcott representation) appears to be

suggesting that the additional lots connect to the existing mains, with any surcharging beyond a 1:20 year event be captured by additional gully pits in the vicinity of the Buell Drive/Classic Drive junctions and piped to the northern side of the houses along the northern side of Harley Parade. This is then to surcharge openly to natural water courses, presumably across the Country Club land. It is not clear how this suggested approach is to work technically, given that this requires works through private properties on Harley Parade and Council's system modelling shows that the piped drains are not of sufficient capacity to accept the load from the subdivision in a 1:20 event. As stated in Council's assessment report and decision, Council will not be accepting any detention basins within the new subdivision due to maintenance liabilities. Council considers that an approach that deviates around existing properties, involving both piped and open drainage, appropriately minimises the risk of flooding properties in moderate to higher storm events.

It has also been established that the public open drainage system across the Country Club golf course is undersized to accept the additional stormwater load from the subdivision and the proposed upgrade of those drains is described in Council's stormwater report. The JMG report appears to suggest that collected stormwater from the subdivision in moderate to major storm events should be able to simply surcharge across the golf course and find its way to natural watercourses. This is not accepted by Council. The Urban Drainage Act specifically prohibits the discharge of collected stormwater onto private property. The fact that the land is an open golf course does not diminish the responsibility to avoid the creation of a nuisance. The golf course is an important component of the Country Club business throughout the year and its ability to function through appropriate drainage must be considered. Some allowance has been made in Council's calculations for the overtopping of the public drains in a 1:100 event due to the extreme nature of this event, however it is appropriate to accommodate moderate to major events within the open drain profile. Proposed culvert upgrades have been sized accordingly. Again, the degree of developer contribution has been calculated only on the basis of difference between the sizes required for the current situation and additional load from the subdivision. This is a fair and reasonable approach. In undertaking works to establish/upgrade infrastructure to increase capacity (as opposed to repair/remediation), where notice is served by the stormwater authority, affected private landowners are entitled to claim compensation from the stormwater authority for costs incurred as a result of those works, including encumbrance on the land.

Comments regarding the lack of specifics as to the amount of any compensation that may be claimed are acknowledged and this cannot be determined at this stage. However, it is noted that private parties on adjoining land are not obliged to accept increased impacts of stormwater and again, Council is not obliged to bear the cost of infrastructure upgrades for a developer benefit.

- Visual impacts of development

The representation refutes the visual impact diagrams and discussion in Council's assessment report and accuses the same as being misleading. The applicant submits that the visual impact analysis and digital montages provided with the application are based on 3D ground survey and LiDAR data and have provided some additional images of 3D modelling.

In the first instance, the assessment report acknowledges that it is difficult to precisely represent the degree of visual impact due to vegetation coverage across the slope, however it was plainly apparent that in comparing the digital montages with the site photographs that the two did not match. The original montages were of limited to no value in understanding the visual impacts of this proposal. The further submission of montages is a slight improvement, however is still prone to imprecision in the depiction of vegetation location and density. Overlaying the line of the hazard management area over the high resolution aerial photograph and seeking to locate the likely location of vegetation clearance by locating the change in vegetation type, which can also be seen in the site photographs, is one way of trying to determine visual impact. It was also noted that this was approximate.

Council's assessment report notes that there is "potential" for a skyline impact. This is in the vicinity of Lot 57 where the bushfire hazard management area is in proximity to the ridgeline/plateau where there is also a hazard management area around a dwelling currently under construction. The subdivision plan submitted with the representation shows the setback of this development and the proposed hazard management area of the subdivision. The subdivision requires clear felling of vegetation as depicted in the brown line. This is to within 3 vertical metres of the ridgeline at the 209m contour. It was always understood that Eucalypt trees could be retained within the 5 metre band of the fuel managed area, however understorey such as the *Allocasurina*, *Acacia* and *Banksia* typical to the site, would need to be removed. This area is within 2 vertical metres of the ridgeline and effectively meets the hazard management area of the dwelling, with approximately a 2 metre horizontal difference between the

two areas (Refer Figure 3 below). It is impossible to predict the visual effect of this without locating specific trees to be retained. The point is, it is high in the landscape.



Figure 3 – Excerpt of Bushfire Hazard Management Area for the adjoining dwelling under construction.

It is for Council to determine if this is appropriate considering the public feedback during consultation of the PVBH Structure Plan and the objectives contained within that plan, described in Council’s assessment report. The persistent reference by the applicant to the current scenic protection area boundary is disregarded. Council’s assessment report clearly explained that this boundary has no historic strategic or technical basis for development on the northern slopes.

It is noted however, that there were no public representations on this matter to the notification of this amendment.

Need for modification:

There is no need to modify the amendment.

Impact on amendment as a whole:

The submissions contained within the representation do not compel a change to Council's position. The applicant may argue the technical points of difference through the hearings of the TPC.

Recommendation:

There is no recommendation arising from this representation.

Representation 2 - Ireneinc Planning obo Country Club Tasmania

Statement of merit:

The representation confirms the Country Club's intention to be a party to the consideration of this amendment through future hearings due to the direct impacts of drainage across the Country Club land.

Ongoing discussions have been held with Country Club Tasmania regarding stormwater issues and potential upgrading of the public drainage lines across the Country Club golf course?

Need for modification:

There is no need to modify the amendment.

Impact on amendment as a whole:

The representation does not impact on the amendment as a whole.

Recommendation:

There is no recommendation arising from this representation.

Representation 3 – E & W Wilkinson

Statement of merit:

The representors are current residents of Harley Parade and make comment on stormwater and sewerage infrastructure on the basis of experience of stormwater and sewerage issues in the area. The representation confirms current stormwater system capacity issues during heavy rain events and supports Council's approach to addressing this through deviating stormwater around the existing system.

The representor suggests that the subdivision should be accessed and serviced through a Westbury Road connection instead of Harley Parade. This suggestion is not supported as the section of Westbury Road near to the site is fully developed and any new junction would require demolition of existing development. In addition, south of the Harley Parade junction, Westbury Road forms the off-ramp from the Bass Highway. New road junctions would compromise the function of this off-ramp.

The representation also refers to concerns regarding sewer infrastructure capacity. This matter is outside of Council's jurisdiction and TasWater advise that the system has capacity to accept the proposed additional lots.

Need for modification:

There is no need to modify the amendment.

Impact on amendment as a whole:

The representation does not impact on the amendment as a whole.

Recommendation:

There is no recommendation arising from this representation.

AUTHOR: Jo Oliver
SENIOR TOWN PLANNER

12) Recommendation

It is recommended that Council:

- 1. Endorse this report as its opinion as to the merits of the representations in accordance with Section 39(2) of the former provisions of the Land Use Planning and Approvals Act 1993.***
- 2. Forward the endorsed report to the Tasmanian Planning Commission.***

DECISION:



WOOLCOTT SURVEYS



Our Ref: 2013-218

8th June 2016

The General Manager
Meander Valley Council
PO Box 102
Westbury TAS 7303

Dear Sir,

RE: 102/2016 AMENDMENT 3/2015 - MEANDER VALLEY INTERIM PLANNING SCHEME 2013

We refer to the advertisement which appeared in the Examiner advising of the above and wish to make a representation. Our representation is in two parts which reflects the recent decision of Meander Valley Council as Planning Authority.

Before we outline our representation we must highlight the report presented to Council on this matter by the Council Planning Department. To have two options regarding an item in a Council agenda is unusual – to have four options as the recommendation is bizarre to say the least.

This matter has seen out 2 planning schemes (1995 & 2013), starting in 2008, and has had many roadblocks including planning scheme changes, awaiting the completion of the Blackstone Heights/Prospect Vale Structure Plan, along with consideration under Council's own draft 2011 interim scheme – which was placed on hold until the regional model came into effect. We have had many meetings with different Council Officers over the years. Some of the items flagged as potential issues to the subdivision in the report presented to Council by the Council Planning Department are contradictory to previous discussions with Council.

Turning to the decision of Council:

a) That under Section 34 of the former provisions of the Land Use Planning and Approvals Act 1993, the amendment to the Meander Valley Interim Planning Scheme 2013 to rezone land to General Residential Zone at CT 168190/1 is initiated and in accordance with Section 35 is certified as being in accordance with Sections 30(O) and 32 of the Act;

We support this part of the recommendation. The land under consideration has been identified in the recent Blackstone Heights/Prospect Vale Structure Plan as suitable for in-fill residential development. We have commissioned and submitted many specialist studies to support the rezoning – there are no technical barriers to this land being zoned for General Residential use. We are aware of a plan from when the Harley Parade area was first opened up for residential development that showed this land and more land on more elevated positions shown for residential use.

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We note in the 10 May 2016 Council Meeting, Councillors recognised the rezone has many merits including “being close to services, infill development, small commute, financial development generating rates”.

We do not support the second part of the Council decision (below) and will expand on each point.

b) Under Section 43C, the subdivision application is refused on the following grounds:

- *That the subdivision design needs to be amended to provide for a more appropriate road layout addressing through traffic, due to impacts on existing and future residents;*

This is an interesting point. Interesting because in one of the recommendation options there was a condition to widen Harley Parade – this would do nothing to aid through traffic or create a more appropriate road layout within the proposed development.

In regard to the layout within the subdivision – this has been discussed at length in the past years with Council officers within the engineering section – indeed the suggestion of linking the two cul-de-sacs with a footway put forward by previous officers has been incorporated into the design.

If this ground for refusal relates to extending Harley Parade – then this reason becomes ultra vires – the land which would represent an extension of Harley Parade is in private ownership and cannot be considered as part of this application. If Council want to consider some link road through this land they need to get the support of the owner or compulsorily acquire the land for road purposes and then set up a special rate scheme for ALL those who will benefit from the link road – not just the developer of this land.

Other than a link road the reason doesn't make sense. A full engineering report and representation by JMG on this matter and the conditions within the Council report is attached.

- *That the design needs to be amended to address visual impacts toward the skyline.*

Council was presented with information in their internal Council's Planner's report in regard to this point which was misleading, including photographs with dashed lines overlaid representing their interpretation of the proposed development extents.

A visual impact assessment was included with our planning application to Council. This assessment was based on accurate 3D ground Survey and Lidar Data and has been completed utilising an overlay of the proposed layout over a true 3D model of the site. I.e. an accurate model was created for the assessment.

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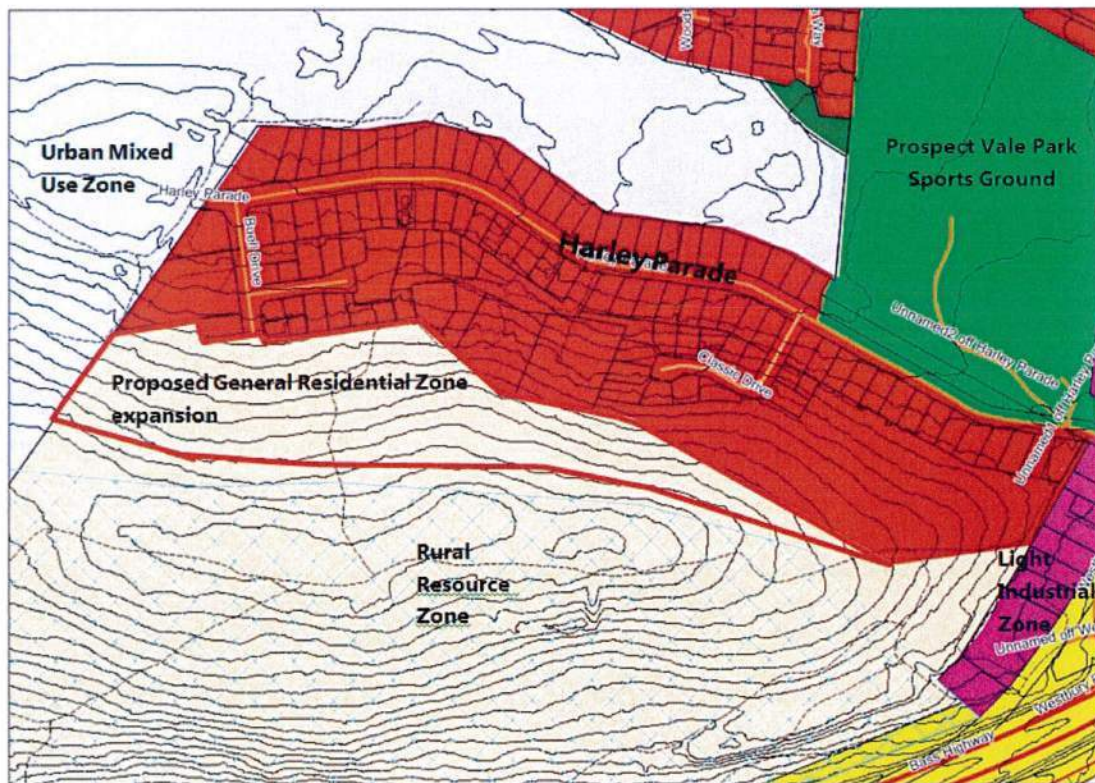
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To expand on this point further, another layout and 3D cross section views are attached, also based on the site 3D model and proposal. We note the following:

- (i) The proposal does not meet the ridgeline behind.
- (ii) The proposal does not overlap the scenic protection overlay; in fact the majority of the proposal does not reach/adjoin this overlay. This is evident in Council's own image of the proposal below – showing the rezone area does not meet the scenic protection area overlay – hatched blue. Nor does it meet the ridgeline.
- (iii) Based on the above and the expert reports completed over this site (which include a flora/fauna assessment and agricultural impact assessment), the developer could obtain a Forest Practises Plan to clear the development area without the input of Council.



Horizontally, the proposal is 30 metres from the ridgeline at the closest point to the proposed Lot Boundaries. The Proposed Bushfire Fuel Managed Area is closer to the ridgeline - approximately 15 metres at the closest point and the majority much further – however it should be noted that the Fuel Managed Area actually includes the retention of Trees. This is demonstrated in the Bushfire Management Diagram shown on the Proposal Plan lodged with the Proposal.

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Vertically, the edge of the Proposed Fuel Managed Area (where trees are to be retained) is a minimum of 3 metres in height difference from the ridgeline, and the majority is more. This includes the vertical difference to a proposed house site on the balance land, which was mentioned in the Council Planner's report. Horizontally, the design house location is 30 metres from the start of the Fuel Managed Area where trees are to be retained. The Council report stated there will be an impact on the skyline at this point, however this is not the case.

3D views of the proposed development are attached as follows:

- (1) View looking west from Westbury Road – this shows the proposed cul-de-sac running to the east from Classic Drive (stage 4 of the proposal). The ridgeline and associated vegetation are not impacted by the development.
- (2) View looking east from the frontage of Proposed Lot 61 – this shows the eastern end of proposed Stage 5. Again the ridgeline is not impeded.
- (3) View looking west from Proposed Lot 50 – this shows proposed Stage 2 of the development off Buell Drive. Again the ridgeline is not impeded.

The visual impact assessment included with the development application demonstrated that neither the Scenic Protection Boundary nor the ridgeline of the hill behind were impacted by the proposal. The notes above, additional plan and 3D views presented with this representation are further clarification of these points.

We would like to propose an alternative second part to the Council recommendation. Instead of a refusal we would suggest an approval of the subdivision layout, subject to the following conditions:

1. The use and development must be carried out as shown and described in the endorsed Plans:

- a) Woolcott Surveys – Plan of Subdivision – 2013-218*
- b) I. Abernethy – Bushfire Assessment and BAL Calculation – dated December 2014,*

to the satisfaction of the Council. Any other proposed development and/or use will require a separate application to and assessment by the Council.

2. Except for with prior written consent of Council, covenants or similar restrictive controls must not be included on the titles created by this permit if they seek to prohibit any use provided for in the Meander Valley Interim Planning Scheme.

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DEV 1



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3. Prior to the commencement of the development of the site, detailed plans and specifications must be submitted to Council for approval. Such plans and specifications must be prepared by a suitably qualified engineer in accordance with the *Tasmanian Subdivision Guidelines October 2013* and include:

a) All infrastructure works except for a component of the stormwater services, including design changes as required by the conditions of this permit;

b) Provision of a footpath as a continuation of the existing footpaths on Buell Drive and to the northern side of new cul-de-sacs;

c) Traffic calming measures at the offset junction of Classic Drive and the new eastern cul-de-sac;

d) All necessary line marking and signage;

e) A street landscaping plan, prepared by a suitably qualified person. The approved landscaping of the site must:

i. Provide shade trees on one side of the road of an approved species with a minimum planted height of 2.5 metres, a minimum trunk diameter of 25mm (measured 1 metre above the surface) and at an average spacing of one per 20 metres of frontage.

ii. Have each shade tree provided with a means of irrigation, a root guard to prevent damage to adjoining infrastructure and an anti-vandalism tie down to prevent removal.

iii. Be coordinated with the construction plans of underground services and pavement works so as to provide sufficient clearances around each shade tree.

4. Prior to the sealing of the final Plan of Survey for each stage, the following must be completed to the satisfaction of Council:

a) The infrastructure works for each stage must be completed as shown in the approved engineering drawings and specifications.

b) Construction documentation for each stage is to be submitted and must be sufficient to show that the works are completed in accordance with Council standards and are locatable for maintenance or connection purposes.

c) The developer must pay to the Council a sum equivalent to 5% of the unimproved value of the approved lots as determined by a registered land valuer procured at the subdivider's expense.

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d) The developer will pay a contribution to the improvement of parts of the public stormwater system that seeks to prevent a 1 in 20 year runoff causing a nuisance to properties on the northern side of Harley Parade. The scope of works for which a contribution will be required will be limited to additional gully pits or capture points in or about the two intersections of Harley Parade/Buell Drive and Harley Parade/Classic Drive together with the pipe work required to convey the runoff to the immediate northern boundary of those properties, where surcharge pits will allow the runoff to surcharge to natural water courses or natural low points. The contribution will be limited to the portion of the increased runoff from the area of land rezoned for development by this amendment compared to the total design flow of the improvements.

5. No polluted and/or sediment laden runoff must be discharge directly or indirectly into Council's drains or watercourses during and after development.

6. The development must be in accordance with the Submission to Planning Authority Notice issued by TasWater (No 2015/00137- MVC attached).

7. Easements are required over all Council and third party services located in private property within the title subject to this application. The minimum width of any easement must be 3 metres for Council (public) mains.

8. All roads in the Subdivision must be conveyed to the Council upon the issue of Council's Certificate under Section 10 (7) of the Local Government (Highways) Act 1982. All costs involved in this must be met by the person responsible.

We are very disappointed that, after the many discussions and correspondence in regard to the development of this property, we were not notified of Council's concerns regarding the subdivision proposal, prior to the agenda becoming available, considering we specifically asked for the same.

In conclusion we would like to recommend that:

1. The planning scheme amendment to rezone the land from Rural Resource to General Residential be confirmed.
2. The refusal to initiate the subdivision be rescinded and the subdivision application approved subject to the amended conditions above.

Yours Faithfully,

Brett Woolcott
Director

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Attachment 1: JMG Engineering Representation



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Attachment 2: Additional Visual Impact Assessment



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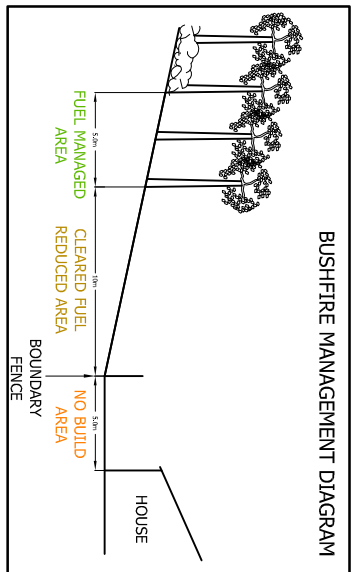
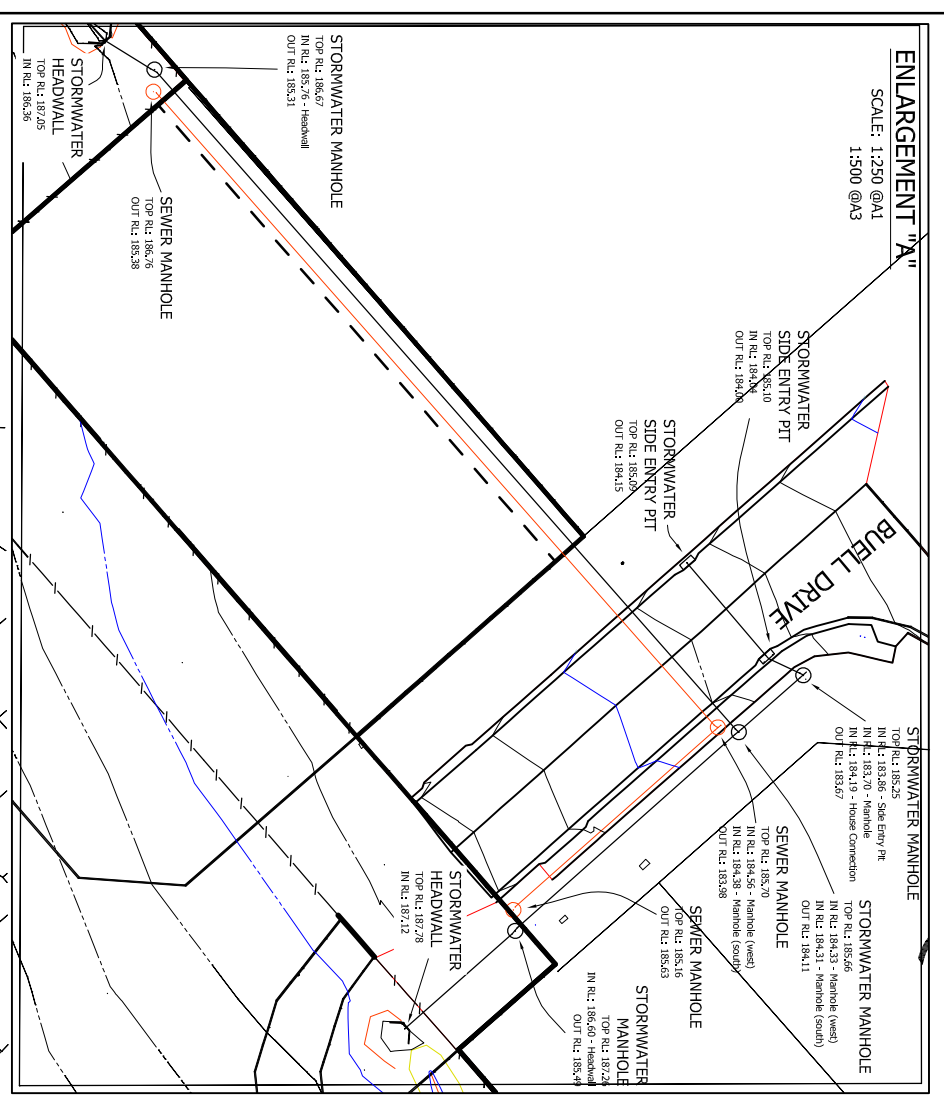
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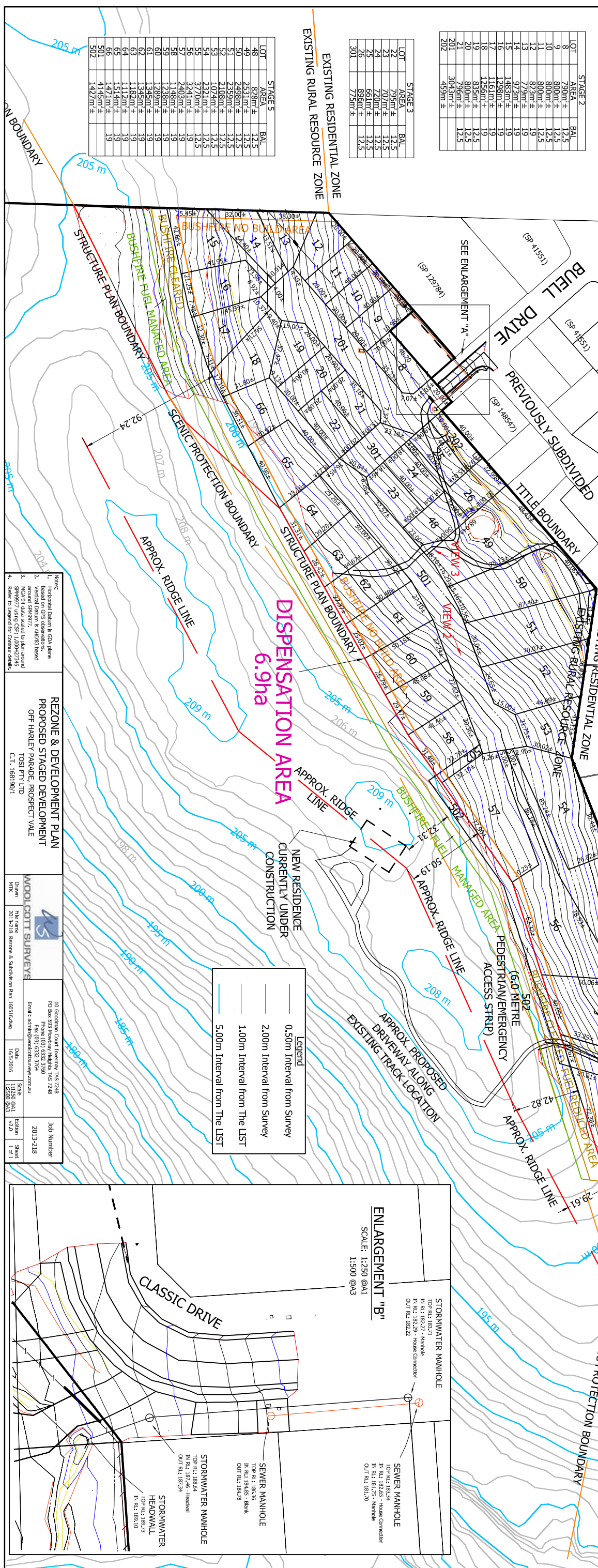
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SCALE: 1:250 @A1
1:500 @A3



LOT	AREA	BAL
1	1821m ² ±	12.5
2	2019m ² ±	12.5
3	2052m ² ±	12.5
4	2094m ² ±	12.5
5	1996m ² ±	12.5
6	800m ² ±	12.5
7	800m ² ±	12.5
101	2500m ² ±	12.5

LOT	AREA	BAL
27	800m ² ±	12.5
28	800m ² ±	12.5
29	800m ² ±	12.5
30	800m ² ±	12.5
31	800m ² ±	12.5
32	800m ² ±	12.5
33	800m ² ±	12.5
34	800m ² ±	12.5
35	800m ² ±	12.5
36	1459m ² ±	12.5
37	1459m ² ±	12.5
38	1459m ² ±	12.5
39	1098m ² ±	12.5

LOT	AREA	BAL
40	800m ² ±	12.5
41	800m ² ±	12.5
42	800m ² ±	12.5
43	800m ² ±	12.5
44	800m ² ±	12.5
45	800m ² ±	12.5
46	800m ² ±	12.5
47	800m ² ±	12.5
48	800m ² ±	12.5
49	800m ² ±	12.5
50	4340m ² ±	12.5



LOT	AREA	BAL
8	790m ² ±	12.5
9	800m ² ±	12.5
10	800m ² ±	12.5
11	800m ² ±	12.5
12	823m ² ±	12.5
13	779m ² ±	12.5
14	972m ² ±	12.5
15	1483m ² ±	12.5
16	1298m ² ±	12.5
17	1161m ² ±	12.5
18	1289m ² ±	12.5
19	800m ² ±	12.5
20	800m ² ±	12.5
21	796m ² ±	12.5
201	3043m ² ±	12.5
202	453m ² ±	12.5

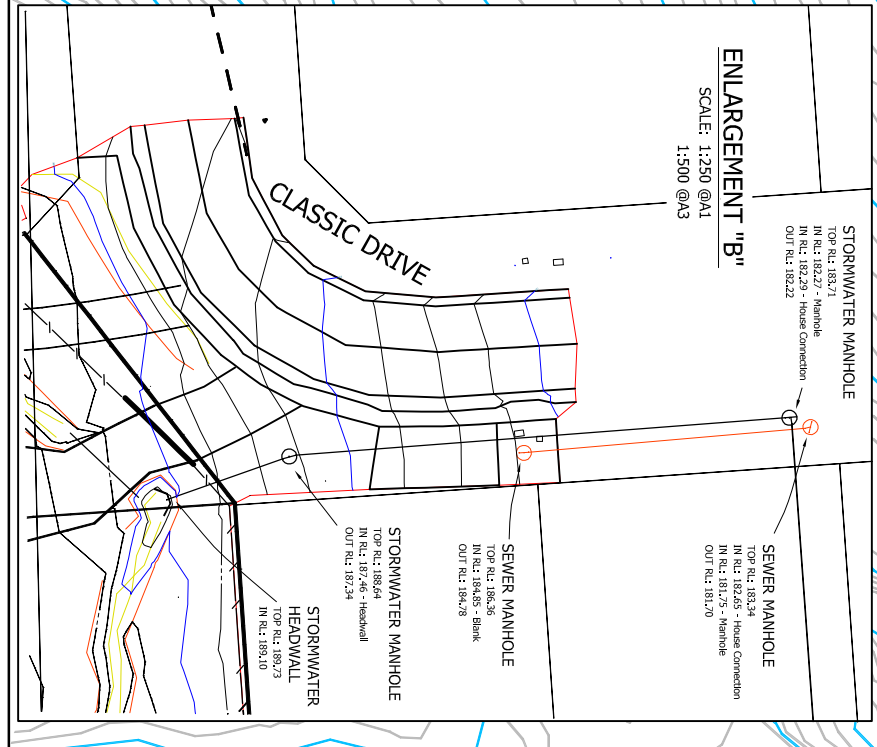
LOT	AREA	BAL
22	795m ² ±	12.5
23	707m ² ±	12.5
24	720m ² ±	12.5
25	661m ² ±	12.5
26	959m ² ±	12.5
301	773m ² ±	12.5

- Notes:
- Horizontal Datum is GDA please refer to the GDA datum.
 - Based on GPS observations around the site.
 - NOVA 94 data related to farm around the site.
 - Refer to the site plan for further details.

REZONE & DEVELOPMENT PLAN
PROPOSED STAGED DEVELOPMENT
OFF HARLEY PARADE, PROSPECT VALE
TOSI PTY LTD
C.T. 168190/1

MOULCOTT SURVEYS
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Date	Scale	Edison	Sheet
16/12/2016	1:250 @A1	2/20	1/17
18/12/2016	1:500 @A3		



ENLARGEMENT "B"
SCALE: 1:250 @A1
1:500 @A3

View 1 of Proposed Development Looking West from Westbury Road



View 2 Looking East from Proposed Lot 61



View 3 Looking West from Proposed Lot 50



REPORT

TOSI Pty Ltd

AMENDMENT 3/2015

**Meander Valley Interim
Planning scheme 2013
Hearing**

Amendment-Engineering Representation

J152062

May 2016



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Your Vision is Our Mission

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- Estimates have been prepared on the basis of information to hand at the time.
- Estimates are order of cost. They are not quotes, nor based on quotes and are not upper limit of cost.
- Estimates are not based on measured quantities or a defined scope of works.
- Estimates are exclusive of GST, engineering fees, market escalation, associated builder's works, builder's margins, design contingency, project contingency.
- As project scope becomes better defined it is strongly recommended that estimates are updated.

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Appendix A - Prospect Vale- Blackstone Heights Structure Plan - January 2015

Appendix B - Brisbane City Council Design Standards

1. Introduction

Woolcott Surveys, on behalf of Tosi Pty Ltd, submitted an application to the Meander Valley Council to amend the Meander Valley Interim Planning Scheme 2013 to rezone land at Prospect Vale from Resource Zone to General Residential zone and to subdivide land.

The application was made under the former Section 43A, for council to concurrently consider the amendment and the subdivision permit.

Council, at its meeting on the 10th May 2016, decided to initiate the amendment, but refused the subdivision permit.

This report has been prepared to address the reasons for the refusal of the subdivision, in order to support the amendment and to rebut the refusal. The report will also, where appropriate, comment on the potential conditions of subdivision contained within the officer report.

The officer's report contained no firm recommendation for Council to make any particular decision. The recommendation was only to choose between a number of available options.

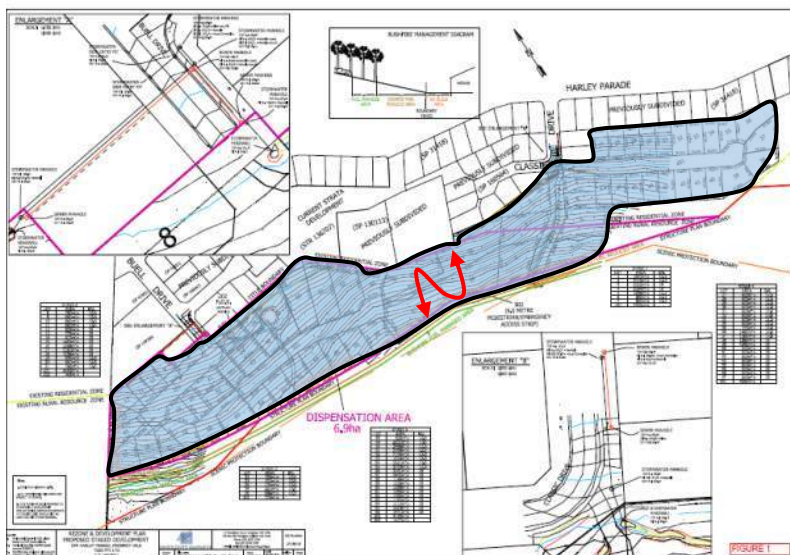
The adopted reasons for refusal were:

- *That the subdivision design needs to be amended to provide for a more appropriate road layout addressing through traffic, due to impacts on existing and future residents.*
- *That the design needs to be amended to address visual impacts toward the skyline.*

2. The Subdivision Proposal

The subdivision proposal was for a total 66 lots involving 4 cul-de-sacs. One cul-de-sac, and up to 24 lots are contained within the existing residential zone.

The form of the subdivision is an elongated portion some 900 metres in overall length. It is somewhat dumbbell shaped, being wider at both ends but narrow in the middle. The two wider ends are natural extensions from the existing Classic and Buell Drives. At its narrowest the proposal is only 65 m wide. The shape has been dictated by considerations of a natural ridge lines to the south and related scenic protection issues.



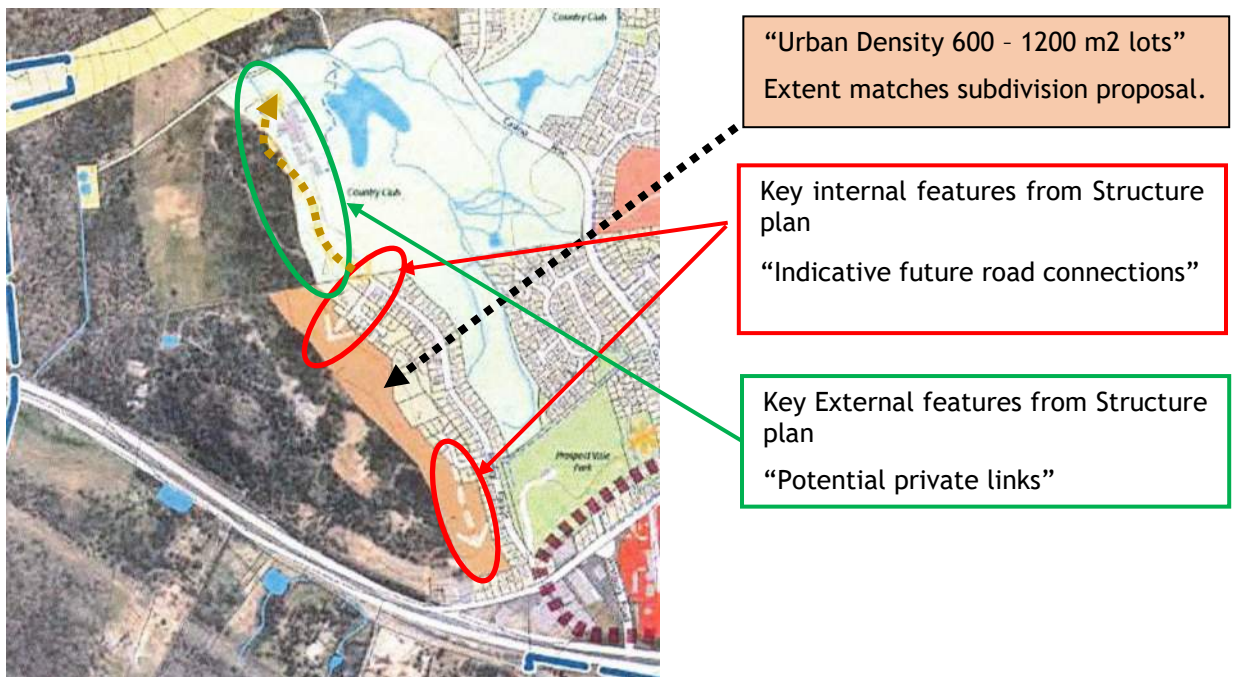
The subdivision proposal, almost fully matched the area of the rezoning amendment.

3. Subdivision Design

The subdivision design was significantly influenced and informed by Councils “Prospect Vale - Blackstone Heights Structure Plan - January 2015”, and in particular Figure 9. This figure is reproduced in Appendix A in full.

Key features of the structure plan, internal to the subdivision proposal are the two arrows indicating the extensions of Buell Drive to the west, and Classic Drives to the east. These two arrows do not show any proposed interconnectivity between the two extremities of the available land. Where such interconnectivity was envisaged, elsewhere in the structure plan these were shown as definite connecting lines. That is not the case off Harley Parade, implying a preference for separate and autonomous development parcels.

The key relevant external feature of the structure plan is the “potential private link” connecting Harley Parade to the Launceston Country club casino.



Each end of the available zoned land, where it connects to existing roads, is at or near RL 185-190, whilst the middle section rises up RL 205, near its narrowest. The lowest point in Harley Parade, between Buell Drive and Classic Drive is approximately RL 175.

The two ends therefore are generally discontinuous in topography, and no design advantage was seen in enabling a connection through areas with such large vertical disparity.

The concept for two separate cul-de-sac extensions, envisaged in the structure plan was adopted, and indeed is supported.

4. Grounds of Refusal

4.1 The First ground of refusal

That the subdivision design needs to be amended to provide for a more appropriate road layout addressing through traffic, due to impacts on existing and future residents.

It is difficult to interpret exactly what this ground of refusal means. It may refer to traffic saturation of Harley Parade and the need to provide alternate routes, or it could refer to simple interconnectivity of the two communities. Each case will be assessed.

Through traffic

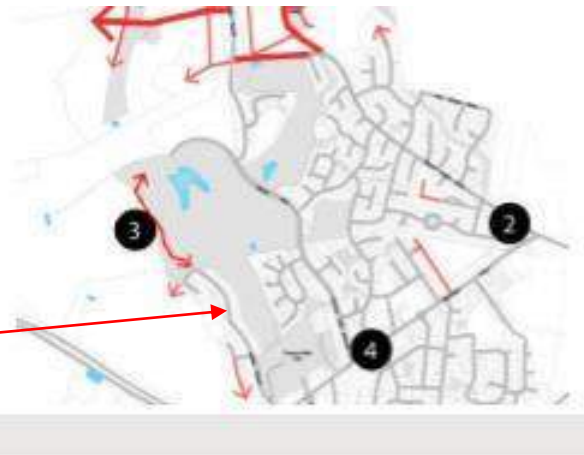
The structure plan did not consider any issues such as through traffic related to the internal aspects of any Harley Parade development. In fact the structure plan went so far as to encourage externalities to increase through traffic. These included:

Page 20 - "the potential for a private road to be developed between Harley Parade and Country Club Tasmania. This will improve access to the Country Club, and provide significant extra capacity during major events."

Furthermore figures 12 and 13, of the structure plan show proposed new road networks, and potential public transport networks. These are reproduced in full in Appendix A, whilst relevant portions are shown below.

Figure 12 - Proposed new Roads

Note the connection to the Country Club, and the two separate development areas of Buell and Classic Drives - with no interconnectivity.



Harley Parade appears at the bottom left of the plans.

Figure 13 - Potential public transport network

This figure shows Country Club Avenue and Harley Parade acting in concert as a major ring road within the Prospect-Vale Country Club development hub.

This would cement the road as a major collector, with Harley Parade becoming the preferred direct route to the Bass Highway for all country club patrons accessing that site from the west, east and south.



The structure plan also suggests "Changes to Westbury road, within the Westbury Road Activity Centre, to promote the development of a more pedestrian friendly and community viable centre." Page 20

The Westbury road activity centre is shown in Figure 11 of the structure Plan as extending from the Bass Highway to the Prospect Vale Market Place. Any changes to Westbury road may thus strengthen the attractiveness of the Southern outlet and the Bass Highway, and then Harley Parade to any northern Launceston based traffic.

Both of these proposed externalities could create significant through traffic to Harley Parade. The impact on existing and future residents would be in excess of anything that

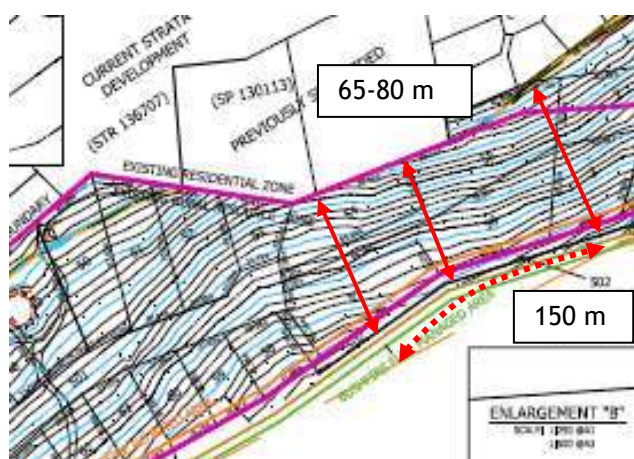
would be generated by a simple subdivision of an additional 66 lots. Councils concern on through traffic is therefore not able to be interpreted.

Interconnectivity & Communications

It may be that the ground of refusal has meant to suggest that the two extremities should be interconnected - to perhaps enable ready intercommunication of the two separate communities and to avoid an overabundance of cul-de-sacs.

This may allow some traffic to avoid parts of Harley Parade, however it would not be “through traffic”, or risk dynamic that could relate to impacts on existing or future residents, as stated. Harley Parade is hardly a saturated road network. Its capacity is examined further in this report.

The potential for intercommunication may have once been a viable design consideration, prior to previous approvals, but that opportunity is now essentially lost, as it would produce limited benefits and be created at significant cost. The available land is too high and too narrow to allow this connection.



Between the two natural development ends the available land is as little as 65 metres wide, and no more than 80 metres wide for a distance of over 150 metres.

This width limitation severely affects the financial viability of the road to be constructed. The available corridor barely provides enough room for lot development on one side of the road. A minimum of 90 metres in width is generally necessary to provide for two lots and a road. At its narrowest this is only 65 metres wide.

An appropriate interconnecting road would need to have been much lower in the topography. A road passing through the area left available would run across the highest point in the subdivision land, over RL 200 and would be some 25 metres above Harley Parade.

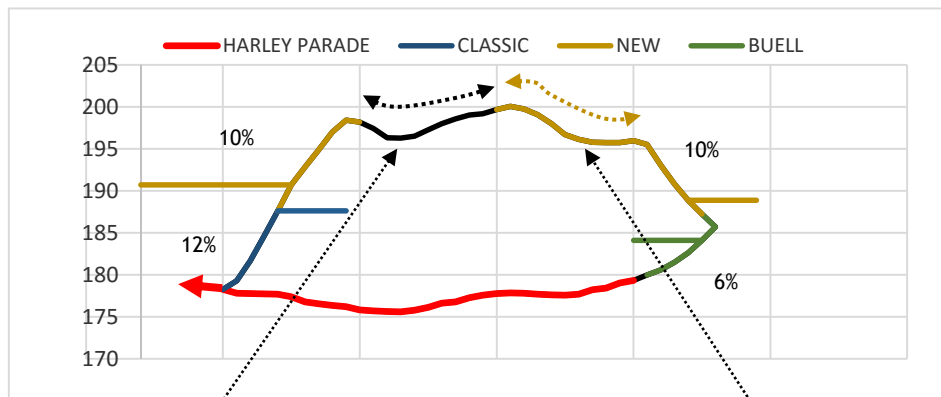
It would offer little attractiveness to pedestrians, for the same reasons espoused in the officer’s report to council when commenting on the “10.4.4.6 Integrated Urban Landscape” provisions of the scheme:

“... the proposed cul-de-sacs will primarily focus vehicle, cycling and pedestrian movements in a single direction towards Harley Parade either via Buell Drive or Classic Drive. The proposed pedestrian link requires travel upslope to then turn and travel downslope to access Harley Parade. It is unlikely that this connection will provide pedestrian benefit. The lack of connectivity between the local road networks will also create residential area separated into two distinct clusters. This is contrary to the performance criterion which is seeking connectivity through the urban environment. The subdivision layout could be reconfigured to facilitate an east-west connection.”

We agree with the criticism of the problem with elevation change of the pedestrian link. This is equally applicable to a road and any other attempt to link the two areas within the

constraints. This commentary is really a criticism of previous applications and approvals, rather than of the current application.

The opportunity to provide for an east west connection is not real. There is insufficient width to now effectively or efficiently provide for it, and the elevation hurdles that will make it unattractive, as described, remain a problem and cannot be overcome.



Above is a long section of the road centerline around the Classic Drive/Buell Drive/Harley Parade link route. It can be interpreted by assuming one is standing on Harley Parade and looking south to the subdivision. It shows the height and grades of the approach roads to the missing link.

The road link will only likely be attractive to the Buell Drive traffic already at height. This occurs for only 16 lots. Other lots will find it more attractive to access Harley Parade where they will have right of way as they pass the Classic Drive intersection.

Existing Roads

The existing Classic Drive has been built with a pavement width of 6.9m kerb to kerb. The extension of Classic Drive to the east will be required to be constructed to a standard of 8.9m kerb to kerb. For local traffic this is considered acceptable and any width impediments over the 80 metres of the existing classic drive leading to Harley Parade can be overcome with parking restrictions. There are no built frontages on this section (west side).

The intersection of the Classic Drive extension, the original classic drive and the balance area road running to the south, will become an offset staggered “T”. Whilst unusual it can be built to serve a local road function. It would not be appropriate to reconfigure this intersection to now cater for a precinct ring road as envisaged in the refusal and the officer’s comments in the council report.



The approach grades of the existing Classic Drive and the future road leading south are between 10% and 12%, as shown on the long-section above. These steep grades must be managed to slow traffic. Preliminary design of this intersection to serve a local function gives preference to the east bound classic drive extension, with the minor road extension as a secondary road.

It is preferable to retain this arrangement.

Harley Parade Capacity

A traffic report by Terry Eaton was submitted to Council with the application. Harley Parade is 1.0 km in length, with a kerb to kerb width of 8.5 m. The traffic count results, together with updated predictions is shown in the following table.

Site	Existing Traffic vpd	Additional traffic
Harley Parade West of Prospect Park	1060	+380 (38 lots) = 1440
Harley Parade - at Westbury Road	1225	+280 (28 lots) = 1885

Existing development equivalent approximately 110 lots.

The report concluded that Harley Parade is a minor collector road (Tascord 1,000 - 3,000 vpd) with a required road width of 7.5 m, less than the existing.

These capacity figures are consistent with contemporary standards - including those from the Brisbane City Council shown in Appendix B which requires 7.5 m kerb to kerb for a capacity of up to 3,000 vpd collector road.

It is noted that the officers included within the body of the report to Council a condition requiring the widening of Haley parade. It is not known whether the officers would be of a mind to continue with this recommendation should the subdivision layout be altered to respond to the grounds of refusal.

The condition was:

3. The developer to widen Harley Parade from the junction with Buell Drive to the eastern boundary of No 15 Harley Parade to a width of 11 metres to provide for unencumbered two way traffic movement in accordance with the LGAT/IPWEA standard, to the satisfaction of Council.

The LGAT/IPWEA standards only refer to the geometry of the road, once defined. It provides no assistance in defining the roads, other than by name. There are no traffic volume guidelines.

Relevant requirements are:

Road Types	Road Type	Road Length	Width Kerb to Kerb
3- Collector	Through Road	Any length	11.0 m
4 - Local	Through Road	Any length	8.9 m
	Cul-de-sac	Length > 150 m	8.9 m
	Cul-de-sac	Length <= 150 m	6.9 m

We are firmly of the opinion that Harley Parade does not fall into the definition of a Collector road as described above, and as confirmed by consideration of minor road design guides of TASCORD, and the Brisbane City Council.

A comparison with other roads within the Prospect Vale precincts do not suggest that Council is being consistent in its application of standards.

Road widths:

Street	Location	Kerb to Kerb	Existing lots	Comment
Harley Parade	At Buell Drive	8.7	176	Includes proposed 66
	# 53	8.7		
	At Prospect oval	8.6		
Country Club Avenue	#23	11.9	773	Not including Las Vegas Drive or golf course or casino or villas
	@ Cheltnam Way	11.9		
	@ Casino Rise	12.0		
Las Vegas Drive	@ Country Club Av.	8.9		
	@ Cheltnam Way	8.9		
Cheltnam Way	@ Country Club Av.	8.9		
	@ Las Vegas Drive	8.9		
Casino Rise	@ Pitcher Pd.	10.6		
	@ Country Club Av.	10.6		

Requiring Harley Parade to be 11.0 m wide is to place it on a par with Country Club Avenue. A case cannot be made for these roads to be of the same status. At best Harley Parade would be similar in function to Las Vegas Drive/Cheltnam Way. It is already constructed to a similar standard and no widening is warranted.

The only justification for widening Harley Parade might arise if Council, or the casino were to implement the structure plan initiatives shown in figures 12 to connect the Harley Parade to the casino for events, or in figure 13 to construct a Country Club Avenue/Harley Parade bus route or ring road.

We have not assessed the traffic volumes or infrastructure required to meet those needs, but this is not driven by any internal subdivision demand, and there is no nexus for the applicant to meet such costs.

If constructed it would need to be a Council or community initiative, and funded by a wider community.

4.2 Second ground of refusal

That the design needs to be amended to address visual impacts toward the skyline.

This would seemingly be directed to the concerns about the rezoning amendment that has been initiated. I do not readily relate to the subdivision, except to say that any inclusion of a precinct ring road across the skyline is likely to have an adverse visual impact.

Additional commentary on the skyline will be included separately.

5. Conditions of Subdivision Approval

Officers proposed a set of potential subdivision permit conditions. Many of these are acceptable. Should the hearing be of a mind to consider approving the subdivision as submitted we would welcome the opportunity to discuss a set of appropriate conditions.

We are at variance with the officers recommendation with regard to Conditions:

3. Widening of Harley Parade.

This is considered unnecessary as described above.

4. Part 5 indemnity for Stormwater compensation.

This is unwarranted and unnecessary.

Council should be an experienced stormwater authority and be able to define a solution that would deliver its obligations without impacting on private property rights or require compensation, having regard to the presence of existing natural water courses, common law rights and statutory responsibilities.

The downstream areas are open and contain many natural water courses that may or may not have been modified, but are still required to accept runoff where no nuisance or property loss is created. Rare rainfall events can normally be accommodated without compensation.

Serving a notice of entry, is not a catalyst for any form of compensation.

5. Detailed plans and specifications

We need to understand more fully Councils requirements for conditions:

.a) *Stormwater to be designed and constructed by Council, and the associated cost attached to condition 6d).*

.c) *traffic calming at Classic Drive. We understand the issue but have no concept of Councils expectations.*

6. Prior to sealing the final plan

.d) *Contribution to upgrade of Stormwater*

We have issues with the design parameters and the method of delivering the improvement such that we would be unable to generally consent to the payment of unquantified amount.

We understand the intent of protecting properties in Harley Parade low points that do not have the benefit of major event overland flow paths around them. The provision of greater protection can be achieved without the need to extend drainage networks designed to a greater Average Recurrence Interval significantly upstream of the affected properties and also extending well downstream of those properties.

What is required is a system that can capture additional runoff just at a point where it can be conveyed past the property to be protected and then allowed to surcharge back into the natural water courses that exists downstream.

That is not what has been proposed and there are many pipes within the design attached to the report that do not need to be constructed to satisfy the aim and objectives. We could not accept any responsibility for payment as the report stands.

We have no knowledge of Council's proposed procurement process and there are far too many unknowns at this stage to consent to this condition, at this stage.

The proposal to assign costs in proportion to stormwater volumes may be reasonable, but it is unclear whether the additional stormwater related to pre or

post zone or pre or post developments. A significant cost burden such as this needs to be more clearly defined and articulated, particularly when we have issues with the quantum of works proposed.

7. We cannot accept any responsibility for use conditions attached to a development permit.

We would welcome an opportunity to discuss and review these conditions should a subdivision permit be able to be issued following the hearing

6. Conclusion & Recommendations

We do not support the officer's conclusions that:

"..The linear configuration of the proposed zone expansion with two road junctions to Harley Parade, lends itself to a permeable road network.."

nor that

"...the subdivision layout could be reconfigured to facilitate an east-west link through this area...",

Nor the grounds of refusal suggesting that through traffic on Harley Parade is problematic.

- *That the subdivision design needs to be amended to provide for a more appropriate road layout addressing through traffic, due to impacts on existing and future residents.*

This report has shown that Harley Parade is of a sufficient standard to accept all traffic generated by this subdivision proposal, without modification. The road does not need to be widened unless Council has a greater initiative it wishes to meet. If it does that is not a matter for the developer to fund.

The report also shows that any proposal to cause a link road to join up the two development areas to the east and west of the available land is too late. If it was beneficial it should have been required in earlier stages of the precinct.

Any link is now required to:

- be too high within the topography, and may impact on skyline views.
- be within a corridor that is too narrow
- causes unacceptable issues associated with existing intersections (particularly Classic Drive)
- be financially inefficient and
- be environmentally ineffective in providing any benefit to local residents.

It is neither sensible nor practical to attempt to retrofit this improvement within the precinct during the final subdivision application.

It is recommended that

- The amendment be confirmed.
- The refusal to issue the subdivision permit be rescinded and that application to subdivide be approved with conditions.

We have concerns with the preliminary conditions of approval, particularly those associated with road widening and stormwater provisions, and wish to negotiate and discuss those in detail with the panel.

Geoff BRAYFORD
Dip. Tech. (Eng), BEng (hons), LGE (NSW), MBA
SENIOR CIVIL ENGINEER

Prospect Vale- Blackstone Heights Structure Plan - January 2015

Figure 9 - Urban Growth Framework Plan

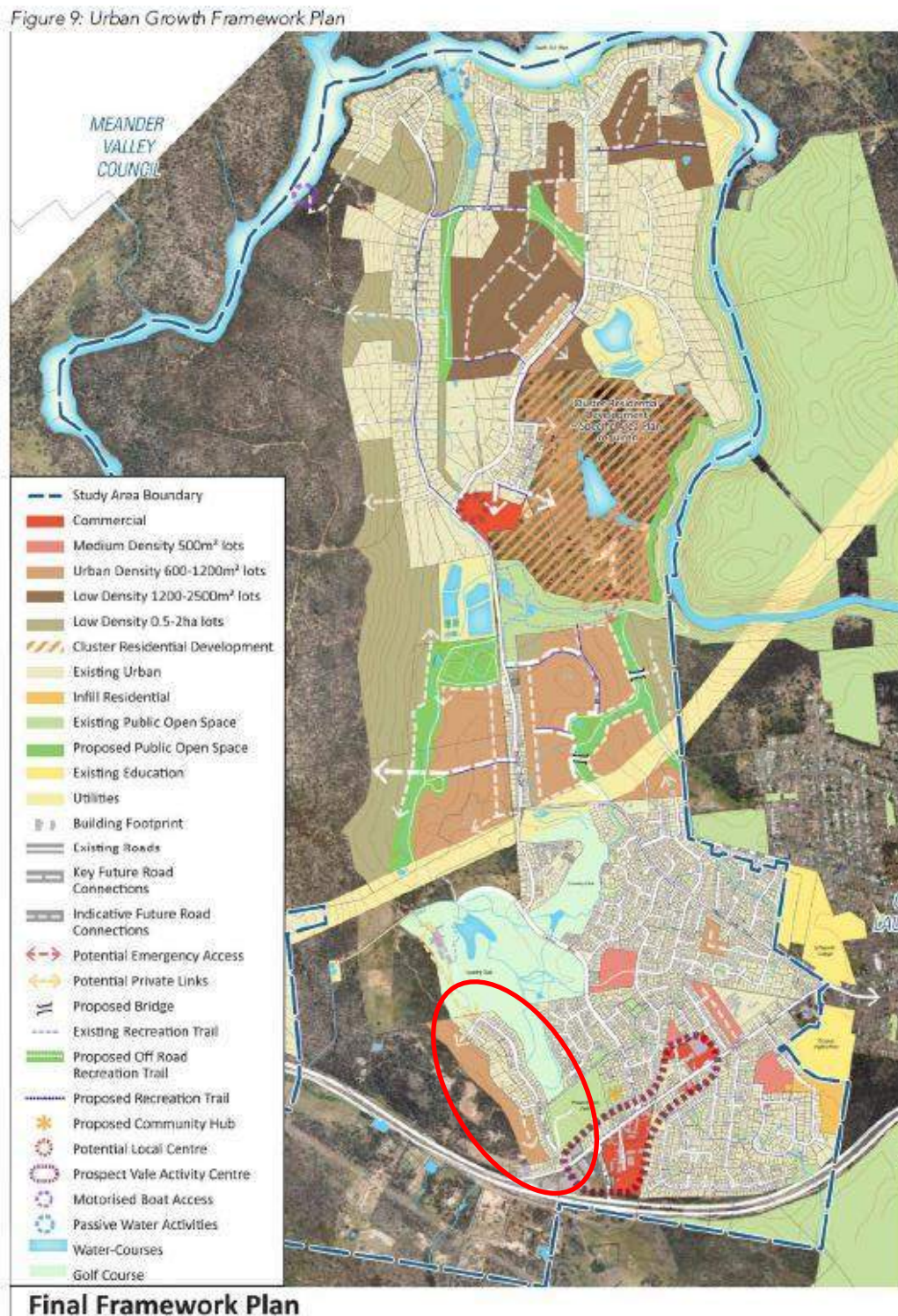


Figure 12: Proposed New Roads

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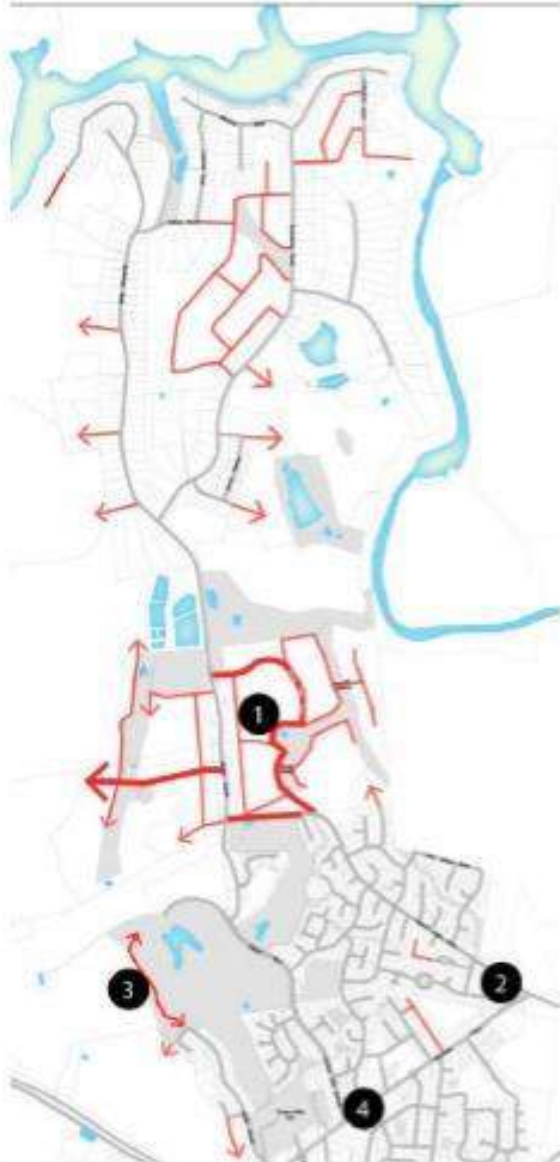


Figure 13- Potential public Transport Networks

Figure 13: Potential public transport network



Prospect Vale-Blackstone Heights Structure Plan

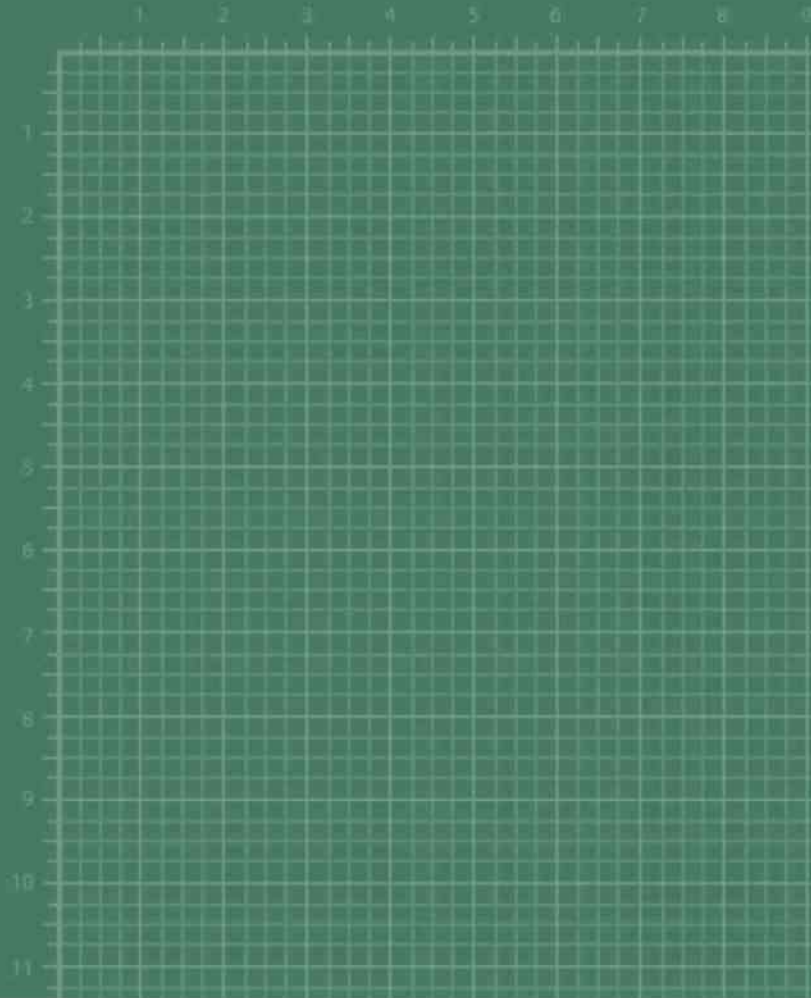
APPENDIX B

BRISBANE CITY COUNCIL DESIGN STANDARDS

<http://eplan.brisbane.qld.gov.au/?doc=InfrastructureDesignPSP>

Table 3.3.3.A —Design standards for minor roads

Design standards	Neighbourhood roads		Local	
			Streets	Laneways
General requirements				
Traffic volume (vpd) –	1,000–3,000 vpd	3,000–6,000 vpd	1,000 vpd maximum	<750
Design speed	40 km/h maximum	50 km/h maximum	40 km/h maximum	40 km/h maximum
Design vehicle ⁽¹⁾	Domestic refuse collection vehicle	Domestic refuse collection vehicle	Domestic refuse collection vehicle	Domestic refuse collection vehicle
Direct lot access	Yes	Yes ⁽⁷⁾	Yes	Yes
Cross-section⁽¹²⁾				
Reserve width (minimum) ⁽²⁾	Bus route: 20 m	24 m	14 m	N/A
	Non-bus route: 16 m			
Road carriageway⁽¹¹⁾⁽¹²⁾				
— Kerb-to-kerb widths ⁽³⁾	Non-bus route 7.5 m	15.5 m	5.5 m	N/A
	Bus route 11 m			
— Number of moving lanes	1–2 ⁽⁸⁾	2	1 ⁽⁸⁾	1-2
— Number of parking lanes	1–2	2	1	N/A
Road crossfall	2.5%	2.5%	2.5%	2.5%
Verge crossfall	2%	2%	2%	2%
Cyclist facilities	N/A	Bicycle lane	N/A	N/A
Bus facilities	Kerbside stops on bus routes	Kerbside stops on bus routes	Not permitted	Not permitted
Verge width (minimum) ⁽⁴⁾	4.25 m	4.25 m	4.25 m	N/A
Longitudinal grade				
— Maximum	Bus route: 10%	10%	16.7%	N/A
	Non-bus route: 16.7%			
— Minimum	1%	1%	1%	1%
Length between tangent points (minimum)	30 m	50 m	Cul-de-sac: 15 m ⁽⁵⁾	N/A
			20 m ⁽⁵⁾	
Vertical curve length for grade change >1% (minimum)	35 m	60 m	Cul-de-sac: 20 m ⁽⁵⁾	N/A
			30 m ⁽⁵⁾	
Horizontal curve radius - minimum centrelines ⁽⁶⁾	13.75 m	80 m	12.75 m	N/A
Kerb and channel profile ⁽⁹⁾	Bus route: standard type E	Standard type E	Layback type D ⁽¹⁰⁾	N/A
	Non-bus route: layback type D			



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8 June 2016

General Manager
Meander Valley Council
PO Box 102
WESTBURY TAS 7303

Dear Mr Preece

AMENDMENT 3/2015 - MEANDER VALLEY INTERIM PLANNING SCHEME 2013
REZONING - 1 HARLEY PARADE, PROSPECT VALE

Ireneinc Planning have been engaged on behalf of Country Club Tasmania, the owners of land at 100 Country Club Avenue, adjacent to the above application. We write to make a representation in relation to the advertised amendment and wish to have the opportunity to be heard at any hearing in to the proposal.

We understand that the amendment initiated by Council and now on public exhibition is the rezoning of 9.43 hectares of land on CT168190/1 (above Harley Parade, off Classic Drive and Buell Drive) from Rural Resource Zone to General Residential Zone.

We also understand that the amendment request was accompanied by an application considered under S43A of the former provisions of LUPAA for a subdivision which included:

- 66 residential lots;
- Installation of sewer, water and stormwater infrastructure
- Clearance of vegetation for development and bushfire hazard management areas.

Council's decision of 10 May 2016 was to refuse the subdivision application and associated development.

Any future development of the subject land has the potential to affect the Country Club land given the direct adjacency and drainage from the subject land out falling on to the Country Club land.

If you wish to discuss the above we can be contacted on 03 6234 9281.

Jacqui Blowfield
Senior Planner
IRENEINC PLANNING

This is a response to the proposed subdivision at 1 Harley Pde

NAME Edmund and Margaret Wilkinson
ADDRESS 50 Harley Pde
PHONE 63402381
EMAIL clara1910@bigpond.com

We have lived at this address since 2008. We have read your extensive analysis of this proposal and agree with many of your reservations. In particular we would like to express our concerns regarding the infrastructure overload along Harley Pde.

We live at the lowest point on this road opposite Belt Drive and have observed at first hand the result of heavy rain. The present storm water drains in the road only just cope with the real possibility of flooding low lying properties. Neighbours say that this did happen some years before we moved in. The drainage here needs to be designed as your analysis suggests.

Two years ago I discovered sink holes in the back garden and your council employees found stormwater connections into the main pipe were leaking thus causing the sink holes. These connections were concreted securely in place and the problem solved. Further pressure on this system would be undesirable for obvious reasons.

The present system is at capacity and any new subdivision should be independent of the one in Harley Pde. Your solution of a new two stormwater drainage system is a step in the right direction but a better option would be to create a completely new access for this new subdivision, both road, stormwater and sewage through land adjacent to Westbury Rd.

As regards the sewage infrastructure we feel that it has been inadequately addressed. The lines, two of them, drain to a low point in opposite directions, meeting between 48 and 50 Harley Pde. This did block last year causing considerable spillage. It was cleared by TasWater. The capacity of this system may well be near its limit and require upgrading.

Our conclusions lead us to support your analysis and further to keep the infrastructure of the old subdivision separate from the new.

We would like to thank you for this opportunity to respond and for your in depth analysis of the situation.

Yours sincerely

Edmund and Margaret Wilkinson

DEV 2 DELEGATION TO THE GENERAL MANAGER

1) Introduction

The purpose of this report is for Council to consider extending a delegation to the General Manager.

2) Background

At the ordinary Council meeting held on 9 September 2014 Council made the following resolution:

Council, subject to a review in 18 months by Council, delegates in writing to the General Manager under the powers in Section 22 of the Local Government Act 1993 the exercise and performance of the following functions and powers:

- ***Section 6 of the Local Government (Highways) Act 1982 subject to following condition:***
 - ***Director Infrastructure Services recommends the making or opening of a Highway***

- ***Section 30V (3) (4) & (5) of the Land Use Planning and Approvals Act 1993 subject to the following condition:***
 - ***There are no representations to the planning scheme dispensation***

It has now been 18 months since that decision.

Section 6 of the Local Government (Highways) Act 1982

The Meander Valley Interim Planning Scheme 2013 includes a requirement that certain infrastructure is in place before Council can receive a planning application to subdivide land.

One of the requirements is that a subdivision must have frontage to a road managed by the relevant road authority.

It had been Council's previous practice that if a frontage could be created for a proposed subdivision Council would accept the planning permit application and work with the applicant to provide the road frontage

through the appropriate regulatory instrument before taking over the ongoing management of the road.

The requirements within the Meander Valley Interim Planning Scheme 2013 did not provide for the continuation of this approach.

If Council wanted to continue accepting and processing subdivision applications for lots that did not have existing road frontage, it had to make this commitment through a Council decision at a Council meeting.

Council decided to delegate these powers to the General Manager. The delegation would allow for:

- timely advice to be given to applicants before any significant investment to prepare a planning application
- decisions at officer level that supported the strategic land use objectives established by Council through the planning scheme (that is, the land is zoned to provide for subdivision and development)

Section 30V (3) (4) & (5) of the Land Use Planning and Approvals Act 1993

This section of the Land Use Planning and Approvals Act 1993 was repealed in December 2015.

Similar provisions now sit under Section 40K, however, at this time given the uncertainty about the form of the new planning scheme it is recommended that Council does not delegate this power.

3) Strategic/Annual Plan Conformance

Not Applicable

4) Policy Implications

Not Applicable

5) Statutory Requirements

Section 22 Local Government Act 1993 (Delegation by Council)

6) Risk Management

Not Applicable

7) Consultation with State Government and other Authorities

Not Applicable

8) Community Consultation

Not Applicable

9) Financial Impact

Not Applicable

10) Alternative Options

Council can elect not to delegate the identified functions and powers to the General Manager

11) Officers Comments

The proposal to delegate the power to open highways was made originally because these types of decisions are not strategic decisions. In the majority of circumstances the highway will be opened in an existing road reserve. In the rare circumstance where this is not the case, Council has previously made a strategic decision to zone the land to provide for development.

The decision to delegate this function to the General Manager provided operational efficiencies and enabled Council officers to provide better customer service.

It is expected that Council will continue to operate under the provisions of the Meander Valley Interim Planning scheme 2013 for a least another twelve months. It is not clear if the Tasmanian Planning Scheme will have the same controls that currently limit Council's ability to receive an application for a subdivision where infrastructure is not already in place.

It is recommended that under the provisions of Section 22 of the Local Government Act 1993 that Council continue to delegate the functions and powers provided in Section 6 of the Local Government (Highways) Act 1982 to the General Manager subject to following limitation:

- Only when the Director Infrastructure Services recommends the making or opening of a Highway

AUTHOR: Martin Gill
DIRECTOR, DEVELOPMENT SERVICES

12) Recommendation

It is recommended that Council delegates in writing to the General Manager, under the powers in Section 22 of the Local Government Act 1993, the exercise and performance of the following functions and powers:

- ***Section 6 of the Local Government (Highways) Act 1982 subject to following condition:***
 - ***Director Infrastructure Services recommends the making or opening of a Highway***

DECISION:

GOV 1 COUNCIL AUDIT PANEL MINUTES, 2015-16 ANNUAL REPORT AND 2016-17 WORK PLAN

1) Introduction

The purpose of this report is for Council to receive the minutes of the Council Audit Panel meeting held on 28 June 2016 including its 2015-16 Annual Report and to approve the 2016-17 Council Audit Panel Work Plan.

2) Background

Copies of the Council Audit Panel meeting minutes, 2015-16 Annual Report and 2016-17 Work Plan are attached for Council's information.

3) Strategic/Annual Plan Conformance

Supports the objectives of Council's Community Strategic Plan 2014 to 2024 Future direction (5) Innovative leadership and community governance

Conforms to the 2015-2016 Annual Plan Program No 1.2 - Risk Management

4) Policy Implications

Not Applicable

5) Statutory Requirements

The Local Government (Audit Panels) Order 2014.

6) Risk Management

Not Applicable

7) Consultation with State Government and other Authorities

Not Applicable

8) Community Consultation

Not Applicable

9) Financial Impact

Not Applicable

10) Alternative Options

Not Applicable

11) Officers Comments

The attached minutes have been reviewed and endorsed by the Council Audit Panel Chairman and are provided for Council's information as required under its Audit Panel Charter.

The Annual Report explains how the Council Audit Panel discharged its responsibilities during 2015-16 and outlines its plan for 2016-17. It is recommended that items 1 and 2 under "Other Matters" in the report be discussed by Council at a future workshop.

It is noted that a full Council Audit Panel was in attendance with the June 2016 meeting being the first for new panel member Chris Lyall.

AUTHOR: Merrilyn Young
SECRETARY, COUNCIL AUDIT PANEL

12) Recommendation

It is recommended that Council:

- 1) receive the minutes of the Council Audit Panel meeting held on 28 June 2016***
- 2) receive and note the Council Audit Panel 2015-16 Annual Report and refer items 1 and 2 under the heading "Other Matters" to a future Council workshop***
- 3) approve the Council Audit Panel Work Plan for 2016-17***

DECISION:



Audit Panel Minutes

Meeting Time and Date: 28 June 2016 10am	Venue: Meander Valley Council Offices
Present:	
Chairman Steve Hernyk	Councillor Andrew Connor
Mr Chris Lyall	
In Attendance:	
Greg Preece, General Manager	David Pyke, Director Gov & Comm Services
Malcolm Slater, Director Corporate Services	Jon Harmey, Senior Accountant
Rick Dunn, Director Economic Development	Dino De Paoli, Director Infrastructure Services
Martin Gill, Director Development Services	Sam Bailey, WH& S Officer
Merrilyn Young, Personal Assistant	
Apologies:	
Nil	

ORDER OF BUSINESS

ITEM	
<p>1. Declaration of Pecuniary Interests/conflict of interest Nil</p>	
<p>2. Adoption of Previous Minutes Moved S Hernyk seconded A Connor that the minutes of the meeting held on 23 February 2016 be received and confirmed.</p>	
<p>3. Outstanding from previous meeting - Action Sheet The Panel reviewed the Action Sheet and noted that all due items were being appropriately dealt with.</p>	
<p>4. Review Annual Meeting Schedule and Work Plan The Work Plan for 2016-17 was tabled and discussed, refer item 23 of minutes below for submission of this coming years work plan to Council.</p>	
Governance and Strategy	
<p>5. Review of Council Strategic Plan The Panel recommended that Council review the Community Strategic Plan on a regular basis to monitor achievement of objectives. The Delivery Plan to be reviewed and considered as the mechanism for this monitoring.</p>	
<p>6. Review annual budget and report to Council The budget papers have been to Council and approved at the June Council meeting. LTFP was discussed and the Panel noted the erosion of Council funds. Malcolm to arrange for a future workshop to discuss with Councillors.</p> <p>The budget papers were received and noted.</p>	

7.	<p>Review Annual Plan The Annual Plan was adopted by Council at the June Council meeting.</p> <p>The Annual Plan was received and noted.</p>
8.	<p>Review Policies & Procedures The following Policies were reviewed –</p> <p><i>Policy No 2 – Stock Underpasses</i> Dino recommended only minor changes. Important that this Policy is kept. Recommended to Council for approval.</p> <p><i>Policy No 4 – Subsidised Waste Disposal</i> Dino gave an overview of the Policy. Only minor changes – link to strategic plan requirements and cap of 26 visits be discussed further with Management. Recommended to Council for approval after the above two points are addressed by Management.</p> <p><i>Policy No 21 – Vandalism Reduction Incentive</i> David advised that the Policy has been discussed at the Townscape Reserves and Parks Committee meeting and no changes were recommended. Recommended to Council for approval.</p> <p><i>Policy No 62 – Adhesion Orders</i> Martin recommended only minor changes. It was agreed that the “Alternative” clause be removed. Recommended to Council for approval following alterations.</p> <p><i>Policy No 72 – Street Dining & Vending</i> Martin advised that this Policy does include a lot of procedures. Food Act to be inserted as a reference to Legislation. Recommended to Council for approval following alterations.</p> <p><i>Policy No. 74 – Conservation Covenant Incentive Scheme</i> Rick advised this Policy has been to workshop and awaiting advice from DPIPWE. Will be taken to another workshop before going to Council Acknowledge going to a future Council workshop following advice from DPIPWE.</p> <p><i>Policy No 76 – Industrial Land Development</i> Rick advised there have been changes made to the Cost of Capital interest change and the Cap on investment. Recommended to Council for approval.</p> <p><i>Policy No 77 – Rates and Charges</i> Malcolm discussed the changes that have been made to the Policy. Recommended to Council for approval.</p>
Financial and Management Reporting	
9.	<p>Review most current results and report any relevant findings to Council The financial reports were tabled with an adjustment as circulated by Jon.</p> <p>The financial reports were received and noted.</p>
10.	<p>Review any business unit of special financial reports</p> <p>N/A</p>

<p>11. Review the impact of changes to Australian Accounting Standards The changes to the Standards are covered under the Audit Strategy. There is a standard change regarding related party disclosure impacting on Councillors and key management personnel that will need Council to action effective 1 July 2016.</p> <p>The changes to the AAS were received and noted.</p>
<p>Internal Audit</p>
<p>12. Consider any available audit reports The Internal Audit Work Plan was tabled.</p>
<p>13. Review management’s implementation of audit recommendations A verbal report was given of the Work Plan. 5 of the 6 Audits completed.</p>
<p>14. Review and approve annual internal program and alignment with risks The updated Critical Task List was circulated.</p> <p>The Internal Audit information was received and noted.</p>
<p>External Audit</p>
<p>15. Consider any available audit reports The Audit Strategy from TAO was circulated. Debbie Scott (TAO) gave an overview of the Strategy via tele-conference.</p> <p>Sam reported on workplace incident and external audit that had to be completed by June 2016.</p> <p>The Action & Priority Plan was circulated for the Panel’s information.</p> <p>The External Audit information was received and noted.</p>
<p>16. Review managements implementation of audit recommendations Jon advised that Land Under Roads valuation completed and has been workshopped with adjoining Councils and is ready for the year-end audit. No further actions required.</p>
<p>17. Review and approve external audit plan including meeting with Tas Audit Office representative</p> <p>Jon advised that that the final audit is scheduled for September 12-16.</p> <p>The information was received and noted.</p>
<p>18. Consider any performance audit reports that will be undertaken by the Audit Office and address implications for Council</p> <p>David advised that Council were complaint on all matters arising out of the Legislative Compliance Audit conducted by TAO. Report is available on the Audit Office website.</p> <p>The information was received and noted.</p>
<p>Risk Management and Compliance</p>
<p>19. Receive material risk management reports (risk profile, risk management and treatment and periodical/rotational risk review)</p> <p>David advised that the Risk Management Framework has been circulated to Panel members.</p> <p>The Risk Management Framework was recommended for adoption.</p>

<p>The Risk Management Committee and WH & S Committee Minutes also circulated.</p> <p>The BCP is currently in final stages and will be tabled at the July Council Meeting.</p>	
20.	<p>Monitor ethical standards and any related transactions to determine the systems of control are adequate and review how ethical and lawful behaviour and culture is promoted within Council.</p> <p>Davis advised that Newsletters from the Integrity Commission had been circulated to Panel members.</p>
21.	<p>Monitor any major claims or lawsuits by or against the Council and complaints against the Council.</p> <p>Not Applicable</p>
22.	<p>Oversee the investigation of any instances of suspected cases of fraud or other illegal and unethical behaviour.</p> <p>Not Applicable</p>
Audit Panel Performance	
23.	<p>Report to Council regarding execution of duties and responsibilities by the Audit Panel</p> <p>Steve tabled the Annual Report. Changes to be made and re-issued. Report and minutes of this meeting to be submitted for the July Council meeting agenda.</p> <p><i>It was resolved "that the Panel submit the Annual Report and the 2016-17 Work Plan to Council for approval."</i></p>
Other Business	
24.	<p>Meeting close</p> <p>The meeting closed at 11.52am</p>
25.	<p>Next Meeting</p> <p>The next meeting to be held on Tuesday 27 September at 10.00am</p>

Meander Valley Council

Annual report of the Audit Panel for 2015-16 to the Council

This report explains how the Audit Panel discharged their responsibilities during 2015-16. The report also outlines the Panel's plan for 2016-17.

Under the Audit Panel Charter the Audit Panel comprises three members being two Councillors and an independent. During the year Councillor Andrew Connor, Councillor Ian Mackenzie and Councillor Bob Richardson were Panel Members at various times and the independent Chairman was Steven Heryk.

The objective of the Audit Panel is to review Council's performance under section 85A of the Act. In particular, the Panel must review:

- a) the Council's financial system, financial governance arrangements and financial management
- b) all plans of the Council (including strategic, financial management, and asset management plans)
- c) the accounting, internal control, anti-fraud and anti-corruption, risk managed policies, systems and controls that the Council has in place to safeguard its long-term financial position
- d) any other matters specified in an order under section 85B of the Act.

These functions are set out in detail in the Audit Panel Charter that was adopted by the Council in December 2014.

Council's external auditor, the Tasmanian Audit Office (TAO), attended meetings with the Panel and with the Chairman during the year. The Audit Panel considered all reports from the TAO on their activities undertaken in reviewing and auditing the internal control environment. The independent audit of the financial statements of the Council for 2015 was reviewed by the Audit Panel.

Key Activities in 2015-16

Audit Panel:

- Developed and approved the panel's annual work plan for 2015/16
- Reviewed the external audit strategy for financial year 2014-15
- Reviewed the accounting policies and draft financial report for 2014-15
- Monitored and evaluated the effectiveness of Council's risk management processes and controls, including a review of the insurance portfolio
- Received regulatory updates to maintain current knowledge of contemporary governance practice and legislative requirements
- Attend external seminars on governance and audit

Program for 2016-17

Recently the Audit Panel developed its work program for 2016-17. The program is based on the functions listed in the charter and on priorities drawn from Council's Annual Plan.

Key functions for the year ahead include:

- Monitor Council's risk management processes and controls
- Monitor the 2016-17 external audit process and the internal audit work program
- Review the financial statements and accounting policies for the financial year 2015-16
- Evaluate the panel's performance (self-assessment)
- Evaluate the performance of external auditors

Other Matters

1. Council needs to consider how it uses the Audit Panel as its Governance Tool and in its advisory committee role. At present legislation and guidelines require the panel to review many items and make recommendations to Council for their decision.

In many cases Council and workshop meetings have dealt with items that the Audit Panel should have dealt with in advance. Examples are things like the Strategic Plan, Long Term Financial Plan and the Annual Budget. Whilst these are tabled at Audit Panel Meetings they are simply noted as having already been adopted by Council. Clearly if the Panel have any recommendations for the Council in such a circumstance it can be revisited by Council but this may be inefficient.

Council need to explore the option of further Audit Panel meetings and also the number of councillors on the Panel The Charter provides for up to 3 councillors to be members but if this occurs a further independent member is required that creates a 5 person Panel, alternatively a further independent can be added for a 4 person Panel.. An increased frequency of meetings and number of councillors involved could reduce workload for councillors in general in workshops and provide informed debate at Council meetings through more councillors on the Panel having detailed information that could save time. This increases in Panel members and meeting frequency would clearly come at a cost and this needs to be considered in the context of benefits that may be derived.

2. To enable the Audit Panel to fulfil its obligations in relation to oversee and monitor internal control and risk management programs, Council needs to consider the allocate additional resources to the internal audit function as currently exists. Internal audit needs to be risk focussed and have work programmes that have a clear linkage to the Council Strategic Plan objectives and its Risk Management Strategy.

Council needs to consider strengthening in-house internal audit resources, outsourcing it or partially outsourcing it. My recommendation as Independent Chairman would be to outsource the development of a risk based internal audit programme which provides external expert guidance to the Council internal audit function. Once this programme is established it can operate internally and as a resource sharing model with other Councils to have staff from one council deliver resourcing to another and vice versa, in this way best practice sharing can also occur.

3. During the year the Panel submitted a recommendation to Council in relation to the Audit Panel Charter. That recommendation suggested some minor changes to the charter and that these are considered by the "Audit Panel Work Group" comprising representatives from Meander Valley,

West Tamar, Georgetown and the Break O'Day Councils. This Work Group is due to convene in July 2016.

4. Attached to this report is the proposed work plan of the Audit Panel for the next twelve months for approval by Council. The Audit Panels meeting in June 2016 recommended this work plan to Council for approval.

Attendance record

The audit panel had an agreed schedule of meetings

Attendance	Possible	Actual
Steven Hernyk	4	4
Andrew Connor	2	2
Ian Mackenzie	2	1
Bob Richardson	2	1

Councillors I Mackenzie and B Richardson were late apologies for one meeting and as a result a quorum was not achieved. As the Independent Chairman and Council Officers were present an informal meeting proceeded with no decisions or recommendations recorded. The Councillors subsequently tendered their resignations and Councillor A Connor was appointed. As no other Councillor was appointed the vacancy has subsequently been filled with the appointment of another independent Panel Member in May 2016 being Mr Chris Lyall.

I commend my fellow Panel members for their contributions and thanks also to the management team who support the Audit Panel.

Steven Hernyk

Chairperson
Audit Panel

June 2016

Audit Panel Annual Work Plan

Proposed Meeting Dates 2015	N/a	01-06	22-09	18-12
Proposed Meeting Dates 2016	23-02	28-06	27-09	20-12
Proposed Meeting Dates 2017	TBA	TBA	TBA	TBA

AGENDA ITEM		Feb	June	Sep	Dec
Standing Items					
1.	Declaration of Pecuniary Interests/conflict of interest	√	√	√	√
2.	Adoption of Previous Minutes	√	√	√	√
3.	Outstanding from previous meeting - Action Sheet	√	√	√	√
4.	Review Annual Meeting Schedule and Work Plan	√	√	√	√
Governance and Strategy					
5.	Review of Council Strategic Plan		√		
6.	Review 10-Year Financial Plan	√			
7.	Review Financial Management Strategy (Sustainability)	√			
8.	Review preliminary Budget parameters and assumptions	√			
9.	Review annual budget and report to Council		√		
10.	Review Annual Plan	√	√	√	√
11.	Review Long-Term Strategic Asset Management Plan			√	
12.	Review Asset Management Strategy			√	
13.	Review Asset Management Policy			√	
14.	Review policies and procedures	√	√	√	√
15.	Review performance of plans, strategies and policies including performance against identified benchmarks				√
16.	Assessment of governance and operating processes integration with financial management practices of the Council			√	
Financial and Management Reporting					
17.	Review most current results and report any relevant findings to council	√	√	√	√
18.	Review any business unit or special financial reports	√	√	√	√
19.	Review annual financial report, audit report and management representation letter (for advice to GM) and make recommendation to Council including meeting with Tas Audit Office representative			√	
20.	Review the impact of changes to Australian Accounting Standards	√	√	√	√
Internal Audit					
21.	Consider any available audit reports	√	√	√	√
22.	Review management's implementation of audit recommendations	√	√	√	√
23.	Review and approve annual internal audit program and alignment with risks		√		
24.	Review the adequacy of internal audit resources for consideration in Council's annual budget and review performance of internal auditors	√			
External Audit					
25.	Consider any available audit reports	√	√	√	√
26.	Review management's implementation of audit recommendations	√	√	√	√
27.	Review and approve external audit plan including meeting with Tas Audit Office representative		√		
28.	Consider any performance audit reports that will be undertaken by the Tas Audit Office and address implications for the Council	√	√	√	√
Risk Management and Compliance					
29.	Annual review of risk management framework policies				√
30.	Receive material risk management reports (risk profile, risk management and treatment and periodical/rotational risk review)	√	√	√	√
31.	Monitor ethical standards and any related party transactions to determine the systems of control are adequate and review how ethical and lawful behaviour and culture is promoted within the Council.	√	√	√	√
32.	Review the procedure for Council's compliance with relevant laws, legislation and Council policies	√			

33.	Review internal and fraud management controls	√			
34.	Review business continuity plan				√
35.	Review processes to manage insurable risks and existing insurance cover	√			
36.	Review delegation processes and exercise of these	√			
37.	Review tendering arrangements and advise Council	√			
38.	Review WH&S management processes				√
39.	Monitor any major claims or lawsuits by or against the Council and complaints against the Council	√	√	√	√
40.	Oversee the investigation of any instances of suspected cases of fraud or other illegal and unethical behaviour	√	√	√	√
Audit Panel Performance					
41.	Review Audit Panel Charter and make any recommendations for change to the Council for adoption (every 2nd year)				√
42.	Report to Council regarding execution of duties and responsibilities by the Audit Panel		√		
43.	Initiate bi-annual Audit Committee performance self-assessment (every 2nd year)		√		
Other					
44.	Review issues relating to National competition policy	√			
45.					
46.					

GOV 2 COUNCILLORS CODE OF CONDUCT AND CODE OF CONDUCT PANEL

1) Introduction

The purpose of this report is for Council to adopt a new Code of Conduct and to terminate membership of the current Council Code of Conduct Panel.

2) Background

The Local Government Amendment (Code of Conduct) Act 2015 commenced on 13 April 2016. The Amendment Act incorporates a number of amendments to the Local Government Act 1993, including a new local government code of conduct framework for Tasmanian councillors and a number of other miscellaneous changes.

The Local Government (General) Amendment Regulations 2016 also commenced on 13 April 2016. The Amendment Regulations amend the Local Government (General) Regulations 2015 to remove the obsolete code of conduct provisions and provide a fee (50 fee units) for lodging a code of conduct complaint.

The Minister for Planning and Local Government has appointed a pool of members to form the Local Government Code of Conduct (LGCOC) Panel under the Act. This panel replaces the current 29 Council code of conduct panels and the Local Government Association of Tasmania's Standards Panel. The LGCOC Panel will be responsible for the investigation and determination of code of conduct complaints against councillors under the new framework.

Under the transitional provisions, Council is required to terminate membership of its current Code of Conduct Panel which comprises Councillors Synfield, White and Richardson.

3) Strategic/Annual Plan Conformance

The 2015/16 Annual Plan required the Code of Conduct to be reviewed once new legislation was approved by Parliament.

4) Policy Implications

Not Applicable

5) Statutory Requirements

Local Government Act 1993, Local Government Amendment (Code of Conduct) Act 2015 and the Local Government (General) Amendment Regulations 2016.

6) Risk Management

Not Applicable

7) Consultation with State Government and other Authorities

Not Applicable

8) Community Consultation

A requirement of the Act is that the Code of Conduct is made available for public inspection free of charge at the Council Office during ordinary office hours and be available on Council's website.

9) Financial Impact

Not Applicable

10) Alternative Options

Council can decide to adopt the attached Code of Conduct document with or without amendment.

11) Officers Comments

Under the Act, a Council must adopt the Model Code of Conduct (either with or without permitted variations) as its code of conduct by 12 July 2016.

A draft of Council's proposed new Code of Conduct was discussed at the June Council Workshop.

Council is committed to the establishment of standards and principles that ensure the highest level of governance and community leadership, and to

maintaining a reputation for fair dealing and high standards of ethical behaviour and the Code of Conduct embraces these principles.

Under Section 28T of the Local Government Amendment (Code of Conduct) Act 2015, any variations to the Model Code of Conduct by a Council must be approved by the Minister responsible for Local Government. Currently 22 of the 29 Councils in the State have adopted the Model Code of Conduct without variation.

Attached is the recommended Council Code of Conduct.

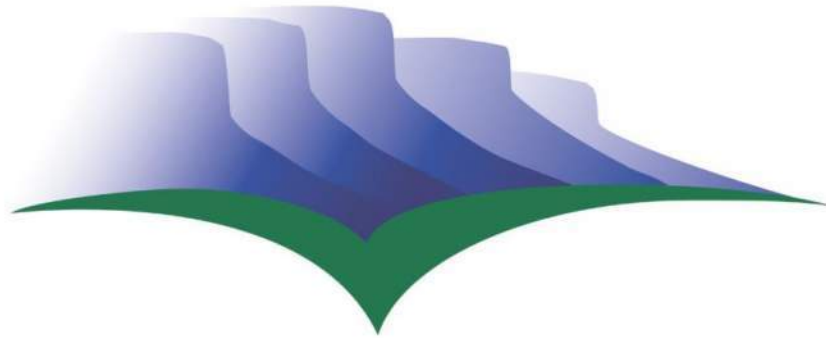
AUTHOR: David Pyke
DIRECTOR GOVERNANCE & COMMUNITY SERVICES

12) Recommendation

It is recommended that:

- ***Council adopt the attached Code of Conduct and***
- ***The Council's Code of Conduct Panel and its members be terminated effective from the date of this motion***

DECISION:



Meander Valley Council

W O R K I N G T O G E T H E R

MEANDER VALLEY COUNCIL

COUNCILLOR CODE OF CONDUCT

June 2016

Version 2
Adopted: 12 July 2016

GOV 2

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Model Code of Conduct

PART 1 - Decision making

- 1.** A councillor must bring an open and unprejudiced mind to all matters being decided upon in the course of his or her duties, including when making planning decisions as part of the Council's role as a Planning Authority.
- 2.** A councillor must make decisions free from personal bias or prejudgement.
- 3.** In making decisions, a councillor must give genuine and impartial consideration to all relevant information known to him or her, or of which he or she should have reasonably been aware.
- 4.** A councillor must make decisions solely on merit and must not take irrelevant matters or circumstances into account when making decisions.

PART 2 - Conflict of interest

- 1.** When carrying out his or her public duty, a councillor must not be unduly influenced, nor be seen to be unduly influenced, by personal or private interests that he or she may have.
- 2.** A councillor must act openly and honestly in the public interest.
- 3.** A councillor must uphold the principles of transparency and honesty and declare actual, potential or perceived conflicts of interest at any meeting of the Council and at any workshop or any meeting of a body to which the councillor is appointed or nominated by the Council.
- 4.** A councillor must act in good faith and exercise reasonable judgement to determine whether he or she has an actual, potential or perceived conflict of interest.
- 5.** A councillor must avoid, and remove himself or herself from, positions of conflict of interest as far as reasonably possible.
- 6.** A councillor who has an actual, potential or perceived conflict of interest in a matter before the Council must –
 - (a)** declare the conflict of interest before discussion on the matter begins; and
 - (b)** act in good faith and exercise reasonable judgement to determine whether the conflict of interest is so material that it requires removing himself or herself physically from any Council discussion and remaining out of the room until the matter is decided by the Council.

PART 3 - Use of Office

- 1.** The actions of a councillor must not bring the Council or the office of councillor into disrepute.
- 2.** A councillor must not take advantage, or seek to take advantage, of his or her office or status to improperly influence others in order to gain an undue, improper, unauthorised or unfair benefit or detriment for himself or herself or any other person or body.
- 3.** In his or her personal dealings with the Council (for example as a ratepayer, recipient of a Council service or planning applicant), a councillor must not expect nor request, expressly or implicitly, preferential treatment for himself or herself or any other person or body.

PART 4 - Use of resources

- 1.** A councillor must use Council resources appropriately in the course of his or her public duties.
- 2.** A councillor must not use Council resources for private purposes except as provided by Council policies and procedures.
- 3.** A councillor must not allow the misuse of Council resources by any other person or body.
- 4.** A councillor must avoid any action or situation which may lead to a reasonable perception that Council resources are being misused by the councillor or any other person or body.

PART 5 - Use of information

- 1.** A councillor must protect confidential Council information in his or her possession or knowledge, and only release it if he or she has the authority to do so.
- 2.** A councillor must only access Council information needed to perform his or her role and not for personal reasons or non-official purposes.
- 3.** A councillor must not use Council information for personal reasons or non-official purposes.
- 4.** A councillor must only release Council information in accordance with established Council policies and procedures and in compliance with relevant legislation.

PART 6 - Gifts and benefits

- 1.** A councillor may accept an offer of a gift or benefit if it directly relates to the carrying out of the councillor's public duties and is appropriate in the circumstances.
- 2.** A councillor must avoid situations in which the appearance may be created that any person or body, through the provisions of gifts or benefits of any kind, is securing (or attempting to secure) influence or a favour from the councillor or the Council.
- 3.** A councillor must carefully consider –
 - (a)** the apparent intent of the giver of the gift or benefit; and
 - (b)** the relationship the councillor has with the giver; and
 - (c)** whether the giver is seeking to influence his or her decisions or actions, or seeking a favour in return for the gift or benefit.
- 4.** A councillor must not solicit gifts or benefits in the carrying out of his or her duties.
- 5.** A councillor must not accept an offer of cash, cash-like gifts (such as gift cards and vouchers) or credit.
- 6.** A councillor must not accept a gift or benefit if the giver is involved in a matter which is before the Council.
- 7.** A councillor may accept an offer of a gift or benefit that is token in nature (valued at less than \$50) or meets the definition of a token gift or benefit (if the Council has a gifts and benefits policy).
- 8.** If the Council has a gifts register, a councillor who accepts a gift or benefit must record it in the relevant register.

PART 7 - Relationships with community, councillors and Council employees

- 1.** A councillor –
 - (a)** must treat all persons with courtesy, fairness, dignity and respect; and
 - (b)** must not cause any reasonable person offence or embarrassment; and
 - (c)** must not bully or harass any person.

2. A councillor must listen to, and respect, the views of other councillors in Council and committee meetings and any other proceedings of the Council, and endeavour to ensure that issues, not personalities, are the focus of debate.
3. A councillor must not influence, or attempt to influence, any Council employee or delegate of the Council, in the exercise of the functions of the employee or delegate.
4. A councillor must not contact or issue instructions to any of the Council's contractors or tenderers, without appropriate authorisation.
5. A councillor must not contact an employee of the Council in relation to Council matters unless authorised by the General Manager of the Council.

PART 8 - Representation

1. When giving information to the community, a councillor must accurately represent the policies and decisions of the Council.
2. A councillor must not knowingly misrepresent information that he or she has obtained in the course of his or her duties.
3. A councillor must not speak on behalf of the Council unless specifically authorised or delegated by the Mayor or Lord Mayor.
4. A councillor must clearly indicate when he or she is putting forward his or her personal views.
5. A councillor's personal views must not be expressed in such a way as to undermine the decisions of the Council or bring the Council into disrepute.
6. A councillor must show respect when expressing personal views publicly.
7. The personal conduct of a councillor must not reflect, or have the potential to reflect, adversely on the reputation of the Council.
8. When representing the Council on external bodies, a councillor must strive to understand the basis of the appointment and be aware of the ethical and legal responsibilities attached to such an appointment.

PART 9 - Variation of Code of Conduct

1. Any variation of this model code of conduct is to be in accordance with section 28T of the Act.

Supplementary Information to Accompany to the Model Code of Conduct

1. Introduction

Purpose of code of conduct

This Code of Conduct sets out the standards of behaviour expected of the councillors of the Meander Valley Council, with respect to all aspects of their role.

As leaders in the community, councillors acknowledge the importance of high standards of behaviour in maintaining good governance. Good governance supports each councillor's primary goal of acting in the best interests of the community.

Councillors therefore agree to conduct themselves in accordance with the standards of behaviour set out in the Code of Conduct.

This Code of Conduct incorporates the Model Code of Conduct made by Order of the Minister responsible for local government.

Application of code of conduct

This Code of Conduct applies to a councillor whenever he or she:

- conducts council business, whether at or outside a meeting;
- conducts the business of his or her office (which may be that of mayor, deputy mayor or councillor); or
- acts as a representative of the Council.

A complaint of failure to comply with the provisions of the Code of Conduct may be made where the councillor fails to meet the standard of conduct specified in the Code of Conduct.

Standards of conduct prescribed under the Code of Conduct

The code of conduct provides for the following eight standards of conduct:

1. Decision making

A councillor is to bring an open and unprejudiced mind to all matters being considered in the course of his or her duties, so that decisions are made in the best interests of the community.

2. Conflict of interest

A councillor effectively manages conflict of interest by ensuring that personal or private interests do not influence, and are not seen to influence, the performance of his or her role and acting in the public interest.

3. Use of office

A councillor uses his or her office solely to represent and serve the community, conducting himself or herself in a way that maintains the community's trust in the councillor and the Council as a whole.

4. Use of resources

A councillor uses Council resources and assets strictly for the purpose of performing his or her role.

5. Use of information

A councillor uses information appropriately to assist in performing his or her role in the best interests of the community.

6. Gifts and benefits

A councillor adheres to the highest standards of transparency and accountability in relation to the receiving of gifts or benefits, and carries out his or her duties without being influenced by personal gifts or benefits.

7. Relationships with community, councillors and council employees

A councillor is to be respectful in his or her conduct, communication and relationships with members of the community, fellow councillors and Council employees in a way that builds trust and confidence in the Council.

8. Representation

A councillor is to represent himself or herself and the Council appropriately and within the ambit of his or her role, and clearly distinguish between his or her views as an individual and those of the Council.

Principles of good governance

By adopting this Code of Conduct, councillors commit to the overarching principles of good governance by being:

Accountable – Explain, and be answerable for, the consequences of decisions made on behalf of the community.

Transparent – Ensure decision making processes can be clearly followed and understood by the community.

Law-abiding – Ensure decisions are consistent with relevant legislation or common law, and within the powers of local government.

Responsive – Represent and serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.

Equitable – Provide all groups with the opportunity to participate in the decision making process and treat all groups equally.

Participatory and inclusive – Ensure that anyone affected by or interested in a decision has the opportunity to participate in the process for making that decision.

Effective and efficient – Implement decisions and follow processes that make the best use of the available people, resources and time, to ensure the best possible results for the community.

Consensus oriented – Take into account the different views and interests in the community, to reach a majority position on what is in the best interests of the whole community, and how it can be achieved.

2. Legislation

The code of conduct framework is legislated under the *Local Government Act 1993* (the Act). The Act is available to view via the Tasmanian Legislation Website at www.thelaw.tas.gov.au.

Code of conduct

Tasmanian councillors are required to comply with the provisions of the Council's Code of Conduct while performing the functions and exercising the powers of his or her office with the council.

The Code of Conduct incorporates the Model Code of Conduct (made by order of the Minister responsible for local government) and may include permitted variations included as attached schedules to the Model Code of Conduct.

Making a code of conduct complaint

A person may make a code of conduct complaint against one councillor in relation to the contravention by the councillor of the relevant council's code of conduct.

A person may make a complaint against more than one councillor if the complaint relates to the same behaviour and the same code of conduct contravention.

Code of conduct complaints are lodged with the general manager of the relevant council and must comply with legislative requirements, as outlined below.

A complaint may not be made by more than two complainants jointly.

A code of conduct complaint is to –

- be in writing;
- state the name and address of the complainant;
- state the name of each councillor against whom the complaint is made;
- state the provisions of the relevant code of conduct that the councillor has allegedly contravened;
- contain details of the behaviour of each councillor that constitutes the alleged contravention;
- be lodged with the general manager within six months after the councillor or councillors against whom the complaint is made allegedly committed the contravention of the code of conduct; and
- be accompanied by the code of conduct complaint lodgement fee.

Once satisfied that the code of conduct complaint meets prescribed requirements, the General Manager forwards the complaint to the Code of Conduct Panel.

Code of conduct complaint lodgement fee

The code of conduct complaint lodgement fee is prescribed under Schedule 3 (Fees) of the *Local Government (General) Regulations 2015*. The lodgement fee is 50 fee units (\$75.50 in 2015/16).

3. Further assistance

Councillor dispute resolution

Councillors commit to developing strong and positive working relationships and working effectively together at all times.

Prior to commencing a formal code of conduct complaint, the councillors who are parties to any disagreement should endeavour to resolve their differences in a courteous and respectful manner, recognising that they have been elected to act in the best interests of the community.

A council's internal dispute resolution process should be the first step that is taken when there is a dispute between councillors.

A councillor who is party to any disagreement should request the Mayor (or Lord Mayor) or the General Manager to assist that councillor in resolving the disagreement informally.

If the informal assistance does not resolve the disagreement, the General Manager may, with the consent of the parties involved, choose to appoint an external mediator to assist in the resolution of the disagreement. If an external mediator is appointed, councillors who are party to the disagreement must strive to cooperate with the mediator and use their best endeavours to assist the mediator and participate in the mediation arranged.

Where a matter cannot be resolved through internal processes, the next step may be to lodge a formal code of conduct complaint.

Councillors should only invoke the provisions of the Code of Conduct in good faith, where it is perceived that another councillor has not complied with the provisions or intent of the Code of Conduct.

Complaints under the Local Government Act 1993

The Director of Local Government is responsible for the investigation of complaints regarding alleged breaches of the Act.

Any person can make a complaint to the Director, via the Local Government Division (contact details below), in accordance with section 339E of the Act, where it is genuinely believed that a council, councillor or general manager may have committed an offence under the Act or failed to comply with the requirements of the Act.

To make a complaint, it is recommended that you first contact the Local Government Division to discuss whether the matter is something that the Division can assist with.

Public Interest Disclosure

Any instances of suspected corrupt conduct, maladministration and serious and substantial waste of public resources or substantial risk to public health or safety or to the environment should be reported in accordance with the *Public Interest Disclosures Act 2002*. Disclosures may be made to the Tasmanian Ombudsman or the Tasmanian Integrity Commission.

Key contacts

Department of Premier and Cabinet's Local Government Division

Executive Building, 15 Murray Street, HOBART TAS 7000

GPO Box 123, HOBART TAS 7001

Phone: (03) 6232 7022 Fax: (03) 6232 5685

Email: lgd@dpac.tas.gov.au

Web: www.dpac.tas.gov.au/divisions/local_government

Local Government Association of Tasmania

326 Macquarie Street, HOBART TAS 7000

GPO Box 1521, HOBART TAS 7001

Phone: (03) 6233 5966

Email: admin@lgat.tas.gov.au

Web: www.lgat.tas.gov.au

The Tasmanian Integrity Commission

Surrey House, Level 2, 199 Macquarie Street, HOBART TAS 7000

GPO Box 822, HOBART TAS 7001

Phone: 1300 720 289

Email: mper@integrity.tas.gov.au

Web: www.integrity.tas.gov.au

Ombudsman Tasmania

NAB House, Level 6, 86 Collins Street, HOBART TAS 7000

GPO Box 123, HOBART TAS 7001

Phone: 1800 001 170

Email: ombudsman@ombudsman.tas.gov.au

Web: www.ombudsman.tas.gov.au

LOCAL GOVERNMENT CODE OF CONDUCT COMPLAINT FORM

INTRODUCTION

This form is designed to help you comply with section 28V (Making a code of conduct complaint against councillor) under the *Local Government Act 1993*.

All complaints must be in writing and be lodged within 6 months after the councillor or councillors allegedly committed the contravention of the Council's Code of Conduct.

INSTRUCTIONS

If completing this form by hand, please use black or blue pen and print clearly.

Send your completed form to the General Manager of the Council.

A code of conduct complaint must be accompanied by the prescribed lodgement fee of 50 fee units (\$75.50 in 2015/16).

CONTACT DETAILS (of person making the complaint)

Name:	Telephone (mobile):
Address (Residential):	Telephone (work):
Address (Postal):	Telephone (home):

Email address:

SUMMMARY OF COMPLAINT

Name of each councillor who you believe has contravened the Council's Code of Conduct <i>(may include more than one councillor if complaint relates to the same behaviour and same code of conduct contravention):</i>	
Provisions of the Council's Code of Conduct that you believe each councillor has contravened:	
Date(s) of incident(s):	
Location(s) of incident(s):	

**DETAILS OF THE BEHAVIOUR OF EACH COUNCILLOR THAT CONSTITUTES THE ALLEGED CONTRAVENTION
(FURTHER INFORMATION MAY BE ATTACHED)**

WITNESSES (INCLUDE ANYONE WITH KNOWLEDGE OF WHAT HAPPENED)

HAVE YOU PREVIOUSLY MADE A CODE OF CONDUCT COMPLAINT ABOUT THIS MATTER?

YES NO

If yes, when did you make the complaint?

DESIRED OUTCOME OF COMPLAINT

Please explain what you would like to happen as a result of lodging this complaint:

PLEASE SIGN AND DATE

SIGNATURE:

Date:

GOV 3 BUSINESS CONTINUITY PLAN

1) Introduction

The purpose of this report is for Council to receive Council's new Business Continuity Plan (BCP) for the organisation.

2) Background

Council has wide-ranging responsibilities to provide community support and maintain services to its residents and ratepayers.

The BCP has been developed to ensure an orderly and effective response to any incident that significantly disrupts Council operations and service delivery.

Council first adopted a BCP in December 2009, however, new International and Australian Standards have required a complete review to be undertaken by an external consultant.

Council's Risk Management Committee, the Management Team and staff have all had input into the review process and the development of the new BCP. The Council Audit Panel has also been updated on the progress of the new BCP.

3) Strategic/Annual Plan Conformance

The 2015/16 Annual Plan provided for the review of the BCP.

4) Policy Implications

Not Applicable

5) Statutory Requirements

Business Continuity Plans are recommended as good governance under both the Federal and State emergency planning guidance notes.

6) Risk Management

Business continuity management is an integral part of Council's risk management framework for the organisation.

7) Consultation with State Government and other Authorities

Not Applicable

8) Community Consultation

Not Applicable

9) Financial Impact

Not Applicable

10) Alternative Options

Not Applicable

11) Officers Comments

Council management recognises that the development of a BCP is an essential tool for sound strategic governance and accountability of the organisation.

It is imperative that the BCP be reviewed on a regular basis and that regular scenario exercises are carried out to test the Plan.

A copy of the new BCP is attached.

AUTHOR: David Pyke
DIRECTOR GOVERNANCE & COMMUNITY SERVICES

12) Recommendation

It is recommended that Council receive the Business Continuity Plan.

DECISION:



Meander Valley Council
WORKING TOGETHER

BUSINESS CONTINUITY PLAN

(Business Interruption & Recovery)

The underlying approach adopted in this Plan is to start from the point that a risk event has occurred and therefore developed by analysing **what** may be interrupted, rather than **why**. We are not planning for *every* possible scenario as that is neither practical nor achievable.

Document Control

Version Number: 1.0

Date Endorsed by Council: TBC

Annual Review Date: TBC

Version History

Revision Number	Revision Date	Description
V1.0	5/7/2016	New plan finalized for introduction to Council

Distribution List

Who	Where	Type
General Manager	Westbury Office	Hard & Soft Copies
Director Governance & Community Services	Westbury Office	Hard & Soft Copies
Director Development Services	Westbury Office	Hard & Soft Copies
Director Corporate Services	Westbury Office	Hard & Soft Copies
Director Economic Development & Sustainability	Westbury Office	Hard & Soft Copies
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Director Infrastructure Services	Westbury Office	Hard & Soft Copies
IT Officer	Westbury Office	Soft Copy
DR Copy	Deloraine Community Complex	Hard Copy

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SECTION 1: OVERVIEW AND GENERAL INFORMATION

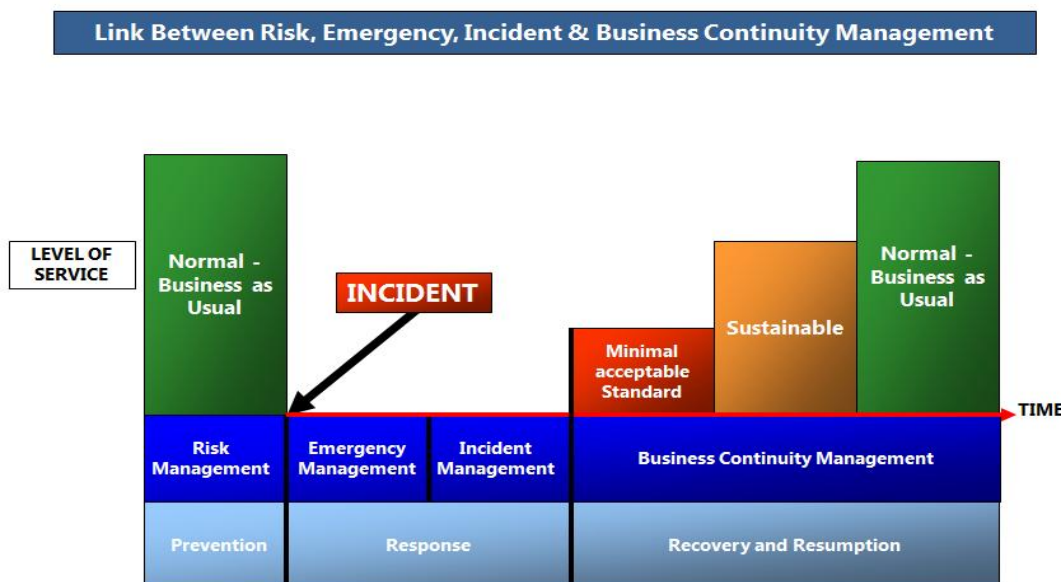
1.1 Executive Summary

Meander Valley Council (MVC), in common with most Local Government organisations, has wide-ranging responsibilities to provide community support and maintain services to its residents and ratepayers. This plan has been developed to ensure an orderly and effective response to any incident that *significantly* disrupts Council operations and service delivery.

Council is in the service business and consequently it is important that in the event of an interruption, we have, and be seen to have, an effective Business Continuity Plan (BCP). Getting back to 'business as usual' (BAU) quickly is vital as an inefficient response could provide disruption for the community and an inability to fulfil key obligations.

Business continuity management is an integral part of our risk management framework and is adopted as a core obligation of good governance and utilises the methodology specified in the AS/NZS 5050:2010 'Business Continuity – Managing Disruption Related Risk', ISO22301:2012 'Societal Security – Business Continuity Management Systems' and AS/NZS 31000:2009 'Risk Management – Principles and Guidelines'.

Whilst intrinsically linked in its nature to Municipal Emergency Management Plans (MEMP) and Information Technology Disaster Recovery Plans (ITDRP) a Business Continuity Plan is a separate approach which is very different in its practical application. The various stages of a typical incident are depicted below



1.2 Objectives

The objectives of this plan are to:

- Ensure that maximum possible service levels are restored as quickly as possible;
- Minimise the effect on the public, staff and Council;
- Be reasonable, practical and achievable.



1.3 Glossary of Abbreviations

Acronym	Explanation
ACO	Animal Control Officer
BAU	Business as Usual
BCC	Business Continuity Coordinator
BCM	Business Continuity Manager
BCP	Business Continuity Plan
BCT	Business Continuity Team
BIA	Business Impact Analysis
COL	City of Launceston
DHHS	Department of Health and Human Services
DPIPWE	Department of Primary Industries, Power, Water and Environment
DRP	Disaster Recovery Plan
ECM	Technology One
EPA	Environment Protection Authority
FTE	Full Time Employee
GM	General Manager
IT	Information Technology
LA	Loss Assessor
MECC	Municipal Emergency Control Centre
MEMC	Municipal Emergency Management Coordinator
MEMP	Municipal Emergency Management Plan
MTPD	Maximum Tolerable Period of Disruption
MVC	Meander Valley Council
NMC	Northern Midlands Council
PMO	Property Management Officer
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SES	State Emergency Services
VOIP	Voice Over IP
WTC	West Tamar Council

SECTION 2: BUSINESS CONTINUITY VS EMERGENCY MANAGEMENT

2.1 MEMP – Emergency Response Phase

The initial response to a major disruption may involve the protection of people and property from immediate harm. An initial reaction by management may form part of the organisation's first response.

For the purposes of this Plan, the Emergency Response Phase is mentioned only briefly because a separate Municipal Emergency Management Plan (MEMP) has been developed and therefore not repeated in this Plan.

The MEMP provides for the primary Municipal Emergency Coordination Centre (MECC) to be at the Council Offices, 26 Lyall St, Westbury.

The Municipal Emergency Management Plan for Meander Valley Council can be found in the following location within our systems;

Filepath - S04-04-068

The key contact for the Municipal Emergency Management Plan is:

Dino De Paoli – Municipal Emergency Management Coordinator (MEMC)

MEMP = *Wider community affected – Protection of People & Property from immediate harm*
Coordinated by External Agencies (Tasmanian Fire Service, SES, Police etc.) with assistance from Council.

BCP = *Internal business operations affected – getting Council functions back up and running –*
Coordinated by Council's Business Continuity Team.

NB: Keep in mind: The Emergency Response Phase takes place prior to the Business Continuity Phase. Councils play an important support role in the response to an emergency, but they are not emergency response agencies. However, in the event of a municipal emergency that impacts the community and the Council's ability to deliver its critical business functions, the minimal resources that are required to continue the critical business functions may also be affected.

SECTION 3: RISK MANAGEMENT PROCESS IN BUSINESS CONTINUITY PLANNING

3.1 Introduction

The BCP is activated when a risk event occurs that has a *significant business interruption* consequence. The business interruptions that are of concern from a continuity viewpoint are referred to as 'outages'. These events will cause a significant disruption to, or loss of critical business functions over a prolonged period of time.

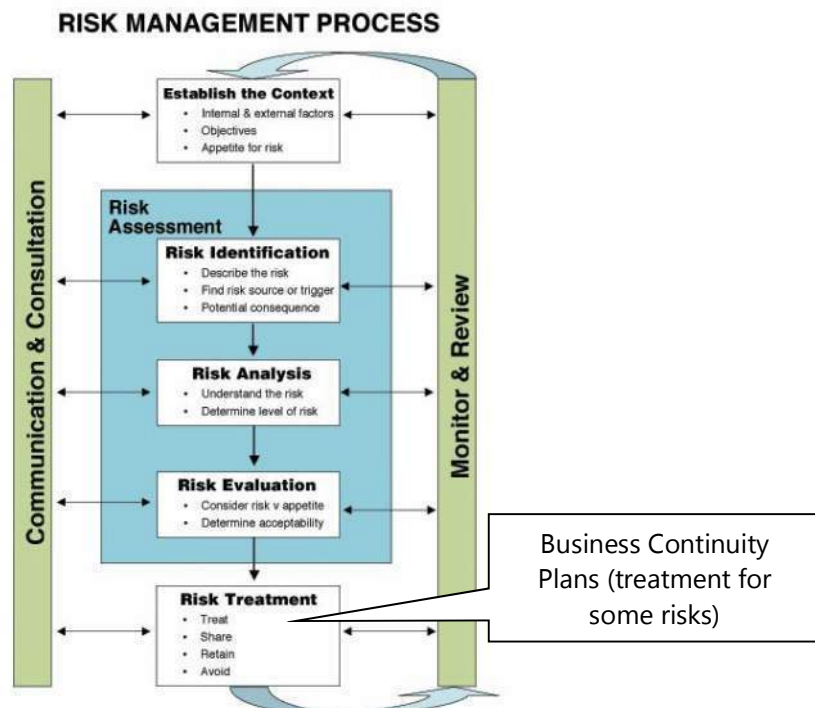
Outages need to be distinguished from other day to day operational problems such as system glitches, brief loss of communications and processing errors which arise from time to time in the normal course of doing business. These events should be handled as part of the Council's standard operating procedures and typically do not come under the purview of the BCP.

The concept of an outage has a time dimension as well as a business impact dimension. Effective Business Continuity Management (BCM) goes beyond the construction of a BCP. It requires a fundamental cultural change within Council, including the acceptance of uncertainty.

BCM focuses on consequences of an outage and the steps necessary to contain or minimise the negative consequences when an outage actually occurs. It is not concerned with the likelihood of occurrence, as matters of likelihood should already have been addressed as part of the risk management process. A BCP is a means of minimising the impacts of a particular risk; however it is not a preventative control for all risks.

3.2 Business Continuity and Risk Management

Business continuity is an element within the wider context of the risk management framework.



SECTION 3: RISK MANAGEMENT IN BUSINESS CONTINUITY PLANNING (Cont'd)

3.2 Business Continuity and Risk Management (Cont'd)

What is the difference between Business Continuity Management and Risk Management?

Element	Business Continuity	Risk Management
Key Method	Business Impact Analysis	Risk Analysis
Key Parameters	Impact & Time	Likelihood & Consequence
Incident Type	Events causing significant business disruption to critical business functions & capabilities	All types of events
Event Size	'Survival' threatening events only	All sizes of events
Intensity	Sudden or rapid events (though response may also be appropriate if a creeping incident becomes severe)	All from gradual to sudden

Approach for Meander Valley Council's Business Continuity Plan

The underlying approach adopted in this BCP is to start from the point that a risk event has occurred which has interrupted business operations – that is, assuming the worst case scenario. In this context, the cause or nature of the actual risk events are not considered to be the drivers for management action. It is the business interruption **impact** that mainly determines the process.

Consideration of causes and sources of threats are not part of the BCP. It is important that continuity plans are not developed solely from this perspective as it is unlikely that Councils will be able to identify all possible causes of outages or the source of all the threats.

3.3 Business Impact Analysis (BIA)

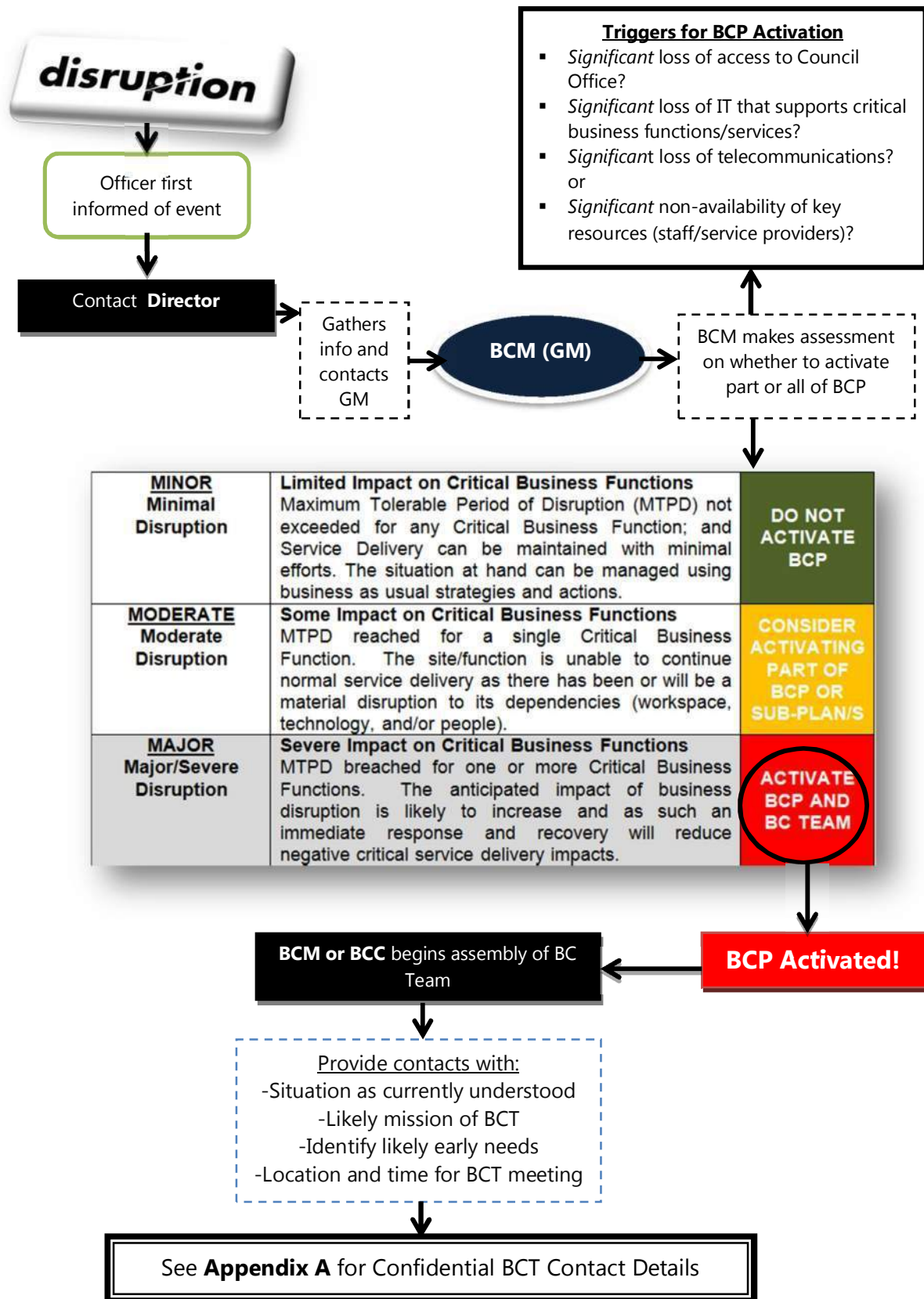
To develop an effective BIA for MVC, the following steps were undertaken:

- Examined and documented the functions/services provided by the organisation on a day to day basis;
- Analysed the functions/services using a defined criteria to establish which are 'critical' to the ongoing continuity of operations should an incident or event occur; and
- Developed critical function/service sub-plans to assist in speedy continuation or resumption of service post-incident.

Echelon Australia facilitated and co-ordinated a holistic approach to the BIA. Management and staff were involved in workshops during which they followed set criteria to determine which operational departmental functions were classified 'critical'. Follow-up, one-on-one sessions were held with responsible Managers of 'critical' functions in order to develop the sub-plans.

SECTION 4: ACTIVATION

4.1 Activation Process



Acronyms

BCM = Business Continuity Manager

BC Team = Business Continuity Team

SECTION 5: OVERVIEW OF BC TEAM

5.1 Overview of BC Team Members Responsibilities

This list is not exhaustive and only provides an **overview**. See **Appendix A** for contact details of the BC Team members.

BC Team Member	Overview of Role & Responsibilities
Business Continuity Manager (BCM) General Manager (GM)	<ul style="list-style-type: none"> ○ Assesses severity of situation ○ Assembles BC Team ○ Activates all or part of BCP ○ Chairperson for BC Team meetings ○ Assigns tasks to BC Team members ○ Acts as link between media, Councillors and BC Team ○ Spokesperson with the media
Deputy BCM Director Development Services & Director Corporate Service	<ul style="list-style-type: none"> ○ All tasks above for BCM as delegated by General Manager
Business Continuity Coordinator (BCC) Director Governance & Community Services	<ul style="list-style-type: none"> ○ Ensures all relevant staff are provided with electronic and hard copies of BCP ○ Schedules annual review of plans and facilitates reviews of critical functions and sub-plans with process owners ○ Schedules annual scenario testing of BCP.
Directors	<ul style="list-style-type: none"> ○ Identify affected critical functions within directorate and activate necessary sub-plans ○ Determine service delivery priorities within directorate ○ Appoint a 'runner/assistant' to relay messages and provide support to Director ○ Regularly update and communicate with affected functions ○ Nominate staff from affected functions to keep event and expenditure logs ○ Determine which staff can be sent home and which staff can assist critical functions ○ Determine alternative sites and relocation arrangements for critical functions.
Property Management Officer (only if required)	<ul style="list-style-type: none"> ○ Provides damage assessment report to BC Team.
Municipal Emergency Management Coordinator (MEMC) (only if required)	<ul style="list-style-type: none"> ○ Communication link between BC Team and MECC (if activated) ○ Liaise with TasFire/SES and other emergency agencies during an emergency event.
Additional Support (as required) IT Officer Communications Officer Human Resources Officer WHS Officer Information Management Officer	<ul style="list-style-type: none"> ○ Provide support to the organisation as directed ○ Use expertise and knowledge in chosen field in assisting the organisation in making balanced, well articulated decisions.

SECTION 6: PRIORITISATION OF SERVICES/FUNCTIONS

6.1 Service/Function Categories

For the purpose of business continuity planning, services/functions are categorised as 'critical' or 'non-critical' in a continuity context. This BCP is prepared to enable an **immediate response** to ensure continuation of the **critical services/functions** to the Meander Valley community.

All services were assessed as part of the Business impact Analysis (BIA) and categorised as 'critical' or 'non-critical' based on the perceived 'Maximum Tolerable Period of Disruption' (MTPD) by the process owners. A definition of MTPD is noted below.

Maximum Tolerable Period of Disruption (MTPD) = Council's perception of the period of time stakeholders (community) would deem 'tolerable' for disruption to service provision.

Critical functions are those which non-delivery of may result in:

- Legislative/regulatory fines or penalties;
- Adverse impact on health and wellbeing of community members;
- Major legal repercussions; and/or
- Significant damage to Council's reputation.

Non-critical functions are functions where the provision could be delayed for longer than a week, but are required typically within 2-4 weeks to return to normal operating conditions and alleviate further disruption or disturbance to normal conditions.

This assessment has been conducted under 'business as usual' conditions to ensure that Council have a pre-determined, documented approach to prioritisation of services which provides absolute focus and should minimise the impact on the critical functions of the organisation and minimising any impact.

The output of the BIA was that Meander Valley Council have documented 11 (eleven) critical functions for prioritisation in a post-interruption event.

SECTION 6: PRIORITISATION OF SERVICES/FUNCTIONS (Cont'd)
6.2 Function Prioritisation

The location and the type of disruption event will influence the prioritisation of functions.

	Critical Function	MTPD	Responsible Unit
1.	Sewerage Spill Notification	Within 2 hrs	Development Services
2.	Emergency Orders Building & Plumbing Compliance	2-8 hrs	Development Services
3.	Customer Service.	2-8 hrs	Corporate Services
4.	IT Help Desk	2-8 hrs	Corporate Services
5.	Notifiable Diseases	8 – 24 hrs	Development Services
6.	Animal Control	1 – 2 days	Development Services
7.	Food Safety Management	1 – 2 days	Development Services
8.	Payroll	2 – 4 days	Corporate Services
9.	Records Management	5 days	Corporate Services
10.	Building Permit & Plumbing Applications	5 days	Development Services
11.	Building & Plumbing Compliance	5 days	Development Services

Legend

0-24 hours	1-2 days	2-4 days	5 days+
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The ratings are based on the shortest MTPD rating of the three scenarios for each critical function.

6.3 IT System Prioritisation

IT Software	Timeframe required
Standard IT Build (Internet, Microsoft applications)	2 – 8 hrs
Technology One	48 hrs
Merit	4 days

SECTION 7: ROLE OF GM, MAYOR & COUNCILLORS AND MEMC

7.1 Role of the GM in Business Continuity

After activation of the BCP, all business continuity tasks should be allocated to the other members of the BC Team & key personnel and no specific tasks should be undertaken by the GM. The GM should remain highly visible and accessible and is the communication link between Councillors, the media and the BC Team. The allocation of tasks will be determined by the GM in conjunction with the BC Team members.

7.2 Role of the Mayor and Councillors

The Mayor and Councillors do not have an operational or response role during an emergency or business disruption event. The Council's municipal emergency management officers and Business Continuity Team have operational responsibilities and legislative obligations they need to carry out. Councillors should assist them by steering clear of operational areas, while staying informed of the situation.

As soon as possible after the initial meeting of the BC Team and key personnel, a meeting with Councillors should be arranged.

The GM and Communications Officer will liaise directly with the Mayor and Councillors and provide them with approved comments and updates.



The best place for the Mayor and Councillors during an emergency or business disruption event is among the community, not in Council operational spaces.

7.3 Role of the MEMC in Business Continuity

In the event of a municipal emergency that activates both the MEMP and the BCP, the role of the MEMC and any other personnel with Emergency Management/MEMP responsibilities will be focused on emergency response and their role in business continuity is limited to being the communications link between the MEMP and the BC Team and therefore no business continuity tasks will be allocated to the MEMC or these key personnel in such a situation.

SECTION 8: COMMUNICATIONS STRATEGY

8.1 General

The manner in which the Council conveys information during a business disruption situation is extremely important to the staff and public's understanding and perception of how the Council is handling the situation.

It is imperative that a calm and coherent approach be taken towards the activities of the Council. Every effort must be made to show the staff, media and the public that the Council is in complete control of the continuity and recovery efforts and that every possible measure has been taken to ensure that we can provide the appropriate levels of service in the most expeditious manner.

This section is solely intended to provide an outline of the overall Communications Plan that will be followed by Council.



The GM and the BCT through coordination by the Communications Officer are the only persons authorised to speak to the media.

However, the BCM/Deputy BCM may authorise additional individuals to speak with media based on both the nature and severity of the event (e.g. the Mayor).

8.2 Responsibility for Communication

In the event of a major business disruption situation, the BCM will appoint the BC Team to oversee and all public and media information related to business continuity activities. This activity will be coordinated by the Communications Officer.

It is the responsibility of the Communications Officer to ensure that the GM, BC Team Members, Councillors and the staff are kept well informed.

It is essential that the BC Team maintain continuous contact with all the affected business functions.

8.3 Internal Communication

Managers and/or their representatives must be conscious that there is the potential risk during the contact/notification process of unintentionally releasing sensitive, confidential or incorrect information. All those involved in the process of contacting/notifying employees must be fully conversant of the situation and the process that will be followed within the Council during its resumption and recovery processes.

SECTION 8: COMMUNICATIONS STRATEGY (Cont'd)

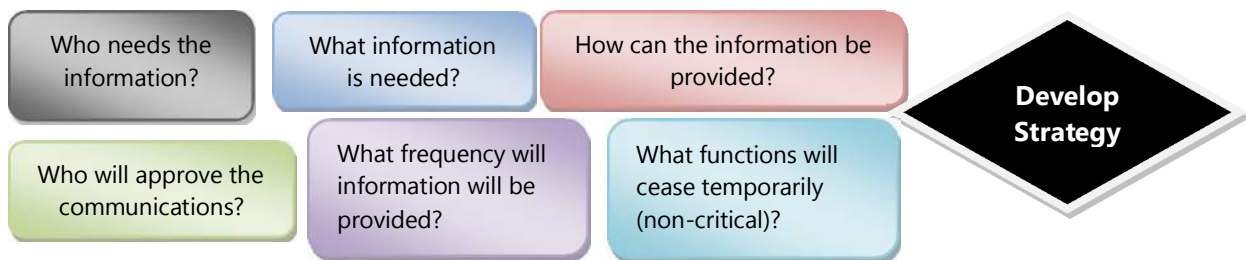
8.4 Contacting Employees

When contacting employees the following guidelines should be used:

- a) **If the staff member is contacted:** Advise them of the event prompting the call and provide them with specific instructions on where they are to go and appropriate actions they should take. Remind the employee of the policy regarding media requests and who is responsible for responding to any media requests.
- b) **If the staff member is not contactable:** leave a name and number where you may be contacted and ask that the employee contact you as soon as possible. You should not leave detailed messages as these may be misinterpreted.

8.5 Media Release

Before drafting a media release, the following questions will assist to develop a communications strategy:



The following prompts can be used to prepare a basic media release:

- Date
- When?
- Where?
- What happened?
- What should the staff do?
- Who was involved?
- When will operations be back to normal?
- Who is in charge of current operations?
- People authorised to speak to the media
- Number for the public to call?
- Extent of the problem?
- What should the public do?
- Contact for further info?
- Which services affected?

8.6 Methods for Conveying Information

Methods of conveying information to the staff and public may include, but not limited to:

- Messages via radio, internet and email;
- On-hold messages;
- Advertising through daily and local newspapers;
- Bulletins delivered to households;
- Displays at Council’s offices; and
- Notices on Public Notice Boards.



The Communication Strategy should consider informing the community that some services (Appendix C) may be temporarily suspended (per MTPD) and services not listed in (non-critical) are not immediate priority.

SECTION 9: ADDITIONAL CONSIDERATIONS

9.1 Documenting Losses

Council's asset register has the potential to be key to enabling losses to be identified and costed. In addition to asset register items, there will be sundry items lost which staff may have to record from memory. A standard form can be devised for this purpose.

9.2 Evaluating Recovery Costs

Costs must be identified, justified and then claimed. The total costs of recovery will consist of:-

- Cost of repair or rebuilding of the structure and its fittings;
- Repair or replacement of plant, equipment and articles;
- Cost of temporary accommodation;
- Additional cost to the Council of maintaining operations;
- Cost of re-establishing operations back in the building; and
- Loss of revenue to the Council or those contractually tied to the Council.

9.3 Damage Assessment

If the damage is limited to only a part of a centre, then the assessment may be delegated to the Property Management Officer to prepare the damage report, in consultation with the Loss Assessor (if appointed).

If the damage is extensive, the assessment may be undertaken by the Loss Assessor for the Council's insurers.

The Tasmanian Fire Service will initially control access to the site and will direct and be present at inspections. The site may be hazardous and therefore severely limited for access, other than for selected personnel. Following the initial inspection, a concise report should be prepared of the extent of damage, the services adversely affected and an estimate of the time required for restoration.

9.4 Criminal Investigations

Serious damage to a building, particularly where injury to persons has or is likely to occur, may cause the intervention of the Coroner, who may have specific requirements regarding the site or investigations the Coroner wants conducted. These requirements will become apparent quickly, and must be enforced.

Depending upon the type of damage, the Police, through the Arson Squad or the Bomb Squad, will conduct investigations into the cause of the damage. This may require special arrangements for demolition and site clearing to preserve any potential evidence.

Council may want to conduct its own investigations, in which case the services of a private detective agency and/or a forensic scientist may be required. Depending upon the circumstances, the insurer may accept the cost as part of the claim or engage these professionals itself.

SECTION 9: ADDITIONAL CONSIDERATIONS (Cont'd)**9.5 Retrieval of Materials and Documents from Site**

Contractors for the insurer (if appointed) will remove all furniture, fittings, equipment and paper from the building and will use whatever method of identification is readily available to them to enable these items to be returned to their original places on completion of restoration. It is therefore advantageous to the Council to have each work station clearly identified by name or number and each item within the station stamped or labelled accordingly, or to require the contractor to do so.

Files, documents, books, utensils and loose papers will be placed in cardboard boxes and removed for storage or to the temporary office accommodation. Those boxes must be clearly marked with the work station identity. Plans will be rolled and tied and the rolls identified.

If this procedure is not followed, much time may be lost in finding documents during the restoration period and after reoccupation of the building.

9.6 Damaged Documents and Repair

Documents may be damaged by charring, smoke staining or by wetting. Charred documents are fragile and need careful handling. It is essential that experienced personnel be engaged and if this is being arranged by the insurer, Council must insist on a competent contractor.

9.7 Handling Items of Value

Removal of items of value such as paintings, framed photographs and sculptures should preferably be handled and stored by persons trained in this work. For example, it is easy to puncture an oil painting by incorrect stacking.

9.8 Loss Assessor

The Loss Assessor, who is employed by the insurer, has a very important role throughout the whole recovery process. It must be clearly understood that the Assessor is required to safeguard the interests of his client - the insurer, so Council has to look after its own interests. Depending upon the extent of damage, it will be prudent for the Council to engage an assessor to advise it on the procedures being adopted, the actions of the insurer's assessor and the claim settlement negotiations. The advice of a solicitor experienced in insurance work would also be valuable.

The insurer's Loss Assessor will quickly form an opinion regarding what can be saved, repaired, cleaned and reused as against that which will require replacement. The Council must therefore be ready to respond quickly if it wishes to dispute or negotiate Assessor decisions. The Assessor will also establish a time-table for the restoration work and the stages at which the Council can expect to recover occupation of the affected sections of the building.

SECTION 9: ADDITIONAL CONSIDERATIONS (Cont'd)

9.9 Daily Diaries

The keeping of daily diaries of all events which take place after the disaster and which are related to it will considerably assist in the documenting and claiming of recovery costs. Council is entitled to claim the marginal cost of operating over that it would normally incur, so it may be necessary for staff other than those on the BC Team to keep a record of time and resources expended on recovery processes.

9.10 "Before and After" Photographs

It will be advantageous to have photographs of valuable items and unusual and / or expensive finishes and fittings that might be difficult to reproduce after loss, particularly where heritage value and the need for accurate reproduction is involved.

9.11 Staging

In the case of partial damage to a centre and in an effort to minimise recovery costs, the Insurer may want to move staff back into the building in stages, as each section of the building is restored. The Loss Assessor will provide a timetable of expected recovery dates, which should be advised to staff.

It will therefore be necessary to ensure that the repaired equipment, furniture, materials and documents are returned at the time the relevant section is ready, so that the staff in that section can resume operations with a minimum of inconvenience.

9.12 Debriefing

As soon as practical after resumption of operations, a debriefing session should be held with senior staff to review the actions and events since the disruption event.

Document and minute debriefing meetings. See **Appendix E8**.

9.13 Update Plan

The lessons learnt from a disruption event will highlight areas of the BCP that need updating.

As soon as practical after resumption of operations, changes will be workshopped with the BC Team.

SECTION 10: MAINTENANCE AND STORAGE OF THE PLAN

10.1 Format and Storage of the Plan

This document has been designed to be published electronically and on paper. Each member of the Business Continuity Team (BC Team), their delegates and all Directors will be given a hard and soft copy of the entire BCP.

It is not necessary for Councillors to receive a copy of the BCP.

It is recommended that each BC Team member keep a hard copy in the office and a hard copy at home or in your vehicle for ready retrieval if necessary.

Electronic versions to be saved to iPads/tablets/laptops along with the copy provided on USB stick. An electronic version of the Plan is also stored in Technology One (ECM).

10.2 Maintenance and Review Responsibilities

The Business Continuity Coordinator (BCC) is responsible for annually reviewing and arranging testing and updating the BCP.

Directors are responsible for compiling and updating their unit's operational business contingency sub-plans each time there is a change in staff, contact numbers or procedures.

All Directors and team leaders should keep an updated contact list of their staffs' work, home and mobile numbers in the office and a copy at home.

10.3 Testing of the BCP

Regular testing is necessary to maximise the chances of a successful plan in the event of a significant disruption event. A BCP is only as useful as effective the testing proves it to be and the knowledge and understanding of the staff responsible within the plan.

10.4 Process for deputy staff or when Directors are absent/unavailable

Take direction from their Director, or if absent, a BC Team member.

If a Director is on leave and the deputy is acting in that position, it is up to that Director to ensure that their stand-in has access to the hard copy and/or electronic copy of the full BCP before they go on leave.

APPENDIX A: BC Team Members & Substitutes' Contact Numbers

Name & Position	Mobile	Delegate / Substitute
Business Continuity Manager: Greg Preece, General Manager	0418 145 036	Director/s
Deputy Business Continuity Manager: Martin Gill, Director Development Services	0408 303 389	Krista Palfreyman
Malcolm Salter, Director Corporate Services	0408 134 070	John Harmey
BC Coordinator (BCC) David Pyke, Director Governance & Community Services	0419 511 229	Patrick Gambles

Business Continuity Team Members

Name & Position	Mobile	Delegate / Substitute
Greg Preece, General Manager	0418 145 036	Director/s
Malcolm Salter, Director Corporate Services	0408 134 070	John Harmey
Martin Gill, Director Development Services	0408 303 389	Krista Palfreyman
Rick Dunn, Director Economic Development & Sustainability	0417 393 483	Stuart Brownlea
Matthew Millwood, Director Works	0417 054 273	Darren Miller
Dino De Paoli, Director Infrastructure Services	0409 547 797	Robert Little
David Pyke, Director Governance & Community Services	0419 511 229	Patrick Gambles

BCT Admin Support Personnel

Name & Position	Mobile
Beth Williams	0428 106 425

Additional Support (if required)

Name & Position	Mobile
Dino De Paoli – MEMC	0409 547 797
Mark Simpson – IT Officer	0418 190 350
Marianne McDonald – Communications Officer	0419 710 404
Erin Mollison – HR & Payroll Officer	Ph: 6393 5338
Sam Bailey – WHS Officer	0437 351 310
Chantelle Mason – Information Management Officer	Ph: 6393 5348



APPENDIX B: External Contacts

Service	Contact Number/s
<u>Local Police Station</u>	
General Enquiries	131 444
Emergency Calls	000
<u>Fire Service</u>	
General Enquiries	1800 000 699
Emergency Calls	000
<u>Insurer</u>	
IRS – Broker Marsh Pty Ltd	6333 3210
Public Liability & Professional Indemnity – MAV	8664 9344
<u>Energy Provider</u>	
Aurora	1300 132 007
ERM Power	(07) 3020 5100
TasNetworks	1300 127 777
<u>Water Supplier</u>	
TasWater (Public Supplier)	136 962
Bruce & Jenny Harvey (Water Cartage)	Ph: 6393 6544 Mobile: 0417 594 680
<u>Telecommunications Provider</u>	
Tasminet - Customer Service	1300 792 711 (ext #2)
Community Telco Aust Pty Ltd	1300 550 580
Telstra	6337 5611
<u>Local Couriers</u>	
Meander Valley Transport	0417 561 568
<u>Local Transport</u>	
Westbus	6393 1830
<u>Neighbouring Councils</u>	
Kentish Council	6491 0200
Latrobe Council	6421 4650
City of Launceston	6323 3000
Northern Midlands Council	6397 7303
West Tamar Council	6383 6350
<u>Office Equipment Suppliers</u>	
Fairmont Commercial Furniture Pty Ltd	6343 5572
Office Works	1300 633 423
<u>Stationary Providers</u>	
Lyreco Pty Ltd	6334 9334
Office Max Aust Ltd	1300 557 355
Officeworks	1300 633 423

Critical Functions' Sub-Plans contains details of external stakeholders specific to that function.

Critical Function Sub-Plans





DEVELOPMENT SERVICES – CRITICAL FUNCTION SUB-PLAN

Sewerage Spill Notification

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

0 – 2 Hrs

MTPD SEASONAL VARIATIONS

Dependent on Tas Water Response

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

0- 2 Hours

Unavailability of technology

0- 2 Hours

Unavailability of office facilities

N/A

SUB-PLAN OWNER AND DATE LAST REVIEWED

Martin Gill - Director Development Services, October 2015

PROCESS STEPS

- Advice from TasWater or EPA - notice of sewerage spill
- Internal risk assessment
- If required - notify affected landowners
- If appropriate erect warning signage
- Follow up inspection of incident and surrounding area
- If required obtain laboratory analysis of surrounding water courses
- Close out incident with TasWater
- Reporting to EPA

KEY DECISION MAKERS

- Martin Gill - Director Development Services
Tel: 6393 5323 or 0408 303 389
Email: martin.gill@mvc.tas.gov.au
Location: Westbury (main office)
- Katie Proctor - Senior Environmental Health Officer
Tel: 6393 5339 or 0408 129 177
Email: katie.proctor@mvc.tas.gov.au
Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- Communications Officer

EXTERNAL

- Laboratory Services - Mt Pleasant Laboratories, 165 Westbury Road, Prospect, 6777 2097, or Tasmanian Laboratory Services, 1/37 Frederick Street, Launceston, 6334 3424
- TasWater – Michael Peters, (Regional Manager) 0417 582 694; or Jason Barnett (Wastewater Scientist) 6345 6340 or 0418 569 353
- Telstra - 6337 5611
- Tasmanet – 1300 792 711 (ext#2)

SUPPORTING DOCUMENTATION/ CONTINGENCIES

- Environmental Health Manual – Policy and Procedures
- Incident Communication Protocol; Public Health Act 1997; Environmental Management and Pollution Control Act 1994

WORKAROUNDS

- TasWater could initiate notification
- Consider employees who have remote access (refer to IT for detail)

Minimum Resource Requirements	
Equipment & Software	Staff Positions (FTE)
<ul style="list-style-type: none"> • Standard IT Build • 1 Council vehicle fully equipped (food/sewerage sampling kits) • Smart phone • Computer - Laptop • PPE • Warning signage 	<ul style="list-style-type: none"> • 2 FTE

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of Technology

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Determine extent and duration of event ○ Notify the team of incident ○ Contact key department stakeholders if required and inform them of the incident ○ Follow the call tree - Director Development Services to notify all Directors, each Director to contact their staff. ○ Notify other departments and external stakeholders of communication protocols for the duration of the event. 	Senior Environmental Health Officer Director Development Services

Progressive Response	<ul style="list-style-type: none"> ○ Conduct regular assessment of priorities including work that can be performed manually in preparation for system recovery ○ Contacting landowners on advice of the event and actions. 	Senior Environmental Health Officer
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Notify stakeholders of return to BAU ○ Backlog of manual work and loss of data ○ Follow-up laboratory testing of the site samples. 	Senior Environmental Health Officer

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Confirm the key staff who are not available and how long they will not be available for. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Prioritise workloads and consider replacement of staff with City of Launceston (COL) & West Tamar Council Environmental Health Officer. 	Director Development Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Cease City of Launceston or West Tamar Council Environmental Health Officer arrangements when key staff return ○ Backlog when key staff return. 	Director Development Services

*****Sub-plan end*****

DEVELOPMENT SERVICES – CRITICAL FUNCTION SUB-PLAN

Emergency Orders – Building and Plumbing Compliance

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MPTD)

2-8 Hours

MTPD SEASONAL VARIATIONS

N/A

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

2-8 Hours

Unavailability of technology

2-8 Hours

Unavailability of office facilities

N/A

SUB-PLAN OWNER AND DATE LAST REVIEWED

Martin Gill - Director Development Services, October 2015

PROCESS STEPS

- Investigate reports of development and site specific activities that pose a threat to life
- Building inspector provides report
- Internal risk assessment
- Emergency order made up
- General Manager signs
- Hand deliver (back up with registered post)
- Follow up inspection

KEY DECISION MAKERS

- Martin Gill - Director Development Services
 Tel: 6393 5323 or 0408 303 389
 Email: martin.gill@mvc.tas.gov.au
 Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- Permit Authority
- Building Inspector
- Plumbing Inspector

EXTERNAL

- Telstra - 6337 5611

- Tasmanet – 1300 792 711 (ext#2)
- Building Control - Anthony Livingstone, 6166 4651
- Protek, Jason Folo 6332 3700 or jfolo@protekco.com.au
- Emergency Services – Police – 131 444 Fire - 1800 000 699 or dial 000

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Multiple parties delegated to undertake role
- Some remote access to desktop environment

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Desktop environment • Computer - Laptop • Smart phone • Hard copy files • Camera • PPE • 1 vehicle • Electronic records 	<ul style="list-style-type: none"> • 2 FTE • General Manager or Director to sign orders

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Determine extent and duration of event ○ Notify the relevant officer of incident ○ Contact key department stakeholders if required and inform them of the incident ○ Follow the call tree - Director Development Services to notify all Directors, each Director to contact their staff. ○ Notify other departments and external stakeholders of communication protocols for the duration of the event. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Conduct regular assessment of priorities including work that can be performed manually / in preparation for system recovery ○ Contacting landowners on advice of the event and actions ○ Liaise with Works Director or SES for assistance. 	Director Development Services
Recovery Response Return to BAU	<ul style="list-style-type: none"> ○ Notify stakeholders of return to BAU ○ Backlog of manual work and loss of data ○ Follow-up with landowners to ensure emergency orders have been acted upon. 	Director Development Services

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Confirm the key staff who are not available and how long they will not be available for. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Prioritise workloads and consider replacement of staff with West Tamar Council, City of Launceston, Northern Midlands Council Building & Plumbing surveyors or (Protek) private building surveyors 	Director Development Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Cease West Tamar Council, City of Launceston, Northern Midlands Council or Protek arrangements when key staff return ○ Backlog when key staff return 	Director Development Services

*****Sub-plan end*****

CORPORATE SERVICES - CRITICAL FUNCTION SUB-PLAN

Customer Service

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

2 - 8 Hours

MTPD SEASONAL VARIATIONS

Rate Instalment Dates -

June-August (dog renewals)

Winter (weather affects call volume)

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

N/A

Unavailability of technology

2 - 8 Hours

Unavailability of office facilities

24 - 48 Hours

SUB-PLAN OWNER AND DATE LAST REVIEWED

Malcolm Salter - Director Corporate Services, October 2015

PROCESS STEPS

- Answering phone calls (reception/ call centre function/ escalation)
- Respond / forward emails
- Mail collection and handling
- Payment receipts (cash receipting, Eftpos transactions, petty cash handling)
- Take customer requests (email/ phone/ counter)
- Banking (twice daily)
- Stationery orders for all of organisation
- Administer recreational facility hire agreements
- Secondary monitoring of social media

KEY DECISION MAKERS

- Malcolm Salter - Director Corporate Services
Tel: 6393 5330 or 0408 134 070
Email: malcolm.salter@mvc.tas.gov.au
Location: Westbury (main office)
- Norma Bennett - Rates Manager/ Office Manager
Tel: 6393 5335
Email: norma.bennett@mvc.tas.gov.au
Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- IT
- Communications Officer
- Departmental Directors

EXTERNAL

- Tasminet - 1300 792 711 Ext #2
- Telstra - 6337 5611
- Auspost for mail delivery – Westbury Post Office , 40 William Street Westbury 7303
Phone: 6393 1233
- Commonwealth Bank/ Bpoint – 13 1998 or 1800 230 177
- Bpay – 13 1998 or 1800 230 177
- Service Tasmania – 1300 13 55 13
- Merit technology (Jo Martin) – Phone: 9510 0452

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Customer Service Charter
- Customer Service Standards
- Additional staff required to handle call volumes

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Telephones 2 BAU/ 1 minimum • Standard desktop environment 2 BAU/ 1 minimum • Customer service request system (merit) • Eftpos machines 1 BAU/ 1 minimum • Cash drawer/ safe & Visitors Centre • Photocopying/printing facilities 1 unit & Visitors Centre • Dog tags inventory ~100 max • Council vehicle 1 BAU 	<ul style="list-style-type: none"> • 1 FTE

SCENARIO BASED RESPONSE
LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> o Determine extent and duration of event o Contact community telco and get phones diverted o Notify all staff in the Department of incident o Contact key department stakeholders if required and inform them of the incident. o Follow the call tree - Director Corporate Services to notify all Directors, each Director to contact their staff. o Notify other departments and external stakeholders of communication protocols for the duration of the event. 	Office Manager Director Corporate Services
Progressive Response	<ul style="list-style-type: none"> o Run off DR site in the interim o Conduct regular assessment of priorities including work that can be performed manually. 	Office Manager
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> o Redirect phones to main office (community telco) o Notify stakeholders of return to BAU o Backlog of manual work and loss of data o Conduct data integrity audit to determine data loss 	Office Manager Director Corporate Services

LOSS OF CRITICAL INPUT: Unavailability of Westbury Municipal office facility

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> o Be careful to avoid any dangerous circumstances (e.g. Water and electricity). o Determine extent/duration of loss of building access o Determine whether alternative accommodation arrangements will be required o Ensure all staff in the department have been notified of the incident and initial work arrangements. o Follow the call tree - Director Corporate Services to notify all Directors, each Director to contact their staff. o Advise Department staff of communication protocols. 	Office Manager Director Corporate Services Property Management Officer
Progressive Response	<ul style="list-style-type: none"> o Re-assess current priorities. o Identify staff levels required to deliver the work. o Consider rotation of staff to help minimise additional accommodation and resource requirements if the expected incident time is for several days. 	Office Manager Director Corporate Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> o Return to main site and continue operations o Purchase infrastructure /equipment, sync back in, physically move back o Ensure all it work performed offsite is uploaded into appropriate the system/location o If necessary, organise counselling for staff or other HR related actions 	Office Manager

*****Sub-plan end*****



CORPORATE SERVICES – CRITICAL FUNCTION SUB-PLAN

Information and Communication

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

2 - 8 Hours

MTPD SEASONAL VARIATIONS

Working Week

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

1 Week

Unavailability of technology

2 - 8 Hours

Unavailability of office facilities

8 - 24 Hours

SUB-PLAN OWNER AND DATE LAST REVIEWED

Malcolm Salter - Director Corporate Services, October 2015

PROCESS STEPS

- Provide computer help desk support for staff
- Provide VOIP phone help desk support to staff
- Manage the network infrastructure
- Manage the internet requirements for Council
- Provide guidance for IT direction
- Liaise with consultants
- Maintain ITIL service documentation
- Facilitate software upgrades with providers
- Manage services over a number of council buildings
- Ensure backups are running correctly and DR is operational

KEY DECISION MAKERS

- Malcolm Salter - Director Corporate Services
Tel: 6393 5330 or 0408 134 070
Email: malcolm.salter@mvc.tas.gov.au
Location: Westbury (Main Office)
- Mark Simpson - Information Technology Officer
Tel: 6393 5351
Email: mark.simpson@mvc.tas.gov.au
Location: Westbury (Main Office)

STAKEHOLDERS

EXTERNAL

- External service provider (Anderson Morgan) – 1300 557 312
- Fontil Consulting (Mark Jones) – 0447 510 110
- Software providers –
 - Technology One – 1300 735 130 – t1support@technologyone.com
 - Merit – 9510 0452 – support@merit.com.au
 - Conquest – (08) 8223 3377 – support@conquest-solutions.com.au
- ISP & Telecommunications providers - Tasmanet – 1300 792 711
 - Community Telco – 1300 550 580
- Energy - Aurora – 1300 132 007
 - TasNetworks – (07) 3020 5100
 - ERM Power - 1300 127 777
- Hardware suppliers (Anderson Morgan) – 1300 557 312

SUPPORTING DOCUMENTATION /CONTINGENCIES

- Systems and software backups
- Off-site disaster recovery server
- Access to the disaster recover site
- External technical service providers
- Staff able to work from home via remote login

Minimum Resource Requirements

Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • IT Officer • IT Equipment & data cabling • Standard Desktop Environment 	<ul style="list-style-type: none"> • 1 FTE

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Determine extent and duration of event ○ Contact telco and divert phones to alternate locations ○ Notify all staff in the Department of incident. ○ Contact key department stakeholders if required ○ Follow the call tree - Director Corporate Services to notify all Directors, each Director to contact their staff 	Information Technology Officer Director Corporate Services

Mode	Response	Responsibility
	<ul style="list-style-type: none"> Notify other departments and external stakeholders of communication protocols for the duration of event. 	
Progressive Response	<ul style="list-style-type: none"> Run off DR site in the interim Conduct regular assessment of priorities in preparation for system recovery. 	Information Technology Officer
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> Redirect phones to main office (community telco) Notify stakeholders of return to BAU Backlog of manual work and loss of data Conduct data integrity audit to determine data loss. 	Information Technology Officer Director Corporate Services

LOSS OF CRITICAL INPUT: Unavailability of Westbury Municipal office facility

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> Safety of employees Please be careful to avoid any dangerous circumstances (e.g. Water and electricity) Determine extent of loss of building access Determine whether alternative accommodation arrangements will be required and if so, liaise with Property Management Officer Ensure all staff in the department have been notified of the incident and initial work arrangements. Follow the call tree: Director Corporate Services to notify all Directors, each Director to contact their staff Advise Department staff of the communication protocols during the incident. 	Information Technology Officer Director Corporate Services Property Management Officer
Progressive Response	<ul style="list-style-type: none"> Re-assess current priorities. Identify staff levels required to deliver the work. Consider movement of staff to help minimise additional accommodation/ resource requirements 	Information Technology Officer Director Corporate Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> Return to main site and continue operations Purchase infrastructure /equipment, sync back in, physically move back. 	Information Technology Officer

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> Confirm the key staff who are not available and how long they will not be available for. 	Director Corporate Services
Progressive Response	<ul style="list-style-type: none"> Prioritise workloads and consider replacement of staff - contract service provider Invoke network infrastructure service agreements. 	Director Corporate Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> Advise Department staff of new work arrangements Cease contract arrangements when key staff return Backfill with contract service provider if required. 	Director Corporate Services

*****Sub-plan end*****



DEVELOPMENT SERVICES – CRITICAL FUNCTION SUB-PLAN

Notifiable Diseases

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

8 - 24 Hours

MTPD SEASONAL VARIATIONS

Emergency Incidents

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

8 - 24 Hours

Unavailability of technology

8 - 24 Hours

Unavailability of office facilities

N/A

SUB-PLAN OWNER AND DATE LAST REVIEWED

Martin Gill - Director Development Services, October 2015

PROCESS STEPS

- Council is alerted by, or reports to Department of Health and Human Services (DHHS)
- Investigate incident
- Work with case or institution to prepare incident report & questionnaire
- When required take water or food samples or inspection of food premises
- Other activities as directed by DHHS

KEY DECISION MAKERS

- Martin Gill - Director Development Services
Tel: 6393 5323 or 0408 303 389
Email: martin.gill@mvc.tas.gov.au
Location: Westbury (main office)
- Katie Proctor - Senior Environmental Health Officer
Tel: 6393 5339 or 0408 129 177
Email: katie.proctor@mvc.tas.gov.au
Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- Communications Officer

EXTERNAL

- DHHS staff - Ashlee Lambert (Communicable Diseases Surveillance Officer) , Ph: 6166 0681
- Telstra - 6337 5611
- Tasmanet – 1300 792 711 (ext#2)
- Laboratory Services - Mt Pleasant Laboratories, 165 Westbury Road, Prospect, 6777 2097, or Tasmanian Laboratory Services, 1/37 Frederick Street, Launceston, 6334 3424

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Public and Environmental Health Manual for Local Government; Guidelines for Notifying Diseases and Food Contaminants; Public Health Act 1997
- Capacity to work remotely

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Desktop environment • Computer Laptop • Council vehicle – equipped (sampling) • Smart phones • PPE 	<ul style="list-style-type: none"> • Staff 1 FTE

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Determine extent and duration of event ○ Liaise with DHHS and notify the team of incident ○ Contact key department stakeholders ○ Follow the call tree - Director Development Services notifies all Directors, each Director contacts their staff. ○ Notify other departments and external stakeholders of communication protocols for the duration of the event (e.g. Use of personal Smart phones). 	Senior Environmental Health Officer Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Liaise with DHHS and conduct regular assessment of priorities including work that can be performed manually / in preparation for system recovery ○ Contact business owners on advice of the event ○ Conduct phone interviews with affected parties. 	Senior Environmental Health Officer
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Notify stakeholders of return to BAU ○ Backlog of manual work and loss of data ○ Follow-up and review with DHHS. 	Senior Environmental Health Officer

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Confirm the key staff who are not available and how long they will not be available for. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Prioritise workloads and consider replacement of staff with City of Launceston or West Tamar Council Environmental Health Officer. 	Director Development Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Cease City of Launceston or West Tamar Council Environmental Health Officer arrangements when key staff return ○ Backlog when key staff return. 	Director Development Services

*****Sub-plan end*****

DEVELOPMENT SERVICES – CRITICAL FUNCTION SUB-PLAN

Animal Control

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)	24 - 48 Hours
MTPD SEASONAL VARIATIONS	N/A
SCENARIO VARIATION ON MTPD	
Unavailability of sufficient suitably skilled staff	1 Week
Unavailability of technology	N/A
Unavailability of office facilities	24 - 48 Hours
SUB-PLAN OWNER AND DATE LAST REVIEWED	Martin Gill - Director Development Services, October 2015

PROCESS STEPS

- Respond to complaints
- Investigation of incidents
- Management of pounds (livestock & dogs)
- Management of contractors

KEY DECISION MAKERS

- Martin Gill - Director Development Services
 Tel: 6393 5323 or 0408 303 389
 Email: martin.gill@mvc.tas.gov.au
 Location: Westbury (main office)
- Neville Scott - General Inspector
 Tel: 6393 5342 or 0417 514 725
neville.scott@mvc.tas.gov.au
 Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- Works Department
- Corporate Services
- Customer service staff to receive and log

EXTERNAL

- Central Animal Records - 1800 333 202

- North West Animal and Pest Control – Ph: 6426 1116 or 0447 011 294
- Police – 131 444
- Telstra - 6337 5611
- Tasmanet – 1300 792 711 (ext#2)

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Request support from surrounding councils
- Request support from RSPCA
- Ability to work remotely

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Dog Registers on server & network • Property and Rating - customer details • Operational pounds • Specialised and modified vehicle (fully equipped) • PPE • Smart phone • Computer - Laptop 	<ul style="list-style-type: none"> • 1 FTE

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Confirm the key staff who are not available and how long they will not be available for. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Prioritise workloads and consider replacement of staff with North West Animal and Pest Control, City of Launceston or West Tamar Council Animal Control Officer (ACO). 	Director Development Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Cease North West Animal and Pest Control, City of Launceston or West Tamar Council ACO arrangements when key staff return ○ Backlog when key staff return. 	Director Development Services



LOSS OF CRITICAL INPUT: Unavailability of Westbury Animal Pound facility

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Safety of employees and others is paramount ○ Please be careful to avoid any dangerous circumstances (e.g. Water and electricity) ○ Determine extent/ duration of loss of building access ○ Determine whether alternative accommodation arrangements will be required and if so, liaise with RSPCA or other councils (City of Launceston or West Tamar Council) regarding access to alternative accommodation. Possibly recommend use of an alternate site ○ Follow call tree: Director Development Services to notify all Directors, each Director to contact their staff. 	General Inspector Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Re-assess current priorities ○ Attempt to bring the facility back up to a level to house animals again ○ Continue to liaise with RSPCA or other councils (City of Launceston or West Tamar Council) regarding access to alternative accommodation. 	General Inspector
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Return to main site and continue operations ○ Purchase infrastructure /equipment, sync back in, physically move back. 	General Inspector

*****Sub-plan end*****

DEVELOPMENT SERVICES – CRITICAL FUNCTION SUB-PLAN

Food Safety Management

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

24 - 48 Hours

MTPD SEASONAL VARIATIONS

Awareness of public risk of serious danger to public health

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

1 Week

Unavailability of technology

24 - 48 Hours

Unavailability of office facilities

N/A

SUB-PLAN OWNER AND DATE LAST REVIEWED

Martin Gill - Director Development Services, October 2015

PROCESS STEPS

- Keep a register of local food businesses
- Assess new business fitout in accordance with National Construction Code and Building Act 2000
- Inspect new food businesses and issue registration including temporary food registrations
- Undertake regular inspections of food premises including temporary food businesses
- Prepare reports on condition of food premises
- Where required take samples of food and send for analysis
- Issue improvement notices and prohibition orders
- Issue emergency orders
- Annual reporting to DHHS
- Food safety education program

KEY DECISION MAKERS

- Martin Gill - Director Development Services
Tel: 6393 5323 or 0408 303 389
Email: martin.gill@mvc.tas.gov.au
Location: Westbury (main office)
- Katie Proctor - Senior Environmental Health Officer
Tel: 6393 5339 or 0408 129 177
Email: katie.proctor@mvc.tas.gov.au
Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- Permit Authority
- Customer Service

EXTERNAL

- DHHS staff - Stewart Quinn (Senior Food Safety Officer), 6166 0703 or 0401 566 186; Sven Rasmussen (Senior Advisor Food Safety), 6166 0658 or 0409 563 556
- DPIPWE staff – Owen Hunt (Food Safety Management Officer), 6165 3091 or 0418 131 214
- Telstra - 6337 5611
- Tasmanet – 1300 792 711 (ext#2)
- Laboratory Services - Mt Pleasant Laboratories, 165 Westbury Road, Prospect, 6777 2097, or Tasmanian Laboratory Services, 1/37 Frederick Street, Launceston, 6334 3424

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Work with DHHS/DPIPWE to manage emergency situations
- Capacity to work remotely

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Desktop environment • Access to Open Office • Computer - laptop • Council vehicle (equipped – sampling) • Camera • Thermometer • Smart phone • PPE 	<ul style="list-style-type: none"> • Staff 1 FTE

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Determine extent and duration of event ○ Liaise with DHHS and notify the team of incident ○ Contact key department stakeholders if required and inform them of the incident. ○ Follow the call tree - Director Development Services 	Senior Environmental Health Officer Director Development



Mode	Response	Responsibility
	<p>to notify all Directors, each Director to contact their staff.</p> <ul style="list-style-type: none"> Notify other departments and external stakeholders of communication protocols for the duration of the event (e.g. Use of personal Smart phones) 	Services
Progressive Response	<ul style="list-style-type: none"> Liaise with DHHS and conduct regular assessment of priorities including work that can be performed manually / in preparation for system recovery Contacting business owners on advice of the event and actions Contacting Tasmanian laboratories to do testing and sampling. 	Senior Environmental Health Officer
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> Notify stakeholders of return to BAU Backlog of manual work and loss of data Follow-up and review with DHHS. 	Senior Environmental Health Officer

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> Confirm the key staff who are not available and how long they will not be available for. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> Prioritise workloads and consider replacement of staff with City of Launceston or West Tamar Council Environmental Health Officer. 	Director Development Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> Cease City of Launceston or West Tamar Council Environmental Health Officer arrangements when key staff return Backlog when key staff return. 	Director Development Services

*****Sub-plan end*****

CORPORATE SERVICES – CRITICAL FUNCTION SUB-PLAN

Payroll

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

2 – 4 Days

MTPD SEASONAL VARIATIONS

Fortnightly pay cycle, annual summary

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

1 Week

Unavailability of technology

2 – 4 Days

Unavailability of office facilities

N/A

SUB-PLAN OWNER AND DATE LAST REVIEWED

Malcolm Salter - Director Corporate Services, October 2015

PROCESS STEPS

- Timesheet entry (manual and review electronic timesheets)
- Maintenance of deductions and other employee related conditions
- Review completeness for all timesheets being included
- Pay calculation and processing
- Seek authorisation for payment
- Issue payment advices
- Posting transactions to finance system
- Reconciliation of payroll clearing account
- Prepare superannuation for payment by creditors clerk
- Prepare management reports of leave stats
- Works Supervisor's to provide time sheets & Directors to approve electronic time sheets

KEY DECISION MAKERS

- Malcolm Salter - Director Corporate Services
 Tel: 6393 5330 or 0408 134 070
 Email: malcolm.salter@mvc.tas.gov.au
 Location: Westbury (main office)
- Erin Mollison - HR & Payroll Officer
 Tel: 6393 5338
 Email: erin.mollison@mvc.tas.gov.au
 Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- HR & Payroll Officer
- Senior Accountant
- Director of Governance & Community Services
- Office & Rates Manager

EXTERNAL

- Commonwealth Bank – 6393 1809
- Technology One Payroll (John Ambodos) – (02) 8668 1257

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Policies and Procedures in the pink folder

Minimum Resource Requirements

Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • IT Equipment • Standard Desktop Environment • Remote log in 	<ul style="list-style-type: none"> • 1 FTE

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Try and determine extent and duration of event ○ Notify all staff in the department of incident. ○ Contact key department stakeholders if required and inform them of the incident. 	HR & Payroll Officer
Progressive Response	<ul style="list-style-type: none"> ○ Assess ability to make pay run -talk to bank to run pay off recent data or possibly conduct a manual payment ○ Internal memo to get General Manager approval. 	HR & Payroll Officer
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Identify and prioritise backlog of outstanding tasks ○ Reconcile payroll data for integrity and to determine damage/ data loss ○ Manual transactions to be input ○ Make pay adjustment. 	HR & Payroll Officer

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Confirm the key staff who are not available and how long they will not be available for. 	Senior Accountant
Progressive Response	<ul style="list-style-type: none"> ○ Prioritise workloads and consider replacement of staff with COL payroll officer 	Senior Accountant
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Advise Department staff of new work arrangements ○ Cease COL payroll officer arrangements when key staff return ○ Backlog when key staff return 	Senior Accountant

*****Sub-plan end*****



CORPORATE SERVICES – CRITICAL FUNCTION SUB-PLAN

Records Management

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)	1 Week
MTPD SEASONAL VARIATIONS	N/A
SCENARIO VARIATION ON MTPD	
Unavailability of sufficient suitably skilled staff	N/A
Unavailability of technology	1 Week
Unavailability of office facilities	N/A
SUB-PLAN OWNER AND DATE LAST REVIEWED	Malcolm Salter - Director Corporate Services, October 2015

PROCESS STEPS

- Process incoming correspondence (i.e. mail, email fax etc.)
- Maintain records and system in accordance with the Council Policy and The Tasmanian Archive & Heritage Office guidelines
- Undertake training of staff in records management
- Establish and maintain user access to and security of Council Records
- First point of contact for problems with records and information management system
- Undertake annual Council Records disposal

KEY DECISION MAKERS

- Malcolm Salter - Director Corporate Services
Tel: 6393 5330 or 0408 134 070
Email: malcolm.salter@mvc.tas.gov.au
Location: Westbury (main office)
- Chantelle Mason - Information Management Officer
Tel: 6393 5348
Email: chantelle.mason@mvc.tas.gov.au
Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- Information Management Officer

EXTERNAL

- Technology One (Christine Erskine) – Mobile 0418 271 959 Business 9526 4341

- Merit Technology (Jo Martin) – 9510 0452
- Tasmanian Archive and Heritage Office (TAHO) – Government Information Strategy Unit
91 Murray Street, Hobart Tas Ph: 6165 5581
- Australia Post - Westbury Post Office , 40 William Street Westbury 7303. Ph: 6393 1233

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Back up support staff for Records Management
- IT Backup Tapes
- Technology One Support - user group/Forum
- Hard copy files
- Fire proof strongroom

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Standard Desktop Environment • Specialist Software - Technology One • IT Equipment 	<ul style="list-style-type: none"> • 1 FTE

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Determine extent and duration of event ○ Notify all staff in the department of incident. ○ Contact key department stakeholders if required ○ Follow the call tree - Director Corporate Services to notify all Directors, each Director to contact their staff. ○ Notify other departments and external stakeholders of communication protocols for the duration of the event (e.g. Use of personal Smart phones). 	Information Management Officer Director Corporate Services
Progressive Response	<ul style="list-style-type: none"> ○ Run off DR site in the interim ○ Conduct regular assessment of priorities including work that can be performed manually in preparation for system recovery. 	Information Management Officer
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Notify stakeholders of return to BAU ○ Backlog of manual work and loss of data ○ Conduct data integrity audit to determine damage/ data loss. 	Information Management Officer

*****Sub-plan end*****

DEVELOPMENT SERVICES – CRITICAL FUNCTION SUB-PLAN

Process Building Permit Authority & Plumbing Applications

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

1 Week

MTPD SEASONAL VARIATIONS

Lead up to Christmas (November)

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

1 Week

Unavailability of technology

N/A

Unavailability of office facilities

N/A

SUB-PLAN OWNER AND DATE LAST REVIEWED

Martin Gill - Director Development Services, October 2015

PROCESS STEPS

- Receive building and plumbing + special plumbing permit applications electronically and via front office
- Create application in property and rating system
- Invoice fees to application (electronically or via front office - receipt fees)
- Application registered into ECM
- Hard copy file created
- Application review by departments
- Distribute to appropriate officers for assessment
- Issue or reject permit
- Document generated, plan stamped
- Documents mailed to client (electronically/mail)

KEY DECISION MAKERS

- Martin Gill - Director Development Services
 Tel: 6393 5323 or 0408 303 389
 Email: martin.gill@mvc.tas.gov.au
 Location: Westbury (main office)

- Krista Palfreyman - Development Services Administration Coordinator
 Tel: 6393 5322
 Email: krista.palfreyman@mvc.tas.gov.au
 Location: Westbury (main office)

STAKEHOLDERS

INTERNAL

- Permit Authority
- Development Services Administration
- Customer Service
- Planning
- Plumbing Inspector
- Environmental Health Officer

EXTERNAL

- Telstra - 6337 5611
- Tasmanet – 1300 792 711 (ext#2)
- Auspost - Westbury Post Office , 40 William Street, Westbury Ph: 6393 1233
- Protek - Jason Folo – 6332 3700 or jfolo@protekco.com.au
- TasFire - 1800 000 699
- Relevant Function Control Authorities (e.g. DPIPWE)

SUPPORTING DOCUMENTATION / CONTINGENCIES

- Ability to reallocate work to other delegated officer
- Ability to seek extension from clients to defer service
- Delegate to a permit authority in neighbouring council (not formalised)
- Ability to work from alternative location provided access to server is available (electronic processing only)

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Desktop environment • Bluebeam (electronic stamping of plans and applications) • Colour printer A3 1 BAU/ 1 minimum • Set of 5 manual ink stamps for stamping approved plans BAU/ 1 minimum 	<ul style="list-style-type: none"> • 1 FTE

SCENARIO BASED RESPONSE
LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Confirm the key staff who are not available and how long they will not be available for. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ General Manager to contact West Tamar Council, City of Launceston or Northern Midlands Council to become the permit authority. 	General Manager
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Cease West Tamar Council, City of Launceston, Northern Midlands Council arrangements when key staff return ○ Backlog when key staff return. 	Director Development Services

*****Sub-plan end*****

DEVELOPMENT SERVICES – CRITICAL FUNCTION SUB-PLAN

Building & Plumbing Compliance

MAXIMUM TOLERABLE PERIOD OF DISRUPTION (MTPD)

1 Week

MTPD SEASONAL VARIATIONS

N/A

SCENARIO VARIATION ON MTPD

Unavailability of sufficient suitably skilled staff

1 Week

Unavailability of technology

1 Week

Unavailability of office facilities

N/A

SUB-PLAN OWNER AND DATE LAST REVIEWED

Martin Gill - Director Development Services, October 2015

PROCESS STEPS

- Investigate possible illegal use and development
- Monitor building and plumbing activity
- Ensure compliance with processes set out in act (start work notices, permit expiry)
- Issue notices and orders

KEY DECISION MAKERS

- Martin Gill - Director Development Services
 Tel: 6393 5323 or 0408 303 389
 Email: martin.gill@mvc.tas.gov.au
 Location: Westbury (main office)
- Krista Palfreyman - Development Services Administration Coordinator
 Tel: 6393 5322
 Email: krista.palfreyman@mvc.tas.gov.au
 Location: Westbury (Main Office)

STAKEHOLDERS

INTERNAL

- Permit Authority
- Development Services Administration Staff
- Building Inspector
- Plumbing Inspector

EXTERNAL

- Telstra - 6337 5611
- Tasmanet – 1300 792 711 (ext#2)
- Building Control - Anthony Livingston | Principal Building Advisor| Building Standards and Occupational Licensing Department of Justice
Ph: 6166 4651 | Mob: 0409 943 861
Helpline: 1300 366 322 (inside Tas)
www.justice.tas.gov.au
- Protek - Jason Folo – 6332 3700 or jfolo@protekco.com.au

SUPPORTING DOCUMENTATION / CONTINGENCY

- Multiple parties delegated to undertake role
- Remote access to desktop environment

Minimum Resource Requirements	
Premises, Equipment, IT Software	Staff Positions FTE
<ul style="list-style-type: none"> • Desktop environment • Computer - Laptop • Smart phone • Hard copy files • Camera • Dye testing equipment • Manhole lifter – Kit (different types of manholes) • PPE • Vehicle • Electronic records 	<ul style="list-style-type: none"> • 2 FTE • General Manager or Director to sign notices and orders

SCENARIO BASED RESPONSE

LOSS OF CRITICAL INPUT: Unavailability of sufficient suitably skilled staff

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Confirm the key staff who are not available and how long they will not be available for. 	Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Prioritise workloads and consider replacement of staff with Protek or West Tamar Council, City of Launceston or Northern Midlands Council. 	Director Development Services
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Cease Protek , West Tamar Council, City of Launceston or Northern Midlands Council arrangements when key staff return ○ Backlog when key staff return. 	Director Development Services

LOSS OF CRITICAL INPUT: Unavailability of technology (Phones and IT)

Mode	Response	Responsibility
Initial Response	<ul style="list-style-type: none"> ○ Determine extent and duration of event ○ Liaise with building control and notify the team of incident ○ Contact key department stakeholders if required and inform them of the incident ○ Follow the call tree - Director Development Services to notify all Directors, each Director to contact their staff. ○ Notify other departments and external stakeholders of communication protocols for the duration of the event (e.g. Use of personal Smart phones). 	Development Services Administration Coordinator Director Development Services
Progressive Response	<ul style="list-style-type: none"> ○ Liaise with building control and conduct regular assessment of priorities including work that can be performed manually in preparation for system recovery ○ Contacting land owners and applicants on advice of the event and actions. 	Development Services Administration Coordinator
Recovery Response <i>Return to BAU</i>	<ul style="list-style-type: none"> ○ Notify stakeholders of return to BAU ○ Backlog of manual work and loss of data ○ Internal follow-up and review. 	Development Services Administration Coordinator

*****Sub-plan end*****

APPENDIX D: IT Disaster Recovery Plan

The information technology (IT) Disaster Recovery Plan (DRP) provides a structured approach for responding to unplanned incidents that threaten IT infrastructure, which includes hardware, software, networks and processes.

The DRP is a highly technical and complex document that details MVC's IT infrastructure and recovery procedures. The DRP has been developed for Information Services personnel that have the level of expertise and technical knowledge required to understand and implement the DRP and therefore it has not been duplicated within the Business Continuity Plan. For a copy of the IT DRP, kindly contact Mark Simpson, Information Technology Officer .

Information Technology Officer

Mark Simpson

Please Note:

The IT DRP may only be activated if there is the unavailability of systems which support critical functions/services





For use by BC Team

Business Continuity Plan Forms/Templates



**DON'T FORGET TO DOCUMENT YOUR
DECISIONS, ACTIVITIES, PROCEDURES, EXPENSES
AND TIME SPENT ON THE INTERRUPTION &
RECOVERY PHASES**

PARTIAL OR NO ACCESS TO PREMISES



1. Have all reports been provided to and received by the BC Team? Has the BCT been kept up to date?
2. Have stakeholders been kept up to date?
3. Has there been sufficient communication between the BC Team and the affected area/s?
4. Have all assigned actions/tasks been completed?
5. Has all decisions and activities been documented?
6. Does the BC Team require additional or delegate staff to assist or replace member temporarily?

The recovery checklist below is not exhaustive and should be used as a starting point only. Details should be contained in the Recovery Plan.

Additional Actions/Tasks Identified				
#	Action/Task	Assigned To	Action/s Required and/or Undertaken	✓
1				
2				
3				
4				
5				
6				
Follow-Up				
#	Action/Task	Assigned To	Comment	✓
1				
2				
3				
4				
5				
6				

Recovery Activities				✓
#	Action/Task	Assigned To	Brief Description	
1	Clean up and restore as much of the site as possible			
2	Determine and obtain necessary approvals/permits			
3	Obtain quotes for restoration/renovation or rebuilding of affected site/s			
4	Assess financial position			
5	Review cash requirements to restore operations			
6	Develop financial goals and timeframes for recovery			
7	Set priorities, recovery options and develop a Recovery Plan			
8	Gather and electronically capture the incident response reports and other templates/forms			
9	Liaise with Insurer and compile claim information			
10	Update stakeholders about recovery decisions and timeframes			
11	Ensure temporary work sites are safe and that OHS regulations are being followed			
Resumption of Business as Usual				✓
#	Action/Task	Assigned To	Brief Description	
12	Maintain communications with internal & external stakeholders describing the achieved levels of normalcy in services			
13	Return any forwarded phones to their normal numbers			
14	Re-record any outgoing messages			
15	Organise the move of any equipment & files that were used at the alternate site			
16	Confirm the network and telecom systems are fully functional			
17	Ensure staff understand the timings to vacate the alternate site			
18	Debrief & Update GM.	Date, Time & Location:		

SIGNIFICANT LOSS/ABSENCE OF STAFF



1. Have all reports been provided to and received by the BC Team? Has the BCT been kept up to date?
2. Have stakeholders been kept up to date?
3. Has there been sufficient communication between the BC Team and the affected area/s?
4. Have all assigned actions/tasks been completed?
5. Has all decisions and activities been documented?
6. Does the BC Team require additional or delegate staff to assist or replace a member temporarily?
7. Any additional actions/tasks or follow-up required?

The recovery checklist below is not exhaustive and should be used as a starting point only.

Additional Actions/Tasks Identified				
#	Action/Task	Assigned To	Action/s Required and/or Undertaken	√
1				
2				
3				
4				
5				
6				
Follow-Up				
#	Action/Task	Assigned To	Comment	√
1				
2				
3				
4				
5				
6				

Recovery Activities				√
#	Action/Task	Assigned To	Brief Description	
1	Maintain communications with internal & external stakeholders			
2	Assess financial position			
3	Review cash requirements to restore operations and reimbursement of staff and recruited casuals			
4	Develop goals and timeframes for recovery			
5	Set priorities, recovery options and develop a Recovery Plan			
6	Gather and electronically capture the incident response reports and other templates/forms			
7	Liaise with Insurer			
8	Update stakeholders about recovery decisions and timeframes			
9	Ensure temporary work sites are safe and that OHS regulations are being followed			
Resumption of Business as Usual				√
#	Action/Task	Assigned To	Brief Description	
10	Maintain communications with internal & external stakeholders describing the achieved levels of normalcy in services			
11	Return any forwarded phones to their normal numbers			
12	Re-record any outgoing messages			
13	Organise the move of any equipment & files that were used at the alternate site			
14	Debrief & Update GM.	Date, Time & Location:		

SIGNIFICANT LOSS OF IT SYSTEMS AND/OR TELECOMMUNICATIONS



1. Have all reports been provided to and received by the BC Team? Has the BCT been kept up to date?
2. Have stakeholders been kept up to date?
3. Has there been sufficient communication between the BC Team and the affected area/s?
4. Have all assigned actions/tasks been completed?
5. Has all decisions and activities been documented?
6. Does the BC Team require additional or delegate staff to assist or replace member temporarily?
7. Any additional actions/tasks or follow-up required?

The recovery checklist below is not exhaustive and should be used as a starting point only. Details should be contained in the Recovery Plan.

Additional Actions/Tasks Identified				
#	Action/Task	Assigned To	Action/s Required and/or Undertaken	√
1				
2				
3				
4				
5				
6				
Follow-Up				
#	Action/Task	Assigned To	Comment	√
1				
2				
3				
4				
5				
6				

Recovery Activities				√
#	Action/Task	Assigned To	Brief Description	
1	Restore as much of the systems as possible			
2	Obtain quotes for restoration or replacement of any equipment/systems etc			
3	Assess financial position			
4	Review cash requirements to restore operations			
5	Develop goals and timeframes for recovery			
6	Set priorities, recovery options and develop a Recovery Plan			
7	Gather and electronically capture the incident response reports and other templates/forms			
8	Liaise with Insurer and compile claim information			
9	Update stakeholders about recovery decisions and timeframes			
Resumption of Business as Usual				√
#	Action/Task	Assigned To	Brief Description	
10	Maintain communications with internal & external stakeholders describing the achieved levels of normalcy in services			
11	Return any forwarded phones to their normal numbers			
12	Re-record any outgoing messages			
13	Confirm the network and telecom systems are fully functional			
14	Debrief & Update GM	Date, Time & Location:		

E4: Alternate Site Options

The BC Team will decide upon and advise the relevant Managers of the relocation of critical functions. Staff not required will be sent home.

**Please note: There is not ready-made alternative site where a replication of Council Offices is established. Any relocation will require full collaboration between departments to establish a safe, secure and operational working environment for staff.



Venue	Comments (e.g. capacity, workstations, etc.)



Don't forget to inform affected staff; Customer Service, IT, Communications and critical suppliers/vendors of any relocated



E5 – Relocation Action Plan

Date: Completed by:

Action/Task		Comment/Delegated to:	√
1	Determine site and floor space availability		
2	Select alternate/temporary site from options		
Site/s Chosen:		Function/s to Relocate:	
		# People in Function/s to Relocate:	
3	Determine alternate site requirements:		
	a) Furniture		
	b) Stationery & office requisites		
	c) Parking		
	d) IT & systems accessibility		
	e) Telecommunications		
4	Notify:		
	a) Affected staff		
	b) Customer Service		
	c) IT		
	d) Critical suppliers/vendors		
5	Schedule move to alternate site:		
	a) Security (if required)		
	b) Transportation & storage		
	c) Hire Moving Company		
	d) Pack		
	e) Plan & schedule move		
6	Verify operating requirements:		
	Staffing assignments/schedules/rosters		
	Reroute phones/data lines etc		
	Supplies/Forms and Vital Records		
	Redirect mail		
7	Report back to BC Team		

Use a separate sheet of paper if further actions/tasks have been identified.

E8: Post Event/Debrief Report

This report needs to be completed and a copy given to the BCM or the Risk & Insurance Coordinator

Date of Incident:	Brief Description:
--------------------------	---------------------------

Unit/Team:	
Completed by:	

- Was the initial response (including evacuation procedures, first aid etc) effective?

Yes		No		Comment:
-----	--	----	--	----------

- Was the communication with relevant stakeholders effective?

Yes		No		Comment:
-----	--	----	--	----------

- Were media enquiries managed effectively?

Yes		No		Comment:
-----	--	----	--	----------

- Was there effective two way communication between the BC Team and affected functions?

Yes		No		Comment:
-----	--	----	--	----------

- Did BC Team members understand their role and assigned tasks?

Yes		No		Comment:
-----	--	----	--	----------

- Did key support staff understand their role and assigned tasks?

Yes		No		Comment:
-----	--	----	--	----------

- Did affected staff understand their role and what was expected of them?

Yes		No		Comment:
-----	--	----	--	----------

- Did staff follow the response procedures?

Yes		No		Comment:
-----	--	----	--	----------

E8: Post Event/Debrief Report (Cont'd)

9. Was the BCP useful in the event?

Yes		No		Comment:
-----	--	----	--	----------

10. What sections of the BCP were particularly useful during the event?

11. What sections of the BCP were irrelevant during the event?

12. Were the critical functions' sub-plans effective and useful?

Yes		No		Comment:
-----	--	----	--	----------

13. Were contact lists and contact numbers up to date?

Yes		No		Comment:
-----	--	----	--	----------

14. Were there any issues contacting BC Team members?

Yes		No		Comment:
-----	--	----	--	----------

15. Were there any issues contacting relevant staff?

Yes		No		Comment:
-----	--	----	--	----------

16. Were there any injuries or OHS issues during the event?

Yes		No		Comment:
-----	--	----	--	----------

17. Could this event happen again and why?

Yes		No		Comment:

E8: Post Event/Debrief Report (Cont'd)

18. Key lessons learnt due to and during the event? (Positives & Negatives)

19. What improvements need to be made to the BCP?

20. Any other comments?

This report needs to be completed and a copy given to the BCC and shared with the BC Team.

GOV 4 REVIEW OF POLICY NO 21 – VANDALISM REDUCTION INCENTIVE

1) Introduction

The purpose of this report is for Council to review Policy No 21 – Vandalism Reduction Incentive.

2) Background

This policy was first adopted in May 2000 and was last reviewed in August 2013.

The policy acts as an incentive for the community to report vandalism of council property and at the same time provides an opportunity for residents to receive a reward if the information leads to a conviction.

3) Strategic/Annual Plan Conformance

The Annual Plan requires Policy No 21 to be reviewed in the September 2016 quarter.

4) Policy Implications

The process of policy review will ensure that policies are kept up to date and appropriate.

5) Statutory Requirements

Not Applicable

6) Risk Management

Not Applicable

7) Consultation with State Government and other Authorities

Not Applicable

8) Community Consultation

This policy has previously been promoted through Council's Community NEWS and the Meander Valley Gazette.

9) Financial Impact

There would be a cost to Council if and when the policy is applied.

10) Alternative Options

Council can elect to delete or amend the Policy.

11) Officers Comments

There have been over the years a number of reports from residents to Council about vandalism of Council property, however, there have been to date no convictions recorded that can be attributed to the application of this policy.

This policy was referred to Council's TRAP Committee at its meeting held on 15 June 2016 and only one minor recommendation to Section 6 (Responsibility) was made.

Council's Management Team and the Council Audit Panel have also reviewed this policy and have recommended that it be continued.

AUTHOR: David Pyke
DIRECTOR GOVERNANCE & COMMUNITY SERVICES

12) Recommendation

It is recommended that Council adopt the amended Policy No 21 – Vandalism Reduction Incentive as follows:

POLICY MANUAL

Policy Number: 21

Vandalism Reduction Incentive

Purpose:

To act as an incentive for the community to report vandalism of council property.

Department:

Governance & Community Services

Author: David Pyke, Director
Council Meeting Date: ~~13 August 2013~~ 12 July 2016
Minute Number: 141/2013
Next Review Date: August ~~2016~~ 2020

POLICY

1. Definitions

Nil.

2. Objective

To reduce the level of vandalism to Council property.

3. Scope

This policy applies to the vandalism or destruction of any Council controlled property.

4. Policy

That a minimum offer of \$300 be made by way of a reward for information leading to the conviction of persons vandalising or destroying any Council property and this be increased to a maximum of \$1,000 at the discretion of the Mayor or General Manager depending on the severity of the vandalism.

5. Legislation

Not applicable.

6. Responsibility

The responsibility to ensure that this policy is adhered to rests with the General Manager.

Responsibility for the operation of this policy rests with the General Manager.

DECISION:

ED & S 1 NOTICE OF MOTION – MEANDER SCHOOL - CR DEB WHITE

1) Introduction

The purpose of this report is to consider a Notice of Motion from Councillor Deb White to rescind motion 126/2016 Former Meander School Decision Process passed at the 14 June 2016 Council Meeting.

2) Background (Cr Deb White)

During the Council meeting of June 7, 2016, item ED&S 3 was tabled with the recommendation that Council receive the report from the IPM survey and make a decision regarding the future of the former Meander Primary School site. Cr White moved that Council decline to take ownership of the site, with additional recommendations. The motion was lost, whereupon Cr Kelly moved that Council accept ownership of the property and endorse Teen Challenge as the preferred tenant, subject to a detailed lease agreement. The motion was carried.

However, the process which was seen as lacking in transparency by some of the Meander community due to the following:

- I. The inclusion of late motions submitted 1 working day before the meeting did not allow for adequate discussion of the survey results and Council's preferred course of action
- II. No risk assessment concerning the security of the site, the amenity of Meander residents, and the impact on future licensed events taking place in the Meander Hall, has been carried out.

Note:

- Refuges for women and their children, such as those in Launceston, are always anonymous, due to the high risk of violent ex-partners trying to regain control over their families. The location of the proposed facility in the main street of a small country town, with a widely publicised process of establishment, clearly cannot meet these necessary conditions.
- The Rocherlea Mental Health rehabilitation facility in the end opted for no security fences, due to the negative effect of such fencing on residents.

Information concerning the Teen Challenge facility in Western Australia (viz., the facility being located on 250 hectares away from the township of Esperance) was not included in the discussion. As the question was asked to give an idea of how Teen Challenge is received by its community.

3) Strategic/Annual Plan Conformance

Supports the values articulated in Council's Strategic Plan 2004 to 2014, including:

- Work Together

4) Policy Implications

Not Applicable

5) Statutory Requirements

In accordance with Section 18 of the Local Government (Meeting Procedures) Regulations 2015 Statutory Rules 2015 – Section 18, Motion to overturn decision

6) Risk Management

Council Officers were not requested or directed to undertake a risk assessment on any of the submitted Expressions of Interest received

7) Consultation with State Government and other Authorities

No formal consultation between Council and the Tasmanian Government has taken place on this motion

8) Community Consultation

No formal consultation between Council and Meander Valley communities has taken place on this motion

9) Financial Impact

Not Applicable

10) Alternative Options

Council can elect to amend or not support the motion.

11) Officers Comments

Officers note that the recommendation is being made under Section 18 (1) (b) of the Local Government (Meeting Procedures) Regulations 2015 Statutory Rules 2015. If resolved in the affirmative the motion would overturn that part of Council's previous decision allowing Teen Challenge to occupy the property.

Since the last Council meeting Council Officers have met with Council's solicitor to prepare a draft lease.

Teen Challenge requested and has been given access to the site to allow a preliminary assessment of the buildings. Teen Challenge has also sought planning advice from Council Officers.

AUTHOR: Deb White (except Section 11)
COUNCILLOR

AUTHOR: Greg Preece (Section 11)
GENERAL MANAGER

12) Recommendation (Cr Deb White)

It is recommended that Council:

a) retains responsibility for the site and;

b) re-enters into discussions with the State Government to allow for Expressions of Interest from commercial enterprises.

DECISION:

ED & S 2 DELORAINÉ OUTLINE DEVELOPMENT PLAN

1) Introduction

The purpose of this report is for Council to receive the Deloraine Outline Development Plan (the 'Deloraine ODP').

2) Background

In October 2015 consultants were invited to submit an expression of interest to prepare an Outline Development Plan for Deloraine. The objectives were to deliver a blueprint for managing and guiding development in Deloraine for a 20 year horizon that assesses issues such as:

- Residential, commercial and industrial land stocks and reserves
- Analysis and modelling to forecast future demographics
- The current and future use of existing community assets
- The need for additional community assets
- Pedestrian, cyclist and vehicular functionality and connectivity
- Amenity, or character of the place
- Design initiatives to improve connection with the Meander River
- The need for services by other organisations or authorities

The Deloraine ODP has been completed with consultants JMG Engineers and Planners through a three stage process to ensure effective engagement with community, local business and key stakeholders as follows:

1. Preliminary scoping and background review
2. Public consultation
3. Preparation of a draft and final Deloraine ODP

JMG's fee for the Deloraine ODP was \$35,400. This was \$1,100 below the accepted tender price for the project of \$36,500.

Having completed the three stage process the Deloraine ODP is ready to be received by Council.

3) Strategic/Annual Plan Conformance

Furthers the objectives of the Council's Community Strategic Plan 2014 to 2024:

- Future Direction (1) – Sustainable Natural and Built Environment

4) Policy Implications

Not Applicable

5) Statutory Requirements

Not Applicable

6) Risk Management

The risk that execution of the Deloraine ODP's recommendations may occur too slowly will be managed through implementation of a prioritised action plan.

7) Consultation with State Government and other Authorities

Government Agencies engaged at stage 1 of the consultation process, include:

- TasWater
- State Growth
- TasRail
- TasNetworks
- TasGas
- NBN Co

8) Community Consultation

Community participation with Council and JMG was via:

- Advertising (various)
- Shop posters
- Themed focus group sessions x 4
- Primary and High School workshops
- Community workshops x 2
- Surveys
- Targeted 1on1 and phone meetings
- Social media
- Exhibition of draft for comment

9) Financial Impact

Not Applicable

10) Alternative Options

Council can elect not to receive the Deloraine ODP or request a modification by the consultants.

11) Officers Comments

The Deloraine ODP is an important strategic document that will assist in guiding Council's priorities in relation to land use planning and investment in Deloraine over the next 20 years.

The strategies for the Deloraine ODP were developed around four key themes, namely:

1. Community and recreation facilities
2. Local business, tourism and the arts
3. Urban design, development and infrastructure
4. Social infrastructure

A key outcome of this plan is to have defined strategies and actions which can be successfully implemented. A table within the 'Implementation' section presents the proposed strategies, associated actions, responsible agent, indicative costs and relative priority.

The indicative costings were provided to help the community determine the cost to benefit ratio of specific actions and alternative methods of delivery. The priority levels are immediate, high, medium and low bearing in mind the Deloraine ODP has a 20 year timeframe.

The project has had significant community input with around 500 verbal and written responses from local residents, business owners and key stakeholders. Overall, the project has been well received by the majority of the Deloraine community.

This work completes the outline development plans and structure plans for all of our major urban residential areas and in doing so provides us with a clearer picture on where our major infrastructure expenditure will need to be in the future.

AUTHOR: Craig Plaisted
PROJECT OFFICER

12) Recommendation

It is recommended that Council formally receive the Deloraine Outline Development Plan.

DECISION:

Deloraine

Outline Development Plan

April 2016



Report prepared
for Meander Valley
Council by



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1 Introduction

Meander Valley Council has engaged JMG Engineers & Planners and Miriam Vandenberg to prepare the Deloraine Outline Development Plan (the 'Deloraine ODP'). This document provides a coherent framework of policies and recommendations that can be used at a strategic level to guide Council's priorities in relation to land use planning and investment in specific projects and initiatives over a 20 year horizon. Importantly, the Deloraine ODP seeks to present a vision for the township that can be genuinely shared by all stakeholders.

For the Deloraine ODP to authentically reflect the values, desires and aspirations of the Deloraine community it was critical that a diverse range of stakeholders were engaged in its preparation. The initiatives outlined in this document have been developed through extensive consultation with the local community, non-government organisations, Council and relevant government agencies.

A summary of background analysis into the physical, social and environmental characteristics of the Deloraine Township is provided in **Appendix A**.



2 The Study Area

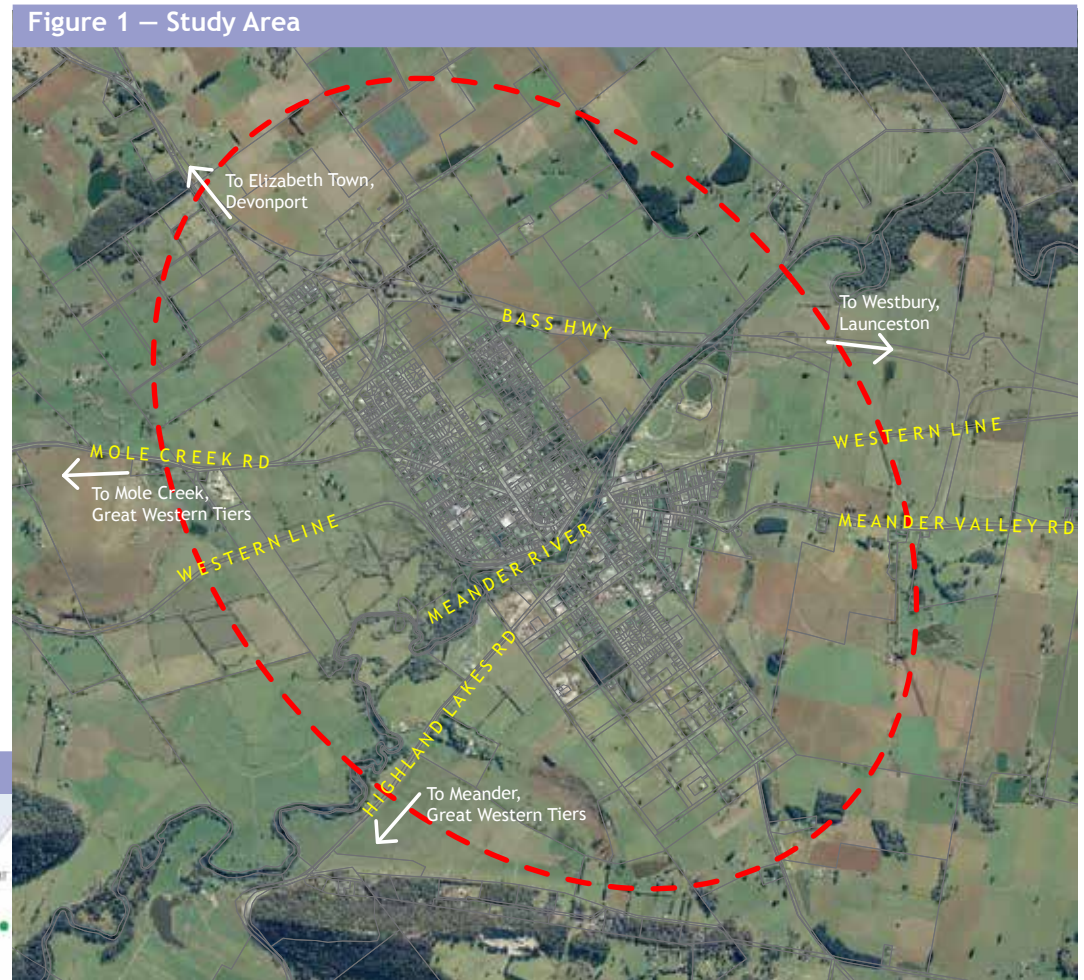
2.1 Location and Context

The Study Area is the existing Deloraine Township and immediate surrounds, as shown in Figure 1.

The Deloraine Township has developed around a river crossing on the Meander River and is today home to approximately 2,742 residents. The Township adjoins the Bass Highway Deloraine and is surrounded by productive agricultural land.

In the regional context Deloraine is one of the major centres of economic activity in the Meander Valley, together with Westbury and Prospect Vale. Deloraine provides a wide range of services, education and employment opportunities that serve the immediate needs of the surrounding regional district. It also serves as a base for visitors of the Great Western Tiers and Cradle Mountain.

In relation to nearby major centres, Deloraine is located approximately 40km west of Launceston and 40km southeast of Devonport.



2.2 Land Use and Development Patterns

The current zoning map of the *Meander Valley Interim Planning Scheme 2015* reflects the spatial distribution of land uses within the Deloraine Township (Figure 3).

RESIDENTIAL USES

Urban residential development is for the most part contained within an established linear grid pattern. The northern part of the Township has experienced subdivision and new residential development in recent years. Approximately 38ha of General Residential zoned land is currently vacant and could potentially be subdivided further.

Approximately 15ha of land at the northern end of the Township and 42ha at the southern end is currently zoned Low Density Residential.

Just outside of the Deloraine Township to the south is an existing area of Low Density Residential zoning on Pumicestone Road. The existing lots within this zoning are each approximately 3.0ha and are located directly adjacent to existing mining operations.

Existing housing supply is primarily composed single detached dwellings. A number of independent living unit complexes for older residents are located within the Township.

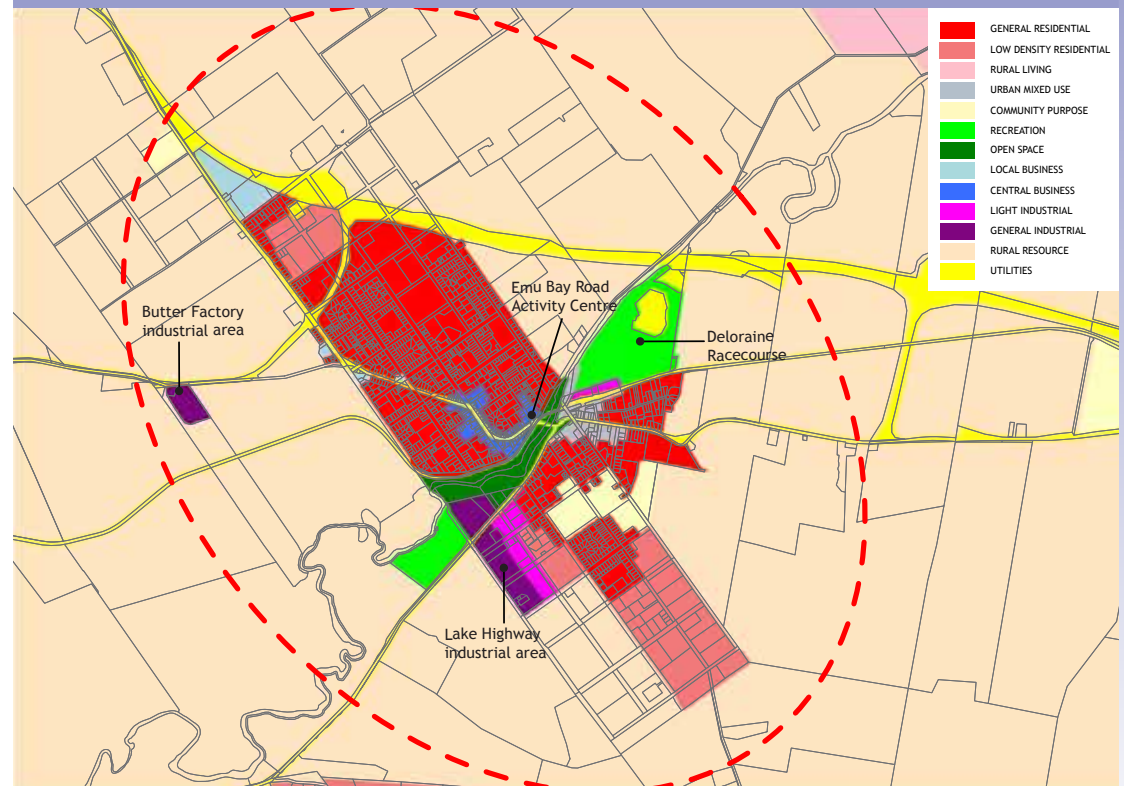
COMMERCIAL AND CIVIC USES

Commercial and civic uses are concentrated within the Emu Bay Road activity centre – a cluster of properties zoned General Business located on the western side of the Meander River. The activity centre is characterised by small-scale businesses on the street front and the large floorplate supermarket (Woolworths), which is set back from Emu Bay Road behind a number of smaller retail properties. The orientation of commercial buildings on Emu Bay Road means little active frontage exists to the river parklands.

Emu Bay Road is cut into the hill creating a wall on the upper side. This constrains the development of the street on the lower side creating linear growth.

To the east of the Meander River, a mix of commercial and civic uses have clustered along Meander Valley Road and East Westbury Place (e.g. a theatre, police station, take-away food shops, a café and accommodation).

Figure 3 – Existing Land Use Pattern in the Study Area



RECREATIONAL USES

The Meander River and surrounding parkland is a significant and highly visible recreational asset due to its centrality within the Township. The river parkland has been developed with an existing outdoor swimming pool, play equipment, a BBQ shelter, multi-use tracks, pedestrian river crossings, public art and a caravan park.

The lower portion of the river parkland and adjoining land is vegetated with Eucalypt woodland and is known anecdotally as the 'Wild Wood'.

The Deloraine Racetrack is another significant recreational site and is currently underutilised following the cessation of commercial horse racing on the site. The site accommodates an informal RV parking area and four tennis courts at present.

INDUSTRIAL USES

Deloraine has two main existing industrial areas at present:

- The Lake Highway/East Goderich Street Precinct; and
- The Butter Factory.

A relatively small area of Light Industrial zoned land (1.6ha) adjoins the southwestern corner of the Deloraine Racetrack. This discrete zoning is partially developed but includes an undeveloped Council owned title (0.8ha).

The Valley Central Industrial Precinct at Westbury is a significant nearby economic resource and employment generator.

RURAL RESOURCE USES

The Deloraine settlement is surrounded by agricultural land zoned Rural Resource. Significant portions of surrounding land are mapped as 'prime agricultural land' (Classes 1, 2 and 3), which is protected under the *State Policy on the Protection of Agricultural Land*.

The region surrounding the Deloraine Township contains a number of mining leases. There are a number of active mining exploration licences in the area with exploration activity occurring, particularly for Bauxite. If suitable deposits are found, there may be new mining operations established (subject to obtaining the requisite environmental approvals).



OTHER LAND USE CONSIDERATIONS

The Deloraine Craft Fair, Deloraine Street Car Show and Deloraine StringFest each generate a major influx of people to the township, meaning temporary additional pressure for parking facilities and accommodation. The visitor numbers generated by these events are estimated at:

- Deloraine Craft Fair: 20,000;
- Deloraine Street Car Show: 6,000-8,000;
- Deloraine StringFest: 1,000.

Deloraine forms part of the Great Western Tiers Tourist Route between Hadspen and Mole Creek and is a hub for tourist information. According to the Tasmanian Visitor Survey and TVS Analyser, an estimated 23,606 visitors stayed overnight in Deloraine during 2015, with 78,797 people estimated to have visited Deloraine without staying the night.



3 Planning Policy Framework

The Deloraine ODP will exist in the context of a planning policy framework and must be consistent with the relevant regional land use strategy. Key strategic considerations are identified below.

3.1 Northern Tasmania Regional Land Use Strategy

The *Northern Tasmania Regional Land Use Strategy 2013* ('NTRLUS') recognises Deloraine's role as a 'District Centre' that serves the immediate needs of the surrounding regional district. This includes the provision of a wide range of services, education and employment opportunities (primarily associated with surrounding productive resources).

The NTRLUS promotes infill development within existing centres with provision of a mixture of dwelling types including traditional detached houses and multiple dwellings.

With respect to settlement patterns, the NTRLUS essentially seeks to guide the growth of urban areas whereby it makes efficient use of physical infrastructure and public transport, facilitates walkable communities, avoids land use conflict and minimises impact on environmental values. An activity centre hierarchy is identified with policies aimed at strengthening the Region's capacity to deliver high order civic services to meet the community's needs and support the regional economy.

Relevant policies are identified in this section of the report. It is noted that where policies are already reflected in Council's Planning Scheme, it is not necessary to address them again through the ODP. Section 6 of this document identifies how specific ODP strategies are aligned with NTRLUS policies.

POLICY NUMBER	COMMENT
REGIONAL SETTLEMENT NETWORK	
RSN-P1, RSN-P2, RSN-P4, RSN-P8, RSN-P12, RSN-20	<p>The Deloraine ODP process has considered available land supply in Deloraine, likely future demand, existing infrastructure and servicing constraints. It was found that limiting urban development to existing zoned areas (with the exception of a potential infill opportunity) is the most suitable policy at the present time and an urban growth boundary has been developed with this in mind.</p> <p>The Deloraine ODP recognises the need to plan for an ageing population, to facilitate walkability, to provide a variety of housing options to meet diverse needs and has included strategies to further these goals.</p>



REGIONAL ACTIVITY CENTRES NETWORK

<p>RAC-P1, RAC-P4, RAC-P5, RAC-P8, RAC-P9, RAC-P14</p>	<p>Deloraine is recognised as a ‘District Centre’ – an activity centre that serves the immediate needs of the surrounding regional district. This includes the provision of a wide range of services, education and employment opportunities (primarily associated with surrounding productive resources).</p> <p>The Deloraine ODP seeks to support Deloraine’s function as a District Centre through strategies aimed at enhancing existing and providing new facilities to meet regional demand.</p> <p>Capital works have been identified through the Deloraine ODP process that will support the viability of the Emu Bay Road commercial area through improvements to access, parking and amenity.</p> <p>No new out-of-centre commercial development is proposed as part of the ODP.</p>
--	---

REGIONAL INFRASTRUCTURE NETWORK

<p>RIN-P3, RIN-P6</p>	<p>The Deloraine ODP seeks to direct new development to existing zoned areas within the township. No significant expansion of the settlement footprint is envisaged within the next 20 years. An opportunity for long term residential infill development is identified at the northern end of the township, however this is dependent on future servicing constraints being resolved (specifically the capacity of the Deloraine Waste Water Treatment Plant and water pressure limitations).</p> <p>The Deloraine ODP includes strategies aimed at supporting active modes of transport within the township.</p>
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REGIONAL ECONOMIC DEVELOPMENT

<p>ED-P2, ED-P3, ED-P4, ED-P8, ED-P9</p>	<p>The Deloraine ODP seeks to expand the range of recreational facilities within the township and refinement of promotion to tourists.</p> <p>The NTRLUS seeks to ensure a 10 year supply of industrial land is provided. Deloraine functions as a District Centre and accommodates service industries.</p> <p>The NTRLUS seeks to ensure that a 10 year supply of industrial land is provided to meet the Region’s needs. Subsequently, the Northern Tasmania Industrial Land Study (2014) was drafted that examined land supply in greater detail. The study recognised that approximately two hectares of undeveloped land exists in the West Goderich Precinct for further service industry uses and that any additional demand could be accommodated at Westbury. As such, there is not considered to be a need to specify additional industrial land in the ODP.</p> <p>The Deloraine ODP includes strategies for training and education.</p> <p>The ODP, through its urban growth boundary, will protect surrounding rural resource based activities from potentially conflicting land uses.</p>
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SOCIAL INFRASTRUCTURE AND COMMUNITY	
SI-P01, SI-P02, SI-P03, SI-P04, CH-P01	<p>To ensure Deloraine can meet regional demand for sporting facilities, the ODP recommends that Council support the development of a regional recreation precinct at Alveston Drive. The proposed location is located in close proximity to residential development and local schools.</p> <p>The ODP recommends that Council audit current user groups of existing facilities to ensure that they remain suitable for current needs. Housing diversity is identified as another priority, specifically in relation to the need for additional independent living units.</p> <p>With respect to heritage, the ODP includes a strategy involving the inclusion of heritage precinct overlays in Council's Planning Scheme.</p>
REGIONAL ENVIRONMENT	
BNV-P02, OSR-P01, NH-P02, LSA-P01	<p>The Deloraine ODP promotes urban containment and is therefore consistent with the need to protect natural values.</p> <p>A number of ODP strategies have been developed that seek to support and diversify the recreational use of existing public open spaces, as well as create an integrated system of tracks and trails for public use.</p> <p>Significant areas within the township have been identified as flood-prone within the Planning Scheme's overlays. Development that is recommended in the ODP is primarily associated with recreational use and will not result in significant risk to people or property.</p> <p>With respect to landscape and scenic amenity of regional tourism routes, Council's Planning Scheme includes scenic corridor provisions for all public road access points to the township. No development recommended in the Deloraine ODP is in conflict with the overlay.</p>

3.2 Meander Valley Use and Development Strategy 2005

The Development Strategy provided a comprehensive framework to guide Council's land use planning within Meander Valley and a basis for subsequent detailed analysis of specific areas, such as the Deloraine ODP.

In relation to business and tourism, the Development Strategy promotes the retention of Emu Bay Road as the primary retail and commercial area.

No additional residential zoned land outside of the existing serviced areas for considered necessary for the period 2004-16, unless significant unexpected demand were identified. Land between West Barrack and West Church Streets, north of Beefeater Street was identified as the preferred location for long term residential growth (this land is now zoned General Residential under the current Planning Scheme).

The Development Strategy seeks to focus industrial development at the Lake Highway/East Goderich Street Precinct and within the current zoned land at the Butter Factory Precinct (a southeastern expansion of the Lake Highway/East Goderich Street Precinct was subsequently approved in accordance with the Development Strategy).



4 Community Consultation

Local knowledge will be key to the success of the Deloraine ODP and as such, community consultation was a key part of its development. The Project Team considered it important to engage with a broad cross-section of the community to gain a range of perspectives.

The community consultation strategy for the project included the following activities:

- Two public workshops;
- Four focus groups;
- Three student workshops;
- Surveys and ‘listening posts’;
- Targeted survey;
- Public exhibition.

A summary of input received through the abovementioned activities, including survey results, is provided in **Appendix B**.



5 What People in Deloraine Value

Consultation with the community and key stakeholder groups revealed that the Deloraine Community values:

- **Diversity:** The Deloraine community is made of people from many different walks of life. Its peoples are passionate, vibrant, accepting and skilled, and collectively have a ‘can do’ attitude. People are friendly and there is a strong community spirit.
- **The current population size:** People in Deloraine feel that the current population is ‘about right’, as it fosters a sense of inclusiveness and individual identity. They value the opportunity to live a quiet and cultured lifestyle.
- **Its rural location and farming history:** Deloraine is recognised as a hub for the surrounding farming district, and values its history and traditions.
- **Opportunities to live a healthy and fulfilling life:** Deloraine is a great place to grow up, learn and develop skills, raise a family, engage in social activities and age well.
- **Creativity and the arts:** Deloraine is a key arts town in Tasmania and is highly regarded for its sculptures, creative events and many talented arts practitioners.
- **Geographical landforms and natural beauty:** Not only are the surrounding views naturally beautiful but the town itself – with the Meander River at its heart and the curvature of its main street – offers a stunning space.
- **New people moving to the area:** Many people have moved to Deloraine because of its location, natural beauty, opportunities and desirable lifestyle.
- **Tourism:** Deloraine is the gateway to the Western Tiers and welcomes visitors from around the world. It offers beautiful food, arts and crafts, and peace and tranquility.
- **Location:** Deloraine is centrally located and has easy access to air and sea travel.
- **Active living:** Residents of Deloraine value the great outdoors and opportunities to participate in sport and recreation activities.



6 Strategic Response

The recommended strategic response is informed by the investigation and consultation that has occurred throughout this project and seeks to align with the community's stated values.

Theme 1 – Community & Recreational Facilities

Broad support for improved community and recreational facilities was a strong theme that emerged throughout consultations and a range of potential recreational facilities were identified and refined throughout the consultation process. Investment in community and recreational facilities is of particular importance to younger residents but also in the context of an ageing community.

STRATEGY 1 – ENHANCE THE URBAN AMENITY OF DELORAINE'S MAIN COMMERCIAL AREA BY CREATING A 'COMMUNITY HUB'

The community hub concept includes sheltered seating, landscaping and children's play equipment.

Three potential sites were considered as part of this project with the preferred solution being a pilot project for a community hub at 33-35 Emu Bay Road under a temporary lease of the site. This initiative will be supported by the provision of public wi-fi hotspots, which are discussed further in this document.

Relevant NTRLUS policies: RAC-P1, RAC-P8, RAC-P14

ACTION:

Install a temporary 'pop-up' public space at 33-35 Emu Bay Road as a pilot project under a short term lease to gauge the hub's community benefit and acceptance.



STRATEGY 2 – DEVELOP A DELORAINE-BASED REGIONAL RECREATIONAL PRECINCT AT ALVESTON DRIVE

The staged development of a regional recreation precinct at Alveston Drive will cater for regional demand for facilities and support Deloraine’s role as a District Centre. A feasibility study ought to be undertaken to outline the public costs and benefits that would derive from the project to support future applications for funding.

Relevant NTRLUS policies: RAC-P1, RAC-P4, SI-P02, SI-P03

ACTIONS:

Design & obtain planning/building approval and construct Stage 1 of the project – 3x concrete bituminous netball courts incl. fencing and single row bench seating with lighting on Council land adjacent to Deloraine Community Complex.

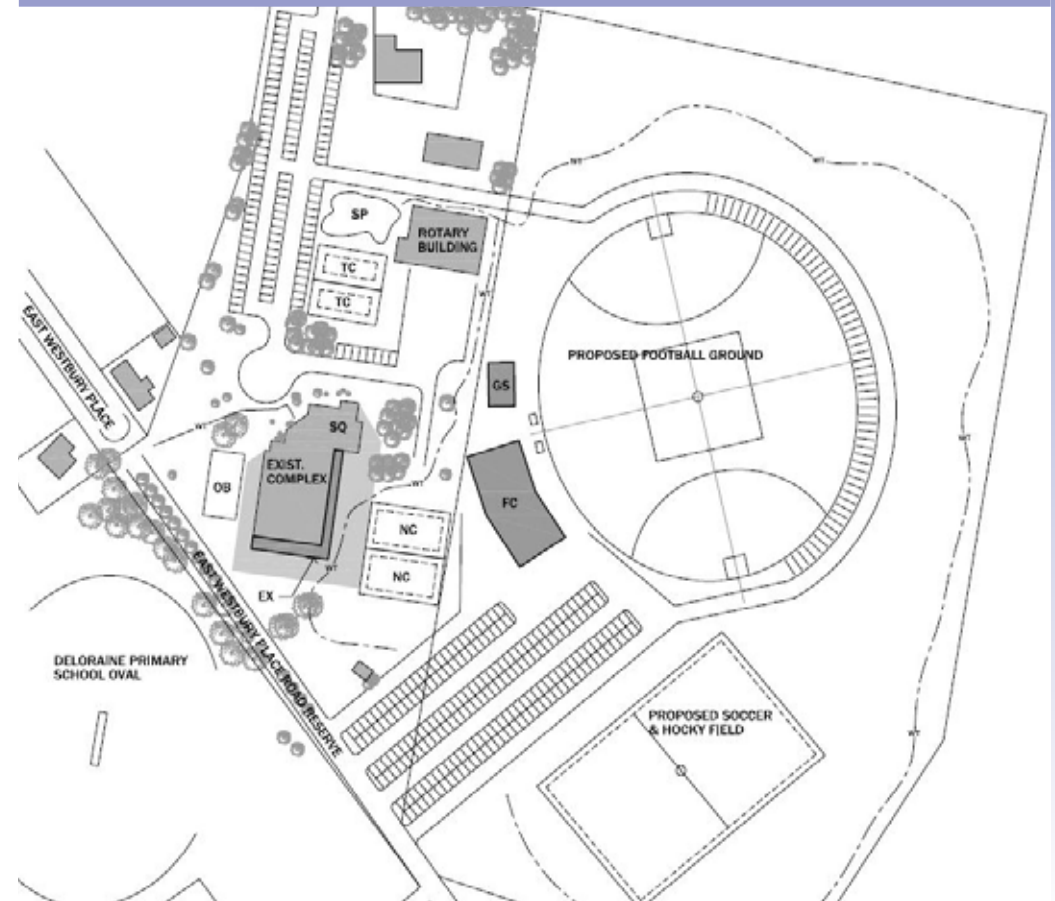
Undertake feasibility study (including agricultural land assessment) for Stage 2, obtain planning approval, secure land tenure and seek funding for works including extension of Gay Street and East Westbury Place, additional parking, multi-purpose conference facility, football ground and clubrooms, squash courts and renovation of Deloraine Community Complex.

Purchase land, design approve and construct Stage 2.

Develop new skate park (approximately 684sqm).

Signpost (x10 street and reassurance posts x10) (\$7.5k)/ line mark 2500m of existing road (12.5k) and 1000m construct edged gravel track (\$70k) link between Deloraine Community Complex and Meander River loop.

Figure 4 – Proposed Recreation Precinct



STRATEGY 3 – DIVERSIFY AND ENHANCE MEANDER RIVER PARK FACILITIES

The Meander River and its parklands are a significant community asset. Opportunity exists to further improve recreational facilities for the community.

Relevant NTRLUS policies: RIN-P6, RAC-P4, RAC-P8, SI-P02

ACTIONS:

Install new public gym equipment in Meander River reserve. Ensure consideration of sun safety.

Design and construct dragon boat-launching ramp to facilitate recreational use of Meander River.

Audit lighting of existing loop track and improve where necessary to facilitate safe evening use.

Install water fountains/tap and dog bowls along loop track.

Seek and consider expressions of interest for a private operator to hire out row boats for use on the Meander River.

Improve train play equipment in current location.

Install BBQ facilities adjacent to swimming pool.

Provide pedestrian access/signage for link behind Police Station/performing arts centre.

Landscape improvements to Racecourse Drive footpath to improve legibility.



STRATEGY 4 – IMPROVE SWIMMING POOL FACILITIES

A number of options were considered with respect to how best to meet the community's needs for swimming facilities. A new aquatic centre was suggested but the order of costs for such a facility was not supported by the community. The existing riverside pool is costly to operate, is cold, has limited opening hours and is prone to river flooding, yet is a popular community asset. The general preferred solution involved modest improvements to both the existing riverside pool and the primary school pool.

Relevant NTRLUS policies: RAC-P1, RAC-P4, SI-P02

ACTIONS:

Upgrade existing outdoor facility with new heating system;

Enhance access to aquatic facility at the Deloraine Primary School to open to outside and create BBQ area and shelter.



STRATEGY 5 – DEVELOP A WILD WOOD LOOP TRACK SUITABLE FOR JOGGERS AND MOUNTAIN BIKES

This development will support use of land anecdotally known at the Wild Wood and will diversify the local tracks and trails network.

Various options were considered in the community consultation with the preferred outcome comprising a 1.8km loop extending from the Meander River loop track and including both sides of the river and a new bridge crossing.

This initiative will also support the development of a Wild Wood art project, which is identified further in this document.

Relevant NTRLUS policies: RIN-P6

ACTION:

Construct 1.8km dirt path loop on both sides of Meander River (with bridge).

STRATEGY 6 – IMPROVE EXISTING TRACKS IN SURROUNDING REGION

An opportunity also exists for Council to advocate for improvements to nearby walking attractions that draw visitors to the area, specifically the Liffey Falls walk (bottom end), the Meander Falls walk and Quamby Bluff walk.

These walks are not located on Council land, but are geographically close to Deloraine, but the improvement of these walks and marketing of them is potentially important addition to the tourist experience of the town and has the potential to increase overnight stays.

Relevant NTRLUS policies: ED-P9

ACTION:

Advocate for upgrades to Liffey Falls walk (bottom end), Meander Falls walk and Quamby Bluff walk.

Figure 5 – Proposed Wild Wood Loop



STRATEGY 7 – IMPROVE PUBLIC INTERNET ACCESS

Internet access outside of the township was identified as an issue for residents, business operators and visitors. It is understood that Meander Valley Council is working to resolve this issue and as such no specific actions need to be specified through the Deloraine ODP.

The provision of wi-fi hotspots on Emu Bay Road was suggested by local business owners as an opportunity to improve the amenity of the town centre for visitors.

Relevant NTRLUS policies: RAC-P4, RAC-P8

ACTION:

Provide additional wi-fi access points on Emu Bay Road (3 hotspots).

Theme 2 – Local Business, Tourism & the Arts

Local businesses, tourism and the arts are all interrelated and interdependent. A number of strategies have been identified to support Local Business, Tourism and the Arts.

STRATEGY 8 – UTILISE THE DELORAINE RACETRACK FOR RECREATIONAL ACTIVITIES AND EVENTS

The cessation of racing at the Deloraine Racecourse presents an opportunity for reuse of a significant area of Council-owned land.

It is acknowledged that the site is constrained to some degree by occasional flooding and the presence of the Deloraine Waste Water Treatment Plant, which limits its suitability for certain land uses. The long-term future of the WWTP is not known at this stage and may foreseeably require expansion at some stage in the future (5-20 years from now).

The site contains some existing infrastructure, including a grand stand with amenities that could be utilised for large outdoor events or concerts. The site could also accommodate a BMX track, which was identified by younger residents as a desirable facility.

A portion of Deloraine's visitors arrive in self-contained Recreational Vehicles (RVs) and at least one major annual festival derives a significant portion of its patrons from visitors in RVs. The provision of parking facilities for RVs is a way in which Council can support visitation and overnight stays within Deloraine. The Council depot – currently located alongside the Meander River – is not dependent on this location and could be reused to assist in meeting the current shortfall in accommodation options

during major events. Importantly, the RV parking area would not contain any facilities (except for the existing dump point) and so will not undermine the viability of existing caravan parks.

Relevant NTRLUS policy: RAC-P4

ACTIONS:

Provide temporary tent accommodation at Deloraine Racetrack for backpackers during the festival period. This should be located within approximately 100m of the grandstand utilities.

Provide a free riverside RV parking area on the current Council depot hardstand area at 6 Racecourse Drive and demolish/relocate existing depot sheds.

Design and construct a BMX track (competition grade/no lighting).

Seek EOI to hold a trial 'picnic race'/fun animal race community event at the existing racetrack.

STRATEGY 9 – ENCOURAGE AND IMPLEMENT PUBLIC ART PROJECTS

Deloraine already has a vibrant arts and craft scene. Opportunities have been identified through the consultation process to further build on this strength by creating new opportunities for local artists.

Relevant NTRLUS policy: RAC-P8

ACTIONS:

Provide a dynamic public art exhibit by rotating works and introducing new works. Install plinths in three locations around the town so that public art can be rotated between these different locations.

Call for EOI from community members who would like to donate a sculpture that can be installed at each entry from the highway to promote Deloraine as an arts/sculpture town.

Undertake a competition for a more permanent work of art to be installed in the location. Criteria for the art to include a five-year life and able to fit a 'standard' size plinth so that it can be relocated to other locations in the town over time.

Provide a dynamic public art exhibit by rotating works and introducing new works. Install plinths in three locations around the town so that public art can be rotated between these different locations.

Work in partnership with key stakeholders from the arts, tourism, education and business communities to develop a new piece of public art to be located at Wild Wood.

STRATEGY 10 – DEVELOP AN ARTIST RESIDENCY PROJECT

An artist residency program would bring artists to Deloraine, presenting an opportunity to exchange knowledge and skills with local artists. Furthermore, visiting artists will raise awareness of Deloraine by sharing their experiences when they return to their place of origin.

Relevant NTRLUS policy: RAC-P4

ACTION:

Establish an artist residency program to bring new creative talent into the community with a particular focus on involving emerging artists.

STRATEGY 11 – PROVIDE SUPPORT FOR EVENTS

Local business groups reported that it can be difficult to get new events up and running. An opportunity was identified for Council to provide further support for event promoters, which will have flow on benefits for local business.

Relevant NTRLUS policies: RAC-P4, ED-P9

ACTION:

Allocate resourcing for the facilitation, coordination and promotion of events, including provision of free access to Council owned facilities.

STRATEGY 12 – ENSURE THE COMMUNITY COMPLEX AND LITTLE THEATRE REMAIN SUITABLE FOR USER GROUPS

Some user groups reported that existing facilities were currently inadequate for their purposes at present. User group needs should be identified as a basis of ensuring that Council-run facilities are suitable to meet the community's needs and to support Deloraine's cultural life.

Relevant NTRLUS policies: SI-P03, RAC-P4

ACTION:

Audit user groups to identify required improvements to the Auditorium at the Deloraine Community Complex and the Little Theatre (Performing Arts Centre).



STRATEGY 13 – IMPROVE PROMOTION TO TOURISTS

Opportunity exists to build on existing marketing strategies to improve communication to visitors. This includes the identification and promotion of a range of surrounding environmental attractions to which Deloraine is a natural gateway.

Relevant NTRLUS policy: ED-P9

ACTIONS:

Develop a marketing plan to better promote Deloraine and surrounding attractions to visitors of Northern Tasmania as the gateway to the Western Tiers. This will supplement the existing Great Western Tiers marketing plan to provide more local direction.

Prepare up to date information on local walks and wilderness attractions to be provided through the Visitor Information Centre.

STRATEGY 14 – ESTABLISH COMMITTEE TO COORDINATE ACTIONS BETWEEN ARTS GROUPS, LOCAL BUSINESSES AND COUNCIL

There are currently a range of committees that oversee various elements of Deloraine’s civic activities. Improved communication between these groups will ensure a coordinated approach to events and other initiatives occurs across the community. An opportunity exists for Council to lead this coordination.

Relevant NTRLUS policy: RAC-P4

ACTION

Council to facilitate a quarterly meeting of key stakeholders in the arts and local business sectors to enable communication and shared ownership of the development of Deloraine in conjunction with the ODP.



Theme 3 – Urban Design, Development & Infrastructure

Consideration has been given to the future spatial patterns of Deloraine based on existing conditions and demographic analysis and the policy framework provided by the NTRLUS.

The NTRLUS seeks to contain the Region’s urban settlements within urban growth boundaries that can accommodate at least 10 years and up to 20 years supply.

With respect to future residential development opportunities, there is approximately 38ha of undeveloped General Residential zoned land within the existing Township, which equates to approximately 633 new lots (assuming an average lot size of 600sqm with a gross density of 15 dwellings per hectare). Additionally, approximately 15ha of Low Density Residential land within the northern part of the Township presents a logical area for long term infill urban residential development (approximately a further 250 lots), once water pressure constraints and Waste Water Treatment Plant capacity issues are resolved.

Demographic analysis undertaken as part of the Deloraine ODP indicates that Deloraine’s population is currently declining and as such no significant demand for residential land is forecast for the next 20 years, except for independent living units.

Based on the available land supply and the current demographic, economic and social context of Deloraine, infill development opportunities are expected to meet the needs of the community for the foreseeable future. Furthermore, urban expansion outside of the current township in the short-medium term would also likely require costly developer contributions to bring forward required Waste Water Treatment Plant capacity upgrades. Consolidation – rather than expansion – of the settlement will support the efficient use of existing infrastructure, will support active modes of transport and will avoid the loss of productive agricultural land on the Township’s perimeters, consistent with the NTRLUS. As such, no expansion of the township outside of the existing urban area is considered appropriate at the current time.

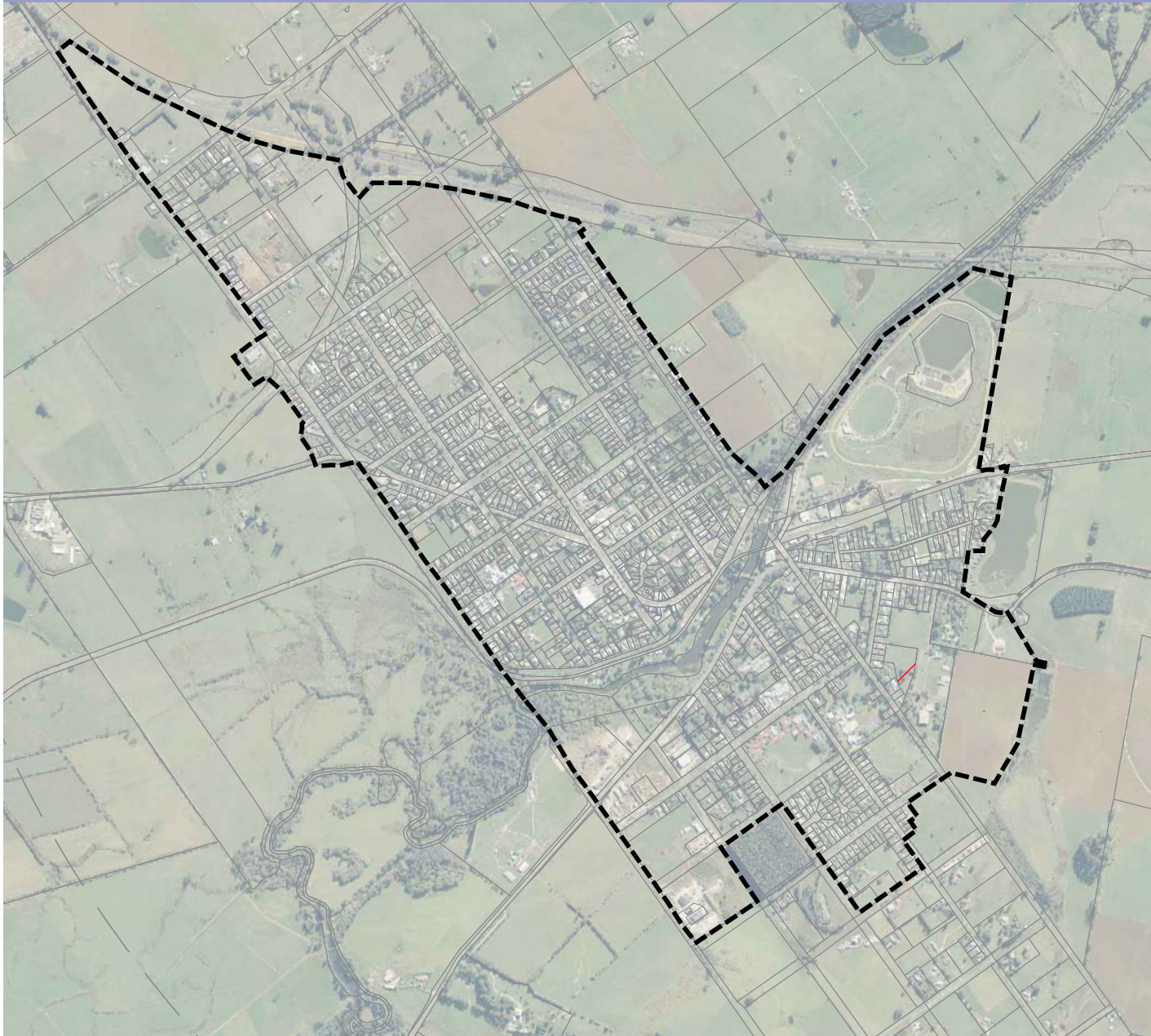
The existing industrial precincts at Lake Highway/East Goderich Street and the Butter Factory have available land for development and should be retained as the Township’s key industrial locations. The Lake Highway/ East Goderich Precinct has some capacity to accommodate further service industry-related development going forward. The Northern Tasmania Industrial Land Study (2014) recommended that surplus demand can be accommodated at Westbury. Should there be suitable justification of the Lake Highway/East Goderich Precinct in future however, the preferred direction would be to the southeast.

The heritage and built character of the Deloraine is an important quality of the Township, both for locals and visitors. Council has an existing incentive scheme for property owners to restore original features of heritage buildings (the Meander Valley Townscape Rate Incentive Scheme). The retention of this scheme is considered appropriate. Allocating Council funding for the restoration of original shop awnings on Emu Bay Road was discussed during consultation but was not generally supported as a community priority.

A range of urban design improvements have been identified through the consultation and investigation process that will improve accessibility for pedestrians, cyclists and vehicles within the township.



Figure 6 – Proposed Urban Growth Boundary



STRATEGY 15 – PROVIDE FOR AN EMU BAY ROAD-WEST PARADE LINK

Opportunities to provide further linkages between Emu Bay Road and the Meander River are limited by the existing development pattern. An opportunity exists however to formalise and secure a pedestrian linkage mid-way along the commercial strip. This link could also incorporate heritage interpretation of the former Probation Station – a significant site in the local history.

Relevant NTRLUS policies: RIN-P6, RAC-P5, RAC-P8

ACTION:

Formalise existing pedestrian link between Emu Bay Road and West Parade through establishment of a ROW over 24-28 Emu Bay Road (private land) and 1 West Church Street (Council land), construction of a pathway with landscaping, heritage interpretation panels and directional signage.

STRATEGY 16 – REDEVELOP FORMER PROBATION STATION SITE

The former Probation Station site at 1 West Church Street is currently developed with a car park however its central location and size makes it attractive for a range of alternate future uses.

Relevant NTRLUS policy: RAC-P4

ACTIONS:

Dispose 1 West Church Street as a new development site. The site could potentially be used for an aged care/disabled care development.



STRATEGY 17 – ENHANCE THE STREETScape AMENITY OF DELORAINE’S TOWN CENTRE

Deloraine’s town centre is focused on and around Emu Bay Road, which is the focus of local business and civic activity. It is a key part of town for visitors and residents of the area and local business owners.

Attractive and safe streetscapes enhance people’s enjoyment of a place and encourage people to visit and stay longer. A number of improvements have been identified to enhance the streetscape amenity of the town centre.

Relevant NTRLUS policies: RAC-P5, PAC-P8

ACTIONS:

Install additional tree plantings along Emu Bay Road to improve the streetscape.

Seek landowner consent for sculpture / treatment to the Telstra Exchange Building Emu Bay Road façade and commission works (e.g. City of Canning Telstra Exchange in WA).

Provide line marking at existing pedestrian points on Emu Bay Rd to signal pedestrian priority to drivers.

Develop a garden competition for residents of the Deloraine Township with the aim of beautifying the town centre (prizes could potentially be sourced from donations).



STRATEGY 18 – RETAIN HERITAGE/SCENIC CHARACTER OF DELORAINE

The current Planning Scheme controls do not include any heritage precinct controls or individual place listings. Heritage values are regulated at a State level through the Tasmanian Heritage Register, through which assessment of works is limited to specific sites. There is scope to incorporate local heritage precincts for Deloraine based on previous heritage work to provide Council with a mechanism to consider the character of these areas in the assessment of future development applications.

Relevant NTRLUS policy: CH-P01

ACTION:

Introduce a heritage precinct overlay/scenic protection overlays into the Planning Scheme via scheme amendment to protect the historic and scenic character of the town centre.



STRATEGY 19 – IMPROVE ACCESS TO EMU BAY ROAD BY RELAXING PARKING TIME LIMITATIONS

The existing one-hour parking limitation on Emu Bay Road was implemented with the aim of freeing up parking within the town centre. Local business owners have reported that this inconveniences visitors to the area who would otherwise stay longer within the town centre.

Relevant NTRLUS policy: RAC-P4

ACTION:

Extend time limitation to three hours on Emu Bay Road to encourage people to stay longer within the town centre.

STRATEGY 20 – IMPROVE PARKING PROVISION

A need for improved parking in the vicinity of organisations servicing people with disabilities and the aged was identified through the consultation process. This should accordingly be reviewed and rectified where necessary. Parking for larger vehicles (i.e. RVs) in the vicinity of Emu Bay Road is also limited. There is however an opportunity to provide for larger vehicles on West Parade, which is within a short walking distance of both Emu Bay Road and the Meander River.

Relevant NTRLUS policy: RAC-P4

ACTIONS:

Improve parking arrangements in proximity of organisations servicing people with disabilities and their families, and the aged; and the Performing Arts Centre.

Provide for RV street parking on West Parade (unmarked) and associated directional signage from/to Emu Bay Road.



STRATEGY 21 – IMPROVE CONNECTIVITY WITH THE NORTHERN END OF TOWN

Deloraine has developed in a linear fashion, with recent growth occurring at the northern end of the township, yet little dedicated pedestrian or cyclist infrastructure exists. Recent and future infill residential development at the northern end of Deloraine supports the provision of improved pedestrian/cyclist connectivity from the north into the town centre.

Relevant NTRLUS policies: RIN-P6, RAC-P5, RSN-P12

ACTION:

Construct multi-use path on West Goderich Street / Emu Bay Road to improve connectivity of northern Deloraine to the town centre (2.5m asphalt).

STRATEGY 22 – PROVIDE ELECTRIC CAR CHARGE POINT

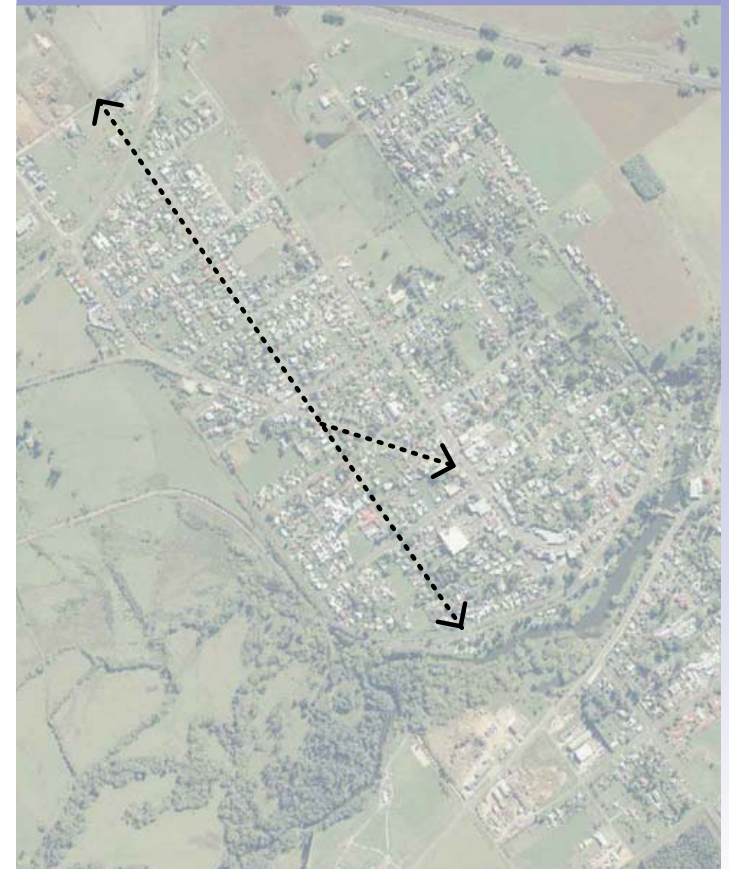
Provision of an electric car charge point was identified as a way of attracting increased visitation.

Relevant NTRLUS policies: RAC-P4

ACTION:

Install an electric car charge point within Deloraine to cater for electric vehicle drivers.

Figure 7 – Proposed North-South Multi-use Path



Theme 4 – Social Infrastructure

The people of Deloraine are central to the growth and development of their town, not only in terms of the hard infrastructure outlined in this Plan but also the values they share that shape the character and culture of the town. Deloraine community members contribute the *social capital* that is needed to adapt, grow and develop. For the sake of simplicity, *social capital* can be thought of as the links, shared values and understandings that enable individuals and groups to trust each other and so work together.

Deloraine offers social infrastructure that provide a range of services for the community and important mechanisms for citizens to engage with each other, thereby building social capital. The degree of social capital influences a community's ability to respond proactively to opportunities that are in the best interests of the community, and is inextricably linked to the quality of hard infrastructure such as buildings, transport and communication technology.

STRATEGY 23 – IMPROVE AND SUPPORT EDUCATION AND CAREER PATHWAYS

Deloraine's school completion rates are lower than both the local government area to which it belongs, as well as Tasmania's completion rates.

In response to the needs of young people in Deloraine, it is recommended that Council work with Deloraine High School and the local business community to identify the underlying factors that are contributing to Deloraine's poor school completion rates. This partnership should focus on identifying opportunities to improve engagement in education and school completion rates, overcome barriers for those who are falling through the gaps, and provide pathways for career development and life-long learning. It is suggested that a *collective impact*¹ approach could provide a using framework for this partnership to implement actions and establish agreed indicators to monitor progress.

Relevant NTRLUS policy: ED-P4

ACTION:

Working with Deloraine High School and the local business community, identify the underlying factors that are contributing to Deloraine's poor school completion rates, and opportunities to improve engagement in education, overcome barriers for those who are falling through the gaps, and provide pathways for career development and life-long learning. Using a collective impact approach, implement actions and establish agreement indicators to monitor progress.

¹ *Collective impact* is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change.

STRATEGY 24 – PROVIDE ACCOMMODATION FOR DISABLED RESIDENTS

It is uncertain exactly how many people are living with a disability in the subject catchment area. What is known however is that, in 2011, there were 1,110 residents of Meander Valley who required assistance with core activities. Of these, 580 (or 52%) were aged 65 years and over, equating to 18.9% of residents in this age group, compared to 18.8% for Tasmania.

Aged care service providers are responding to the needs of this older age group. But what about those who fall into the younger age brackets? In preparing the ODP, the needs of individuals living with a disability and support for their caring families was repeatedly raised.

It is noted that rollout to full implementation of the NDIS in Tasmania will commence from 1 July 2016. The lack of housing options for people with a disability has been widely reported as being a key issue for the NDIS.

There is scope for Council to support the delivery of additional disability support services through the provision of land (taking into account potential expansion to provide respite services and training facilities) and by working with stakeholders to facilitate housing supply.

Relevant NTRLUS policies: RSN-P4, SI-P01, SI-P02, SI-P04, RSN-P7

ACTIONS:

Support key stakeholders including families with children/young people/adults with disabilities and organisations representing their interests to develop a plan to meet their needs around accommodation, respite support, and training and employment opportunities.

Make land available for the construction of independent living units for persons with disabilities, factoring in possible expansion into the future to include respite/community facilities, training facilities etc.

STRATEGY 25 – IMPROVE SERVICES FOR OLDER PEOPLE

The demographic analysis undertaken as part of this project has confirmed that – similar to elsewhere in regional Tasmania – Deloraine’s population is ageing. The Township’s continual population losses in the younger working and reproductive cohorts and its gains in the older cohorts are exacerbating population ageing.

Local organisations are responding to this demographic trend. Consultations with local aged care provider, Meander Valley Life, confirm that demand for their services, in particular access to independent living units continues to grow.

While consultations with the community did not elicit the needs of older people as a strong theme, given the evidence-base on the ageing population, it is in the interest of Council and the community to recognise and respond to this issue.

There is no doubt that an ageing population can be a valuable asset. The key for Meander Valley Council will be how to respond to this increased dependency in a way that will also reap benefits for the wider community, for example, by supporting the development of social infrastructure and services, and building workforce capacity.

Relevant NTRLUS policies: RAC-P5, SI-P01

ACTION:

Undertake an audit using the World Health Organisation's Checklist of Essential Features for Age-friendly Cities to identify potential issues and areas for improvement. Connect with the WHO Global Age-friendly Cities Project to promote Deloraine as an age friendly town.

STRATEGY 26 – CREATE AWARENESS OF MENTAL HEALTH PROGRAMS AND PROVIDE COMMUNITY DEVELOPMENT SUPPORT

Through the ODP community consultation process, Causicare Health and Wellbeing outlined a proposal for a Recovery Centre for Deloraine. The Centre aims to provide a supportive, effective and sustainable service which can assist in supporting people with mental illness to successfully transition into the community.

It is noted that the Tasmanian Government recently released a long-term plan for mental health in Tasmania – *Rethink Mental Health – Better mental health and wellbeing: A long term plan for better mental health in Tasmania 2015-2025*. Several of the priorities for action outlined in Rethink Mental Health are relevant for Deloraine and the proposal for a Recovery Centre, and there is an emphasis on extending mental health support in rural communities. Any actions to enhance mental health outcomes in Deloraine therefore, should be carried in partnership with other stakeholders and with regard for existing implementation plans.

Relevant NTRLUS policies: N/A

ACTIONS:

Unite interested individuals, groups and organisations into centralised mental health promotion programs and services such as Act Belong Commit, Beyond Blue and Lifeline.

Assist organisations that are working to establish mental health and wellbeing related programs and services by providing information about partnerships, social enterprise, funding opportunities, and in-kind and philanthropic support.

Continue to provide community development support and assistance as outlined in Council's Community Development Framework to organisations and groups that aim to promote and improve health and wellbeing, including the Deloraine Community Men's Shed, Deloraine House, the Aboriginal Community, and the numerous groups and networks in the area. Seek opportunities to utilise the arts as a tool for enhancing health and wellbeing. Maintain the currency of the Community Development Framework.

STRATEGY 27 – SUPPORT LOCAL ABORIGINAL CULTURE

In 2011, 2.4% of Meander Valley residents identified as being of Aboriginal descent.²

Through the ODP community consultation processes a proposal for a Bush Tucker Trail was tabled. The purpose of the proposal is to develop a self-guided, interpretive, historical and educational trail along the the Meander River. The permanent exhibit will showcase Tasmanian Aboriginal Bush Tucker, history, culture and art and is designed to be tourist drawcard.

Some support for this proposal was identified in the ODP community survey, as well as at the second public workshop.

Relevant NTRLUS policy: CH-P01

ACTION:

Make land available for the construction of the Bush Tucker Trail, on the basis of appropriate external funding being obtained by the proponents and an acceptable project plan being submitted.



² Australian Bureau of Statistics, 2015, Meander Valley LGA Profile, http://stat.abs.gov.au/itt/r.jsp?RegionSummary®ion=64210&dataset=ABS_REGIONAL_LGA&geoconcept=REGION&datasetASGS=ABS_REGIONAL_ASGS&datasetLGA=ABS_REGIONAL_LGA®ionLGA=REGION®ionASGS=REGION.

Figure 8 – Overall Spatial Plan



Improve pedestrian link between Emu Bay Road and West Parade with paving, landscaping, directional signage, historical interpretation (Probation Station) and create right of way over affected titles

Enhance the urban amenity of commercial area by creating an open space 'community hub' with sheltered seating, landscaping and children's play equipment. Locate pilot project at 33-35 Emu Bay Road.

Dispose Council land for redevelopment (subject to relocation of parking)

Improve facade of Telstra exchange building

Figure 9 – Town Centre



Directional signage to guide RV drivers to parking facilities on West Parade

Provide linemarking/visual delineation at crossing points to signal pedestrian environment to drivers

Provide on-street parking for RVs on West Parade

Retain outdoor pool and upgrade heating to improve efficiency

Provide new BBQ shelter within parkland near pool

Develop dragon boat launching facilities to facilitate recreational use of Meander River

Figure 10 – Racetrack and Wild Wood



Future of WWTP to be determined by TasWater within next 5 years (expansion may be required in future to improve capacity)

Utilise racecourse for large events, such as outdoor concerts and an annual 'picnic race'. Utilise existing grandstand for event seating and amenities and install demountable sound shell (if suitable for specific festivals)

Develop town loop track

Potential site for relocated Council depot facilities (Lot 1 Racecourse Drive)

Construct new bridge

Multi-use path to northern end of town (West Goderich St)

Provide land for temporary camping during events

Relocate Council depot and re-use hardstand area as part of a new riverside RV parking facility

Provide improved way finding and landscaping along footpath

Provide pedestrian link to Meander River track

Develop a Wild Wood public artwork (location TBC)

Develop loop track through Wild Wood for joggers/cyclists (1.8km)



7 Implementation

A key outcome of this plan is to have defined strategies and actions which can be successfully implemented. Table 2 presents the proposed strategies, associated actions, responsible agent, indicative budgets and relative priority.

The costings provided are a guide to help the community determine the cost to benefit ratio of specific actions and alternative methods of delivery. It is important to note that if the assumptions change the costs also change and do not include land acquisition costs.

The priority levels are immediate, high, medium and low bearing in mind the Deloraine ODP has a 20-year timeframe.

- **Immediate** priorities are actions intended for the current or next Council budget – 1-2 years. These are generally low cost/high community benefit items;
- **High** priority actions are higher cost items that are important for short term delivery when budget allows – generally over 2-5 years;
- **Medium** priority actions are items identified as important but are not immediately critical. They are intended to be implemented over the 5-10 year period;
- **Low** priority actions are good ideas that have little community support or have budgets dependent on substantial external funding.

It is important to understand that list of strategies/actions is only a snapshot in time and that priorities will change according to changing budget constraints and community requirements. Thus the list of strategies/actions should be considered as a fluid component of the plan.

The following principles should be considered in implementing the Deloraine ODP:

- **Visible progress:** whilst the timeframe of this plan is 20 years, it is important for those who took part in the consultation phase to see the connection between the consultation and a tangible reality;
- **Step change:** a strategy/action can be more effectively implemented in small chunks where partial success drives full implementation;
- **Opportunity ready:** it is important to be ready for a funding opportunity when it arrives. An example of this is the Recreational Precinct whereby the bulk of the facility is reliant on State/Federal funding. In this example it is important ensure the budget for the feasibility assessment expended quickly to ensure the project does not miss funding opportunities which sometimes have a considerable gestation period before funding becomes available;

- **Project plans:** whilst some initiatives are quite simple, many are complex and involve a number of steps and stakeholders. These require a separate project plan to assist in their implementation. A project plan should set the direction and context, establish accountabilities, outline a realistic budget and establish a means of tracking performance.

Governance and accountability

It is recommended that the implementation of this Outline Development Plan be managed by a single officer of Council, who is responsible for coordinating the action plans of individual strategies/actions, where required, and reporting on the progress of implementation on at least a six monthly basis to Councilors. It is also recommended that a public workshop be undertaken to update the community on the progress of implementation six months after adoption of the plan by Council and annually after that for at least five years.



Table 1 – Implementation of Strategies and Actions

STRATEGY	ACTIONS	RESPONSIBILITY	EST. COSTS	PRIORITY
THEME 1 – COMMUNITY & RECREATIONAL FACILITIES				
1 Enhance the urban amenity of Deloraine’s main commercial area by creating a ‘community hub’	<ul style="list-style-type: none"> Install a temporary ‘pop-up’ public space at 33-35 Emu Bay Rd (240sqm) as a pilot project under a temporary lease. It is assumed that would include some sheltered seating, children’s play equipment and landscaping works (e.g. a vertical garden at the quarry face) \$12k. It is assumed some geotechnical/risk assessment of the quarry face will be required prior to commencement \$1.5k. 	Council supported by Arts Deloraine / Artisans / Deloraine Community Garden	Option 1 – \$13.5k (ex. lease)	Immediate
2 Develop a Deloraine-based regional recreation precinct at Alveston Drive	<ul style="list-style-type: none"> Design & obtain planning/building approval and construct Stage 1 of the project – 3x concrete bituminous netball courts incl. fencing and single row bench seating with lighting on Council land adjacent to Deloraine Community Complex. 	Council	\$170k	High
	<ul style="list-style-type: none"> Undertake feasibility study (including agricultural land assessment) for Stage 2, obtain planning approval, secure land tenure and seek funding for works including extension of Gay Street and East Westbury Place, additional parking, multi-purpose conference facility, football ground and clubrooms, squash courts and renovation of Deloraine Community Complex. 	Council	\$30k	High
	<ul style="list-style-type: none"> Purchase land, design approve and construct Stage 2. 	Council/State/Federal	\$5.9m (ex. land purchase)	Low
	<ul style="list-style-type: none"> Develop new skate park (approximately 684sqm) 	Council	\$160k	Medium
	<ul style="list-style-type: none"> Signpost (x10 street and reassurance posts x10) (\$7.5k)/ line mark 2500m of existing road (12.5k) and 1000m construct edged gravel track (\$70k) link between Deloraine Community Complex and Meander River loop. 	Council	\$90k	Medium

3 Diversify and enhance Meander River park facilities	<ul style="list-style-type: none"> Install new public gym equipment (2x static, 1x dynamic) in Meander River reserve. Ensure consideration of sun safety. 	Council	\$30k	Low
	<ul style="list-style-type: none"> Design and construct dragon boat-launching ramp to facilitate recreational use of Meander River. 	Council supported by High School / Trade Training Centre	\$20k	High
	<ul style="list-style-type: none"> Audit lighting of existing loop track and improve where necessary to facilitate safe evening use. 		\$15k	High
	<ul style="list-style-type: none"> Install water fountains/tap and dog bowls along loop track. 		\$1.5k	Immediate
	<ul style="list-style-type: none"> Seek and consider expressions of interest for a private operator to hire out row boats for use on the Meander River. 		Council operational budget	Low
	<ul style="list-style-type: none"> Improve train play equipment in current location; BBQ facilities adjacent to swimming pool. 	Council Council	\$50k \$15k	Medium High
	<ul style="list-style-type: none"> Provide pedestrian access/signage for link behind Police Station/ performing arts centre. Demolish undercover two undercover car parks, reseal and construct curved 2m high rendered block wall and paint 'before I die' wall. Landscape improvements to Racecourse Drive footpath to improve legibility (i.e. signposting, hard/soft landscaping). 	Council Council	\$5k \$10k	Immediate Medium
4 Improve swimming pool facilities	<ul style="list-style-type: none"> Update existing outdoor facility with new heating system (heat exchange using river water); 	Council	\$100k	Medium
	<ul style="list-style-type: none"> Enhance access to aquatic facility at Primary School to open to outside and create BBQ area & shelter 	Council	\$20k	Low
5 Develop a Wild Wood loop track suitable for joggers and mountain bikes	<ul style="list-style-type: none"> Construct 1.8km dirt path loop on both sides of Meander River (with bridge (\$80k), suitable for joggers and mountain bikes; 		\$150k	Medium
6 Improve existing tracks in surrounding region	<ul style="list-style-type: none"> Advocate for upgrades to Liffey Falls walk (bottom end), Meander Falls walk and Quamby Bluff walk. 	Council	Council operating budget	High
7 Improve public internet access	<ul style="list-style-type: none"> Provide for additional Wi-Fi access points on Emu Bay Road (3 hotspots) 	Council	\$15k	High

THEME 2 – LOCAL BUSINESS, TOURISM & THE ARTS

8 Utilise the Deloraine Racetrack for recreational activities and events	<ul style="list-style-type: none"> Provide temporary tent accommodation at Deloraine Racetrack for backpackers during the festival period. This should be located within approximately 100m of the grandstand utilities. 	Council	\$10k	Low
	<ul style="list-style-type: none"> Provide a free riverside RV parking area on the current Council depot hardstand area at 6 Racecourse Drive and demolish/relocate existing depot sheds (\$40k). Including 1.0m concrete path along waterfront (\$30k) and clean-up (\$5K). 	Council	\$75k	High
	<ul style="list-style-type: none"> Design and construct a BMX track (competition grade/no lighting). 	Council	\$250k	Low
	<ul style="list-style-type: none"> Seek EOI to hold a trial 'picnic race'/fun animal race community event at the existing racetrack. 	Council	\$5k	Medium
9 Encourage and implement public art projects	<ul style="list-style-type: none"> Provide a dynamic public art exhibit by rotating works and introducing new works. Install plinths in three locations around the town so that public art can be rotated between these different locations. Assume 3x2x1m deep concrete blocks (\$3.3k each). 	Council	\$10k	Immediate
	<ul style="list-style-type: none"> Call for EOI from community members who would like to donate a sculpture that can be installed at each entry from the highway to promote Deloraine as an arts/sculpture town. 	Council	\$10k (excluding lease)	Immediate
	<ul style="list-style-type: none"> Undertake a competition for a more permanent work of art to be installed in the location. Criteria for the art to include a five-year life and able to fit a 'standard' size plinth so that it can be relocated to other locations in the town over time. 	Council	\$30k bi-annual	High
	<ul style="list-style-type: none"> Provide a dynamic public art exhibit by rotating works and introducing new works. Install plinths in three locations around the town so that public art can be rotated between these different locations. Assume 3x2x1m deep concrete blocks (\$3.3k each). 	Council	\$10k	Immediate
	<ul style="list-style-type: none"> Work in partnership with key stakeholders from the arts, tourism, education and business communities to develop a new piece of public art to be located at Wild Wood (excludes concrete base). 	Council	\$30k	Medium
10 Develop an artist residency program	<ul style="list-style-type: none"> Establish an artist residency program to bring new creative talent into the community with a particular focus on involving emerging artists (assume 12 months rent at \$230pw, 100pw living plus \$3k airfares). 	Council / Arts Deloraine	\$20k pa.	High
11 Provide support for events	<ul style="list-style-type: none"> Allocate resourcing for the facilitation, coordination and promotion of events, including provision of free access to Council owned facilities. 	Council	Council operational budget	High

12 Ensure the Community Complex and Little Theatre remain suitable for user groups	<ul style="list-style-type: none"> Audit user groups to identify required improvements to the Auditorium at the Deloraine Community Complex and the Little Theatre (Performing Arts Centre). 	Council	Council operational budget	High
13 Improve promotion to tourists	<ul style="list-style-type: none"> Develop a marketing plan to better promote Deloraine and surrounding attractions to visitors of Northern Tasmania as the gateway to the Western Tiers. This will supplement the existing Great Western Tiers marketing plan to provide more local direction. 	Council	\$10k	High
	<ul style="list-style-type: none"> Prepare up to date information on local walks and wilderness attractions to be provided through the Visitor Information Centre. 	Council	\$10k	High
14 Establish committee to coordinate action between arts groups, local business groups and Council	<ul style="list-style-type: none"> Council to facilitate a quarterly meeting of key stakeholders in the arts and local business sectors to enable communication and shared ownership of the development of Deloraine in conjunction with the ODP. 	Council	Council operational budget	
THEME 3 – URBAN DESIGN, DEVELOPMENT & INFRASTRUCTURE				
15 Provide for an Emu Bay Rd-West Parade pedestrian link	<ul style="list-style-type: none"> Formalise existing pedestrian link between Emu Bay Road and West Parade through establishment of a ROW over 24-28 Emu Bay Road (private land) and 1 West Church Street (Council land), construction of pathway (\$6k) with landscaping (\$5k), heritage interpretation panels (2k) and directional signage (\$1k). 	Council	\$14k	High
16 Redevelop former Probation Station site	<ul style="list-style-type: none"> Dispose 1 West Church Street as a new development site (approximately 2400sqm but could be expanded via boundary adjustment with West Church St road reserve to 2850sqm). The site could potentially be used for an aged care/disabled care development. Alternative parking could be provided for business employees in the reserve of West Church Street. 	Council	N/A	Low
17 Enhance the streetscape amenity of Deloraine's town centre	<ul style="list-style-type: none"> Install additional tree plantings along Emu Bay Road to improve the streetscape (assume 16 mature trees at 15m centres between roundabouts). 	Council	\$16k	Low
	<ul style="list-style-type: none"> Seek landowner consent for sculpture / treatment to the Telstra Exchange Building Emu Bay Road façade and commission works (e.g. City of Canning Telstra Exchange in WA). 	Council	\$30k	Medium
	<ul style="list-style-type: none"> Provide line marking at existing pedestrian points on Emu Bay Rd to signal pedestrian priority to drivers. 	Council	\$3k	Immediate
	<ul style="list-style-type: none"> Develop a garden competition for residents of the Deloraine township with the aim of beautifying the area (prizes could potentially be sourced from donations). 	Council	\$5k (promotion and prizes)	Medium

18 Retain heritage/ scenic character of Deloraine	<ul style="list-style-type: none"> Introduce a heritage precinct overlay/scenic protection overlays into the Planning Scheme via scheme amendment to protect the historic and scenic character of the town centre. 	Council	Council operational budget	Medium
19 Improve access to Emu Bay Road by relaxing parking time limitations	<ul style="list-style-type: none"> Extend time limitation to 3 hours on Emu Bay Rd, to encourage people to stay in town centre. 	Council	\$1k	Immediate
20 Improve parking provision	<ul style="list-style-type: none"> Improve parking arrangements in proximity of organisations servicing people with disabilities and their families, and the aged; and the Performing Arts Centre. 	Council	\$5k	Immediate
	<ul style="list-style-type: none"> Provide for RV street parking on West Parade (unmarked) and associated directional signage from/to Emu Bay Road. 	Council	\$2k	Immediate
21 Improve connectivity with the northern end of town	<ul style="list-style-type: none"> Construct multi-use path on West Goderich Street/Emu Bay Road to improve connectivity of northern Deloraine to the town centre (2.5m asphalt) 	Council	\$230k	Medium
22 Provide electric car charge point	<ul style="list-style-type: none"> Install an electric car charge point within Deloraine to cater for electric vehicle drivers. 	Council	\$4k	Medium
THEME 4 – SOCIAL INFRASTRUCTURE				
23 Improve and support education and career pathways	<ul style="list-style-type: none"> Working with Deloraine High School and the local business community, identify the underlying factors that are contributing to Deloraine's poor school completion rates, and opportunities to improve engagement in education, overcome barriers for those who are falling through the gaps, and provide pathways for career development and life-long learning. Using a collective impact approach, implement actions and establish agreement indicators to monitor progress. 	Deloraine High School, community members, business community, Meander Valley Council	\$30-40k	Medium
24 Provide accommodation for disabled residents	<ul style="list-style-type: none"> Support key stakeholders including families with children/young people/adults with disabilities and organisations representing their interests to develop a plan to meet their needs around accommodation, respite support, and training and employment opportunities. Make land available for the construction of independent living units for persons with disabilities, factoring in possible expansion into the future to include respite/community facilities, training facilities etc. 	Community members, key stakeholders in disability area, Meander Valley Council	Council operational budget	Immediate
			N/A	High
25 Improve services for older people	<ul style="list-style-type: none"> Undertake an audit using the World Health Organisation's Checklist of Essential Features for Age-friendly Cities to identify potential issues and areas for improvement. Connect with the WHO Global Age-friendly Cities Project to promote Deloraine as an age friendly town. 	Council in conjunction with local community groups	\$10k	Medium

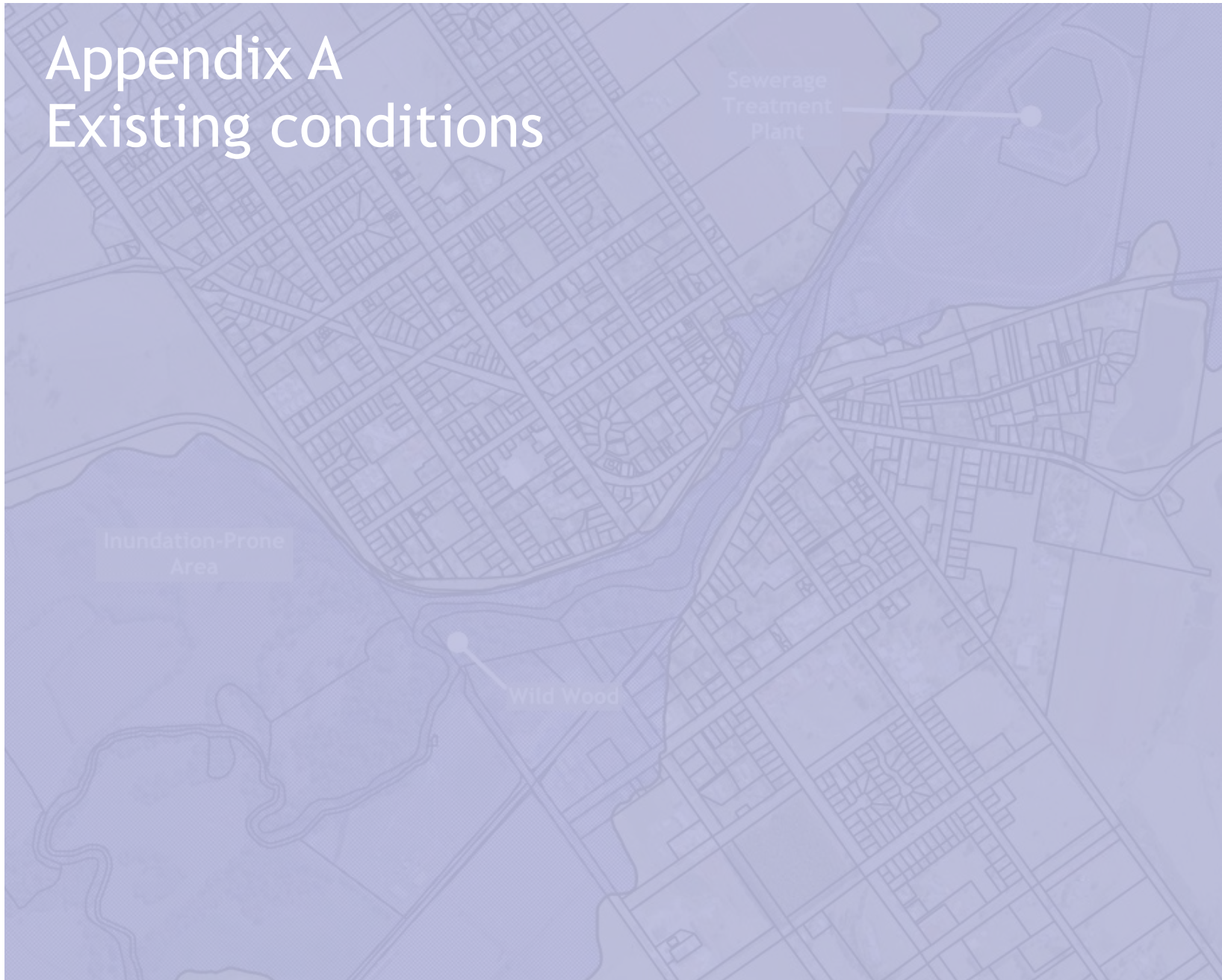
<p>26 Create awareness of mental health programs and provide community development support</p>	<ul style="list-style-type: none"> • Unite interested individuals, groups and organisations into centralised mental health promotion programs and services such as Act Belong Commit, Beyond Blue and Lifeline. • Assist organisations that are working to establish mental health and wellbeing related programs and services by providing information about partnerships, social enterprise, funding opportunities, and in-kind and philanthropic support. • Continue to provide community development support and assistance as outlined in Council’s Community Development Framework to organisations and groups that aim to promote and improve health and wellbeing, including the Deloraine Community Men’s Shed, Deloraine House, the Aboriginal Community, and the numerous groups and networks in the area. Seek opportunities to utilise the arts as a tool for enhancing health and wellbeing. Maintain the currency of the Community Development Framework. 	<p>Community members, community organisations, health care providers, Meander Valley Council</p>	<p>Council operational budget</p>	
<p>27 Support local Aboriginal culture</p>	<ul style="list-style-type: none"> • Make land available for the construction of the Bush Tucker Trail, on the basis of appropriate external funding being obtained by the proponents and an acceptable project plan being submitted. 	<p>Aboriginal Community, Bush Tucker Proponent Partners, Meander Valley Council</p>	<p>Council operational budget</p>	



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Appendix A Existing conditions



1 Demographic & Economic Trends

An understanding of current and future population scenarios is an important factor in planning for Deloraine's future. Deloraine's demographic trends and economic profile have been analysed as part of the Deloraine ODP project by population researcher and demographer Amina Keygan.

Keygan (2015) identified the following key trends:

- The top sectors for Deloraine's population in terms of employment by industry (not location) are Health Care and Social Assistance (13%), Retail Trade (11%) followed by Agriculture, Forestry and Fishing (10%) and Manufacturing (10%).
- The top five occupations for residents were Managers (17%), Technicians and trade workers (13%), Labourers (13%), Community and personal service workers (12%), and Clerical and administrative workers (11%).
- Between 2006 and 2011 the Health Care and Social Assistance industry experienced greatest growth as an employer.
- Between 2006 and 2011 there was a slight increase in the proportion of Deloraine's residents who worked in Launceston LGA, which suggests that Deloraine is attractive as a commuter location. In 2011 74% of Deloraine residents were employed in Meander Valley and the rate of unemployment was 5.05%.
- As elsewhere in regional Tasmania, the population of Deloraine as well as the broader Meander Valley municipality is experiencing population ageing.
- The median age of Deloraine's population is 37.4 years, on par with the national age of 37.3, and lower than that of Tasmania as a whole (41.2).
- Interstate migration patterns continue to reflect an established pattern of younger cohorts migrating to larger centres, whilst at the same time there has been inward arrivals of older persons arriving to the State. Each of these trends exacerbates structural population ageing.
- Under a medium growth scenario, the population of Deloraine and the Meander Valley more broadly is projected to reach a state of natural decline at 2026.

At the last census in 2011 the completion rate for Year 10 education level for Deloraine (70.3%) was below that of the State (78%) and Meander Valley LGA (77%). A similar trend is seen in completion rates for Year 12: Deloraine (28%), Tasmania (36%), and Meander Valley (30%). Interestingly, residents of Deloraine and Meander Valley had a higher rate of certificate qualification (56%) than the State level (49%). In Deloraine 24.5% of the population hold a Bachelor's degree or higher; a similar value to Meander Valley (26%), but lower than the State (34%). It is noted that more females (1260) than males (964) hold qualifications.

Population ageing may increase demand for services of the acute and palliative care facility of the Deloraine District Hospital. Whilst population ageing presents particular challenges, it also presents opportunities for growth in a number of sectors over the next 20 years, particularly Health Care and Social Assistance. It is likely that additional supply of independent living units will be required in future and hence the ODP presents an opportunity to consider where best to locate such developments.

There is scope for Meander Valley Council to continue to play an active role in the development of independent living units with key stakeholders in the industry, ensuring that the design of units considers the ease of maintenance of properties given the projected increase in the older cohorts of the population. The expansion of the acute and palliative care facility in the Deloraine District Hospital should be considered a matter of high priority, and developed with input from key stakeholders in the region.

The projected decline in school-aged cohorts of the population should stimulate consideration of the provision of educational facilities and potential class sizes. It is likely that the slowing of growth and eventual decline in this age group will occur at a slower rate than that of Meander Valley generally, and therefore potential changes to number of schools, class sizes and staffing levels should respond to the actual rate of change in Deloraine.



2 Cultural Heritage

2.1 European heritage

The township has a significant number of buildings of European heritage significance, including 25 listings on the Tasmanian Heritage Register. These built elements together contribute to the township's scenic character and distinct character.

The *Meander Valley Heritage Study 2006* (Paul Davies Pty Ltd) identified three separate but related and attached heritage precincts within the township:

- 1 River Precinct – the area of the river itself, the weir, former crossing points, bridges and landscaped river edges form the 'visual heart' of the town;
- 2 West Deloraine – this part of the township reflects the historical mixed use development along Emu Bay Road without the intrusion of late twentieth century larger scale commercial development. West Deloraine also includes several residential areas that reflect different periods of the town's development;
- 3 East Deloraine – the eastern part of the township provides a significant backdrop to the township when viewed from across the river and contains dwellings and former civic buildings of high heritage value.

The Heritage Study found that the abovementioned areas are of particular significance as they demonstrate some of the earliest development in the region and contain significant Victorian buildings that give the town much of its character.

The landscape surrounding Deloraine also includes a number of 'unspoiled' rural approaches that are relatively free of modern development, contributing to the historic setting of the township.

2.2 Aboriginal heritage

Aboriginal Heritage Tasmania ('AHT') has advised that no heritage listings on their records within the immediate vicinity of the existing township (the nearest known sites are approximately 3.0km west). AHT advised that land along the Meander River has the greatest archaeological potential and any future development proposals within this area will be assessed on a case by case basis.



3 Flora & Fauna

The majority of the township is surrounded by grassland and agricultural land, with some smaller areas of remnant vegetation.

Some isolated patches of threatened vegetation communities exist on the outskirts of the township however flora and fauna conservation is unlikely to be a major constraint to the township's future development.



4 Natural Hazards

4.1 Flooding

Flood-prone area mapping is included in Council's Planning Scheme and is based on previous work by Hydro Tasmania. As shown in Figure A1, the overlay includes land adjoining the Meander River and the Deloraine Racecourse site. In developing the Deloraine ODP, the appropriateness of potential uses within the flood-prone areas overlay will be a relevant consideration.

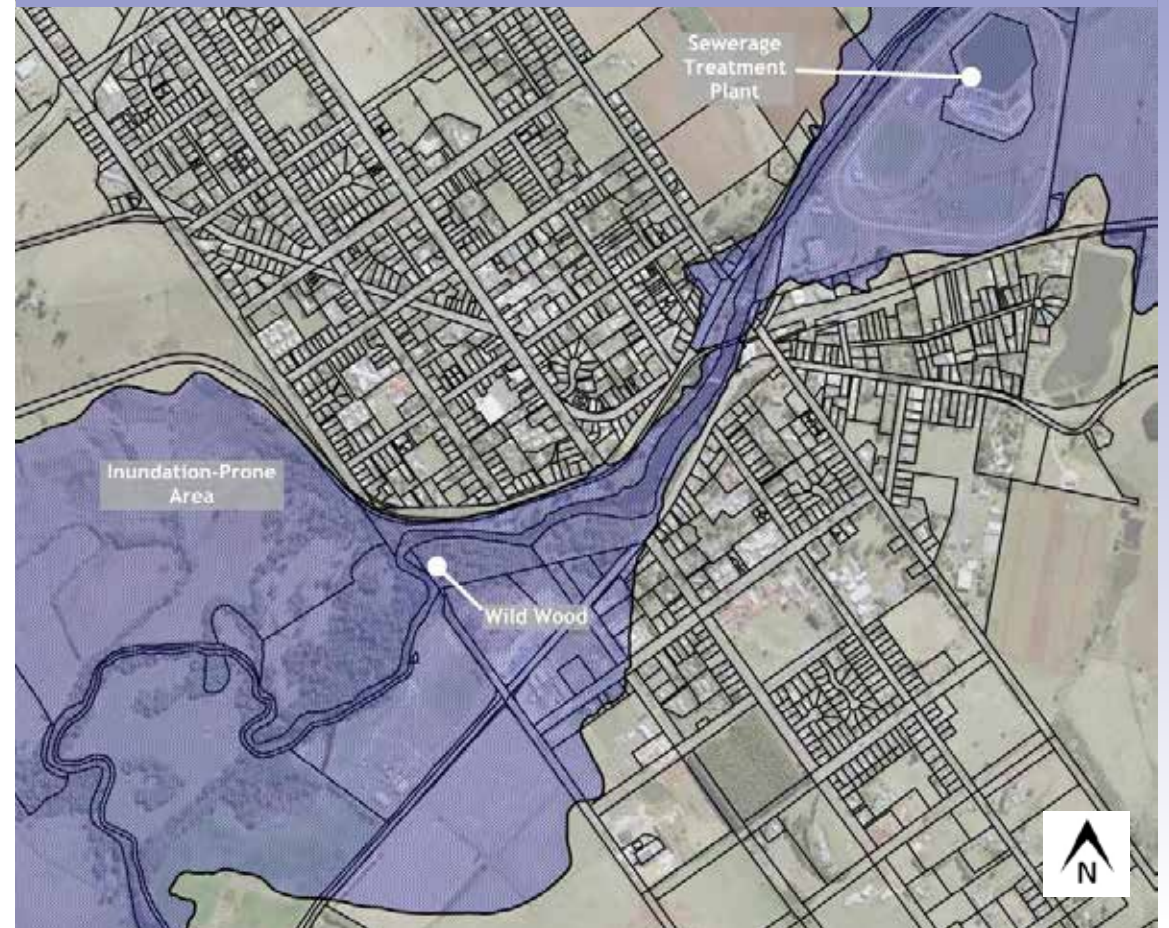
4.2 Bushfire

Surrounding grassland and remnant native vegetation presents some bushfire hazard risk and future development on the perimeter of the township will be subject to bushfire-prone areas regulatory requirements. That said, the risk is considered to be relatively low and is manageable.

4.3 Landslip

A review of the LIST database mapping indicates that landslide hazard is not a significant issue for use and development within the study area. It is anticipated that any localised geotechnical issues can be addressed as part of the design of specific developments.

Figure A1 – Flood-prone Area Mapping



5 Service Infrastructure

Discussions were held with infrastructure and utility providers to develop an understanding of infrastructure availability and constraints affecting Deloraine.

5.1 Water

The majority of the Township is serviced with TasWater reticulated water infrastructure. Some parts of the existing township at the north-western and southern ends of the Township only receive limited service at present, as shown in Figure A2.

TasWater have undertaken investigations that indicate inadequate water pressure in the area above the 295.5m contour near the Deloraine water treatment plant. The water pressure at properties located above this contour is less than the TasWater service standard of 220kPA at peak hour. TasWater have commenced design on a new booster pump station to resolve pressure issues due to inadequate head pressure from the West Reservoir. The booster station will help provide a water supply meeting TasWater's service standard to existing dwellings and will ensure adequate flow/pressure for fire hydrants in the area. The works will also facilitate future growth in the proposed boosted water pressure zone. Development approvals above the critical contour have been refused until the booster pump station is constructed. Following network analysis of the current pipework system it appears that there is some capacity to accommodate future development.

Figure A2 – Serviced Land (Water)



5.2 Sewer

The majority of the Deloraine Township is serviced with existing TasWater reticulated sewer. As shown in Figure A3, some areas at the northern and southern ends of the Township are outside of the serviced area at present.

The Deloraine Waste Water Treatment Plant ('WWTP') has reached maximum capacity and is reportedly operating at 219% capacity at present. TasWater has some planned works to alleviate the potential issues outlined in the above section and as listed in the Table 1.

Urban expansion outside of the existing serviced areas would be unlikely to be supported by TasWater until the existing capacity issues are resolved, which may not occur for some time. Urban expansion therefore would likely require developer contributions to bring forward WWTP upgrades.

Table 1 TasWater Planned Works – Deloraine WWTP

Timeframe	Management Objectives	Effluent Compliance
Short Term (1-2 years)	Reduce I&I and optimise plant process.	Non AMT discharge
Medium term (2-5 years)	Strategy for potential relocation	Non AMT discharge
Long term (5-20 years)	Implement strategy for potential relocation	Partial reuse Winter discharge

The future solution for the WWTP is currently unknown, hence it must be assumed that an expansion of the current site may be a future option that is considered by TasWater.

Figure A3 – Serviced Land (Sewer)



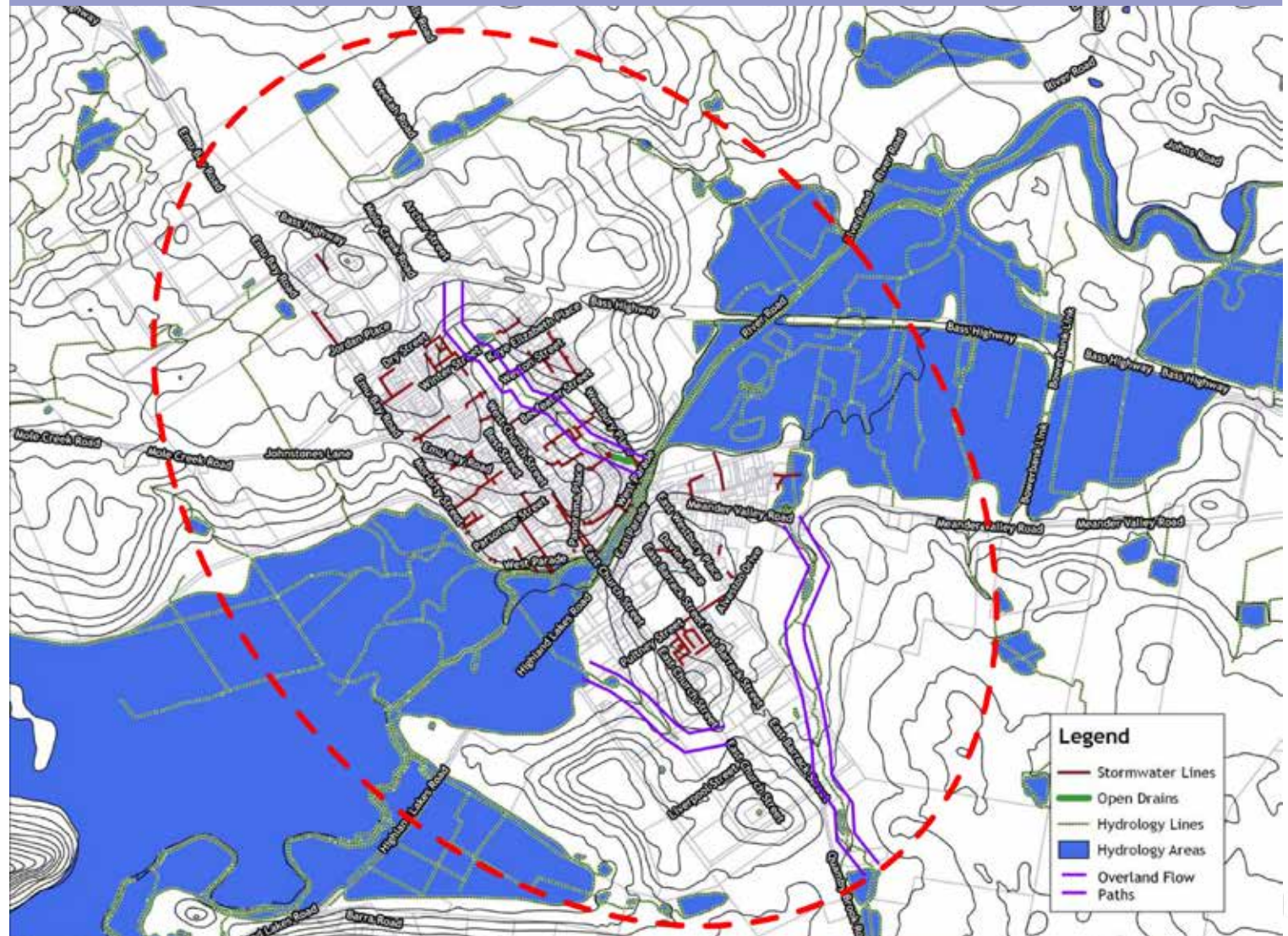
5.3 Stormwater

Deloraine has an existing reticulated stormwater system however there is limited information available on existing infrastructure. Meander Valley Council have identified the need to gather further information on the existing system and carry out capacity assessments. Specific action list and tasks to complete this is listed in detail in Council’s Annual Plan for 2015/2016.

An assessment on the current system has been undertaken by NRM North as listed in the Regional Stormwater Management Strategy 2014. For pollutant loading assessments Deloraine has been ranked third highest priority for further detailed investigations.

There are two major overland flow paths which would need to be considered in greater detail depending on the development proposed. The undeveloped general residential land between West Church and West Barrack Street is subject to a natural overland flow path from the Bass Highway running along a moderated waterline through the town to the Meander River (Figure A4). The Lake Highway Industrial Area is also subject to an overland flow path from the river.

Figure A4 – Hydrology and Overland Flow Paths



5.4 Roads

The Bass Highway is a State road owned and managed by the Department of State Growth ('DSG'). DSG has advised that the State road network must be protected by:

- Ensuring adequate separation between sensitive uses, State roads and future corridors;
- Avoiding ribbon development; and
- Limiting new accesses or junctions.

DSG recognise that the Bass Highway between Deloraine and Latrobe will require upgrading however detailed planning has not been undertaken at this stage.

Existing bus services are provided by Redline, who provide services to Launceston and Devonport. Metro do not operate any services and have advised that there are no current plans to service the area.

The Great Western Tiers Cycling Trails includes cycling routes to Deloraine. These trails are promoted by the Great Western Tiers Visitor Centre who also have a podcast available for cyclists to use for each route.

5.5 Rail

The Western Line runs east-west through the Deloraine Township and is owned and managed by TasRail.

The Western Line will be improved via the Tasmanian Freight Rail Revitalisation Program, which commenced late 2015 and is due for completion in mid-2017. The program focuses on re-sleepering, re-railing and associated track upgrade works. The Western Line, from Western Junction to Railton, currently transports approximately 1.0MT per year and is projected to increase to 1.4MT by 2035. The Railton to Devonport section currently transports 2.0MT and is forecast to increase to 3MT per year.

TasRail has advised that intensification of development within 50m of the railway line is generally undesirable (as is regulated under the Road and Railway Assets Code, which forms part of the *Meander Valley Interim Planning Scheme 2013*). For the section of railway along the Meander River, this is of little significance as the majority of the buffer comprises existing parkland, roads and river. The corridor is likely to have more impact on future development in East Deloraine, where it adjoins a large number of properties within the General Residential Zone and Urban Mixed Use Zone.

5.6 Utilities

TasNetworks has advised that power infrastructure servicing Deloraine will require upgrades in the coming years to improve reliability of supply. TasNetworks are currently investigating options for improvements and will likely be based on their existing infrastructure corridors rather than the development of any new feeder corridors into the Deloraine Township.

TasGas has advised that the Tasmanian Gas Pipeline includes a connection point at Deloraine however there is currently no pressure reducing facility or natural gas distribution network that services the township. The construction of any potential distribution network would need to be financially viable or supported by third party contributions. In general terms, it is larger commercial and industrial customers that would drive the viability of gas main extensions.

NBN Co has advised that the township is now serviced with NBN fibre infrastructure.



6 Social Infrastructure

Social infrastructure is an important component of the township's liveability and of Deloraine's function as a regional service centre.

A number of previously published reports and plans provide important information relevant to describing the existing social infrastructure and issues for the Deloraine Community, including the Meander Valley Health & Wellbeing Map Project 2007 and Not a Spectator Sport: A Community Development Framework 2013. In addition, State and National frameworks such as the Tasmanian Government's Rethink Mental Health Plan and the progress of the National Disability Insurance Scheme ('NDIS') provide important contextual information.

Specific to the Meander Valley Local Government Area, it is worth noting some of the extensive findings of the Meander Valley Health & Wellbeing Map Project:

- Aged care and youth services were identified as the highest health service priorities;
- Ageing workforce and difficulty to recruit and retain health professionals in rural areas;

- A major increase in demand for elderly health care services is projected (three-fold by 2021 from 2007);
- Access to services was identified as a significant issue across the Meander Valley community. A lack of money, mobility, internet access and confidence were identified as limiting factors;
- Rising number of lone parent households and increasing geographical dispersal of families reportedly is increasing social isolation. There are also a significant number of residents living alone with no social contact within their community;
- Much of the rental accommodation is located in more isolated areas with limited or no public transport;
- Health service delivery is also impacted by the geographical dispersal of the community, which necessitates consideration of alternative models for delivery;
- It is becoming increasingly important to optimise efficiency and effectiveness of health service delivery. One way to ensure this is through partnerships/alliances across organisations/agencies;
- Road safety was identified a significant concern across the Meander Valley community. This includes traffic speed, poor signage and lack of safe school routes and general pedestrian safety;
- Criminal and anti-social behaviour are of significant concern to the community. This includes property vandalism, loitering and drug abuse;
- Broadband internet was identified as key infrastructure required to support education and health facilities;
- Main gaps in community and health service were identified as adult oral health, mental health, family support and dietitians;
- The built form of townships was identified as a key factor that impacts on resident's engagement with physical activity, their community and services – for instance, poor street lighting, footpaths, public toilet access and lack of fencing around playgrounds impacts the community's perceptions of safety.

The Health & Wellbeing Map Project includes a broad range of recommendations and actions to be implemented by various agencies. The actions outlined in this ODP should be seen as supplementary not as a replacement to the recommendations outlined in the Meander Valley Health & Wellbeing Map Project Report.



Appendix B

Community Consultation Summary

“We are looking at the possibility of moving for the kids to continue education.”

“I felt there was a real community here and it was the place to move to.”

“There’s nothing...very little in Deloraine...for independent living for children (with disabilities) as they get older...there’s very little for the carers in terms of any respite.”

“We have an excellent town; it’s beautiful. We have excellent walking tracks. But we’re not telling people. We’re not telling them about us before they arrive. No one knows about us. We need good advertising for the region.”

“Arts Capital of Tasmania – that’s our identity.”

“We’ve got all these amazing sculptures. We’ve got beautiful stuff everywhere but it’s actually not being maintained very well at the moment... it makes us look tired.”

“Good food as well as art.”

“The heart of Deloraine is rural. This is a farming town. Without farming you wouldn’t have the other.”

“We are not promoting walking trails on the Western Tiers for people to come and use them and come into the area and spend time here. We need better signage.”

“You’re 7km out of Deloraine and you can’t get mobile access...ABC radio coverage is poor.”



1.1 Focus Groups

Four focus groups were held to provide a forum for specific groups of stakeholders to discuss particular issues in greater detail. An overview of the focus group input is provided in this section.

ARTS FOCUS GROUP

The Arts Focus Group was attended by residents from art groups based in Deloraine, local musicians, performing artists and artists.

Deloraine was seen as an attractive town for artists and over time has developed a strong arts community. The scenic qualities of the Township, its sense of community and its location were considered to be key attractive factors for artists.

The existing public sculptures around town were seen as an asset and an expression of the local community. Performing arts venues were considered another strength, although it was identified that some facilities need upgrading (e.g. heating of Performing Arts Centre during winter).

Key priorities that were identified in the focus group included:

- The need to upgrade existing arts infrastructure (venues);
- Dynamic public art – revolving displays;
- Maintenance of existing sculptures in line with Council’s existing policy;
- Promotion of Deloraine and its identity;
- The need to break down ‘silos’ between groups by enhancing communication and collaboration;
- The need to foster stronger links between the arts, and business and tourism stakeholders
- Potential for new art projects, such as a new public artwork in the Wild Wood and new sculptural works at the entrances to town.

COMMUNITY SERVICES FOCUS GROUP

A range of disability support, education, emergency services and other community service groups attended this focus group (aged care providers were a noticeable absence).

Participants felt that the community is a vibrant, accepting and supportive community with an eclectic mix of people. The current size of the Township was seen as a positive aspect that fostered a sense of inclusiveness amongst residents. Participants described the community as being ‘multi-talented’ and having a positive ‘can do’ attitude.



Key priorities identified in the focus group included:

- Local employment opportunities;
- Providing services and education opportunities for young people. Currently students must travel outside the municipality to complete Years 11 and 12;
- Training opportunities for people to be employed in aged care and disability services;
- Independent living units for persons living with disabilities and respite for carers is a local need that is not currently adequately met;
- Public transport and bike pathways for all ages.

In addition to these priorities, a range of other issues were tabled. These included the need for co-location of emergency services, better promotion of existing services, the reluctance of young people to undertake voluntary roles in the community, better support from Council for new initiatives and current initiatives to enhance food security. Participants also expressed their general satisfaction in relation to health service provision, aged care services, sport and recreation opportunities, and the On-line Access Centre.

LOCAL BUSINESS & TOURISM FOCUS GROUP

The Local Business & Tourism Focus Group included a number of local business owners as well as representatives from tourism promoters.

Key priorities identified in the focus group included:

- Internet access with Wi-Fi service available for tourists and general business use;
- A community hub in centre of town would encourage people to linger in the town centre. This concept would include sheltered seating and potentially children's play equipment and landscaping;
- Town identity – creative community, but also a wilderness gateway and sporting community. Maintaining a distinct identity was considered important to attract visitation;
- Recreational vehicle (RV) facilities were considered to be important in order to attract greater numbers of overnight stays;
- Entry treatment (sculptures) would add visual interest and could attract visitation from the Bass Highway;
- The Deloraine Racecourse presents an opportunity to re-use the land as an event precinct. This could include a sound-shell (stage), temporary camping facilities during events and RV parking facilities;



- There was potentially a role for Council to coordinate and stimulate events;
- Importance of aged care to the local economy;
- The one-hour parking limitation in Emu Bay Road was considered to be too short a time frame for visitors;
- Integration of new visitors into the community so that they can participate in the social life of the Township.

SPORTS & RECREATION FOCUS GROUP

The Sports and Recreation Focus Group was attended by representatives of a range of local sporting clubs.

Attendees considered sports and active recreation as a key part of Deloraine, with high participation rates in a range of activities. Deloraine – being a district centre – has a large sporting catchment. The Focus Group saw great potential to further expand sports and recreational facilities to attract inter/intra state events and visitors.

The attendees considered that existing sporting facilities were inadequate to meet the community's needs.

Key priorities identified included:

- Development of the Deloraine Recreation Precinct at Alveston Drive. The proponents of this development provided detail of the planning facilities, which comprised of a number of stages and was partially dependent on obtaining federal funding:
 - Stage 1 involves the development of new netball courts, fencing, seating and lighting on Council land;
 - Stage 2 involves a multi-purpose facility, football ground and clubrooms, squash courts and renovation of Deloraine Community Complex and multi-use pathway/circuit trail;
- Lighting around river loop, improve track surface, provide outdoor gym equipment;
- The river pool – potential for later opening hours and volunteer lifeguard training;
- A boat launching pontoon would support recreational use of the Meander River, including the local dragon boat community;
- New basketball rings are needed;
- A BBQ facility and improved lighting near the river pool would enhance the use of the existing river parkland.



1.2 Primary School Student Workshops

Workshops were held with local school students at Deloraine Primary and Our Lady of Mercy Primary. The aim of these workshops was to gain insight into what is important to younger segments of the community and what, from their perspective, could be improved.

Two workshops were held with local Grade 5/6 children to gauge what was valued by younger residents and what ideas they might have for the future.

Both workshops comprised a brainstorming session around the question “what’s great about Deloraine?” followed by some group work whereby students were asked to think about ideas for future improvements.

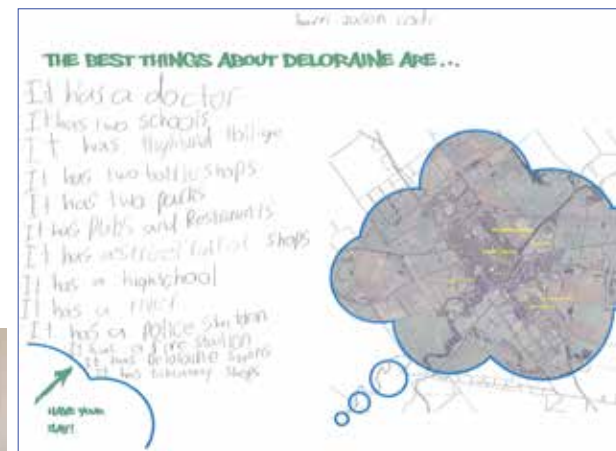
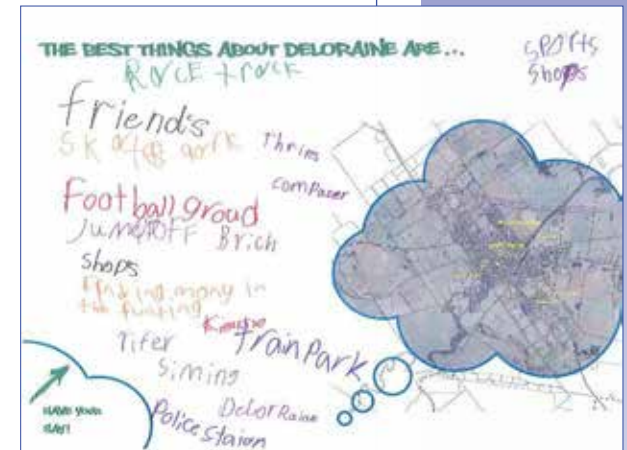
‘Graffiti boards’ were left for students in other years to provide input as they desired.

Participants identified a broad range of aspects about Deloraine that they liked, with common themes including existing recreational facilities, proximity to nature/wildlife, the Meander River and notably, the existing size of the Township.

Students also provided many suggestions for how Deloraine could be improved for their age group. Common themes included the need for a new skate park, providing a range of local shops/restaurants, improved pool facilities, bike paths and diversified entertainment opportunities (e.g. outdoor cinema).

Students also canvassed ideas for how they think Deloraine could be improved for the broader community.

A more detailed summary of student feedback is provided in the Stage 2 Summary Report.



1.3 High School Student Workshop

A workshop was held with a group of students from the Deloraine High School Student Executive Committee. This workshop was designed to gain insight into what was important to older students as well as their aspirations for the future and how Deloraine could be improved to provide the best opportunities for them.

The students valued local arts, the size of the township and the friendly community, its sporting facilities and its scenic qualities.

Students' ideas for making Deloraine better included the provision of a new indoor pool, embracing renewable energy, improved basketball facilities, a performing arts eisteddfod and improved river walking facilities.

In relation to hopes and dreams for the future students were of the view that years 11 and 12 should be compulsory. They also recognised that some of their peers don't value education. Notably, students advised that even if years 11 and 12 were offered at Deloraine High they would still prefer to go to Launceston. The bus can take 1 ¼ hours but it's seen as better than living at home as it builds independence.

A more detailed summary of student feedback is provided in the Stage 2 Summary Report.



1.4 Surveys and ‘Listening Posts’

Opportunities to complete surveys were provided in hard copy at various locations around Deloraine and electronically through Council’s website. The survey was supplemented by ‘listening posts’, which provided an opportunity for people in the street to discuss Deloraine face-to-face with one of our project team members and complete a survey.

Survey responses provided a mix of quantitative and qualitative data. The questions were designed to gauge the community’s values and priorities for the future.

What’s great about Deloraine?

The following common themes emerged from the responses:

- The community – friendly, supportive, creative, diverse;
- Landscape quality and proximity to Meander River;
- Location relative to natural assets and larger towns;
- A great place for kids to grow up;
- Clean air and water;
- Green spaces;
- Built heritage;
- Art culture;
- Size – not too big;
- Shopping;
- Traffic network and parking.

What could be improved?

The following common themes emerged from the responses:

- New sporting and recreation facilities;
- More parking in town centre, extend 1hr limit to 3hr;
- Emu Bay Road streetscape renewal, including tree plantings;
- Safe cycling and pedestrian paths;
- A passenger/tourist train service;
- Disability accommodation and respite;
- Services and employment for young people;
- Support for local business;
- Farmers Market.



POPULATION SIZE

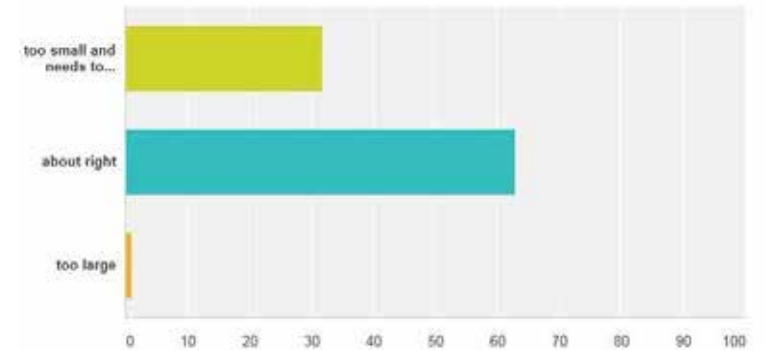
The majority of respondents (66%) felt that Deloraine's population size was "about right".

A third of respondents (33%) would be happy to see Deloraine's population increase if it would help businesses and provide jobs and if services and infrastructure were similarly provided.

TOP PRIORITIES

Survey respondents were asked to identify their top five priorities out of a list of 13. The following list of priorities is ranked by total number of nominations (i.e. how many respondents identified it within their top five).

1. Establish a diverse and resilient local economy – 63 total nominations (40% of which identified this as their top priority);
2. Make the town a key tourism destination – 49 total nominations (22% of which identified this as their top priority);
4. Provide more services for young people – 41 total nominations (17% of which identified this as their top priority);
4. Grow the service centre for the surrounding rural area – 41 total nominations (12% of which identified this as their top priority);
5. Improve the form and function of the town centre – 34 total nominations (9% of which identified this at their top priority);
6. Protect and enhance environmental values – 33 total nominations (18% of which identified this as their top priority);
7. Improve the connection to public spaces for pedestrians and cyclists – 32 total nominations (22% of which identified this as their top priority);
9. Enhance the character, look and feel of the place – 30 total nominations (13% of which identified this as their top priority);
9. Improve the connection with Meander River – 29 total nominations (17% of which identified this as their top priority);
10. Enable better use of existing services – 27 total nominations (22% of which identified this as their top priority);
11. Provide additional community services – 26 total nominations (12% of which identified this as their top priority);
13. Develop the cultural hub for arts and craft – 24 total nominations (17% of which identified this as their top priority);
13. Protect and enhance heritage values – 24 total nominations (13% of which identified this as their top priority).



1.5 Public Workshops

Two evening workshops were held in Deloraine in February 2016 for members of the community to attend.

The first public workshop was held early in the process and provided an opportunity for residents to canvas issues that were important to them.

Among the key issues identified during the first workshop were:

- The needs of people living with disability and their families;
- A range of planning issues including small acreages, uses of industrial land and heritage values;
- Traffic safety including speed limits in the vicinity of schools, driver behaviour and the desire for one-way traffic in Emu Bay Road, as well as parking issues;
- The need for more mental health services;
- Lack of maintenance of public artwork;
- Tourism, including length of visitor stays and further opportunities for promotion;
- The value of the Meander River to Deloraine;
- The need to upgrade sporting and recreation facilities, including the aquatic centre;
- Opportunities for young people;
- Walking and cycling infrastructure;
- The need for a town square;
- The town's overall presentation and beautification suggestions;
- Telecommunications;
- Suggested uses for the racecourse area;
- Deloraine's identity.

The information collected during the first workshop was assimilated with other data collected through the methods outlined above. The second workshop provided an opportunity to discuss a range of potential initiatives and ways in which solutions could be achieved. Attendees had the opportunity to vote for the initiatives that were of highest priority to them. This exercise was useful to gauge the relative support of the group however will be supplemented by the outcome of a second online survey at the time the Draft ODP is advertised for comment.



Among the main findings from the second workshop were:

- **Community hub:** There was a mixed response to the need for a community hub. The option that attracted the most votes was for vacant land at 33-35 Emu Bay Road to be utilised as a pilot project;
- **Sport and recreation:** There was strong support for the Deloraine Regional Recreational Precinct project. The proponents of the project had significant representation at the workshop. There was also support for a Wild Wood loop track for cyclists/joggers however existing uses within the precinct were identified. The preferred option was a 1.8km gravel path on both sides of the Meander River with a bridge crossing. Workshop participants agreed that the current aquatic facilities were inadequate however constructing a new swimming pool facility was considered cost prohibitive;
- **Telecommunications:** There was support for improving public internet access (wifi hotspots);
- **Arts:** There were mixed views about the proposed actions for enhancing public art in Deloraine. However, the proposed artist in residence program was one action that was supported. Improving gallery infrastructure and art spaces was also supported by workshop participants; as was the need to improve coordination and communication. It should be noted that the arts community was not significantly represented at the workshop;
- **Tourism:** Workshop participants agreed that Deloraine would benefit from further promotion and marketing;
- **Racecourse:** The concept of a Deloraine Event Precinct at the racecourse received a mixed response. Some attendees felt that a better location for a sound shell would be in adjacent to the Meander River;
- **Urban development and infrastructure:** There was little support for the redevelopment of the former probation station site. Concern about lack of car parking was expressed. Improvements to various pathways in the Emu Bay Road precinct were supported. There was also support for relaxation of parking time limits on Emu Bay Road and provision of charge points for electric vehicles;
- **Education and career pathways:** There was some support for improved education and career pathway programs for young people however workshop participants stated that the problems of poor retention and completion rates could be simply resolved by extending Deloraine High School to Grade 12;
- **The needs of people living with disability:** There was support for the development of independent living units for people living with disability;
- **Bush Tucker Trail:** Workshop participants expressed their support for this Aboriginal culture proposal.



It is noted that the attendee group at Public Workshop No.2 was a relatively small sample of the community and did not fully represent the range of stakeholder groups that had been identified and engaged with through the preceding consultation forums.

A full summary of the draft initiatives and the feedback received at Public Workshop No.2 is provided in the Stage 2 Summary Report.

1.6 Additional Targeted Survey

Following the preceding consultation, it was recommended that the project would benefit from some additional targeted survey work to gain input from:

- Local aged care providers – these stakeholders were invited to the focus groups but did not attend;
- Event promoters – to obtain greater insight in relation to the required facilities/ configuration for an event precinct.

LOCAL AGED CARE PROVIDERS

Discussions with local aged care provider, Meander Valley Life, confirmed the significant and growing demand for aged care services in Deloraine – particularly for independent living units. The organisation currently has approximately 120 people on its waiting list for independent living units.

Meander Valley Life also offer two Residential Care Facilities, providing people with a gentle transition should the need arise later into old age. The key issue identified by Meander Valley Life is the need for land to be made available for the construction of units in mini-community type developments. The land must be relatively flat. Large infill blocks in existing residential areas that can accommodate 2-3 units or larger parcels of land – such as the area earmarked for expanded recreational development – are both considered appropriate.

It is difficult to provide in-home support and assistance to the elderly in rural and remote areas (costly) hence the provision of low-maintenance, independent and supported accommodation in a town like Deloraine – where there is also access to residential aged care – is considered a better option.

Another key issue for elderly residents is the maintenance of existing services such as banking, chemist and health services.



EVENT PROMOTORS

Representatives of the Deloraine Craft Fair have identified that they do not require any significant additional assistance from Council at this stage. Council have recently made venues freely available to the Fair. If parking were to become a bigger issue into the future, the Fair Committee would speak to the Deloraine Primary School about other options however at this stage this was not considered necessary.

The Craft Fair and Deloraine Street Car Show would not wish to utilise the Deloraine Racecourse for their events as it is considered to be 'out of the way'. StringFest however would potentially utilise the site for outdoor events.

The organiser of the Deloraine Street Car Show advised that the use of Main Street for this event was the preferred location.

It is noted that previous discussion with the organiser of String Fest indicated a shortage of accommodation in Deloraine during peak periods, with visitors needing to find accommodation in other nearby towns. String Fest consider RV parking facilities as an important form of accommodation to support their event.





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ED & S 3 SUSTAINABLE ENVIRONMENT SPECIAL COMMITTEE MEMBERSHIP

1) Introduction

The purpose of this report is for Council to appoint two new community representatives to Council's Sustainable Environment Special Committee (SESC).

2) Background

At the June 2016 Council Meeting the then Sustainable Environment Committee was established as a Special Committee of Council.

The motion supporting the establishment of the Special Committee appointed six members from within Council: Deb White (Councillor), Bob Richardson (Councillor), Rick Dunn (Director ED&S), Stuart Brownlea (NRM Officer), Kris Eade (Property Officer) and Craig Plaisted (Project Officer).

The motion also called for the adoption of the Terms of Reference, whereby 'community members with a range of relevant interests and skills' can be appointed as SESC members by invitation from Council.

The SESC recommends that Council invite two community members to join the Special Committee, namely:

1. Mr Ian Howard – former Councillor and resident at Lacombe's Road, Reedy Marsh
2. Mr Sean Manners – resident at Meander Valley Road, Westbury

3) Strategic/Annual Plan Conformance

Furthers the objectives of the Council's Community Strategic Plan 2014 to 2024:

- Future Direction (5) – Innovative leadership and community governance

4) Policy Implications

Not Applicable

5) Statutory Requirements

Section 24 (2) of the Local Government Act 1993 applies.

6) Risk Management

Not Applicable

7) Consultation with State Government and other Authorities

Not Applicable

8) Community Consultation

Community members may be appointed directly by Council – without the need to advertise expressions of interest for vacancies.

9) Financial Impact

Not Applicable

10) Alternative Options

Council can elect not to appoint the recommended community members to the SESC.

11) Officers Comments

The appointment of community members on the SESC are for a four year term.

AUTHOR: Craig Plaisted
PROJECT OFFICER

12) Recommendation

It is recommended that Mr Ian Howard and Mr Sean Manners be appointed by Council under Section 24 (2) of the Local Government Act 1993 as community members to the Sustainable Environment Special Committee.

DECISION:

INFRA 1 NOTICE OF MOTION – DELORAINE BUSH TUCKER TRAIL – CR DEB WHITE

1) Introduction

The purpose of this report is for Council to consider a Notice of Motion from Councillor Deb White concerning the Bush Tucker Trail project proposed to be undertaken in the river foreshore reserve in Deloraine.

2) Background (Cr Deb White)

Colony 47 has worked with Council and the community to develop a historical and educational "Bush Tucker Trail" situated along the northern bank of the Meander River from the Train Park to the end of pathway at the swimming pool. This Trail, showcasing Tasmanian Aboriginal Bush Tucker, history, culture and art is designed to be a drawcard for both local, Tasmanian, Australian and overseas visitors. It will incorporate the skillsets, knowledge and input of the local community, including Aboriginal people, Deloraine High and Primary Schools, the Meander Valley Council, NRM North and the wider Deloraine Community in general.

Community Consultation with the following groups has been a key component in the development of the project: NRM North, Aboriginal Elders for Cultural advice, MVC Public Art Advisory Group, Townscapes, Reserves and Parks committee (TRAP) and 2 on-site community information sessions. In addition, there have been articles in the Gazette to inform the community of the project.

Along the pathway there will be raised garden beds, planned by Habitat plants of Liffey, which will produce various plants utilized by Tasmanian Aboriginal People. The plants will be listed as edible, medicinal, aromatic or decorative and there will be signage to provide descriptions of the produce and any health and safety messages.

The path can be navigated by all people, including the elderly and disabled. It is expected that visitors to the trail will be inspired by the many facets of Aboriginal Culture they experience along the way. The stations will also incorporate "QR" codes for the public to access via mobile phone for more detailed information regarding recipes/history etc. An information sign at the start of the trail will explain the Bush Tucker Trail concept.

Natural coloured concrete pavers bearing Aboriginal symbols will be inlaid into the existing path spaced about 15 metres apart. These will help connect non-Aboriginal and Aboriginal people with Aboriginal art and culture.

The two low concrete retaining walls along the trail will display a mosaic mural. Both Primary and High schools will be invited to participate in this project through their respective art classes, while a local mosaic artist will collaborate with an Aboriginal artist for this aspect of the Trail.

Added to the Bush Tucker stations there will be small sculptures of Tasmanian native animals with signage telling the Aboriginal story of how the animal came into being. These will be a great attraction for adults and children, and will tie in well with the sculptures that are already present on the main road through the town.

A "Yarning" or "Healing" Circle incorporating a locked fire pit, administered by Colony 47 and Council, will be situated at the end of the trail on the lawn area close to the river, for ceremonial occasions. This would depict the nine Tasmanian Aboriginal Nations. A sign will inform the public of the trails' end and invite people to spend time at the Yarning/Healing circle to enjoy the peaceful views of the river and to talk/rest/reflect/meditate before retracing their steps back along the Trail.

Bush Tucker Sites

SITE ONE: On the right hand side of the railway bridge (weir side), near the BBQ facilities. Ochre hand stencils of school student participants will be applied on the stonework behind the site.

SITE TWO: On the right hand side (weir side) of traffic bridge.

SITE THREE: On the right hand side of the second bridge, heading towards the pool.

SITE FOUR: Left hand (swimming pool) side of second bridge.

SITE FIVE: On right hand/train side of pool.

SITE SIX: End of Bush Tucker Trail at the 'Yarning/Healing Circle'.

Risk Management: the plants will cope with river floods if planted with enough time (e.g. in August) to get established before the wettest months. Sculptures erected along path will be well secured to their rocks/pedestals.

Maintenance: weeding, pruning and replacing will be undertaken by volunteers in conjunction with guidance from Habitat horticulturalists.

Benefits: The Bush Tucker Trail will:

- Provide a sense of pride and place for the Aboriginal Community
- Add to the character and reputation of the Meander Valley
- Enhance tourism and economic development of the area
- Engage local school students in learning about Aboriginal culture
- Be a great educational tool for visitors and residents
- Build partnerships across the community
- Promote local artists
- Be a unique cultural experience for locals and visitors alike

3) Strategic/Annual Plan Conformance

Further the objectives of the Council's Community Strategic Plan 2014 to 2024:

- Future direction (3) – Vibrant and engaged communities

4) Policy Implications

Policy No 78 - New and Gifted Assets Policy

5) Statutory Requirements

Not Applicable

6) Risk Management

Refer comment from Councillor White in background section of this report.

7) Consultation with State Government and other Authorities

The Deloraine river reserve is Crown land which Council holds a lease over. Crown has been consulted with, as per the lease agreement, regarding the proposal from Colony 47. Council's Infrastructure Department are still waiting on a response from Crown Land regarding their support of the project.

8) Community Consultation

Refer comment from Councillor White in background section of this report.

9) Financial Impact

The total value of the project is \$140,435 which includes \$63,185.50 of secured grant and Colony 47 funding, \$23,430.50 of unsecured grant funding and \$53,819 of voluntary/in-kind funding. Council has committed \$3,000 towards the project through the Council Community Grant Scheme, conditional on Council endorsement for the project. Colony 47 has sought funding for all aspects of the project and Council will not need to commit additional funds towards the project.

The assumed annual maintenance cost for the Bush Tucker installations amounts to \$8,248.00. Colony 47 have secured the commitment of six volunteers to undertake general weeding and plant replacement activities, the inspection and cleaning of the mosaic artwork and updating the QR Code information. This amounts to an in-kind maintenance contribution of \$3,700.00. Council will undertake all other maintenance activities which include a nominal amount to replace any vegetation, maintain the area and undertake rectification works from graffiti or vandalism. If the volunteers do not undertake the maintenance as detailed above, it would cost Council an additional \$7,000 to undertake the equivalent maintenance activities. Depreciation expense of approximately \$7,000 per annum will be incurred assuming a 20-year life for a well maintained asset.

10) Alternative Options

Council can amend or not approve the recommendation.

11) Officers Comments

A site plan is attached to this report and shows the locations of the proposed works. Colony 47 has sought the advice of Council Officers in the preparation of this plan to ensure all proposed works are designed and constructed to have minimal impact on existing maintenance activities.

A copy of Council's Asset Cost Benefit Analysis is also attached for the information of Council. This has been prepared in line with Council's New and Gifted Assets Policy.

AUTHOR: Dino De Paoli
DIRECTOR INFRASTRUCTURE SERVICES

12) Recommendation (Cr Deb White)

It is recommended that Council endorse the proposal for a Bush Tucker Trail proposed by Colony 47 as presented in the Council workshop held on 28 June 2016.

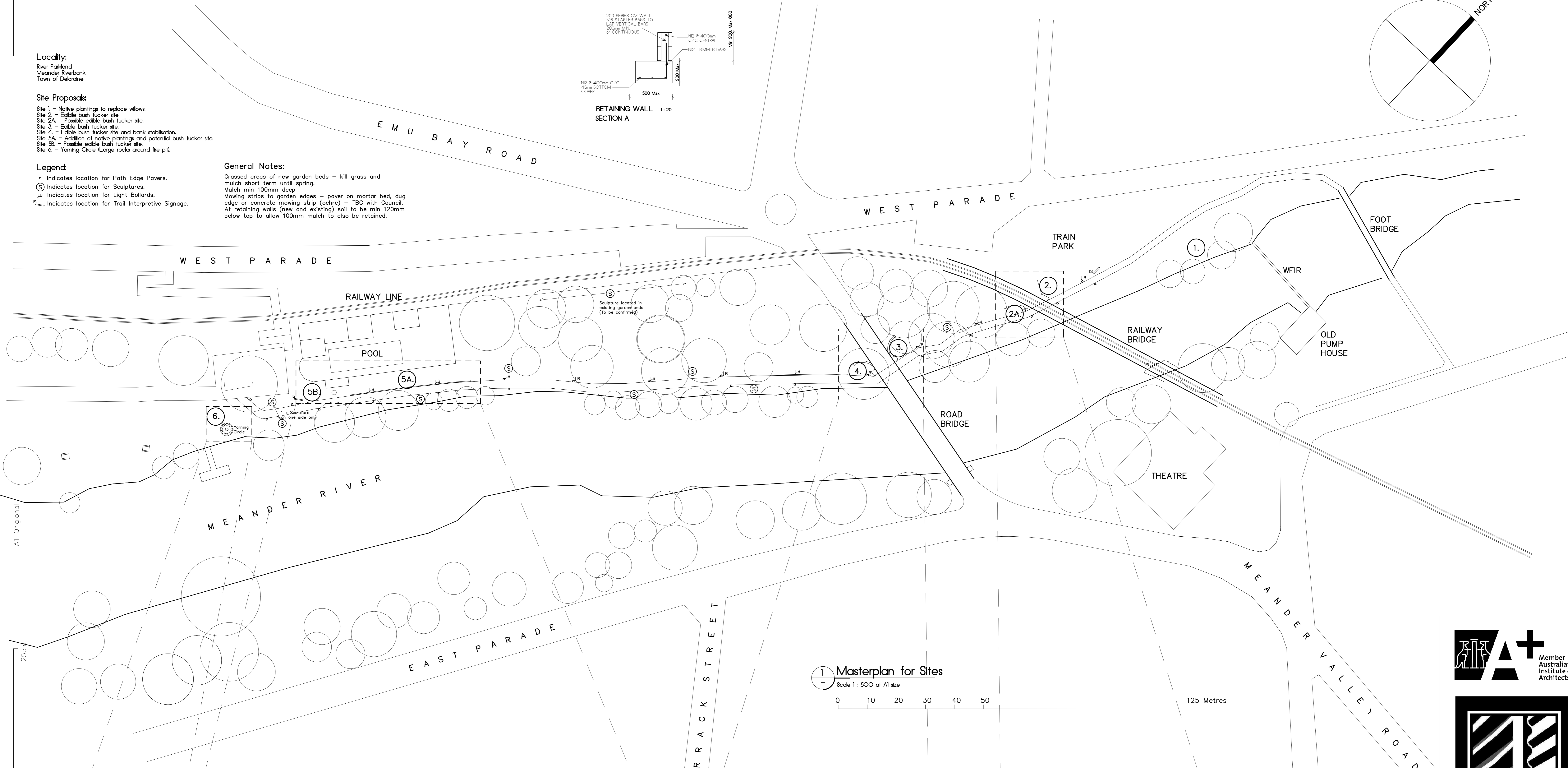
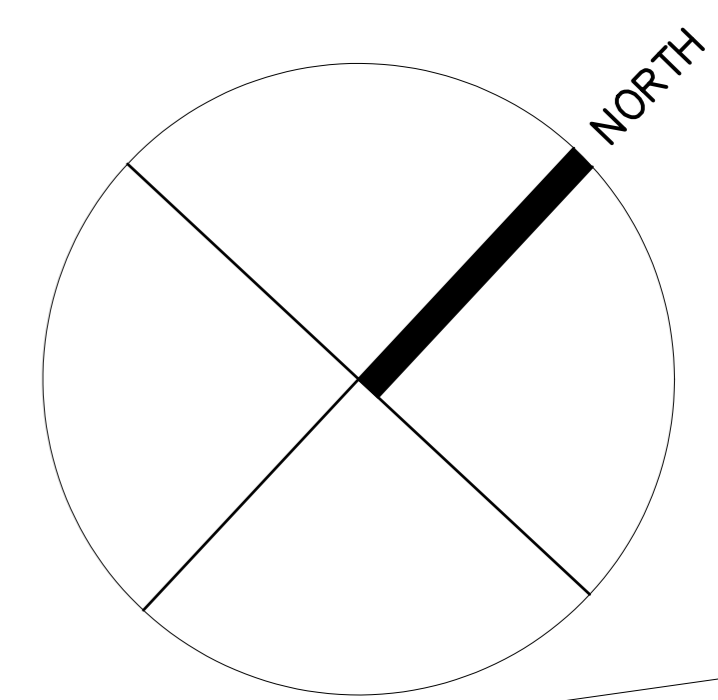
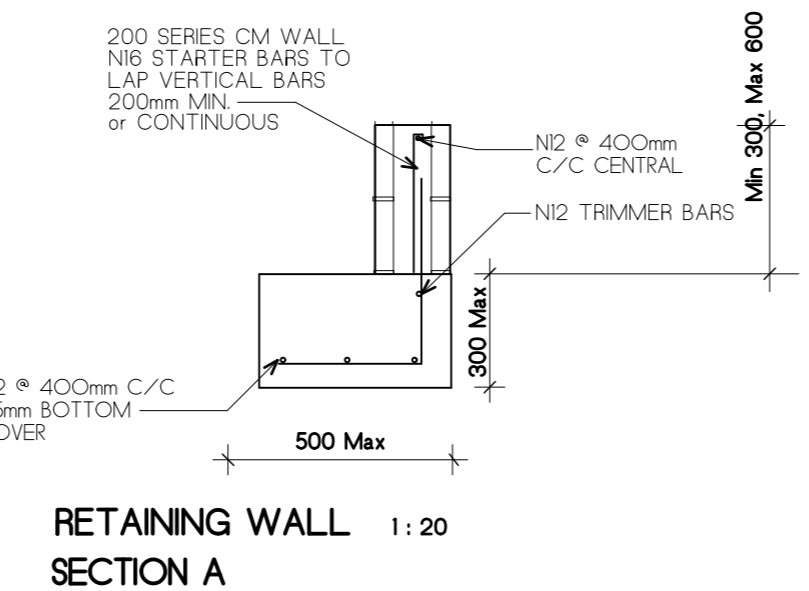
DECISION:

Locality:
River Parkland
Meander Riverbank
Town of Deloraine

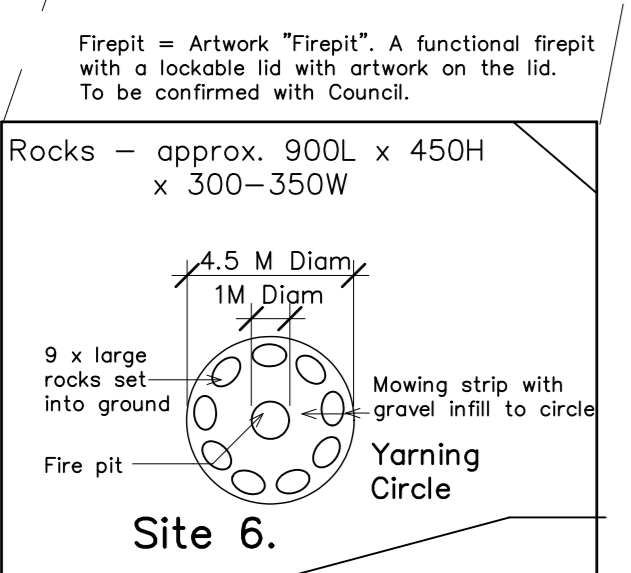
Site Proposals:
Site 1 - Native plantings to replace willows.
Site 2 - Edible bush tucker site.
Site 2A - Possible edible bush tucker site.
Site 3 - Edible bush tucker site.
Site 4 - Edible bush tucker site and bank stabilisation.
Site 5A - Addition of native plantings and potential bush tucker site.
Site 5B - Possible edible bush tucker site.
Site 6 - Yarning Circle & large rocks around fire pit.

Legend:
□ Indicates location for Path Edge Pavers.
⊙ Indicates location for Sculptures.
⊕ Indicates location for Light Bollards.
⊗ Indicates location for Trail Interpretive Signage.

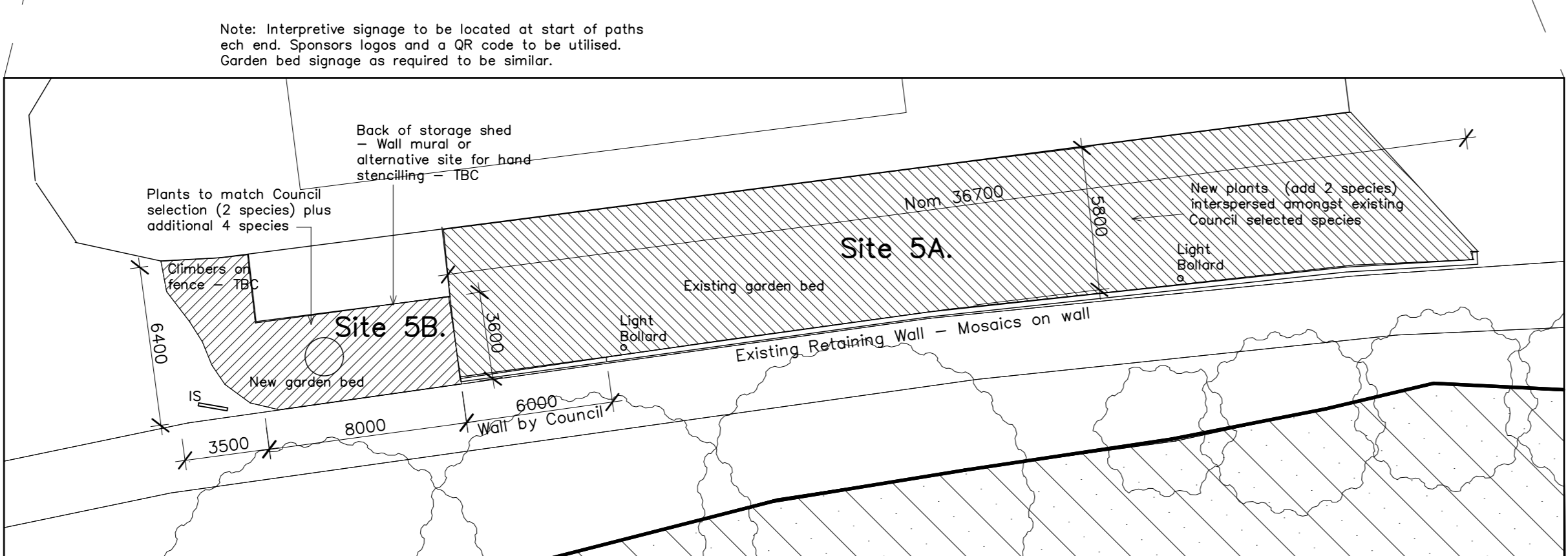
General Notes:
Grassed areas of new garden beds - kill grass and mulch short term until spring.
Mulch min 100mm deep.
Mowing strips to garden edges - paver on mortar bed, dug edge or concrete mowing strip (ochre) - TBC with Council.
At retaining walls (new and existing) soil to be min 120mm below top to allow 100mm mulch to also be retained.



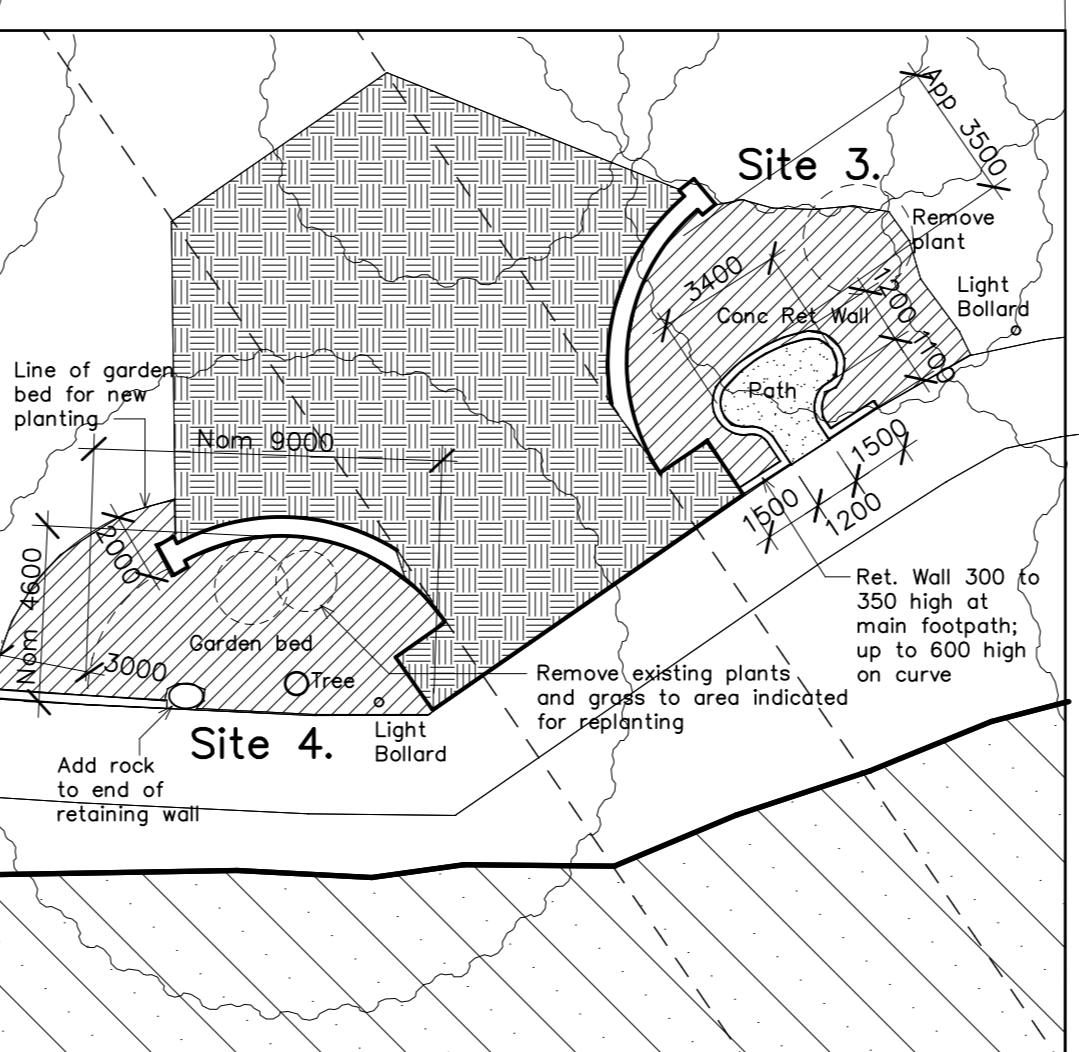
1 Masterplan for Sites
Scale 1: 500 of A1 size
0 10 20 30 40 50 125 Metres



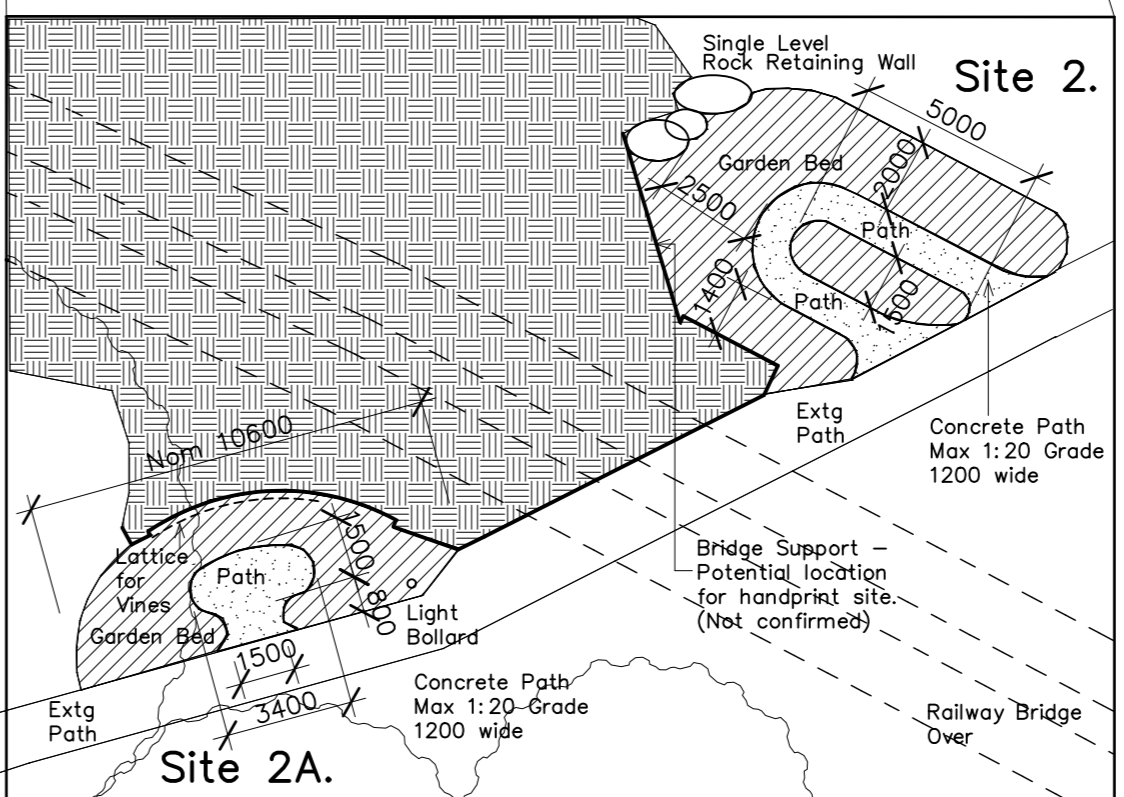
Site Enlargement A - Sites 5A, 5B



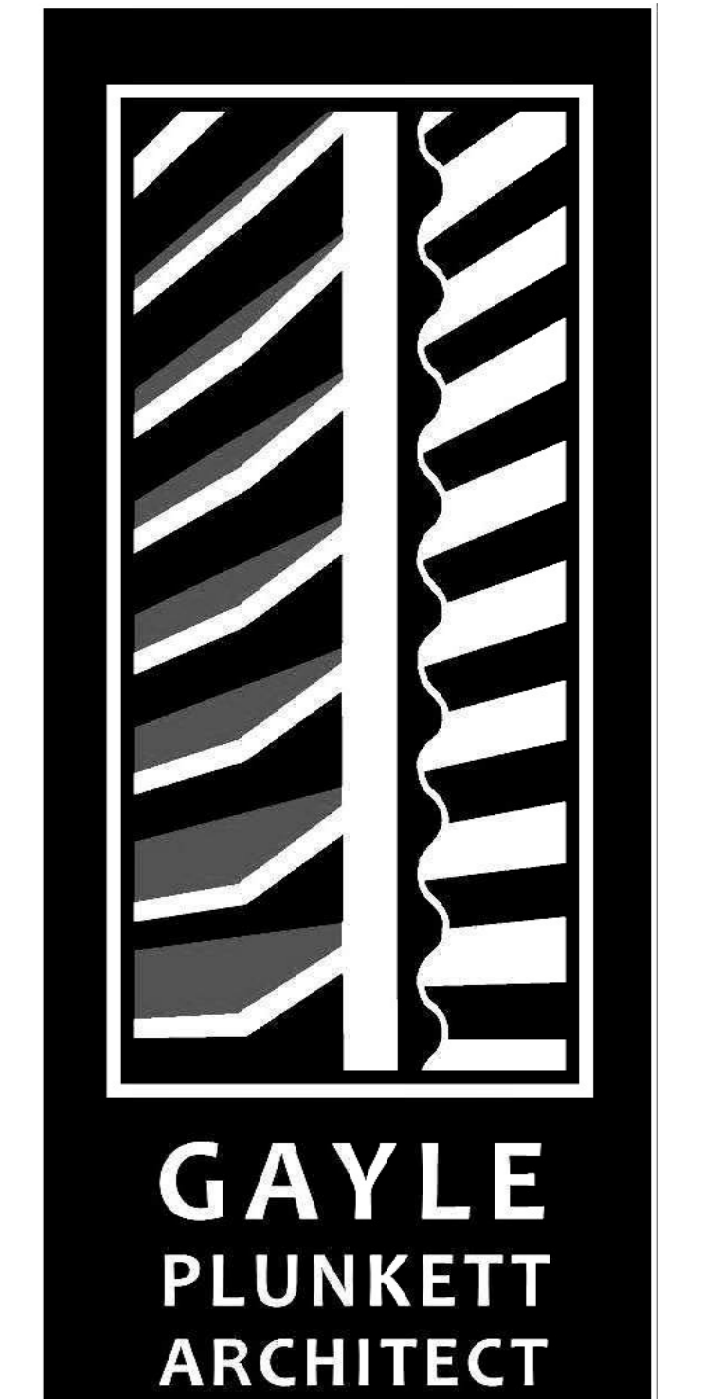
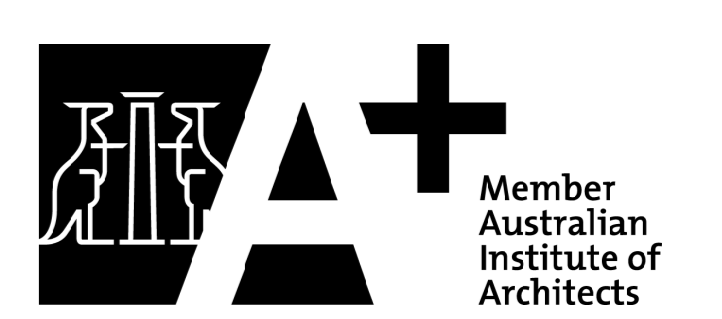
Site Enlargement B - Sites 5A, 5B



Site Enlargement C - Sites 3, 4



Site Enlargement D - Sites 2, 2A



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Yarning Circle Updated to 9 Rocks Updated drawings for Council Grant Application Drawing Issue	C	GP	26-5-16
	B	GP	13-4-16
	A	GP	25-2-16
Revisions and Issues	Rev.	By	Date

Checked	Date	Drawn	Date	Client
		GP	Feb 2016	Bush Tucker Trail Project Committee c/- Colony 47
Apprvd	Date	Plotted	Date	Job
				Bush Tucker Trail River Parkland, Deloraine. TAS

Dwg Title	Scale	Job No.
Site Plan and Enlarged Specific Site Plans	1: 500 and 1: 200	BTT-16.01

Dwg No	Rev.
CD.01	C

Asset Assessment and Cost Benefit Analysis

Project Title	Bush Tucker Trail	
Executive Summary and Recommendation	Colony 47 have undertaken extensive research and stakeholder consultation in developing the Bush Tucker Trail Proposal. They have gained the support of many local state community members, business and organisations. The proposed locations for the garden beds and artwork are currently underutilised or hard to maintain areas, such, the BTT will compliment, enhance and improve what is already offered at the reserve. Colony 47 believe the reserve is the most appropriate site for the BTT because of its connection to Aboriginal heritage and its location - the current use of the reserve presents an opportunity for increased visitors and passive surveillance over the installations. Colony 47 have been successful in a number of grants and have secured in-kind and voluntary help to deliver the project. The initial project cost to Council minimal (\$3,000 grant). Much care & attention has been given to the development of this project to ensure it's success. The benefit to the reserve and the community clearly demonstrated and as such it is recommended that Council endorse the project.	
Total Project Cost	\$140,435	Including in-kind donations and voluntary labour
Annual Life Cycle Cost	\$10,547	
Whole of Life Cost	\$213,931	Over a life of 20 years
Asset Write-off	\$0	
% Rate Equivalent	0.13%	
Annual Costs funded by Council (%) OR	100%	\$11,348 assumed Annual O&M cost to Council if the volunteers do not continue maintaining the installations
Annual Costs funded by Council (%)	37%	\$3,700 of the total \$5,848 Annual O&M will be donated in Volunteer hours to maintain the Bush Tucker Trail
Benefits	Bush Tucker Trail	
Economic	Colony 47 feel that the BTT will attract a greater amount of tourists to Deloraine and therefore add value to the local businesses	
Cultural	Provision of Aboriginal cultural knowledge and teaching to BTT visitors. Sharing of local bush tucker for communal cooking & medicinal information	
Environmental	No envisaged negative environmental impacts. BTT sites will improve hard to maintain areas of the river bank. Encourage local wildlife.	
Participation	Volunteers & local schools & businesses will be creating the sites = local ownership.	
Use	Colony 47 expects significant visitors/year as the BTT will be located in a prominent reserve that is arguably Council's busiest reserve given it's location and use as a respite spot for larger journeys or day trips.	
Catchment	Local residents & tourists	
Safety	Signage around food allergies and which plants are edible bush tucker. Information/Warnings to be included on the website - accessible via the QR codes.	
Community and Strategic		
Community consultation	Consultation has been undertaken with local schools, businesses & community groups. Aboriginal Elders & local Aboriginal community have also been consulted. Council & other regional bodies have been consulted and approached for funding contributions. Two community information sessions have been held. Crown Land have been consulted and approve the development.	
Link to Strategic Objectives	Not identified in Council's Deloraine ODP (still being developed). However, Colony 47 were invited to the consultation days.	
Risk Assessment Summary	Details of Risk	Risk Rating
	1.Maintenance costs are valued at volunteer rates (\$25/hour). If Council takes over the maintenance the costs would increase to \$50/hour)	Minor
	2.Funding and contributions are not approved (\$23.5k not secured)	Significant
	3.Project scope is underestimated & not fully defined	Minor
	4. Crown & Council endorsement does not support the project	High
	5.Contractor quotes are more than expected therefore project is underfunded	Significant
	6.FY 16/17 O&M budgets have already been set. Risk is reduced funding for one FY for the reserve. Potentially leading to either budget overspend or reduced level of service	High
	7.Food allergies - community & public back lash	Significant
	8.Completion date extends past deadline., impacting on community open day	Low
	Residual Risk Control Measure	Risk Rating
	1. Colony 47 to engage & maintain volunteer groups throughout life of assets	Low
	2. Funding is approved by external bodies. Council's endorsement of the project is contingent of this.	Low
	3. Colony 47 has prepared the design through the services of a landscape designer	Minor
	4.Crown Land must review & support the project. Council endorses the project on this knowledge.	High
	5. Colony 47 has prepared accurate design & construction details to allow for accurate costings.	Significant
	6. No control measure to mitigate the risk - reality of project timing	High
	7. Colony 47 have sought professional guidance on the bush tucker and used this to inform the selection of vegetation, poisonous plants shall not be included. Colony 47 to put warning on signage informing people not to consume the vegetation.	Significant
	8. Colony 47 to keep accurate timings of works as construction is underway. Use actual progress dates to set community open day.	Low
Issues considered	Y/N	Comments
Is council involved in initial project consultation	Yes	
Has the community group been made aware of the process	Yes	
Is the community group aware there is no guarantee of funding from Council	Yes	
Community groups expectation of ongoing asset renewal or disposal at the end of its life	Yes	
Consider risk of the project	Yes	
Opportunity for Council to propose an alternative - that may result in a better outcome (lower Whole of life costs)	N/A	
Has Council been made aware of the project in the proposal stage (not after construction is complete)	Yes	
Is there a link to or does the project address Strategic Objectives of Council	Yes	Not through ODP - Colony 47 were involved in consultation
Is there, or does Community consultation need to be undertaken	Yes	Completed & ongoing
Have Optional Asset Delivery alternatives been considered	N/A	

INFRA 2 GREATER LAUNCESTON METROPOLITAN PASSENGER TRANSPORT PLAN

1) Introduction

The purpose of this report is for Council to receive and note the recently completed Greater Launceston Metropolitan Passenger Transport Plan.

2) Background

The Tasmanian Urban Passenger Transport Framework identifies Metropolitan Transport Plans as key initiatives to ensure that investment in the transport system is matched by supportive land use planning decisions.

The Tasmanian Government allocated \$200,000 from the Passenger Transport Innovation Fund to develop a Greater Launceston Metropolitan Passenger Transport Plan, with key objectives of the Plan to increase the use of public transport options and guide future passenger transport development and investment in Greater Launceston.

A final draft of the Plan was prepared by the Department of State Growth in 2014 and issued for public comment in early 2015. Meander Valley Council participated on the project working group in the development of the draft Plan. The project working group included representatives from Metro Tasmania, City of Launceston and West Tamar Council.

The Department of State Growth has now finalised the Plan and is seeking Council's in-principle support of the Plan.

3) Strategic/Annual Plan Conformance

Furthers the objectives of the Council's Community Strategic Plan 2014 to 2024:

- Future direction (6) – Planned infrastructure services

4) Policy Implications

Not Applicable

5) Statutory Requirements

Not Applicable

6) Risk Management

Not Applicable

7) Consultation with State Government and other Authorities

Meander Valley Council participated on the working group to establish the Plan.

8) Community Consultation

Community Consultation has been undertaken by the Department of State Growth.

9) Financial Impact

Not Applicable

10) Alternative Options

Council can elect to amend or not approve the recommendation.

11) Officers Comments

The letter from the Minister for Infrastructure (attached) requests that Council endorse the final version of the Plan prior to the Plan being released to the public. A copy of the Plan and the corresponding Public Response Report are attached to this report for the information of Council.

It is noted in the letter from the Minister that one of the highest priority actions is for the review of bus services to occur in and around Launceston. This may involve some input from Meander Valley Council in relation to services through Prospect Vale, Blackstone Heights and Hadspen, however, this input is anticipated as being minimal.

The Plan provides a strategy for 10 years, and the high priority actions are noted to be completed within a 3 year time frame. The Plan separates actions into 4 categories, being bus network, active travel, land use planning and transport culture. These can be read in detail under the

Implementation section of the Plan document (pg.50). Local councils are noted as being the lead organisation in 22 out of 35 actions, with 3 of those actions being high in priority.

It is noted that Council would typically implement strategy items and actions as part of its normal business, such as improving walking paths to schools and assessing walking and cycling links as part of planning approvals. Council's commitment to the Plan will need to be assessed on a year by year basis as part of our capital works program and availability of resources and funding. Council officers will continue to work with the Department and other stakeholders where practicable to provide improved accessibility, liveability and health outcomes for the community.

AUTHOR: Dino De Paoli
DIRECTOR INFRASTRUCTURE SERVICES

12) Recommendation

It is recommended that Council receive and note the Greater Launceston Metropolitan Passenger Transport Plan.

DECISION:

Minister for Infrastructure
Minister for Police, Fire and Emergency Management

Level 1, Franklin Square Office HOBART TAS 7000
Ph: (03) 6165 7686



Tasmanian
Government

S34-03-008

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Mayor Craig Perkins
Meander Valley Council
PO Box 102
WESTBURY 7303

31 MAY 2016

Dear Mayor Perkins

The Department of State Growth has developed a final Greater Launceston Metropolitan Passenger Transport Plan (attached).

The Plan is a ten-year strategic document to guide investment in passenger transport in Greater Launceston. It has been developed in consultation with the three Greater Launceston Councils (Meander Valley, West Tamar and City of Launceston) and Metro Tasmania.

Thank you for your organisation's input into the development of the Plan. Your organisation's comments on the final Plan have been incorporated into the final document.

A round of public consultation was undertaken on a draft version of the plan in 2015 and the final Plan has been prepared based on comments received through that process. A Public Response Report (attached) was developed in response to the public comments and outlines State Growth's response including changes which have been incorporated into the final Plan.

Before the final Plan is publically released, I ask that your organisation endorses the final Plan in principle.

The Plan contains a number of actions which will require State, local government and the bus industry to work together to make a better passenger transport system. One of the highest priority actions for the Tasmanian Government is to review bus services in and around Launceston. The intent of this review is to improve the efficiency of the network, including simplifying bus routes and improving bus service frequency on key corridors.

I look forward to working with you on progressing the actions in the final Plan.

Yours sincerely

Hon M.T. (Rene) Hidding MP
Minister for Infrastructure

By foot, bike or bus



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Final Plan April 2016

Front cover photographs courtesy of Metro Tasmania and City of Launceston.

Executive Summary

The *Greater Launceston Metropolitan Passenger Transport Plan* (the Plan) is a ten-year strategic plan which is designed to improve accessibility, liveability and health outcomes in Greater Launceston by enhancing transport options for those travelling by foot, bike or bus.

The Plan contains strategies that are designed to encourage more people to use public transport through improvements in bus travel time and frequency. Identifying and addressing inefficiencies in the bus network, including under-utilised student-only services, is a key element of the Plan. For those with limited mobility, ensuring new bus stops are compliant with the requirements of the Disability Discrimination Act (DDA) will help to improve accessibility.

Supporting people to walk and cycle for transport-oriented trips is another key focus area, with the Plan recommending the provision of supporting infrastructure for cyclists and pedestrians.

Better integration of transport and land use planning through urban consolidation and locating development more strategically, can reduce the need for travel and encourage use of non-car modes.

Improving access to public transport, walking and cycling will help reduce car dependency and enhance access to employment, education and training, particularly for those in the community who may be disadvantaged as a result of economic circumstances, age or disability. Encouraging more people to use active travel will also lead to better health outcomes.

This Plan has been developed in consultation with local Government, Metro Tasmania, private bus operators and cycling groups. On-going cooperation between these key stakeholders and the Tasmanian Government is vital to the success of this Plan.

The objectives and strategies within the Plan are as follows:

BUS NETWORK	
A more efficient, reliable and accessible public transport network.	
Objectives	Strategies
<ul style="list-style-type: none"> • Increase bus patronage across the network and increase mode share for bus travel, particularly during peak times. • Improve travel time, frequency and reliability of buses on the network, particularly on key corridors. • Optimise efficiency and effectiveness, and reduce redundancy in the network. 	<ul style="list-style-type: none"> • Develop new service standards for public transport provision to guide the development of public transport networks. • Create direct, simple and efficient route patterns that connect activity centres. • Improve co-ordination and integration of services. • Develop bus stops that provide passenger amenity and are accessible, and support wider network improvements such as bus transfers and efficient route design. • Ensure the design and management of our roads supports

	<p>efficient and reliable bus services.</p> <ul style="list-style-type: none"> • Improve the provision of consistent, reliable and accessible service information to bus passengers through the use of technology. • Work towards providing consistent branding and marketing of public transport information, services and infrastructure.
--	---

ACTIVE TRAVEL

A walking and cycling network which is safe and convenient.

Objectives	Strategies
<ul style="list-style-type: none"> • Provide high-quality, safe, and accessible transport-oriented walking and cycling links to services, education, employment and public transport. • Improve access to public transport, services, education and employment for mobility-impaired residents. • Facilitate more residents to use active travel for a range of daily travel needs. 	<ul style="list-style-type: none"> • Create safer and more convenient walking and cycling routes to school to support greater active travel by students. • Develop street design guidelines for planners and engineers to assist the development of walking and cycling infrastructure. • Build efficient, useable and well-connected walking and cycling links into new developments to enhance connectivity and permeability. • Retrofit improved walking and cycling links into existing roads and streets. • Create pedestrian-friendly urban centres and retail streets. • Improve crossing opportunities at intersections for pedestrians and cyclists. • Continue to implement existing cycling and walking infrastructure plans and proposed projects. • Develop consistent signage and way-finding systems to improve pedestrian and cycling connectivity.

LAND USE PLANNING

More liveable and well connected communities.

Objectives	Strategies
<ul style="list-style-type: none"> • A greater level of strategic integration between land use and passenger transport planning. • Development that better supports effective and efficient provision of public transport services. • Greater urban consolidation to increase the number of residents living within walking and cycling distance of activity centres and higher frequency bus routes. 	<ul style="list-style-type: none"> • Investigate planning and regulatory mechanisms to provide a stronger link between land use planning and passenger transport. • Provide a bus network plan that is tailored for land use planning purposes to facilitate better integration of land use and transport planning. • Ensure fit for purpose walking and cycling links are incorporated in the design of new developments prior to

planning approval.

TRANSPORT CULTURE

An improved understanding of the wider benefits of walking, cycling and public transport.

Objectives

- **Work with** local Government to develop and implement agreed priorities to support walking, cycling and public transport.
- Improve information about public transport, walking and cycling options and ensure it is easily accessible.

Strategies

- Understand passenger travel demand and needs.
- Develop quality information for the public to support the wider utilisation of public transport, and uptake of walking and cycling for transport.
- Support the development of targeted travel plans and programs to encourage behaviour change toward more sustainable modes, including the development of school-based travel plans.

Introduction

The *Tasmanian Urban Passenger Transport Framework* (the Framework) provides the overarching plan for improving passenger transport in Tasmania's urban areas. In this context, 'passenger transport' is defined as the movement of people, focusing on public transport, walking and cycling. As part of the Framework's development, a study of passenger transport issues was undertaken for Greater Hobart through the *Hobart Passenger Transport Case Study*. The development of the *Greater Launceston Metropolitan Passenger Transport Plan* (the Plan) provides the equivalent investigation of passenger transport issues in Greater Launceston.

The Plan is a ten-year strategic plan which will guide future passenger transport development and investment in Greater Launceston. Development of the Plan is substantially underpinned by work undertaken in the *Background Report* (2012) which identifies gaps and problems with the existing passenger transport system in the region.

The Plan focuses on improving public transport, walking and cycling, which will lead to higher levels of public transport use and active travel participation. Increasing public transport patronage maximises our investment in the existing road network and bus system and will ensure it is more viable. Providing better public transport services and pedestrian improvements benefits local businesses, by increasing pedestrian presence or 'footfall' in activity centres. It also benefits individuals by reducing car dependency and improving affordable access to employment, education and training. Public transport also plays an important role in ensuring people are socially included and improving accessibility for those sectors of the community who are transport disadvantaged. Improving walking and cycling contributes to greater levels of physical activity which has health benefits and enhances the liveability of our urban areas.

Vision

The Plan, in conjunction with the Framework, seeks to create a safe and responsive passenger transport system that supports improved accessibility, liveability and health outcomes for our communities.

The Plan seeks to support the following for Greater Launceston:

- A more efficient, reliable and accessible public transport network.
- A walking and cycling network which is safe and convenient.
- More liveable and well-connected communities.
- A more vibrant CBD and surrounding activity centres.
- An improved understanding of the wider benefits of walking, cycling and public transport.
- Greater cooperation across government agencies, stakeholders and the community.
- Ensuring the transport system can adapt to changing travel needs, preferences and threats by providing more travel choices.

Plan structure and scope

The Plan is structured around four strategic areas:

1. Bus network.
2. Active travel.
3. Land use planning.
4. Transport culture.

The four strategic areas are linked, and the strategies developed within the Plan reflect the connections between each area.

Objectives and strategies underpin each of these strategic areas. A five-year action plan (2015-2020) has also been developed to provide guidance on implementing the strategies identified in this Plan.

There are issues closely related to passenger transport that are beyond the scope of this Plan. These include community transport, taxis, ferries and cars. Appendix B provides a more detailed discussion of the Plan's scope.

Stakeholder consultation

A wide range of stakeholders have been involved in the development of the Plan. A Working Group consisting of representatives from Metro Tasmania and the three councils (City of Launceston, Meander Valley and West Tamar) have guided the development of the Plan. Private bus operators and stakeholders from community and industry advocacy groups have participated in workshops regarding specific issues which have informed the development of strategies within the Plan (refer Appendix A).

Governance

On-going coordination and cooperation between key stakeholders is vital to the success of this Plan. Both the Tasmanian and local Government, together with Metro and private bus operators have vital roles to play in implementing the Plan. Joint agreement on the strategies and actions is important to gaining funding and resource

commitments to implement the Plan successfully. Advocacy and community groups will also play a role in implementing some elements of the Plan.

Links to other initiatives

There are a number of related initiatives that have informed the Plan's development (see Table 2). The Plan integrates with both the *Northern Integrated Transport Plan* (2013) and the *Greater Launceston Plan* (2014). The *Northern Integrated Transport Plan* provides the regional context for transport issues, while this Plan - *Greater Launceston Metropolitan Passenger Transport Plan*, provides specific measures for improving public transport, walking and cycling within Greater Launceston.

The *Greater Launceston Plan* provides a long-term strategy for land use planning within Greater Launceston. A number of projects within the *Greater Launceston Plan* align strongly with the Plan, and are listed below.

- Mowbray 'Turn Up and Go'.
- CBD revitalisation study.
- Metropolitan shared pathways.
- Upgrades to Kings Meadows and Mowbray urban centres.

The Tasmanian Government is also developing a Transport Access Strategy, which will focus on improving the coordination and integration of passenger transport services for all Tasmanians, especially the transport disadvantaged.

Table I: Related Initiatives

LEVEL	TITLE	AUTHORITY
National	<i>Urban Transport Strategy 2013</i>	Infrastructure Australia
	<i>Our Cities, Our Future – A national urban policy for a productive, sustainable and liveable future</i>	Department of Infrastructure and Transport
	<i>National Cycling Strategy 2011-2016: Gearing up for active and sustainable communities.</i>	AustRoads
State	<i>Tasmanian Urban Passenger Transport Framework (2009)</i>	Department of State Growth
	<i>Tasmanian Walking and Cycling for Active Transport Strategy</i>	Department of State Growth
	<i>Tasmania’s Plan for Physical Activity 2011-2021</i>	Premiers Physical Activity Council
	<i>Transport Access Strategy (under development)</i>	Department of State Growth
	<i>Tasmanian Open Space Policy and Planning Framework</i>	Sport and Recreation Tasmania
	<i>Positive Provision Policy for Cycling Infrastructure</i>	Department of State Growth
	<i>Tasmanian Planning Scheme</i>	Department of Justice
Regional	<i>Northern Integrated Transport Plan (2013)</i>	Department of State Growth
	<i>Regional Land Use Strategy of Northern Tasmania</i>	Northern Tasmania Development
	<i>Greater Launceston Plan</i>	Northern Councils
	<i>Principal Urban Cycling Network</i>	Department of State Growth
	<i>Sustainable Transport Strategy 2012-16</i>	UTAS
	<i>Northern Tasmania Development Housing Study (to be completed)</i>	Northern Tasmania Development
Local	<i>Transport Futures</i>	City of Launceston
	<i>Launceston Pedestrian Strategy</i>	City of Launceston
	<i>Launceston Bike Strategy</i>	City of Launceston
	<i>Launceston Safer Roads Strategy</i>	City of Launceston
	<i>Launceston City Heart Project</i>	City of Launceston
	<i>Launceston CBD Bus Interchange Study</i>	City of Launceston
	<i>Parking and Sustainable Transport Strategy for the City of Launceston</i>	City of Launceston
	<i>Launceston Traffic Study</i>	City of Launceston
	<i>Launceston Public Spaces and Public Life</i>	City of Launceston
	<i>Launceston Residential Strategy 2009-2029</i>	City of Launceston
	<i>Interim Planning Schemes for Launceston, Meander Valley and West Tamar Councils</i>	Tasmanian Planning Commission and relevant councils

Background

Greater Launceston is the major commercial and retail centre for the Northern Region, with a population of around 140 000. The urban area of Launceston, which also includes parts of Meander Valley (Prospect Vale) and West Tamar Councils (Riverside), has a population of 82,000¹.

This Plan defines the 'Greater Launceston' area as all the Launceston suburbs serviced by Metro Tasmania, and the nearby satellite towns that have an urbanised town centre, such as Legana to the north-west, and Longford, Perth and Evandale to the south (refer Figure 1).

Population growth and demographic change

Although under current forecasts Greater Launceston will be the main location for population growth in the Northern Region, future growth is expected to be modest, with an increase of 10,000 by 2032. If this growth occurs in outer urban areas which generally have poor public transport, walking and cycling options, this will increase car dependency and create challenges for the transport network.

Greater Launceston has an ageing population, with a declining proportion of young people (under 15) (refer Figure 2), and this trend is predicted to continue. The Northern Region has a medium level of physical inactivity with 60 per cent of the population over 18 being inactive², which is just slightly higher than the national average (57 per cent). Physical inactivity in conjunction with a poor diet, has contributed to an increase in 'lifestyle diseases', such as cardiovascular disease, obesity and Type-2 diabetes. Launceston and the Northern Region has a very high incidence of cardiovascular disease (29.9 per cent), resulting in the region being ranked sixth in the worst 20 regions in Australia for this illness.³

The combination of an ageing and a less active community is likely to result in greater numbers of residents with reduced personal mobility. There is evidence of strong links between our health and the built environment⁴. Improving access to public transport and to active travel options (such as walking and cycling) will contribute to increased physical activity and improve the health and wellbeing of our communities⁵. In turn, this will deliver long-term financial benefits to the state.

¹ Based on ABS 2011 Census data at the 'Significant Urban Area' geographical classification.

² ABS, Australian Health Survey, 2011-12.

³ Heart Foundation, top twenty regions of CVD prevalence, 2014.

⁴ B Giles-Corti, P Hopper, S Foster, M Javad Koohsari, J Francis, prepared for the Heart Foundation, Low density development: impacts of physical activity and associated health outcomes, 2014.

⁵ Premier's Physical Activity Council, *Support for a State Policy for Healthy Spaces and Places*, 2013.

Figure 1: Greater Launceston

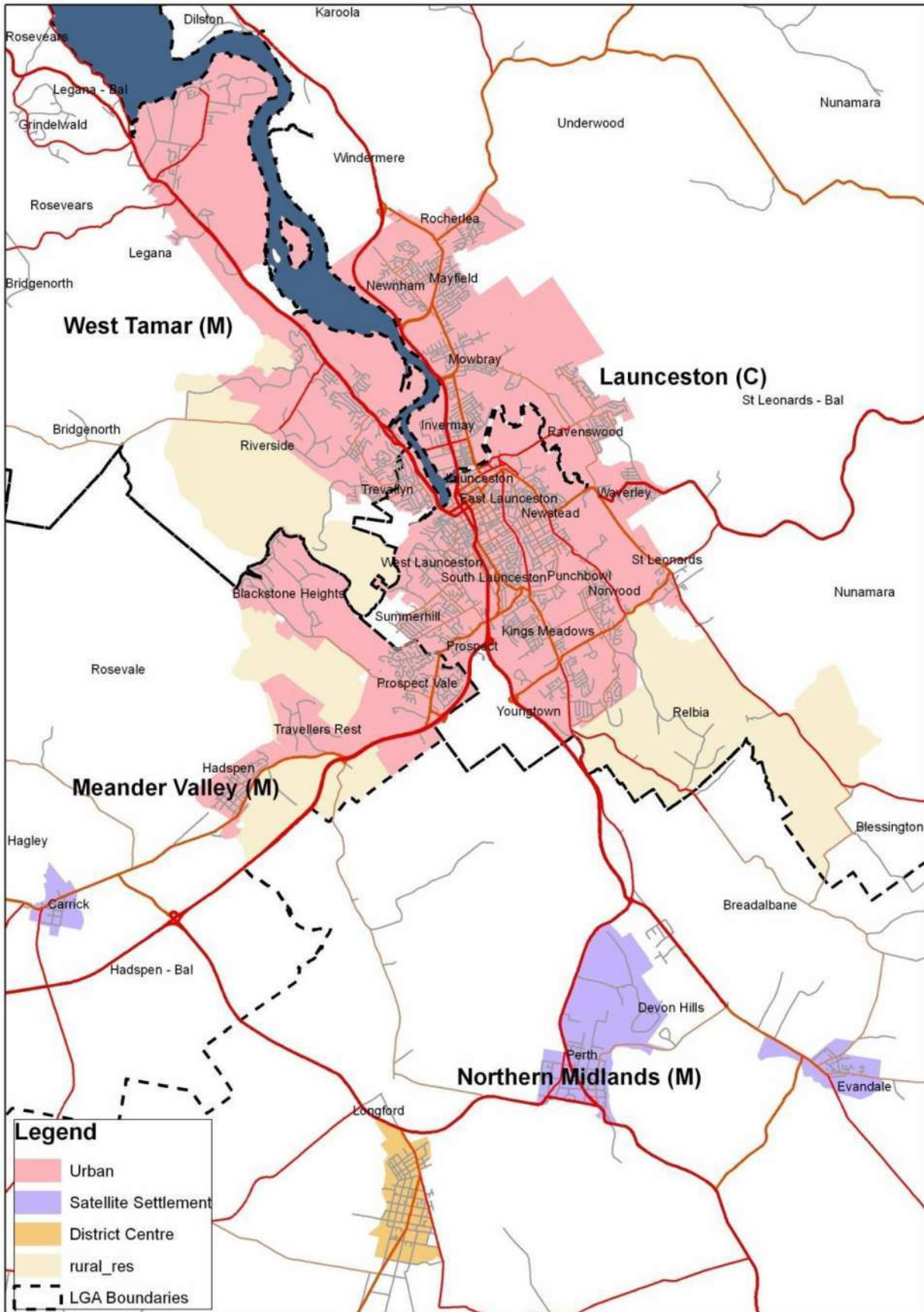
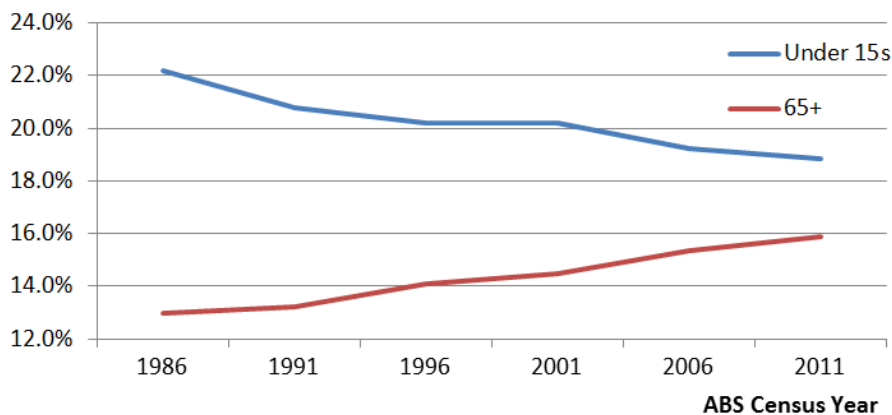


Figure 2: Demographic change in Greater Launceston⁶

Demographic change: Greater Launceston

Proportion of total population by age group



Settlement and transport patterns

First settled by Europeans in 1806, Launceston is one of Australia’s oldest cities. As a result, the inner area of Launceston was developed during the pre-car era and so exhibits a compact and walkable street layout. Trams provided the first public transport network in Launceston, commencing in 1911 (refer Figure 3) and operating until 1952, when they were superseded by trolley buses (1952 to 1968) and then petrol buses. The tram network opened up new areas of Launceston for suburban development, with routes to Kings Bridge, Mowbray, Newstead, Trevallyn, West Launceston, Kings Meadows and East Launceston.

Post-World War II, development patterns were increasingly shaped by the flexibility of car travel, and featured a distinct separation of land uses across the different suburbs. Public housing development in outer suburban areas, such as Ravenswood and Rocherlea, reinforced this trend. These suburbs are now characterised by low-density detached dwellings, a lack of mixed-use development (including corner shops), and are generally car-centric in nature.

⁶ ABS Census (2011-1986). The Greater Launceston statistical area boundary may vary across Census years.

Figure 3: Opening day of a Launceston tram line in 1911⁷



Travel patterns

Our daily transport patterns are increasingly complex, with a range of trip purposes being necessary at different times of the day. Low-density development and a separation of land uses (for example, shops and services located away from residential areas) create the need to travel to multiple destinations. Our busy lifestyles result in the need to combine multi-purpose trips to activities such as childcare, work and shopping. The expansion of working and shopping hours has resulted in the need for some people to travel outside of peak hours. Understanding these patterns is crucial to planning and providing a passenger transport system that meets the community's needs.

Journey to work

The dispersed and low-density development pattern in Greater Launceston is difficult and costly to service effectively with public transport. The post-war street layout is often circuitous and problematic for buses to navigate. Opportunities to walk and cycle are also reduced, due to the longer travel distances to key destinations. As a result, Greater Launceston has high levels of car dependency with 88 per cent of commuters travelling to work by car (see Figure 4). In comparison, the modal shares for walking (five per cent), public transport (two per cent) and cycling (one per cent) are very low.⁸

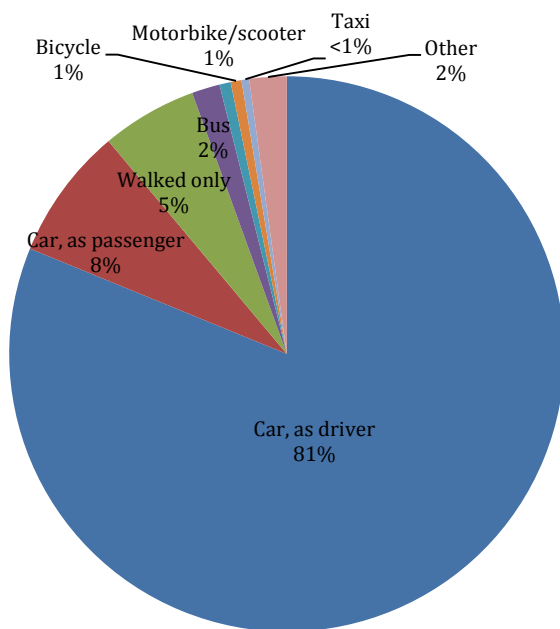
⁷ Source: Spurlings Pty Ltd Photo Card.

⁸ ABS Census 2011, Journey to Work.

The Launceston CBD is the key journey to work destination in the region, attracting 42 per cent of all commuter trips, followed by Kings Meadows and Invermay (both with less than 10 per cent of trips). Launceston General Hospital located just south of the CBD, and key educational facilities (UTAS in Newnham and Invermay, TAFE campuses in the CBD and Newnham, plus large colleges and high schools) are also significant destinations.

The journey to work statistics are important because commuter trips are predictable travel movements that usually occur during AM and PM peak periods, and place the greatest demands on the transport network. There are limitations to using journey to work data, as only 37 per cent of the population reported undertaking a journey to work in Launceston in the 2011 Census⁹. A range of other trip purposes should also be considered for a more complete picture of overall travel patterns.

Figure 4: Share of mode of Journey to Work to Launceston¹⁰



Non-commuter travel

Accessing essential services, shopping, recreation and entertainment and visiting friends are other significant trip generators, but little information is available in relation to these trips¹¹. There is a need for better travel data to inform the planning of transport networks.

For those less likely to have access to a car (including students, the unemployed and the aged), a high proportion of non-commuter trips are likely to be undertaken by public transport, walking and cycling. This is confirmed by

⁹ Based on the 2011 ABS Census, (excluding those who worked from home or did not attend work on the day).

¹⁰ ABS Census 2011.

¹¹ The Greater Hobart Household Travel Survey highlights that 68% of all trips in Hobart are for non-commuting trip purposes.

the fact that 92 per cent of bus passengers in Launceston are either students or concession ticket holders and 10 per cent of Launceston's population walk regularly to their shopping destination¹².

Student travel

Travelling to school is a critical transport need, particularly in peak periods. While a large proportion of students (school age) travel by bus, it is estimated that 10-15 per cent of car traffic in the AM peak is generated by school-related trips. Around 15 per cent of students in Launceston walk to school (refer Appendix F).

UTAS conducts a bi-annual travel survey of its campuses. Data for 2015 indicates that at the Newnham campus 32 per cent of students and staff either catch a bus, walk or cycle to the campus, for the Inveresk campus the percentage is higher at 42 per cent.¹³

Car travel

Car travel in Greater Launceston is generally fast and convenient, with only minor congestion experienced in peak periods. Typically it takes around 15-25 minutes in the peak to travel to the CBD from Launceston's outer suburbs¹⁴. As a result, travelling by car is an understandable mode choice. Travel time by bus compares unfavourably with the car, and consequently very few people who have the option to drive choose public transport.

High car usage results in an increase in vehicle kilometres travelled (VKT),¹⁵ which can impose significant costs to government both in terms of the direct capital expense to increase road capacity (road building and widening) and recurring maintenance expenditure. There are also environmental and social costs associated with increasing car usage such as pollution, road safety, amenity, social exclusion and personal health.

With increasing population and continued low-density development on the urban fringe, the number of car trips and the average trip distance increases, resulting in a growing VKT. In Tasmania, VKT appears to have reached a peak in 2004 and has since stabilised, but has increased significantly since the 1960s (refer Appendix C). A growing VKT increases levels of congestion and results in public pressure for the capacity of the road network to be expanded.

In addition to the high cost of such projects, expanding road capacity encourages more people to travel by car, further increasing VKT. Increasing road capacity actually creates induced demand, as it encourages more people to drive which intensifies congestion in the medium to long-term.

To accommodate a greater demand for travel in a more cost-effective manner, overall VKT, car mode share and average trip distance needs to be reduced. This can partly be achieved by enabling more people to live closer to their daily destinations and investing in public transport, walking and cycling networks.

Cars are a spatially inefficient form of transport, with the average trip occupancy being 1.2 people per vehicle. This underutilised capacity results in road space being dominated by cars, with lower priority given to other passenger transport modes.

¹² *Launceston Pedestrian Strategy*, 2013.

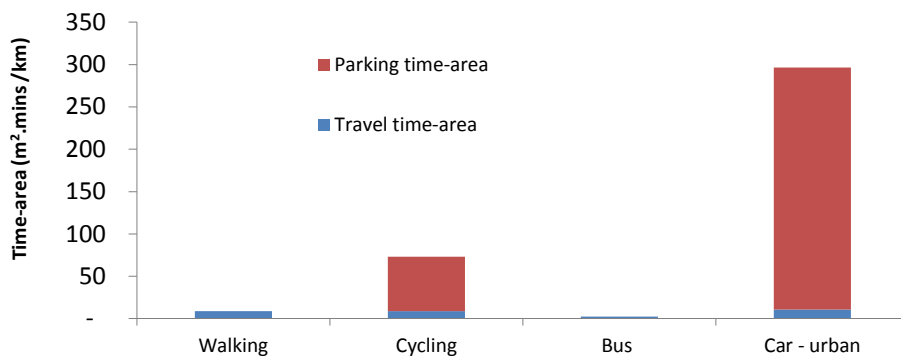
¹³ University of Tasmania Travel Behaviour Survey 2015, University of Tasmania

¹⁴ Department of Infrastructure, Energy and Resources, *GLMPTP: Background Report*, 2012.

¹⁵ A product of the number of vehicle trips by the average trip distance.

A study of time-area effects (which is the travel time multiplied by the space requirement) in Greater Launceston, also demonstrates that although cars have faster travel times than other modes, they are spatially inefficient because of their parking requirements (refer Appendix D). Car parking (both on and off-street) is an inefficient use of space, particularly within the CBD, where land values are higher and the area could be used for more productive land uses (eg. shops, services), or to increase road space for other transport modes. Walking and buses have a negligible parking requirement¹⁶ and are, therefore, a highly spatially efficient form of travel for urban areas (see Figure 5). While bicycles and motorcycles have a parking requirement, their space requirements are significantly less than cars.

Figure 5 Time-area effects for commuter travel in Launceston¹⁷



¹⁶ It is assumed buses are being utilised after dropping passengers to their destination in the morning. There is some spatial requirement for bus stops, however each stop is utilised by a number of services and has a low impact on a per passenger basis.

¹⁷ Department of State Growth, 2014 (see Appendix D).

Bus network

A more efficient public transport network	
Objectives	Strategies
<ul style="list-style-type: none"> • Increase bus patronage across the network and increase mode share for bus travel, particularly during peak times. • Improve travel time, frequency and reliability of buses on the network, particularly on key corridors. • Optimise efficiency and effectiveness, and reduce redundancy in the network. 	<ul style="list-style-type: none"> • Develop new service standards for public transport provision to guide the development of public transport networks. • Create direct, simple and efficient route patterns that connect activity centres. • Improve co-ordination and integration of services. • Develop bus stops that provide passenger amenity and are accessible, and support wider network improvements such as bus transfers and efficient route design. • Ensure the design and management of our roads supports efficient and reliable bus services. • Improve the provision of consistent, reliable and accessible service information to bus passengers through the use of technology. • Work towards providing consistent branding and marketing of public transport information, services and infrastructure.

Context

The public transport system in Greater Launceston is largely bus-based. Metro Tasmania is the largest service provider, delivering general access and student-only services predominantly in the urban area. Private bus operators deliver both general access and student-only services within the urban, urban fringe and rural areas.

Buses are highly effective at moving large numbers of people, particularly to key activity centres (retail and service centres) such as the CBD where the spatial efficiency of bus travel is highly beneficial. If greater numbers of people, especially commuters, use public transport, this has the potential to relieve traffic congestion when it occurs during the AM and PM peaks. It will also reduce the demand for car parking.

Public transport is also essential for the transport disadvantaged, therefore services need to operate at a reasonable level of frequency throughout the day. Public transport in Launceston caters primarily to the transport disadvantaged, with students and concession holders comprising 92 per cent of all patronage, while full-fare paying adults represent only 8 per cent (refer Figure 6). By comparison, the Metro state-wide average for full-fare paying adults is 15 per cent (based on first boardings)¹⁸.

¹⁸ Metro Tasmania, Annual Report 2012/13

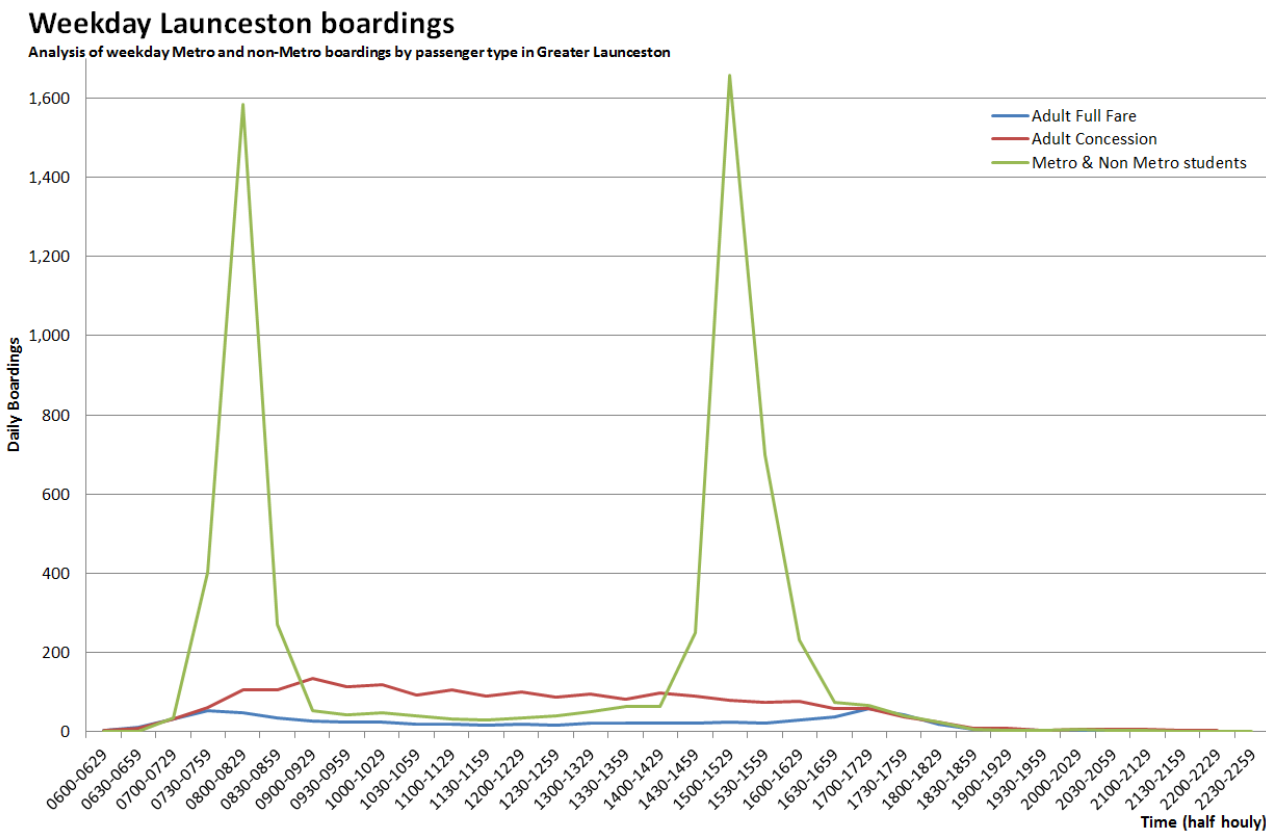
Metro Tasmania carries around 86 per cent of Launceston’s bus daily patronage and approximately 76 per cent of the student patronage, with private bus operators carrying the remainder.

The heavy focus on the student market (see Figure 6) results in a large proportion of bus resources being diverted to student-only services. This reduces the number of buses available for carrying commuters and other passengers in peak periods.

As a result, bus patronage in Greater Launceston is low and has been slightly declining over the past two decades¹⁹. Falling market share and fare revenue undermines the on-going viability of the bus system, which is heavily subsidised by the Tasmanian Government.

A primary objective of this Plan is to increase the modal share of the bus system. To do this, bus services must better meet the needs of full-fare paying adults, especially commuters. With limited funding available, identification of inefficiencies within the existing bus system for reallocation presents the best opportunity to ‘create’ the additional bus resources required for network improvements.

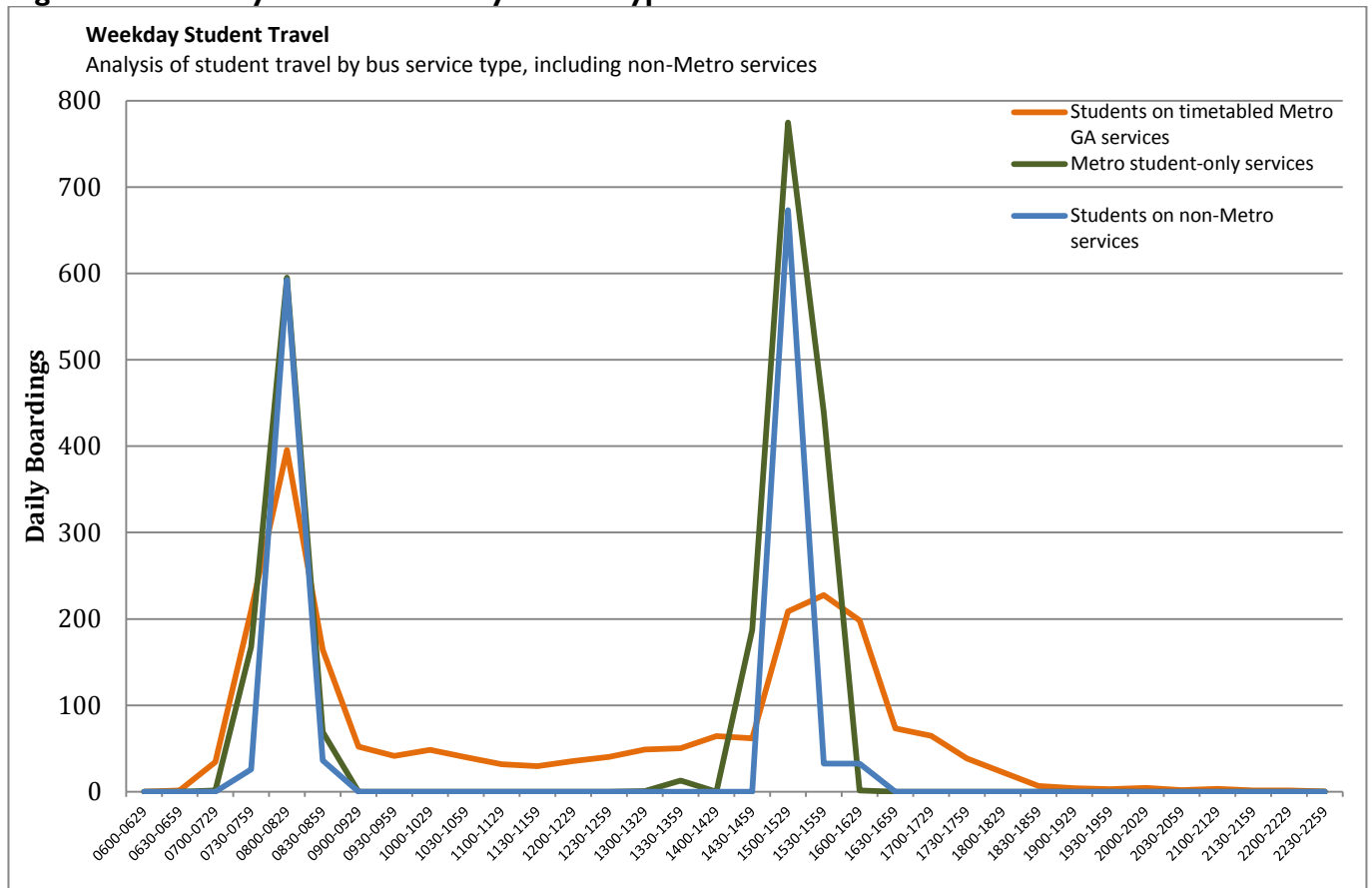
Figure 6: Weekday Launceston boardings by passenger type²⁰



¹⁹ Total bus passenger boardings in 2013/14 are slightly lower than in 1997/98.

²⁰ Metro Tasmania, 2013.

Figure 7: Weekday student travel by service type²¹



Student-only bus services

Student-only bus services account for a large proportion of the overall bus system in Greater Launceston, with 69 per cent of total passenger boardings being students and 81 per cent of students travelling on student-only buses (refer Table 3). Analysis of daily Metro Tasmania passenger boardings shows distinct “needle peaks” for student passengers in the AM and PM school peak (refer Figure 7).

The provision of a large number of student-only services diminishes the availability of bus resources to deliver general access services, especially during peak periods. As a consequence, there are significant gaps in service frequency for general access routes, particularly in the outer suburbs:

- Alanvale/Mayfield, Norwood, Youngtown, Kings Meadows and Prospect Vale experience gaps in the AM peak.
- Ravenswood, Waverly, St Leonards, West Launceston, Summerhill, Prospect Vale, Trevallyn and West Riverside experience gaps in the PM peak.

²¹ Metro Tasmania, 2013

These gaps increase the waiting time for passengers, discourage bus travel by commuters and lead to a perception of reduced service reliability. Public transport in terms of the total travel time (walking to stop, waiting and travel time) is already uncompetitive with the car, so service gaps further intensify the disincentives to use public transport.

The operation of a large number of student-only services is inefficient, with many running below capacity (less than 30 passengers). Around 70 per cent of student-only services in the AM peak (8:00-8:30 AM) and the PM student peak (3:00-3:30 PM) are running under capacity (refer Table 3).

There are also examples in Launceston of multiple school buses duplicating routes and overlapping with general access bus corridors. All of these services are being largely funded by the taxpayer. In 2013/14, the Tasmanian Government paid approximately \$16 million to private bus operators and Metro to provide passenger transport services in the Greater Launceston area. There is a strong case for re-allocating bus resources from student-only services to improve the general access network where student-only services are under-patronised or duplicate general access services, unless student-only services can be provided more cost effectively than general access services. Reallocating services can result in a more efficient network by addressing service gaps and therefore decreasing waiting times.

A comprehensive bus system review, including general access and student-only services provided by both Metro and private operators, is recommended as an action within this Plan to ensure a more efficient and effective use of these transport resources.

Table 2: Comparison of student bus travel in Greater Launceston, based on average daily boardings²²

BUS SERVICE	BOARDINGS AM*	BOARDINGS PM#	SHARE OF TOTAL STUDENT TRIPS ²³	NUMBER OF BUS SERVICES AM*	NUMBER OF BUS SERVICES PM#	STUDENTS PER SERVICE	SERVICES CARRYING <30 STUDENTS
Student-only Metro	595	775	42%	32	31	22	34 out of 63
Student-only non-Metro	593	673	39%	13	15	45	6 out of 28
Students on General access ²⁴	396	229	19%	20	19	16	n/a

* AM: 8:00-8:30 AM

PM: 3:00-3:30 PM

General access bus services

For largely historical reasons the bus network in Greater Launceston operates as a high-penetration, low frequency network which has the following characteristics:

- Indirect and circuitous routes, which increases the travel time for passengers.

²² Metro Tasmania and Department of State Growth, 2013. Note the number of AM and PM bus services shown in this table is indicative only and is used to provide an estimate of bus resources devoted to student-only services.

²³ This represents the share of total student patronage, ie 19% of all student trips are on general access services. There are some students who are using general access services outside of the school peak periods, which have not been captured in this table.

²⁴ Includes Metro and private operators.

- Duplicated and closely-spaced bus routes, which creates inefficiencies in the network. This is partly caused by the majority of private bus operators of urban fringe services being unable to pick up passengers in the Launceston metropolitan area.
- Multiple route variations which makes it difficult for passengers to understand the route structure and timetables.
- Lack of integration between different operators, including an absence of coordinated timetabling, different ticketing systems and unrelated fare structures.
- Bus stops that are too closely spaced, which increases bus travel times.
- Relatively low service frequency and irregular timetabling, which makes bus travel less convenient and can increase passenger wait times.

At present the network does not meet the needs of time-sensitive commuters, as travel times are not competitive with the car and services are too infrequent. Services that target commuters need to be fast and reliable, with routes and timetables that are easily understood. Such improvements also benefit all bus users.

As previously stated, a comprehensive bus system review would enable the identification of inefficiencies and the design of a more effective and financially sustainable network.

Bus operator contracts

The existing contracts between the Tasmanian Government and bus operators are currently in place until 2018 (or 2019, depending on the individual contract). The Department of State Growth will consider changes to existing routes and services as part of the post 2018 bus service procurement process in close consultation with the bus industry.

Opportunities

Reallocation of student-only services

There is potential to reallocate some student-only bus resources to the general access network, in order to service both students and the wider public. This would provide a cost-neutral way of increasing service frequency along key routes.

Most schools in Launceston are located within 500 metres (five minute walk) of either the current or proposed general access network (See Figure 8), enabling them to be effectively serviced by general access buses. Many student-only services will still be required, particularly in rural areas and in locations which are not serviced by the general access network. Schools may elect to continue to provide their own targeted bus services, at their own cost.

Any reallocation of student-only services will be limited, at least initially, by the number of DDA compliant buses available to perform general access services. It is a requirement under the Commonwealth's Disability Discrimination Act Transport Standards that 55 per cent (2012 target) of general access services must be

operated with a DDA compliant bus, with 100 per cent of services to be compliant by 2022. Student-only services are not currently required to be DDA compliant.

Metro is also developing a policy to reduce the number of bus stops within walking distance of schools, as most students living within walking distance, can walk to school. Reducing the number of stops will increase bus service efficiency, by reducing the number of times the bus has to stop, permitting further resources to be reallocated to the general access network.

Reducing the number of student-only services may result in some students needing to walk further to access a bus. While this has health and wellbeing benefits, a possible adverse outcome is an increase in the number of students being driven to school, or to a bus stop by car. This can be overcome by developing school travel plans and focusing on active travel infrastructure (see strategies in the *Active Travel* and *Transport Culture* sections of this Plan).

Currently, most of Metro's student-only services 'drop off' and 'pick up' within a ten minute timeframe of school starting and finishing times, while private operators work within a 30 minute timeframe. Applying a consistent 30 minute window for bus drop-off/pick-up for Metro student-only services would greatly increase flexibility for Metro buses to provide additional services, thus freeing-up additional resources for the general access network. This opportunity represents a short-term efficiency gain within the current network, which is cost-neutral.

While beyond the scope of this Plan, extending school start and finish times (known as 'peak spreading'), is another approach that might be considered to reduce the needle peak demand for student-only bus services.

Improving general access services

A number of changes are required to improve general access services in order to increase patronage, especially for commuters and to cater for a potential increase in reallocation of student-only services.

The Department of State Growth is developing state-wide service standards for public transport, which will enable a more consistent and effective procurement of public transport services by the Tasmanian Government. The standards will provide a guiding framework for undertaking a bus services review in Greater Launceston. The standards will be a key tool in determining the appropriate level of service frequency for particular routes and areas.

The means by which the bus services review may be able to improve the efficiency of the Greater Launceston network are listed below:

1. Increasing service frequency on key public transport corridors, especially those that already demonstrate higher demand, such as Mowbray to Launceston CBD.
2. Removing route deviations and loop services. Routes should be as direct as possible, producing a more efficient and reliable service that keeps total travel times to a minimum.
3. Eliminating bus routes on closely spaced parallel roads. Typically, there should be approximately 1000 metres separation between parallel routes.
4. Reducing the number of route variations, in order to create a network that is easier for passengers to understand.

5. Ensuring buses penetrate the core of activity centres and pass through trip attractors and higher density residential areas, whilst maintaining a direct route.
6. Facilitating convenient transfers at major bus stops to ensure passengers can reach more destinations.
7. Optimisation and improvement of bus stops in order to provide a balance between access to stops and speed of services.
8. Coordinating the provision of privately-operated urban fringe and Metro's urban services, including consideration of integration of some routes (ie. allowing urban fringe providers to 'pick up' in urban areas) where this is efficient and effective. Currently, only some private operators can pick up within an urban area.

The Background Report featured a possible future bus network for the Launceston metropolitan area, based on the above principles. This future network was designed to be cost-neutral (no additional resources or funding required, but with efficiency savings directed back into the network). (Refer Appendix E).

Box 1: What might the future bus network look like?

A future bus network would have improved frequency along key public transport corridors and routes which are simple and direct, providing faster access to the CBD and other activity centres.

The potential service hierarchy for Greater Launceston could be:

- High frequency services: 15 minutes or better ('turn up and go'), linking key activity centres to the CBD, including:
 - Mowbray to CBD.
 - Kings Meadows to CBD.
- Connector services: 30 minute services, providing direct access to high frequency corridors and activity centres:
 - Riverside to CBD.
 - Prospect Vale to CBD.
- Neighbourhood services: 60 minute services filling the gaps between high frequency corridors and connector routes, including:
 - Trevallyn to CBD.
 - Summerhill to CBD.

A service is also proposed for the outer extents of Alanvale and Mayfield areas (not shown in Figure 8). These areas are difficult to service with public transport, due to their low-density development patterns and remoteness from the main bus corridors. However, these areas have higher levels of transport disadvantage and warrant a bus service.

Public transport modelling of the future Launceston metropolitan network by the Department of State Growth (Appendix E) indicated that there is potential to increase:

- Commuter patronage by around three to 12 per cent.
- Inter-peak (10AM-3PM) patronage by nine to 50 per cent.

A more significant increase in patronage is likely if some student-only services are reallocated to the future general access network, which would enable an increase in service frequency:

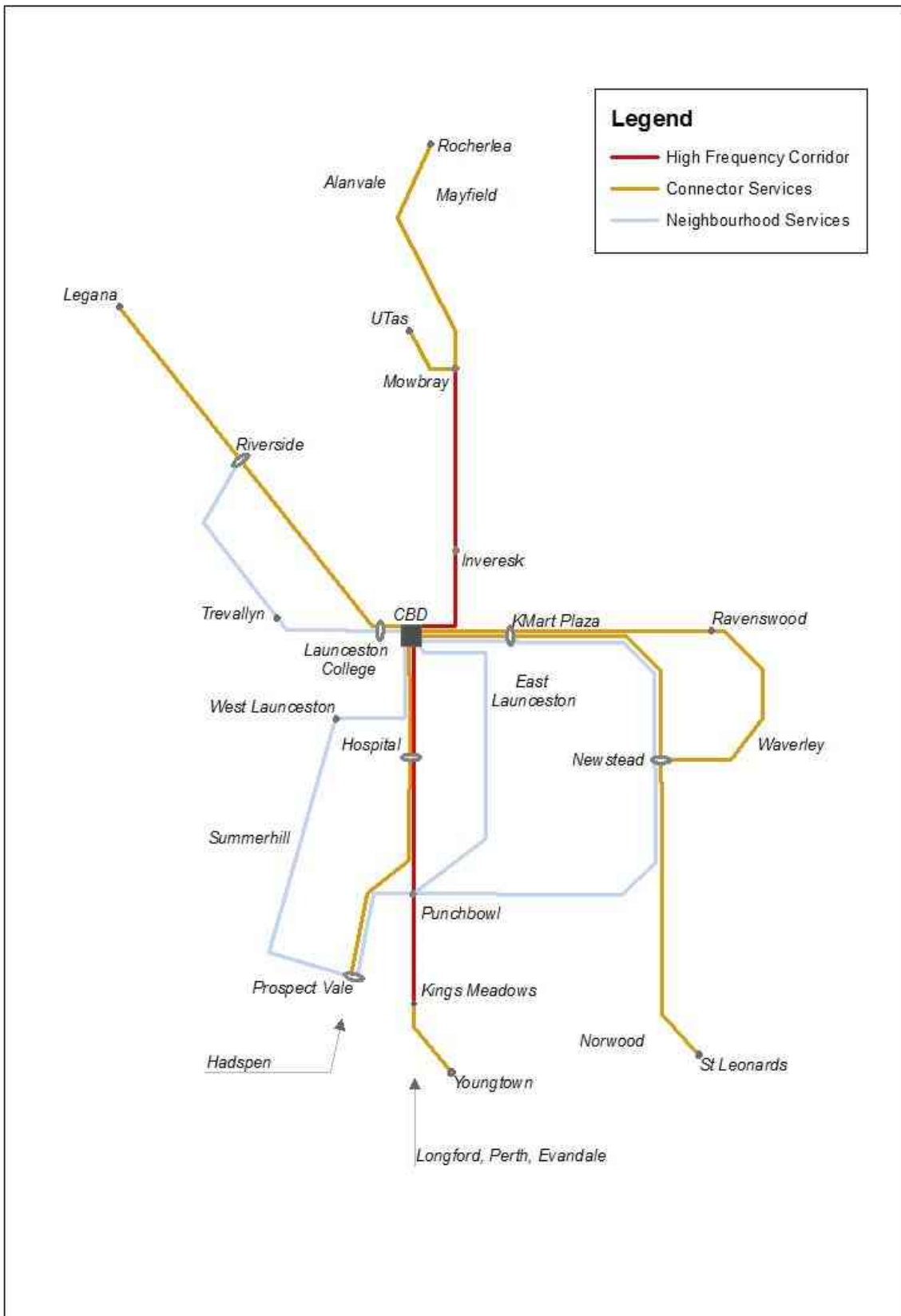
- Increasing general access bus resources by 10 per cent has the potential to produce 19 to 34 per cent growth in commuter patronage, and a 126 to 197 per cent increase during the inter-peak.
- A 50 per cent increase in general access resources could grow commuter patronage by 41 to 70 per cent.

This type of future network is essential to improve efficiency and will enhance the level of service for the vast majority of residents. However, there is potential that some members of the community may be personally disadvantaged through the withdrawal of inefficient services or changes to bus stop spacing/location.

There is potential to utilise existing private, public and not-for-profit transport services in innovative ways in order to address existing transport 'gaps'. That is, to offset disadvantage that may be incurred for some people through changes arising from the implementation of a 'future bus network'.

The Department of State Growth is currently developing a Transport Access Strategy that examines opportunities for developing more integrated and coordinated transport services for all Tasmanians, particularly those who are disadvantaged by age, disability or economic circumstance. The Strategy identifies a range of measures to improve transport access, including the innovative use of existing resources to fill 'transport gaps'.

Figure 8: Potential future bus network for Launceston



Service integration

The improved integration of Metro and private (urban fringe) bus services has the potential to increase bus patronage by making it more convenient for people to use public transport. Common ticketing, timetabling, fare structure, bus stops, marketing and branding would maximise convenience, minimise travel time and support higher public transport patronage.

Currently there are some contractual limitations regarding the ability of some urban fringe private operators to pick up passengers inside the urban boundary. Allowing operators to pick up within urban areas would maximise service efficiency by creating higher bus frequencies along key routes, without the need to purchase additional services. For example, West Tamar operators could be permitted to collect passengers in the Riverside/Trevallyn area.

Bus frequency and timetabling

More frequent bus services make bus transport a more attractive option, by reducing passenger waiting times and decreasing total trip time. Improving network efficiency has the potential to release bus resources to enable more frequent services, without increasing the total cost. Improving network efficiency may include measures such as:

- More efficient network route design (see future bus network).
- Reallocation of student-only services to the general access network.
- Better integration of Metro and private operator bus services.

The timetabling of buses to produce predictable intervals between services (eg. every hour, half hour or 15 minutes) ensures that the bus system is more user-friendly and that there is no need for people to refer to timetables. Bus services should be scheduled and timetables coordinated at designated key stops, so that passengers may easily transfer between different services with minimal waiting.

Bus reliability measures

The reliability of bus services (running neither early nor late) is vital to building patronage, particularly in the time-sensitive commuter market. There is potential to implement traffic engineering measures to support the reliability of public transport by ensuring that buses have priority on the road, particularly along high frequency bus routes in congested areas. Measures to consider in Greater Launceston include:

- Traffic signal priority for buses (such as extended green time when buses are detected on approach, or an early head-start).
- 'Queue jump' bus lanes at traffic lights (with early head-start bus signal phase).
- Bus stop bulbs/extensions to the traffic lane edge (ensures faster bus mobility in/out of a bus stop and maintains their position in traffic).
- Better sharing of road space by removal of on-street parking for buses and cars.

Passenger information

The provision of timetable, fare and route information which is easy to access and understand encourages more people to use public transport by making journey planning easier.

A 'one stop' web-based resource would enable people to access information about the public (Metro), private (urban-fringe services) and not-for-profit transport services they can access (including fares, routes and timetables) to undertake their everyday trips.

The Cradle Coast Authority is currently investigating the provision of 'one stop' digital information resource for passenger transport services on the North West coast. This project is being developed so that it could be suitable for future application state-wide.

Despite the increased uptake of technology, some people do not have access to the internet and information such as timetables and maps will need to be provided in hard copy.

Information at bus stops, on buses, via phone applications/internet and in the form of real-time travel information, would all make it more convenient to use public transport 'on the go'. All passenger transport service information is required to be accessible (DDA compliant). Information provided electronically should meet the web content accessibility guidelines.

Bus stops

Bus stops which are safe, convenient and offer a reasonable level of amenity are an important component of improving the quality of the bus system.

The development of a bus stop hierarchy would provide a guide to the level of infrastructure required at each stop. The bus stop hierarchy would classify each stop based on patronage and strategic importance (e.g. for transfers, access to key attractors). The highest level of stops would be those located centrally within the main activity centres, such as the CBD, Mowbray and Kings Meadows and adjacent to major trip attractors, such as the Launceston General Hospital and Inveresk.

Bus stops must be located and designed so that they provide convenient access for passengers particularly to key attractors (being located closer than car parking facilities and ideally stopping at the pedestrian entrance to an activity centre). Pedestrian connectivity to major bus stops should also be improved.

The existing St John Street bus interchange is the most patronised bus stop within the system and its location provides convenient access to the Brisbane Street mall, which has the highest pedestrian volumes and activity within the CBD.

The City of Launceston is proposing to improve the streetscape and bus stop infrastructure at St John Street to better reflect the needs of passengers, pedestrians and local businesses. It should be noted that improving the urban environment to attract pedestrians, cyclists and public transport is beneficial for local businesses, as it increases the amount of foot traffic and passing trade.²⁵

Improved manoeuvrability of buses (eg. providing longer bus stops) and operational changes to reduce bus 'dwell time' at the interchange can help to minimise bus congestion. The location of the interchange also needs to

²⁵ Tolley, *Good for Business: The benefits of making streets more walking and cycling friendly*. Commissioned by Heart Foundation, 2011

ensure travel time reliability for buses is improved or at least maintained to ensure passenger journey times are not increased and operational costs do not escalate. The restriction or removal of car access through the interchange would improve amenity and safety for all users.

All bus stops on general access routes are required to be fully DDA compliant as per Commonwealth Government legislation by 2022²⁶. Metro has been progressively upgrading bus stops to be DDA compliant in urban zones. Any new or substantially upgraded bus stop must comply with this legal obligation. Ensuring that bus stops are compliant will assist those with limited accessibility.

There are examples where the cost of improving bus stop infrastructure (eg bigger shelters) at major trip attractors such as UTAS has been jointly shared by Metro, councils and UTAS. This arrangement creates benefits for all organisations as it encourages more people to use public transport as the passenger amenity is improved.

Bus stop spacing

Optimising the number of bus stops to ensure their average spacing is around 400 metres (spaces can be greater on more frequent routes) will lead to improvements in bus travel time, by reducing the number of times a bus has to stop between its origin and destination. Generally, bus stops in Launceston are located too close together and a program of bus stop consolidation, which Metro has begun to implement, should continue until optimum spacing is achieved. Any changes to bus stop locations needs to consider surrounding land uses, such as major trip attractors and infrastructure (eg safe pedestrian crossing points).

Transfers

Facilitating fast and convenient transfers between bus services increases the range of destinations available for passengers. The 'transfer penalty'²⁷ – a measure of the additional time and uncertainty a transfer adds to a trip - would need to be minimised through the following actions:

1. Development of key bus stops serviced by multiple bus routes.
2. Coordinated timetabling to minimise the scheduled transfer wait time.²⁸
3. Integration of Metro and private operator services, allowing utilisation of common bus stops and co-ordinated ticketing across operators.
4. Safe and accessible bus stops with adequate passenger information (including real-time travel information) and passive surveillance (such as co-location in activity centres).

²⁶ The specific legislated targets are: 55% (2012); 90% (2017); and 100% (2022), *Accessible bus stop guidelines*, Australian Government.

²⁷ The perceived transfer penalty accounts for the actual time taken to transfer (i.e. the scheduled time gap between disembarking from one bus and boarding another), additional risks imposed such as service reliability (the connecting bus service may have already left) and other factors such as the level of amenity at the transfer stop.

²⁸ Options such as 'pulse' timetabling should be considered at key transfer stops – this would involve a lower hierarchy bus service not departing from the stop until a higher-priority bus service has arrived.

Active travel

A walking and cycling network which is safe and convenient.

Objectives	Strategies
<ul style="list-style-type: none"> • Provide high-quality, safe, and accessible transport-oriented walking and cycling links to services, education, employment and public transport. • Improve access to public transport, services, education and employment for mobility-impaired residents. • Facilitate more residents to use active travel for a range of daily travel needs. 	<ul style="list-style-type: none"> • Create safer and more convenient walking and cycling routes to school to support greater active travel by students. • Develop street design guidelines for planners and engineers to assist the development of walking and cycling infrastructure. • Build efficient, useable and well-connected walking and cycling links into new developments to enhance connectivity and permeability. • Retrofit improved walking and cycling links into existing roads and streets. • Create pedestrian-friendly urban centres and retail streets. • Improve crossing opportunities at intersections for pedestrians and cyclists. • Continue to implement existing cycling and walking infrastructure plans and proposed projects. • Develop consistent signage and way-finding systems to improve pedestrian and cycling connectivity.

Context

For the purposes of this Plan, ‘active travel’ refers to walking and cycling. People using mobility scooters and wheelchairs are classified as pedestrians, and measures to improve the accessibility (DDA compliant infrastructure), safety and connectivity of walking infrastructure will benefit people using these mobility aids.

There are safety, connectivity and amenity issues for pedestrians and cyclists in Greater Launceston due to limited street space for walking and cycling, conflict points with vehicles, and poorly connected networks. These factors are likely to constitute a barrier to the greater uptake of walking and cycling. Mode share for walking and cycling by commuters is very low, at five per cent and one per cent, respectively.

Walking and cycling provide health benefits, are spatially efficient, environmentally friendly, and are the cheapest and most readily available form of travel. Encouraging people to walk and cycle for transport can assist in reducing traffic congestion and demands for parking spaces.

Streets that facilitate walking and cycling through well-connected and safe infrastructure are beneficial for local business, as they attract greater foot traffic and generally increase vibrancy²⁹.

Most walking trips are typically short trips of up to two kilometres, while most people are prepared to cycle a distance of six to seven kilometres to access work and education, and generally three to five kilometres for specific purposes such as shopping. Walking is also an important part of a public transport trip.

Low incidence of active travel to school

Travel to school in Tasmania is heavily reliant on the bus system, with 53 per cent of all school students travelling via bus, 14 per cent of students walking to school³⁰ and only one per cent cycling. While it is positive that Tasmania has a far lower proportion of students travelling by car in comparison to other states, the level of walking and cycling is also low (refer Table 4).

Table 3: Method of travel to school by state in 2011³¹

(per cent)	ACT	NSW ³²	NT	QLD	SA	TAS	VIC	WA
Walk	18	30	11	17	21	14	19	20
Bicycle	5	2	7	3	3	1	3	5
Bus	25	31	35	25	19	53	26	21
Car	48	40	43	50	53	30	45	47
Other	5	-	5	6	4	2	7	7

It is estimated that around 10-15 per cent of existing car traffic in Greater Launceston during the AM peak is generated by school travel (refer Appendix F), which represents a significant contribution to traffic movements in peak periods.

Changes to the bus network proposed in this Plan aim to improve services for the general public and reduce inefficiencies. However, these changes are likely to have some impact on student travel, with the possible reallocation of some urban student-only services to the general access network. Metro is also proposing to gradually remove student-only services for students within walking distance of their local school.

This could result in some students needing to walk (or cycle) further to their bus stop, home or school. If parents or students judge that walking and cycling routes to school are not safe or convenient, there is potential for an increase in car travel to school.

'Part Way is OK' is a walk to school initiative that encourages primary schools and their local council to work together to find a safe drop-off point a short distance from school, where families are encouraged to drop their children. The step-by-step guide includes tools for identifying safe drop-off points and walking routes and resources for communicating with families. 'Part Way is OK' is available to primary schools participating in the Move Well Eat Well Primary School Award program.

²⁹ Tolley, *Good for Business: The benefits of making streets more walking and cycling friendly*, commissioned by Heart Foundation, 2011.

³⁰ City of Launceston Council estimates the percentage of children walking to school to be less than 15%, *Pedestrian Strategy*, 2013.

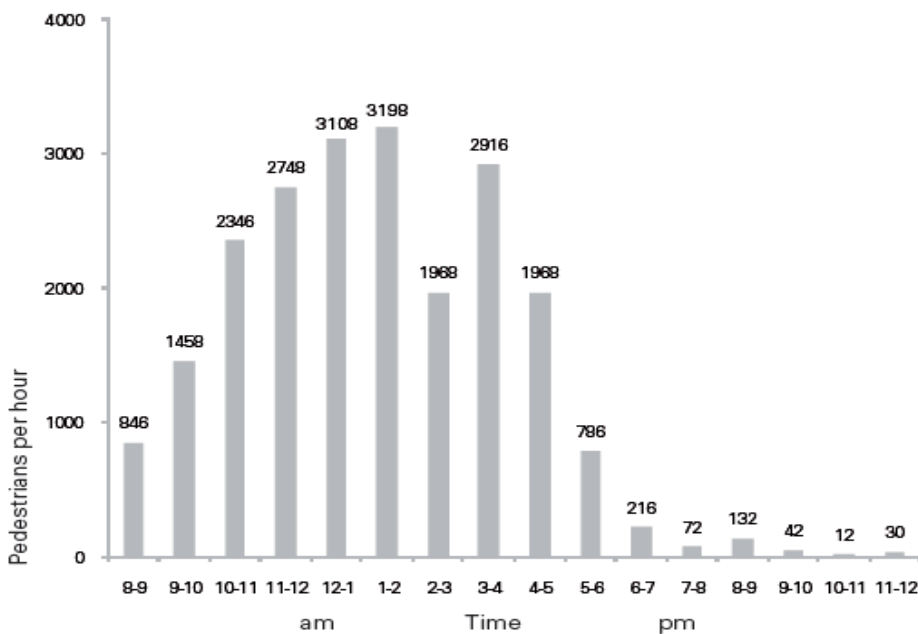
³¹ ABS, Method of travel to School, 2011. Note totals for each state may not add to 100% due to rounding errors.

³² Published data for NSW appears to include an error with a summation of all travel methods being over 100%.

Pedestrian demand is not well understood

There is little information about pedestrian movements in Greater Launceston, except for the Launceston CBD. The Gehl Report conducted pedestrian counts on a typical working day along key CBD streets in 2010. The Brisbane Street mall had the highest pedestrian volumes at around 20,000, followed by Brisbane Street at 10,000. Also of note is the change in pedestrian demand across the day with movements peaking during lunchtime (12 PM-2 PM) and being generally high between 10 AM-4 PM (refer Figure 9). Pedestrian movements around the CBD are significantly higher than traffic volumes (Charles and Cimitiere Streets have around 10,000 vehicle movements per day), despite pedestrians often having lower priority than cars.

Figure 9: Pedestrian distribution per hour in Launceston Mall (21,342 pedestrian movements from 8AM-12AM)³³



Cars are given higher priority

Historically cars have been given greater levels of priority on the road network than other modes of transport, including pedestrians and cyclists. Prioritisation of cars over pedestrians occurs through physical road design and visual cues, examples of which include:

- Greater road space allocation given to cars, eg wide lane widths.
- Sweeping kerb alignments that permit faster car turning movements.

³³ Gehl Architects, *Launceston Public Spaces and Public Life*, 2011. Pedestrian counts completed 10 March 2010, a weekday.

- Access points which cross a footpath (private driveways, off-street commercial car parks or service stations). While pedestrians have legal right-of-way, the physical and visual design (pavement surface, line marking) strongly suggests that cars have priority.
- Controlled intersections, such as side streets with a ‘stop’ or ‘give-way’ sign. Pedestrians have legal right of way across the minor road, however often the road design indicates that pedestrians should give way.
- Signalised intersections, where pedestrian lights do not automatically activate or have a very short pedestrian phase. These features reduce legal pedestrian crossing opportunities.
- Wide crossing distances and a lack of pedestrian refuges on roads and marked pedestrian crossing points (zebra crossings).
- Inadequate footpaths, in terms of width and pavement materials or in some areas, non-existent footpaths.

High speed environment on local streets

A safe and appropriate speed environment is vital on streets used by pedestrians and cyclists. Urban streets in Greater Launceston have a speed limit of 50 kilometres per hour, regardless of their traffic demand.

The probability of fatal injury for a pedestrian hit by a car at 50 kilometres per hour is ten times greater than at 30 kilometres per hour³⁴. A similar difference in fatality risk exists for cyclists³⁵. The Australian Government recommends speeds of 15-40 kilometres per hour on streets of ‘high pedestrian activity areas’, such as activity centres.

Through-traffic in activity centres can also reduce road safety and amenity, particularly where traffic speeds have not been reduced to a suitable level. Local streets which have expansive lane widths encourage faster traffic speeds and can encourage ‘rat running’ (i.e. short-cuts through local streets) which affect pedestrian safety and amenity.

Cycling is an under represented mode of transport

Cycling has very low mode share for commuting in Greater Launceston at 1 per cent. Among those who do cycle, there is an under-representation of women, children and the elderly. In 2011, Greater Launceston had a ratio of 5.9 male bicycle commuters to every female, which is well above the national urban average of 3.3³⁶. Cities with more advanced cycling networks have a more equal representation of people cycling across age and gender groupings³⁷.

There is significant opportunity to increase cycling mode share by catering for those who are ‘interested but concerned’ (representing around 60 per cent of the population – refer Box 2). These potential users typically require separation from traffic (eg bike lanes) or a low speed/volume environment.

³⁴ Based on a 50% probability at 50km/hr reducing to 5% probability at 30km/hr, Department of Infrastructure and Transport, *Walking, Riding and Access to Public Transport: Draft report for discussion*, 2012.

³⁵ AustRoads, *Cycling on Higher Speed Roads*, 2012.

³⁶ Department of Infrastructure and Transport, *State of Australian Cities*, 2013.

³⁷ Pucher, Buehler, *At the Frontiers of Cycling: Policy Innovations in the Netherlands, Denmark, and Germany*, Rutgers University, New Jersey, 2007.

Cyclists in Launceston typically ride 'on street', sharing spaces with cars, including parked cars which increases the risk of 'dooring' (the car door being opened when a cyclist is riding past, resulting in a collision). A significant speed differential with cars usually exists. The bicycle infrastructure in place is often poorly connected and discontinuous, which affects the use of these routes for transport. Hilly topography and narrow streets in Launceston can also restrict viable route options. These conditions create barriers for the majority of the population, who are not confident riding on roads. The use of compliant e-bikes (i.e. power-assisted bikes) can be a more feasible option for those who are less physically fit, or where distance and hilly terrain is a barrier. In general, there is a lack of information and promotion to the community of the benefits of using legally compliant e-bikes (maximum 250 watts). It should be noted that UTAS does provide e-charging points at its new bike hub at Inveresk and a similar bike hub is proposed at Newnham.

Box 2: Types of cyclists³⁸

The Portland Bureau of Transportation surveyed attitudes to cycling for transport and ranked them against four characterisations: 'strong and fearless' (less than one per cent of the population), 'enthused and confident' (seven per cent), 'interested but concerned' (60 per cent), 'no way no how' (33 per cent).

Those who are 'strong and fearless' were classed as those who ride in traffic, regardless of bike lanes, while 'enthused and confident' will ride on roads with bike lanes. The largest group which is 'interested but concerned' require separation from traffic or a low speed environment with low traffic volumes.

A lack of suitable cycling infrastructure within Greater Launceston means that most cyclists need to fit the 'strong and fearless' category, as most trips require cyclists to share road space with cars for at least part of the journey.

Opportunities

Travel to school

Attitudes to travel behaviour are strongly shaped during childhood years. Supporting children to walk and cycle to school can improve health outcomes and reduce the pressure placed on the road network and bus resources during the AM and PM peak. Walking and cycling also represents a cost effective and independent mode of travel for students, who are typically transport disadvantaged.

Safe and convenient walking and cycling routes to school from adjacent residential areas and bus stops are essential to facilitate a greater uptake of walking and cycling. In particular, primary school students require walking and cycling routes that are separated from vehicles or, where sharing of road space occurs a design that provides appropriate safety measures.

³⁸ Geller, *Four types of cyclists*, Portland Bureau of Transportation.

New roads and subdivisions

Design of new subdivisions is the most cost-effective opportunity to create safe, convenient and well-connected walking and cycling links.

As part of the planning process, it's important to identify priority walking and cycling links that provide direct connections to key areas such as shops, schools and bus stops. Adequate space must be reserved within streets to enable the construction of high-quality paths in order to encourage more people to use active travel for their daily transport needs.

Due to low population growth in Greater Launceston, the development of large subdivisions does not occur frequently. Therefore it is important to consider retrofitting the existing street network to better cater for walking and cycling.

Retrofitting walking and cycling infrastructure

Improving (or creating) walking and cycling paths on existing roads and streets is often challenging, due to limited space and cost of construction. However, as outlined below there is scope for cost-effective retro-fitting during road upgrades and also on local streets.

Road upgrades present a significant opportunity to retrofit cycle lanes/paths into existing streets:

- When state roads are constructed or upgraded, provision of cycling infrastructure must be considered as per the Department of State Growth's *Positive Provision for Cycling Infrastructure Policy*.
- Local councils should actively identify opportunities for making provision for cycling when upgrading their road infrastructure.

Local streets are often short (around 200-300 metres in length), have low traffic volumes and provide access at the origin and destination of most trips. They comprise many of the streets in activity centres, residential areas and school zones. Important considerations for the retro-fitting of local roads are listed below:

- Walking and cycling can be prioritised on local streets without significantly impacting upon car travel times, as arterial and collector roads typically provide the conduit for car travel between key destinations.
- Entry points to local streets should reinforce an appropriate speed environment and road user priority. 'Gateway' treatments, that create visual cues and assist pedestrians to cross roads, should be considered.
- Road widths should be reduced to minimum lane dimensions to enable reallocation of space to cyclists and pedestrians.
- Low speed shared zones should be established, particularly in locations where through-traffic is already restricted. Speed limits can be reduced to 30-40 kilometres per hour on streets with low traffic volumes and to even lower levels in highly pedestrianised areas.
- Restricting through-traffic, particularly within activity centres. Car-free areas may be appropriate where there is high pedestrian use.

Address the missing links

Incomplete or indirect walking and cycling networks reduce options for active travel. Gaps in cycling infrastructure force cyclists to ride within traffic or on (typically narrow) footpaths and can deter people from cycling.

Pedestrians are impacted when routes are not directly connected and they must take longer, indirect routes to their destination. Separation of streets may occur due to terrain (waterways or steep topography), when arterial roads are difficult to cross, or result from impermeable street layouts where private land and buildings create barriers to walking, such as cul-de-sacs. Addressing these gaps and barriers is cost-effective, as it facilitates greater utilisation of the existing network.

When infill development and subdivision occurs there is opportunity for the planning process to ensure suitable walking and cycling paths are provided within the site and link directly to existing paths at the site boundary.

Building new infrastructure is also necessary to rectify missing links and can significantly increase the walkable catchment of an area. Figure 10 shows that by constructing a 30 metre link between two otherwise disconnected road segments, more people are within a five minute walk to a key public transport stop. Examples of missing links include constructing short pedestrian paths to link streets, or building a bridge over a waterway (such as better connecting Inveresk to the CBD, via a shared path over the North Esk River).

Figure 10: Example of increasing a walkable catchment by linking dis-connected streets³⁹



Pedestrian and cyclist friendly activity centres

Activity centres need to be more people-focused and support greater use by those choosing to walk or cycle to and from the centre. Research undertaken by the Heart Foundation's 2011 report 'Good for Business' highlights that encouraging more people to walk and cycle within activity centres is highly beneficial for local business, as people tend to stay longer and therefore spend more money⁴⁰.

Traffic management and street design measures to enhance pedestrian safety and amenity were discussed under retrofitting (page 35). In smaller centres, where shops are typically heavily concentrated on the main street, safer crossing points can ensure greater pedestrian connectivity. Box 3 highlights the potential for lunch-time traffic restrictions to improve pedestrian amenity when many people are walking on city streets.

More people accessing activity centres by walking, cycling or public transport means traffic volumes and car parking requirements are reduced, which further enhances urban amenity. The City of Launceston's City Heart Project is an initiative aimed at energising the CBD. The project focuses on improving the amenity of key pedestrian areas, such as Civic Square and the Brisbane Street mall.

³⁹ Department of Infrastructure and Transport, *Walking, Riding and Access to Public Transport: Supporting active travel in Australian communities – Ministerial Statement*, 2013.

⁴⁰ Tolley, *Good for Business: The benefits of making streets more walking and cycling friendly*, commissioned by Heart Foundation, 2011.

End-of-trip facilities for cyclists should also be incorporated into major trip attractors such as activity centres, schools, hospitals and larger retail developments. This will encourage more people to cycle to activity centres and major trip attractors as they can securely park their bicycle.

Box 3: Lunch-time traffic restrictions

There is potential for some CBD streets to be car-free for a restricted period during the day, particularly during lunch-time when pedestrian volumes are higher. A time-restricted closure can be low cost, implemented in the short-term and not impact on AM and PM peak traffic. There is strong potential for investigating this approach in Brisbane Street, between St John and George Streets.

The City of Melbourne Council has time-based road closures for 19 local streets. Generally service and delivery vehicles are permitted in the morning, while other streets are only closed during lunch-time (such as Little Collins Street from 12PM to 2PM).

Safer crossing points

Greater safety and connectivity for pedestrians and cyclists can be achieved by improving crossing points at driveways, intersections (including roundabouts) and mid-block. Specific measures applicable to each of these are outlined below:

- Mid-block crossings:
 - Pedestrian refuges (such as median islands) and kerb extensions to reduce crossing distance.
 - Crossing treatments to improve prioritisation, and pavement treatments to improve visibility and awareness eg zebra crossings.
- Private driveways:
 - Installation of pavement markings to reinforce pedestrian priority. This is a short-term, cost effective option.
 - Alteration of physical conditions (kerb location, pavement treatments and levels) is the most effective option to alter driver behaviour by clearly distinguishing road user priority, particularly where there is a higher risk of pedestrian/driver conflict.
- Controlled intersections:
 - Installation of pavement markings and treatments to provide greater awareness and clarity for pedestrian right-of-way.
 - Provision of safe crossing points at roundabouts, eg crossing points further downstream which are clearly marked and delineated.
 - Review of road design standards at controlled intersections to better incorporate priority of pedestrians and cyclists travelling along the major road.

- Incorporation of a street 'gateway' for local streets, to signal an appropriate speed environment and reduce crossing distance.
- Signalised intersections:
 - Phasing time alterations to maximise pedestrian crossing time, automatic activation of pedestrian lights, head-start for pedestrians and scatter crossings.
 - Cyclist head-start boxes (this also improves pedestrian safety and amenity by creating an additional buffer from vehicles), bike lanes on intersection approach and exit, and bicycle traffic lights (such as 'toucans').

Ensuring new infrastructure is accessible

The development of new walking and cycling infrastructure and major upgrades to existing infrastructure needs to be accessible (DDA compliant). A footpath should, as far as possible, allow for a continuous accessible path of travel so that people with a range of mobility, including those using wheelchairs or motorised scooters are able to use it without encountering barriers. A footpath should:

- Have a gradient of no steeper than one in 20.
- Have kerb cuts with appropriate kerb ramps.
- Incorporate tactical ground surface indicators where appropriate (eg street crossings.)
- Be as smooth as possible without raised or cracked paving or tree root damage.
- Have a slip-resistant surface during dry and wet conditions.

Implement existing plans and proposed projects

There are a number of existing plans and projects that, if implemented, will improve walking and cycling opportunities in Greater Launceston. These include:

- The Principal Urban Cycling Network (PUCN).
- Projects proposed in the Greater Launceston Plan, including:
 - CBD Revitalisation Study.
 - Metropolitan Shared Pathways project (connecting key activity areas with shared walking and cycling paths, using the PUCN as a guide).
 - Upgrades to Kings Meadows and Mowbray urban centres.
- Launceston Pedestrian Strategy.
- Launceston Bike Strategy (draft), which includes the PUCN and the Greater Launceston Arterial Bike Network.

The PUCN and the Pedestrian Strategy provide a framework for identifying high priority walking and cycling routes and targeting improvements at these areas. As the PUCN was developed in 2011, there is a need to review routes within the network with stakeholders, in order to determine if changes are required.

Develop street design guidelines

Street design guidelines can ensure the planning and design of walking and cycling infrastructure is more effective, consistent and efficient. The guidelines can be used in the planning and approval process to assist planners, engineers and developers in designing and assessing cycling and walking infrastructure.

There are existing guidelines in place such as:

- Healthy by Design: provides high level strategic direction on when to provide infrastructure.
- Local Government Association of Tasmania (LGAT) subdivision guidelines and standard engineering drawings: provides minimum requirements for road design, including footpaths.
- Austroads: generic engineering standards and technical advice.

However there is a need for guidelines which provide advice on ensuring greater connectivity and 'real world' technical guidance (similar to VicRoads advisory notes). The creation of guidelines should consider relevant street types, road hierarchy and typical users.

The street design guidelines would need to conform to existing requirements and engineering design standards. Relevant design publications, such as NACTO's Urban Street Design Guide, should be used to guide appropriate 'best-practice' designs.

The street design guidelines should also include provision of end of trip facilities for major development, such as schools, hospitals and commercial development. End of trip facilities should include bicycle parking, changing facilities, lockers and showers.

Interim design strategies

The adoption of interim design strategies can be a useful approach in testing proposals, both in terms of their effectiveness and the level of community support, prior to more permanent or costly infrastructure upgrades. Interim design strategies are particularly useful when there is complexity, innovation or stakeholder concern in relation to proposals.

Temporary installations are usually implemented for a period of three to 12 months, which enables people to adjust their travel behaviour. Temporary installations are suited to low speed roads (less than 60 kilometres per hour) within activity centres or residential areas.

Temporary installations enable community feedback and performance data to be collected, which can be used to assess the effectiveness of the proposal and for this to be incorporated into the final design.

Installations can include pavement markings, transportable landscape modules or street furniture, which can be reused for other projects. They should be robust and attractive and replicate the functional changes proposed in the intended final design.

Figure 11 highlights the potential to increase pedestrian space by utilising excess road space. The use of bollards in Salamanca Place in Hobart has created both additional space for outside dining and a new dedicated footpath.

Figure 11 Interim design strategies – Salamanca Place



Consistent signage and way-finding

The provision of consistent signage and way-finding mechanisms will enhance connectivity for pedestrians and cyclists. The Department of State Growth has developed a resource manual for cycle infrastructure owners to utilise when developing and implementing signage for on and off-road cycle routes. Provision of consistent directional signage will help cyclists to find and use cycle routes, and easily access key attractors.

Provision of way-finding is often directed at pedestrians and helps a person move safely and easily through an area by linking key attractors in a logical way. Way-finding can include signage, maps or visual clues to direct people.

It is more effective to target improvements to way-finding in areas which have high volumes of pedestrians, such as activity centres or in areas where there are large pedestrian movements between attractors eg. Inveresk to CBD.

Land use planning

More liveable and well connected communities.	
Objectives	Strategies
<ul style="list-style-type: none"> • A greater level of strategic integration between land use and passenger transport planning. • Development that better supports effective and efficient provision of public transport services. • Greater urban consolidation to increase the number of residents living within walking and cycling distance of activity centres and higher frequency bus routes. 	<ul style="list-style-type: none"> • Investigate planning and regulatory mechanisms to provide a stronger link between land use planning and passenger transport. • Provide a bus network plan that is tailored for land use planning purposes to facilitate better integration of land use and transport planning. • Ensure fit for purpose walking and cycling links are incorporated into new developments prior to planning approval.

Context

Our housing choices and land development patterns directly shape our transport networks and impact our travel choices. Suitable development provides a number of community and individual benefits, including:

- Better access to, and more effective use of, existing public transport services and active travel infrastructure.
- More economical provision of bus services to growth areas.
- Consolidated mixed use development around bus stops along key transport corridors and within activity centres, which means better access to employment, education and services.
- More opportunities for walking and cycling locally to access shops, services and public transport.

The nature of land use planning means that changing our development patterns will need to occur progressively over the longer term; immediate solutions are not feasible and it will take time for our urban environment to be more supportive of public transport, walking and cycling.

Development patterns

Residential neighbourhoods in Greater Launceston are typically built at low densities, are car-dependent and geographically separated from shops, employment and services. This reflects current planning scheme provisions, a supply of affordable land within easy commuting distance of the CBD, and a new home construction market dominated by single detached dwellings. The current development pattern does not adequately support the efficient provision of public transport services, or enable people to use walking and cycling for transport purposes.

Greater Launceston has a large supply of ‘greenfield’ land on the urban fringe. As this land is already zoned ‘residential’, it will provide a significant portion of the housing mix over the next decade. Typically greenfield

development occurs at a lower density than infill development, with an average density of only nine to 12 dwellings per hectare. This produces a land use pattern that is difficult to service effectively with public transport.

A lack of integration between land use and transport planning has contributed to this situation. Early consideration of how new development can better support public transport, walking and cycling is required at the strategic planning stage.

A housing study has been commissioned by Northern Tasmania Development to investigate the demand and form of housing required in Northern Tasmania, including the location of development until 2031. Increasing housing development opportunities in the inner city and ensuring new housing makes better use of existing services and infrastructure, are key objectives of this study.

Opportunities

Integration of land use and transport planning

Integration of land use and transport planning (particularly the planning of passenger transport services), can ensure more effective and efficient provision of public transport and improve opportunities for transport-oriented walking and cycling.

The development of a bus network plan for Greater Launceston would assist in identifying land for future development which can be effectively serviced by public transport. The network plan would need to show:

1. The existing bus network.
2. Planned network alterations based on the bus services review (see *Bus Network* section).
3. Logical extensions to bus routes.

In order to encourage greater uptake of public transport, walking and cycling, land use patterns need to provide opportunities for more people to live closer to high frequency public transport corridors and activity centres. This results in more people living closer to jobs, shops and services, thereby reducing trip length and car dependency.

There is potential to encourage greater levels of infill development, in the form of higher residential densities and mixed use in the inner city, through re-developing underutilised industrial and commercial land parcels.

Where greenfield development occurs, it should be focused around logical extensions of public transport corridors, with street layouts that support walking and cycling.

Residential density

The design of our urban areas, such as the residential density and diversity of land uses (mixed use) are important factors in supporting the effective provision of public transport and greater utilisation of walking and cycling networks. It should be acknowledged that there are other factors that affect the uptake of public transport, such as the quality and cost of public transport and supply and pricing of car parking.

Research from the Heart Foundation indicates that without a minimum threshold of residential density, public transport and local shops and services are not viable, nor are there sufficient populations to create vibrant local communities.⁴¹

Residential density targets of a minimum of 15 dwellings per hectare (gross density), or 16 (net density) for greenfield sites proposed by other Australian states are modest in comparison to international targets. Recent research from the Heart Foundation suggests that density targets should be much higher, with 20 dwellings per hectare (net) to encourage walking and 35-43 (net) to ensure effective public transport provision (see Table 5).

Table 4 Minimum levels of density required to facilitate walking and public transport⁴²

	Net density (75 per cent of land area) Dwellings per hectare	Gross density (81 per cent of land area) Dwellings per hectare
Walking	20	18
Public transport	35-43	32-40

The Greater Launceston Plan, which provides a long-term strategy for land use planning in the region, outlines a target density of nine to 12 dwellings per hectare (net) for greenfield sites, which is well below the accepted national standard and the density suggested by recent research from the Heart Foundation. While nine to 12 dwellings per hectare is an overall density target, mechanisms should be explored to encourage higher densities along key public transport corridors and around activity centres.

Development that supports the effective provision of public transport, walking and cycling

Through both its location and design, future development needs to more effectively support the provision of public transport and walking and cycling infrastructure. This could be achieved by developing planning instruments such as the Tasmanian Planning Scheme, regional land use strategies and any related policies.

Genuine strategic planning (in the form of a bus network plan and structure planning) can provide guidance on how areas can be effectively serviced by public transport. Guidance is also required at the development approvals stage in terms of residential density, street layout and design.

Future developments that do not meet requirements for location, density and street layout may not qualify for the provision of public transport services.

Walking and cycling needs should be identified at the planning stage of a development, so they can either be provided for when the land is developed (eg. provision of end-of-trip facilities for major trip attractors), or ensure that infrastructure can be developed at a later date through the provision of adequate space and connections.

Consideration also needs to be given to walking and cycling connectivity beyond the site boundary, particularly to adjacent residential development and trip attractors, or to greenfield sites which have been identified for future development.

⁴¹ B Giles-Corti, K Ryan, S Foster, prepared for the Heart Foundation, Increasing density in Australia, 2012.

⁴² B Giles-Corti, P Hopper, S Foster, M Javad Koohsari, J Francis, prepared for the Heart Foundation, Low density development: impacts of physical activity and associated health outcomes, 2014.

Transport culture

An improved understanding of the wider benefits of walking, cycling and public transport.	
Objectives	Strategies
<ul style="list-style-type: none"> • Work with local Government to develop and implement agreed priorities to support walking, cycling and public transport. • Improve information about public transport, walking and cycling options and ensure it is easily accessible. 	<ul style="list-style-type: none"> • Understand passenger travel demand and needs. • Develop quality information for the public to support the wider utilisation of public transport, and uptake of walking and cycling for transport. • Support the development of targeted travel plans and programs to encourage behaviour change toward more sustainable modes, including the development of school-based travel plans.

Context

In order to encourage more people to use public transport and walk and cycle for transport, a major cultural change is required at both an individual and community level and within governments. There is a need to change the perception that buses are only for people that have no other options and that walking and cycling can be used for transport-related trips such as going to work, school or to the shops.

This Plan focuses on improving conditions for active travel and public transport in order to make the conditions right for a cultural change.

The wider benefits of encouraging more people to use public transport, walk or cycle are not well understood across government, local business and the community. An assessment of the economic, social and environmental benefits of increasing public transport, walking and cycling modal share can help to guide overall strategic transport priorities.

Prioritisation of modes is typically required when considering funding allocations (e.g. road investment versus public transport) or street design (e.g. allocation of street space for different modes). An enhanced understanding of the relative merits of all transport modes helps the government to prioritise transport projects with the best outcomes. At a government level, greater cooperation and coordination of funding, including sharing costs is required to implement public transport, walking and cycling projects.

Better data collection to understand travel needs

Our daily trips are complex and more information (in terms of travel patterns, trip purposes and travel time) is needed in order to develop the most appropriate improvements to public transport, walking and cycling. Data collection should be targeted and focus on specific transport modes at certain locations, such as key public transport corridors and walking and cycling routes. A greater understanding of the travel needs and barriers of certain sections of the community is also required including the aged, those with limited mobility and young

people. This provides an understanding of why certain sections of the community may not be using public transport or active travel.

Developing a consistent structure for the on-going collection of these statistics is important to ensure trends and performance can be tracked over time. This information would assist in identifying priority areas and setting relevant mode share targets for future strategies.

Better provision of transport information can assist behaviour change

At an individual level, there is a need to better educate the community about passenger transport options and improve the provision of travel information.

Travel information which is easy to access and understand will increase the utilisation of public transport services. For example, a 'one-stop' information resource outlining different public transport options and the provision of real-time travel information for bus services make it easier for people to use public transport.

Promotion of road rules, particularly related to walking and cycling, can assist in educating all road users, which will improve behaviour and reduce conflict. This can assist at busy locations such as intersections and crossing points, where a pedestrian's legal right of way often conflicts with the prioritisation given to cars by the physical infrastructure.

Travel plans

The development of travel plans and programs for a workplace, school or community can increase the use of public transport, walking and cycling. Travel plans and programs assist to change travel behaviour, raise awareness of transport options and identify where conditions for walking and cycling need to be improved.

'Part Way is OK' is an example of an existing program which encourages primary school children to walk part way to school. Resources provide a guide for schools to collect travel data and audit walking routes. Part Way is OK is available to primary schools participating in the Move Well Eat Well Primary School Award program.

A methodology for developing travel plans may encompass the elements listed below.⁴³

1. Gather data on existing travel patterns to school by staff and students to assess typical travel distance and routes to school.
2. Analyse current conditions for travel modes, for example traffic congestion on surrounding roads, ease of car pick-up/drop-off, number of bus services and bus stop locations, and quality of walking and cycling routes.
3. Identify targets for travel mode share changes for all modes.
4. Develop strategies and actions for achieving targets.
5. Implement the plan.
6. Monitor and review measures, followed by adjustment as warranted.

⁴³ Peddie, Somerville, *Travel Behaviour Change through School Travel Planning: Mode shift and community engagement – results from 33 schools in Victoria*, Department of Infrastructure, Victoria.

The development of travel plans, especially for schools should also include consultation with people already experienced in 'transport training' programs for people with a disability.

A pilot travel behaviour change program conducted within the former Department of Infrastructure, Energy and Resources in 2012/13 found that supporting people to walk, cycle or catch a bus within the workplace resulted in a 10 per cent reduction in car use and a seven per cent increase in usage of alternative transport modes. The program focused on provision of information, improvements to change room and bike storage facilities, and individual travel planning.

UTAS also has developed a *Sustainable Transport Strategy 2012-16* which aims to increase the use of public transport, walking and cycling by its students and employees. The strategy includes a bi-annual survey of travel behaviour, which enables UTAS to understand what the barriers are to more people walking, cycling or using public transport, this is essential to understanding what needs improving 'on-the-ground'.

The 2015 survey showed a three per cent increase in the use of walking, cycling and public transport at the Newnham campus from 2013. Although sustainable travel at the Inveresk campus declined by nine per cent during the same time period, the campus still has a high use of sustainable modes at 42 per cent.⁴⁴

Major employers or new developments such as schools and hospitals should be encouraged to develop travel plans. The example below shows how local government, the local school and the Department of Education can work together to encourage active travel to a new school.

⁴⁴ University of Tasmania Travel Behaviour Survey 2013 and 2015, University of Tasmania

Box 4: Port Sorell Primary School - travel to school case study

Port Sorell Primary School, located 20 kilometres east of Devonport, opened in February 2013, and has approximately 300 students from kindergarten to year six.

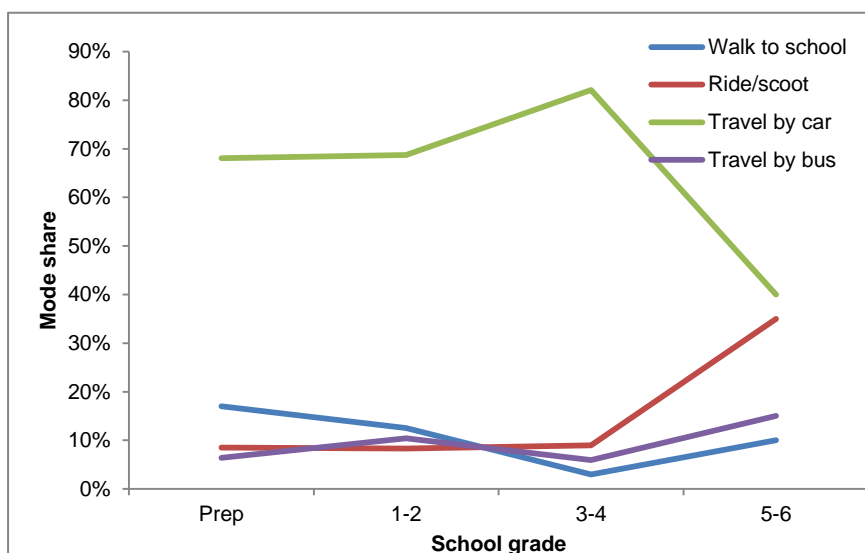
During the development of the new school, the Latrobe Council, Department of Education and the Port Sorell Primary School staff and community worked together to determine how to improve student safety around the school, engender health and wellbeing in the community by supporting students to walk/cycle/scoot to school and to encourage similar travel patterns to after-school activities.

A cycle and bike-path committee (chaired by a parent), was formed and it initiated extensive community consultation around the development of active travel links to the school. Background research on issues and needs were completed through a UTAS student placement.

With the involvement of the Latrobe Council which was represented on the committee, audits were undertaken of walking and cycling routes to the school from surrounding residential areas and engineering works were subsequently undertaken to improve connectivity and safety of paths and road crossings. Appropriate signage and extra garbage bins were installed on the most used routes to school. Latrobe Council staff have also developed appropriate plans for footpaths and cycleways to help connect the school with existing and developing residential areas.

Bike racks were purchased for installation at the school and at identified recreational facilities around the town to encourage children to ride to school and to after-school activities. At the school, two secure spaces were provided for every five students.

Figure 12 Port Sorell School mode share



The committee initially set out to organise 'walking/cycling buses', but this initiative was not pursued as parents made their own informal arrangements for escorting children to school. Most students now make their way to school independently. The school uses its newsletter to encourage and remind students and parents about the benefits of walking, cycling and 'scooting' to school.

A large proportion of students walk/scoot/cycle to school, particularly in the summer. Even in winter the proportion is above average, with a 'hands up' survey on 4 July 2014 showing that 25 per cent of students used active travel to get to school that day (Port Sorell Primary School, 2014). This is well above the state-wide average of 15 per cent (ABS, 2011). In particular, high levels of cycling (and on scooters) have been achieved (14 per cent - even in winter) compared to the state-wide average of 1 per cent.

The high rates of cycling and walking to the school is facilitated by:

- Proximity of students living near the school (a reported 85 per cent of students live within three kilometres of the school (a convenient distance to walk and cycle).
- Expenditure on safe, well-connected infrastructure, with foot and cycle paths installed and upgraded and providing links to the school gate.
- Strong school support for active travel to school.

Figure 13 Port Sorell School bicycle infrastructure



Implementation

Action plan 2016-21

A five year action plan has been developed to support implementation of the strategies within the Greater Launceston Metropolitan Passenger Transport Plan. The Action Plan outlines the lead organisation responsible for progressing the actions and those key stakeholders who need to be involved. The Action Plan also identifies high priority actions (labelled as high), which need to be undertaken in the next three years.

State, local Government, transport operators and community groups will need to work together to implement the actions as resources, opportunities and priorities allow. The Action Plan will require regular monitoring on progress of the actions. This should occur every two years.

Investment decisions need to be based on the priorities outlined in the Action Plan and other relevant plans such as the Principal Urban Cycling Network, the bus services review and the service standards project.

The Action Plan will be reviewed in five years (2021). The review will include an evaluation of progress on the actions. A second five-year action plan will be developed after the review based on the principles, vision and strategies outlined in this Plan. That review, in conjunction with stakeholder consultation, may highlight strategies that require updating.

Action Plan

Bus network

STRATEGY	ACTIONS	LEAD ORGANISATIONS	STAKEHOLDERS	PRIORITY
Develop new service standards for public transport provision to guide the development of public transport networks.	Develop and implement Public Transport Service Standards	Department of State Growth	Bus operators	H
Create direct, simple and efficient route patterns that connect activity centres.	Undertake a Bus Services Review which will: <ul style="list-style-type: none"> Identify inefficiencies in both the general access network and student-only network, such as duplication of services. Quantify inefficiencies in terms of resources – labour, bus operation cost and peak buses. Develop consistency in student-only bus service delivery, such as a consistent school bus pick-up/drop-off window for Metro and private operators. Identify student-only services that can be converted to general access. 	Department of State Growth,	Bus operators, Department of Education, relevant schools, UTAS and TasTAFE	H
	Determine levels of service frequency based on work undertaken as part of the Passenger Transport Service Standards and Bus Services Review.	Department of State Growth	Bus operators	H
	Develop a revised Bus Network based on the Bus Services Review.	Department of State Growth	Bus operators	H
Improve co-ordination and integration of services.	Identify short-term integration of private operator and Metro services, particularly where both use the same urban routes.	Department of State Growth	Bus operators	H
	Investigate the improved coordination of services (Metro and private operators), including timetabling, common ticketing and fare structures and consistent branding post-2018/19.	Department of State Growth	Bus operators	M
Develop bus stops that provide passenger amenity and are accessible, and support wider network improvements such as bus transfers and efficient route design.	Investigate the Launceston CBD interchange (St John Street) to determine the most effective location and design in terms of passenger convenience, amenity and bus operational improvements including the efficiency of bus movements through the CBD.	City of Launceston Council	Department of State Growth, bus operators	H
	Develop a bus stop hierarchy, based on patronage volumes, transfer needs and proximity to trip attractors which outlines the level of infrastructure required at each stop type.	Department of State Growth	Local councils, bus operators	M
	Assess the location and spacing of bus stops and access to, based on impacts on bus travel time, proximity to key trip attractors and pedestrian accessibility.	Bus operators	Local councils	M
	Develop a program of bus stop infrastructure upgrades focusing on priority areas and ensure stops are accessible (DDA compliant)	Local councils, bus operators		M
	Improve pedestrian connectivity to high priority bus stops (high patronage bus stops within activity centres and serving key trip attractors eg schools).	Local councils	Bus operators	M
Ensure the design and management of our roads supports efficient and	Identify the location and cause of travel time delays for buses, focusing on high frequency corridors.	Local councils, bus operators	Department of State Growth	M

reliable bus services.	Identify solutions for improving travel time reliability for buses, focusing on bus priority measures.	Local councils	Department of State Growth, bus operators	M
Improve the provision of consistent, reliable and accessible service information to bus passengers through the use of technology.	Review existing passenger transport information and develop new information which is simple and easy to understand and targets the user.	Bus operators	Department of State Growth	M
	Investigate the development of a single 'one-stop' web-based public transport information resource for passengers.	Cradle Coast Authority, Department of State Growth, bus operators		M
	Investigate the mechanisms and benefits of the provision of real-time travel information.	Department of State Growth, bus operators		L
Work towards providing consistent branding and marketing of public transport information, services and infrastructure.	Investigating the improved coordination of services (Metro and private operators), including timetabling, common ticketing and fare structures and consistent branding post-2018/19.	Department of State Growth, bus operators		L

Active travel

STRATEGY	ACTION	LEAD ORGANISATIONS	STAKEHOLDERS	PRIORITY
Create safer and more convenient walking and cycling routes to school to support greater active travel by students.	Identify key walking and cycling routes to schools and undertake an assessment of the needs to create a safer environment, including infrastructure changes and safer speeds. Develop a program of infrastructure upgrades which can be considered in future budget processes.	Local councils, schools	Department of State Growth, Department of Education, Department of Health and Human Services advocacy groups	M
Develop street design guidelines for planners and engineers to assist the development of walking and cycling infrastructure.	Develop street design guidelines for the provision of walking and cycling infrastructure in both new and existing development focusing on: <ul style="list-style-type: none"> Ensuring the layout of development maximises connectivity and identifies the type of links required. Technical guidance on infrastructure, including lane widths, separation from traffic and treatment at intersections and crossing points. Provision of end of trip facilities for major trip attractors. 	Department of State Growth, local councils, LGAT	Tasmanian Planning Commission, Department of Health and Human Services, advocacy groups	M
Build efficient, useable and well-connected walking and cycling links into new developments to enhance connectivity and permeability.	Ensure street design guidelines are incorporated into the planning and approval process for new developments.	Department of State Growth, local councils, LGAT	Tasmanian Planning Commission, Department of Health and Human Services, advocacy groups	M
Retrofit improved walking and cycling links into existing roads and streets.	When road upgrades are planned, incorporate the needs of cyclists, utilising the Department of State Growth's <i>Positive Provision for Cycling Infrastructure</i> as a guideline.	Department of State Growth, local councils	Cycling advocacy groups	H
	Identify local streets where opportunities exist to improve conditions for walking and cycling, including missing links. Develop a program of infrastructure upgrades which can be considered in future budget processes.	Local councils	Advocacy groups	M
Create pedestrian friendly urban centres and retail streets.	Identify high-priority pedestrian areas and improve conditions for pedestrians, including: reallocation of road space; giving pedestrians priority; and creating a safer street environment (including lower speed limits).	Local councils	Department of State Growth, advocacy groups	M

Improve crossing opportunities at intersections for pedestrians and cyclists.	Identify intersections and crossing points that are unsafe for pedestrians and cyclists. Focus initially on areas with higher demand, such as activity centres and between major trip attractors or vulnerable users (schools, hospitals and aged-care facilities).	Local councils	Department of State Growth, Department of Education, Department of Health and Human Services, advocacy groups	M
	Determine improvements with a focus on solutions that can be replicated elsewhere (e.g. pedestrian signal phasing, footpaths crossing commercial driveways).	Local councils	Department of State Growth, advocacy groups	M
Continue to implement existing cycling and walking infrastructure plans and proposed projects.	Implement the Principal Urban Cycling Network, the Greater Launceston Arterial Bike Network and local Government bicycle strategies and determine route adjustments or additions as required.	Department of State Growth, local councils	Advocacy groups	M
Develop consistent signage and way-finding systems to improve pedestrian and cycling connectivity.	Implement the State Growth Cycleway Directional Signage Resource Manual.	Department of State Growth, local councils	Cycling advocacy groups	H
	Identify high volume pedestrian areas to develop and implement way-finding systems	Local councils	Advocacy groups	M

Land use planning

STRATEGY	ACTION	LEAD ORGANISATIONS	STAKEHOLDERS	PRIORITY
Investigate planning and regulatory mechanisms to provide a stronger link between land use planning and passenger transport.	Investigate planning mechanisms within the Resource Management and Planning System and regulatory mechanisms within the road and open space authorities to ensure that, through its location, design and density that development supports public transport, walking and cycling.	Department of State Growth, local councils	Northern Tasmania Development, Department of Justice	M
Provide a bus network plan that is tailored for land use planning purposes to facilitate better integration of land use and transport planning.	Develop a bus network plan as part of the Bus Services Review which identifies existing and logical extensions to service new development on the urban fringe, or infill development within established areas.	Department of State Growth, local councils, bus operators	Northern Tasmania Development	H
Ensure fit for purpose walking and cycling links are incorporated in the design of new developments prior to planning approval.	Through promotion and information, ensure developers are aware of the requirements of the street design guidelines, and relevant planning provisions.	Department of State Growth, local councils, Tasmanian Planning Commission	Northern Tasmania Development	M

Transport culture

STRATEGY	ACTION	LEAD ORGANISATIONS	STAKEHOLDERS	PRIORITY
Understand passenger travel demand and needs	Determine passenger transport needs by reviewing existing data, identifying gaps and determining requirements for new data collection.	Department of State Growth, local councils	Bus operators, advocacy groups	L
Develop quality information for the public to support the wider utilisation of public transport, and uptake of walking and cycling for transport.	Review existing passenger transport information and develop new information which is simple and easy to understand and targets the user.	Bus operators, local councils	Department of State Growth, advocacy groups	M
Support the development of targeted	Develop a generic framework for the development of school travel plans,	Department of State	Department of Health	M

travel plans and programs to encourage behaviour change toward more sustainable modes, including the development of school-based travel plans.	based on programs in other jurisdictions.	Growth, local councils, Department of Education	and Human Services, Schools, advocacy groups, bus operators	
	Identify and work with schools to participate in a pilot travel plan program.	Department of State Growth, local councils, Department of Education	Department of Health and Human Services, Schools, advocacy groups, bus operators	M

H=High
M=Medium
L=Low

Appendix A - Stakeholder consultation

A number of key stakeholder consultation sessions were conducted to inform the development of this Plan, including:

- Options assessment with various stakeholders: September 2013.
- Bus operators: November 2013.
- Council land use planners: December 2013.

Problem identification with various stakeholders: December 2012. A more complete list of stakeholder organisations consulted during the Plan's development includes:

- City of Launceston Council.
- West Tamar Council.
- Meander Valley Council.
- Metro Tasmania.
- Private bus operators.
- Taxi Combined Services Launceston.
- Northern Tasmania Development.
- Heart Foundation.
- Bicycle Tasmania.
- Tamar Bicycle Users Group.
- UTAS.
- ParaQuad.
- TasCOSS.
- RACT.

Appendix B - Plan scope

The following considerations are not within the scope of this Plan:

Car, motorcycling and freight

Passenger transport by car and motorcycles and freight are not covered within this Plan. However, the Plan's strategies may have an impact on these modes in terms of overall capacity and function of the road network, which needs to be taken into consideration during the implementation of the Plan's actions.

Community transport and taxis

Although small vehicle passenger transport options (typically community transport and taxis), are an important component in the overall transport mix, the development of initiatives for this sector are outside the scope of this Plan.

The Department of State Growth's State Infrastructure Strategy and the Northern Integrated Transport Plan specify goals to integrate the commercial and community passenger transport sectors.

On behalf of the Tasmanian Government, The Tasmanian Council of Social Services (TasCOSS) has undertaken a 'Transport in the Community' Project to identify 'transport gaps' and potential options for addressing those gaps using existing transport resources. The final report of this project was completed in October 2014.

The Tasmanian Government will draw on TasCOSS' work to develop a Transport Access Strategy to provide more integrated and coordinated public transport services for all Tasmanians, particularly those disadvantaged through economic circumstances, age or disability.

Ferries

Ferry services are also beyond the scope of this Plan. Ferries are not considered viable in Launceston due to a lack of infrastructure, the nature of the Tamar River and adjacent floodplain, and lack of suitable population catchments within close proximity of the river.

Appendix C - Total kilometres travelled

Total vehicle kilometres travelled (VKT) is a key measure of the demand for road infrastructure and road space. It is usually the case that as a city increases in geographical extent and population, average trip distance also increases. This increases VKT, even if the mode share of cars remains the same. Cities with high car mode share will have much higher levels of VKT.

What makes car dependency particularly unsustainable for growing cities is that as the city expands we drive further and for longer to access jobs, shops and services. VKT, and therefore the demand for road space, will increase at a faster rate than population growth.

VKT measures are only available for Tasmania as a whole and Hobart, but it is highly likely that Launceston would display similar trends to Hobart VKT patterns.

Hobart has exhibited increasing per capita private travel during the last century, with trip distances growing as the population expanded. The average private trip distance for Hobart increased from approximately 8,000 km per person in 1966/67, to 11,800 km in 2003/04, just under a 1.5 fold increase. During this time population increased by a factor of 1.7, resulting in VKT growing by a factor of 2.5⁴⁵.

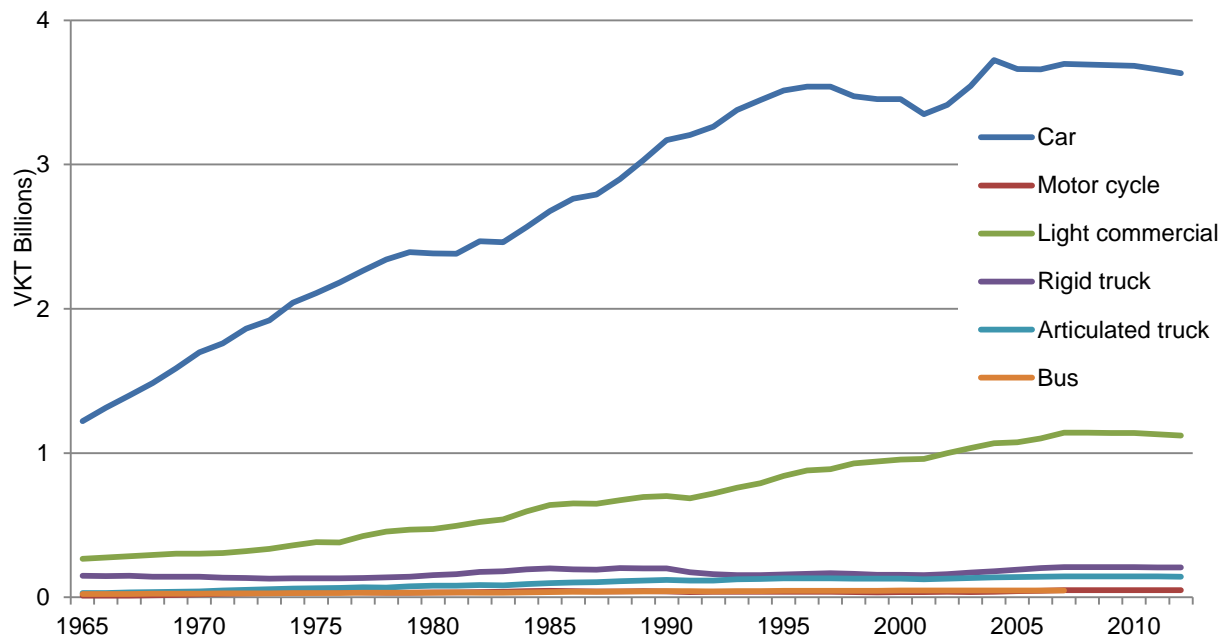
As both Launceston and Hobart are highly car-dependent and low density cities, the total VKT has increased at a much higher rate than population growth.

For Tasmania, VKT has been steadily increasing, reaching a peak in 2004, with levels stabilising since this time. Cars and light commercial vehicles have had a significant increase since the 1960s (see Figure 14).

Increasing the capacity of roads through road widening, or construction of entirely new roads, is expensive and only encourages more people to drive, resulting in the phenomenon of 'induced traffic' and, in areas of higher demand, traffic congestion. This erodes the benefit of the investment in new road infrastructure, as a congestion problem invariably reappears. The strategies outlined in this Plan aim to constrain VKT by improving alternative modes of transport that enable a modal shift away from the car. This will help to reduce the need for costly investment in the provision of new road infrastructure.

⁴⁵ Hobart's population increased from approximately 123,000 in 1966/67 to 208,000 in 2003/04. Accounting for population and average trip distance, total VKT increased from approximately 1,000 million kilometres to 2,500 million kilometres annually.

Figure 14 Annual Estimates of VKT by vehicle type in Tasmania⁴⁶



⁴⁶ Bureau of Infrastructure Transport and Regional Economics, 2012.

Appendix D - Time-area effects

The ‘time-area effect’ is an important measure of the spatial requirements for different modes of travel over a particular timeframe⁴⁷. Importantly, it considers both travel and parking impacts. A transport system which can provide similar benefits and convenience of travel with a lower time-area effect, is more spatially and cost-efficient.

Time-area effects do not consider other important elements of a transport system, such as the health benefits of active travel or pollution impacts from vehicles.

The time-area effects of commuters using different transport modes has been analysed in Launceston based on a typical working day. Walking, cycling and cars have a similar impact for the travel component, with the larger space requirement of cars being partially offset by the faster travel speed (Table 6). However it is the parking of cars, particularly in higher value locations such as the CBD, that results in an inefficient use of space.⁴⁸

Walking and buses have a negligible parking requirement⁴⁹ and are a highly spatially efficient form of travel for urban areas. These modes cater to different types of travel, with walking typically suited to short trips under two kilometres and buses for longer trips over two kilometres. Cycling is also efficient, particularly over a medium range of two to five kilometres, with a relatively minor parking requirement compared to car travel. Motorcycling, while having a similar travel speed to a car, is more spatially efficient as it has a minimal parking requirement.

Someone who drives to the CBD by car and stays for 30 minutes will have a smaller time-area effect than someone who parks their car for a full work day. This is because the short-term stay frees up parking for another visitor. In contrast, a bus drops passengers off at the destination and leaves the central area, usually to deliver another service.

Table 5: Time-area effects of commuters using different modes on a typical work day in Launceston⁵⁰

MODE	AVERAGE SPEED Km/hr	OCCUPANT S No.	TRAVEL TIME mins	TRAVEL AREA m ²	PARKING AREA m ²	TRAVEL TIME-AREA m ² /km mins/km	PARKING TIME-AREA m ² /km mins/km
Walking	5	1	15	3	-	9	-
Cycling	15	1	15	9	2	9	64
Bus	25	25	15	100	-	2	-
Car	35	1.2	15	30	25	11	286

Notes for Table 6:

- Results are given on a *per commuter* basis.

⁴⁷ Bruun, Vuchic, *Time-Area Concept: Development, meaning and applications*. Transportation Research Record, Issue 1499, 2005.

⁴⁸ The location and value of the land used for parking is not taken into account, however the more valuable and scarce the land is, such as parking in the CBD, the greater the overall cost.

⁴⁹ It is assumed buses are being utilised after dropping commuters to their destination in the morning. There is some spatial requirement for bus stops, however each bus stop is utilised by a number of bus services and therefore has a low impact on a per passenger basis.

⁵⁰ Department of State Growth, 2014.

- Based on travel between the AM peak (7:30-9:00) and the PM peak (4:30-6:00).
- Occupants for bus travel (25 people per service) based on average Metro patronage figures for the AM and PM peak in Launceston.
- An equal travel time of 15 minutes is applied for each mode of travel. Accounting for the different average speeds for each mode, the distance covered is: walking = 1.3km, cycling = 3.8km, bus = 6.3km, car = 8.8km.

Appendix E - Launceston metropolitan area bus patronage forecast analysis

The Department of State Growth undertook a modelling exercise to estimate patronage impacts associated with implementation of a preferred bus network for the Launceston metropolitan area. The modelling was limited to the urban area, which includes Legana. The modelling was based on a passenger transport economic analysis model (LPTEAM).

The aim of this analysis was to develop a more cost-effective bus system which would produce bus patronage increases. A key assumption was that the overall bus network must remain cost-neutral. Improvements to general access services need to be funded by removing inefficiencies in the current network, including reallocation of some student-only bus services.

Method

The analysis was comprised of the following stages:

1. Existing general access resource analysis – estimates of current operational hours and costs.
2. Bus stop assessment – to remove very low demand stops from the network model.
3. School bus service analysis – understanding of the resources and extent of the student-only bus network, to gauge potential reallocation to the general access network.
4. Preferred general access network model and resource analysis – identifying a preferred network model in accordance with principles outlined in this Plan, followed by the assigning of bus frequencies.
5. Scenario development – three scenarios tested by LPTEAM.

Existing general access resource analysis

An estimate of the current bus operational hours and costs (including labour and vehicle costs), along with the number of peak buses, was estimated. Operational hours were based on the current route network and timetabled services, along with estimates for ancillary time, such as dead running and bus driver shift change-over.

Bus stop assessment

Launceston's general access bus stop locations and patronage were analysed to assist with identification of route sections and bus stops to be removed from the preferred general access network model. A large proportion of the bus stops removed had extremely low usage, with 47 per cent having boardings of less than two people per day.

Identifying removal of these bus stops enabled the LPTEAM model to calculate the residential catchment area within walking distance of each bus stop, based on ABS Census data and estimate potential patronage changes based on alterations.

School service analysis

Student-only services are not included in the LPTEAM model. However, the magnitude of bus resources dedicated to student-only services made it necessary to include them in the analysis. There are a total of 80 school services operating in Launceston, compared to 29 general access services.

A key strategy of this Plan is to convert some student-only bus services to the general access network, to enable an increase in general access services on a cost-neutral basis. Student-only services could be reallocated to increase bus resources available for general access services by 10 per cent, 30 per cent or 50 per cent.

Preferred general access network model and resource analysis

A preferred general access network model was developed, including routes, travel times and service frequencies. Analysis was undertaken of the projected operational hours and costs, and peak number of buses required, allowing the development of three scenarios.

Scenario development

The scenarios contain some 'dead' time on each run as an allowance for timetabling issues, such as dead-running and shift changeover. Each scenario tested different frequencies for the preferred network model as per resource availability:

1. **Low increase:** (~10 per cent increase from reallocated resources): Resources for this scenario would be mainly off-set by improving efficiency in general access services. This scenario tested patronage impacts with the following frequencies:
 - 7.5 minutes from CBD to Mowbray and 15 minutes beyond to Rocherlea and UTAS.
 - 20 minutes on Elphin Road to the corner of Amy Road and 30 minutes beyond to St Leonards.
 - 7.5 minutes from CBD to Wellington Street via Charles Street.
 - 15 minutes on Hobart Road to Kings Meadows and 30 minutes beyond to Youngtown.
 - 15 minutes on Westbury Road to Prospect Vale.
 - 20 minutes on West Tamar Highway through Riverside to Legana.
 - 30 minutes to Ravenswood and Waverley.
 - 60 minutes to Trevallyn, Summerhill, Hadspen and along High Street/Talbot Road to Punchbowl.
2. **Medium increase:** (~30 per cent increase from reallocated resources): This scenario tested the following frequencies:
 - 6 minutes on from the CBD to Mowbray and 12 minutes beyond to Rocherlea and UTAS.
 - 15 minutes on Elphin Road to the corner of Amy Road and 30 minutes beyond to St Leonards.
 - 6 minutes from CBD to Wellington Street via Charles Street.
 - 12 minutes on Hobart Road to Kings Meadows and 24 minutes beyond to Youngtown.
 - 12 minutes on Westbury Road to Prospect Vale.
 - 15 minutes on West Tamar Highway through Riverside to Legana.

- 20 minutes to Ravenswood and Waverley.
 - 60 minutes to Trevallyn, Summerhill, Hadspen and along High Street/Talbot Road to Punchbowl.
3. **High increase:** (~50 per cent increase from reallocated resources): This scenario tested the following frequencies:
- 5 minutes from CBD to Mowbray and 10 minutes beyond to Rocherlea and UTAS.
 - 15 minutes on Elphin Road to the corner of Amy Road and 30 minutes beyond to St Leonards.
 - 5 minutes from CBD to Wellington Street via Charles Street.
 - 10 minutes on Hobart Road to Kings Meadows and 20 minutes beyond to Youngtown.
 - 10 minutes on Westbury Road to Prospect Vale.
 - 12 minutes on West Tamar Highway through Riverside to Legana.
 - 15 minutes to Ravenswood and Waverley.
 - 60 minutes to Trevallyn, Summerhill, Hadspen and along High Street/Talbot Road to Punchbowl.

Results

The results from the LPTEAM patronage forecast for these scenarios are shown in the tables below.

Table 6: Forecast average daily patronage – directed travel⁵¹

DIRECTED TRAVEL		EXISTING NETWORK	NEW NETWORK			
		20kph	25kph	% increase	30kph	% increase
Existing general access bus resources		4884	5032	3	5481	12
Increase in general access bus resources	Low	-	5797	19	6537	34
	Medium	-	6263	28	7191	47
	High	-	6893	41	8318	70

⁵¹ Department of State Growth, 2014, LPTEAM.

Table 7: Forecast average daily patronage – non-directed travel⁵²

NON-DIRECTED TRAVEL		EXISTING NETWORK	NEW NETWORK			
		20kph	25kph	% increase	30kph	% increase
Existing general access bus resources		463	505	9	695	50
Increase in general access bus resources	Low	-	1048	126	1374	197
	Medium	-	1297	180	1615	249
	High	-	1497	223	1977	327

Notes on Tables 7 and 8:

- 20 kilometres per hour (kph) is the estimated average bus speed across the existing urban network, based on current timetables and analysis from the Background Report.
- 25kph is the estimated average bus speed across the proposed bus network, with faster speeds achieved due to route consolidation along arterial corridors, removal of route deviations along residential streets.
- 30kph is the estimated average bus speed across the proposed bus network assuming improvements outlined above, along with implementation of bus priority measures and bus stop consolidation.
- The existing general access bus resources option assumes the existing number of operational hours and buses are applied to the new network at speeds of 25kph or 30kph (depending on scale of network change, as outlined above), with improved frequency along the consolidated bus corridors.
- The increase in general access bus resources option assumes some student-only bus resources will be allocated to the general access network. i.e. a 30 per cent increase indicates that student-only resources would be reallocated to increase overall general access resources by the same amount. The three scenarios used a 10 per cent, 30 per cent and 50 per cent increase and are considered reasonable due to the large existing allocation to student-only services.
- Directed travel accounts for bus trips that are consistent and predictable, such as daily trips to work or education. Non-directed travel accounts for bus trips that are more inconsistent and unpredictable, such as to access shopping, services and leisure-related activities.

Significant patronage gains can be expected from the new network. A conservative increase in general access bus resources of 10 per cent would raise directed travel (e.g. work and educational trips) by around 19 per cent. The increase in resources results from a reallocation of some student-only bus resources to the general access network.

Under this 'low' scenario (10 per cent increase), non-directed travel would increase significantly by around 126 per cent, likely due to the large increase in service frequency compared to the existing network. The modelling shows that directed travel (eg. commuters) is more responsive to speed increases than to frequency. Bus reliability measures and bus stop consolidation (assumed to assist an increase in average bus speed to 30kph) would result in a patronage increase to 34 per cent and 197 per cent, respectively. By contrast, non-directed travel appears more responsive to frequency improvements.

⁵²Department of State Growth, 2014, LPTEAM.

Appendix F - Travel to school patterns

Patterns of travel to school for Greater Launceston are difficult to estimate, due to the absence of targeted data collection and household travel surveys. However, useful data for Tasmania and Hobart exists which provides a reasonable indication of school travel patterns in Greater Launceston.

ABS survey data from 2011 shows that motorised forms of transport (bus and car trips) dominate the travel to school comprising 83 per cent, with only 15 per cent of students using active forms of travel (Table 8).

In contrast, Tasmania has the highest mode share for buses (53 per cent), well above all other states which range from 19-35 per cent. This is due to widespread provision of student-only bus services and subsidised fares. Tasmania has the lowest car mode share for trips to school at 30 per cent, primarily due to the availability of student bus services. However, there is still some traffic congestion, resulting from parents driving their children to school, particularly around 8:00-8:30 AM when the school and commuter peak overlaps.

Table 8: Method of travel to school by state in 2011⁵³

(per cent)	ACT	NSW ⁵⁴	NT	QLD	SA	TAS	VIC	WA
Walk	18	30	11	17	21	14	19	20
Bicycle	5	2	7	3	3	1	3	5
Bus	25	31	35	25	19	53	26	21
Car	48	40	43	50	53	30	45	47
Other	5	-	5	6	4	2	7	7

In comparison to other states, Tasmania has the lowest bicycle mode share (one per cent) and second lowest walking mode share (14 per cent). This is most likely a reflection of poor walking and cycling infrastructure. City of Launceston Council estimates that walking to school is undertaken by less than 15 per cent of students⁵⁵, in line with the state-wide average. Low rates of active travel are of concern as this contributes to poor health outcomes, such as higher rates of obesity. Travel behaviour formed during school years often extends into adulthood.

It is estimated that around 10-15 per cent of existing car traffic in Greater Launceston during the AM peak is generated by school travel which represents a significant contribution to traffic movements in peak periods. This estimation is based on the household travel survey (2010) for Hobart, which showed that eight per cent of all trips are for education purposes, with 32 per cent for work purposes across the week. During the AM peak, it is reasonable to consider that all trips during this time are for work and educational purposes (there is likely to be negligible travel for other purposes such as entertainment, visiting friends and shopping). Therefore, educational trips represent around 20 per cent of all trips during the AM peak.

⁵³ ABS, Method of travel to School, 2011. Note totals for each state may not add to exactly 100% due to rounding errors.

⁵⁴ Published data for NSW appears to include an error with a summation error.

⁵⁵ *Launceston Pedestrian Strategy*, 2013.

Of these educational trips, 52 per cent are classed 'car as passenger' and 11 per cent as driver (typically tertiary and high school students); totalling 63 per cent. This indicates around 13 per cent of all car traffic during the AM peak in Hobart may be attributed to school travel purposes, based on the assumptions above.



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Public Response Report



Front cover photographs courtesy of Metro Tasmania and City of Launceston.

Public consultation process

The community was given the opportunity to comment on the draft Greater Launceston Metropolitan Passenger Transport Plan initially over a six week period from 27 February to 10 April 2015. The period of consultation was extended on request to 10 May.

A Stakeholder Engagement Plan was developed to guide the consultation approach for the project. The Stakeholder Engagement Plan had input from the project working group which included Metro Tasmania, City of Launceston, West Tamar and Meander Valley Councils.

The following communication actions were taken to raise awareness that the community could provide comment on the Plan:

- Media release.
- Public notices in The Examiner.
- Email to key stakeholders and community groups.
- Publication of the draft Plan and background information on the Department of State Growth's website.
- Representatives of the Department met with private bus operators on 24 February and officers and committees of the City of Launceston on 16 April 2015.
- Councils were responsible for informing their respective committees and Councillors/Alderman of the draft Plan.

The community was invited to comment on the proposals in writing, either by email or post. A total of 10 public submissions were received.

Public Response Report

This Public Response Report has been prepared on the basis of the submissions received. The report will be published on State Growth's website. The Report includes a summary of the comments made by each submitter and a response from State Growth on whether the draft Plan needs to be changed.

A Final Plan has been prepared on the basis of this Report and will require endorsement from the Minister for Infrastructure and approval in principle from Metro Tasmania, City of Launceston, West Tamar and Meander Valley Councils.

The original submissions are available on request.

Each submitter will receive a copy of this Report.

Table I Summary of Stakeholder Comments and Responses

STAKEHOLDER	SUMMARY OF COMMENTS	RESPONSE
<p>Garry Bailey: Bicycle Network</p>	<p>Support for Plan:</p> <p>There is support for the strategies and actions within the Plan.</p> <p>Action plan:</p> <p>The actions relating to active travel need to go beyond identifying and actually commit to some projects. For example:</p> <ul style="list-style-type: none"> • 'Identify' local streets where opportunities exist to improve conditions for walking and cycling, including missing links. <p>Funding and costing for actions:</p> <p>There is no funding committed to any of the actions in the Plan. To be effective the Plan needs to be properly funded.</p> <p>There is a great opportunity for State and local Government to implement a bike investment program as part of the Plan.</p> <p>Bicycle Network has proposed a \$21.3 million Trails and Bikeways Program in its budget submission to the State Government.</p> <p>The existing program has led to on-going, incremental improvements to bicycle and pedestrian infrastructure.</p> <p>The National Cycling Strategy Implementation Report 2013 states that the Tasmanian Government currently spends \$0.85 per person each year on bike infrastructure. This is the lowest investment in Australia. The Tasmanian Government needs to be spending \$10 per person on bicycle infrastructure to improve infrastructure.</p> <p>Priority level of projects:</p> <p>Only one active travel action is listed as 'high priority'- this means that all other projects will not be completed for greater than three years. This time period is too long before any action takes place.</p> <p>Lead organisations:</p> <p>In the five-year action plan the Department of State Growth is listed as the lead organisation in almost every initiative. However, other departments including Premier and Cabinet and Health and Human Services have an equally important role.</p> <p>Addressing riding conditions requires cooperation between departments. It also requires coordination between Tasmania, Australia and local government and advocacy groups such as Bicycle Network, business and community organisations, and buy-in from regional communities on specific</p>	<p>Action Plan:</p> <p>The <i>Greater Launceston Metropolitan Passenger Transport Plan</i> is a strategic plan that provides a framework for improving walking, cycling and public transport. The Action Plan is not an implementation plan, as it focuses as a first step on undertaking more planning to identify locations and the type of treatment required. As there are no infrastructure projects identified within the Plan, there are no funding commitments attached to the Plan. As actions are progressed, infrastructure projects can be identified and put forward into future budget processes.</p> <p>As most of the pedestrian and cycling actions are the responsibility of local government, State Growth will need to liaise with local Government to determine if the actions can be changed to be more action-oriented.</p> <p>State Growth suggests the following changes:</p> <ul style="list-style-type: none"> • Identify key walking and cycling routes to schools and undertake an assessment of the infrastructure needs required to ensure students can safely travel to school. Develop a program of infrastructure upgrades which can be considered in future budget processes. • Identify local streets where opportunities exist to improve conditions for walking and cycling, including missing links. Develop a program of infrastructure upgrades which can be considered in future budget processes. <p>Funding and costing for actions:</p> <p>As stated previously there no funding commitments identified within the Plan as it is a strategic document. The Tasmanian Government, however is focused on improving safety for cyclists across the state as a priority. The Government has undertaken significant expenditure on the cycling safety package (\$500,000), including expenditure above this amount on the Share the Road campaign (\$200,000).</p> <p>The Tasmanian Government has also developed a <i>Positive Provision for Cycling Infrastructure</i> policy which ensures that cycling needs are incorporated into the planning for a state road upgrade and in the maintenance program. Any cycling infrastructure requirements will be funded through the actual project budget for the road upgrade, rather than through a dedicated fund.</p> <p>The Tasmanian Government continues to work with local Government to improve safety for vulnerable road users through the Vulnerable Road User Program. The program was funded at \$2.5 million from 2013 to 2017.</p> <p>The Tasmanian Government as part of the 2015/16 budget is investing \$5 million over the next few years to improve safety along popular cycling routes</p>

	<p>projects.</p> <p>Developing street design guidelines:</p> <p>Bicycle Network's Good Design Guides can be used as templates to assist in developing the street design guidelines.</p> <p>End-of-trip facilities new strategy and actions:</p> <ul style="list-style-type: none"> • Strategy: Support the delivery of end-of-trip facilities in new and retrofitted buildings. • Action: Introduce planning provisions for bike parking and change facilities in new and retrofitted buildings. • Action: Install bicycle parking in all schools in Greater Launceston. <p>Safer routes to school new actions:</p> <ul style="list-style-type: none"> • New action in 'create safer and more convenient walking and cycling routes to school to support greater active travel by students' strategy. • Action: Implement a trial of 30km/h in school zones, residential areas and selected activity centres, in particular for areas with no footpaths. <p>Walking and cycling infrastructure plans new actions:</p> <ul style="list-style-type: none"> • New actions in 'Continue to implement existing cycling and walking infrastructure plans and proposed projects' strategy. • Action: Review and update the Greater Launceston Bicycle Network Plan 2011 and associated local government bicycle strategies. • Action: Establish a cycle network database and infrastructure quality assessment monitoring system for Greater Launceston. <p>School travel plans new actions:</p> <ul style="list-style-type: none"> • New action in 'Support the development of targeted travel plans and programs to encourage behaviour change toward more sustainable modes, including the development of school-based travel plans' strategy. There is no mention of the Ride2Work and Ride2School program as a mechanism to increase rider numbers in Greater Launceston. • Action: Work alongside Bicycle Network to expand its Ride2Work program across Greater Launceston workplaces. • Action: Work alongside Bicycle Network to develop and implement a Ride2School program across Greater Launceston to support children riding and walking to school. • Action: Establish active travel plans at all schools in Greater Launceston and introduce policy that all new schools in Greater 	<p>on state roads.</p> <p>One of the priority projects for Infrastructure Tasmania will be to consult on cycling infrastructure needs and develop a framework for funding priority projects by June 2016.</p> <p>Priority level of projects:</p> <p>As most of the pedestrian and cycling actions are the responsibility of local Government, State Growth will need to liaise with local Government to determine if some of the actions can be accorded a high priority.</p> <p>State Growth suggests the following action is a high priority:</p> <ul style="list-style-type: none"> • Implement the changes detailed in State Growth's Cycleway Directional Signage Resource Manual. <p>Lead organisation:</p> <p>Other relevant State Agencies will be included as stakeholders. State Growth and local government have primary responsibility for transport-oriented active transport.</p> <p>Developing street design guidelines:</p> <p>Noted these will be a useful resource in the development of guidelines.</p> <p>End-of-trip facilities - new strategy and actions:</p> <p>The provision of end-of-trip facilities for major trip attractors is included as an action in the street design guidelines. It is envisaged that these guidelines will be incorporated into the planning and approval process for new developments. This would include any use which required a planning permit.</p> <p>The <i>Launceston Interim Planning Scheme 2015</i> contains provisions for end-of-trip facilities. The Meander Valley and West Tamar draft interim schemes do not contain any provisions of this kind.</p> <p>State Growth is liaising with the Department of Justice on the development of the Tasmanian Planning Scheme to determine if end-of-trip facilities can be incorporated into the planning scheme.</p> <p>The retrofitting of end-of-trip facilities (eg bike racks) in schools, is up to the discretion of each school and its asset management program. Therefore, it cannot be included as an action within the Plan.</p> <p>Safer routes to school - new actions:</p> <p>There is already an action under high priority pedestrian areas to create a safer street environment which includes lower speed limits. The existing action under safer routes to schools will be amended to include reference to a safer street environment eg lower speeds, as well as infrastructure changes.</p> <p>Walking and cycling infrastructure plans - new actions:</p>
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	<p>Launceston must develop an active travel plan.</p> <p>Student-only bus services:</p> <p>If Metro removes student-only services within walking distance of schools, it is critical that infrastructure exists for active travel to occur. It is also critical that schools encourage students to walk or cycle rather than by travelling by car.</p> <p>Travel data:</p> <p>Good examples of transport data collection are:</p> <ul style="list-style-type: none"> • Bicycle Network Super Tuesday counts. • The City of Melbourne traffic cordon counts. <p>The cordon count is a periodic count of all traffic which enters the city on key routes between 7am and 10am on a given day.</p> <p>Evaluation and monitoring:</p> <p>There is no detail within the Plan on how the plan will be monitored and how progress will be recorded. Monitoring is essential to ensure the actions outlined in the plan are completed. There are also no actions beyond the action plan and it is unclear when these actions will be developed.</p>	<p>There is an existing action to implement the Principal Urban Cycling Network and Greater Launceston Arterial Bike Network (recreation and commuter routes) and determine route adjustments and additions if required.</p> <p>It is considered that the above action is sufficient to ensure these documents are adjusted on an as needs basis.</p> <p>Each council is responsible for managing its own cycling assets, which would include an asset management system, detailing the life of assets. At this stage it is not considered a priority to develop a shared database for Greater Launceston.</p> <p>Schools travel plan actions:</p> <p>The <i>Move Well Eat Well</i> Primary School Award program managed by Department of Health and Human Services aims to increase active travel through the 'Part Way is OK' initiative.</p> <p>'Part Way is OK' encourages primary schools and their local council to work together to find a safe drop-off point a short distance from school, where families are encouraged to drop their children. <i>Move Well Eat Well</i> encourages schools to participate in other initiatives that promote walking and riding to school, including National Walk Safely to School Day and Ride2School Day.</p> <p>The Tasmanian Government has provided funding to rollout the Ride2School program for primary school students in 2015/16. This is funded through the Road Safety Level (\$100,000).</p> <p>The Plan contains an existing strategy and action to develop a generic framework for the development of school travel plans and identify and work with schools to participate in a pilot program. Developing the framework and also undertaking a pilot will enable an assessment to be undertaken on the effectiveness of the program and what changes are required before it is rolled-out to other schools.</p> <p>In Australia, the development of travel plans is largely undertaken on a voluntary basis and is not formally required. It would be more appropriate for state and local government to encourage developers to prepare travel plans, especially for community infrastructure (schools, hospitals) as part of the planning approval process, rather than have formal provisions within planning schemes. The Plan will include reference to working with developers in the travel plans section.</p> <p>Student-only bus services:</p> <p>The Plan emphasises the need to create safe routes to school and undertake travel planning if student-only services are converted to general access.</p> <p>Travel data:</p> <p>Noted re. cycling data counts.</p> <p>Evaluation and monitoring:</p>
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		The action plan will be reviewed in five years (2020), this provides an opportunity for evaluation and monitoring of the strategies and actions. Monitoring and evaluation of the action plan will be included in the implementation section of the Plan.
Malcolm Cowan-TBug	<p>Positive discrimination for cyclists:</p> <p>Bike riding, walking and public transport should all be provided to the extent that people have equal opportunity to choose the form of transport that meets their requirements.</p> <p>However, given that provision for cars has dominated for so long in Greater Launceston, positive discrimination is now needed towards the provision of active transport infrastructure and training and promotion for the uptake of active transport.</p> <p>What we now need is political will and sufficient funding to redress this previous imbalance.</p> <p>Cycling infrastructure:</p> <p>Experience around the world shows that the axiom of “build it and they will come” has held true, as cities with foresight and vision are providing choices around active transport and integrated public transport.</p> <p>In Launceston we are seeing greater participation in bike riding as the off-road tracks are developed. The introduction of bike lanes has commenced the process of providing for bike riders on existing roads and the State Growth Positive Provision for Cycling Policy should improve the road requirements for riders as upgrades, maintenance and new work is undertaken.</p> <p>The combined bicycle and pedestrian counts in Launceston have seen the number of people walking and cycling increasing over the last four years.</p>	<p>Positive discrimination for cyclists:</p> <p>The Plan identifies a framework on how to improve public transport, walking and cycling. As it is a strategic plan it does not have any funding commitments.</p> <p>Cycling infrastructure</p> <p>The Plan acknowledges that better cycling infrastructure and a low speed environment will encourage more people to cycle, particularly those sectors of the community who may be interested in cycling but concerned about their safety.</p>
Robert Williams – Department of education	<p>School transport:</p> <p>The Department of Education is committed to working with State Growth towards the Government’s aim of providing better integrated and coordinated transport services across the State.</p> <p>There will need to be further consultation with local school communities when specific proposals are implemented i.e reduction of bus stops.</p> <p>Parent organisations across the education sectors may have concern with some proposals, eg reallocation of student only services to general access.</p>	<p>School transport:</p> <p>Noted any changes to bus stops or student-only services will require public consultation, especially with schools and parent groups.</p>
Bernard Manion – Manion’s Coaches	<p>Urban services to Legana:</p> <p>Manion’s Coaches operate urban general access (Launceston to Legana) and urban fringe general access services (most of the West Tamar towns through Legana to Launceston).</p>	<p>Urban services to Legana:</p> <p>The Plan will be amended to include reference to other urban general access operators.</p> <p>The Plan does not make reference to any take-over of services. It contains</p>

	<p>To look at just a small portion of the existing services we operate may result in some West Tamar services being in jeopardy which will not be accepted by the public.</p> <p>According to the Plan, Metro is the only urban general access service provider with services in the Launceston urban area which is incorrect.</p> <p>That Metro will be able to "take over" the Legana section of the services and that your department seems ready to deal with them only is a major concern.</p> <p>Legana has been cross subsidising the West Tamar general access services and any negotiations concerning Legana should be with Manion's as the current service provider.</p> <p>Bus stops:</p> <p>That bus stops should be a greater distance apart in the Legana area where all bus stops are minimum of 500 metres apart would not be accepted.</p> <p>School transport:</p> <p>Lessening student services will lead to parents taking their students to school (which we have already seen through the introduction of student fares).</p> <p>Fares have led to many more cars around schools leading to congestion problems and greater distances between stops will have an amplifying effect.</p> <p>Expecting primary school students to walk to the bus stop, walk to school and travel in general access buses will be meet with opposition.</p> <p>While students are in the car why wouldn't the parents just take them to school?</p> <p>Bus services review:</p> <p>Is Legana on the East Tamar (pg 28 service integration).</p> <p>If Legana is considered inside the urban boundary why is Dilston not included?</p> <p>Hadspen is about the same size as Legana area but is not considered as part of this plan. Is it that Metro are no longer going to service this area and have run down the services that they were providing?</p> <p>Manion's Coaches request to be a part of any committee that looks into these services.</p> <p>Manion's Coaches would expect to be the bus company trialling the Legana/Riverside section of any new services.</p> <p>Manion's Coaches should be responsible for this one area in which we</p>	<p>objectives to reduce inefficiency and remove duplication and reallocate student-only services to improve the general access network.</p> <p>All bus operators will be consulted in the bus services review. They are listed as a stakeholder in the action plan for this initiative. It is acknowledged that the importance of Legana to the wider West Tamar services will need to be properly considered in any new proposals.</p> <p>Bus stops</p> <p>The Plan does not mention that bus stops should be located further apart in Legana. The Plan states that average spacing should be 400m and can be greater on more frequent routes, eg Mowbray corridor.</p> <p>School transport</p> <p>The Plan states that there is potential to reallocate some student-only services to the general access network, in order to create efficiencies by enabling services to carry both students and the general public. There will still be services available, but they may not be student-only.</p> <p>Some students may need to walk further to access a bus, because some student-only services may be converted to general access. Some parents may be concerned about potential changes to student-only services. Consultation will need to occur with councils, schools and parent groups on any changes. The Plan contains strategies to reduce the potential for students to be driven to school by developing school travel plans and creating safe walking and cycling routes to school.</p> <p>Bus services review</p> <p>The Plan will be amended to correctly reference Legana's location. The example seeks to illustrate that, potentially, any West Tamar operators could be allowed to pick up passengers in the Riverside corridor.</p> <p>The bus services review will include the urban areas of City of Launceston, Meander Valley (Prospect Vale) and West Tamar Councils (Riverside). It will also examine urban-fringe services which operate to and from Launceston. There is no intention to review the urban services boundary (as applied to existing contracts) as part of the bus services review.</p> <p>Any service adjustments (including trials) will only be done within the terms of the Treasurers Instructions. Such changes should provide evidence of the best mix of services for the purposes of re-contracting from 2018.</p> <p>Climate conditions</p> <p>Tasmania's climate is not considered a major barrier to people walking and cycling for transport, other issues are considered more of a barrier such as poor infrastructure and safety. People will adjust their transport options based on weather, trip patterns etc. The intent of the Plan is to provide more viable</p>
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	<p>have operated for over 55 years, it has just taken a built up area like Legana to have Metro interested.</p> <p>The West Tamar including Legana and Riverside to and from the city would be much easier to administer if Manion's Coaches ran the total amount of the services.</p> <p>Climate conditions:</p> <p>Suggesting that people walk or ride in Tasmanian's climate is questionable; we would still need to have a plan to cater for all the people especially in inclement weather, winter and windy days.</p>	<p>travel choice options for people.</p>
<p>UTAS</p>	<p>Changes suggested as follows:</p> <ol style="list-style-type: none"> 1. Include health benefits of active transport in Executive Summary (pg 5). 2. Should the vision for the bus network also support multi-modal trips eg park and rides, bikes on buses (pg 5). 3. Include the use of technology based solutions such as real time travel information under the strategy to improve service information to bus passengers (pg 6). 4. Active travel strategies (pg 6): should this include budget commitments? 5. Active travel objective – walking and cycling needs to link and integrate with public transport (pg 6). 6. Active travel objective – improve access to public transport, services, education and employment for mobility-impaired residents (pg 6): Does this belong here? 7. Active travel strategy – also include improving pedestrian access between major nodes/trip generators (pg 6). 8. Active travel strategy –there is a State Government signage manual for cycling, the strategy needs to be changed to ensure the strategy is adhered to. 9. Transport culture strategy - Understand passenger travel demand and needs: need to gather and analyse data to support this (pg 7). 10. Related initiatives (pg 10) - should UTAS's Sustainable Transport Strategy be included here, as it is relevant to Greater Launceston. 11. Travel patterns (pg 14, 31) – could include UTAS data on student/staff passenger transport patterns. 12. Active travel strategies (pg 31) – need to have a strategy on end-of-trip facilities. Provision of facilities at UTAS has made a big difference. 	<p>Responses are provided below by number:</p> <ol style="list-style-type: none"> 1. Include health benefits in Executive Summary. 2. The vision is focused on improving the bus network as a priority, as this is where the most benefit can be gained. The emphasis is also on improving access to public transport by walking, as this is the primary mode for passengers to access services. Provision of park and ride and bike racks on buses are considered to be lower priorities and the vision needs to reflect this. 3. Include the use of technology in this strategy. 4. The Plan does not include any existing budget commitments. The Tasmanian Government funds: <ul style="list-style-type: none"> • The cycling safety package and the Vulnerable Road User Program. • \$5 million to improve cycling safety on state roads. 5. Linking walking and cycling to public transport is the key priority at this stage rather an integrating cycling with public transport eg bike racks on buses. 6. This strategy ensures those who may have mobility issues can easily access public transport and other services through ensuring relevant infrastructure (eg. footpaths) is DDA-compliant. 7. The action relating to improving crossing opportunities will include reference to improving links to major trip attractors. 8. The action related to this strategy states that the State Growth Cycleway Directional Signage Resource Manual should be implemented. 9. The action related to this strategy refers to reviewing and gathering data. 10. Include reference to UTAS Sustainable Transport Strategy. 11. UTAS travel data will be included in Plan. 12. The provision of end-of-trip facilities for major trip attractors is included as

	<p>13. Pg 35 – do we need a footnote to explain ‘dooring?’</p> <p>14. Pg 35 - all of UTAS’s new end-of-trip facilities have 10% of parking with e-bike charging points.</p> <p>15. End-of-trip facilities should be at major destinations and trip generators (pg 39).</p> <p>16. Transport culture objectives/strategies – should there be anything on car-pooling/car-sharing (pg 47).</p> <p>17. Better coordination/cooperation also requires stakeholders to deliver outcomes with shared costs (pg 47).</p> <p>18. Include bi-annual UTAS Travel Behaviour Survey as an example of working with stakeholders to collect and analyse data (pg 48).</p> <p>19. Travel Plans (pg 48) - mention UTAS Sustainable Transport Strategy as an example.</p> <p>20. Bus Services Review action: - include UTAS and TasTAFE as stakeholders (pg 52).</p> <p>21. Bus stop hierarchy action - UTAS has either been paying outright or in conjunction with Metro and councils to put in bus stop shelters. Should major trip generators/destinations also be partnered to deliver infrastructure. Also example at Mona (pg 52).</p> <p>22. Common ticketing action - Does this include a shared “Green Card”? (pg 53).</p> <p>23. Also include action to encourage/support major trip generators/destinations to provide end-of-trip facilities (pg 53).</p>	<p>an action in the street design guidelines. It is envisaged that these guidelines be incorporated into the planning and approval process for new developments.</p> <p>13. An explanation of dooring will be included in text.</p> <p>14. Include the example of UTAS having facilities for E-bikes.</p> <p>15. Include that end-of-trip facilities should be provided for at major trip attractors eg hospitals, schools.</p> <p>16. The Plan primarily is about public transport, walking and cycling rather than using cars. The Tasmanian Government’s draft Transport Access Strategy includes reference to car-pooling and car-sharing.</p> <p>17. Include reference to shared costs.</p> <p>18. Include reference to UTAS Travel Behaviour Survey.</p> <p>19. Include reference to UTAS Sustainable Transport Strategy.</p> <p>20. Include UTAS and TasTAFE as stakeholders.</p> <p>21. Upgrading of bus stops by organisations eg UTAS can be included in text as an example in the active travel section of the Plan.</p> <p>22. Common ticketing can include a Green Card, or another form of ticketing common to service providers.</p> <p>23. The provision of end-of-trip facilities for major trip attractors is included as an action in the street design guidelines. It is envisaged that these guidelines be incorporated into the planning and approval process for new developments.</p>
<p>Heart Foundation</p>	<p>The Heart Foundation supports the Plan’s strategic areas regarding:</p> <ul style="list-style-type: none"> • Comprehensive planning for active travel, public transport, walking, cycling. • Better integration of transport and land use planning. • Better integration of public and private and land use planning through urban consolidation and locating development more strategically. • Better integration of public and private public transport providers and review of school bus services to general access services. • A transport culture that encourages active travel. Cultural change needs to be supported by changes to the built environment that encourages active living and active travel. <p>The Heart Foundation also supports the plans focus on key opportunities</p>	<p>Suggested changes:</p> <ul style="list-style-type: none"> • Replace ‘active transport’ with ‘active travel’, for consistency. • Change reference of East Tamar to West Tamar. <p>High quality walking and cycling infrastructure:</p> <p>This strategy will be rephrased to: ‘build efficient, useable and well-connected walking and cycling links into new developments to enhance permeability and connectivity.’</p> <p>Bus stop changes:</p> <p>Any changes to bus stop locations and optimisation need to consider surrounding land uses, such as major trip attractors and infrastructure (eg. safe pedestrian crossing points). This will be referenced in the Plan.</p> <p>Residential density</p>

	<p>and initiatives:</p> <ul style="list-style-type: none"> • Improving the service frequency of buses on key urban corridors. • Improving efficiency of the bus network by reducing duplicated routes, or routes which are too closely spaced. • Exploring opportunities to better integrate urban fringe and urban bus services, so it is easier for passengers to get to their final destination. • Improving conditions for walking and cycling, such as creating safer routes to school and creating pedestrian friendly urban centres. • Creating stronger links between land use and public transport planning such as ensuring walking and cycling infrastructure is incorporated in new developments. <p>Suggested changes:</p> <ul style="list-style-type: none"> • The term ‘active travel’ and ‘active transport’ appear in places to be interchangeable. ‘Active travel’ is the preferred term. • The reference to East Tamar Highway through Riverside needs correcting to West Tamar Highway or a different East Tamar suburb identified (pg 28). <p>Street design guidelines</p> <p>This strategy is supported as current guidelines as presented in the Tasmanian Subdivision Guidelines and Tasmanian Standard Drawings do little to promote walking and cycling.</p> <p>High quality walking and cycling infrastructure</p> <p>This strategy should be rephrased to qualify the term ‘high quality’ as follows:</p> <ul style="list-style-type: none"> • Build efficient, useable and well-connected walking and cycling links into new developments to enhance permeability and connectivity’. <p>Bus stop optimisation</p> <p>The rationalisation of bus stops is supported where service levels can be improved. There is potential for this to result in greater use of cars. Bus stop location and rationalisation should also consider the age of passengers, eg children, bus stop access by the wider community and the adequacy and safety of footpaths leading to bus stops.</p> <p>Residential density</p> <p>Although guidance on subdivision design is supported to achieve residential density, actual provisions in the planning scheme are required to achieve change (pg 45).</p>	<p>It is noted that mechanisms to encourage higher densities may be required within planning provisions. The Plan contains an action to investigate planning mechanisms to ensure development supports public transport. This will be amended to include a reference to density.</p> <p>Development that supports public transport, walking and cycling</p> <p>State Growth acknowledges the important work that the Heart Foundation has undertaken in respect of Healthy Spaces and Places. State Growth is working with the Department of Justice to ensure active travel and public transport needs are taken into account in the development of the Tasmanian Planning Scheme, regional land use strategies and any related policies.</p>
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	<p>Development that supports public transport, walking and cycling</p> <p>This section should reference work that the Heart Foundation has undertaken to develop a State Policy for Healthy Spaces and Places. This provides a more strategic context (pg 45).</p>	
Geoff Lewis - TasBus	<p>Need to ensure the Plan aligns with TasBus's Policy Statement 'Moving People'.</p>	<p>The Plan is generally consistent with the policy intent of the Moving People policy statement.</p>
City of Launceston - Launceston Access Advisory Committee	<p>Plan intent</p> <p>Collectively the committee believes that the Plan lacks consideration for those people with access issues in the community eg disabled, aged and parents with children. The committee believes the Plan should be reviewed in light of this and that any changes made have a strong education process to keep the community informed.</p> <p>The statements below are the views of the individual community groups only and are not the views of Council or the committee.</p> <p>Steven Jones – community representative</p> <p>Plan intent</p> <p>The main premise of the Plan seems to be, to make things easier for the able bodied and cyclists, at the expense of the needs of the elderly and the disabled.</p> <p>The Plan proposes to increase patronage especially full-fare paying adults. Will this be at the expense of those on concessions such as the aged and disabled? The removal of closely spaced bus stops and reducing inefficient services will disadvantage these groups.</p> <p>Accessible buses</p> <p>There are not enough buses that are disability compliant. Every bus needs to be disability compliant earlier than 2022.</p> <p>Bus early departures</p> <p>There are examples where a bus arrives early but does not wait until the correct departure time.</p> <p>Active travel</p> <p>How can safety be improved when there are a mix of cyclists and pedestrians on the footpath? There are examples of speeding cyclists on the footpath.</p> <p>Pedestrian safety</p> <p>This section does not mention pedestrian safety at roundabouts. Tactile ground indicators (TGIs) are not allowed at roundabouts, which makes it</p>	<p>Plan intent</p> <p>The Plan should not be read as an access strategy, which would be a significantly different document. It focuses specifically on encouraging more people to use public transport, walk and cycle as part of everyday transport trips. In order to do this, it proposes strategies to ensure walking and cycling infrastructure is safe and accessible. This will benefit all members of the community and improve the efficiency and effectiveness of the bus system, so that it can be attractive to a greater proportion of the population.</p> <p>The Tasmanian Government is developing a Transport Access Strategy which focuses on:</p> <ul style="list-style-type: none"> • addressing transport gaps. • addressing transport disadvantage. • improving access for those who may experience disadvantage due to economic circumstance, age or disability. <p>On behalf of the Tasmanian Government, the Tasmanian Council of Social Services (TasCoss) developed the <i>Transport in the Community Report (2014)</i> which found that the group most vulnerable to transport disadvantage are people who are not necessarily aged or living with a disability, but are those that are:</p> <ul style="list-style-type: none"> • not eligible to drive or cannot afford a vehicle. • who live in areas not serviced by public transport. • cannot afford taxis. • are ineligible for not for profit services. <p>Younger people currently constitute a high proportion of people in this category.</p> <p>The Strategy aims to address transport gaps by looking at innovative ways to use a range of existing public, private and not-for-profit services to facilitate access for a diverse range of needs.</p> <p>The needs of public transport users are varied, and (together with Tasmania's highly dispersed population) it is difficult for our public transport system to meet the needs of all users. It must be acknowledged that public transport cannot meet the needs of everyone in the Tasmanian community. For some people with mobility limitations using a bus may be impractical. Wheelchair</p>

	<p>difficult for those that are visually impaired.</p> <p>Uneven paving also creates a problem for those using a white cane.</p> <p>Vehicles also park on the footpath which causes pedestrians to go onto the road at their own risk.</p> <p>Walking and cycling infrastructure</p> <p>Will actions to ensure fit for purpose walking and cycling infrastructure include TGIs and other installations to suit the needs of the elderly and the disabled?</p> <p>Allowing businesses to put tables and chairs on the footpath and sandwich boards, especially in Charles Street, creates unsafe passage for pedestrians as it is difficult to navigate through these areas.</p> <p>Some pavers are also slippery in wet weather especially in autumn when there are fallen leaves.</p> <p>People are avoiding the CBD because of smoking especially near the toilets at Trustees Court.</p> <p>Transport culture</p> <p>Do the agreed priorities in this section include the needs of the elderly and disabled?</p> <p>Improved information</p> <p>Does improving information and making sure it is easily accessible mean that it is accessible to the elderly and disabled?</p> <p>School based travel plans</p> <p>Some private school students seem to believe that they own the buses and so don't respect the needs of other passengers.</p> <p>Wendy Lane - Tasmanian Amputee Society</p> <p>Plan intent</p> <p>The plan seems to be more concerned for the well-being of people who use buses and not the elderly or the disabled.</p> <p>Consultation</p> <p>The Access Advisory Committee was not included in the list of previous stakeholder consultation and that the given timeframe needed to be extended to include this consultation.</p> <p>The Transport Access Strategy will need to have a suitable timeframe for consultation so it can be considered by the committee.</p> <p>Travel data</p>	<p>accessible taxis, or community transport, are likely to be more effective options.</p> <p>There are existing Australian and Tasmanian Government programs in place (such as the Transport Access Scheme and community transport services) that provide transport assistance for eligible people.</p> <p>Any changes to the wider bus system need to ensure there is a balance between providing more direct and reliable services on key corridors, whilst also ensuring that people who have mobility limitations or live further away from key corridors, have access to transport.</p> <p>For people with greater levels of mobility, walking and cycling as part of daily transport journeys can be a cost-effective and healthy means of travel.</p> <p>Steven Jones</p> <p>Plan intent</p> <p>See comments above under Plan intent.</p> <p>Accessible buses</p> <p>The Commonwealth <i>Disability Standards for Accessible Public Transport 2002</i> requires that all new vehicles for general access services are accessible. The Tasmanian Government has taken steps to support the upgrading of Tasmania's bus fleet, including providing funding for the purchase of new compliant buses and requiring that general access bus operators develop Action Plans in relation to accessibility. Under the legislation, 100% of general access buses are required to be DDA-compliant by December 2022. There are no plans to amend the legislation to bring forward that compliance milestone.</p> <p>Bus early departures</p> <p>Metro Tasmania is required to ensure that the bus departs at the correct time at certain bus stops (timing points) on a route, ie it does not depart early. Urban fringe general access services also have obligations in their contracts regarding early departure from the first stop. Metro is aware that occasionally this requirement is not adhered to, and is taking steps to address that problem.</p> <p>Active travel</p> <p>Like pedestrians, cyclists are vulnerable road users, so they may choose to ride on the footpath for safety reasons, or if they are inexperienced eg young children. In Tasmania it is legal to ride on the footpath, though cyclists need to keep to the left and ride with care.</p> <p>Pedestrian safety</p> <p>Roundabouts can be problematic for visually impaired people. Therefore, their needs should be considered in the design of roundabouts (eg provision of safe crossing points further downstream). The example of improving safety at roundabouts will be included in the Plan.</p>
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	<p>Has there been a survey of current usage? – otherwise there is little baseline data which can be used to gauge effectiveness of the Plan after its implementation pg 9.</p> <p>“There is a need for better travel data to inform the planning of transport networks” – so are we doing this before we proceed pg 15.</p> <p>10 percent of Launceston’s population walk regularly to their shopping destination” –this is a good percentage pg 16.</p> <p>Built environment</p> <p>“There is evidence of strong links between our health and the built environment...” Is this a true premise from which to build, it is referenced to another document pg 11.</p> <p>Include reference to Colleges as key trip attractors pg 15.</p> <p>“This can only be achieved by enabling more people to live closer together daily destinations....” ‘Only’ is a very strong word pg 16.</p> <p>Bus network</p> <p>The proposed changes do not really address people who need transport within the urban fringes. Some of my clients have difficulty with the scheduling of bus times especially if they work out of working hours.</p> <p>Buses need to cater for the elderly and disabled as well as students and people in the community.</p> <p>Optimising bus stops will not be convenient for the aged and disabled who are becoming a larger proportion of the population.</p> <p>As a person with a disability, I don’t use buses now:</p> <ul style="list-style-type: none"> • It’s too steep and hilly where I live • The distance from my home to the nearest bus stop is too far for me to walk. • In town, the distance between bus stops is too great – I would need to walk between the buses I need. • Unpredictability – I am unsure about return times and location of bus stops. • I would not be able to carry parcels around in town, or to carry them from my bus stop back to my house. <p>Has the bus review happened yet pg 21.</p> <p>“...the majority of private bus operators of urban fringe services are unable to pick up passengers in the Launceston metropolitan area” –this needs to be reviewed pg 22.</p>	<p>Walking and cycling infrastructure:</p> <p>The intent is that all new walking and cycling infrastructure is accessible (DDA compliant). This will be made clearer within the Plan.</p> <p>A footpath should, as far as possible, allow for a continuous accessible path of travel so that people with a range of mobility, including those using wheelchairs or motorised scooters are able to use it without encountering barriers. A footpath should:</p> <ol style="list-style-type: none"> 1. Have a gradient of no steeper than 1 in 20. 2. Have kerb cuts with appropriate kerb ramps. 3. Incorporate TGSIs where appropriate (eg street crossings.) 4. Be as smooth as possible without raised or cracked paving or tree root damage. 5. Have a slip-resistant surface during dry and wet conditions. <p>Concerns about barriers on specific footpaths (i.e. obstructions preventing a clear path of travel) should be taken up directly with the relevant Councils.</p> <p>Transport culture:</p> <p>One of the strategies within the Plan is to better understand travel demands and needs. This includes specific sectors of the community, such as the aged or those with a disability. This will be made clearer within the Plan.</p> <p>Improved information:</p> <p>It is a requirement of the <i>Disability Standards for Accessible Public Transport 2002</i> that general information about services should be accessible to all passengers. If information cannot be provided to passengers in their preferred format, equivalent access must be given by direct assistance. The Plan’s strategy on provision of consistent and reliable service information to bus passengers, will be amended to include reference to ensuring information is accessible.</p> <p>Wendy Lane</p> <p>Plan intent</p> <p>See comments above under plan intent for the focus of the Plan.</p> <p>Consultation</p> <p>Previous consultation occurred with key stakeholder groups including bus operators, ParaQuad, TasCOSS and also councils. Councils are responsible for ensuring their own committees are informed about relevant projects. State Growth was more than happy to provide an extension to accommodate the needs of the Access Committee.</p> <p>It is envisaged that the Transport Access Strategy will undergo a three month</p>
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	<p>Box 1 – typo in spelling of ‘Trevallyn’ pg 25.</p> <p>Why include Launceston College on this map, and not Newstead College and Alanvale, TasTAFE and the Gorge pg 27.</p> <p>Car parking</p> <p>Suggest consideration be given to provision of car-parking facilities near key bus areas in the suburbs.</p> <p>Park and ride options would be good for people with disability.</p> <p>School travel</p> <p>Table 3: When is this data for – an average day? pg 21.</p> <p>Applying a 30 minute window for bus drop-off/pick-up for Metro student-only services (rather than the current 10 minute window) – this would have substantial implications for schools for teacher supervision of students arriving and departing over a longer time-frame pg 23.</p> <p>Bus stops</p> <p>Bus stop bulbs/extensions to enable the bus to pull out of the bus stop more easily: Will this slow down the other traffic? – eg Brougham Street bus stop at 8.10am. Buses already have high priority with the recently initiated ‘give way’ on the back of a bus if it is indicating to move out into the traffic pg 28.</p> <p>The location of bus stops: A full city block or more to walk to from one bus stop to the next is too far for some people especially the disabled.</p> <p>“The restriction or removal of car access through the interchange would improve amenity and safety for all users” pg 30. This would reduce access for other non-bus users such as people with disabilities. There would still need to be provision for disabled car parking close to the CBD.</p> <p>Could the bus stops in the CBD be grouped more like a bus depot, with buses parked alongside each other, rather than length wise? Perhaps Birchalls car park could be used for this.</p> <p>“Ensuring that bus stops are compliant will assist those with limited accessibility” - this assumes that they can catch a bus – I can’t because of the distance between bus stops and between home and bus stop.</p> <p>Are people with disabilities eg those in wheelchairs firstly able to access a bus and what are the future considerations to meet the needs of people that may restrict them from using a bus?</p> <p>Passenger information</p> <p>“A ‘one stop’ web-based resource would enable people to access information...” This should be changed to some not everyone has access to the internet and consideration must be given to providing this in paper</p>	<p>public consultation period.</p> <p>Travel data</p> <p>There are a number of existing data sources (eg bus patronage, cycling counts, journey to work data from the ABS) that are updated regularly which can be used to evaluate the success of the initiatives in the Plan. There is always a need to collect and analyse new data to better inform decision making. For example, the proposed bus service review will require significant analysis of data to inform design of the future bus network.</p> <p>Built environment</p> <p>There are a number of recent studies from the University of Melbourne (McCaughey VicHealth Centre for Community Wellbeing) which provide strong evidence between our health and the type of built environment we live in.</p> <p>Colleges will be included as key trip attractors on pg 15.</p> <p>The word ‘only’ will be deleted from this statement (pg 16).</p> <p>Bus network</p> <p>The Plan focuses on improving the efficiency and effectiveness of the bus system so that it can be attractive to a greater proportion of the population.</p> <p>The bus services review will include the urban fringe and outer towns within commuting distance of Launceston. The review will focus on delivering frequent bus services on routes that are more simple and direct, by reducing duplication in the network. It will also look at issues such as the temporal span of services. The review will also examine integration and coordination issues such as urban fringe operators being allowed to pick up passengers within the Launceston metropolitan area.</p> <p>Any changes in the bus network need to be cost-neutral, so efficiencies need to be found within the existing system. Changes need to ensure there is a balance between providing more direct and reliable services on key corridors, while also ensuring that people who have mobility limitations, or live further away from key corridors, have access to transport.</p> <p>Car parking</p> <p>There are no strategies within the Plan to develop park and ride facilities, or increase the number of on-street car parks close to bus stops. Depending on parking restrictions (time-limits) there is nothing to prevent people parking close to a bus stop and using it as an informal park and ride. The City of Launceston does provide parking at Inveresk and passengers can use the Tiger Bus to travel to the CBD.</p> <p>The spelling of Trevallyn will be changed.</p> <p>The bus network map is indicative only, and includes major nodal points within the CBD such as Launceston College and Kmart Plaza, where a number of bus</p>
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	<p>form pg 29.</p> <p>Active Travel</p> <p>Using buses or bicycles assumes a level of physical capacity. With an aging population, a high percentage of people will not be able to do this.</p> <p>Launceston is quite unique as a city because of it being situated on hilly land – it is often too difficult for walking or cycling.</p> <p>Council cannot offer a safe system while they allow cyclists to use footpaths-this mixes them with pedestrians.</p> <p>Addressing missing links –this is a key point. Walkways linking streets is a feature of some of the older suburbs eg. Trevallyn pg 37.</p> <p>Existing plans and proposed projects – it seems to me that we already have a lot of these pg 40.</p> <p>School travel</p> <p>“It is estimated that 15-20 percent of car traffic in the AM peak is generated by school-related trips” I would think that this percentage is probably greater than stated pg 32. The statistics in Appendix F seem to have some errors.</p> <p>Pedestrian crossings</p> <p>Improve crossing opportunities at intersections for pedestrians and cyclists. A longer pedestrian signal time at lights would be an advantage to people with disabilities and the aged.</p> <p>Safer crossing points - Intersection of Brisbane Street and St John Street – all traffic could stop to allow pedestrian access (J-walking) – this would increase the perceived value of pedestrians in CBD, and may decrease the number of through vehicles.</p> <p>“Road widths should be reduced to minimum lane dimensions...” this makes roads narrow and greater risk for accidents pg 36.</p> <p>Why is “Identify intersections and crossing points that are unsafe for pedestrians and cyclists” rated as a low priority.</p> <p>End-of-trip facilities</p> <p>End-of-trip facilities could include lockers. This would make it much easier for carrying things in the CBD pg 39.</p> <p>Needs of the aged</p> <p>With an aging population do we need to consider mobility scooters and motorised wheelchairs in this section?</p> <p>Need to add into the dot points (strategies): “..for walking, cycling and for</p>	<p>routes intersect. The bus review will develop a new network plan for Greater Launceston which will address a more comprehensive list of trip attractors.</p> <p>School travel</p> <p>Data from Table 3 (pg 21) is based on average daily boardings on a school day. This will be referenced in the title.</p> <p>Other bus operators, already operate within a 30 minute window of school start and finish times. Providing an opportunity for Metro to operate within the same window is not expected to add extra resource imposts on schools.</p> <p>Bus stops</p> <p>The intent of bus priority measures (such as bus stop bulbs/extensions) is to give buses greater priority in traffic. Increasing priority is important to achieving travel time reliability, which will benefit all bus users. Even though other vehicles are required to give way to buses leaving a bus stop, this does not occur frequently and buses do find it difficult to merge back into traffic. Therefore, a longer bus stop space, or enabling the bus to stop in traffic, will give them an advantage. This may result in a delay for other vehicles.</p> <p>The guidelines for bus stop placement were reviewed for a number of jurisdictions around Australia and internationally, to determine best practice for the placement of bus stops; 400 metres was considered to be the generally accepted distance. There is a need to balance meeting accessibility needs, versus improving reliability. The placement of a bus stop every 400 metres meets this balance. In specific circumstances, a closer spacing may be acceptable, such as activity centres.</p> <p>Any changes to on-street car parking and street configurations around the CBD would need to ensure that people with disabilities can easily access key trip attractors. The provision of disabled car parking spaces close to these attractors can help facilitate this.</p> <p>State Growth, Metro and City of Launceston are working together to improve the St John Street interchange. The Paterson Street car park is privately owned, therefore it would not be cost-effective to purchase this and build a bus interchange at this location.</p> <p>Ensuring bus stop infrastructure and buses are accessible will benefit some people with disabilities. Unavoidably, transport gaps will remain for certain members of the community with severe mobility impairment that require personalised care and transport.</p> <p>There are existing Australian and Tasmanian Government programs in place (such as the Transport Access Scheme and community transport services) that provide transport for eligible people such as the aged or those with a disability.</p> <p>The Tasmanian Government’s Transport Access Strategy will also aim to address transport gaps, by looking at innovative ways to use a range of existing public, private and not-for-profit services to facilitate access for a diverse range</p>
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	<p>mobility scooters” pg 31.</p> <p>Transport culture</p> <p>Suggestion: provide charge points for mobility scooters and for mobile phones.</p> <p>Travel planning</p> <p>Travel planning needs to identify what the barriers are - This is vital, and includes items things like weather patterns, disability, ability to carry items, pg 49.</p> <p>“Development of school-based travel plans” – these need to be in consultation with people already experienced in “transport training” programs for people with disability pg 54.</p> <p>Kate Frame - Independent Living Centre Representative</p> <p>Barriers to public transport</p> <p>Has research been conducted into why people don’t use public transport? Is it lack of DDA compliant /accessible buses and accessible infrastructure? Is it because information is not accessible or user friendly and is confusing for people? Is it the frequency of services available?</p> <p>Passenger information</p> <p>Consistency across services would help reduced confusion:</p> <ul style="list-style-type: none"> • Ensure use of easy english. • Ensure information is provided and available in alternative formats e.g. languages other than english, large print, braille, audio cassette, internet/web based. • Printed material - typeface (font used), font size, colour, contrast, line spacing. Letter spacing, symbols, compatibility for scanning software. • Electronic formats: Consider same as for printed material but in addition ensure compatibility for screen readers. <p>Many people who have a vision impairment or other disabilities have software that allows them to format the screen to suit their own needs e.g. magnification (large print), colour variation, text to speech software, scanning software for printed material speech recognition - any information made available should enable these functions to operate effectively for users.</p> <p>Websites features could include magnification options, changing contrast and colour, narration, on-screen keyboard etc. Consult W3C Web Content Accessibility Guidelines and compliance with is suggested.</p> <p>Accessible buses</p>	<p>of needs.</p> <p>Passenger information</p> <p>Most Tasmanian households (78% in 2012/13) have access to the internet (ABS 2012/13), this figure increased by 8% from 2010/11 and is expected to further increase. It is acknowledged that some people do not have access to the internet and that information such as timetables and maps need to be provided in hard-copy.</p> <p>Active travel</p> <p>The Plan encourages people to walk or cycle because of the health benefits it provides and it is a low cost form of transport. The Plan focuses on making it safer for people who do want to ride, particularly for a variety of abilities, including the young and the aged as cyclists are vulnerable road users.</p> <p>The Tasmanian Cycling Participation and Perceptions Report, 2015 indicated that 18 percent of Tasmanians cycled at least once a week. Age is not necessarily considered a barrier to people cycling, although participation does reduce with age. This Report indicated that 3.8% of 50 plus year olds cycled at least once a week.</p> <p>Metro Tasmania’s latest customer survey (June 2014) revealed that of respondents greater than 16 years old that had used Metro in the previous 12 months:</p> <ul style="list-style-type: none"> • 29% were 55-69 years. • 21% were 70+ years old. • 18% of respondents had a physical disability. <p>This indicates that public transport is regularly used by people in older age groups and those who have a disability.</p> <p>Research shows that terrain is not considered a major barrier to people walking and cycling. Hobart has a similar terrain to Launceston and it has the highest proportion of people walking to work of all Australian capital cities.</p> <p>Please see comments above under Active Travel regarding cycling on the footpath.</p> <p>School travel</p> <p>The proportion of car traffic in the AM peak for school-related trips is an estimate only calculated from the <i>Greater Hobart Household Travel Survey</i>. Appendix F does have some errors: for example, the proportion of trips that are school-related trips in the AM peak, should be stated as 13%, not 18%.</p> <p>Pedestrian crossings</p> <p>Phasing of traffic lights is dependent on the location and the time of the day. Generally in inter-peak periods, the signals change more frequently enabling more opportunities for pedestrians to cross the road. The total clearance time</p>
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	<p>Increase access for all – increase and improve access to the DDA compliant buses as these are accessible for everyone (not only people with disabilities) by eliminating the need to access steps.</p> <p>An ageing population and the frail aged would benefit from accessible buses. Other patrons would benefit: people with prams/strollers, people with mobility issues and their carers eg those with mobility aids such as walking sticks, walkers, wheelchairs and people with vision impairment.</p> <p>Although the Commonwealth’s Disability Discrimination Act Transport Standards has a target of 55% of general access services must be operated by 2012 and 100% by 2022, if this could be achieved prior to this it would provide opportunity for increased patronage and reduce barriers for some clients.</p> <p>Frequency and efficiency of services that provide compliant buses is important. The information relating to availability of DDA compliant buses also needs to be clearly indicated on timetabling to assist users. The international symbol of access is not evident when googled Metro timetable but rather user is instructed to contact Metro.</p> <p>Bus stops</p> <p>Signage: location, content, typeface, typeface weight, letter spacing, height of letters, symbols, tactile or braille signs, contrast and colour Illumination.</p> <p>Bus stops that are accessible: appropriate seating at various heights with armrests and backrest, shelter, appropriate lighting that is consistent and even, connectivity with accessible and continuous paths of travel, street crossings at same level as footpath and adjoining kerbs on both sides of the road, accessible public toilets available at large bus interchange or convenient walking distance, appropriate and accessible signage, installation of accessible garbage bins, drinking fountains in close proximity to major bus stops.</p> <p>The rationalisation of the number of bus stops needs to give consideration to the needs of the frail aged or people with mobility issues that may not be able to walk the extra distance. This may inhibit them from using the bus or require vehicle transportation to the bus stop. Increased seating between bus stops may be needed.</p> <p>Jennifer Caygill</p> <p>My concerns are for those with disabilities, mothers with prams, and vision impaired that may have no other option than to use a bus.</p> <p>There is no indication on the bus timetable as to which routes have wheelchair buses, so in order to use a wheelchair bus one would need to plan ahead if they were to have an accessible bus, and that is not always an option. Metro states you need to ring a number to inquire if an accessible bus is being used on a particular service.</p>	<p>for pedestrians includes the “green man” and also the “flashing red man”. Pedestrians do not need to finish crossing before the “flashing red man” starts.</p> <p>Pedestrian activated lights can also be used to enable pedestrians to cross busy roads. Other measures are also useful for reducing the crossing time, including pedestrian bulbs and refuges (median islands).</p> <p>Reducing the width of roads is an effective measure for low speed residential areas and areas with high pedestrian use eg CBDs. Reducing the width helps to reduce vehicle speed and to minimise pedestrian crossing distances, reducing the incidence and severity of accidents.</p> <p>As most of the pedestrian and cycling actions are the responsibility of local Government. State Growth will liaise with councils to determine if some of the actions can be made a higher priority. The following are suggested to be medium priority:</p> <ul style="list-style-type: none"> • Identify intersections and crossing points that are unsafe for pedestrians, including: reallocation of road space; giving pedestrians priority and creating a safer street environment (including lower speed limits). • Determine improvements with a focus on solutions that can be replicated elsewhere (eg pedestrian signal phasing, footpaths crossing commercial driveways). <p>End-of-trip facilities</p> <p>These facilities should include lockers.</p> <p>Needs of the aged</p> <p>Mobility scooters and motorised wheelchairs are classified as pedestrians. Therefore the measures in the Plan which are designed to increase pedestrian safety and accessibility will also need to cater for those using mobility scooters and motorised wheelchairs. As stated above (under walking and cycling infrastructure) all footpaths should be accessible. It will be made clearer within the Active Travel section of the Plan that pedestrians include mobility scooters and motorised wheelchairs and that infrastructure needs to be accessible to meet the needs of people using this form of travel.</p> <p>Transport Culture</p> <p>The provision of end-of-trip facilities could provide charging points for both mobility scooters and e-bikes. UTAS has incorporated charging points as part of their end-of-trip facilities at Newnham. In other states, councils and businesses have partnered to identify charging point locations as part of a recharge scheme. State Growth will liaise with councils to determine if they want to pursue such a scheme.</p> <p>Travel planning</p> <p>Research into travel barriers is an important part of understanding travel needs and why people are not using public transport, walking and cycling. This will be</p>
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	<p>Andrew Frost - Manager Parking - City of Launceston</p> <p>Bike racks</p> <p>Investigate bike racks on buses</p> <p>Passenger information</p> <p>Making the timetables more user friendly.</p>	<p>made clearer within the Plan. For existing research, see below under barriers to public transport.</p> <p>Development of travel plans should include consultation with people experienced in disability planning. This will be included in this section of the Plan.</p> <p>Kate Frame - Independent Living Centre Representative</p> <p>Barriers to public transport</p> <p>As part of the development of its Transport in the Community Report 2014, TasCOSS conducted consultation throughout Tasmania. The findings identified a range of issues:</p> <ul style="list-style-type: none"> • Bus services are limited to particular areas. People have trouble getting to bus services and getting from the bus to their destination. • People often need transport outside the span of hours in which buses (and community-based transport) operate. • It is often necessary to catch bus services provided by different operators and the timetables of the various services are often not coordinated. • It is often physically difficult for people to transfer between services, as the bus stops/interchanges used by different operators are frequently not located or each other. • Public transport fares are unaffordable for many and it is necessary to buy separate tickets for each different bus service. Transport concessions are not available to people on low wages. • It is difficult to find information about bus services, as there is no centralised source of information about services in particular areas, timetables, fares or routes. • It is difficult to provide feedback to transport operators about their services. <p>The Plan aims to address some of these issues through the bus service review initiative, and through developing better information for passengers.</p> <p>Metro undertakes regular market research into why people do and do not use public transport.</p> <p>For those that do use public transport:</p> <ul style="list-style-type: none"> • Most Tasmanians catch a Metro service because it is convenient to them, saves them money or time or they have no alternative transport option (2013). • 53% of Launceston respondents use Metro to go shopping; 29% use it to do business (e.g. banking); 25% use it to go to work; 23% use it for
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		<p>health/welfare; and 22% use it to visit friends or relatives (2014).</p> <p>For those that do not:</p> <ul style="list-style-type: none"> • People may cease using Metro due to changes in life-stage or events – for example having young children requiring a pram, moving house and obtaining a driving licence. (2013). • The study found people may reject public transport outright due to negative perceptions from past experiences, media and/or hearsay. Culturally Tasmanians love their cars and being able to pull-up out the front of their destination. They are motivated by personal control and buses are not subject to this. It also can be too hard for non-users to learn how to catch a Metro bus. • Other studies (2010) found that the most frequently mentioned reason for not using Metro was having a car and the convenience of driving (36% of non-users). 15% of non-users said the bus stop was too far away, 14% said they simply didn't need Metro, 13% did not believe there was a service where they wanted to go, 11% said the service wasn't frequent enough and 8% said using Metro was too difficult with children. <p>Passenger information</p> <p>It is a requirement of the <i>Disability Standards for Accessible Public Transport 2002</i> that general information about services should be accessible to all passengers. If information cannot be provided to passengers in their preferred format, equivalent access must be given by direct assistance. The Plan's strategy on provision of consistent and reliable service information to bus passengers, will be amended to include reference to ensuring information is accessible.</p> <p>Reference to web content accessibility guidelines will be included in the Plan under the passenger information section (pg 29).</p> <p>Accessible bus fleet and infrastructure</p> <p>See comments above under accessible buses.</p> <p>Unfortunately current limitations of the Google Transit software, which Metro uses for its trip planner (website and app), are not able to show which services will be wheelchair accessible. Google is working towards this and Metro has the necessary systems in place to make use of the functionality as soon as it becomes available.</p> <p>To provide improved reliability in the provision of accessible bus services, Metro asks that people requiring accessible bus services contact its customer service team prior to travel to determine the accessible service most suited to their needs. However, Metro has recently reviewed this policy and intends to reintroduce timetabled wheelchair-accessible services in Launceston within the next 12 months.</p>
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		<p>Bus stops</p> <p>Bus stops and bus stop signage is also covered by the <i>Disability Standards for Accessible Public Transport 2002</i>. This Plan contains a strategy to develop bus stops that provide passenger amenity and are accessible (i.e. DDA-compliant).</p> <p>See comments above on bus stop locations.</p> <p>Jennifer Caygill</p> <p>See comments above in relation to accessible bus fleet.</p> <p>Andrew Frost - Manager Parking - City of Launceston</p> <p>Bike racks</p> <p>The Plan focuses primarily on ensuring cycling routes are safe and that the bus network is reliable and efficient, as this is where the most benefit can be gained. The emphasis is on creating links to public transport by walking, rather than by integrating public transport and cycling. Walking is the primary mode for passengers to access public transport.</p> <p>A limited trial of bike racks on buses in the summer of 2012/2013 by Metro in Hobart indicated low usage. Undertaking an additional trial at this stage is not supported.</p> <p>Passenger information</p> <p>The Plan contains a strategy to provide consistent and reliable service information to bus passengers, this includes information such as timetables which are simple and easy to use.</p>
RACT	<p>The RACT - Northern Regional Advisory Committee, is supportive of the document and appreciates the value such initiatives will bring to the Greater Launceston area.</p> <p>UTAS relocation</p> <p>We feel as though it would be beneficial to have data relating to the University of Tasmania, given the proposed changes to the campus location and impact this will have on passenger transport.</p> <p>Education and communication</p> <p>In order for the Plan to be realised, there will need to be a significant cultural shift for the community. Therefore, the importance of education and communication cannot be underestimated. The Plan could better articulate this point.</p>	<p>UTAS relocation</p> <p>There is potential for part of UTAS to relocate to Inveresk. It is envisaged that this would be part of a dual campus model, with a need for people to travel between the two sites. UTAS has a Sustainable Transport Strategy and as part of this collects data on travel patterns and behaviour that can be used to plan for any potential changes.</p> <p>Metro has also improved frequency on the Mowbray corridor, linking the CBD, Inveresk and Newnham through the “Turn Up and Go” service.</p> <p>Education and communication</p> <p>Cultural change is an important part of encouraging more people to use public transport, and to walk and cycle. The Plan acknowledges this in the transport culture section, but this content will be strengthened.</p>
City of Launceston Pedestrian and Bicycle Committee	<p>Walking and cycling</p> <p>We are pleased that the Tasmanian Government is establishing strategies and plans that support the direction of the City of Launceston. We will shortly be adopting a new Bike Strategy and revised Pedestrian Strategy</p>	<p>Walking and cycling</p> <p>See comments above in relation to the submissions received by the Tamar Bicycle Users Group and Bicycle Network.</p> <p>As most of the pedestrian and cycling actions are the responsibility of local</p>

	<p>and it is important that these are endorsed by regional strategies.</p> <p>We endorse the comments of Tamar Bicycle Users Group and Bicycle Network both of whom are member organisations of our committee.</p> <p>We would agree that where many of the actions are termed 'identify' this needs to be followed by a commitment to follow this through to implementation.</p> <p>The City of Launceston is either currently undertaking or would be prepared to commit itself to most of the actions in the Action Plan. There are two areas where greater assistance from the Tasmanian Government would be necessary to ensure actions can be progressed, these are:</p> <ul style="list-style-type: none"> • Create safer and more convenient walking and cycling routes to schools • Improve crossing opportunities at intersections for pedestrians and cyclists. <p>Resources will be necessary to make the plan happen and we would like to be reassured that these resources will be made available at a state level.</p> <p>Public transport</p> <p>The facts are:</p> <ol style="list-style-type: none"> 1. The occupancy rates of public buses are embarrassingly low 2. There is a stigma associated with using public buses 3. Public buses are perceived as being inconvenient 4. The low patronage is directly proportional to the very high government subsidy <p>A 'left-field' solution is required otherwise by just playing at the fringes will at best lead to slow and long term incremental change. As an example of a left-field idea is to make public transport free of charge to all users for a pre-nominated period (two years). The hope is that:</p> <ol style="list-style-type: none"> 1. A free service results in instant multi-fold increase in patronage. 2. After two years the old habits are changed and a culture of using public transport is established. 3. The issue of 'stigma' soon diminishes when something is free. 4. (For that period) the complexity and cost of ticketing and cash handling would result in a small offset to the loss of revenue. 5. If the growth results in overfull buses then that would be a good problem to resolve. <p>Ultimately if the goal is to substantially increase bus patronage (as this</p>	<p>Government, State Growth will need to liaise with the other councils to determine if the actions can be changed to be more action-oriented.</p> <p>The suggested approach is to first work together to identify locations and routes which require infrastructure upgrades and then develop a program of upgrades that can be considered in future budget processes.</p> <p>The Tasmanian Government does provide funding through the Vulnerable Road User Program to local Government, which aims to improve safety for pedestrians and cyclists.</p> <p>Public transport</p> <p>The Plan contains existing strategies which aim to increase the attractiveness of public transport. These strategies address the key issues which are considered important drivers of increasing public transport demand including; frequency, reliability (travel time and route simplicity) and passenger information. Making public transport free without improving services is not only an ineffective strategy, but carries a structural budgetary risk. Pricing of public transport is not considered a major barrier, except for those who may be economically disadvantaged.</p> <p>All passengers on Metro's urban services receive some level of subsidy, with fares being less than the full cost of providing the transport service. Specific further concessions are also provided; this includes flat fares for students and adult concession passengers, regardless of the distance travelled.</p> <p>Public transport is already significantly subsidised by the Tasmanian Government. Metro was provided with \$38.9 million by the Tasmanian Government to support the delivery of bus services in 2013/14. Further subsidising public transport to enable all passengers to travel free, would have a significant impact on the Tasmanian Government's budget.</p>
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	reduces government subsidy to an acceptable scale and takes pressure off roads during peak periods and makes available more parking for short stay users (i.e. CBD) then a large upfront commitment (to fully subsidise for two years) may facilitate the achievement of the end goal.	
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INFRA 3 2016 FLOODS – INFRASTRUCTURE UPDATE

1) Introduction

The purpose of this report is to provide an update to Council on the extent of flood impacts to public infrastructure across the municipality, advise of response actions to date to return the condition of assets to pre-flood levels of service and to seek endorsement of the response actions implemented by Council officers.

2) Background

Extremely high rainfall of up to 420mm in 36 hours over the weekend of the 4th and 5th of June across parts of the municipality, predominantly the western end, resulted in widespread road access disruptions and damage to private property and Council infrastructure.

The impact to Council infrastructure has included the loss of, and damage to bridges, landslips that have resulted in road closures, significant loss of sealed and unsealed road pavements, and extensive erosion of road side drainage. Parks and reserve areas have been impacted through deposition of flood borne gravels and timber.

Council Works and Infrastructure staff have assessed asset damage across the municipality and implemented response actions as deemed most appropriate to ensure safety is provided across our road network and road and bridges can be reconstructed in a reasonable time frame.

3) Strategic/Annual Plan Conformance

Further the objectives of the Council's Community Strategic Plan 2014 to 2024:

- Future direction (4) – A healthy and safe community
- Future direction (6) – Planned infrastructure services

4) Policy Implications

Not Applicable

5) Statutory Requirements

Local Government (Highways) Act 1982

6) Risk Management

It is critically important that Council initially reinstates assets to reduce safety risks to the public and over time returns damaged assets to their pre-flood level of service. Refer also Financial Impact below.

7) Consultation with State Government and other Authorities

Council officers have been in regular contact with State government representatives across a number of departments to ensure an appropriate level of communication is maintained, information sharing occurs and recovery actions are taking place.

8) Community Consultation

Not Applicable

9) Financial Impact

At the time of writing this report the costs allocated to Council's flood damage account is \$206,000.

The anticipated costs associated with the replacement of bridges could be in the order of \$2.3M. Estimated costs associated with the reinstatement of all assets are still under determination.

Council officers have met with the Department of Premier and Cabinet to discuss flood relief funding available to Council. A summary of Council's overall expected costs will be forwarded to the Department in the next week, and officers will liaise with the Department on an ongoing basis for the lodgement of funding claims and for auditing processes.

10) Alternative Options

Not Applicable

11) Officers Comments

In summary the impact on our key asset groups is as per below.

Bridges

The following bridges have been determined as requiring complete reconstruction.

Road Name	River/Creek Name
Union Bridge Road	Overflow Creek (aka Dry Creek)
Big Den Road	Mole Creek
Parsons Road	Lobster Creek
Liena Road	Mersey River
Old Gads Hill Road	Lynds Creek (aka Black Boy Creek)
Echo Valley Road	Ration Creek

The largest of the bridges is the Liena Road bridge with a replacement cost of approx. \$1.2M. The public tender for the reconstruction of this structure was advertised on Saturday 2 July. Contractors have already been engaged for the replacement of the bridges on Union Bridge Road, Big Den Road and Parsons Road. Temporary works have been affected for Echo Valley Road. The bridge on Old Gads Hill Road requires further assessment but is currently inaccessible due to road washouts and landslips, so this structure is considered a lower priority at this stage.



Photo 1 – Union Bridge Road



Photo 2 – Big Den Road



Photo 3 – Parsons Road



Photo 4 – Liena Road



Photo 5 – Old Gads Hill Road

It is noted there was a significant amount of damage caused to bridge road approaches and railings. Work has been undertaken at some sites to be able to reopen roads to traffic and other work has been scheduled.



Photo 6 – Gulf Road, Liffey



Photo 7 – 'Knightsbridge'- Westwood Road



Photo 8 – 'Westwood Bridge'- Westwood Road

Roads

Damage to our road network has included pavement and shoulder erosion around waterways (bridge and culvert crossings), stripping of bitumen and asphalt seals, deep scouring of roadside drainage, and loss of gravel pavement and shoulder materials. Two roads still closed to public access as a result of landslips are Gulf Road, Liffey, and Old Gads Hill Road, Liena. The list of affected roads is shown in the table below.

Road Name	Road Name
Baldocks Road	Kellys Cage Road
Bankton Road	Leonards Road
Big Den Road	Liena Road
Bogan Road	Liffey Camp Ground Road
Bracknell Lane	Long Ridge Road
Bracknell Road	Mayberry Road
Byes Road	Mersey Hill Road
Caveside Road	Montana Road
Cunninghams Road	Osmaston Road
Dynans Lane	Pioneer Drive

Road Name	Road Name
Dynans Road	Pool Road
Echo Valley Road	Porters Bridge Road
Exton Road	Railton Road
Fellows Road	River Road
Gadds Hill Road	Rowlands Road
Gannons Hill Road	Scotts Road
Gulf Road	Shalestone Road
Gun Club Road	South Mole Creek Road
Harrisons Road	Sykes Road
Harts Lane	Union Bridge Road
Howes Road	Wet Caves Road



Photo 9 –Gulf Road, Liffey



Photo 10 – Porters Bridge Road



Photo 11 – Union Bridge Road

Council officers have engaged geotechnical and surveying consultants to assist with the assessment and monitoring of the Gulf Road landslip site. The road past the slip has been load limited and is not open to the public. Work is required to be undertaken to investigate foundation conditions at the toe of the slip to enable an engineering solution for the protection and reinstatement of the embankment in permanent materials to be undertaken. The landslip on Old Gads Hill Road may be more problematic. The slips have occurred in a number of locations and interact with slip affecting Olivers Road which is maintained by the Department of State Growth. Council offices are liaising with the Department to implement a plan of action for this location.

Buildings

The impact of flooding on our building assets has been minimal in comparison to other assets. Affected buildings include the Deloraine Football Club, Meander Valley Performing Arts Centre, Deloraine Swimming Pool and Caveside Swimming Pool.

Parks and Reserves

The impact of flooding on our parks and reserves areas has included entrance road damage, waterway bank erosion, damage to footpaths, sand and gravel deposition on grassed areas and significant build-up of debris. Areas most severely impacted include Carrick River Bank Park, Deloraine Recreation Ground, Deloraine Works Depot, Lions Park and River Bank in Hadspen, and the Rotary Park in Deloraine.



Photo 12 – Rotary Park, Deloraine



Photo 13 – Hadspen Boat Ramp

Council's Works Department teams have done a terrific job in responding to the emergency during the flood event and now with the support of our regular local suppliers are continuing to return our assets to their pre-flood condition.

Council's directors of Works and Infrastructure have proceeded to issue orders to contractors to undertake some of the major repair and reconstruction works. These works have included the temporary repair to the Echo Valley Road bridge, reconstruction of the Overflow Creek, Parsons and Big Den bridges, and road embankment and guardrail repairs at Westwood Road, Selbourne Road and Gulf Road. The process for ordering works has not been undertaken in line with our typical procurement processes as outlined in Council's Code of Tenders and Contracts, where tenders would be called for work in excess of \$100,000. The Code does allow, however, for the General Manager to approve procurement outside the normal requirements in the event of an emergency. In this instance, Council officers believe it has been reasonable to procure works given the need to re-open closed roads in a timely manner, to improve safety for the public, and to ensure contractors with specialist skills are secured early to undertake work for Meander Valley Council. Given the order of cost of the Liena Road bridge, it was determined that this project should be tendered, as mentioned earlier in this report.

It is still too early to determine our likely overall costs as a result of the flooding. Estimates will be prepared in the next week and advice will be provided to Council in due course. This information will include the gap in funding after government relief funding is obtained, however, it is anticipated that through capital works funding reallocation and deferral of capital works scheduled for 2016-2017 the funding gap can be managed.

AUTHOR: Dino De Paoli
DIRECTOR INFRASTRUCTURE SERVICES

12) Recommendation

It is recommended that Council receive the report and endorse the response actions implemented by Council Officers.

ITEMS FOR CLOSED SECTION OF THE MEETING:

Councillor xx moved and Councillor xx seconded ***“that Council move into Closed Sessions to discuss the following items.”***

The meeting moved into Closed Session at x.xxpm

Confirmation of Minutes of the Closed Session of the Ordinary Council Meeting held on Tuesday 7 June, 2016

GOV 5 Leave Of Absence

(Reference Part 2 Regulation 15(2)(h) Local Government (Meeting Procedures) Regulations 2015)

INFRA 4 Contract for Design and Construction of Bridge No 114, Pitts Lane, Bracknell

(Reference Part 2 Regulation 15(2)(d) Local Government Meeting (Meeting Procedures) Regulations 2015)

Cr xxx moved and Cr xxx seconded ***“that Council move out of Closed Session and endorse those decisions taken while in Closed Session.”***

The meeting re-opened to the public at x.xxpm

Cr xxx moved and Cr xxx seconded ***“that the following decisions were taken by Council in Closed Session and are to be released for the public’s information.”***

The meeting closed at

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CRAIG PERKINS (MAYOR)