


Advantages and Disadvantages of Community Catchment proposals

Central and Midlands Community Catchment		
	Advantages	Disadvantages
<p>Scenario 1</p> <p><i>Establishing two separate councils to the north and south.</i></p> 	<ul style="list-style-type: none"> • Benefit the community by increasing the scale and capability of the two councils • Council B an approximate population of 15,500 • Each of the new councils would have larger workforces enhancing recruitment opportunities and enabling career development/progression • Strong correlation between council boundaries with communities of interest and geography of the region • Includes dispersed rural communities connected with significant regional centres, which should help with operational sustainability • improve the streamlining whole-of-region cooperation and service sharing as well as collaborations with other tiers of government. • 74% of residents in Council B would be within a 30-minute drive of the larger service and administrative hubs of Westbury and Bothwell • Maintaining these services hubs would ensure good access to services in what are geographically large councils while also highlighting the need to invest in digital services and other outreach and engagement strategies (especially in Council B) • scope to retain council administrative and operations hubs in New Norfolk, Hamilton, Old Beach, Oatlands and Kempton, Westbury and Bothwell, thereby maintaining local employment while also supporting local engagement and service delivery • integration of centralised or standardised corporate 'back-office' 	<ul style="list-style-type: none"> • Current NMC areas of Longford, Evandale and Perth would be allocated to the Tamar Valley Catchment. Communities will also need to consider whether it is appropriate to allocate Perth, Evandale, Carrick, Hadspen, and Longford (combined population of approximately 7,000) to the Tamar Valley Community Catchment, given the impact it has on the population and rate base of Council B. • Council B will have an older population mostly in smaller towns, with more working outside the area • Proposed council hubs in "Council B" are in Westbury and Bothwell • Due to its smaller size, Council B would need to continue to rely on external service sharing arrangements for some of its technical and regulatory services • Notes a continued reliance on grant funding given their scale and the road networks and other infrastructure they would have to manage • Rates approaches vary in the catchment and would need to be considered in any transition - Central Highlands Council apply higher residential rates per capita than the other Councils in the Catchment. • Multiple rating systems proposed to enhance sustainability of both Councils,


	<p>systems or services for council finance and administration may reduce staff time spent on administrative tasks, allowing them to focus on improving services to council staff and communities</p> <ul style="list-style-type: none"> • integration of centralised or standardised corporate 'back-office' systems or services for council finance and administration may reduce staff time spent on administrative tasks, allowing them to focus on improving services to council staff and communities • consolidated councils could lead to greater sharing of road maintenance teams and equipment, there would still be a need to maintain regional depots across the council area. Larger regulatory services teams should provide greater capacity to manage workloads, allow for business continuity during periods of leave, and help to attract and retain specialist staff – all of which currently present challenges to existing councils in this area • Enhanced capacity to invest in new and more systematic approaches to community engagement – introduction of community advisory panels • Operations hubs could be used for regional council meetings in different locations • In 2021 dollars, total rates revenue for Council B is estimated at \$12.7m. establishing new funding models would be easier. 	<p>establish an alternative governance and funding model for the remote and sparsely populated highland communities</p> <ul style="list-style-type: none"> • consider how services provided by the Northern Tasmania Development Corporation and the Southern Tasmanian Councils Authority, both to member councils and other councils across the broader region, would be undertaken under the new arrangements • future status of the significant number of shared or joint arrangements would need to be considered • consideration of Councils net financial assets to be considered in transitional plan • Council B would have a smaller rates and population base, as well as significant areas of low growth or population decline. It is more likely to need to rely more on external shared service arrangements for some specialist functions •
<p>Scenario 2</p> <p><i>Establishing a single Central and Midlands Council.</i></p>	<ul style="list-style-type: none"> • Maximises potential scale and capability • Supports higher and more consistent service delivery across central parts of rural Tasmania and deliver a more financially sustainable model of government • Continuation of the number of customer service and administration centres with supporting works hubs in other areas to 	<ul style="list-style-type: none"> • large geographic area and dispersed community to service • Current NMC areas of Longford, Evandale and Perth would be allocated to the Tamar Valley Catchment. • Primary challenge given the size is ensuring local voices are heard with equal representation and engagement



maintain regional employment opportunities.

- Hypothetical revenue of \$34.7m and population of 53,000 – ongoing growth giving capacity to serve its community
- represents a significant portion of rural Tasmania and lessen the need for many regional organisations and structures to promote collaboration across councils
- consolidated council would have the resources to invest in community engagement and establishing administrative and service delivery hubs across the community
- better resources and capabilities to respond to emerging community needs
- if existing council offices across the Community Catchment were maintained as a part of a network model, then 85% of residents would be within a 30-minute drive of the major service and administrative hubs
- less need for regional shared services arrangements.
- well placed to advocate for the Central and Midlands community and rural interests more generally and enter strategic partnerships with other spheres of government
- deliver effective land use and strategic planning
- scale benefits including the ability to attract and retain specialist staff and invest in productivity-enhancing equipment and ‘back-office’ systems.
- Responsible for 3,500km roads - greater sharing of road maintenance teams and equipment – maintain several regional depots
- larger regulatory services team would likewise provide greater capacity to manage workloads, allow for business continuity during

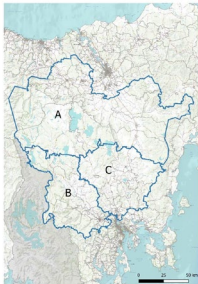
- ensuring local representation, employment and service delivery across the entire area
- investment in strong management systems to ensure community priorities are being delivered
- balancing the needs of the fast-growing urban communities in the south of the Catchment with rural communities further north
- In the north, given commuter links between Launceston and Perth, Evandale, Carrick, Hadspen and Longford, consideration should be given to whether these communities are more oriented towards the more urban areas, or do they identify more strongly and perform as service hubs for their rural hinterlands?
- whether a single council model is the most effective and sustainable model for providing local representation and services across the Central and Midlands
- significant urban growth in the region and major infrastructure projects (wind farms and irrigation) will require further and increased strategic planning and infrastructure
- necessity of reconsidering the Southern Tasmanian Councils Authority
- a need for a clear strategy of retaining jobs and teams across the region to maintain local employment and knowledge and provide community members with ready access to council services
- continue to rely on grant income to maintain its large road network and other infrastructure

	<p>periods of leave, and help to attract and retain specialist staff</p> <ul style="list-style-type: none"> • significant scale, capacity and purchasing power. • Benefits of centrally sourcing some basic common services, such as cloud-based ICT systems, to support council finance and administration and enable employees to access systems from across this large LGA • capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented • introduce community advisory panels • a significant rate base drawn from a mix of residential, commercial, industrial, and agricultural land 	<ul style="list-style-type: none"> • current rating systems (various in Catchment) would need to be considered • consider the need for existing regional structures for resources and how to best adapt and integrate systems across six existing councils • treatment of debts and surpluses held by all councils (specific details not provided)
<p>Scenario 3</p> <p><i>Establishing three councils – a northern council encompassing the Meander Valley and Northern Midlands, a southern council encompassing Brighton and the Southern Midlands, and a western council encompassing the Derwent Valley and the Central Highlands</i></p> 	<ul style="list-style-type: none"> • aligns communities of interest with significant regional towns as service hubs • enhances possible scale capabilities and scope for cohesive coordination, but to lesser extent than scenarios 1 and 2. • Host several administrative and service centres and works hubs to maintain employment opportunities • Comprises of two existing LGAs in proposed councils which almost entirely follow existing boundaries • Larger workforces enhancing recruitment opportunities and enabling career development and progression • Longford and Westbury retained as administrative, customer service and works hubs • Coordinate development and services • Connection to at least one significant regional town connected to surrounding rural and highland communities • if existing council offices across the Community Catchment were 	<ul style="list-style-type: none"> • Continued reliance on shared services and partnership agreements • Require greater regional coordination and cooperation • whether a three-council model is the most effective and sustainable model for providing local representation and services to the Central and Midlands region • increased strategic planning and infrastructure required for urban growth areas and major infrastructure projects (wind energy and irrigation) • whether a three-council model is the most effective and sustainable model for providing local representation and services to the Central and Midlands region. • these councils would likely still need to share services on a


	<p>maintained as a part of a network model, then between 87 and 97% of residents would be within a 30-minute drive of the major service and administrative hubs</p> <ul style="list-style-type: none"> • economic and demographic diversity which should help ensure financial sustainability • significant scope to retain multiple existing council administrative centres and operations hubs in the different councils to maintain local employment and to support local engagement and service delivery • integration of centralised or standardised corporate 'back-office' systems or services for council finance and administration may reduce staff time spent on administrative tasks, allowing councils to reallocate resources towards improving the scope and quality of service provision • enhanced capacity to invest in new and more systematic approaches to community engagement, ensuring that all communities within the larger council areas are heard and represented • scope to introduce community advisory panels • Operations hubs could also be used for a program of scheduled regional council meetings in different areas of the municipality • Rates for Council A in 2021 dollars is estimated \$21.7m • Establishing new funding models easier • this scenario involves less change to council structures than other scenarios, the transition costs would be expected to be lower. • Councils A and B would have relatively large rates and population bases that should give them the capacity to service their communities. 	<p>local or regional scale. For example, all three councils would have to cooperate to support existing or expanded shared services and regional emergency management committees</p> <ul style="list-style-type: none"> • need for advocacy to other spheres of government for the communities • collaboration between the three councils to deliver effective land use and strategic planning • all three councils would continue to rely on grant funding for a significant proportion of their revenue • Careful consideration would need to be given to the status of shared services arrangements, including any financial and staff commitments made to other councils • variations in the financial assets held by councils would need to be considered as part of the transition arrangements when establishing new councils
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Scenario 4

Establishing three councils: a northern council capturing the Meander Valley, Northern Midlands and the northern Central Plateau region; a south-western council incorporating the Derwent Valley and south-west of the Central Highlands; and a south-eastern council reaching into the Central Highlands.



- Benefit the community by increasing the scale and capability of the three councils
- Each of the new councils would have larger workforces enhancing recruitment opportunities and enabling career development/progression
- Most administrative, customer service, administration and works hubs could be maintained to service the Catchment
- Improvement to current council scale (and therefore capability) relative to status quo.
- 76% of residents would be within a 30-minute drive of key service and administrative hubs for Council A.
- Demographic and economic diversity which should help support financial sustainability
- Shared specialist and technical staff with neighbouring councils at a regional level. Regulatory services (building, environmental health, plumbing) and asset construction and maintenance being prime candidates.
- Centralised/standardized corporate 'back office' systems or services for finance and administration may reduce time spent on repetitive transactional tasks, allowing resources to be reallocated to improve scope and quality of service provision
- Enhanced capacity to invest in new and more systematic approaches to community engagement – introduction of community advisory panels
- In 2021 dollars, total rates revenue for Council A is estimated at \$12.5m. establishing new funding models would be easier. Notes a continued reliance on grant funding
- Current NMC areas of Longford, Evandale and Perth would be allocated to the Tamar Valley Catchment.
- Whether it is the most effective and sustainable model for providing local representation and services to the Catchment
- Further and increased strategic planning and infrastructure due to significant growth
- All three councils would need to cooperate to support existing or expanded shared services and regional emergency management committees. Coordination of regional strategy and economic development, currently undertaken by the Southern Tasmanian Councils Authority, would be an ongoing need.
- NMC currently has Local District Committees which appear to operate similarly to the proposed "community advisory panels"
- Careful consideration given to the status of shared services arrangements (existing), including financial and staff commitments
- Variations in financial assets held by councils would need consideration
- Consideration of the role of Southern Tasmanian Councils Authority
- Data used is based on ABS 2021 Consensus
- Under operational sustainability, it is noted Council A would have relatively smaller rates and population base and more likely to need to access external shared service arrangements for specialist functions

Tamar Valley Community Catchment		
	Advantages	Disadvantages
<p>Scenario 3</p> <p><i>Establishing one council area comprising the existing West Tamar, George Town and Launceston LGAs, extended to include the commuting areas of Hadspen, Carrick, Longford, Perth, Evandale and immediate surrounds.</i></p> 	<ul style="list-style-type: none"> • Benefit the community by increasing the scale and capability of the council • Population base of 122,000 – one of the largest in the Information Packs • Alignment with communities of interest and geography of region • Resources and capabilities to respond to emerging community needs • if existing council offices across the Community Catchment were maintained as a part of a network model, then 95% of residents would be within a 30-minute drive of the major service and administrative hubs • support enhanced scope capabilities in areas such as strategic planning, development and environmental health assessment, and could help manage issues such as urban consolidation and infrastructure planning • whole of catchment land-use planning initiatives, such as the Northern Tasmania Regional Land Use Strategy (STRLUS), would be streamlined and supported • significant scale, capacity and purchasing power • benefits in it centrally sourcing some basic common services, such as cloud-based ICT systems, to support council finance and administration. This would reduce staff time on repetitive administrative tasks and system management, allowing them to focus on improving tailored local services to communities. • well placed to support and share specialist staff with smaller rural councils, potentially acting as a hub for regional or state-wide shared service provision 	<ul style="list-style-type: none"> • Current NMC areas of Longford, Evandale and Perth would be allocated to the Tamar Valley Catchment. • there would have to be a clear strategy of retaining jobs and teams across the region to maintain local employment and knowledge • ensuring that a single regional council is able not only to preserve but also enhance local voice, representation, and engagement. • establishing an equitable and consistent approach to rating across the proposed council • consider the need for existing regional structures and how best to adapt and integrate the systems across the existing councils • Perhaps the most significant challenge from a sustainability perspective associated with this scenario would be the implications for any new council in the Central Midlands, given approximately 8,000 residents of Evandale, Perth and Longford would be included in the Tamar Valley council • Many current service sharing agreements would become unnecessary •

	<ul style="list-style-type: none">• capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented, including those in the rural hinterland areas and segments• scope to introduce community advisory panels• Operations hubs could also be used for a program of scheduled regional council meetings in different parts of the council area• In 2021 dollars, total rates revenue for is estimated at \$101.2m.• access to a significant rate base drawn from a mix of residential, commercial, industrial, and agricultural lands	
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--