City of Clarence



Guides and Handbooks

Elected Member Handbook

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01 Acknowledgement and Welcome

Acknowledgment

City of Clarence pays respect to all First Peoples, including the Mumirimina (mu mee ree mee nah) of the Oyster Bay Nation whose unceded lands, skies, and waterways we are privileged to conduct our business on.

We pay respect to Elders past and present, and we acknowledge the survival and deep spiritual connection of the Tasmanian Aboriginal People to their Country, and culture; a connection that has endured since the beginning of time.

Read our Reconciliation commitment.

Welcome message



Congratulations on your election to the City of Clarence.

As a Councillor, you have been entrusted by your community to help shape the future of our city. This is both a privilege and a significant responsibility.

Your role will involve representing the interests of the community, contributing to strategic decision-making, and helping to ensure the long-term wellbeing and prosperity of Clarence.

Whether you are serving your first term or returning to Council, this online handbook has been developed to support you in understanding your role, responsibilities and obligations as an elected member. It provides practical information, key contacts and guidance to help you navigate your term of office and work effectively within the legislative and governance framework of local government.

We look forward to working with you as we serve our community together and deliver positive outcomes for the people of Clarence.

On behalf of the administration, welcome to the City of Clarence. We wish you every success during your term as a Councillor.

Our History



The City of Clarence is situated on the traditional lands of the Mumirimina people of the Oyster Bay Nation, who have cared for and maintained a deep connection to this Country for thousands of years.

The lands, waterways and skies of Clarence hold enduring cultural, spiritual and historical significance for Tasmanian Aboriginal people, whose connection to Country continues today. Evidence of this rich heritage can be found throughout the region, including along our coastline, waterways and significant cultural sites.

Located on the eastern shore of the River Derwent, Clarence is one of Tasmania's largest municipalities by population and area. The municipality encompasses active urban centres, established suburbs, rural landscapes, coastal communities and nationally significant

natural environments – 32 suburbs in total.

European settlement in the area began in the early nineteenth century following the establishment of the British settlement at Risdon Cove in 1803. Over time, the district grew from a collection of farming and rural communities into a significant local government area serving Tasmania's growing southern region.

The Municipality of Clarence was proclaimed in 1860 and was later elevated to city status in 1988, recognising its growth and importance within Greater Hobart. Today, the City of Clarence is home to more than 60,000 residents and plays a vital role in Tasmania's economic, cultural and community life.

With a strong commitment to community wellbeing, environmental stewardship and sustainable growth, the City of Clarence continues to build on its rich history while planning for a vibrant and resilient future.

Read more about our History.

Clarence – an overview

The City of Clarence is a key residential and service hub within Greater Hobart. Our economy is closely tied to Hobart's employment market with many residents commuting to Hobart for work.

Nonetheless, Clarence is home to over 4800 businesses and has a Gross Regional Product of $3.61 billion and provides employment for over 25,000 people. Construction is our largest employer, followed by health care and social assistance services. Read more about our economy.

Key statistics



LOCAL FACTS

- Second most populated local government area in Tasmania
- Higher proportion of medium to high-income households when compared to Greater Hobart (average income) and Tasmania overall. resulting in comparatively higher levels of household disposable income. Notwithstanding this, there are suburbs in Clarence with very low SEIFA* rankings indicating relative socio-economic disadvantage.
- Steady population growth driven by housing availability, lifestyle appeal (beaches, open space, sports, schools) and proximity to Hobart.
- Commercial centres, including Rosny Park, serving as key service hubs for the eastern shore (retail, banking, health and professional services) and Cambridge Park, major industrial and trade services precinct.
- Hobart Airport is a significant economic asset, supporting aviation, freight, inbound visitation and related services.
- Key destinations such as Bellerive Oval (Ninja Stadium) and the highly regarded Richmond and Coal River Valley attract substantial visitor activity and contribute to Clarence's cultural identity, tourism appeal and economic vitality.
- The increasing prominence of golf is further enhancing the municipality's tourism and recreation offering and strengthens Clarence's appeal as an active lifestyle destination.

* Social-Economic Indexes for Areas, Australian Bureau of Statistics 2021

02 Using this Handbook

Using this handbook

This handbook has been designed as a practical reference guide to support you throughout your term as a Councillor with the City of Clarence.

Whether you are seeking information about governance, meeting procedures, councillor responsibilities, policies, strategic planning or support services, this handbook aims to provide a clear starting point.

To navigate the handbook:

1. Use the **Contents** menu on the left of the screen to move directly to a section.
2. Use the **arrows at the bottom of the screen** to move forward and back through the handbook.
3. Select the **Download PDF** icon at the top left of the screen if you would like to download a section or the complete handbook.

Keeping information up to date

This handbook is intended to complement, not replace, the legislation, policies and procedures that guide local government decision-making.

Where relevant, links are provided to legislation, policies, procedures and other resources for further information.

Council practices, policies and legislative obligations may change over time. The online handbook will therefore be reviewed and updated periodically. The online version will always contain the most up-to-date information.

Each page includes the date it was last updated, so you can easily check how current the information is.

We hope this handbook becomes a useful and practical resource throughout your term as a Councillor, supporting you in your important role serving the Clarence community.

Getting started – your top 5 essentials

The first few weeks as an elected Councillor can be both exciting and challenging. The following five tips provide a practical starting point to help you begin your term with confidence

and contribute effectively from day one.

1. Complete your Declaration of Office – this will happen at a Special Council Meeting or ahead of the first Council Meeting. The Chief Executive Officer will be in touch to inform you about this.
2. Familiarise yourself with the meeting procedures and protocols for Council Meetings. Council Meetings are not like the meetings you may be used to.
3. Be aware of the requirements around pecuniary and conflicts of interest. You will find information in this handbook as well as the *Local Government Act 1993* and the *Local Government (Code of Conduct) Order 2025*.
4. Be aware of the requirements around confidential use of and access to corporate and personal information. More about this elsewhere in handbook and *Local Government Act 1993* and *Local Government (Code of Conduct) Order 2025*.
5. To set yourself up for the best chance of success, you should now consider the time you will be allocating to Council business and the community. It may be more than you were expecting.

03 Local Government in Tasmania

Local Government in Tasmania

There are three spheres of government in Australia — the federal government, state or territory government and local government.

Local government is the level of government closest to the community and is responsible for delivering a wide range of local services, infrastructure and community facilities. In Tasmania, local government is established under the *Local Government Act 1993*, which sets out the roles, responsibilities and powers of councils and elected members (Councillors).

There are 29 councils across Tasmania, each responsible for serving and representing the needs of its local community. While councils operate independently, they work within a legislative framework established by the Tasmanian Government.

The City of Clarence is one of Tasmania's largest councils and plays an important role in shaping the future of the municipality through community leadership, strategic planning, service delivery and responsible governance.

As a Councillor, you are part of the elected body responsible for setting council's strategic direction and making decisions on behalf of the diverse needs of the Clarence community.

Further information about local government and the City of Clarence can be found through the following resources:

- *Local Government Act 1993*
- How Council Works
- Local Government Association of Tasmania (LGAT)
- Department of Justice – Office of Local Government

Local government peak and advisory bodies

There are 537 councils Australia-wide, which employ more than 200,000 people across about 40 occupations, and are responsible for about one-third of all Australia's public infrastructure assets. In Tasmania, local government employs around 4600* people making it an important public sector, serving the Tasmanian community.

Australian Local Government Association

Peak bodies exist to represent the collective interests of a sector and the Australian Local Government Association is the voice of local government at a federal level, representing the

states and territories in dealing with the Australian Government and national policy processes.

Local Government Association of Tasmania

The Local Government Association of Tasmania (LGAT) is an incorporated body under the Local Government Act 1993 and the peak body for local government in Tasmania. Established in 1911, it is part of a federated advocacy system alongside the seven other state and territory local government associations.

All 29 Tasmanian councils are members of LGAT and pay an annual membership subscription. In return, the association coordinates research and policy, provides advocacy to the Tasmanian Government and through the national association, delivers professional development and training for Councillors, partners to run sector programs and manages statewide procurement panels.

LGAT advocacy priorities are guided by member councils and its governance is overseen by a council-nominated Board – the General Management Committee.

Premier's Local Government Council

The Premier's Local Government Council (PLGC) is a top-level forum where the Premier and councils meet to discuss big-picture issues affecting local government in Tasmania and to improve cooperation between state and local government. The PLGC is chaired by the Premier of Tasmania and includes LGAT, mayors and councillors. It operates at a strategic, whole-of-sector level, sitting above more operational or technical engagement forums.

Minister's Local Government Forum

The Minister's Local Government Forum is a formal collaboration mechanism between the Tasmanian Government and the local government sector in Tasmania.

It is a high-level forum chaired by the Tasmanian Minister for Local Government that brings together the Minister for Local Government, LGAT, senior representatives from the Office of Local Government and relevant state agencies and council representatives to discuss statewide issues affecting local government and to collaborate on policy, reform and legislative priorities. It meets at least twice a year.

The Premier's Local Government Council and Minister's Local Government Forum follow an agreement which sets out the principles, terms of reference and processes.

Read the consultation agreement between the Tasmanian Government and local government.

*Reference to the Australian Bureau of Statistics

Multi-level government partnerships

Multi-level government partnerships are collaborative arrangements between local, state and Australian governments that align strategic priorities and coordinate investment in projects of regional significance.

Through partnerships such as the Hobart City Deal, council works with other governments to advocate for Clarence, secure funding and deliver long-term outcomes for our community.

Read more about the - Hobart City Deal - City of Clarence.

Southern Waste Solutions Joint Authority

Southern Waste Solutions (SWS) is a jointly owned waste management organisation established by the Clarence, Sorell, Tasman and Kingborough councils.

It operates a network of waste management facilities across southern Tasmania, including the Copping Waste Precinct and the Lutana Resource Recovery Centre.

The Copping Waste Precinct includes the Copping regulated waste disposal cell (C Cell), which provides specialised disposal capacity for regulated waste.

Alongside this, the Lutana Resource Recovery Centre supports resource recovery and waste management activities for both local government and commercial customers.



SWS manages waste services for approximately 50% of Tasmania's population, supporting the communities of Break O'Day, Brighton, Clarence, Glamorgan Spring Bay, Glenorchy, Hobart, Huon Valley, Kingborough, Sorell, Southern Midlands, and Tasman local government areas.

The Copping Refuse Disposal Site Joint Authority was established in 2001 as a Joint Authority under the *Local Government Act 1993*. and has since evolved into the organisation now operating as Southern Waste Solutions.

04 Role of an Elected Member

Role of an elected member

As elected members of the City of Clarence you have a central role in representing the diverse needs of the community and providing leadership on behalf of the municipality.

Elected members, known as Councillors, are elected to represent the interests of the community and contribute to council's decision-making processes, including setting the strategic direction and priorities for the council, and for making decisions that reflect the long-term interests and wellbeing of the community as a whole.

However, it is important to remember that no individual Councillor has the authority to make decisions on behalf of the City of Clarence.

Decisions are made collectively by the elected body and only take effect when resolved at a formal Council or committee meeting.

Councillors also have a stewardship role in overseeing council's performance, financial sustainability and accountability, ensuring that resources are used responsibly and that council remains focused on delivering agreed outcomes.

In undertaking your role, you'll work collectively and within the legislative framework of local government, maintaining a focus on good governance, transparency and the best interests of the community and the council.

Councillor responsibilities

Councillors are responsible for representing the community and contributing to the effective governance of the City of Clarence. In practical terms, this includes:

- attending and participating in Council and committee meetings prepared and informed – more about meetings
- making planning decisions as a planning authority, having considered proposals against planning laws and policy, as well as the interests of the community – more about planning
- making decisions on Council policies, strategies, budgets and key priorities
- representing the interests and perspectives of the broader community, not just individual viewpoints
- engaging with residents, stakeholders and community groups to understand issues and feedback
- considering reports, officer advice and relevant information before making decisions
- acting in accordance with relevant legislation, codes of conduct and Council policies

- contributing to the development and review of Council's strategic direction and plans
- monitoring Council's performance and financial sustainability at a strategic level
- supporting transparent, respectful and accountable decision-making processes
- working collaboratively with other Councillors to achieve collective outcomes for the city
- appointing and reviewing the Chief Executive Officer.

Representing Council

As a Councillor, you will have many opportunities to represent the City of Clarence at community events, ceremonies, meetings, functions and other engagements. These occasions are an important way for Councillors to connect with the community, build relationships and demonstrate Council's commitment to the people and organisations it serves.

When representing Council, you are expected to act professionally, respectfully and in a manner that reflects positively on the council. Your conduct contributes to the community's perception of City of Clarence and can help build trust and confidence in local government.

It is important to remember that representing Clarence does not necessarily mean speaking on behalf of council. Unless authorised to do so, Councillors should avoid presenting personal views as official Council positions.

The Mayor is Council's principal spokesperson and is responsible for communicating Council's adopted positions on behalf of the elected body – see media and communications section.



Where and how elected members represent Council

Councillors may represent Clarence in a variety of settings, including:

- community events, celebrations and commemorations

- citizenship ceremonies and civic functions – see Citizenship Ceremonies and awards
- meetings with community groups, businesses and stakeholders
- Council committees
- conferences, workshops and professional development activities
- regional, state and national local government forums
- official openings, launches and public events.

When attending events or engagements in an official capacity, Councillors are encouraged to:

- be respectful, approachable and professional
- listen to and engage constructively with community members
- promote Council's strategic priorities and positive community outcomes
- respect the roles of fellow Councillors, staff and event organisers
- be mindful of confidentiality and Council's adopted positions
- clarify when expressing a personal opinion rather than an official Council position.

Representing Clarence is an opportunity to strengthen relationships with the community. By engaging positively and professionally, Councillors help foster community confidence and demonstrate Council's commitment to serving the municipality.

05 Understanding Our Organisation

Understanding our organisation

The City of Clarence Strategic Plan 2025–2035 sets the long-term direction for our organisation and provides the framework that guides Council decision-making, priorities and investment.

It reflects our shared ambition to build a city that is inclusive, sustainable, connected and thriving for current and future generations.

Our vision, mission and values

Our Vision

Clarence – a vibrant, prosperous, sustainable city.
This vision reflects our aspiration for Clarence to be a place that balances growth with environmental stewardship, strengthens community wellbeing, and celebrates the unique character of our city. It describes the future state Council seeks to achieve for the community and provides the foundation for the strategic priorities outlined in the Strategic Plan.

Our Mission

To respond to the needs of the community through a commitment to excellence in leadership, advocacy, best practice governance and service delivery.
Our mission defines Council's fundamental purpose, why we exist and who we serve. Council serves the Clarence community by providing effective leadership, delivering valued services and infrastructure, and advocating for outcomes that enhance quality of life and support a strong, resilient and growing city.

We work in partnership with our community to plan responsibly for the future, manage public resources wisely, and make informed decisions that reflect community needs, aspirations and long-term priorities.

Our Values

Our values guide how we work as an organisation and how we serve our community. They define the behaviours and principles that shape our culture, influence our decision-making and support the way we deliver services, engage with our community and manage public resources.

Our values are a key foundation of the Strategic Plan, providing a framework for how council

operates and works towards achieving its vision and mission for Clarence.



These values guide how Councillors and employees can shape the future of the City of Clarence.

Read the Strategic Plan.

Working together

The City of Clarence operates under a model of democratic governance where elected members and the administration work in partnership to serve the community.

Councillors provide strategic leadership, set direction and make decisions on behalf of the community, while the Chief Executive Officer and employees are responsible for implementing those decisions and managing day-to-day operations in accordance with City of Clarence

policies and legislative requirements.

This relationship is built on mutual respect, clarity of roles and shared accountability for outcomes. By working together in a collaborative and professional manner, Council and the council administration ensure decisions are well-informed, effectively implemented, and focused on delivering the best possible outcomes for the Clarence community.



Role of CEO

All councillors are collectively responsible for appointing the Chief Executive Officer (CEO) in accordance with s. 28(2)(d) of the *Local Government Act 1993* as well as monitoring their performance. It is one of the most important functions of a councillor.

The CEO is the only employee appointed by the elected Council and is responsible for the overall leadership and management of City of Clarence's operations. They ensure that Council decisions are implemented effectively and efficiently, and in accordance with relevant legislation, policies and budget allocations.

The CEO is accountable for the employment and management of all City of Clarence employees. This includes establishing a high-performing, professional and values-based organisational culture that supports the delivery of Council's strategic objectives and services to the community.

In addition to operational leadership, the CEO provides advice and support to the Mayor and Councillors to assist informed decision-making. The CEO also ensures that Council is kept aware of key organisational, financial and regulatory matters, and that sound governance practices are maintained across all areas of council activity.

The relationship between the CEO and Council is central to effective local government, requiring open communication, mutual respect and a shared commitment to serving the Clarence community.

Read more about the administrative leadership team.

Roles of administration (operational) vs elected member

Clear roles and responsibilities between elected members and the administration are essential to effective local government, supporting good governance, sound decision-making and the efficient delivery of services to the community.

Councillors provide strategic leadership, represent the community, and make decisions on policy, priorities and long-term direction, while the administration, led by the Chief Executive Officer, is responsible for delivering city services, implementing Council decisions, managing day-to-day operations, and providing professional advice and support to inform decision-making.

Councillors do not direct individual employees or manage operational matters, but instead focus on setting direction and monitoring performance, with both Councillors and the administration working within their respective roles to ensure Council operates effectively and in the best interests of the community.



How to raise a matter (internal support process)

Councillors may, from time-to-time, wish to raise matters seeking information, clarification, action or further investigation. To ensure these requests are managed efficiently and appropriately, they are coordinated through the Office of the Chief Executive Officer.

All matters should be directed to the CEO's Office in the first instance. This ensures requests are recorded and appropriately prioritised and allocated to the relevant Group Head or officer for a response or action. Where matters are complex or require further investigation, you will be advised of the expected timeframe.

Requests may include, but are not limited to, information or briefings, clarification on Council decisions, policies or procedures, operational queries, and community issues requiring investigation or a response.

Centralising requests through the CEO's Office ensures a coordinated organisational response, consistency in advice provided to Councillors, appropriate prioritisation of workload across the organisation, and accurate record keeping and reporting.

This process supports transparent and efficient communication between elected members and the administration, ensuring matters are addressed through the appropriate channels while enabling officers to respond effectively and consistently on behalf of Council.

To raise a request please email: emrequest@ccc.tas.gov.au

06 How the organisation works

Organisational structure

The City of Clarence is structured into work groups (departments). Each group is led by a Group Head, and the Heads together form the Executive Leadership Team (ELT).



Office of the Mayor and CEO
Ian Nelson

Administers Council meetings, provides executive support for the Mayor and supports the leadership to the council by the Chief Executive Officer.

This group is based in the Chambers administration building.



Head of Governance
Clare Shea

By-laws, legal matters, property leases and transactions, procurement and risk management. See By-laws.

This group is based in the Chambers administration building.



Head of City Planning
Daniel Marr

Administers the Tasmanian Planning Scheme (which includes the Clarence Local Provisions Schedule), processes subdivisions and development applications and heritage issues. See planning and development.

This group is based at 10 Bayfield Street, Rosny.



Head of Strategic Development, Communications and Engagement
Georgi Wicks

Delivers communication, engagement, customer and economic development services and undertakes corporate planning and reporting.

This group manages the Sister City relationship with Akkeshi and is responsible for the City Heart Plan, manages the Your Say engagement website, administers Clarence social media, newsletters and the corporate website.

This group is based at 10 Bayfield Street, Rosny.



Head of Finance (Chief Finance Officer)
Jane Murrell

Raising and collecting rates and ensuring Clarence meets its statutory and regulatory requirements with regards to financial matters. See How we are funded.

This group is based in the Chambers administration building.



Head of People, Safety and Culture
Nikki Curtin

Supports a safe and supportive workplace to build individual and organisational potential.

This group is responsible for payroll and recruitment, work health and safety and injury management, as well as emergency management and has recently assumed responsibility for information services and data, which extends its scope to technology, data, and digital services.

It is based in the Chambers administration building.

Head of Infrastructure and Natural Assets
Ross Graham

Responsible for the sustainable planning, management and enhancement



of the city's built and natural assets, including roads, tracks and trails, natural areas, waste and recycling, the stormwater network and facilities for hire.

This group is based in the Chambers administration building as well as the Mornington Depot, where the Operations team is located.



Head of Regulatory Services
Rudi Brennan

Administration and enforcement of legislation, permits and compliance requirements.

This Group includes the area of public health and environmental management, as well as parking enforcement and animal management.



Head of Community and Culture
Tracey Cockburn

Services to the community in the areas of children, young people, older people and volunteering. In addition, community grants, arts including Rosny Farm and community events programs. This group delivers services from a number of sites including a youth centre in Rokeby, Rosny Early Learning in Montagu Bay, before and after school care from various locations.

How we are funded

Councils in Tasmania raise their revenue from various sources including rates, grants, fees and charges, and borrowings. Rates are normally made up of a general rate, service rate, and/or charge. Under certain circumstances, a council may levy a specific rate or charge for certain areas, land uses or for other reasons.

Rates

Rates are normally made up of a general rate, service rate and/or charge. Under certain circumstances, a council may levy a specific rate or charge for certain areas, land uses or for other reasons in line with the *Local Government Act 1993*.

Property capital values are the basis of how rates are calculated in Clarence. The capital value of a property is set by the Office of the Valuer General (OVG) that assesses property values every six years. Within the six-year period, the OVG also releases adjustment factors that are applied to the capital value of all properties every 2 years.

General Rate - the general rate goes towards all City of Clarence services except for stormwater and waste. This rate is applied to all properties unless specifically exempt under the *Local Government Act 1993* or eligible for a rebate in accordance with the annual Rates and Charges Policy. All properties pay a fixed charge plus a rate in the dollar applied to the current capital value. The rate in the dollar applied is dependent on the property's land use code as issued by the OVG.

Stormwater Rate - properties within Clarence's stormwater districts where the nearest boundary of that land is within 30 metres of a stormwater system designed to remove stormwater from adjacent land, and the City is satisfied that it is reasonable to make a connection from that land into the stormwater system, are required to pay this rate. The charge is based on the property's capital value and land use code, with a minimum amount applying each year so the cost of managing stormwater is shared fairly across the community.

Waste Management Service Charge - all residential dwelling units to which the City supplies or makes available a kerbside domestic refuse collection pay the minimum waste management service charge.

State Government Waste Levy - a waste management service charge which council must collect on behalf of the State Government under the *Waste and Resource Recovery Act 2022*

State Fire Service Rate - this is collected by us on behalf of the State Government to fund the State Fire Commission.



Grants

The City of Clarence receives grant funding from a range of Australian and Tasmanian Government programs to support the delivery of services, infrastructure and community outcomes. Funding may be provided as untied Financial Assistance Grants, which can be used to support the council's general operations, or as specific purpose grants, which are provided for designated projects or programs and must be used in accordance with the conditions of the funding agreement.

Untied Financial Assistance Grants (FA Grants) are provided by the Australian Government to local governments under the *Local Government (Financial Assistance) Act 1995*. These grants are distributed to councils through the Tasmanian Government using a formula recommended by the State Grants Commission. Because the funding is untied, the council has discretion to allocate it according to local priorities and operational needs and Clarence applies the full

amount of the grant to support the capital program, which is part of the Annual Budget.

Read more about the State Grants Commission and FA Grants

Specific Purpose Grants (Restricted) are provided for clearly defined projects, programs or activities and must be used only for the purpose specified in the funding agreement. In the case of City of Clarence, major restricted grants include Roads to Recovery, Black Spot Program, Disaster Ready Fund, and Arts Tasmania among others.

Fees and Charges

The List of Fees and Charges establishes the fees payable for the services, permits, licences, facilities, and regulatory functions provided by Clarence. It ensures that charges are applied consistently, transparently, and in accordance with relevant legislation and council policies.

The List of Fees and Charges is reviewed annually and benchmarked against other councils and private enterprise where appropriate, to ensure our fees are relevant and competitive in the wider community. The fees are reviewed in detail by Councillors each year before being tabled for Council adoption in June, to become effective from 1 July of that year.

The list outlines charges associated with planning and development applications, building and plumbing approvals, public and environmental health services, animal management, and regulatory compliance. It also details fees for permits to use public places, events, infrastructure works, waste services, road closures, occupational licences, and council property use.

In addition, the list includes charges for hiring community halls, sporting facilities, open spaces, childcare services, community transport, and volunteer services. Administrative fees for document reproduction, property and planning information, certificates, and asset management services are also included.

Read the Fees and Charges (Non-rates) Policy

View all fees and charges

Borrowing and strategic use of debt

City of Clarence adopts a prudent and sustainable approach to borrowing, using debt strategically to fund major infrastructure, asset renewal and other capital projects that deliver long-term community benefit. Borrowing enables us to bring forward investment in essential assets while promoting intergenerational equity by aligning the cost of infrastructure with the communities that benefit from it over its useful life.

Borrowing decisions are made within the context of the Clarence Long Term Financial Management Plan, asset management plans and Borrowing Policy, ensuring debt remains affordable, supports long-term financial sustainability, and is consistent with our capacity to repay. Borrowings are primarily used to fund approved capital projects, strategic land and asset

acquisitions, and the renewal or replacement of community assets.

We seek to minimise borrowing costs through competitive procurement, align loan terms with the expected economic life of funded assets, and maintain debt within established financial sustainability benchmarks. In accordance with our Borrowing Policy, we limit our Debt Commitment Ratio to a maximum of 30 per cent of rate revenue used to service debt, providing a disciplined framework for managing debt while preserving long-term financial resilience. All new debt requests must be approved by State Treasury each year.

Other financial responsibilities

Investing

City of Clarence recognises that the prudent stewardship of public funds is a fundamental responsibility to our community. Our investment activities are undertaken to safeguard ratepayer funds while ensuring sufficient liquidity to meet operational and capital commitments and achieving an appropriate return within an acceptable level of risk.

We invest surplus cash in accordance with the *Local Government Act 1993*, the Treasurer's approved investment framework (under section 75 of the Local Government Act) and our Investment Policy.

The Investment Policy provides the governance framework for investing council funds and prioritises the preservation of capital, maintenance of adequate liquidity, prudent management of investment risk, and optimisation of returns within approved risk parameters.

The policy establishes two distinct investment portfolios:

Category 1 (Working Capital)
Focused on protecting capital and maintaining liquidity for operational needs through low-risk investments such as term deposits, cash management products and government-backed securities, with terms generally up to 12 months..

Category 2 (Medium to Long-Term)
Designed to enhance returns on surplus funds while maintaining a capital preservation overlay. Investments may include government bonds, investment-grade corporate bonds and hybrids, with maturities of up to seven years and strict diversification and credit quality limits.

The policy incorporates robust governance through delegated investment authorities, mandatory market testing, diversification limits, independent performance benchmarks, regular reporting to Council, annual policy reviews, and the ability to appoint a qualified external investment manager. Collectively, these measures ensure council's investment activities are

transparent, accountable and aligned with long-term financial sustainability.

Management of debts owed

City of Clarence maintains a fair, transparent and consistent approach to the management and recovery of debts owed to is, while recognising the importance of customer service and providing appropriate assistance to customers experiencing financial hardship.

Debt recovery is split into three categories:

1. rates and charges
2. other debt
3. infringements.

The recovery of rates and charges is governed by the *Local Government Act 1993* and our Rates and Charges Policy. All rates and charges are ultimately a charge on the land and remain with the property. We apply both interest and penalties to all outstanding rates and charges and follow the process outlined in the Rates and Charges Policy. A property may be sold if three or more years rates remain outstanding.

The Debt Management Policy supports the timely collection of outstanding amounts of the majority of all other debt with council apart from infringements. Our standard payment terms are 30 days, with structured recovery processes including reminders, negotiated payment arrangements and, where necessary, referral to debt collection agencies or legal action.

The policy also provides for debt write-offs where recovery is uneconomic or impractical and ensures genuine disputes are addressed before enforcement action is taken. This approach supports responsible financial management while ensuring debt recovery is undertaken with fairness, consistency and respect.



Asset sales

Asset sales are rare and would be considered as part of City of Clarence's broader asset management and long-term financial planning processes. Asset sales and are undertaken where an asset is identified as surplus to operational requirements, or no longer supports service delivery objectives, or where disposal represents a more effective use of community resources.

Disposal decisions should consider:

- whether an asset is required to support current or future services
- asset condition and lifecycle costs
- whether retaining the asset provides community value
- future strategic needs
- financial sustainability impacts.

Annual Budget

Operating budget

Each year, City of Clarence prepares the operating budget using a bottom-up budgeting approach. This means the budget is built from the ground up to identify the expenditure and revenue required to deliver services, meet our statutory obligations and achieve our strategic objectives. The budget includes both recurrent operating costs and anticipated income, rather than simply rolling forward the previous year's budget and applying an across-the-board CPI increase.

The process involves each Group Head preparing a proposed budget, which is reviewed by the chief financial officer and Chief Executive Officer. These draft budgets are assessed against Clarence's strategic priorities and financial objectives, then refined through a series of workshops with Councillors.

Following this process, the proposed Annual Budget is presented to Council for approval in June each year. The increase in the operating budget from the previous year, after accounting for growth and other relevant adjustments, is the average rate increase.

Capital budget

In determining which projects are prioritised for inclusion in the annual capital budget, projects must demonstrate alignment with our Strategic Asset Management Plan, Strategic Plan 2025–2035, relevant strategies and master plans.

A priority hierarchy is applied to projects put forward for inclusion in the current year's capital program:

- carryover projects - projects commenced or approved in a previous financial year that require further funding to reach completion
- renewal projects - projects required to maintain existing assets and ensure established key performance indicator (KPI) benchmarks and service levels are maintained
- high risk works – projects addressing risk
- emerging community needs - projects that response to new or changing community needs, service demands or expectations
- grant or reserve funded - projects that are fully funded.

Capital projects are funded through a combination of revenue sources, including Financial Assistance Grants through the Grants Commission, proceeds from asset sales, external grants, borrowings, the asset renewal reserve and other reserves, such as the Public Open Space and Car Parking reserves.

The draft capital program is presented to Councillors through a series of workshops. These workshops provide an opportunity to review the projects proposed for delivery in the upcoming financial year, as well as a forward list of projects that are currently unfunded and the anticipated year in which City officers propose they will commence.

The capital budget is approved alongside the operating budget in June each year.

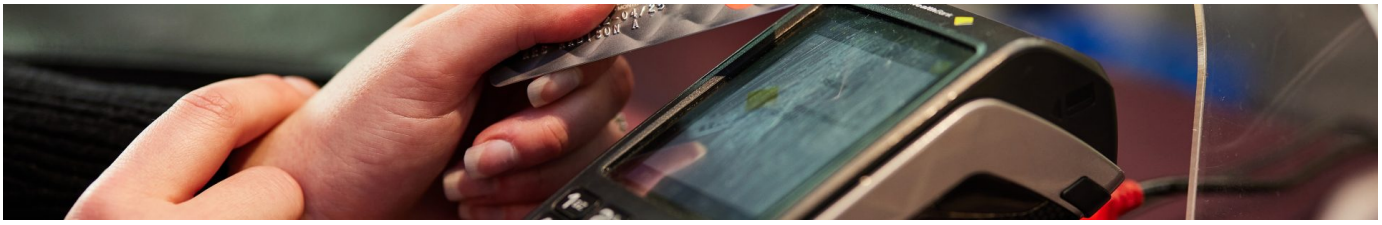
Annual Financial Accounts

Our financial accounts must be presented to the Auditor General 45 days after the completion of the financial year.

Clarence usually hosts a team out of the Auditor General's office twice during the year. Once in

the last quarter of the financial year to review processes and undertake testing and a second time after the annual accounts have been submitted.

We usually receive the Auditor General's opinion by mid-October ready to be presented at the City of Clarence Annual General Meeting in early December.



Risk management framework

City of Clarence has a risk management framework to provide structure and guidance for the management of risk across the organisation. Within the framework, there are three levels of risk to be managed.

1. Strategic risk — risks that may not be realised, may be emerging and have the potential to prevent council from achieving one or more of its goals. These would include demographics, the economy, climate and natural hazards, cyber security and information management, major disruptive events and emergency preparedness.
2. Enterprise risk — may affect more than a single group in council and could materially affect the achievement of council's goals.
3. Functional risk — risks that are managed through policies, procedures, work processes, in which risk is a specific consideration.

The Audit Panel comprises appointed Councillors and independent panel members. It regularly reviews the council's risk register and monitors the effectiveness of risk management within council.



Audit Panel

The audit function is recognised as a critical component in the accountability and governance framework of any council and, under the *Local Government Act 1993*, all Tasmanian councils are required to establish and maintain an audit panel.

The City of Clarence Audit Panel operates under a charter and terms of reference adopted by Council. Its primary purpose is to provide independent oversight and support in relation to financial reporting, risk management, the effectiveness of internal control systems, and the promotion of ethical practices and robust corporate governance across the organisation.

While the Audit Panel provides independent oversight and assurance to Council, it does not have executive authority and is not responsible for implementing management actions, which remain the responsibility of council officers.

The Audit Panel reviews and provides advice on the effectiveness of our financial management, financial governance arrangements and financial reporting, including whether the annual financial statements accurately reflect council's financial position. It considers our key strategic, operational, financial and asset management plans and the extent to which these plans are integrated and based on sound assumptions.

The panel also examines the policies, systems and controls that support council's long-term financial sustainability, including risk management, internal controls, fraud and corruption prevention measures. In addition, it monitors our compliance with legislative obligations and assesses the implementation and effectiveness of actions taken in response to previous Audit Panel recommendations, providing independent oversight to strengthen governance,

accountability and continuous improvement.

The City of Clarence Audit Panel is made up of two Councillors appointed by Council and three suitably qualified external independent persons.

Read about local government audit panels and the Tasmanian Audit Office on LGAT member portal (you'll need to login the first time you access this site).



By-laws

A by-law is a law made by a council. By-laws must relate to the functions and powers of councils as established under the *Local Government Act 1993 (*Tas.) and can only apply to the municipal area of the council that has made the by-law.

The power to make by-laws is delegated by the Tasmanian Parliament, which has prescribed a detailed process for the making of by-laws.

A key distinction between a council policy and a by-law is that a by-law has legal force. By-laws can create offences, penalties and infringement notices and give council officers legal powers to investigate and enforce the by-law.

Additional information on the making of by-laws can be found in section 11 of the .

Read City of Clarence's by-laws



Emergency management

Clarence's Emergency Management team ensures that we are prepared for unexpected events and can respond effectively when they occur. We undertake emergency planning, risk assessments and training and awareness to ensure the safety and wellbeing of our employees and the wider community.

The principal legislation governing emergency management in Tasmania is the *Emergency Management Act 2006*. It establishes the state's emergency management framework, defines responsibilities, and provides for planning, response, and recovery.

Under this legislation, Clarence is required to develop a Municipal Emergency Management Plan. In addition to articulating council's role during a declared emergency event, the Municipal Emergency Management Plan also describes the role of Councillors during a declared emergency event, along with the governance arrangements that apply. Clarence also has a Severe Weather Event Procedure that outlines how we prepare for and manage severe weather events.

It is important to note that emergency management relies on partnerships between all spheres of government together with local emergency management organisations and other areas of the community. Emergency management in Tasmania is coordinated through the Tasmanian Emergency Management Arrangements, approved by the Minister for Police, Fire and Emergency Management, which provides a statewide framework for planning and coordination between government agencies, emergency services, councils, businesses and communities.

Read more about Tasmanian Emergency Management Arrangements and details about our

Emergency Response.

Business continuity

Business Continuity Recovery Plan

The Business Continuity and Recovery Plan (BCRP) is our internal framework for preparing for, responding to and recovering from major disruptions that may affect our ability to deliver services to the community.

City of Clarence provides a wide range of essential and non-essential services, including child and family day care, waste collection, planning and recreational services, and any disruption to essential services can have a significant impact on the community.

The BCRP aims to minimise these impacts by identifying and mitigating risks to critical business functions so they can be restored as quickly as possible following events such as fire, flood, pandemic conditions or IT systems failure. The plan does not attempt to provide a response to every possible scenario. Rather, it establishes a structured approach for workgroups to identify their critical and non-critical functions, assess whether those functions are statutory, essential or discretionary, determine priorities and recovery timeframes, and identify the minimum staffing levels, systems, assets, equipment, suppliers and other dependencies needed to maintain service delivery.

The BCRP is managed through defined roles and teams, including a Leadership Team comprising the Mayor, CEO and Head of Governance, an Assessment Team and a Continuity Team, with the Mayor responsible for activating and standing down the plan on advice from the CEO. It also sets out the phases of response, consolidation, recovery and restoration of business-as-usual, supported by clear communication arrangements for stakeholders and managers.

The BCRP is distinct from the Clarence Emergency Management Plan, which relates to our role in a broader State Government emergency response. The BCRP focuses specifically on our own continuity of operations and recovery arrangements.

Public health and environmental management

The City of Clarence is committed to creating and maintaining a healthy and sustainable environment for our community through the protection of public and environment health and, in accordance with sections 71 and 72 of the *Local Government Act 1993*, publishes a detailed statement of activities to this effect in the Annual Plan as well as the Annual Report.

Clarence has statutory responsibilities under the *Public Health Act 1997*, *Environmental Management and Pollution Control Act 1994*, *Food Act 2003*, *Building Act 2016* as well the

Local Government Act.

This suite of statutory responsibilities means that City of Clarence undertakes a diverse range of functions that includes regulating Clarence's food businesses, delivering a public health immunisation program, licencing public health risk-activity businesses, undertaking water quality monitoring, investigating environmental and public health nuisance complaints, conducting wastewater assessments for plumbing permit applications and educating the community on smoke-free areas and the appropriate maintenance of septic tanks.

These activities ensure council achieves its statutory functions and provides for a healthy and environmentally responsible City for the community to enjoy.

Enforcement

Our enforcement activities help protect public safety, public health, the environment and the amenity of the Clarence municipality by ensuring compliance with legislation, regulations and by-laws.

These responsibilities include enforcing the requirements of the *Public Health Act 1997* such as food safety, environmental health and public health nuisance provisions, and the *Building Act 2016*, including compliance with building and plumbing permits and consents, and requirements associated with relevant legislation.

Enforcement also relates to compliance with planning permits and the Tasmanian Planning Scheme - Clarence through the *Land Use Planning and Approvals Act 1993*.



The *Road Rules 2019* establish the requirements for the safe and lawful use of roads and road-related areas throughout Tasmania.

They regulate driver and vehicle behaviour, including stopping, parking, traffic signs, road markings, and access requirements.

For our enforcement activities, the Road Rules provide the authority for authorised officers to identify parking offences and issue infringement notices for breaches such as parking in restricted areas, exceeding time limits, failing to comply with parking signs, or stopping where prohibited.

We also administer and enforce the Dog Management Policy and the *Dog Control Act 2000* by

managing dog registrations, investigating nuisance and dangerous dogs, responding to dog attacks, and promoting responsible pet ownership – see Dogs.

City of Clarence also administers the *Cat Management Act 2009,* which regulates cat ownership and breeding, and the management of stray and feral cats. In addition, the Public Places By-law (2018) establishes rules for how public spaces owned, managed or controlled by council may be used, and provides a framework for issuing permits and licences for activities undertaken in these areas.

The by-law applies to public places including roads, parks, playgrounds, sporting facilities, paths, trails, buildings, and other council-managed land.



Built and natural areas

Stormwater

City of Clarence is responsible for managing approximately 450km of stormwater drainage infrastructure including pipes, pits, culverts, gross pollutant traps and detention basins.

This involves undertaking inspections, responding to public enquiries, delivering maintenance and renewal works, and providing technical advice to support the effective operation, resilience and long-term performance of Clarence's stormwater network.

A stormwater system management plan provides the strategic framework for managing the city's stormwater network and guides planning and investment to reduce flood risk across Clarence's nine urban areas.

Roads

Council is responsible for approximately 511 km of roads, including 39 km of unsealed roads, together with associated infrastructure such as footpaths, kerb and channel, traffic signs, line marking, pedestrian facilities and roadside assets.

There are two distinct but complementary functions of council — the management and operation of the road network and associated infrastructure, and the maintenance of those assets. These functions are delivered by separate teams.

Natural reserves

The strategic stewardship of natural areas is an important responsibility for us and involves protecting and enhancing natural assets including bushland reserves, coastal environments, waterways, native biodiversity, and tracks and trails.

To achieve this, council undertakes environmental planning, biodiversity conservation, habitat restoration and natural area management programs that protect ecological values while balancing community use and recreation – see Environment and Biodiversity.

Activities include weed and pest management, bushfire mitigation, environmental monitoring, conservation projects, community education, and partnerships with landowners, community groups and government agencies.

Read the Clarence Natural Areas Strategy 2024–2034 and Bushfire Mitigation Strategy 2024–2033.



Asset renewal

If the total of Clarence's built infrastructure assets were constructed today, the estimated replacement cost would be $1.4 billion. Asset management planning presents ongoing challenges due to the age, condition and long-term funding requirements of infrastructure assets to ensure they remain fit for purpose, financially sustainable and able to meet community needs.

Effective management of these assets requires monitoring and service management, planning for asset renewal, coordination of annual budgets, and integration of financing requirements with our Long Term Financial Management Plan.

Read the Asset Management Strategy.

Construction and maintenance operations

The Operations team, based at the Mornington Depot, includes the day-labour workforce and is responsible for the maintenance of parks, playgrounds, sportsgrounds, natural reserves, including bushland management and fuel reduction activities, roads, footpaths, stormwater infrastructure, and tracks and trails, as well as civil infrastructure construction and maintenance activities.

The team is responsible for council's fleet and plant management, including asset replacement planning, depot workshop operations, and the maintenance of vehicles, plant and equipment to support service delivery across the organisation.

The Operations team also provides after-hours call-out crews to respond to urgent incidents outside normal operating hours.

Read more about the management of our built and natural areas:

- Parks and Reserves
- Environment and Biodiversity
- Sportsgrounds
- Bushfire management
- Stormwater
- Coasts
- Tracks and trails
- Roads
- Footpaths

Waste and recycling

We provide more than two million kerbside bin collections each year to over 26,000 properties

across Clarence, collecting more than 10,000 tonnes of general waste, 3300 tonnes of recyclables and almost 4000 tonnes of garden organics.



Recyclable materials collected through the yellow-lid bins include glass bottles and jars, aluminium and steel cans, clean plastic containers, cartons, cardboard, newspapers, junk mail and office paper. Collected recyclables are transported to a materials recovery facility, where materials are sorted, processed and sent to Australian and overseas markets to be transformed into new products.

In 2023–24, the kerbside recycling service diverted more than 7000 tonnes of materials from landfill.

To further reduce waste sent to landfill, we coordinate initiatives for difficult-to-recycle and bulky materials such as soft plastics recycling, tyre and problematic waste amnesty events, and a RecycleWall at Council Chambers.

Green waste collection is available for all residential properties in urban areas, including households in multi-unit dwellings but is not available in some rural areas. Moving forwarding the garden organics service will transition to Food Organics and Garden Organics, providing an opportunity to further reduce kerbside waste sent to landfill and associated emissions.

See also Mornington Park Waste Transfer Station.

07 Standards, Conduct and Governance

Standards and conduct

As a Councillor, you are expected to uphold high standards of conduct and professionalism whenever you are performing your duties or representing the City of Clarence. Your behaviour contributes to the culture of Council, the effectiveness of decision-making, and the community's confidence in local government.

Your conduct is guided by legislation, including the *Local Government Code of Conduct*, the *Local Government Act 1993*as well as a Councillor Statement of Expectations that forms part of Council's Dispute Resolution Policy.

Together, these documents establish the standards expected of elected members and provide a framework for ethical, accountable and respectful conduct.

It is important to understand that the Local Government Act includes offences for Councillors that, if breached, carry significant penalties.

You are expected to act lawfully, honestly and respectfully, treat others with courtesy, and contribute positively to a safe and constructive working environment. This includes your interactions with other Councillors, City of Clarence employees, contractors, stakeholders and members of the community.

It is recognised that Councillors may hold differing views and engage in robust debate, while maintaining respect for others and focusing on issues rather than individuals.

Where concerns arise regarding conduct or behaviour, the Dispute Resolution Policy provides a framework to support an early and constructive resolution before matters escalate to a formal Code of Conduct complaint process.



Expected behaviour

As a Councillor, you are expected to contribute to a positive, respectful and collaborative governance environment. This includes listening to different perspectives, engaging in discussions respectfully, and working constructively with others even when opinions differ.

Behaviour that supports effective governance includes:

- being prepared for meetings
- communicating professionally
- respecting confidentiality requirements
- accepting collective decisions of Council
- treating others with fairness and respect.

You should strive to build productive working relationships with fellow Councillors and City of Clarence officers, recognising the distinct roles each plays in serving the community.

You should avoid behaviour that may undermine relationships, workplace wellbeing or public confidence in Council. This includes personal attacks, intimidation, disrespectful language, inappropriate comments, repeated disruptive behaviour, or conduct that creates an unsafe or hostile environment for others.

If disagreements arise, Councillors are encouraged to address issues respectfully and utilise the dispute resolution processes available to support positive outcomes and maintain effective working relationships.

Accountability and transparency

As a Councillor, you are accountable to the community you serve and are expected to carry out your role in a transparent, ethical and responsible manner.

This includes complying with legislative requirements, acting in accordance with Council policies and codes of conduct, and ensuring your decision-making can withstand public scrutiny – see Part 5A of the . You should familiarise yourself with your obligations regarding the declaration of gifts, benefits and other interests, and ensure any required disclosures are made in a timely manner.

To support transparency and maintain public confidence, City of Clarence maintains a Gifts and Donations Register - made publicly available on our Governance webpage.

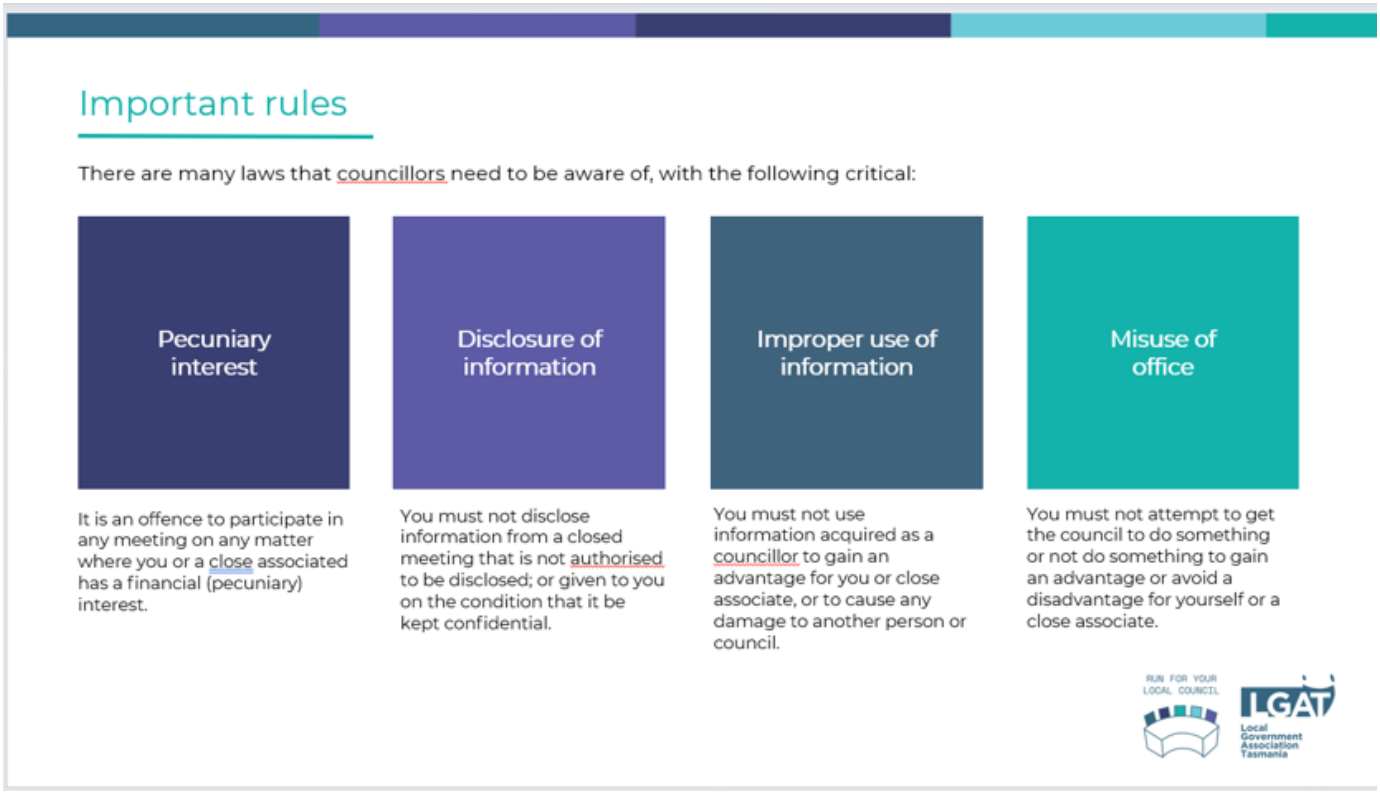
Managing conflict of interest

As a Councillor, you are expected to act impartially and in the best interests of the Clarence community at all times. It is important that you are aware of any actual, potential or perceived conflicts of interest that may arise in the course of your role and take appropriate steps to declare and manage them.

The management of pecuniary interests is governed by Part 5 of the , while broader actual, potential and perceived conflicts of interest are addressed through the Tasmanian Local Government Code of Conduct (Part 2).

If you are ever uncertain about whether a conflict exists, you should seek advice from the Chief Executive Officer before participating in the matter.

Early disclosure and transparency help protect both you and Council's decision-making processes. The Local Government Association of Tasmania's Councillor Handbook provides more information about expected behaviour, conflicts of interest, disclosure of information and misconduct.



Safeguarding Children and Youth

Clarence has a leadership role in our community to support child and youth safety in accordance with the *Child and Youth Safe Organisations Act 2023 (Tas)*.

This legislation is designed to prevent and respond to abuse and harm to children and young people and reflects the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse and also aligns with the National Principles for Child Safe Organisations.

The City of Clarence Safeguarding Children and Youth Policy aims to ensure that children and young people who interact with council have the right to:

- feel safe
- be safe
- be heard
- have their views respected, and
- participate in decisions that affect them.

The policy applies to council's services, programs, events, facilities and online environments, and it applies to employees, volunteers, contractors or consultants, and the Mayor and Councillors.

As a Councillor, it is important to understand your responsibilities to support child safety and prevent harm, including to support a council culture in which the safety and wellbeing of children and young people comes first.

The Safeguarding Children and Youth Policy applies to Councillors even where your role does not involve directly working with children or young people. Councillors are expected to:

- model a culture of child and youth safety and wellbeing
- understand and comply with your obligations
- undertake relevant training and education
- report concerns about the safety or wellbeing of a child or young person
- promote council as a child-safe organisation, and
- direct members of the community to appropriate information and resources.

Read our commitment

Understanding the Child and Youth Safe Standards

The *Child and Youth Safe Organisations Act 2023* establishes ten standards that council must put into practice. The Child and Youth Safe Standards require us to meet a benchmark that ensures children and youth rights to safety and wellbeing are respected and upheld.

There is also a universal principle of Aboriginal cultural safety that applies across all ten standards. Council must respect the cultural safety of Aboriginal and Torres Strait Islander children and young people.

You can read the full list of standards and what they mean in the policy. An outline of your obligations as a Councillor against each standard is listed below.

1. **Leadership**
   Model a culture where child safety and the prevention of harm are taken seriously.
2. **Children's voices**
   Support and encourage children's views to be considered in relevant council decisions. This means supporting children and young people to have a genuine voice in matters that affect them.
3. **Families and community**
   Promote council's commitment to child safety, encourage the community to learn about and become involved in harm prevention and advocacy, and you should be able to direct community members to appropriate information and resources.
4. **Equity**
   Consider whether council decisions, services and facilities are inclusive and meet diverse needs.
5. **People**
   Be aware of appropriate behaviour and protocols when interacting with children and young people.
6. **Complaints and concerns**
   As a Councillor, you may be a person that a community member approaches with a concern. Listen, take it seriously, don't investigate, and ensure it is reported through the correct council process.
7. **Training**
   Complete relevant training so you understand and are confident with your responsibilities and know how to respond to concerns.
8. **Environments**
   Consider child and youth safety when making decisions about council facilities, services, programs and activities.
9. **Continuous improvement**
   Councillors support good governance by providing appropriate oversight of council's responsibilities, including monitoring progress, identifying or supporting areas for improvement and ensuring council continues to meet its child and youth safety obligations.
10. **Policies and procedures**
    Understand theSafeguarding Children and Youth Policy and the broader framework that puts child and youth safety and wellbeing at the centre of our thinking and actions.

The Reportable Conduct Scheme

The Safeguarding Children and Youth Policy sits alongside Tasmania's Reportable Conduct Scheme.

The scheme creates legal obligations around allegations of certain types of misconduct involving children by workers and volunteers. Importantly, reportable conduct is broader than suspected criminal behaviour.

It can include:

- sexual offences or sexual misconduct
- physical violence
- grooming
- behaviour causing significant emotional or psychological harm
- significant neglect, and
- certain offences involving failures to report child abuse.

The Chief Executive Officer has specific legal responsibilities under the scheme, including obligations concerning the reporting of relevant allegations to the Independent Regulator. The CEO is legally responsible for key organisational obligations under the Child and Youth Safe Organisations Act and the Reportable Conduct Scheme.

Council facilities and community organisations

Council owns, manages or leases facilities that are used by community organisations, including facilities where children and young people participate in sport, recreation and other activities.

Council is not legally responsible for supervising the child-safety practices of every independent organisation using a council facility. However, the Safeguarding Children and Youth Policy commits council to taking reasonable steps to encourage these organisations to operate in accordance with child-safe principles.

This includes providing all third-party operators with a copy of our Child and Youth Safety Commitment Statement, and relevant contracts containing child safe clauses, requirements for Working with Vulnerable People checks, and compliance with the Youth Safety Standards.

Councillors may encounter questions from community organisations about what council expects of them. When this occurs, you should refer to council's information page rather than providing individual advice.

For more information, you can refer to the Guide to Tasmanian oversight bodies.

08 Planning and Development

Council as a planning authority

In addition to its role as a local government authority, the City of Clarence is also a Planning Authority under the *Land Use Planning and Approvals Act 1993 (LUPAA)*. As a Planning Authority, Council is responsible for administering and applying Tasmanian Planning Scheme - Clarence (which includes the Clarence Local Provisions Schedule) within the Clarence municipal area.

As a planning authority, Council's role is not to determine whether a development is popular or unpopular. Rather, it is to assess planning matters against the relevant legislation, planning scheme provisions, policies and evidence. Decisions must be based on planning merit and the applicable statutory framework.

A planning authority is responsible for:

- assessing and determining applications for planning permits
- enforcing the Tasmanian Planning Scheme - Clarence
- assessing and determining requests to amend the Clarence Local Provisions Schedule
- supporting strategic land use planning across the municipality
- ensuring planning decisions comply with the *Land Use Planning and Approvals Act 1993*.

Councillors play an important role in planning decisions but must do so within the legal framework established by planning legislation.

In addition to local, state and federal government, there are many other organisations that have a role in Tasmania's planning system. You can find out who does what on the State Planning Office's website.



The planning scheme

The Tasmanian Planning Scheme-Clarence is the statutory document that guides how land is used and developed throughout Clarence. It consists of two parts:

- the State Planning Provisions, which apply across Tasmania
- the Clarence Local Provisions Schedule, which contains local zoning, overlays, specific area plans and other controls that apply within the City of Clarence.

The planning scheme establishes:

- administrative provisions and exemptions
- land use zones
- development and use standards
- heritage and other specific matter provisions
- environmental and natural hazard provisions
- specific area plans
- site-specific planning controls.

The planning scheme provides the controls against which applications for planning permits are assessed and determined. It is intended to promote consistent, transparent and sustainable planning outcomes across Clarence.

Read more information about the planning scheme.

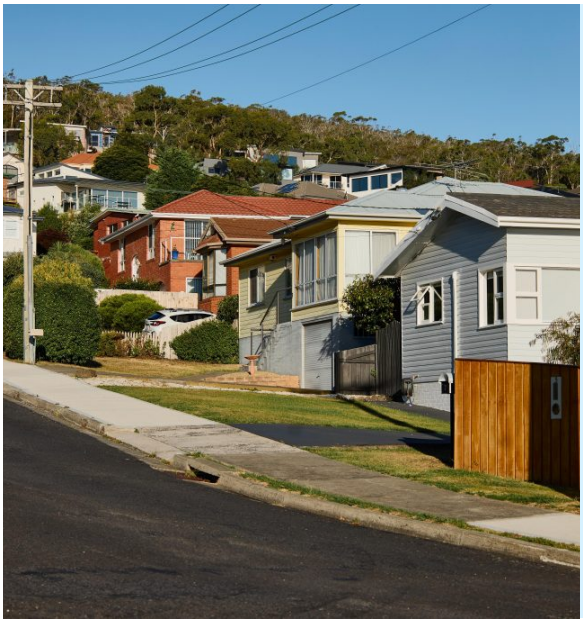
How development applications are assessed

When a development application is received, officers assess it against the requirements of the Tasmanian Planning Scheme-Clarence and other relevant legislation.

The assessment process considers matters such as:

- use and development classification
- compliance with applicable planning scheme standards
- impacts on neighbouring properties
- environmental considerations
- infrastructure and servicing requirements
- heritage, landscape and natural hazard issues
- any representations received during public advertising (where required) – plans are advertised on our website here: Advertised Plans.

Importantly, planning applications must be assessed on planning grounds. Matters that are not relevant under planning legislation cannot be taken into account when making a decision and discretion is limited to those matters which trigger a discretion.



Examples of matters that are generally considered relevant include:

- the nature of the use or development
- building height, bulk and scale
- privacy and overlooking
- traffic and parking impacts
- environmental impacts
- heritage considerations
- other applicable planning scheme standards.

Importantly, the planning authority is also guided by previous determinations of the Tasmanian Civil and Administrative Tribunal, the Tasmanian Supreme Court and courts of superior jurisdiction.

Examples of matters that are generally **not** relevant planning considerations include:

- personal opinions about an applicant
- potential impacts on property values or views
- commercial competition
- personal disputes between neighbours
- whether a Councillor personally likes or dislikes a proposal.

Planning decisions must be evidence-based and supported by the planning framework rather than personal preference.

View the advertised plans webpage

Public exhibition of applications and representations

Not all planning permit applications are advertised to the public. Only applications that require Council to make a judgement or decision under the planning scheme are advertised.

If an application fully complies with the planning scheme and is permitted, Council cannot refuse it. Likewise, if an application is prohibited under the planning scheme, Council cannot approve it.

When an application is advertised, community members can provide feedback or make a representation during the advertising period. Council must consider all valid representations received within that timeframe.

Advertising usually includes:

- a notice in the local newspaper
- a sign displayed on the property
- letters sent to neighbouring property owners and occupiers.
- on our website – see Advertised Plans

Role of elected member in planning decisions

Not all planning matters are decided by Councillors. Each year, around 750–900 planning applications are received and assessed, including applications that do not require a planning permit.

To help process applications efficiently, Council has delegated certain decision-making powers to planning officers. This means officers can approve some applications, including those that receive no more than one representation or meet other delegation criteria.

Applications that cannot be decided under delegation are referred to Councillors for a decision at a Council meeting. In these cases, planning officers prepare an assessment report and recommendation to help inform Councillors' decision-making.

When acting as members of the planning authority, Councillors have a statutory responsibility to make planning decisions fairly, impartially and in accordance with the planning scheme and relevant legislation.

Councillors should:

- approach each application with an open mind
- consider officer reports and professional advice
- base decisions on planning merit
- avoid predetermining outcomes before all information has been considered
- declare and manage any conflicts of interest
- treat all applicants and submitters fairly and consistently.

Councillors should be mindful that planning decisions differ from other Council decisions. While many Council matters involve broad policy considerations, community expectations and political judgement, planning decisions are quasi-judicial in nature and must be based on the statutory planning framework.

For this reason, Councillors should avoid making public commitments or statements that could suggest they have predetermined the outcome of a development application before it has been formally considered.

Strategic planning vs statutory planning

While often used interchangeably, strategic planning and statutory planning perform different functions.

Strategic planning
Focuses on the long-term future of the municipality. It helps identify how Clarence will grow and evolve over time and informs decisions about housing, employment, transport, infrastructure, environmental management and community development.

Examples include:
- community and strategic plans
- land use strategies
- structure plans
- master plans
- planning scheme amendments.

Statutory planning
Involves the day-to-day administration of the planning system and the assessment of development applications against the planning scheme and legislative requirements.

Examples include:
- development applications
- subdivision applications
- confirmation of 'no permit required' status
- amendments to planning permits
- sealing of final plans of subdivision
- strata scheme applications
- compliance and enforcement.

Understanding this distinction is important. Strategic planning is where Councillors have the

opportunity to shape future policy and direction, while statutory planning requires decisions to be made within the framework established by legislation and the planning scheme.

Read more about planning matters on our website.

09 Governance and Decision Making

Governance and decision making

Good governance is the foundation of effective local government. It ensures decisions are made transparently, accountably and in the best interests of the community.

As a Councillor, you are part of the governing body of the City of Clarence and share responsibility for setting the strategic direction of the organisation, overseeing performance and ensuring resources are used responsibly. Good governance relies on elected members working collaboratively, acting ethically, complying with legislative requirements and maintaining a clear distinction between governance and operational responsibilities.

Effective governance is supported by a range of frameworks, including:

- *Local Government Act 1993*
- Local Government Code of Conduct
- City of Clarence policies and strategic plans.

Together, these guide how decisions are made, how risks are managed and how accountability is maintained.

How decisions are made

The City of Clarence makes decisions through a formal governance process. While individual Councillors contribute their views, authority rests with the elected Council as a whole, not with individual elected members.

Most decisions are made through resolutions at Council or committee meetings.

Prior to a decision being made, Councillors are provided with reports, recommendations and supporting information to assist you in considering the matter. Councillors are expected to review the available information, participate in discussion and make decisions based on evidence, professional advice, legislative requirements and the best interests of the community.

When making decisions, Councillors should:

- consider all relevant information before them
- keep an open mind until all information has been considered
- focus on the merits of the matter being discussed
- consider the long-term interests of the community
- act in accordance with relevant legislation, policies and codes of conduct
- respect the collective decision-making process.

Once a decision has been made by Council, it becomes the decision of the elected body, regardless of individual voting positions. The administration is then responsible for implementing the decision in accordance with Council's resolution.

Understanding and respecting this collective decision-making process is fundamental to effective local government and good governance.



Meeting procedures and protocols

Council meetings are where the elected body formally considers matters and makes decisions on behalf of the City of Clarence. To ensure meetings are conducted consistently, fairly and efficiently, they are governed by the council's Consolidated Meeting Procedures.

The procedures establish the rules and protocols for Council and committee meetings, including how meetings are convened, conducted and recorded. They also outline the rights and responsibilities of Councillors, the Mayor, committee members and members of the public who participate in council meetings.

Key areas covered by the procedures include:

- the scheduling and convening of Council and committee meetings
- annual meeting schedules and notice requirements
- agenda and minute preparation, circulation and publication

- weekly briefing reports and information provided to Councillors
- the order of business and conduct of meetings
- the role of the chairperson and meeting protocols
- requirements relating to quorum and attendance
- open and closed meetings
- pecuniary interests and meeting participation
- motions, amendments and procedural motions
- debate, points of order and meeting conduct
- voting procedures and the recording of decisions
- questions from Councillors and members of the public
- deputations and petitions to Council
- recording and publication of Council meetings.

When participating in meetings, Councillors are expected to act respectfully and professionally, addressing remarks through the Chairperson and following the procedures that govern debate and decision-making. These protocols help ensure all Councillors have the opportunity to participate fairly and that meetings remain focused, orderly and productive.

Councillors should familiarise themselves with the Consolidated Meeting Procedures early in your term, as they provide the framework for how Council conducts its formal business and exercises its decision-making authority.

The basis of the Consolidated Meeting Procedures is the Local Government (Meeting Procedures) Regulations 2025

Livestream

Open ordinary or special Council meetings are livestreamed and recorded on council's Youtube channel. A link to the recorded meeting is subsequently uploaded to the council website.

Meeting schedules and expectations

Council meetings are an important part of your role as a Councillor and provide the forum through which Council makes decisions and exercises its authority. The schedule of Council meetings is adopted by Council every two years – once after an election has concluded and again mid-way during the term. The annual schedule can be viewed online.

Councillors are expected to:

- review agendas and reports before meetings – these are provided on the Wednesday prior to the scheduled council meeting. Agendas and minutes are also published publicly on our website at least four business days before a meeting.
- comply with meeting procedures and legislative requirements.

Being prepared and actively participating in meetings supports effective decision-making and good governance.

Different meeting types

Councillors participate in a range of meetings that support effective governance, decision-making, and community representation. To carry out your role successfully, you should be familiar with the purpose, procedures, and requirements of each meeting type.

- **Ordinary** meetings are the regular meetings of the Council where the core business of council is conducted. See - Council meetings.
- **Special** meetings are convened for a particular purpose by the Mayor, a majority of Councillors or by resolution at a Council meeting.
- **Committee** meetings oversee specific functions, projects or programs. Depending on their purpose and authority, committees and working groups may include Councillors, council officers, community representatives or subject matter experts. While committees and working groups can make recommendations and provide advice, authority to make decisions generally remains with Council unless specific powers have been formally delegated. Councillors appointed to these groups are expected to actively participate, contribute constructively and report back to Council where appropriate.
- **Open** meetings are Council meetings that are open to the public unless the topic for discussion is about a matter that may need to be kept confidential.
- **Closed** meetings are closed to the public under certain circumstances, for a specific reason.
- **Annual General Meeting** is convened to present the council's Annual Report.
- **Workshops** are scheduled as an opportunity for Councillors to receive briefings from council officers, ask questions and discuss matters in a collaborative environment. They are not decision-making meetings. No resolutions are made, and no formal decisions are taken at a workshop. Any matter requiring a decision must be considered and resolved at a formal Council or committee meeting. Councillors are encouraged to actively participate in workshops, as they provide valuable opportunities to build knowledge, seek clarification and prepare for informed decision-making.

Delegations

Delegation means the assignment of authority by the Council to a person, committee, or other authorised body to exercise specified powers or perform designated functions.

To support the efficient operation of the City of Clarence, Council delegates certain powers, functions and duties to the Chief Executive Officer who may further delegate authority to council officers.

Delegations enable routine operational and administrative matters to be managed efficiently without requiring a formal Council decision in every instance. All delegated powers must be exercised within the scope of relevant legislation, Council resolutions and any conditions applying to the delegation.

As a Councillor, it is important to understand that a delegated decision has the same legal effect as if it had been made by Council itself. Individual Councillors do not have the authority to direct staff in the exercise of delegated powers or to intervene in operational decisions made under delegation. While Council retains responsibility for strategic leadership, policy setting and oversight, delegated authority allows the administration to carry out day-to-day operations and functions and implement Council's decisions effectively.

See Understating our Organisation.



Policy

Councillors play a key role in developing, considering, adopting, and reviewing policies that establish the strategic direction and governance framework for the organisation. These policies guide how the City exercises its powers, delivers services, makes decisions, and meets its legislative obligations, ensuring decisions are fair, transparent, consistent, and aligned with the council's strategic objectives.

Policies are adopted by the elected Council and generally address matters that affect the

community, governance, service delivery, or the exercise of statutory functions. In contrast, internal (operational) policies are approved by the Chief Executive Officer to guide the day-to-day management of the organisation, including administrative procedures, workforce matters, operational practices, and internal business processes.

Operational policies support the implementation of Council decisions but do not require Council approval unless legislation or the Council has determined otherwise.

This distinction enables Councillors to focus on strategic leadership and policy direction, while the CEO is responsible for managing the operations and implementing the policies adopted by the Council.

See Council policies.

Strategic financial governance

Clarence must be able to fund the projects it has planned for and ensure that it is financially viable into the future.

While the day-to-day management of a council's finances and the budget lies with the council's Head of Finance (chief financial officer), Councillors are accountable for the long-term financial planning, budgeting and monitoring of the council's financial performance.

Financial activities need to be underpinned by appropriate plans and strategies, some of which form part of a legislative framework. This ensures that in the long term, assets and services will be maintained in a sustainable way and at a level acceptable to the community.

Clarence maintains a significant suite of infrastructure assets including roads, stormwater infrastructure, buildings, parks and recreational facilities. In considering future funding requirements, Council must reflect on how much funding it will have over the next 10 years and whether the available funding is sufficient.

Integrating strategic asset management and long-term financial plans help guide and improve current and future council performance.

Long term Financial Management Plan

Our long term financial management plan (LTFMP) is a guiding document that is reviewed annually and considered when developing council's Annual Plan and budget. The LTFMP forecasts council's financial position in future years and is an important component of council's financial management framework.

Asset Management Strategy

The Clarence Asset Management Strategy enables Clarence to show how its assets will meet the services needed by the community in a cost effective manner and ensure the integration of asset management with the Clarence strategic and long term financial management plans.

Strategic and corporate planning and reporting

Under Section 66 of the Clarence must prepare a 10-year strategic plan for the municipality in consultation with the community.

The City of Clarence Strategic Plan 2025–2035 sets the long-term direction for our organisation and provides the framework that guides corporate planning and reporting, including the Term Plan, Annual Plan and Annual Report.

The vision and strategic focus areas in the Clarence Strategic Plan guide Council decision-making, priorities and investment. When Clarence reports on progress and performance, such as through quarterly reports and the Annual Report, Council is able to demonstrate transparency and accountability to the community.



Corporate planning - general

Council develops a range of planning documents, including master plans, structure plans, strategies and implementation plans, to guide the delivery of projects and services for the community.

Corporate planning is the process of bringing these plans, community engagement, financial resources and organisational priorities together to ensure they are aligned and collectively support the achievement of the City of Clarence Strategic Plan. It involves the whole organisation and provides a framework to allocate resources, monitor and measure performance, and maintain transparency and accountability to our community.

Strategic Priorities Prospectus

The Strategic Priorities Prospectus is prepared annually to showcase Clarence's key transformational projects and investment priorities. It highlights projects that support the long-term vision for the city, align with shared priorities across all levels of government, and provide the basis for seeking external funding and investment.

- City of Clarence Prospectus 2026 – Strategic Priorities
- City of Clarence Prospectus 2025- Strategic Priorities
- City of Clarence Prospectus 2024- Strategic Priorities

10 Media and Communications

Effective communication and community engagement helps build trust, supports transparency, ensures the community is informed about and involved in Council's decisions, as well as City of Clarence services and activities.

As a Councillor, it is likely you will regularly engage with community members, stakeholders and the media. Understanding your role when communicating publicly is important to maintaining clarity, consistency and good governance.



Speaking publicly

Councillors play an important role in engaging with the community and discussing matters relating to Council. However, it is important to distinguish between speaking as an individual Councillor and speaking on behalf of the City of Clarence.

The Mayor is the official spokesperson for City of Clarence and the Council. They are responsible for representing Council's adopted positions to the media and broader community. As the leader of the elected body, the Mayor communicates Council decisions, priorities and official viewpoints on behalf of the organisation. Unless specifically authorised, you should not speak on behalf of the Council or City of Clarence, or act as the official position in any capacity.

As a Councillor, you are entitled to express your personal views and perspectives. However, if you are expressing your personal views and perspectives that is different from the position of the Council, you must always make it understood it is your personal opinion.

Where a matter has been formally resolved by Council, Councillors are expected to respect and support the collective decision-making process, even where they may have held a different view during debate.

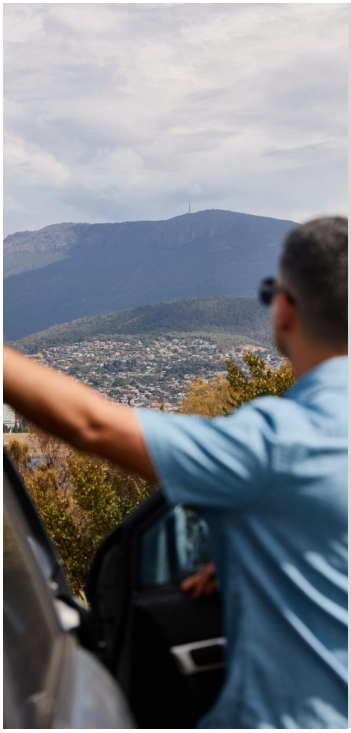
When speaking publicly, you should:

- be clear whether you are expressing a personal view or supporting a Council position
- respect the confidentiality of information where appropriate
- ensure all information is factual and accurate
- avoid comments that may undermine Council decisions, staff or fellow Councillors
- consider your obligations under the Local Government Code of Conduct.

Media engagement basics

Media enquiries relating to Council and City of Clarence business are typically coordinated through the Communications and Engagement team in consultation with the Mayor and Chief Executive Officer.

If approached by a journalist, you may choose, and are free to provide comment in your capacity as a Councillor. However, it is expected that when an enquiry relates to an official Council position, operational matter or sensitive issue, you should liaise with CEO's office before responding.



Some helpful principles for engaging with the media include:

- be respectful, professional and courteous
- stick to facts and avoid speculation
- speak only to matters you are confident discussing
- avoid commenting on confidential, contractual or legally sensitive matters
- remember that comments made to journalists may be published or broadcast in full or in part
- seek advice if you are unsure whether information can be disclosed.

Social media guidance

Social media provides valuable opportunities to connect with the community, share information and encourage engagement. However, the same standards of conduct expected in meetings and public settings also apply online.

As a Councillor, your social media activity may be viewed as reflecting on both you, the Council and City of Clarence. Even when using personal accounts, comments and interactions can attract significant public attention.

When using social media, you should:

- use an approved disclaimer to clearly differentiate personal views from Council positions
- communicate respectfully and professionally
- consider the accuracy of information before posting or sharing content
- respect confidentiality obligations
- avoid personal attacks, inflammatory comments or inappropriate language
- treat community members, staff and fellow Councillors respectfully
- be mindful that online comments can be permanent and widely shared
- consider whether your comments could be perceived as prejudging a matter that may come before Council.

Councillors are encouraged to share and repost content from the official City of Clarence accounts.

Communications during an election caretaker period

A caretaker period is the time before a local government election when the Council avoids making major decisions or undertaking activities that could affect the election outcome or limit the choices of the incoming Council.

During a caretaker period, it is important that all council communication is apolitical and unbiased to avoid any advantage or disadvantage for sitting, or prospective councillors and to ensure City of Clarence's political neutrality. While routine services, statutory obligations as well as business-as-usual communication continue during a caretaker period, council's communication will avoid partisan content or promoting the achievements of Councillors.

Councillors have a role in preserving public trust in Council during local government elections. What is permissible and not permissible activity by Councillors during the caretake period is outlined in the Election Caretaker Policy and supported by communication guidelines.

During a caretaker period:

- the Mayor will continue to act as the spokesperson for Council in accordance with section 27 of the Local Government Act, however operational media statements will be issued by the Chief Executive Officer
- Councillors may campaign on personal channels, but must not repurpose any council content nor imply council endorsement
- Councillors will not be able to use council channels or employees to produce or place opinion pieces or letters to the editor
- City of Clarence will continue essential community events but will not platform Councillors for keynote roles or promotional speaking slots that could offer one an individual an advantage
- Councillors must not, using council channels, publish campaign messages, endorsements or publicise themselves in a way likely to influence voting (for example: "vote for me because..." or comparative claims)
- City of Clarence's Manager Communication, Media and Engagement will review content for neutrality.

The key policies and procedures during caretaker period are:

- Election-Caretaker-Period-Policy
- Communication during Caretaker Period Procedure

Use of the City of Clarence logo and branding

The City of Clarence logo and visual identity are important corporate assets that help ensure

our communications are professional, consistent and easily recognised by the community.

As a Councillor, you may be provided with approved templates, branding materials and communication resources for use when undertaking official City of Clarence business. The City of Clarence logo should only be used in accordance with our branding requirements and relevant policies.

You should not use the City of Clarence logo or branding in a way that could imply endorsement of a personal opinion, political campaign, election material, external organisation or activity that has not been formally approved.

If you require access to approved branding materials or are unsure whether a proposed use of the logo is appropriate, please contact the CEO's office for advice before publication or distribution.

Consistent use of our branding helps protect our reputation and the City of Clarence brand, and ensures the community can clearly identify official communications.

City of Clarence has a logo policy which details the appropriate use of the City of Clarence logo and Council Shield. This policy is currently being reviewed following the registrations of City of Clarence as Clarence City Council's business name.

See Use of Logo policy.

11 Engaging with the Community

Engaging with the community

Community engagement is a fundamental part of the role of Councillor. Through conversations, meetings, events and other interactions, Councillors help build relationships with the community, understand local issues and ensure diverse community perspectives are considered in Council decision-making.

As a Councillor, you are often one of our most visible representatives. Members of the community may approach you to raise concerns, share ideas, seek information or provide feedback about Clarence services and projects.

Effective community engagement involves:

- listening respectfully to different views and perspectives
- being approachable and accessible – your contact details will be available on the City of Clarence website
- seeking to understand differing points of view to help inform your decision making
- communicating honestly and transparently
- encouraging constructive participation in council processes
- considering the interests of the broader community as well as the long-term impact of Council decisions.

While Councillors play an important role in listening to community concerns, it is important to remember that the views of any individual or interest group is one part of the broader community perspective.

Councillors are expected to make decisions, which in your view are in the best interests of Clarence and community as a whole.



Engagement framework

City of Clarence is committed to meaningful community engagement and involving the community in decisions that affect them beyond our legislated obligation. This means inviting people who live, work, study and spend time in Clarence to be part of our planning and decision-making.

Our engagement practices are guided by our Community Engagement Policy 2020 and Stakeholder and Community Engagement Framework. Our Engagement Code of Conduct also supports our public activities.

Process of community engagement.

City of Clarence uses the term 'community engagement' rather than 'community consultation'. Using the broader term community engagement more accurately reflects the range of approaches available to council and avoids creating expectations about the level of influence the community will have on a particular decision. This approach is consistent with the Engagement Institute's Public Participation Spectrum.

While Councillors play an important role in listening to and representing their communities, formal community engagement is undertaken by City of Clarence to ensure it is consistent, impartial and accessible.

Community engagement may take many forms, including:

- public exhibitions and consultation processes
- community surveys and feedback opportunities
- workshops and information sessions
- advisory groups and stakeholder engagement
- via the online engagement platform – Your Say- and other digital engagement tools.

The level of engagement undertaken will vary depending on the nature, complexity and impact of the matter being considered. A community engagement may simply provide information, seek feedback through consultation, involve the community more deeply, collaborate on solutions or, in limited circumstances, empower the community.

As a Councillor, you are encouraged to support and promote opportunities for community participation.

Representing community views in decision making

An important part of your role is understanding and considering community views when making decisions. This involves listening to a range of perspectives and balancing competing interests, while also considering legislative requirements, strategic priorities, financial implications and expert advice.

Councillors are not delegates for individual groups or interest groups. Rather, you are elected to make decisions that are in the best interests of the entire Clarence community.

When considering community views, it is important to:

- listen to diverse perspectives
- consider both expressed and broader community interests
- remain open-minded and objective
- base decisions on available information and evidence
- balance community feedback with council's strategic and legislative responsibilities.

Effective decision-making requires Councillors to consider all relevant factors, not solely the views of the most vocal stakeholders.

Managing enquiries and feedback

Councillors regularly receive enquiries, requests and feedback from community members. While these interactions provide valuable insight into community concerns, they should be managed in a way that supports transparency, accountability and effective record keeping.

Where a community member raises an operational issue, service request or matter requiring action, Councillors should refer the How to Raise a Matter section.

Good practice includes:

- recording key details of enquiries where follow-up is required
- referring operational matters through established council channels
- avoiding making commitments on behalf of council or council officers
- respecting privacy and confidentiality requirements
- keeping community members informed about the appropriate process for their enquiry.

Accurate record keeping helps ensure matters are appropriately managed, responses are coordinated, and important community feedback is captured to support service improvement and decision-making.

Clarence — Akkeshi Sister City relationship

Sister City programs provide an important way for Australian cities to connect with communities around the world.

They foster cultural understanding, educational opportunities, economic cooperation, and enduring networks that benefit both partners.

The sister city relationship between City of Clarence and Akkeshi was formally established on 9 February 1982 after (Ms) Masako Endo, a Japanese writer and researcher who studied early historical connections between Japan and Australia, investigated the potential for establishing an international partnership with Clarence during a visit to Tasmania in 1979.



Clarence and Akkeshi share historical and geographic connections dating back to the nineteenth century. In 1850, the crew of the Hobart-registered *Eamont* was rescued and cared for by the people of Akkeshi after the vessel was wrecked off the coast of Hokkaido, Japan. This event is regarded as one of the earliest recorded links between Australia and Japan.

Our two cities also share notable geographic similarities. Both are located along the 43rd parallel, with Clarence situated near 43 degrees south latitude and Akkeshi near 43 degrees north latitude. Each has a strong maritime heritage centred on fishing, aquaculture, and the waterways that shape local economies and lifestyles.

Australia's Pacific oyster industry originated with the introduction of Pacific oysters from Japan to Tasmania in 1948. In the past two decades, collaboration between Clarence and Akkeshi has resulted in the sharing of single-seed hatchery and basket-growing technologies from Clarence, supporting the development of oyster hatchery capability in Akkeshi.

Since the agreement was established, Clarence and Akkeshi have participated in numerous exchanges, including council delegations, cultural and educational visits, and oyster industry study tours. The City of Clarence also supports local schools through our Sponsorship of Clarence School Visits to Akkeshi Policy and Framework. This program provides funding towards domestic return airfares within Japan for participating students travelling to Akkeshi and is open for applications from Clarence schools each year between February and April.

Read more about Akkeshi.

12 Support and Resources

Tools and systems (IT)

To support you in undertaking your role as a Councillor, the City of Clarence provides access to a range of equipment, systems and technology services.

Equipment and accounts

Councillors will be provided with:

- a laptop computer
- a council email account (@ccc.tas.gov.au)
- access to standard Microsoft applications, including Outlook, Word, Excel, Teams, PowerPoint, OneDrive and Authenticator
- access to payslips through council's HR system
- a printer is available on site.

A mobile phone will be made available on request.

All equipment is supplied in accordance with standard procurement and security requirements and remains the property of City of Clarence. Equipment may be replaced from time to time at the discretion of the Chief Executive Officer. At the conclusion of your term, all council-issued equipment, accounts and associated assets must be returned in good condition, allowing for reasonable wear and tear.

Support and services

City of Clarence provides ongoing technical support for all council-issued equipment and accounts. This includes:

- equipment maintenance and replacement
- technical assistance and troubleshooting
- access to training and user support
- security monitoring and protection of City of Clarence systems
- assistance with account access and password management.

All requests for assistance should be lodged through Service Desk. Using the Service Desk ensures requests are recorded, tracked and resolved appropriately, while also providing a clear record of support provided.

Use of council equipment

Council-issued equipment, accounts and services are provided solely to assist Councillors in carrying out their official duties and responsibilities. These resources must not be used for personal, private, commercial, electoral or political campaign purposes.

Councillors are expected to use all council-provided resources responsibly and in accordance with council policies, cybersecurity requirements and legislative obligations. Councillors are also responsible for taking reasonable care of equipment issued to them and for protecting the security and integrity of council systems, accounts and information.

Any concerns regarding the misuse of council-issued equipment, accounts or services, or the inappropriate treatment, damage or repeated loss of council-supplied equipment, may be referred to the Chief Executive Officer for review and appropriate action.

Councillors must:

- protect passwords and account credentials
- take reasonable care of Council-issued equipment
- safeguard confidential and sensitive information
- report lost, stolen or compromised devices immediately – via Service Desk
- seek CEO approval well in advance to use council equipment or services in circumstances outside normal operational arrangements, such as overseas travel.

City of Clarence equipment, systems and accounts must not be used for unlawful purposes, inappropriate activities or political campaigning.

Support

Questions regarding equipment, systems, services or technology-related support should be directed through the Service Desk or the Office of the Chief Executive Officer.

Allowances, expenses, reimbursements and payroll

As a Councillor, you are entitled to receive an annual allowance in accordance with the *Local Government Act 1993* and the City of Clarence Councillor Allowances and Expenses Policy.

Councillor allowances are determined based on a range of factors, including the size, population, and revenue of each council, meaning allowances vary between councils. The Tasmanian Industrial Commission sets the allowance every four years before council elections. In addition, the Local Government Association of Tasmania publishes an annual allowances information sheet providing the rates applicable from 1 November of that year, including any indexation increases. Your allowance is paid through the City of Clarence payroll system as part of your Councillor entitlements.

If you have any questions about allowances, payments or payroll arrangements, these should be directed through the Office of the Chief Executive Officer, which manages all Councillor remuneration processes.

Council also supports Councillors to undertake their role by reimbursing reasonable and approved expenses incurred while performing official duties. The Allowances and Expenses Policy outlines the types of expenses that may be claimed, which generally relate to activities such as:

- attendance at conferences and functions
- travel undertaken on council business
- training, conferences and professional development
- other approved civic duties undertaken in your role as a Councillor.

To ensure transparency and accountability:

- all expense claims must be submitted in accordance with council's policy requirements
- supporting documentation (such as receipts) is required
- claims must relate directly to official council duties.

If you are unsure whether an expense is eligible, you should seek advice from the CEO's Office before incurring the cost.

These arrangements are designed to ensure Councillors are appropriately supported to undertake their civic responsibilities while maintaining public accountability and confidence in council processes.

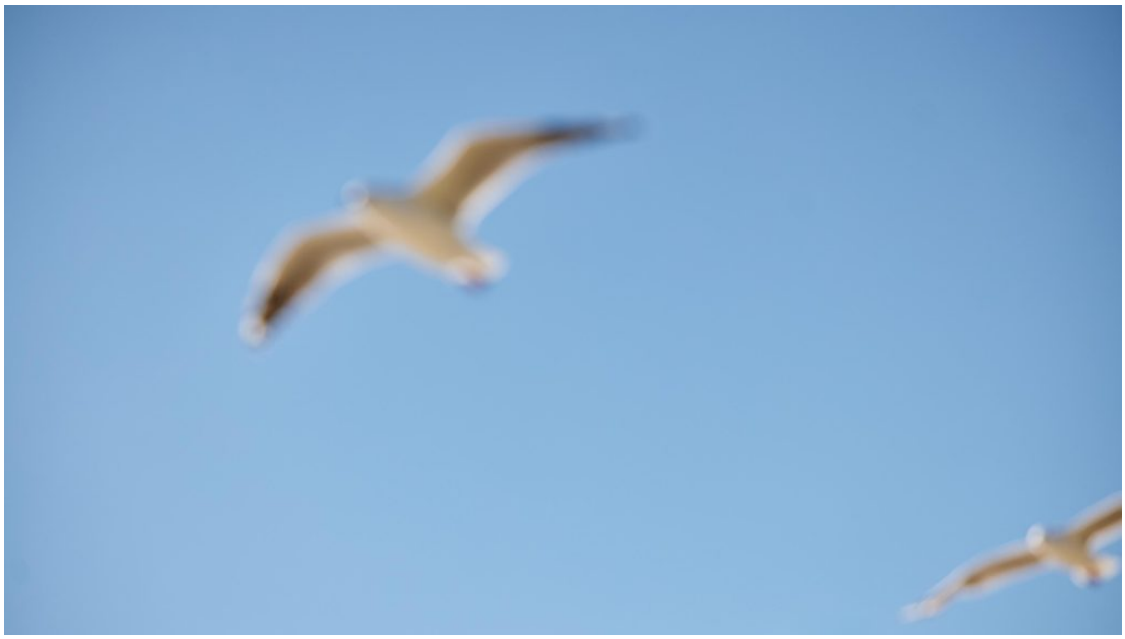
To claim a reimbursement please contact the CEO's office by email jellis@ccc.tas.gov.au

Access to information – right to access, confidentiality

Access to information is essential for Councillors to make informed decisions and fulfil their governance responsibilities. Councillors are entitled to access information that is reasonably required to perform their role, subject to legislative requirements and any limitations relating to privacy, confidentiality or legal privilege.

With this access comes a responsibility to manage information appropriately. During your term, you may have access to confidential information relating to Council business, commercial matters, legal advice, personnel matters or personal information. This information must not be disclosed or used for purposes other than those associated with your role as a Councillor.

If you are uncertain about whether information can be shared or disclosed, you should seek advice from the Chief Executive Officer before doing so. Maintaining confidentiality where required is essential to protecting council, the community and the integrity of Council's decision-making processes.



Learning and development opportunities

Local government operates within a complex legislative and governance environment, and ongoing professional development helps ensure Councillors remain informed, capable and confident in their role.

Following election, Councillors will be required to complete a range of mandatory induction and training modules.

Local Government Association of Tasmania (LGAT) and the Tasmanian Government's Local Government Office have partnered to develop a series of online learning modules. You will be enrolled automatically when you are elected.

You can read more about this on the LGAT Councillor resources page (you'll need to create an account or login).

Annual local government conference

Organised by LGAT as the main annual event for the local government sector, the LGAT Annual Conference is an opportunity to learn from a range of speakers and network with colleagues and industry stakeholders.

Key policies and procedures

- Consolidated Meeting Procedures
- Dispute Resolution Policy
- Councillor Allowances and Expenses Policy
- Gifts and Donations Register

- Social Media Policy
- Social Media Procedure
- Use of Logo policy.
- Community Engagement Policy 2020
- Engagement code of Conduct
- Communication during Caretaker Period Procedure
- Election-Caretaker-Period-Policy

13 Wellbeing and Workplace Culture

Wellbeing

Serving as a Councillor can be a rewarding experience, but it can also be demanding. Councillors are often required to balance Council responsibilities with work, family and community commitments, while navigating complex issues and responding to community expectations.

Looking after your physical and mental wellbeing is important to your effectiveness as a Councillor and your ability to serve the community. Councillors are encouraged to maintain healthy boundaries, manage workloads appropriately, seek support when needed and take advantage of opportunities to build resilience and wellbeing throughout their term.



Work Health and Safety

The City of Clarence is committed to providing a safe and healthy environment for employees, contractors, volunteers and other persons at the workplace (such as Councillors and members of the public).

While Councillors are not involved in the day-to-day management of workplace health and safety, under the *Work Health and Safety Act 2012* you have a responsibility to take reasonable care for your own health and safety and that of others while undertaking council-related activities.

Some City policies and procedures apply specifically to employees and do not apply to

Councillors in the same way. However, Councillors are still required to comply with the legislative and governance requirements that apply to their role.

Work Health and Safety Act 2012 (Tas)**:** The Act applies to the City as an organisation and sets responsibilities for maintaining a safe workplace. While Councillors are not employees of the City, they are required to take reasonable care of their own health and safety when undertaking their role and to ensure their actions or decisions do not adversely affect the health and safety of others.

If you become aware of a safety concern during your duties as a Councillor, you should notify the Chief Executive Officer as soon as possible.

You can also find information on a review of the workplace health and safety of the local government sector on the LGAT Member Portal.

Respectful workplace culture

The City of Clarence is committed to fostering a culture of respect, kindness and constructive engagement. As a Councillor, you play an important role in setting the tone for how people interact with one another, both within council and across the broader community.

Council's Kindness Starts Here campaign recognises that behind every email, phone call, social media comment and Council decision are real people who care deeply about their community. Whether engaging with residents, fellow Councillors or council employees, you are encouraged to communicate with empathy, professionalism and respect.

Similarly, the Lift the Tone campaign, led by the Local Government Association of Tasmania, promotes respectful public debate and encourages all Tasmanians to stand against abuse, intimidation and personal attacks directed at elected members and local government employees. The campaign reinforces the principle that people can disagree without being disagreeable, and that healthy communities are built through respectful dialogue rather than hostility.

As a Councillor, you can help create a positive governance culture by:

- treating others with courtesy, dignity and respect
- listening to different views, even when you disagree
- focusing on issues rather than individuals
- communicating constructively and professionally
- supporting a safe and inclusive environment for discussion and debate
- modelling the behaviours you wish to see in the community.

Robust discussion and differing opinions are a healthy part of local government. However, respectful communication should always underpin how we engage with one another. By leading through example, Councillors help build trust, strengthen relationships and contribute

to a more connected and resilient Clarence community.



Where to seek support

If you require support during your term as a Councillor, support may be available through:

- the Mayor
- the Employee Assistance Program (see below)

Councillors are encouraged to seek assistance early if they are experiencing challenges related to wellbeing, workplace interactions, safety concerns, workload pressures or other matters affecting their ability to perform their role.

Employee Assistance Program (EAP)

EAP provides free and confidential support for mental health and wellbeing, stress, relationships, financial pressures, and family challenges. Help is available 24/7.

For more information on how to access the EAP, please visit the links or call:

- Access EAP- 1800 818 728
- Positive Solutions- 1800 064 039

14 Reference Materials

Handy links and documents

- Annual Plan and budget
- Annual Report
- City of Clarence's by-laws
- City of Clarence Strategic Plan 2025-2035
- City of Clarence's strategic projects
- City of Clarence's strategies
- Consolidated Meeting Procedures
- Councillor Code of Conduct
- Dispute Resolution Policy
- Integrity Commission
- LGAT Councillor resource members portal
- Local Government Association of Tasmania (LGAT)
- Local Government Division - By Law Information
- Long Term Financial Management Plan
- Office of Local Government
- Safeguarding Children and Youth Policy
- Tasmanian Audit Office
- Tasmanian Ombudsman
- Tasmanian Planning Scheme

Key contacts

- **City of Clarence CEO's office**
  Email: sgillon@ccc.tas.gov.au
- **To raise a request**
  Email: emrequest@ccc.tas.gov.au - CEO's office
- **IT services:**
  Online: Service Desk
  Email: helpdesk@clarencecitycouncil.freshservice.com
- **Reimbursements**
  Email: jellis@ccc.tas.gov.au - CEO's office

Glossary

View the Glossary of terms

Key legislation and by laws

- *Child and Youth Safe Organisations Act 2023 (Tas)*.
- *Local Government Act 1993*
- *Local Government (General) Regulations 2015*
- Local Government (Meeting Procedures) Regulations 2015
- *Local Government (Content of Plans and Strategies) Order 2014 (S.R. 2014, No. 35)*
- *Local Government (Audit Panels) Order 2014 (S.R. 2014, No. 34)*
- *Local Government (Management Indicators) Order 2014 (S.R. 2014, No. 36)*
- *Building Act 2016*
- *Dog Control Act 2000*
- Emergency Management Act 2006
- *Environmental Management and Pollution Control Act 1994*
- Environmental Management and Pollution Control (Smoke) Regulations 2019
- Food Act 2003
- *Land Use Planning and Approvals Act 1993*
- *Public Health Act 1997*
- *Water and Sewerage Corporation Act 2012*
- Work Health and Safety Act 2012

These and other relevant pieces of legislation can be found at www.legislation.tas.gov.au

Templates, logos and forms