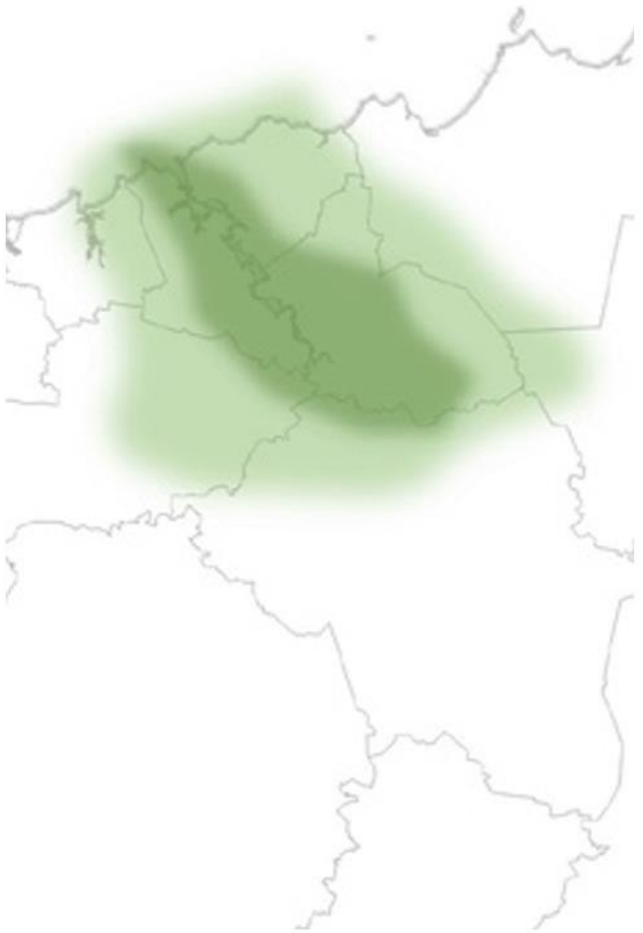
The future of local government review

Tamar Valley Community Catchment Information Pack

Review Stage 3 – May 2023



Let’s All Shape the Future
of Local Government.

This information pack has been prepared by the Local Government Board with the assistance of the Tasmanian Policy Exchange at the University of Tasmania and the Department of State Growth.

It draws on ABS Census, council, and the Office of the Valuer General data.

The Local Government Board prepared this information pack as a data source and conversation starter for the upcoming Stage 3 consultation.

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1. Introduction

During Stage 3 of the Review, the Board will be engaging with communities to look at how we might reshape Tasmania's local councils to increase scale and capability so they can better serve Tasmanian communities. The goal is to design local government in Tasmania in a way that allows all councils to develop and maintain the capability that communities need, while delivering services locally, keeping local jobs, and ensuring that all Tasmanians have a strong voice in decisions being made on their behalf.

This information pack provides detailed insights into the Tamar Valley Community Catchment, outlining four possible structural reform scenarios. **These scenarios are not the only options for reform.** They are designed to prompt a discussion about some of the possible pathways available to deliver a more capable and sustainable system of local government.

Communities and councils may have their own ideas about how local government could be better organised in their catchments. The Board welcomes alternative suggestions as part of the engagement process.

Where have these scenarios come from?

Each of the scenarios in the information pack has been developed using the Board's structural reform principles (see text box on the following page) and the following four criteria.

1. **Place and Representation**
2. **Future Needs and Priorities**
3. **Financial Sustainability**
4. **Operational Capability.**

Scenario 1 – Establishing one council area that incorporates West Tamar, George Town, and Launceston as well as commuting areas of Prospect Vale and Blackstone Heights.

Scenario 2 – Establishing one council area capturing West Tamar and Launceston but not including Lebrina.

Scenario 3 – Establishing one council area comprising the existing West Tamar, George Town, and Launceston LGAs, extended to include the commuting areas of Hadspen, Carrick, Longford, Perth, Evandale and immediate surrounds.

Scenario 4 – Establishing one council area that incorporates West Tamar, George Town, and Launceston and extends west to Meander Valley (minus south-west SA1 around Lake Rowallan) but excludes the southern commuting towns of Evandale, Perth and Longford.

The Board – in collaboration with the University of Tasmania – has identified and applied a range of relevant data sets to assess the scenarios individually and in comparison to one another.

By doing this, we want to test how well the different scenarios meet the criteria. This should promote a conversation about various trade-offs and how these might be managed or addressed. For example, scenarios that propose a smaller scale council may be construed as providing a higher level of representation and local connection but may need to be supported by more extensive shared services and partnership arrangements to achieve the operational scale necessary to deliver long-run capability and financial sustainability.

On the other hand, scenarios that for larger council areas with larger populations may require less in the way of service sharing and may be more 'self-sufficient'.

Structural Reform Principles

1. A Focus on Future Community Needs
2. Retaining Jobs and Service Delivery Locally
3. Preserving and Enhancing Local Voice
4. Smoothing Financial Impacts for Communities
5. Dedicated and Appropriate Resourcing for the Transition

The data and analysis presented in this Information Pack has been sourced from a range of authoritative sources, including councils, the Australian Bureau of Statistics, the Office of the Valuer General, the Department of State Growth and the University of Tasmania. The Pack also presents the results of modelling undertaken to estimate indicative rates for possible council areas presented in the scenarios. Detailed notes on the methods and assumptions used in this modelling are provided in the Supporting Paper (*Methods and Technical Background*).

The scenarios presented in this Information Pack, and the data and analysis that underpins them, are designed to inform community consultation about the future design of local government in Tasmania and are only one of multiple sources of information the Board will be considering when finalising its reform options.

What do we want councils and communities to tell us?

For each of the scenarios, we want councils and communities to consider four fundamental questions:

1. **What are the strengths?**
2. **What are the weaknesses or challenges?**
3. **Are there any adjustments that could be made to maximise the strengths and minimise the weaknesses?**
4. **Are there any other entirely different scenarios the Board should consider, which would still deliver against the Board's criteria and structural reform principles?**

Boundary changes are only one part of the equation. We also want councils and communities to think about options for complementary, supporting reforms, such as shared services and partnerships, options to improve local services and keep jobs in local communities, and new models of engagement and representation.

To support this conversation, we have prepared a number of *Supporting Papers*, which present a range of opportunities for councils and communities to consider. The Papers draw on research about new and evolving approaches in local government elsewhere, as well as the ideas that we have heard from talking with councils, state agencies, and the broader community, including from submissions we have received.

These papers focus on:

- **Supporting strong and empowered local communities (protecting and enhancing local voice and local services);**
- **State government partnership opportunities for local government; and**

- **Potential models, options, and key considerations for shared service opportunities in Tasmania.**

We want people to keep these opportunities in mind as they consider how they might work with or support the operation of new council boundaries and new models of service delivery. Some of the opportunities might only make sense or be effective under some scenarios, while others might work across the board.

At this stage, the Board wants to encourage creative thinking about how we build new council structures that are not just more capable, but which can deliver more equitable outcomes and access to services and technology for all of Tasmania, particularly in our rural and regional communities.

The intent here is consistent with the Board's approach to community centred consolidation - to more flexibly and genuinely reflect and support what communities will want and need into the future. Our aim is to look at how future councils can access the benefits of scale yet remain responsive to local needs. A large part of this is to consider how we reorient representation and services around citizens and the people who access services and build administrative structures that can deliver that flexibility.

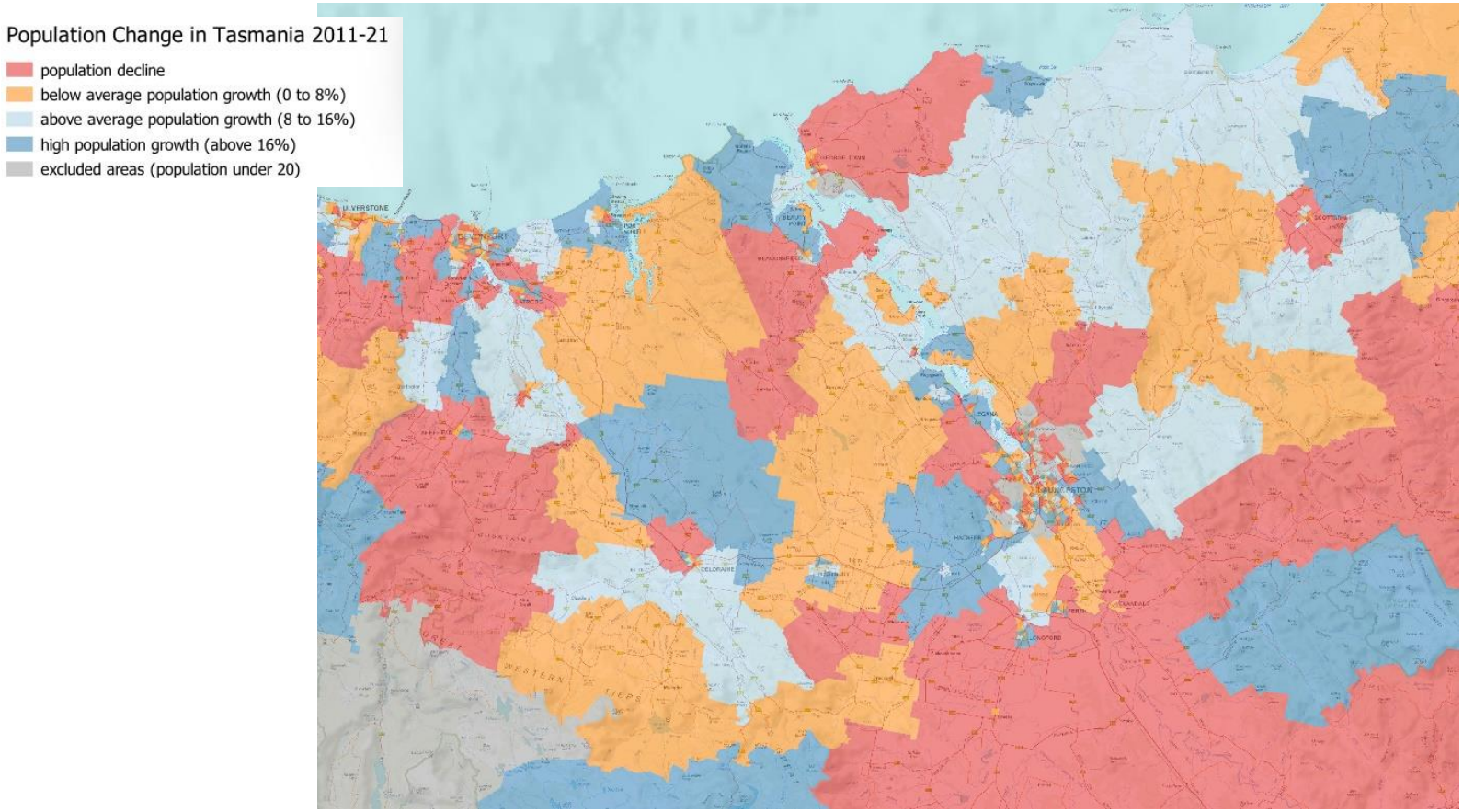
Please note: The Supporting Papers also include fact sheets which explain key data sets, data definitions and associated methodology.

Navigating the Information Pack

The Information Pack is divided into five main sections:

1. **Introductory information about how to interpret and use the Information Pack (this section);**
2. **An overview of the Tamar Valley catchment, including key demographic, economic, and geographic features;**
3. **An explanation and analysis of each of the individual structural reform scenarios against evaluation criteria data;**
4. **A comparative summary of all the scenarios against the evaluation criteria data; and**
5. **An appendix, which presents analysis of existing councils within (or partially within) the catchment.**

2. An overview of the Tamar Valley Community Catchment



This Community Catchment is based on the kanamaluka / Tamar River estuary and its broader catchment zone. It takes in the city of Launceston and the upper reaches of the North and South Esk rivers to the mouth of the estuary, approximately 65km to the north, and its hinterland. Although the Tamar Valley has a reasonably defined geography, there is a debate to be had about how far this Community Catchment extends into the surrounding farmland to the south and west. The community also needs to consider whether George Town, with its own distinctive industrial base, should be regarded as a separate community of interest and council area (see Scenarios 2 and 3).

The Region has strong connections to Launceston (SA3 population 87,000), which is Tasmania's second largest city and a commercial and business hub for northern Tasmania. The City of Launceston LGA is, in its current form, Tasmania's most populous, with almost 72,000 residents. The city is an important regional centre for both education and health services, has a major hospital, university campus and other service facilities. While manufacturing has declined in recent decades, Launceston is an important regional centre with growing services and tourism sectors as well as continuing to support surrounding agricultural districts.

Over the past 15 years, it has become increasingly clear that parts of the West Tamar and Northern Midlands LGAs in particular have been evolving into 'satellite' commuter suburbs of Greater Launceston. The combination of the geography of the Tamar estuary with the frequency and scale of interaction between residents of this broader region suggests a strong community of interest.

The historic townships of Evandale, Perth, Longford and Hadspen are increasingly connected to Launceston. Currently, more than 60% residents of Longford, Perth, and Evandale in the workforce commute to Launceston on a daily basis (See table p.13). Westbury has a strong commuter connection with Launceston (673 Westbury residents work in Launceston), but Deloraine does not (299 residents of Deloraine work in Launceston) (see 'Tasmania's changing community dynamics' below).

These patterns highlight the need to discuss whether these settlements should be included in the Tamar Valley Catchment (Scenarios 3 and 4). These commuting connections also do not extend into the current Latrobe, Dorset, Break O'Day, or Central Highlands LGAs.

The township of George Town (population 4536) sits at the mouth of the kanamaluka / Tamar River, and is a centre for heavy industry and manufacturing based at the neighbouring Bell Precinct including Bell Bay Aluminium and Liberty Bell Bay. The Bell Bay Advanced Manufacturing Zone (BBAMZ) is supporting the development of new low emissions industries, including establishing a renewable hydrogen hub to ensure the future of the industrial site.

Geographically, George Town is part of the Tamar consultation group although, owing to its distinctive economic and industrial base, is to a much smaller extent within greater Launceston's commuting zone. 1,434 people both live and work in George Town, while some 730 people, just over 26% of all employed residents, live in George Town but work in Launceston. The Board has been considering the orientation of George Town in terms of functional, commuter and communities of interest. To this end, George Town has also been included in the *North-East Community Catchment* consultation group with a scenario that merges the existing George Town and Dorset LGAs.

The remainder of the Tamar Valley hosts a number of townships with strong and growing connections. The Valley features small scale intensive agriculture (especially grapes) and a growing number of semi-rural lifestyle properties. While the east and west Tamar have traditionally had their own identities, they are connected via both Launceston and the Batman Bridge.

The region is (as the map above depicts) a patchwork of population growth and decline, with notable pockets of substantial growth evident. Opportunities presented by population growth also bring challenges in the form of demands on built and social infrastructure, transport, and housing. Climate change mitigation and responses to extreme weather events are other issues that will benefit from being managed collectively

by council/s with enhanced capabilities. The region also hosts a range of manufacturing industries, tourism ventures, and service and retail businesses, which could be leveraged through the enhanced capability of consolidated council/s.

The existing councils in this region participate in some of the most extensive shared service and partnership arrangements in the State, such as the Tamar Estuary Management Taskforce, the Northern Tasmanian Waste Management Group, the Northern Employment and Business Hub, and the Northern Tasmania Sports Facility Plan, amongst others. Many of these arrangements also involve the neighbouring councils of Dorset, Flinders and Break O'Day.

In this catchment, the Board wants to talk to councils and communities about how to best establish a system of local government that can:

- coordinate the residential and commercial development that is occurring in this catchment
- advocate effectively to the State and Commonwealth Governments to play their part in providing infrastructure and to partner on economic development and job opportunities
- provide fair and equitable local government services and representation to both urban and rural residents
- partner with the State and Commonwealth Governments to provide residents across the catchment with access to the full range of government services.

Tasmania's changing community dynamics

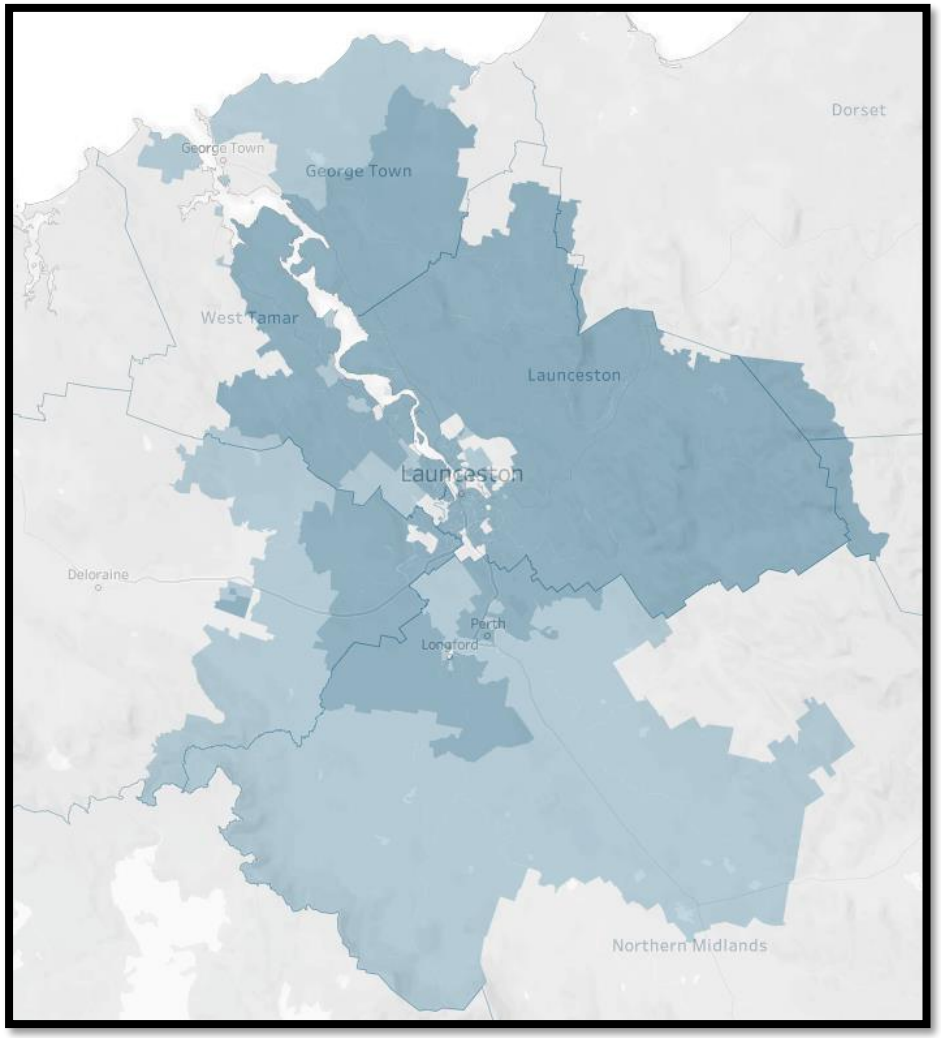
Tasmanians are much more mobile than a generation ago and a growing number of residents cross at least one local government boundary every day. One widely accepted way of defining a 'community of interest' that provides insights into the appropriate scale for local government is to identify the areas in which most residents live, work, and use government services (Productivity Commission 2017). Reflecting this approach, the Board has produced a series of maps and tables which illustrate commuting to major employment centres as one possible tool to help inform community discussions around boundary consolidation options.

Launceston is a significant regional centre and employment hub with growing numbers of workers living in neighbouring communities and commuting to Launceston on a regular basis.

These commuting dynamics suggest the community of interest associated with Launceston extends beyond the current boundaries of the Launceston LGA inviting discussion about appropriate size and scale of councils in the Tamar Valley Catchment to best meet the future needs of the community.

Launceston's pull as an employment centre takes in much of the Tamar Valley as well as parts of the current Meander Valley LGA (Carrick/Hadspen in particular) and the Northern Midlands (especially Longford and Perth). In fact, the connection of Longford, Perth, and Evandale to Launceston is considerably stronger than the rest of the Northern Midlands' connection to them (which is to say that more people commute from Longford, Perth, and Evandale to Launceston than commute from the rest of the Northern Midlands to Longford, Perth, and Evandale). More people leave these three settlements every day to work in Launceston than stay behind.

Commuting connections in the Tamar Valley community catchment, 2021



Key
Unshaded – SA1s fewer than 30 workers (less than 13 %) work within this area
Light blue – between 30 and 100 (13%-40%) workers work within this area
Dark blue – more than 100 (40%) workers work within this area

Place of usual residence (SA2)	Place of work (SA2)										
	Launceston	Legana	Riverside	Prospect	Deloraine	Hadspen - Carrick	Westbury	Longford	Perth - Evandale	Dilston - Lilydale	George Town
Launceston	22,209	278	426	1,079	169	74	167	317	1,069	113	540
Legana	1,348	338	109	52	9	7	14	17	69	4	74
Riverside	2,220	109	431	128	12	10	23	26	103	14	73
Prospect	3,736	38	64	910	31	27	64	76	222	9	99
Deloraine	249	3	4	44	1,618	13	114	15	22	4	7
Hadspen - Carrick	1,047	18	20	124	35	225	51	49	74	9	33
Westbury	590	14	9	55	214	43	556	69	52	5	12
Longford	724	15	19	66	16	6	54	565	137	3	13
Perth - Evandale	1,484	26	24	103	17	11	32	126	543	12	34
Dilston - Lilydale	1,186	8	15	55	8	3	17	11	56	383	97
George Town	675	15	9	28	8	4	5	7	36	15	1,434
Local workforce ratio	57.5%	32.2%	34%	32.3%	66.6%	49.1%	45.5%	38.3%	20.3%	61.3%	50.2%

*The data presented in the table above are from the ABS 2021 *Australian Census of Population and Housing* and are based on SA2 areas. In larger or more populous urban areas (such as Launceston, several SA2s have been combined to reflect established communities as closely as possible.

Tamar Valley: Scenario 1

Overview

Scenario 1 establishes one council for a large proportion of the Tamar Valley Catchment area, capturing the existing West Tamar, George Town, and Launceston LGAs, extending to incorporate Prospect Vale and Blackstone Heights as continuously connected suburbs of Launceston.

This scenario reflects communities of interest and a shared geography, based around the Tamar Valley and its hinterland with Launceston as the service centre.

Launceston would remain the primary administrative and service hub for the council, with the potential to maintain customer service hubs and works hubs in George Town, Beaconsfield, Riverside and Exeter, as discussed further below.

2021 Population	% Growth 2011-21
108,835	10.2%

Rationale and evidence

Scenario 1 would benefit residents within the Tamar Valley Community Catchment by increasing the scale and capability of the council, with an approximate population of 109,000. This could assist with attracting and retaining key skills. The model recognises the strong workforce connections across the area. It would also present benefits in terms of strategic planning for the area, particularly around the West Tamar growth corridor.

A key consideration for this single council model will be ensuring local representation, employment and service delivery across the Tamar Valley Community Catchment (particularly for rural communities). Notably, the consolidated council would have additional resources (hypothetical rate revenue of over $90m) to invest in community engagement and establishing/maintaining administrative and service delivery hubs across the community.

While the council excludes the Launceston commuting areas of Perth, Evandale and Longford, councils and communities may wish to discuss their inclusion given strong and growing connections as per Scenario 3.

Alignment with the principles for successful structural reform

Focus on future community needs: Creating a single council along these boundaries would recognise the geography of the Tamar Valley and surrounding catchment. Under this scenario, 94% of residents would be within a 30-minute drive of the major service and administrative hubs of Beaconsfield, Riverside, George Town and Launceston. The latter also hosts key educational and healthcare facilities for the region ensuring access to services and a large and diverse rate base.

Consolidation would support enhanced scope capabilities in areas such as strategic planning, development and environmental health assessment, and could help manage urban development and infrastructure planning. In particular, whole of catchment land-use planning would be supported, although this scenario does not include other commuting satellite areas, such as Hadspen, Perth, Launceston and Evandale. To compensate for this, it would be desirable to continue planning coordination through the Northern Tasmanian Planners Group. Consolidation could also streamline and improve regional economic development and collaborations with key regional organisations such as the NTDC, the Launceston Chamber of Commerce and partnerships such as the Launceston City Deal and the administration of the Tamar Estuary Management Taskforce.

Retain local jobs and services: Establishing a large council to represent the Tamar Valley region would deliver scale benefits including the ability to attract and retain specialist staff and invest in productivity-enhancing equipment and ‘back-office’ systems. There is significant scope to retain existing council administrative and operations hubs in Beaconsfield, Exeter, Riverside and George Town, as well as Launceston, to maintain local employment and to support local engagement and service delivery. Strengthening partnerships with Service Tasmania to provide combined customer service centres would also enhance service delivery.

The *Northern Tasmanian Councils Shared Services Study* (KPMG 2017) found that establishing common IT platforms would provide the greatest gains to current councils and would provide a foundation for extending the current resource sharing arrangements. While the new council would have significant capacity, there may be benefits in it participating to some extent in any new, centralised ‘back-office’ online support system for council finance and administration, particularly cloud-based systems (see Supporting Paper on *Shared Services Models*). This would reduce staff

time on repetitive administrative tasks and system management, allowing them to focus on improving services to council staff and communities.

Preserve and enhance local voice: The new, larger council would have the capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council area are heard and represented, particularly those in rural parts of the Tamar Valley. If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budgets (see Supporting Paper on *Supporting Strong and Empowered Local Communities*). Operations hubs could also be used for a program of scheduled regional council meetings in different areas of the municipality.

Fair funding models: Applying existing rates and funding models to the new council area, the total rates revenue in 2021 dollars would be an estimated $90m. The area would have access to rates revenue from a diverse mix of residential, commercial, industrial land. One challenge would be establishing an equitable and consistent approach to rating across the proposed council given the City of Launceston's relatively low residential rates, partly attributable to its larger scale and commercial centre, relative to West Tamar and George Town. George Town has a relatively complex rating system to differentiate between residential and industrial land, which would also need careful consideration.

Appropriate resourcing for transition: Transition arrangements for this scenario would need to consider how services provided by the Northern Tasmanian Development Corporation, both to member councils and other councils across the broader region, would be undertaken under the new arrangements. The three existing councils within the proposal have all delivered balanced budgets or operating surpluses in recent years with financial assets exceeding liabilities.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for the hypothetical council established under Scenario 1. These data have been produced by analysing 2021 ABS Census (SA1 level) and other relevant data sets to align with the hypothetical boundaries of the new areas proposed in each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background* Supporting Paper.

Summary Data – Scenario 1

Category		Measure	Council
Overview	Demographics	Population	108,835
		Median age	42
		SEIFA[1] (decile)	4
	Housing	Total dwellings	47,360
		No. of single person households	12,984 (30.0%)
		% dwellings vacant	8.1
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	82.7%

[1] SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Category		Measure	Council
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	94%
	Urbanisation	% of population in urban areas of population 10,000 or greater	74%
	Mobility/Migration	% of population living at a different address 5 years ago	35.5
2. Future Needs and Priorities	Population growth	Population change *2011-21*	10,092 (10.2%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	4,531
		% Change in occupied dwelling numbers (2011-21)	11.7%
	Employment growth	Change in labour force 2011-21 by place of residence	13%
	Older/aging communities	% Population over 65	16%
	Younger communities	% Population under 15	19%
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	$22,126,600,000
		Value of rateable land - primary production	$1,197,300,000
		Value of rateable land - industrial	$882,400,000
		Value of rateable land - commercial	$3,067,100,000
		Value of rateable land - vacant	$805,500,000
		Value of rateable land - other	$2,941,800,000

Category		Measure	Council
		Value of rateable land - total	$31,020,676,300
	Estimation of theoretical rate revenue applying current rates[2]	Estimated rate revenue - residential	$62,900,000
		Estimated rate revenue - commercial	$13,800,000
		Estimated rate revenue - industrial	$5,300,000
		Estimated rate revenue - primary production	$3,000,000
		Estimated rate revenue - vacant	$ 2,600,000
		Estimated rate revenue - other	$2,300,000
		Estimated rate revenue - total	$90,100,000
	Road Infrastructure	Km of council roads - unsealed	460.9
		Km of council roads - sealed	1,072.9
4. Operational Sustainability	• The council would supplement the already significant population base of City of Launceston Council, although it would have a larger area to service. Nevertheless, it should have the capacity to provide high quality services to communities across the council area. • While the council would have significant internal capacity, there would be value in it participating in any new centralised service-sharing arrangements for 'back-office' services such as IT systems, accounting, and procurement. • While some current service sharing agreements would become unnecessary if this council were established (e.g. Tamar NRM, Northern Workforce Development Program), many others would need to continue as they involve councils outside this area.		

[2] There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Tamar Valley: Scenario 2

Overview

Scenario 2 establishes one council capturing a large proportion of the Tamar Valley catchment area, but with alternate boundaries to Scenario 1. The council would encompass the existing West Tamar and Launceston LGAs but, unlike Scenario 1, does not include George Town.

This scenario reflects communities of interest and commuting data. George Town, with its distinctive economic and industrial base, is less connected to greater Launceston. George Town has also been included in one scenario under the North-East Community Catchment (Scenario 1). While Lebrina is within Launceston LGA, for the purposes of this analysis, it has been included in all North-East Community Catchment scenarios. This is because LGA boundaries intersect SA1 boundaries in this area.

Launceston would remain the primary administrative and service hub for the council, with the potential to maintain customer service hubs and works hubs in Beaconsfield, Riverside and Exeter, as discussed further below.

2021 Population	% Growth 2011-21
94,605	10.7%

Rationale and evidence

Scenario 2 would benefit residents within the Tamar Valley Community Catchment by increasing the scale and capability of the council, with an approximate population of 94 000, although not quite to the extent of Scenario 1. Increased scale would assist with attracting and retaining council staff and would increase the scope and consistency of services across the region. The model recognises the strong workforce connections in the area and would deliver benefits in terms of strategic planning, particularly around the West Tamar growth corridor.

This scenario reflects George Town's distinctive economic and industry bases and weaker commuter links to Launceston. As one alternative, it may instead combine with Dorset under the North-East Catchment and incorporate Lebrina, forming a local government area that stretches along the northeast coast and hinterland, encompassing similarly rural, agricultural, and industrial communities.

As with Scenario 1, the challenge for this single council model will be ensuring local representation, employment and service delivery across the entire Tamar Valley Community Catchment (particularly for rural communities), although the consolidated council would have the resources (hypothetical rate revenue of $78.8m) to invest in additional community engagement and establishing administrative and service delivery hubs across the community.

Alignment with the principles for successful structural reform

Focus on future community needs: Creating a single council along these boundaries reflects strong and growing connections between the West Tamar, the southern section of the East Tamar and Launceston. For example, four times as many residents of Legana work in Launceston (1,430) than work locally. It would support integrated planning and service provision along the West Tamar growth corridor. Under this scenario, 95% of residents would be within a 30-minute drive of the major service and administrative hubs of Beaconsfield, Riverside and Launceston, which also hosts key educational and healthcare facilities for the region. This proximity supports access to services and would ensure economic diversity amid the transition from predominately manufacturing to services industries.

Consolidation would support enhanced scope capabilities in areas such as strategic planning, development and environmental health assessment, and could help manage issues such as urban consolidation and infrastructure planning. In particular, whole of catchment land-use planning would be supported, although this scenario does not include other commuting satellite areas, such as Hadspen, Perth, Launceston and Evandale. It would be necessary to continue planning coordination through the Northern Tasmanian Planners Group and a larger council would be better placed to support neighbouring rural councils. Consolidation could also streamline and improve regional economic development and collaborations with key regional organisations such as the Northern Tasmanian Development Corporation (NTDC), and the administration of the Tamar Estuary Management Taskforce and the

Launceston City Deal, noting that many of these arrangements also involve other councils outside this scenario. Maintaining and expanding its service offerings should be simpler under consolidated council models.

As noted, George Town is omitted from this Scenario owing to its distinctive economic and industrial base and comparatively weaker connections to Greater Launceston. Roughly 1450 people both live and work in George Town, while some 731 or (16%) of the local population, live in George Town but commute to Launceston.

Retain local jobs and services: Establishing a large council to represent the Tamar Valley region would deliver scale benefits including the ability to attract and retain specialist staff and invest in productivity-enhancing equipment and 'back-office' systems. There is significant scope to retain existing council administrative and operations hubs in Beaconsfield, Exeter, and Riverside, as well as Launceston, to maintain local employment and to support local engagement and service delivery. Strengthening partnerships with Service Tasmania to provide combined customer service centres would also enhance service delivery.

The *Northern Tasmanian Councils Shared Services Study* (KPMG 2017) found that establishing common IT platforms would provide the greatest gains to current councils, and would provide a foundation for extending the current resource sharing arrangements. While the new council would have significant capacity, there would be benefits from participating in any new centralised 'back-office' online support system for council finance and administration, particularly cloud-based systems (see Supporting Paper on Shared Services Models). This would reduce staff time on repetitive administrative tasks and system management, allowing them to focus on improving services to council staff and communities.

Southern boundaries remain the same to ensure neighbouring council areas have greater scale and can be more self-sustaining.

Preserve and enhance local voice: The greatest challenge for this scenario would be ensuring that a single council is able to not only preserve but enhance local voice and representation. The new, larger council would have the capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council area are heard and represented, particularly those in the rural West Tamar. If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budget priorities (see Supporting Paper on *Supporting Strong and Empowered Local Communities*). Operations hubs could also be used for a program of scheduled regional council meetings in different areas of the municipality.

Fair funding models: Applying existing rates and funding models to the new council area, the total rate revenues in 2021 dollars would be an estimated $78.8m. The area would have access to rates revenue from a mix of residential, commercial, and agricultural land. There is a reasonably consistent approach to rating across the current councils in the Catchment although the City of Launceston does charge lower residential rates per capita than West Tamar, highlighting both the benefits of scale and the need for carefully designed transitional measures.

Appropriate resourcing for transition: Transition arrangements for this Scenario would also need to consider how services provided by the NTDC, both to member councils and other councils across the broader region, would be undertaken under the new arrangements. Similarly, the future

status and role of any partnerships (such as the City Deal) would need to be considered.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for the hypothetical council established under Scenario 2. This data has been produced by analysing 2021 ABS Census (SA1 level) and other relevant data sets to align with the hypothetical boundaries of the new areas proposed in each scenario.

As we have indicated, this data is indicative and designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background Supporting Paper*.

Summary Data – Scenario 2

Category		Measure	Council
Overview	**Demographics**	Population	94605
		Median age	41.1
		SEIFA[3] (decile)	4
	Housing	Total dwellings	40,728
		No. of single person households	11,189
		% dwellings vacant	7.7
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	78.7%

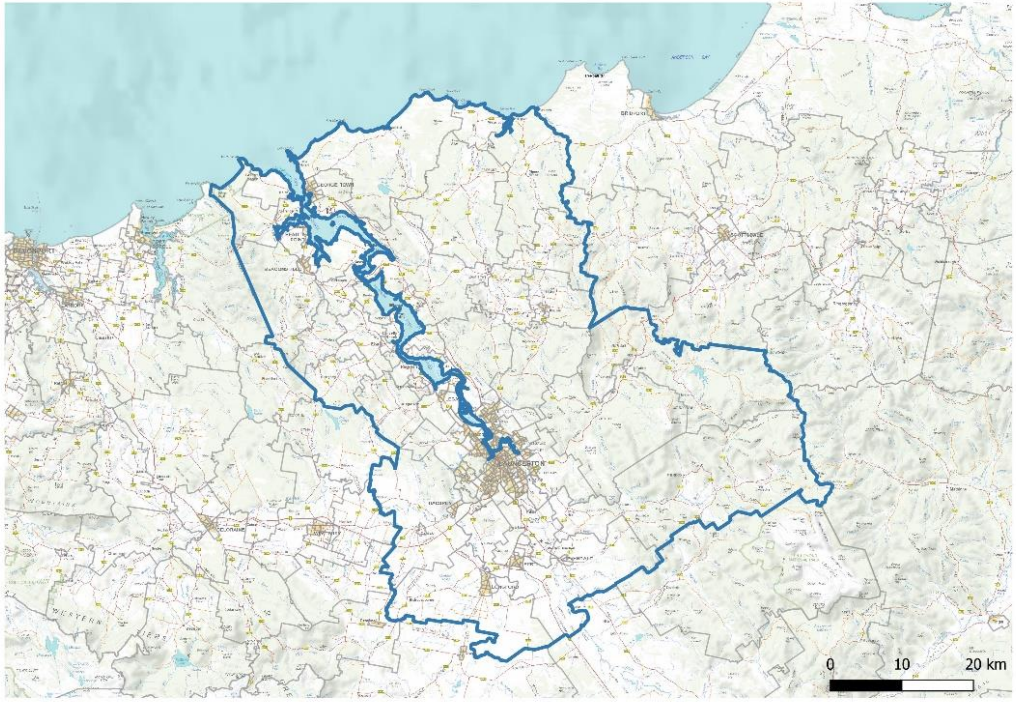
[3] SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Category		Measure	Council
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	95%
	Urbanisation	% of population in urban areas of population 10,000 or greater	78%
	Mobility/Migration	% of population living at a different address 5 years ago	36.2
2. Future Needs and Priorities	Population growth	Population change *2011-21*	9176
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	3841
		% Change in occupied dwelling numbers (2011-21)	11.5%
	Employment growth	Change in labour force 2011-21 by place of residence	14%
	Older/aging communities	% Population over 65	16%
	Younger communities	% Population under 15	19%
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	$19,168,600,000
		Value of rateable land - primary production	$826,700,000
		Value of rateable land - industrial	$739,400,000
		Value of rateable land - commercial	$2,888,100,000
		Value of rateable land - vacant	$646,400,000
		Value of rateable land - other	$2,686,600,000

Category		Measure	Council
		Value of rateable land – total	$26,955,753,200
	Estimation of theoretical rate revenue applying current rates[4]	Estimated rate revenue - residential	$55,800,000
		Estimated rate revenue - commercial	$13,100,000
		Estimated rate revenue - industrial	$3,700,000
		Estimated rate revenue - primary production	$2,100,000
		Estimated rate revenue - vacant	$1,800,000
		Estimated rate revenue - other	$2,200,000
		Estimated rate revenue - total	$78,800,000
	Road Infrastructure	Km of council roads - unsealed	339.4
		Km of council roads - sealed	827.2
4. Operational Sustainability	• This council expands the significant population base of City of Launceston Council, although it would have a larger area to service. Nevertheless, it should have the capacity to provide high quality services to communities across the council area. • Perhaps the most significant challenge from a sustainability perspective associated with this scenario would be the implications for George Town if it were to be included in a smaller North-Eastern council. • While this council would have significant internal capacity, there may still be value in it participating in any new centralised service-sharing arrangements for 'back-office' services such as IT systems, accounting, and procurement. • Most current service sharing agreements would need to continue in some form under this scenario as they involve George Town and other councils outside this area.		

[4] There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Tamar Valley: Scenario 3



Overview

Scenario 3, like the other scenarios in this catchment, creates one council area. It combines the existing West Tamar, George Town and Launceston LGAs with Launceston's major commuting townships of Hadspen, Carrick, Longford, Perth, Evandale and their immediate surrounds.

This Scenario is primarily informed by commuting and community of interest data and includes all major towns and settlements with connections to Greater Launceston.

There is potential to retain customer service, administration and works hubs in their existing locations, thus supporting continued local employment opportunities.

2021 Population	% Growth 2011-21
122,360	10.8%

Rationale and evidence

Scenario 3 would benefit the Tamar Valley catchment by increasing the scale and capability of the proposed council. With an approximate population of 122,000, this is one of the largest potential councils discussed in the *Information Packs*.

Under this scenario there is strong alignment between council boundaries with communities of interest and the geography of the region. Although George Town's commuter connections to Launceston are not as strong as other areas (as discussed under Scenario 2), geographical and service connections provide other ties to the region. This scenario would streamline cooperation and service sharing in the region, as well as collaboration with other tiers of government. The arrangement would build on many of the service sharing arrangements currently in place in the Catchment.

Alignment with the principles for successful structural reform

Focus on future community needs: The consolidated council established under this scenario would have resources and capabilities to respond to emerging community needs. In terms of accessing services, if existing council offices across the Community Catchment were maintained as a part of a network model, then 95% of residents would be within a 30-minute drive of the major service and administrative hubs.

This council would incorporate Carrick, Longford, Perth and Evandale, which were former rural settlements, but are increasingly commuter satellite hubs to Launceston. Approximately 60 per cent of employed residents in these towns now work in Launceston. The rapid growth and development in these areas, and in suburbs such as Legana and St Leonards, provides compelling evidence that the connection of the wider Tamar Valley area to Launceston will only continue to grow in the coming decades.

Consolidation would support enhanced scope capabilities in areas such as strategic planning, development and environmental health assessment, and could help manage issues such as urban consolidation and infrastructure planning. In particular, whole of catchment land-use planning initiatives, such as the Northern Tasmania Regional Land Use Strategy (STRLUS), would be streamlined and supported.

Retain local jobs and services: While increasing scale benefits, such as the ability to attract and retain specialist staff and invest in productivity-enhancing equipment and 'back-office' systems, there would have to be a clear strategy of retaining jobs and teams across the region to maintain local employment and knowledge. This could include retaining customer service, works and administration hubs in, for example, George Town, Exeter and Beaconsfield. Strengthening partnerships with Service Tasmania, (as occurs in Beaconsfield) to provide combined customer service centres could also enhance service delivery (see Supporting Paper on *State Government Partnership Opportunities*), although there would be less of a need under this scenario than under others in this catchment.

While the new council would have significant scale, capacity and purchasing power, there may still be benefits in it centrally sourcing some basic common services, such as cloud-based ICT systems, to support council finance and administration (see Supporting Paper on *Shared Services Models*). This would reduce staff time on repetitive administrative tasks and system management, allowing them to focus on improving tailored local services to communities. A council with this capability and

capacity would be well placed to support and share specialist staff with smaller rural councils, potentially acting as a hub for regional or state-wide shared service provision.

Preserve and enhance local voice: A challenge under this scenario would be ensuring that a single regional council is able not only to preserve but also enhance local voice, representation, and engagement. Despite its increased size, a single consolidated council would, however, have the capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented, including those in the rural hinterland areas and segments of the Launceston community which traditionally haven't engaged with local government. In a local government area of this size, there would also be merit in considering mechanisms to ensure that all areas of the Tamar Valley were afforded localised representation by the new council.

If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budget priorities (see Supporting Paper on *Supporting Strong and Empowered Local Communities*). Operations hubs could also be used for a program of scheduled regional council meetings in different parts of the council area.

Fair funding models: Applying existing rates and funding models to the new council area, the total rates revenue in 2021 dollars would be an estimated $101.2m. The consolidated council would have access to a significant rate base drawn from a mix of residential, commercial, industrial, and agricultural lands. One challenge would be establishing an equitable and consistent approach to rating across the proposed council given the City of Launceston's relatively low residential rates, partly attributable to its larger scale and commercial centre, relative to West Tamar and George Town. George Town has a relatively complex rating system to differentiate between residential and industrial land, which would also need careful consideration.

Appropriate resourcing for transition: Transition arrangements would need to consider the need for existing regional structures and how best to adapt and integrate the systems across the existing councils into integrated frameworks to meet the future needs of the Tamar Valley Catchment.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for the hypothetical council established under Scenario 3. These data have been produced by modelling 2021 ABS Census (SA1 level) and other relevant data sets to align with the hypothetical boundaries of the new areas proposed in each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background Supporting Paper*.

Summary Data – Scenario 3

Category		Measure	Council
Overview	**Demographics**	Population	122,360
		Median age	42.2
		SEIFA[5] (decile)	4
	Housing	Total dwellings	53,048
		No. of single person households	14,406 (29.7%)
		% dwellings vacant	7.9
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	92.9%

[5] SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

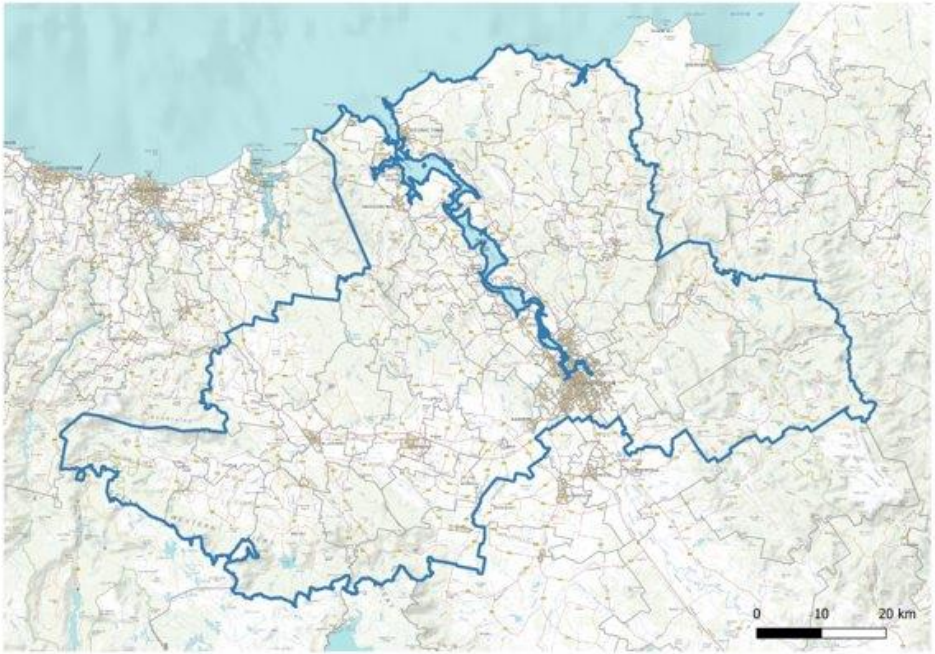
Category		Measure	Council
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	95%
	Urbanisation	% of population in urban areas of population 10,000 or greater	66%
	Mobility/Migration	% of population living at a different address 5 years ago	34.9%
2. Future Needs and Priorities	Population growth	Population change *2011-21*	11,941 (10.8%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	5,398
		% Change in occupied dwelling numbers (2011-21)	12.5%
	Employment growth	Change in labour force 2011-21 by place of residence	14%
	Older/aging communities	% Population over 65	21%
	Younger communities	% Population under 15	17%
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	$24,883,200,000
		Value of rateable land - primary production	$2,048,000,000
		Value of rateable land - industrial	$1,146,000,000

Category		Measure	Council
		Value of rateable land - commercial	$3,192,700,000
		Value of rateable land - vacant	$978,800,000
		Value of rateable land - other	$2,218,000,000
		Value of rateable land – total	$34,466,613,900
	Estimation of theoretical rate revenue applying current rates[6]	Estimated rate revenue - residential	$70,500,000
		Estimated rate revenue - commercial	$14,300,000
		Estimated rate revenue - industrial	$6,900,000
		Estimated rate revenue - primary production	$4,000,000
		Estimated rate revenue - vacant	$3,000,000
		Estimated rate revenue - other	$2,400,000
		Estimated rate revenue - total	101,200,000
	Road Infrastructure	Km of council roads - unsealed	504.1
		Km of council roads - sealed	1304.9
4. Operational Sustainability	• This council would expand the significant population base of the City of Launceston LGA, although it would have a larger area to service. Nevertheless, it should have the capacity to provide high quality services to communities across the council area. • Perhaps the most significant challenge from a sustainability perspective associated with this scenario would be the implications for any new council in the Central Midlands, given approximately 8,000 residents of Evandale, Perth and Longford would be included in the Tamar Valley council.		

[6] There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Category	Measure	Council
	• While the council would have significant internal capacity, there may be value in it participating in any new centralised service-sharing arrangements for 'back-office' services such as IT systems, accounting, and procurement. • Many current service sharing agreements would become unnecessary if this council were established (e.g. Tamar NRM, Northern Workforce Development Program), however some others would need to continue as they involve councils outside this area.	

Tamar Valley: Scenario 4



This scenario recognises that commuter links are more pronounced between areas of the Meander Valley and Launceston than between the Meander Valley and the Cradle Coast. It has been developed to promote a discussion about the most suitable local government arrangements for the western part of the Meander Valley, given the regional significance of Launceston.

Given the scale of the council established under this scenario multiple primary administration and service centres with supporting works and service hubs would be established to support regional representation and service deliver and to maintain regional employment opportunities.

2021 Population	% Growth 2011-21
123,051	10.2%

Overview

Scenario 4 also creates one new council area combining West Tamar, George Town, and Launceston existing LGA., It also encompasses most of the existing Meander Valley LGA, including towns such as Westbury and Deloraine, and surrounding agricultural land to the west of the Tamar Valley.

Rationale and evidence

Scenario 4 would benefit residents within the Tamar Valley Community Catchment by increasing the scale and capability of the council, with an approximate population of 123 000.

A council of this scale based around a major regional city would be able to attract and retain key professional and technical staff and would have the resources and capability to managing future growth in the region and offer a wide range of community services. The model would also present benefits in terms of strategic planning for the area.

The extent to which western areas of the existing Meander Valley (such as Mole Creek) should be incorporated under this scenario or connected to another catchment should be considered by communities. Perth, Longford, and Evandale have been excluded from this Scenario to consider their place in any future configuration of the Central Midlands Community Catchment. The community may also wish to discuss the possible inclusion of some or all of these towns, as discussed under Scenario 2, in this community catchment.

The challenge for this large single council model would be ensuring local representation, employment, and service delivery across the entire Tamar Valley Community Catchment. This is particularly important for rural communities given the physical size of the area covered by this scenario, which extends from Mole Creek in the west to Beechford in the northeast. The consolidated council would have the resources (hypothetical rate revenue of $98.4m) to invest in community engagement and establishing administrative and service delivery hubs across the community.

Alignment with the principles for successful structural reform

Focus on future community needs:

This scenario would establish one large council. This model is similar to Scenario 3, although rather than including commuter townships to the south of Launceston, it has been extended further to the west to include most of the existing Meander Valley LGA. The single council reflects strong connections between the West Tamar, upper East Tamar, into the Meander Valley, and Launceston, and the fact that these communities lack their own strong economic base.

It would support integrated planning and service provision along the West Tamar growth corridor and surrounding areas.

Westbury has a strong commuter connection with Launceston (673 Westbury residents, 35% of the employed population, work in Launceston), but Deloraine does not (299 residents of Deloraine, 11% of the employed population, work in Launceston). While Deloraine's commuter connections to Launceston are not as pronounced as other areas, it has a reasonable connection which is stronger than to centres to the north such as Latrobe. Additionally, Meander Valley's involvement in shared service arrangements and regional partnerships tends to be oriented to the northern councils mostly captured under this catchment, with few formal links to the Central Highlands or Cradle Coast regions.

Under this scenario, 92% of residents would be within a 30-minute drive of the service and administrative hubs of Launceston, Westbury, Riverside, and George Town. Launceston hosts key educational and healthcare facilities for the region. This proximity supports access to services and

would ensure economic diversity amid the transition from predominantly manufacturing to services industries.

Consolidation would enhance capabilities in areas such as strategic planning, development and environmental health assessment, and could help manage issues such as urban consolidation and infrastructure planning. In particular, whole of catchment land-use planning would be supported, although this scenario does not include other commuting townships areas, such as Hadspen, Perth and Evandale.

Consolidation could also streamline and improve regional economic development and collaborations with key regional organisations such as the Northern Tasmanian Development Corporation (NTDC), and the administration of the Tamar Estuary Management Taskforce, and the implementation of the Northern Tasmania Regional Land Use Strategy (NTRLUS). Many of these arrangements, however, would need to continue as they involve the current Northern Midlands area to the south as well as other north-east councils outside the area. Maintaining and expanding service offerings should be simpler under consolidated council models, however.

Retain local jobs and services: Establishing a large council to represent the entire Tamar Valley region would deliver scale benefits including the ability to attract and retain specialist staff and invest in productivity-enhancing equipment and 'back-office' systems. There is significant scope to retain existing council administrative and operations hubs in Beaconsfield, Exeter, George Town, Westbury, and Launceston, to maintain local employment and to support local engagement and service delivery. Strengthening partnerships with Service Tasmania to provide combined customer service centres would also enhance service delivery.

The *Northern Tasmanian Councils Shared Services Study* (KPMG 2017) found that establishing common IT platforms would provide the greatest gains to current councils and would provide a foundation for extending the current resource sharing arrangements. While the new council would have significant capacity, there may be benefits in it participating in any centralised 'back-office' online support system for council finance and administration, particularly cloud-based systems (see *Supporting Paper on Shared Services Models*). This would reduce staff time on repetitive administrative tasks and system management, allowing them to focus on improving services to council staff and communities. Retaining existing southern boundaries may help provide some scale in neighbouring council areas.

Preserve and enhance local voice: The new, larger council would have the capacity to invest in new and more systematic approaches to community engagement to ensure all communities within the larger council area are heard and represented, particularly those in the rural areas, such as the Meander Valley. If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budget priorities (see *Supporting Paper on Supporting Strong and Empowered Local Communities*). Operations hubs could also be used for a program of scheduled regional council meetings in different areas of the municipality.

Fair funding models: Applying existing rates and funding models to the new council area, the total revenues in 2021 dollars would be an estimated $98.4m. The area would have access to rates revenue from a mix of residential, commercial, industrial, and agricultural land. There is some variation in rating strategies across the councils, so careful

consideration would need to be given how to establish an equitable and consistent approach across the new council area. Given that sections of five existing councils would be incorporated in the consolidated council careful transition arrangements would have to be implemented.

Appropriate resourcing for transition: Transition arrangements for this scenario would need to consider how services provided by the NTDC both to member councils and other councils across the broader region, would be undertaken under the new arrangements. Similarly, the current status of the joint arrangements and provision of regulatory services, particularly by West Tamar, would need to be considered, including any financial and staff commitments those councils have made to other councils. For example, the legal services shared contract that involves eight north-east councils would need to be considered.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for the hypothetical council established under Scenario 4. These data have been produced by modelling 2021 ABS Census (SA1 level) and other relevant data sets to align with the hypothetical boundaries of the new areas proposed in each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background* Supporting Paper.

Summary Data – Scenario 4

Category		Measure	Council
Overview	**Demographics**	Population	123,051
		Median age	42.4
		SEIFA[7] (decile)	4
	Housing	Total dwellings	53,410
		No. of single person households	14,497 (29.7%)
		% dwellings vacant	8.1
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	86.9

[7] SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Category		Measure	Council
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	92%
	Urbanisation	% of population in urban areas of population 10,000 or greater	66%
	Mobility/Migration	% of population living at a different address 5 years ago	34.8
2. Future Needs and Priorities	Population growth	Population change *2011-21*	11,422 (10.2%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	5,048
		% Change in occupied dwelling numbers (2011-21)	11.6%
	Employment growth	Change in labour force 2011-21 by place of residence	13%
	Older/aging communities	% Population over 65	16%
	Younger communities	% Population under 15	19%
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	$24,612,400,000
		Value of rateable land - primary production	$2,918,000,000
		Value of rateable land - industrial	$947,400,000
		Value of rateable land - commercial	$3,169,000,000
		Value of rateable land - vacant	$996,800,000
		Value of rateable land - other	$3,286,700,000
		Value of rateable land - total	$35,930,188,200

Category		Measure	Council
	Estimation of theoretical rate revenue applying current rates[8]	Estimated rate revenue - residential	$67,300,000
		Estimated rate revenue - commercial	$14,200,000
		Estimated rate revenue - industrial	$5,600,000
		Estimated rate revenue - primary production	$5,900,000
		Estimated rate revenue - vacant	$3,000,000
		Estimated rate revenue - other	$2,500,000
		Estimated rate revenue - total	$98,400,000
	Road Infrastructure	Km of council roads - unsealed	731.5
		Km of council roads - sealed	1,618.1

[8] There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Category	Measure	Council
4. Operational Sustainability	• The council would supplement the already large population base of the City of Launceston LGA, although it would have a larger area to service. Nevertheless, it should have the capacity to provide high quality services to communities across the council area. • While the council would have significant internal capacity, there may nevertheless be value in it participating in any new centralised -wide service-sharing arrangements for 'back-office' services such as IT systems, accounting and procurement. • While some current service sharing agreements would become unnecessary if this council were established (e.g. Tamar NRM, Northern Workforce Development Program), many others would need to continue as they involve councils outside this area.	

3. Comparison of scenarios

Criteria and Indicator	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Place and Representation				
Alignment with local communities of interest ***% area workforce residing locally (local workforce ratio)***	82.7%	78.7%	92.9%	86.9%
Established administrative, commercial and service hub/s ***% of population within 30 minutes of administrative hub***	94%	95%	95%	92%
Urbanisation ***% of population in urban settlements***	74%	78%	66%	66%
Mobility/Migration ***% of population who have moved in last 5 years***	35.5%	36.2%	34.9%	34.8%
Future Needs and Priorities ***(Note – population projections are not available at SA1 level)***				
Population growth 2011-21 ***% growth and absolute number***	10,092 (10.2%)	9,176 (10.7%)	11,941 (10.8%)	11,422 (10.2%)

Criteria and Indicator	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Housing supply and infrastructure demand ***Ten-year change (2011-21) in occupied dwelling numbers (absolute and per 1000 pop)***	4,531 (41.6 per 1000)	3,841 (40.6 per 1000)	5,398 (44.1 per 1000)	5,048 (41.0 per 1000)
Employment growth ***% growth in employment since 2011***	13%	14%	14%	13%
Older/ aging communities ***population aged over 65 years (as % of total)***	16%	16%	21%	16%
Younger communities ***population aged under 15 years (as % of total)***	19%	19%	17%	19%
Financial Sustainability				
Value of rateable land ***Total $ value within region***	$31,020,676,300	$26,955,753,200	$34,466,613,900	$35,930,188,200
Estimated total rate revenue[9]	$90,053,888	$78,795,006	101,247,397	$98,446,766

[9]There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Criteria and Indicator	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Estimated rate revenue as a % of area total rateable property value	0.29%	0.29%	0.29%	0.27%
Road infrastructure ***Length and type of councils roads in new region*** ***Km by type***				
Km of council roads - unsealed	460.9	339.4	504.1	731.5
Km of council roads - sealed	1,072.9	827.2	1304.9	1,618.1
Additional Key Metrics				
Population	108,835	94,605	122,360	123,051
Median Age	42	41.1	42.2	42.4
SEIFA (decile)	4	4	4	4

4. Implications for neighbouring Community Catchments

Community Catchments have been established to facilitate discussions about options for council consolidation at a regional level. We are also mindful that the design of the reforms in one community catchment will have impacts on neighbouring regions and the local government system as a whole. Given this, it is important to note how the design of the Tamar Valley Catchment may have implications for neighbouring Community Catchments and councils therein.

Launceston and Tamar Valley constitute a clearly defined geographical region. The extent to which neighbouring towns and settlements – specifically those increasingly connected to the City of Launceston – should be included in the Tamar Valley has implications for neighbouring community catchments needs to be carefully considered. Specific issues include:

- Whether the Launceston suburbs of Blackstone Heights and Prospect Vale should be included in the Tamar Valley Catchment given they are part of urban Launceston (Scenario 1).
- Whether George Town should be included in the Tamar Valley or the North-East Catchment (Scenario 2).
- Whether the townships of Perth, Evandale and Longford to Launceston's south should be included in the Tamar Valley or Central and Midlands Catchment (Scenario 3).
- Whether the townships of Westbury and/or Deloraine should be included in the Tamar Valley or in the Central and Midlands Catchment (Scenario 4). And if so, how far into the western end of the existing Meander Valley should the incorporation extend? Further, if areas are excluded, in which other local government area should they be re-located?

These boundary questions will need to be resolved in discussion with relevant communities and councils in the affected areas.

5. Appendix

Analysis of existing Councils within (or partially within) community catchment[10]

Council	Population	No. of employees	Average Residential Rates & Annual Charges per Residential Property ($)	Current ratio (10 yr average)	Cash Expense Cover Ratio	Own source revenue coverage ratio (10 yr average)	Underlying surplus ratio (10 yr average)	Debt service cover ratio (8 yr average)	Asset sustainability ratio (7 yr average)
Year	2021	2020-21	2020-21	2011-21	2011-21	2011-21	2011-21	2013-21	2014-21
George Town	7033	40	1152.95	3.47	5	83%	0%	22.3	71%
Launceston	70055	433.76	1731.13	3.23	11	92%	-1%	20.2	70%
Meander Valley	20709	82.15	1094.4	8.54	13	79%	3%	5.0	126%
Northern Midlands	13745	64.5	1141.91	4.71	18	75%	-2%	6.0	101%
West Tamar	25145	106	1582.49	4.62	12	93%	6%	22.0	87%

[10] Definitions of data items can be found *Existing Council Data Definitions Supporting Paper*.

Council	Asset renewal funding ratio (7 yr average)	Asset consumption ratio (7 yr average)	Cash and investments held ($'000s)	Net Financial Liabilities Ratio (%)	Interest bearing liabilities ($'000s)	No. of discretionary development applications received	Value of all development approvals ($)	No. of councillors
Year	2014-21	2014-21	30-Jun-22	2020-21	30-Jun-22	2020-21	2020-21	2018
George Town	91%	84%	8,129	13%	4,346	113	40,326,245	9
Launceston	91%	76%	81,902	13%	26,000	844	393,159,275	12
Meander Valley	91%	79%	24,323	50%	3,600	278	85,081,713	9
Northern Midlands	115%	81%	26,152	5%	9,570	248	59,101,247	9
West Tamar	89%	74%	24,634	61%	2,200	355	93,343,336	9

Summary of Updates

Version	Date	Change
V1.1	7/7/2023	• Overview of Scenario 2 updated to note that while Lebrina is in Launceston LGA, it has been included in all North-East Community Catchment scenarios for the purposes of this analysis because LGA boundaries intersect SA1 boundaries in this area. • Total dwelling numbers were updated for all scenarios to include unoccupied dwellings. Clarified that 2011-21 dwelling change figures refer to occupied dwellings. No impact on financial data such as rateable land estimations, which were calculated separately. • Minor typographical/clarifying corrections.