



CITY OF HOBART

AGENDA

OPEN PORTION OF THE COUNCIL MEETING
MONDAY, 20 MARCH 2023
AT 5.00 PM



City of **HOBART**

THE MISSION

Working together to make Hobart a better place for the community.

OUR VALUES

THE COUNCIL IS:

PEOPLE

We care about people – our community, customers and colleagues

TEAMWORK

We collaborate both within the organisation and with external stakeholders drawing on skills and expertise for the benefit of our community.

FOCUS AND DIRECTION

We have clear goals and plans to achieve sustainable social, environmental and economic outcomes for the Hobart community.

CREATIVITY AND INNOVATION

We embrace new approaches and continuously improve to achieve better outcomes for our community.

ACCOUNTABILITY

We work to high ethical and professional standards and are accountable for delivering outcomes for our community.

VISION

OUR VISION, MISSION AND VALUES HOBART: A COMMUNITY VISION FOR OUR ISLAND CAPITAL

Hobart breathes.

Connections between nature, history, culture, businesses and each other are the heart of our city

We are brave and caring.

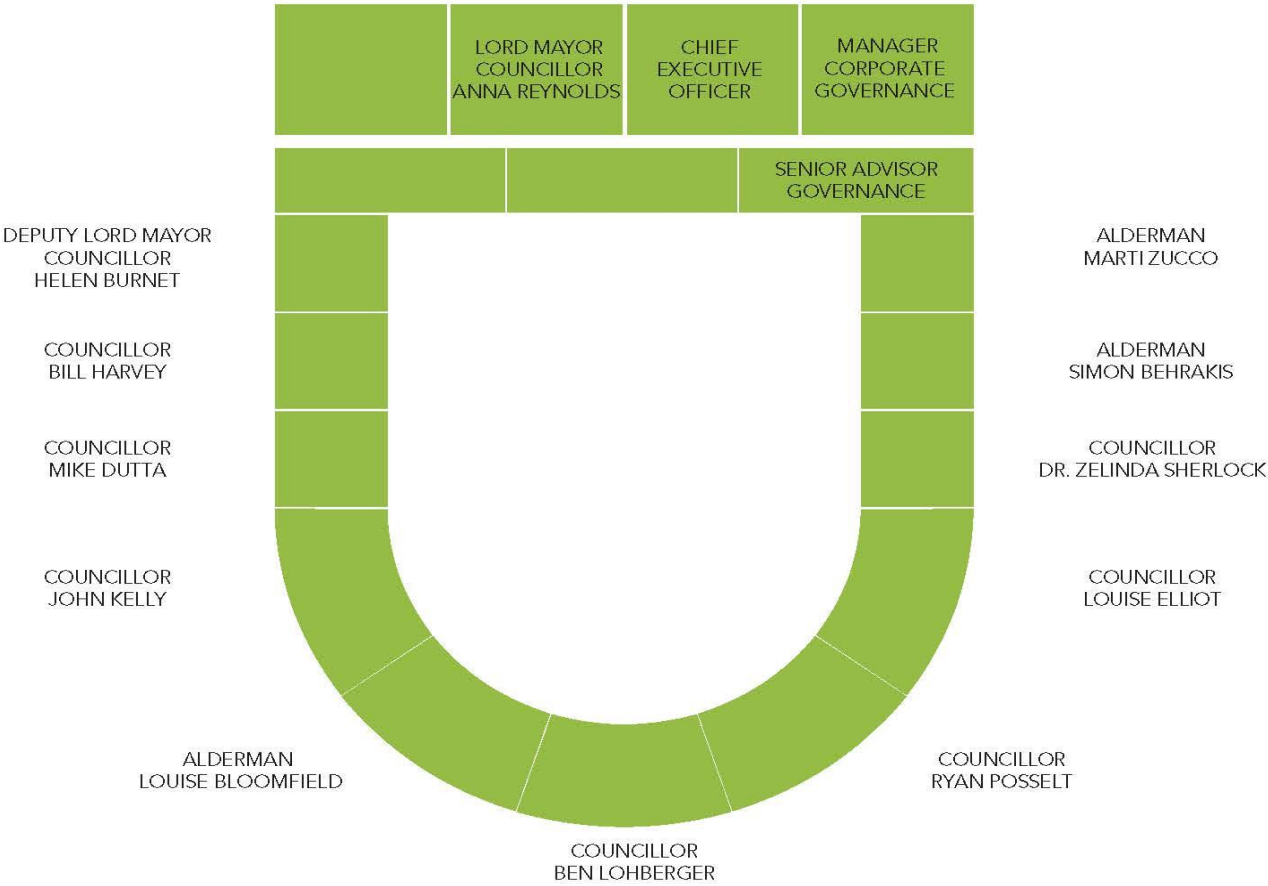
We resist mediocrity and sameness.

As we grow, we remember what makes this place special.

We walk in the fresh air between all the best things in life.



City of **HOBART**



ORDER OF BUSINESS

APOLOGIES AND LEAVE OF ABSENCE

1.	ACKNOWLEDGEMENT OF COUNTRY	6
2.	CONFIRMATION OF MINUTES.....	6
3.	TRANSFER OF AGENDA ITEMS.....	6
4.	COMMUNICATION FROM THE CHAIRMAN	6
5.	NOTIFICATION OF COUNCIL WORKSHOPS.....	7
6.	PUBLIC QUESTION TIME	8
7.	PETITIONS	8
8.	CONSIDERATION OF SUPPLEMENTARY ITEMS	8
9.	INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST	9
	OFFICER REPORTS.....	10
10.	Strategic Priorities and Annual Plan Progress Report period ending 31 December 2022.....	10
11.	Submission to the Tasmanian Government's Population Strategy Refresh Consultation Paper	58
12.	Community Engagement Review - Update.....	66
13.	City of Hobart Procurement Strategy 2023-2027	72
14.	Notice of Motion Response - Public Interest Register and Conflicts of Interest Advisory Panel	98
15.	Notice of Motion Response - Property Developer Contact Register	106
16.	Draft New Policy - City of Hobart Flag Management Policy	113
17.	Memorial Plaque Proposed for Napoleon Street Park	121
18.	Australian Local Government Association - Call for Motions.....	132
19.	Appointment Municipal Emergency Management Coordinator and Deputy Coordinator.....	158

REPORT OF THE CHIEF EXECUTIVE OFFICER

20. Study Tour - Brisbane and Gold Coast.....	162
--	------------

MOTIONS OF WHICH NOTICE HAS BEEN GIVEN

21. Crowther and Lanne History.....	167
--	------------

22. Underutilised Bedrooms Incentive	171
---	------------

23. RESPONSES TO QUESTIONS WITHOUT NOTICE.....	176
---	------------

23.1 Outstanding Question	177
---------------------------------	-----

23.2 Anonymous Complaint.....	179
-------------------------------	-----

23.3 Stakeholder Correspondence	181
---------------------------------------	-----

23.4 Decision Making.....	183
---------------------------	-----

24. QUESTIONS WITHOUT NOTICE	186
---	------------

25. CLOSED PORTION OF THE MEETING.....	187
---	------------

A MEETING OF THE OPEN PORTION OF THE COUNCIL WILL BE HELD IN THE COUNCIL CHAMBER, TOWN HALL ON MONDAY, 20 MARCH 2023 AT 5.00 PM.

Kelly Grigsby
Chief Executive Officer

The title Chief Executive Officer is a term of reference for the General Manager as appointed by Council pursuant s.61 of the *Local Government Act 1993* (Tas).

This meeting of the Council is held in accordance with a Notice issued by the Premier on 31 March 2022 under section 18 of the COVID-19 Disease Emergency (Miscellaneous Provisions) Act 2020.

ELECTED MEMBERS:

Lord Mayor A M Reynolds
Deputy Lord Mayor H Burnet
Alderman M Zucco
Councillor W F Harvey
Alderman S Behrakis
Councillor M S C Dutta
Councillor Dr Z E Sherlock
Councillor J L Kelly
Councillor L M Elliot
Alderman L A Bloomfield
Councillor R J Posselt
Councillor B Lohberger

APOLOGIES:

LEAVE OF ABSENCE: Nil.

1. ACKNOWLEDGEMENT OF COUNTRY

2. CONFIRMATION OF MINUTES

The Chairman reports that she has perused the minutes of the meeting of the Open Portion of the Council meeting held on [Monday, 20 February 2023](#), finds them to be a true record and recommends that they be taken as read and signed as a correct record.

3. TRANSFER OF AGENDA ITEMS

Are there any items, which the meeting believes, should be transferred from this agenda to the closed agenda or from the closed agenda to the open agenda, in accordance with the procedures allowed under Section 15 of the *Local Government (Meeting Procedures) Regulations 2015*?

4. COMMUNICATION FROM THE CHAIRMAN

5. NOTIFICATION OF COUNCIL WORKSHOPS

In accordance with the requirements of the *Local Government (Meeting Procedures) Regulations 2015*, the Chief Executive Officer reports that the following workshops have been conducted since the last ordinary meeting of the Council.

Date: Monday, 27 February 2023
Purpose: Presentation by Department of Foreign Affairs and Trade (DFAT), Population Strategy Consultation Paper, Rating Strategy Review

Attendance:

The Lord Mayor Councillor A Reynolds, the Deputy Lord Mayor Councillor H Burnet, Alderman M Zucco, Councillors B Harvey, M Dutta, Z Sherlock, J Kelly, L Elliot, Alderman L Bloomfield, Councillor R Posselt.

Apologies:

Alderman S Behrakis

Date: Tuesday, 14 March 2023
Purpose: Budget 1, Salamanca Licence Fees

Attendance:

The Lord Mayor Councillor A Reynolds, the Deputy Lord Mayor Councillor H Burnet, Councillor B Harvey, Alderman S Behrakis, Councillors M Dutta, Z Sherlock, J Kelly, L Elliot, Alderman L Bloomfield, Councillor R Posselt, B Lohberger.

Apologies

Nil.

6. PUBLIC QUESTION TIME

Regulation 31 *Local Government (Meeting Procedures) Regulations 2015*.
File Ref: 16/119-001

6.1 Public Questions

6.2 Responses to Public Questions Taken On Notice

"In accordance with the procedures approved in respect to Public Questions Time, the following responses to questions taken on notice are provided to the Council for information.

The Council is reminded that in accordance with Regulation 31(4) of the *Local Government (Meeting Procedures) Regulations 2015*, the Chairperson is not to allow discussion or debate on either the question or the response."

RECOMMENDATION

That the following responses to public questions taken on notice, be received and noted.

7. PETITIONS

8. CONSIDERATION OF SUPPLEMENTARY ITEMS

Ref: Part 2, Regulation 8(6) of the *Local Government (Meeting Procedures) Regulations 2015*.

RECOMMENDATION

That the Council resolve to deal with any supplementary items not appearing on the agenda, as reported by the Chief Executive Officer in accordance with the provisions of the *Local Government (Meeting Procedures) Regulations 2015*.

9. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST

Ref: Part 2, Regulation 8(7) of the *Local Government (Meeting Procedures) Regulations 2015*.

Elected Members are requested to indicate where they may have any pecuniary or conflict of interest in respect to any matter appearing on the agenda, or any supplementary item to the agenda, which the Council has resolved to deal with.

OFFICER REPORTS

**10. Strategic Priorities and Annual Plan Progress Report period ending 31
December 2022
File Ref: F23/13808**

Report of the Manager Policy Lab and the Head of Intergovernmental Relations and Partnerships of 15 March 2023 and attachment.

Delegation: Council

**REPORT TITLE: STRATEGIC PRIORITIES AND ANNUAL PLAN
PROGRESS REPORT PERIOD ENDING 31
DECEMBER 2022**

REPORT PROVIDED BY: Manager Policy Lab
Head of Intergovernmental Relations and Partnerships

1. Report Summary

- 1.1. The purpose of this report is to present the progress report for the City of Hobart's Strategic Priorities and the 2022-23 Annual Plan for the period ended 31 December 2022. (Refer **Attachment A**)

2. Recommendation

That the Council endorse the Strategic Priorities and 2022-23 Annual Plan Progress Reports for the period 1 July to 31 December 2022, marked as Attachment A to this report.

3. Background

- 3.1. The City of Hobart Strategic Directions and Priorities are developed annually by the Council and Executive Leadership Team.
- 3.1.1. The Strategic Directions and Priorities guide the annual budget development process and the City's strategic focus for the year ahead. They are incorporated into the Annual Plan.
- 3.2. The Annual Plan is required pursuant to Section 71 of the *Local Government Act 1993*. It is adopted by Council with the budget estimates and other budget papers. The Annual Plan sets out the Strategic Directions, major actions and initiatives that will guide the priorities of the organisation over the coming 12 months and must include a summary of the budget estimates.
- 3.2.1. The 2022-23 Annual Plan includes a capital works program that delivers and enhances community facilities and infrastructure. It also includes planning for the future of Hobart to ensure long-term, transformative growth through the development of the Central Hobart and North Hobart Precinct Structure Plans and a refreshed best practice Community Engagement Framework

4. Discussion

- 4.1. The progress report provided at **Attachment A**, reports on the progress of the Strategic Priorities and Annual Plan for the period 1 July to 31 December 2022.
 - 4.1.1. From March 2023 quarterly progress reports on the annual plan and strategic priorities will resume. Due to the timing of the Council elections and Caretaker period in 2022, a quarterly report was not produced for the September 2022 quarter. Instead, the report has been consolidated into a six-monthly progress report that reports on the period 1 July to 31 December 2022.
- 4.2. The key actions in the Strategic Priorities are included in the Annual Plan.
- 4.3. The 2022-23 Annual Plan has 105 major actions and initiatives listed. Implementation for the period 1 July to 31 December 2022 has seen 92.4 per cent of major actions and initiatives completed or in progress and 7.6 per cent have not yet been started.

5. Capital City Strategic Plan

- 5.1. The Annual Plan progress report provides a summary of the progress of the major actions and initiatives in the Annual Plan and aligns with various strategies in the Capital City Strategic Plan 2019-29 including best practice, transparency and accountability to the community.

Pillar 8: Governance and civic involvement

Outcome 8.1: Hobart is a city of best practice, ethical governance and transparent decision-making.

- 8.1.2 Practice and communicate good city governance and decision-making.
- 8.1.3 Ensure systematic and useful measurement of community outcomes and the City's performance.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.




David McIver
MANAGER POLICY LAB



Kat Panjari
**HEAD OF INTERGOVERNMENTAL
RELATIONS AND PARTNERSHIPS**

Date: 15 March 2023
File Reference: F23/13808

Attachment A: Strategic Priorities and Annual Plan Progress Report for the period ending 31 December 2022 ↓ 

City of Hobart

Quarterly Progress Report

period ending 31 December 2022



City of **HOBART**



Table of Contents

Introduction 2

Strategic Priorities Progress Report 3

Annual Plan 2022-23 Progress Report..... 13



Introduction

The ten-year Capital City Strategic Plan 2019-29 sets out the outcomes and strategies which will lead to the achievement of the community's vision, *Hobart: A community vision for our island capital*. The City of Hobart Strategic Priorities and Annual Plan 2022-23 set out the major action and initiatives for the year that contribute to the achievement of the outcomes of the City's 10-year Strategic Plan.

Achievement of the outcomes and strategies in the strategic plan are guided by the pillars from the community vision:

- Pillar 1: Sense of place
- Pillar 2: Community inclusion, participation and belonging
- Pillar 3: Creativity and culture
- Pillar 4: City economies
- Pillar 5: Movement and connectivity
- Pillar 6: Natural environment
- Pillar 7: Built environment
- Pillar 8: Governance and civic involvement

This report provides a snapshot of the first six months progress against the strategic priorities and the major actions and initiatives in the 2022-23 Annual Plan for the period ending 31 December 2022.



STRATEGIC PRIORITIES PROGRESS REPORT

Strategic Priority	Pillar	Key actions	Progress to date
In partnership with elected members review the Capital City Strategic Plan to ensure it reflects new and emerging opportunities and best positions Council to lead the strategic development of the City and to influence State and Federal Government policy directions	8 Governance and civic involvement	<p>Map existing and future intergovernmental partnerships, networks and relationships</p> <p>Coordinate all policy and strategy to align and integrate with the Capital City Strategic Plan including Annual Integrated Capital City Planning and Reporting and Annual Budget Program.</p>	<p>An interim timeline has been developed for the 2023-24 planning and reporting cycle.</p> <p>Implementation of the Integrated Planning and Reporting Framework will be undertaken for the 2024-25 budget and planning cycle.</p> <p>The review of the Capital City Strategic Plan is underway. A draft plan will be presented to Council in May 2023 for endorsement to undertake community engagement.</p>
Enhance our Evidence Based Research, Policy Analysis & Strategic Foresight / Scenario Planning	8 Governance and civic involvement	<p>Develop evidence-based research, policy development and evaluation tools to support decision making</p> <p>Develop or commission annual data and reports to build evidence-based planning capacity</p> <p>Develop dashboards for easy to access data sets</p> <p>Co-design and implement a framework for Planning, Performance and Continuous Improvement</p>	<p>The State of the City reporting was launched at an industry and stakeholder breakfast in November 2022.</p> <p>Population forecasts have been developed for the Hobart Local Government Area which will help to inform future planning and structure plans.</p> <p>A community profile and social atlas have been commissioned with id.profile and are expected to be launched in May 2023.</p> <p>A Request for Quote is being prepared for the development of State of the City dashboards.</p> <p>To inform the development of the Service Catalogue all services provided by the City have been mapped and a template for the catalogue has been developed.</p> <p>A Service Review template has been developed and is being piloted.</p>

Strategic Priority	Pillar	Key actions	Progress to date
Quarterly reporting against major initiatives through Council	8 Governance and civic involvement	Project Reporting: <ul style="list-style-type: none"> – Fortnightly to Clients – Monthly to ELT – Quarterly to Council 	<p>Regular fortnightly meetings are held between Programming and Delivery Teams and various client groups.</p> <p>Monthly reports on the progress of the capital works program are provided to ELT.</p> <p>Reports on progress against the strategic priorities and annual plan actions for the 6-month period ending 31 December 2022 are on this agenda. Going forward these reports will be provided quarterly.</p>
Plan for the future of Hobart to ensure our long-term growth and development leverages opportunities and effectively manages challenges for the city's future	3 Creativity and culture 5 Movement and connectivity 7 Built environment	<p>Develop and deliver a whole-of-City Plan, both strategic, structural and of place with a focus on shared public value</p> <ul style="list-style-type: none"> – Central Hobart Precinct Structure Plan – North Hobart Precinct Structure Plan – Civic & Cultural Precinct Structure Plan <p>Undertake further stages of the redevelopment of the Salamanca & New Town Precincts</p> <p>Develop Parking Strategy</p> <p>Implement the Hobart Local Provisions Schedule (LPS) and major scheme amendments</p>	<p>The Central Hobart Precinct Structure Plan has been endorsed by Council for final community engagement to take place.</p> <p>The scope for the North Hobart Precinct Structure Plan is being developed.</p> <p>The Civic and Cultural Precinct Structure Plan has been subsumed into the Inner North East Structure Plan.</p> <p>Stage 1 of the redevelopment of the New Town precinct has been completed and stage 2 works are underway.</p> <p>Works in the Salamanca precinct will commence in July 2023 as per plan so as to avoid the busy summer trading period.</p> <p>The Parking Strategy has been included in the scope of the Transport Strategy.</p>

Strategic Priority	Pillar	Key actions	Progress to date
			<p>Awaiting certification from the Tasmanian Planning Commission to advertise the Local Provisions Schedule (LPS) for community and stakeholder feedback. This expected in March/April.</p> <p>All written feedback will be the subject of officer assessment and a report to the Council as the Planning Authority following the completion of the comment period.</p> <p>As part of this process the Council will also be asked to consider making its own submission to the LPS with a number of proposed amendments having been identified by officers worthy of consideration since the LPS was originally endorsed by Council in 2019.</p> <p>This will be the subject of a separate report that will be presented to a normal Council meeting expected in April. The Council will be acting in its corporate role not its planning authority role to make this decision.</p>
Working in partnership with the State Government and other stakeholders to advocate for and deliver integrated high-quality public and active transport in Hobart as part of the Greater Hobart City Deal	<p>5 Movement & connectivity</p> <p>7 Built environment</p>	<p>Work with neighbouring Councils to identify shore based infrastructure needed to support improved ferry services</p> <p>Implement Greater Hobart Federal Election Strategy (March-May 2022) to advocate for Federal government funding</p> <p>Develop a Transport Strategy</p>	<p>A proof of concept report for expansion of Derwent River Ferry Service has been commissioned by Greater Hobart Councils.</p> <p>The Election Advocacy Strategy has been implemented and was successful in securing \$20m in Commonwealth Government funding for Derwent Ferry Expansion Project. Infrastructure budget bids are being developed for 2023-24 budget.</p> <p>A scope for the development of the Transport Strategy has been developed which includes the Parking Strategy.</p>

Strategic Priority	Pillar	Key actions	Progress to date
Enhancing the City's approach to resilience, climate change mitigation and adaptation	6 Natural environment	<p>Preparation of a Hobart Resilience Strategy</p> <p>Progress the implementation of the Sustainable Hobart Action Plan 2020-2025, including emissions target</p> <p>Review and update the Council's Hobart Coastal Hazard Study and finalise Action Plan</p> <p>Continue to support the STCA and its regional climate change initiatives.</p>	<p>The Hobart Resilience Strategy will be progressed in the next financial year.</p> <p>Implementation of the Sustainable Hobart Action Plan 2020-2025 is ongoing, with the City set to meet or exceed emissions reduction targets.</p> <p>A peer review of the Hobart Coastal Hazard Study is underway. Community engagement is scheduled to occur by the end of the financial year.</p> <p>Support continues to be provided to the STCA with delivery of the Southern Councils Climate Collaboration.</p>
Reviewing the City's Governance Framework to ensure that it reflects how the Council wishes to work together into the future to provide a contemporary external governance model to ensure the City is leading from the front and engaging with key stakeholders in an impactful way that delivers on Hobart's aspirations	8 Governance and civic involvement	<p>Undertake a review of the Council's Committee structure / system and determine delegation of any remaining committees (ie planning authority)</p> <p>Review frequency (and timing) of Council meetings in readiness for new Council</p> <p>Implement new Elected Member Request System</p>	<p>The Governance Framework was drafted and adopted by Council in early 2022; it has since been updated and was adopted by Council in December 2022.</p> <p>The Council's Committee structure was reviewed and, following agreement by Council, was amended in December 2022 to establish a Portfolio Committee structure.</p> <p>A fully delegated Planning Committee has been created to fulfil the Council's obligations as a planning authority.</p> <p>Regular Council meetings will be held on monthly basis in accordance with the <i>Local Government Act 1993</i>.</p> <p>The Elected Member Request System has been implemented to process requests from Elected Members.</p>

Strategic Priority	Pillar	Key actions	Progress to date
Review and update the City's Community Engagement Framework to ensure currency heading into a new Council term	8 Governance and civic involvement	<p>In the context of the Local Government Review, conduct a service review of the Community Engagement function to identify best practice models of community engagement for the City</p> <p>Draft new Community Engagement Framework for consultation</p>	<p>A report on the service review of the Community Engagement Function has been completed and an implementation plan developed.</p> <p>Community consultation to inform the new Community Engagement Framework is anticipated to take place between April-May 2023.</p>
Understand the key assumptions underpinning the City's Long Term Financial Management Plan and analyse opportunities to optimise organisational performance, enhance revenue, value capture and joint venues with other levels of government	8 Governance and civic involvement	<p>Develop a 10 year Capital Works Plan</p> <p>Identify assets suitable for enhancement, development, or disposal</p> <p>Progressively update asset management plans to identify future renewal forecasts</p> <p>Undertake an independent health check of the LTFMP</p> <p>Update LTFMP modelling tool ready for key inputs</p> <p>Through FAIR panel ensure Council's financial management practices of assets reflect the needs of the organisation and are timely</p> <p>Undertake future rates modelling to assist in preparation of a rating strategy</p>	<p>The ten-year Capital Works program is being prepared in conjunction with the 2023-24 budget.</p> <p>Options for enhancement, development, or disposal of assets will be considered during the 2023-24 budget development process.</p> <p>Asset management plans will be assessed using the recently acquired Capital Works Evaluator which is a module of the Long Term Financial Management Plan model.</p> <p>The Long Term Financial Management Plan has been replaced with a contemporary model and is ready to be updated for the 2023-24 budget.</p> <p>The FAIR Panel is to be convened to provide an update on the implementation of appropriate financial management practices for assets.</p> <p>A comprehensive Rating Strategy will be undertaken during 2023 for implementation in the 2024-25.</p>

Strategic Priority	Pillar	Key actions	Progress to date
Drive economic growth and resilience by preparing and implementing a new Economic Development Strategy, focusing support on existing and emerging industry sectors	4 City economies	Develop and deliver a new Economic Development Strategy	<p>Work has commenced on development of the Economic Development Strategy with consultation undertaken with a range of partners including State and Federal government, business groups and industry partners such as Tasmanian Hospitality Association and Small Business Council.</p> <p>A discussion paper to inform the strategy is under development with broader consultation planned for March-April 2023.</p>
Prepare a comprehensive positioning Hobart strategy that builds a compelling narrative of where we are heading as a city that will excite our key partners, community members and the organisation and will transform the way we engage and communicate both internally and externally	1 Sense of place	<p>Engage the community to revisit the Community Vision, acknowledging the change that has occurred in our City since 2018</p> <p>Develop and deliver the narrative of Future Hobart, told through a series of future stories of Hobart</p> <p>Engage our innovation partners to create strategies for new business growth and solving city opportunities</p>	<p>The level of engagement likely required in revisiting the Community Vision will be ascertained once the Future Hobart Plan 2050 and Community Engagement Framework are complete.</p> <p>Preparation of Future Hobart 2050 has commenced, it is expected that the Future Hobart committee will be briefed in mid-2023.</p> <p>A SeedLab MoU for Salamanca Market has been signed and the Enterprize lease has been renewed.</p>

Strategic Priority	Pillar	Key actions	Progress to date
Deliver, monitor and continuously improve Intergovernmental Relations and major advocacy campaigns for the City of Hobart	8 Governance and civic involvement	<p>Implement 2022 Federal Election campaign for Greater Hobart and City of Hobart</p> <p>Develop and implement City of Hobart Advocacy Plan</p> <p>Participation on Resource Recovery Ministerial Advisory Group</p>	<p>The Federal election strategy was delivered in May 2022. A key outcome was a \$20m commitment to expanding River Derwent ferry network. The strategy also strengthened relationships with incoming Ministers.</p> <p>An Interim Advocacy Strategy is in place to advocate for priorities in the Greater Hobart Strategic Partnership submissions to 2023-24 State and Commonwealth budgets.</p> <p>Participation on the Ministerial Advisory Group continued to July 2022 until the Group was disbanded and replaced by the Waste and Resource Recovery Board. The City continues to participate on the Board.</p>
In conjunction with the Department of State Growth prepare country specific strategies to drive inbound investment leveraging Hobart's natural amenity and builds on its position as a vibrant, liveable and connected global city	4 City economies	<p>Work with partners to develop and implement an inbound investment strategy</p>	<p>The Invest Hobart Prospectus was developed and launched in late 2022.</p> <p>City Economy team is engaging regularly with State and Federal Governments to pursue trade opportunities.</p> <p>An international relations policy has been drafted in preparation for consultation with stakeholders.</p>

Strategic Priority	Pillar	Key actions	Progress to date
Leverage the Hobart port to build on its reputation and industry and research capacity as a gateway to the Antarctic and Southern Ocean	1 Sense of place	Engagement with Macquarie Point Development Corporation, Tas Ports & other key stakeholders	Intergovernmental relationships with TasPorts and Macquarie Point have been strengthened to advocate for Antarctic and Science Precinct and upgrades to Macquarie Wharf. A Macquarie Wharf port site visit was organised for an Infrastructure Australia delegation to highlight the Commonwealth Government infrastructure investment required in the port upgrade.
Focus Hobart as a premier destination for sport and recreation and the creation and presentation of arts, entertainment and to celebrate our history	3 Creativity & culture	Utilising the Community Vision, the Future Hobart stories develop and deliver a city placemaking, arts and culture, activation and events program of works that build a vibrant, liveable city for now and the future Seek to expand on the sport and recreational offerings with the delivery of existing facility master plans and recreational strategies ensuring recreational strategies are regularly reviewed to meet current and future community needs	The Christmas, New Years Eve and the Taste of Summer season were well managed and received. Round 2 of the City Pilots program is nearing completion and the latest round of Traffic Signal Boxes has been completed. A range of recreation projects have been progressed and completed this financial year. (see Annual Plan progress report).
Implement stages 2 and 3 of the Organisational Transformation Project	8 Governance and civic involvement	Establish Cross Divisional Team Commence Service Reviews Develop Workforce Plan Establish the Welcome Pad and the 'Front Door' service.	The Cross Divisional Team has been established and meets every three weeks. A service review template has been developed and is currently being piloted. The service review of the Community Engagement function has been completed with an implementation plan being developed. A draft Workforce Strategy has been prepared. Development of the Welcome Pad is

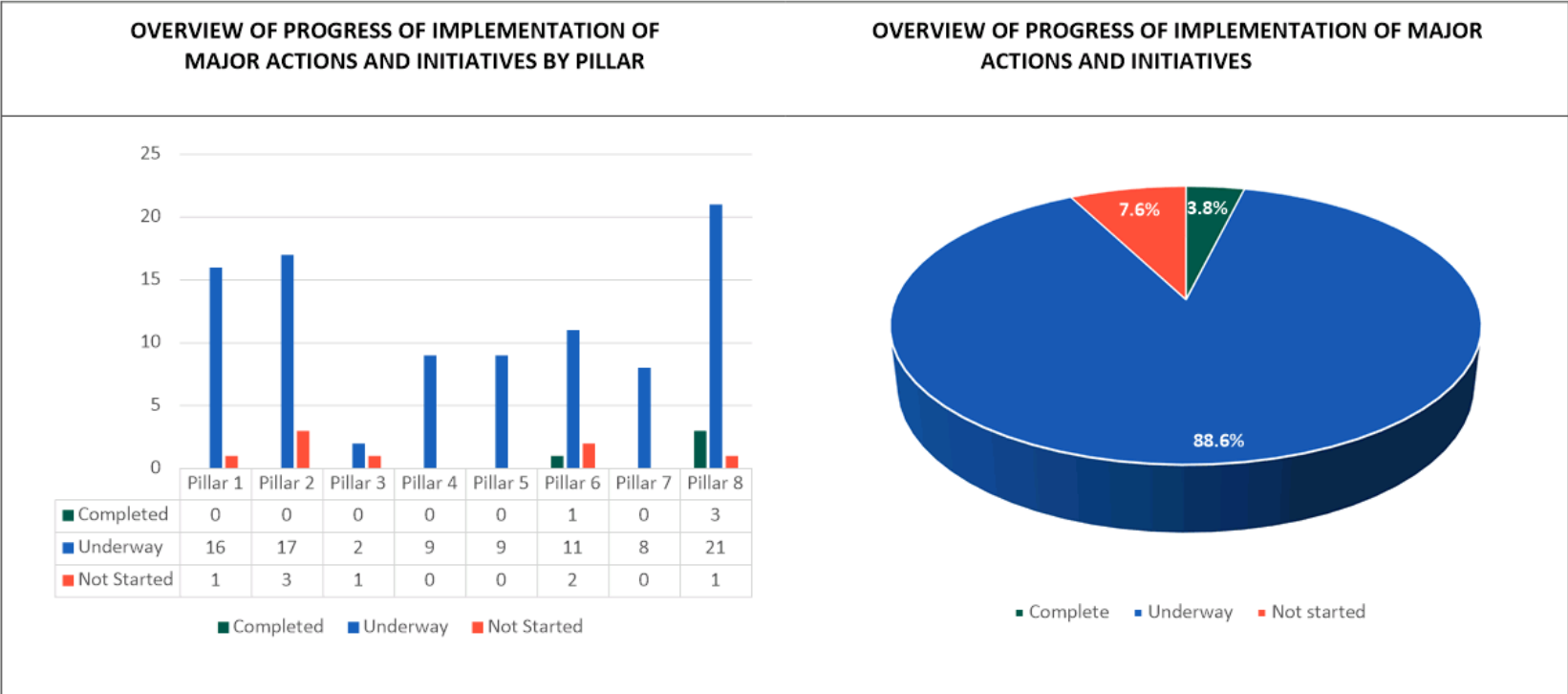
Strategic Priority	Pillar	Key actions	Progress to date
			<p>currently being scoped and recruitment of a Business Analyst is being undertaken.</p> <p>Customer Service standards have been reset with a review of service resourcing and training provided leading to improvements in front line customer service.</p>
Utilise partnerships, community insights and technology to ensure that Hobart is an inclusive and accessible city	<p>2 Community inclusion, participation & belonging</p> <p>7 Built environment</p>	<p>Engagement with government and non-government sectors</p> <p>Smart City projects</p> <p>Continue to deliver services aligned to the Community Inclusion and Equity Framework</p>	<p>An accessible footpath audit has been commissioned.</p> <p>Significant engagement with community groups has been undertaken as part of Council's e-scooter trial. This included working with Guide Dogs Tas and VisAbility.</p> <p>Work has commenced to investigate greater integration between the City's CCTV network, Tasmanian Police and community safety activities.</p> <p>Council hosted the Greater Hobart Homelessness Alliance forum in August 2022 which was attended by State and Federal Housing Ministers.</p>



ANNUAL PLAN 2022-23 PROGRESS REPORT

Annual Plan progress for the period ended 31 December 2022

The 2022-23 Annual Plan has 105 major actions and initiatives listed. The results for the 6-month period ending 31 December 2022 show that 92.4 per cent of actions are complete or in progress and 7.6 per cent have not yet been started.



PILLAR 1: SENSE OF PLACE

Community panel's vision statement

We are a city of unique beauty, environment, heritage and people, built on a shared sense of ownership, pride and wonder. This spirit of place has been shaped by Tasmanian Aboriginal people for tens of thousands of years and continues to be shaped by all who have called Hobart home. It is developed jointly by community, private enterprise and government, valuing and enhancing our Hobart identity.

Outcomes:

- 1.1 Hobart keeps a strong sense of place and identity, even as the city changes.
- 1.2 Hobart's cityscape reflects the heritage, culture and natural environment that make it special.
- 1.3 In City decision-making, we consider how different aspects of Hobart life connect and contribute to sense of place.

Summary

Of the 17 actions and initiatives in pillar 1, sixteen are in progress and one has not been started or are being carried forward to the 2023-24 annual plan.

Strategic Ref	Actions and initiatives	31 December	Comment / update
1.1.1 1.1.2	Engage with the community to revisit <i>Hobart: A community vision for our island capital</i> , acknowledging changes that have occurred in Hobart since 2018.	In Progress	The level of engagement likely required in revisiting the Community Vision will be ascertained once the Future Hobart Plan 2050 and Community Engagement Framework are complete.
1.1.1 1.1.2	Develop and deliver the narrative of Future Hobart, told through a series of future stories of Hobart.	In Progress	Preparation of Future Hobart 2050 has commenced, it is expected that the Future Hobart committee will be briefed in mid-2023.
1.1.1 1.3.3 2.3.1 2.3.4 5.2.9	Prepare an Open Space Strategy that will provide a 10-year planning framework for the public open space network of Hobart.	Not Started	This action is being carried forward to the first quarter of the 2023-24 financial year.

Strategic Ref	Actions and initiatives	31 December	Comment / update
1.1.4 6.4.2	Continue to support the Southern Tasmanian Councils Authority and its regional climate change initiatives.	In Progress	Support continues to be provided to the STCA with delivery of the Southern Councils Climate Collaboration.
1.1.4 6.2.6 6.3.7 6.4.6 6.4.8	Review and update the Council's Coastal Hazard Study and finalise the Action Plan.	In Progress	A peer review of the <i>Hobart Coastal Hazard Study</i> is underway. Community engagement is scheduled to occur by the end of the financial year.
1.1.4 6.2.6 6.3.7 6.4.6 6.4.8	Commence the Coastal and Riverine Hazard Community Engagement across nine coastal compartments to identify values, adaptation responses and increase understanding.	In Progress	A cross-Council working group has been established.
1.1.4 6.3.4	Finalise the 'Hobart Climate Ready Homes' publication.	In Progress	The publication has been drafted and currently undergoing final editing and graph design.
1.2.1	Deliver the 2022-23 Capital Works Program.	In Progress	Works underway – see pillars 5 and 7 for progress on specific projects.
1.2.1	Deliver the corporate property, roads and fleet asset renewal capital works projects.	In Progress	Works underway.
1.2.1	Undertake further stages of the redevelopment of the Salamanca and New Town Precincts.	In Progress	Stage 1 of the redevelopment of the New Town precinct has been completed and stage 2 works are underway. Works in the Salamanca precinct will commence in July 2023 as per plan to avoid the busy summer trading period
1.2.1 1.2.2 1.2.3 7.4.2	Complete the Central Hobart Precinct Structure Plan in collaboration with key stakeholders and the community.	In Progress	The Central Hobart Precinct Structure Plan has been endorsed by Council for final community engagement to take place.

Strategic Ref	Actions and initiatives	31 December	Comment / update
1.2.1 1.2.2 1.2.3	Commence the North Hobart Precinct Structure Plan in collaboration with key stakeholders and the community.	In Progress	The scope for the North Hobart Precinct Structure Plan is being developed.
1.2.1 1.2.2 1.2.3	Complete the Civic and Cultural Directions Study in collaboration with the Tasmanian Government, and key stakeholders.	In Progress	The draft study has been completed. The Civic and Cultural Precinct Structure Plan has been subsumed into the Inner North East Structure Plan.
1.2.1 1.2.2 1.2.3	Commence the Melville Street Masterplan in consultation with the community and key stakeholders.	In Progress	An engagement plan to determine the level of engagement with the community and key stakeholders is being developed.
1.2.1 1.2.2 1.2.3	Commence the Elizabeth Street Masterplan in consultation with the community and key stakeholders.	In Progress	A project brief and scope are being developed.
1.2.3 7.4.2	Commence a Whole-of-City Plan, both strategic, structural and of place with a focus on shared public value.	In Progress	Preparation of Future Hobart 2050 has commenced, it is expected that the Future Hobart committee will be briefed in mid-2023.
1.2.6	Commence the development of Public Realm Hobart Design Manuals and Guidelines to support the City's placemaking and urban design work.	In Progress	Urban Design Guidelines are being developed which will provide a framework for the subsequent Public Realm Hobart Design Manual/s.

PILLAR 2: COMMUNITY INCLUSION, PARTICIPATION AND BELONGING

Community panel's vision statement

We are an island capital city that is socially inclusive and coherently connected, whose people are informed, safe, happy, healthy and resilient.

Outcomes:

- 2.1 Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working together towards shared goals.
- 2.2 Hobart is a place where diversity is celebrated and everyone can belong, and where people have opportunities to learn about one another and participate in city life.
- 2.3 Hobart communities are active, healthy and engaged in lifelong learning.
- 2.4 Hobart communities are safe and resilient, ensuring people can support one another and flourish in times of hardship.

Summary

Of the 20 actions and initiatives in pillar 2, 17 are in progress and three have been completed.

Strategic Ref	Actions and initiatives	31 December	Comment / update
2.1.1 2.1.3	Complete the review of the Aboriginal Commitment and Action Plan and deliver identified actions.	In Progress	<p>Actions from the Aboriginal Commitment and Action Plan have been delivered including the installation of an Aboriginal interpretation artwork at the front of the Town Hall on 10 December 2022.</p> <p>The review of the Aboriginal Commitment and Action Plan has not commenced due to inability to engage an Aboriginal Programs Officer. It is intended to engage a consultant to undertake the review.</p>
2.1.2	Progress the Hobart Waterfront Interpretation Plan to maximise the visibility of Aboriginal stories in Sullivans Cove.	In Progress	An expression of interest for providers to undertake this project was advertised in early January 2023.

Strategic Ref	Actions and initiatives	31 December	Comment / update
2.2.1 2.2.2 2.2.3 2.4.6	Expand the Hobart Respects All initiative by involving other priority populations to promote inclusion and respect whilst challenging harassment, discrimination and violence based on a personal attribute.	In Progress	This initiative has been progressed with collateral design completed and the promotion/implementation of the project to be delivered in May/June 2023.
2.2.2	Engage with government and non-government sectors to ensure Hobart is an inclusive and accessible city.	In Progress	Engagement with government and non-government sectors has continued through a range of networks and meetings. This has included the hosting of the Greater Hobart Homelessness Alliance with three tiers of government on 19 August 2022 and hosting a Recovery Exercise with State and Federal Government on 23 November 2022.
2.2.5 4.2.3 4.2.4	Build a supported volunteer program to create opportunities for young people to gain work and life experience through specialised projects and events. Regularly review the program in collaboration with youth sector partners.	In Progress	A volunteer program for young people is delivered as part of the Youth Programs activities providing a range of skill development opportunities. Youth Programs staff engage with the sector to consider development opportunities for young people. International Students are also provided with volunteering opportunities as part of the International Student Ambassador Program.
2.2.6 7.1.2 7.1.3	Support people experiencing homelessness through advocacy and initiatives in partnership with the Housing with Dignity Reference Group and sector partners.	In Progress	The Housing with Dignity Reference Group continue to collaborate on a range of projects. For Homelessness Week 2022 the group delivered the <i>I Am Somebody</i> storytelling project. Planning for the delivery of the Health with Dignity Project is well under way for delivery to commence in early 2023.
2.2.6 2.4.5 2.4.6	Highlight the issue of Elder Abuse and increase support to community members through the dissemination of information, resources and links.	In Progress	The City continues to engage with COTA in supporting Elder Abuse initiatives and will provide operational support for the Elder Abuse Walk in June 2023.

Strategic Ref	Actions and initiatives	31 December	Comment / update
2.3.1 2.3.5	Commence the development of a Recreation Plan to guide strategic direction and planning for sport and recreational offerings.	In Progress	Background research has been undertaken and the scope is being developed.
2.3.1	Develop a detailed precinct plan for the New Town Sports Precinct in consultation with key stakeholders.	In Progress	Consultation with stakeholders on the masterplan and the design brief have been completed. Concept design options currently being developed. The design for the Lawn Bowls Green conversion to two Netball Courts has been completed and the DA submitted.
2.3.1	Finalise the draft Selfs Point Recreational Facilities, and Cornelian Bay Sports Grounds Master Plans for community consultation.	In Progress	Draft plan is being prepared in consultation with key stakeholders.
2.3.1	Prepare, for community consultation, a South Hobart Oval Master Plan to guide its future use and development.	In Progress	Consultant engaged, context and community consultation undertaken with outcomes summarised.
2.3.4 3.4.1	Work with community custodians to enhance place-based community participation opportunities utilising City of Hobart facilities.	Complete	A brochure has been created and published to promote the availability and contacts for community hall facilities. Staff continue to provide active support to community hall custodians to ensure maximum community access.
2.4.1	Finalise the Hobart Community Recovery Plan 2022-25.	In Progress	A draft revised Community Safety Plan has been completed but cannot be signed off until the Emergency Management Plan has received approval from SES. They are currently completing a review of the plan.

Strategic Ref	Actions and initiatives	31 December	Comment / update
2.4.2 2.4.6 6.4.10	Commence delivery of the Building Better Communities Project as funded through the Federal Government 'Preparing Australian Communities Program'. Actions include: - Educating the community of the risk and mitigation works required for survival in a bushfire. - Improving community awareness and actions to respond in the event of a major bushfire. - Undertaking the 'Sparking Conversations, Igniting Action' element of the project.	In Progress	The team has door knocked large parts of the target areas in Kingborough and South Hobart and has recently commenced door knocking in Glenorchy and Clarence. Twenty Risk and Readiness assessments have been completed with property owners and awareness of the project has been gained by attending a number of community events and market stalls across the four municipalities. The project has received positive feedback from those in the community who have chosen to participate in the project.
2.4.3	Maintain public awareness and education to encourage compliance with Smoke-free Hobart in the central business district.	Complete	
2.4.3	Support the Southern Hoarding Network Project to give effect to the recommendations of the Treasured Lives research as it relates to unhealthy housing.	Complete	
2.4.3	Maintain an effective pandemic response to protect staff and the community from the impacts of COVID-19.	In Progress	
2.4.3	Complete the ACWY meningococcal booster program for Grade 10 students.	In Progress	
2.4.3	Publish the home-based food business toolkit.	In Progress	
2.4.5	Continue to deliver the integrated safe-city program funded by City of Hobart and the Federal Government Safer Communities Infrastructure Grant.	In Progress	The grant funding is in its third year of a three year allocation. In the final year the City is installing public safety cameras along Elizabeth Street and into North Hobart. One or more mobile camera trailers for remote security and monitoring tasks are currently being procured.

PILLAR 3: CREATIVITY AND CULTURE

Community panel's vision statement

We are a city connected, embracing our diverse communities in cultural expression and creative and artistic participation; a city that enhances our homes, lifestyles and heritage; a city that bravely puts its people first.

Outcomes:

- 3.1 Hobart is a creative and cultural capital where creativity is a way of life.
- 3.2 Creativity serves as a platform for raising awareness and promoting understanding of diverse cultures and issues.
- 3.3 Everyone in Hobart can participate in a diverse and thriving creative community, as professionals and hobbyists.
- 3.4 Civic and heritage spaces support creativity, resulting in a vibrant public realm.

Summary

Of the three actions and initiatives in pillar 3, two are in progress and one has not started.

Strategic Ref	Actions and initiatives	31 December	Comment / update
3.1.1 3.1.5 3.4.1 3.4.2	Utilising the Community Vision and Future Hobart Stories, develop and deliver a city placemaking, art and culture, activation and events strategies and program of works that build a vibrant, liveable city for now and the future.	Not Started	This work will be progressed as part of the development of Whole-of-City Plan.
3.1.1 3.3.5	Increase opportunities for mentorship and community participation in the arts for people living with disability through the Ability to Create program.	In Progress	<i>Ability to Create Next Level</i> was successfully delivered in July 2022. Planning for the 2023 event is well underway and an EOI for artists to be involved has been promoted.

Strategic Ref	Actions and initiatives	31 December	Comment / update
3.1.5 2.2.7	Develop an event accessibility toolkit for internal and external events that have been funded through the City of Hobart's grants program.	In Progress	<p>A draft event accessibility toolkit has been created and is being progressed to ensure it is available for event organisers. Grant guidelines have been updated to include further accessibility advice.</p> <p>The Access Advisory Committee was involved in providing accessibility advice to the Taste of Summer Festival.</p>

PILLAR 4: CITY ECONOMIES

Community panel's vision statement

We are a city whose economies connect people, businesses, education and government to create a high-quality lifestyle in a thriving and diverse community. Our city is our workshop. We collaborate, embracing ideas, inventiveness and initiative.

Outcomes:

- 4.1 Hobart's economy reflects its unique environment, culture and identity.
- 4.2 People have a range of opportunities to participate in the economic life of the city.
- 4.3 Diverse connections help Hobart's economy, businesses and workers thrive.
- 4.4 Hobart is a place where entrepreneurs and businesses can grow and flourish.
- 4.5 Hobart's economy is strong, diverse and resilient.

Summary

Of the nine actions and initiatives in pillar 4, all are in progress.

Strategic Ref	Actions and initiatives	31 December	Comment / update
4.1.2	Work with partners to develop and implement an inbound Investment Strategy that positions Hobart internationally as a city open to investment, consistent with the community vision.	In Progress	<p>The Invest Hobart Prospectus was developed and launched in late 2022. A communication plan has also been developed to identify when and how the prospectus will be shared, including official diplomatic calls; conferences and events; sharing with key political groups and key business partners and trade missions.</p> <p>City Economies team is engaging regularly with State and Federal Governments to pursue trade opportunities and has negotiated attendance at the Korean Trade Mission in March 2023.</p>

Strategic Ref	Actions and initiatives	31 December	Comment / update
4.1.6 4.2.2 4.3.3	Promote Hobart as a hub for shopping, doing business, studying and collaborating to solve problems.	In Progress	<p>The <i>Revive Your Nine to Five</i> campaign ran for a period of 4 weeks up to Christmas (as a trial), with initial focus on North Hobart, CBD and Midtown. The campaign provided call to action imagery and text identifying key themes and reasons to visit each precinct covering retails and food and beverage. It received good social media reach and linked activity to the Retailers Business Support Package.</p> <p>The Retailers Business Support Package provided for third-party expert merchandising, branding, store layout and security assessments via Mystery shop experience with a full assessment report and recommendations provided to the retailer. Following the assessment, the business can then access a small grant up to \$2000 for implementation of those recommendations. Fifty businesses have been involved over two rounds.</p>
4.3.3 4.5.4	Improve customer and stallholder experiences at the Salamanca Market through an increased footprint involving new trading zones and improved crowd movement.	In Progress	Officers are currently reviewing a new licence agreement to potentially allow more flexibility in this space. The licence agreement is to be finalised by end of April 2023.
4.3.7	Review the City's existing and potential international relationships.	In Progress	A new draft International Relations Policy has been drafted. The draft policy will include a new methodology for identifying and shortlisting potential relationships and a scoring rubric for assessment, aligned to known existing and emerging competitive advantages and needs.

Strategic Ref	Actions and initiatives	31 December	Comment / update
4.4.1 4.4.3 4.4.4	Design and deliver a Business Concierge service within the Welcome Pad that seamlessly integrates with other teams.	In Progress	Initial scoping of the Business Concierge Service has been done but due to limited staff resources it has not progressed any further.
4.4.1 4.4.3 4.4.4 1.2.5	Design and deliver a Development Concierge model for the City with the first point of call being in the Welcome Pad.	In Progress	Initial scoping of the Development Concierge Service has been done but due to limited staff resources it has not progressed any further.
4.4.2 4.4.3	Engage with innovation partners to create strategies for new business growth and to embrace opportunities.	In Progress	<p>Support for Enterprize Tasmania Hub has been continued through renewal of lease in the Hobart Council Centre.</p> <p>Letters of Support were provided to both Enterprize Tasmania and SeedLab Tasmania for submissions to the State Government Accelerator and Incubator Funding Rounds.</p> <p>A MOU has been signed with SeedLab Tasmania to support Salamanca stallholders with trade runway opportunities and to support SeedLab participants with market/customer testing opportunities.</p>
4.5.1 4.5.5	Develop a new Economic Development Strategy.	In Progress	<p>A draft set of strategic priorities, vision statement and definition of local government Economic development have been developed.</p> <p>A draft Discussion paper is now being developed to underpin the next round of engagement roundtables and Yoursay engagement.</p>

Strategic Ref	Actions and initiatives	31 December	Comment / update
4.5.2 4.5.3	Engage with the Macquarie Point Development Corporation, Tasports and other key stakeholders to leverage the Hobart port as the gateway to the Antarctic and Southern Ocean.	In Progress	<p>Intergovernmental relationships with TasPorts and Macquarie Point have been strengthened to advocate for Antarctic and Science Precinct and upgrades to Macquarie Wharf.</p> <p>A Macquarie Wharf port site visit was organised for an Infrastructure Australia delegation to highlight the Commonwealth Government infrastructure investment required in the port upgrade.</p> <p>A draft Antarctic Advocacy Strategy is being developed.</p>

PILLAR 5: MOVEMENT AND CONNECTIVITY

Community panel's vision statement

We are a city where everyone has effective, safe, healthy and environmentally-friendly ways to move and connect, with people, information and goods, and to and through spaces and the natural environment. We are able to maintain a pace of life that allows us to fulfil our needs, such as work, study, business, socialising, recreation, accessing services, shopping, entertainment and spending time with loved ones.

Outcomes:

- 5.1 An accessible and connected city environment helps maintain Hobart's pace of life.
- 5.2 Hobart has effective and environmentally sustainable transport systems.
- 5.3 Technology serves Hobart communities and visitors and enhances quality of life.
- 5.4 Data informs decision-making.

Summary

Of the nine actions and initiatives in pillar 5, all are in progress.

Strategic Ref	Actions and initiatives	31 December	Comment / update
5.1.1 5.2.1 7.4.3	Develop a Transport Strategy for the City of Hobart in collaboration with the Tasmanian Government, the community, and stakeholders.	In Progress	A scope for the strategy development has been developed. The scope of the strategy will incorporate the Parking Strategy.
5.1.1 5.1.2 7.4.3	Engage with the community to develop Local Area Mobility Plans and prioritise works for delivery via the City's capital works program.	In Progress	Draft Local Area Mobility Plans for Battery Point and the Northern Catchment will be released for public comment in late March 2023.
5.1.1 5.2.3 5.2.4 5.2.6 5.2.7 5.2.9	Commence the construction of road, footpath and other infrastructure improvements that enhance connectivity and support safe, accessible and integrated transport opportunities:	In Progress	Works are ongoing with several key road infrastructure projects completed or currently underway.

Strategic Ref	Actions and initiatives	31 December	Comment / update
3.3.6	<ul style="list-style-type: none"> – Connection of 'City to Gardens Way' from Davies Avenue to the Royal Tasmanian Botanical Gardens. – Pedestrian improvements on Davies Avenue from the Doone Kennedy Hobart Aquatic Centre (DKHAC) to the Domain Tennis Centre. – Installation of a footpath at Salamanca Lawns to facilitate accessibility. – Complete the installation of new traffic signals at the Collins and Molle Street intersection to improve safety for cyclists and pedestrians. – Cleary's Gate Road footpath upgrade project to formalise and improve parking accessibility near Soldiers Memorial and provide better lighting and footpath access for users. – Undertake footpath and road surface improvements at Warwick Street, Digney Street, Roope Street, Suncrest Avenue, Bective Street, Warwick Street and Wavery Avenue. – Improvements to infrastructure for cyclists in the city centre along Argyle Street and Campbell Street. 	<p>On hold</p> <p>In progress</p> <p>On hold</p> <p>Complete</p> <p>Complete</p> <p>In progress</p> <p>In progress</p>	<p>This project is currently on hold pending review of the available budget and the cost estimate.</p> <p>Design underway</p> <p>This project is currently on hold pending review of the available budget and the cost estimate.</p> <p></p> <p></p> <p>Some works in Warwick Street have been completed and the tender for the Roope Street works has been advertised. All other works are currently in design.</p> <p>Design underway</p>

Strategic Ref	Actions and initiatives	31 December	Comment / update
5.3.1 5.3.2	<p>Continue to deliver actions from the City of Hobart Smart City Framework and Action Plan including:</p> <ul style="list-style-type: none"> – The assessment of the 12-month Micromobility E-scooter Trial – Engagement of intergovernmental stakeholders to progress the Smarter Hobart Challenge Bus Shelter Design Competition, to install an initial DDA-compliant, digital bus shelters. 	In Progress	<p>The e-scooter trial has been assessed and continuation was approved by Council in February 2023.</p> <p>The first bus shelter is due to be installed in the 3rd quarter of 2023 outside the Wrest Point Casino on Sandy Bay Road. The design process for this first shelter includes a general engineering and design component to allow the City to install multiple low-cost shelters of different sizes and formats in other locations around the LGA.</p> <p>Other programs delivered include expanding the City's electric vehicle charging network, developing and extending the City's communications and 2-way radio networks, development of the Safe City Hub, capturing insights through sensors and iot, and automation of much of the City's sportsgrounds and events lighting.</p>
5.1.2 5.2.6 5.2.7 7.4.3	Prepare a Queens Domain Transport Management Plan as part of the implementation of the Queens Domain Master Plan 2013-2033.	In Progress	A draft consultancy brief has been developed and provided to the Botanical Gardens for comment. The Gardens have indicated they would like to partner with the City on the plan.
5.2.1 5.2.4 5.2.8 8.2.1	In collaboration with neighbouring Councils, identify shore-based infrastructure needed to support expanded ferry services.	In Progress	<p>The Election Advocacy Strategy was implemented and was successful in securing \$20M in Commonwealth Government funding for the Derwent Ferry Expansion Project.</p> <p>A proof of concept report for the expansion of the Derwent River Ferry Service has been commissioned by Greater Hobart Councils.</p>

Strategic Ref	Actions and initiatives	31 December	Comment / update
5.2.11 5.3.6	Develop and implement a Parking Strategy for Hobart.	In Progress	The Parking Strategy will be developed within the scope of the broader transport strategy work.
5.3.1 5.3.2 5.3.5	Develop the City of Hobart Digital Twin and provide support for the Greater Hobart Digital Twin through the Hobart City Deal Smart City Working Group.	In Progress	The digital twin proof of concept has been completed and shows how innovation in local government can provide new opportunities for efficiency and communication. The City's drone program continues to grow and is increasingly utilised by all areas of the City to provide high-quality 3D flythroughs and point clouds of areas that are otherwise difficult to access, survey, and plan.
5.4.1 8.5.6	Develop and implement technology, information management and data management roadmaps to promote an improved understanding of current and future programs available to support organisational initiatives, strategic direction, growth, agility and responsiveness.	In Progress	

PILLAR 6: NATURAL ENVIRONMENT

Community panel's vision statement

We are a city whose people see ourselves as part of a beautiful and unique natural environment, from the mountain to the river, which embrace us and shape our identity. We are proud custodians and advocates, ensuring resources are appreciated rather than wasted, supporting biodiverse ecosystems in honour of past, current and future generations.

Outcomes:

- 6.1 The natural environment is part of the city and biodiversity is preserved, secure and flourishing.
- 6.2 Education, participation, leadership and partnerships all contribute to Hobart's strong environmental performance and healthy ecosystems.
- 6.3 Hobart is a city with renewable and ecologically sustainable energy, waste and watersystems.
- 6.4 Hobart is responsive and resilient to climate change and natural disasters.
- 6.5 Hobart's bushland, parks and reserves are places for sport, recreation and play.

Summary

Of the fourteen actions and initiatives in pillar 6, eleven are in progress, one has been completed and two are on hold.

Strategic Ref	Actions and initiatives	31 December	Comment / update
6.1.1 2.3.1	Prepare, for community consultation, a Waterworks Reserve Master Plan to guide its future management and development.	In Progress	A draft masterplan has been developed.
6.1.6	Implement recommendations of the Single-use Plastic By-law business compliance review.	Complete	
6.1.6	Progress a Noise Harmony Plan for commercial premises and public events.	In Progress	

Strategic Ref	Actions and initiatives	31 December	Comment / update
6.1.6	Develop a Construction Environmental Management Plan template and information package for developers.	In Progress	
6.3.1	Expand the Food Organics and Garden Organics service (FOGO) by increasing weekly services to commercial operators and installing FOGO facilities in public places.	In Progress	Weekly services of FOGO have expanded to over 50 commercial operators. Public FOGO bins installed have been installed at Salamanca Market, Domain Athletic Centre, Darcy Street Park, Cornelian Bay and John Dogget Park.
6.3.1	Identify the City's roles and responsibilities in the delivery of the Container Refund Scheme and determine the economic impact on the kerbside collection program.	In Progress	The contract for a Network Operator not yet awarded by the State Government. City officers have met with three likely tenderers and provided a summary of their intentions in running the CDS network.
6.3.1	Expand the range of resource recovery activities for materials entering McRobies Gully with a focus on construction and development waste.	In Progress	Project brief issued to consultant to prepare concept plan and a costing for a construction and development waste recovery facility at McRobies. Two proposals have been received and are being reviewed.
6.3.3 6.3.4 6.4.6	Progress the implementation of the Sustainable Hobart Action Plan 2020-2025, including working with the community to develop a community emissions reduction target.	In Progress	Significant work has been done to plan EV charging, fleet renewal, and preparedness for future climate challenges and energy market changes. Of particular note is the City's coordination with TasNetworks to promote Hobart as a leading site for the ARENA funded community battery program.
6.3.3 6.3.4	Progress the introduction of electric vehicle and hybrid vehicle options to enhance the City's passenger transport fleet.	In Progress	Hybrid vehicles have been purchased and delivered.
6.3.7	Finalise and implement the City of Hobart Stormwater Strategy.	Not Started	Currently on hold but due to recommence work early in 2023.

Strategic Ref	Actions and initiatives	31 December	Comment / update
6.4 2.4.6	Commence the preparation of the Hobart Resilience Strategy.	Not Started	It is proposed that the Hobart Resilience Strategy will be progressed in 2023-24. This action will be carried forward to the next annual plan.
6.4.7	Undertake flood mapping and priority works to reduce the vulnerability of the City to storms and floods.	In Progress	Flood mapping work on Hobart's Central Precinct is underway. Capital works program underway and under review.
6.5	Review the Dog Management Strategy in accordance with the requirements of the Dog Control Act 2000.	In Progress	
6.5.1	Drive implementation of the One Mountain Many Stories prospectus – including the next steps for the Halls Saddle Visitor Hub and the Riding the Mountain report.	In Progress	Stage two of the Zig Zag Track restoration project started in January 2023.

PILLAR 7: BUILT ENVIRONMENT

Community panel's vision statement

We are a city that maintains our unique built and ecological character, where we all have a safe, secure and healthy place to live. We are a city where people and communities can access world-class services and infrastructure and provide for their social, cultural and economic wellbeing. We embrace change but not at the expense of our Hobart identity and character.

Outcomes:

- 7.1 Hobart has a diverse supply of housing and affordable homes.
- 7.2 Development enhances Hobart's unique identity, human scale and built heritage.
- 7.3 Infrastructure and services are planned, managed and maintained to provide for community wellbeing.
- 7.4 Community involvement and an understanding of future needs help guide changes to Hobart's built environment.

Summary

Of the eight actions and initiatives in pillar 7, all are in progress.

Strategic Ref	Actions and initiatives	31 December	Comment / update
7.2.1	Finalise the Hobart Heritage Design Guide.	In Progress	Underway, it is anticipated the guide will be completed by June 2023.
7.3.1	Develop a 10-year Capital Works Program.	In Progress	The ten-year Capital Works program is being prepared in conjunction with the 2023-24 budget.
7.3.1 7.3.2	Consider Pinnacle Road visitor information and safety improvements, for example road sensors; automated frost/ice signage; reserve entry signage.	In Progress	The use of additional automated signage and sensors have been assessed as not being practical due to the variability in meteorological conditions and distributed hazard locations. Works to prevent water from

Strategic Ref	Actions and initiatives	31 December	Comment / update
			pooling/crossing the road and making black ice has been undertaken as the most cost effective and reliable method of mitigating the risk of ice formation.
7.3.1 7.3.3 7.3.4 2.3.1	Complete the construction and upgrade of community facilities: <ul style="list-style-type: none"> Construction of new public toilet facilities and barbecue shelter at Tolmans Hill Playground. Complete the upgrade and extension of the new Clare Street Oval Changeroom and public toilet facility. Installation of permanent shade provision in the new Salamanca Plaza. Redevelopment of Swan Street Park. 	In Progress Complete Complete In Progress Complete	 Currently being designed.
7.3.1 7.3.3 2.3.2	Enhance and improve accessibility, inclusivity and capability for the Doone Kennedy Hobart Aquatic Centre by commencing the construction of the warm water pool upgrade and associated improvements.	In Progress	The design has been finalised and tender advertised in early February, submissions close in early March. Works are expected to commence in June, subject to availability of a contractor.
7.3.1 7.3.2 8.5.10	Identify assets suitable for enhancement, development, or disposal.	In Progress	Options for enhancement, development, or disposal of assets will be considered during the 2023-24 budget development process.
7.4.1	Develop a Policy and practice notes that address works in the road reservation by utility companies (such as telecommunications, power, water, gas).	In Progress	Policy completed.

Strategic Ref	Actions and initiatives	31 December	Comment / update
7.4.1	Implement the Hobart Local Provisions Schedule and major scheme amendments.	In Progress	Draft Hobart Local Provisions Schedule (LPS) is with the Tasmanian Planning Commission – next stage will be for the City of Hobart to exhibit the Draft Hobart LPS.

PILLAR 8: GOVERNANCE AND CIVIC INVOLVEMENT

Community panel's vision statement

We are a city of ethics and integrity. We govern with transparency and accountability, encouraging and welcoming active civic involvement. We collaborate for the collective good, working together to create a successful Hobart.

Outcomes:

- 8.1 Hobart is a city of best practice, ethical governance and transparent decision-making.
- 8.2 Strong partnerships and regional collaboration make Hobart a thriving capital city.
- 8.3 City leadership is accessible and reflects Hobart communities.
- 8.4 People are involved in civic life, and the City's communication and engagement with Hobart communities are proactive and inclusive.
- 8.5 Quality services are delivered efficiently, effectively and safely.

Summary

Of the twenty-five actions and initiatives in pillar 8, three have been completed, twenty-one are in progress and one has not started.

Strategic Ref	Actions and initiatives	31 December	Comment / update
8.1	Review the Council's committee structure including delegations and the frequency and timing of meetings.	Complete	
8.1.1	Co-design and implement a framework for Planning, Performance and Continuous Improvement that ensures alignment and integration of policies and strategies with the Capital City Strategic Plan, the Integrated Planning and Reporting Framework and the Annual Budget Program.	In Progress	An interim timeline for the 2023-24 annual planning and reporting cycle is being implemented across the organisation. Implementation of the Integrated Planning and Reporting Framework will be undertaken for the 2024-25 budget and planning cycle.

Strategic Ref	Actions and initiatives	31 December	Comment / update
8.1.1	Review the Capital City Strategic Plan.	In Progress	The review of the Capital City Strategic Plan is underway. A draft plan will be presented to Council in May 2023 for endorsement to undertake community engagement.
8.1.1	Deliver ethics, fraud and corruption awareness training program for all employees.	In Progress	Seventy per cent of employees have completed the training either online or in face-to-face sessions with the Tasmanian Integrity Commission.
8.1.1	Provide strong strategic financial management and leadership, ensuring long-term sustainability and accountability.	In Progress	Work has commenced on developing financial management skills across the City.
8.1.2	Develop a Communications Strategy based on best practice principles and methods to guide and strengthen internal and public communications.	On hold	Initial research has been done. Work on the strategy will recommence in June 2023.
8.1.2 8.1.3 8.1.4 8.1.5	Develop evidence-based research, policy development and evaluation tools to support decision making including: <ul style="list-style-type: none"> – Developing and commissioning annual data and reports to build evidence-based planning capacity. – Developing reporting dashboards for easy to access data sets. 	In Progress	The State of the City reporting was launched at an industry and stakeholder breakfast in November 2022. Population forecasts have been developed for the Hobart Local Government Area which will help to inform future planning and structure plans.

Strategic Ref	Actions and initiatives	31 December	Comment / update
			<p>A community profile and social atlas have been commissioned with id.profile and are expected to be launched in May 2023.</p> <p>A Request for Quote is being prepared for the development of State of the City dashboards.</p>
8.1.4	Develop the City's internet of things sensor network and dashboard for better understanding of the flows of people, traffic and energy in Hobart.	In Progress	An IoT hub has been established to collect data from a network of sensors around the LGA. Work is underway to develop more insights about road and footpath usage through the public safety camera network, and several technologies are on trial for this purpose.
8.2.1 8.2.3	Provide support and leadership on the implementation of the Hobart City Deal.	In Progress	Ongoing support is being provided.
8.2.2 8.2.4 8.5.11	Develop and implement a City of Hobart Advocacy Plan that includes strategies to advocate for State and Federal government funding and funding from other sources.	In Progress	A draft Intergovernmental Relations and Advocacy Framework is being developed. An interim Advocacy Strategy is in place to advocate for priorities in the Greater Hobart Strategic Partnership submissions to the 2023-24 State and Commonwealth budgets.
8.2.2 8.2.3 8.2.4	Map existing and future intergovernmental partnerships, networks and relationships.	In Progress	
8.2.2 6.3.4	Participate on the Resource Recovery Ministerial Advisory Group.	Complete	Participation on the Ministerial Advisory Group continued to July 2022 until the Group was disbanded and replaced by the Waste and Resource Recovery Board. The City continues to participate on the Board.

Strategic Ref	Actions and initiatives	31 December	Comment / update
8.2.4	Actively participate in the activities of the Council of Capital City Lord Mayors (CCCLM) and support projects that benefit Hobart.	In Progress	Representatives from the City attended a CCCLM meeting in July 2023. The City has actively contributed to a number of submissions and supported the key focus areas of climate action, culture and the arts, homelessness and housing and economic development.
8.4.2 8.4.4 7.4.7	In the context of the Local Government Review, conduct a service review of the Community Engagement function to identify best practice models of community engagement for the City. Following the service review develop a new Community Engagement Framework, for consultation that provides a variety of opportunities for the community to engage and provide input into City projects, policies and programs.	In Progress	A report on the service review of the Community Engagement Function has been completed and an implementation plan developed. Community consultation to inform the new Community Engagement Framework is anticipated to take place between April-May 2023.
8.5.1 8.5.5	Establish the Welcome Pad as the primary 'Front Door' for customers offering a contemporary customer experience.	In Progress	Development of the Welcome Pad is currently being scoped and recruitment of a Business Analyst is being undertaken. Customer Service standards have been reset with a review of service resourcing and training provided leading to improvements in front line customer service. The next step is to address Customer Service Standards through the entire organisation.
8.5.2	Establish a Cross Divisional Team to contribute to the implementation of stages 2 and 3 of the Organisational Transformation Project.	Complete	The team has been established and meets every three weeks.

Strategic Ref	Actions and initiatives	31 December	Comment / update
8.5.3	Develop a Workforce Strategy.	In Progress	A draft Workforce Strategy has been developed.
8.5.3 8.5.5	Commence Service Reviews of the City's service delivery as part of the implementation of stages 2 and 3 of the Organisational Transformation Project.	In Progress	To inform the development of the Service Catalogue all services provided by the City have been mapped and a template for the catalogue has been developed. A Service Review template has been developed and is being piloted.
8.5.4 8.1.2	Develop the City of Hobart Procurement Strategy 2022-26 and implement relevant actions for the current financial year.	In Progress	The City of Hobart Procurement Strategy for 2023-27 has been drafted for stakeholder consultation.
8.5.7	Pro-actively identify, manage and mitigate major risks ensuring the safety of the community at all times.	In Progress	Ongoing
8.5.8	Undertake future rates modelling and develop a contemporary Rating and Valuation Strategy that supports fairness, capacity to pay and effectiveness and underpins the Long-Term Financial Management Plan.	In Progress	Council approved the process and documentation for the review of its Rating and Valuation Strategy at its meeting on 24 January 2023.
8.5.9	Review and update the Long-Term Financial Management Plan, ensuring sustainable, flexible and adaptable financial management aligned to key strategic priorities which accommodates changing business needs.	In Progress	This work has commenced, and a new financial model is currently being populated with historical data and review of the current assumptions is underway.

Strategic Ref	Actions and initiatives	31 December	Comment / update
8.5.9	Prepare an annual budget which reflects community values and the strategic priorities outlined in the Long-term Financial Management Plan.	In Progress	Development of the 2023-24 Budget has commenced, which will focus on delivery of the key priorities of the City.
8.5.10 7.3.2	Review and update the financial management of assets to reflect the needs of the organisation and community.	In Progress	The FAIR Panel is to be convened to provide an update on the implementation of appropriate financial management practices for assets.
8.5.10	Progressively update asset management plans to identify future renewal forecasts.	In Progress	The FAIR Panel is to be convened to provide an update on the implementation of appropriate financial management practices for assets.

**11. Submission to the Tasmanian Government's Population Strategy
Refresh Consultation Paper
File Ref: F23/20323**

Report of the Manager Policy Lab of 9 March 2023 and attachment.

Delegation: Council

**REPORT TITLE: SUBMISSION TO THE TASMANIAN GOVERNMENT'S
POPULATION STRATEGY REFRESH
CONSULTATION PAPER**

REPORT PROVIDED BY: Manager Policy Lab

1. Report Summary

- 1.1. The purpose of this report is to seek Council's endorsement of the draft submission to the Tasmanian Government's Population Strategy refresh consultation paper.
- 1.2. The submission outlines the City of Hobart's priorities in managing population growth.
- 1.3. The submission will inform the Tasmanian Government as it develops its refreshed strategy which is due for completion in mid-2023.

2. Key Issues

- 2.1. The draft submission highlights the City of Hobart's population forecast and identifies a range of priorities against the key themes included in the consultation paper, including:
 - 2.1.1. Liveability: the submission highlights the importance of managing population growth in a way that maintains or improves liveability. This includes a focus on strategic land use planning to enable growth while addressing housing availability and affordability, providing economic and cultural opportunity, maintaining a sense of place, and climate change.
 - 2.1.2. Supporting those wishing to have children: the submission notes the recent growth of young adults in Hobart and calls for a holistic approach to retaining and attracting this population cohort, including appropriate access to health, childcare, and education services.
 - 2.1.3. Aligning economic opportunities, changing workforce needs and migration: the submission highlights the importance of genuine engagement with diverse cohorts at a community level to understand specific needs.
 - 2.1.4. Managing a structurally ageing population: the submission highlights the importance of increasing access to facilities, programs and employment opportunities for this cohort.

3. Recommendation

That Council endorse the draft submission to the Tasmanian Government's Population Strategy refresh included as Attachment A to this report.

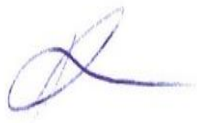
4. Background

- 4.1. In 2015, the Tasmanian Government released its first Population Strategy. The goal of the strategy was to plan and manage future population trends.
- 4.2. Since the initial strategy was released, the population has grown more than anticipated. For example, the 2030 interim population milestone of 570,000 was met in 2022.
- 4.3. In light of the changing population and to facilitate long-term sustainable population growth the Tasmanian Government is refreshing its Population Strategy.
- 4.4. A consultation paper was published in January 2023. This paper includes four objectives that the Population Strategy will focus on:
 - 4.4.1. Enable planning arrangements that improve liveability
 - 4.4.2. Reduce unnecessary barriers to those wishing to have and raise children
 - 4.4.3. Align emerging employment opportunities, changing workforce needs and migration
 - 4.4.4. Manage a structurally ageing population.

5. Discussion

- 5.1. Elected Members discussed the City's population forecasts and projections; and the draft submission at the 27 February 2023 workshop. The insights from this discussion have informed the submission.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



David McIver
MANAGER POLICY LAB

Date: 9 March 2023
File Reference: F23/20323

Attachment A: City of Hobart - Submission to Tasmanian Population Strategy
refresh - DRAFT ↴ 

City of Hobart submission to Refreshing Tasmania's Population Strategy

March 2023

Introduction

The City of Hobart welcomes the opportunity to provide a submission to the refresh of Tasmania's Population Strategy.

Preparing for and managing population trends and forecasts are critical roles for government. In a growth context, it's important that governments provide the appropriate infrastructure, housing, transport, and services to maintain and improve liveability and economic opportunity while maintaining a sense of place and growing sympathetically with the natural environment.

A robust evidence base is key. In 2022, the City of Hobart commissioned .id to undertake a population forecast for the Hobart LGA. Based on this forecast, the population of Hobart is expected to increase by approximately 30 per cent (or around 18,800 people) by 2046. The analysis forecasts that Hobart will continue to attract new residents who value the high level of liveability and amenity afforded via relative affordability, climate, natural amenity and a mature arts and cultural offering.

This submission provides responses to the themes of the discussion paper, as well as some direct responses to the consultation questions. The City of Hobart looks forward to continued engagement with the State Government through its population strategy.

Enable planning arrangements that improve liveability

In the next five to 30 years, what liveability related issues do you see impacting your sector, or the community you live in?

Housing availability and affordability

Housing availability and affordability is a key concern for the City of Hobart. Between 2015 and 2020, the median sale price in the Hobart LGA has increased from \$495,000 to \$750,000 (approximately 10 per cent per year) for houses and from \$351,000 to \$575,000 (approximately 12.7 per cent per year) for attached dwellings. A similar trend has occurred in the rental market with rents having increased by seven per cent per annum over the last seven years driven by record low vacancy rates.

In comparison, average wage growth in Tasmania since 2015 is 2.8 per cent per year. While the proportion of renters paying more than 30 per cent of their household income in rent has increased from 12.8 per cent in 2016 to 33.5 per cent 2021. These trends have seen Greater Hobart ranked as the least affordable greater capital city rental market. These affordability challenges have also contributed to increased homelessness or risk of homelessness in Hobart.

In this context, the City of Hobart encourages the State Government support an increase of the so called 'missing middle' typology of multiple dwellings such as conjoined dwellings and townhouses – not just apartments or detached dwellings on greenfield sites. Further, in endeavouring to meet the

target of an additional 30,000 dwellings, identified in the *Greater Hobart Plan 2030*, the State Government adopt a 70/30 split between infill and Greenfield developments.

Climate change

Climate change presents a current and growing issue affecting Hobart. A changing climate is bringing more frequent and intense weather events, as well as increasing our risk of significant natural disasters such as bushfire. It is critical that a population strategy appropriately consider how to manage population growth in a way that minimises climate change, as well as ensuring that communities are resilient in the face of a changing climate. Failure to manage these issues will both affect the wellbeing of the population, as well as negatively impacting our population growth.

Managing urban growth while maintaining a sense of place

Tasmania's urban centres have experienced the majority of recent population growth and are forecast to experience the majority of forecast population growth. In this context, it is critical that urban growth is managed in a way that does not lead to undue urban sprawl, congestion or fails to maintain a sense of place. Managing this growth will require appropriate planning as well as investment in infrastructure, housing and services.

What in your view are the top two opportunities which have the potential to increase liveability? Please share potential partnerships and other approaches that could assist in progressing these opportunities.

Strategic land use planning

Strategic and deliberate land use planning is critical to ensure a coordinated approach to managing growth. To this end, the City of Hobart recommends that the State Government reviews the Southern Tasmanian Regional Land Use Strategy (STRLUS) in light of forecast population growth. An updated STRLUS should identify appropriate land uses at a regional scale to provide local governments with the framework to manage population growth while ensuring adequate provision for other land uses.

Structure planning

The City of Hobart sees great potential in working in partnership with community and across government to shape our key residential and commercial areas. A current example is the draft Central Hobart Precincts Structure Plan. A partnership between the City of Hobart, Tasmanian Government and the community, the draft Plan will enable increased residential density, as well as identifying the infrastructure, open space, transport and commercial opportunities required to meet the needs of a growing population.

In addition to these strategic planning priorities, it is critical that the Population Strategy includes activation of key growth opportunities for the State, including those identified through the Hobart City Deal such as the Northern Suburbs Transit Corridor.

How could all levels of government, business and community organisations work together to design and plan services to improve liveability?

The State Government should engage closely with local government and with community to ensure that there is a shared vision for improving or maintaining liveability and that there is a genuine partnership approach which recognises the important role that local government can play as a critical delivery partner. It is also important that services are regularly evaluated to ensure they are continually improving or evolving to meet community need.

It is also important that government have the resources required to deliver the required infrastructure and services to manage growth while maintaining or improving wellbeing. The introduction of developer contributions (applied in most mainland jurisdictions) is one way such resourcing could be made available.

Reduce unnecessary barriers to those wishing to have children

Given the scope of the Population Strategy, what is critical for all levels of government to do to a) attract and retain families and b) support those looking to start a family, to create a life in Tasmania?

As the consultation paper notes, it's important that a population has a diversity of age groups. In recent years, Tasmania has experienced record growth in young adults (25-34 years old) with this growth particularly pronounced in the urban areas of Hobart and Launceston. Drivers of this change include the opening up on economic and employment opportunity (including the rise of remote work), as well as natural and cultural amenity and relative affordability. In order to retain this cohort, it's important that Tasmania continues to offer these competitive advantages and to provide the infrastructure for family friendly cities'.

Further, this cohort will soon be making major life decisions so it is critical that governments consider a holistic approach to retaining and attracting this cohort, including ensuring access to appropriate health, childcare and education services, and housing choices are in place.

Align emerging employment opportunities, changing workforce needs and overseas and interstate migration

When we consider the next generation of 15 to 18 year old Tasmanians, what is needed to help support them to thrive and choose to live in their home state?

While a lot of the drivers will be similar for other cohorts, genuine consultation with this cohort should be undertaken to understand what future they want and how governments can support the realisation of this future.

What can be done to attract and retain more 18 to 44 year olds from interstate and overseas to address labour and/or skills shortages over the next five to 30 years?

The drivers for this cohort are likely to be similar for other cohorts (affordability, lifestyle, amenity, economic opportunity, access to services etc.). This could be complemented with additional supports to help people integrate into the community.

The City of Hobart recommends that the focus of this question be broadened away from a narrow focus on the potential of this cohort to simply fill a labour shortage to encompass to their potential to add to the richness and diversity of the Tasmanian community and economy.

What is needed to support successful settlement for skilled migrants and newly arrived community members in different parts of Tasmania?

There is a range of supports that can help newly arrived community members. These can vary based on the individual's and the community's situation. The City of Hobart recommends that the State Government engage with local government, local communities and service providers to identify where it can best support these activities. At a state level, promotion of the skills and community benefits that migrants bring to Tasmania would improve settlement outcomes for newly arrived community members.

How might emerging workforce needs across a range of sectors and industries be met through joined up efforts?

As a significant employer, government has a key role to play in relation to workforce planning. The City of Hobart would welcome the opportunity to collaborate with Industry sectors and the State Government to explore the feasibility of a shared workforce development strategy. Particularly in high value sectors such as the Antarctic sector.

A Greater Hobart workforce development strategy could explore opportunities for sharing of staff between jurisdictions, including identifying and addressing potential barriers.

Manage a structurally ageing population

Demographics should be a key input into decision making in planning, infrastructure and service provision, including ensuring a diversity of housing stock (for example, to support ageing in place).

The City of Hobart is committed to a positive ageing approach which supports people's ability to have control over their quality of life and encourages continuing participation in all aspects of community life.

Key aspects of this commitment include:

- Strengthening the social inclusion of older people
- Celebrating older people's diversity
- Encouraging older people to feel valued, listened to and empowered
- Facilitating positive ageing opportunities within the community
- Promoting events, information, programs, and support for older people.

It is important that the financial and health impacts of social isolation, particularly for older people, are recognised and that there is a focus on increasing opportunities and access to facilities and programs which increase social connection.

12. Community Engagement Review - Update
File Ref: F23/17337

Report of the Manager Policy Lab and the Head of Intergovernmental Relations and Partnerships of 9 March 2023.

Delegation: Council

REPORT TITLE: COMMUNITY ENGAGEMENT REVIEW - UPDATE

REPORT PROVIDED BY: Manager Policy Lab
Head of Intergovernmental Relations and Partnerships

1. Report Summary

- 1.1. In late 2022 the City undertook a review of its strategic community engagement practice to ensure it reflects best practice.
- 1.2. The review resulted in 20 key recommendations which were presented at an Elected Members workshop on 5 December 2022.
- 1.3. To deliver on these recommendations, an implementation plan has been developed which includes a review of the City of Hobart's Community Engagement Framework and Policy documents.
- 1.4. In reviewing the documents, officers will undertake a community engagement process to ensure Hobart's community has input into how the City delivers engagement opportunities now and in the future.
- 1.5. The purpose of this report is to outline this community engagement process and seek Council endorsement for the proposed engagement approach to be implemented.

2. Key Issues

- 2.1. In *Hobart: A Community Vision for Our Island Capital* the community expressed their desire for the City to govern with transparency and accountability, encouraging and welcoming active civic involvement (Pillar 8).
- 2.2. The City's current Framework and Policy guide this civic involvement by providing a blueprint for how the City engages, with who we engage and the methods we use.
- 2.3. To ensure the City's engagement practice remains current and reflects the community's needs and aspirations, the City will periodically review its guiding Framework and Policy in consultation with the community, stakeholders and businesses.
- 2.4. The revised Framework and Policy will define our core principles and processes around engagement and provide the community with a clear understanding on how they can contribute to the City's decision making.
- 2.5. The revision will also explore opportunities for the use of contemporary engagement methods and innovation that improve participation and inclusion.

3. Recommendation

That Council endorse the engagement approach detailed within this report.

4. Background

- 4.1. In late 2022, the City conducted a strategic service review of its community engagement practice.
- 4.2. The review process included:
 - 4.2.1. Benchmarking the City's engagement practice against similar councils
 - 4.2.2. Assessment of the City's engagement documents (Framework, Policy, staff tools and templates)
 - 4.2.3. Evaluation of staff capability and culture around community engagement
 - 4.2.4. Evaluation of engagement activity planning and implementation
 - 4.2.5. A workshop with Elected Members to discuss the outcomes of the review (held on 5 December 2022)
- 4.3. The review process resulted in 20 key recommendations and an implementation plan has been developed to deliver on these recommendations.
- 4.4. A key action in this implementation plan is to undertake a review and update of the City's current Community Engagement Framework (endorsed by Council in 2018) and the Community Engagement Policy (endorsed by Council in 2016).

5. Legal, Risk and Legislative Considerations

Section 20(2) of the *Local Government Act 1993* provides that in performing its functions Council is to consult, involve and be accountable to the community.

- 5.1. Ensuring the City's Community Engagement Framework and Policy is current and reflects best practice will:
 - 5.1.1. Mitigate reputational risk by ensuring the City responds to community and stakeholder needs and aspirations.

- 5.1.2. Contribute to building stronger relationships with our local community
- 5.1.3. Position the City of Hobart as leaders in community engagement.

6. Discussion

- 6.1. The strategic service review to date has assessed the City's Community Engagement Framework and Policy against best practice and the IAP2 Quality Assurance Standard and Core Values.
- 6.2. The City will develop a framework and policy that reflects the community's views and aspirations and clearly defines the City's commitment to community engagement.

Engagement objectives

- 6.3. In undertaking this community engagement process the City aims to:
 - 6.3.1. Inform the community around City's engagement practice and opportunities for participation in decision making.
 - 6.3.2. Identify opportunities for innovation by exploring the use contemporary and deliberative engagement methods that increase participation and representation.
 - 6.3.3. Build stronger relationships with the community with a focus of diversity and inclusion.

Engagement Methodology

- 6.4. The engagement process will encompass a range of community engagement activities aimed at seeking broad community feedback and participation. Methods will include:
 - 6.4.1. Engagement through the City's online engagement portal Your Say Hobart using tools such as survey, online discussion forums or ideation
 - 6.4.2. 'Listening Posts' in strategic locations within the municipality - pop up engagement sessions in public spaces
 - 6.4.3. Facilitated community workshops and/or focus groups
 - 6.4.4. Engagement with the business community
 - 6.4.5. Engagement with the City's advisory and reference groups and, where applicable, the portfolio committees to encourage a diversity of participation

- 6.5. All feedback received will be analysed and the results will inform a revised Framework and Policy to be presented to Council for endorsement.
- 6.6. Throughout this engagement process, the City will work with the community to incorporate their advice and recommendations to the greatest extent possible. Placing this engagement process at the *Involve* level on the IAP2 spectrum.

Project timeline

- 6.7. Engagement with community is expected to take place in April-May 2023
- 6.8. Following this engagement process, a revised Framework and Policy will be presented to Council for endorsement.

7. Hobart: A Community Vision for Our Island Capital

- 7.1. This report aligns with Pillar 8: Governance and Civic Involvement, in particular: Section 8.5 “We communicate and engage”.
- 7.2. The community vision calls for governance structures that listen and act on public suggestions and know the community and how to engage, adapting communication styles to suit various stakeholders and generate general understanding

8. Capital City Strategic Plan

- 8.1. This report aligns with Pillar 8 in the Capital City Strategic Plan.

Outcome 8.4 – People are involved in civic life, and the City's communication and engagement with communities are proactive and inclusive.

Strategy 8.4.2 – Engage with the community through a variety of engagement and communications methods, prioritising access and inclusiveness.

Strategy 8.4.3 – Embrace opportunities to incorporate participatory community engagement practices.

9. Financial Viability

- 9.1. Funding Source and Impact on Current Year Operating Result

- 9.1.1. The review of the community engagement framework and policy will be funded within the current 2022-23 operating budget

10. Communications Strategy

- 10.1. A detailed communications plan will be developed to promote and encourage participation in this review process, ensuring that members of the community that want to contribute have the opportunity to do so.

11. Innovation and Continuous Improvement

- 11.1. The continuous development of the City's community engagement practices and capacity building for staff will increase the opportunities for members of the community to participate equally socially, culturally, economically, physically and/or politically in Council decision making.
- 11.2. Enhancing opportunities for community engagement, will allow the Council to be proactive rather than reactive on issues that the community feel strongly about, leading to better community outcomes.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



David McIver
MANAGER POLICY LAB



Kat Panjari
**HEAD OF INTERGOVERNMENTAL
RELATIONS AND PARTNERSHIPS**

Date: 9 March 2023
File Reference: F23/17337

13. City of Hobart Procurement Strategy 2023-2027
File Ref: F23/21576

Report of the Manager Rates, Procurement and Risk and the Director City Enablers of 9 March 2023 and attachment.

Delegation: Council

REPORT TITLE: CITY OF HOBART PROCUREMENT STRATEGY 2023-2027

REPORT PROVIDED BY: Manager Rates, Procurement and Risk
Director City Enablers

1. Report Summary

- 1.1. The purpose of this report is to present the City of Hobart Procurement Strategy 2023-2027 (Procurement Strategy) for consideration and approval. This is the City's second Procurement Strategy following the implementation of the inaugural City of Hobart Procurement Strategy 2018-2022.
- 1.2. The community benefits arising from the Procurement Strategy are outlined in attachment A.

2. Key Issues

- 2.1. The purpose of this report is to present the new City of Hobart Procurement Strategy 2023-2027. If approved the document will be designed and made public from the City's website and form part of the City's integrated planning framework as a resourcing strategy. Progress on implementation of the strategy will be reported to the City's Executive Leadership Team quarterly and to the community annually.
- 2.2. The new Procurement Strategy has been developed, following stakeholder consultation, workshops, research and a supplier survey undertaken in February 2022 with participation from 136 of the City's suppliers, around a set of eight strategic objectives and goals that outline where the City needs to take its procurement activities over the period. These eight goals provide the structure and framework from which work and priorities will be planned and implemented over the next five years.
- 2.3. The current post pandemic economic climate, climate risks, global and local supply chain issues bring challenges to both the public and private sectors. This means as a Council we need to use our spending power wisely and strategically to ensure that we support the economic, social and environmental needs of our community. Procurement has a key role to play in ensuring that the Council continues to deliver high quality services to the community, supporting the local economy and providing opportunities for businesses to engage with the Council easily and intuitively.
- 2.4. This Procurement Strategy will therefore have a particular focus on the following:
 - 2.4.1. Sustainable, responsible and social procurement;

- 2.4.2. Partnering with suppliers and enhancing supplier engagement and contract management to address supply chain issues;
 - 2.4.3. Social procurement and increasing supplier diversity, employment and business opportunities for First Nations businesses with the development of a First Nations Procurement Plan; and
 - 2.4.4. Building upon the benefits realised for the community from the first procurement strategy, the enhancement of internal procurement capability, cost savings, a contract management framework, policy and training program, category management and strategic sourcing realising value for money outcomes, increased supplier engagement, enhanced Procure 2 Pay outcomes, economic benefits from the local preference procurement policy and more effective inventory management practices reducing the cost of inventory held.
- 2.5. At its meeting on 8 March 2023, the City's Risk and Audit Panel considered the draft City of Hobart Procurement Strategy 2023-2027 and resolved to endorse the Procurement Strategy for Council approval.

3. Recommendations

That:

- 1. The report 'City of Hobart Procurement Strategy 2023-2027' be received and noted.***
- 2. The City of Hobart Procurement Strategy 2023-2027 be approved and subject to final design, be made available from the City's website.***
- 3. A performance report from implementation progress of the City of Hobart Procurement Strategy 2023-2027 be prepared annually to the community from the City's website.***
- 4. A communications strategy be developed to highlight relevant parts of the strategy when implemented, including but not limited to, the development of the City's inaugural First Nations Procurement Policy, the City's Sustainable Procurement Policy, modern slavery policy position, unsolicited proposals approach and procurement drop-in supplier sessions.***
- 5. The Council note that the City's Risk and Audit Panel has endorsed the Procurement Strategy 2023-2027 for Council approval.***

4. Background

- 4.1. In March 2018 Council approval the inaugural City of Hobart Procurement Strategy 2018-2022 and made it available from the City's website. It was seen as an important resourcing strategy and part of the City's then planning and reporting framework.
- 4.2. Performance against the Procurement Strategy action plan, together with procurement statistics, have been reported to the Executive Leadership Team on a quarterly basis as of 30 September, 31 December, 31 March and 30 June since 2018.
- 4.3. In early 2022 City Procurement implemented a project to review the procurement strategy and develop a new contemporary Procurement Strategy for the next 5 years. The project included stakeholder consultation, workshops, research and a supplier survey undertaken in February 2022 with participation from 136 of the City's suppliers.
- 4.4. The draft City of Hobart Procurement Strategy for 2023-2027 is attached – refer **Attachment A**.
- 4.5. The new Procurement Strategy will build upon the benefits realised for the community from the first Procurement Strategy 2018-22, which include the enhancement of internal procurement capability, cost savings, a contract management framework, policy and training program, category management and strategic sourcing realising value for money outcomes, increased supplier engagement, enhanced Procure 2 Pay outcomes, economic benefits from the local preference procurement policy and more effective inventory management practices reducing the cost of inventory held.
- 4.6. The Procurement Strategy is detailed and outlines the benefits of a strategic approach to procurement, the challenges facing the City and the issues to be address. Given this, these points are not replicated here in this covering report.
- 4.7. The Risk and Audit Panel met on 8 March 2023 and reviewed the City of Hobart Procurement Strategy 2023-2027. The Risk and Audit Panel resolved to endorse the Procurement Strategy for Council Approval.

5. Legal, Risk and Legislative Considerations

- 5.1. A council Procurement Strategy is not required under legislation; however, it is considered best practice. The City of Hobart is the only council in Tasmania that has a procurement strategy.

6. Discussion

- 6.1. It is proposed that Council approve the City of Hobart Procurement Strategy 2023-2027 and the strategy be finalised and implemented in accordance with the actions set out in the document.

- 6.2. It is also proposed that Council note that the Procurement Strategy was considered and endorsed for Council approval by the City's Risk and Audit Panel at its 8 March 2023 meeting.
- 6.3. The aim of the Procurement Strategy is to ensure the City's procurement activities are compliant with the law and undertaken within the City's policy framework, whilst realising the economic, social and environmental benefits for the City and its communities, aligning with the strategic objectives of the City of Hobart Capital City Strategic Plan 2019-2029.
- 6.4. The current post pandemic economic climate, climate risks, global and local supply chain issues bring challenges to both the public and private sectors. This means as a Council we need to use our spending power wisely and strategically to ensure that we support the economic, social and environmental needs of our community.
- 6.5. Procurement has a key role to play in ensuring that the Council continues to deliver high quality services to the community, supporting the local economy and providing opportunities for businesses to engage with the Council easily and intuitively. This Procurement Strategy will therefore have a particular focus on the following:
 - 6.5.1. Sustainable, responsible and social procurement;
 - 6.5.2. Partnering with suppliers and enhancing supplier engagement and contract management to address supply chain issues;
 - 6.5.3. Social procurement and increasing supplier diversity, employment and business opportunities for First Nations businesses with the development of a First Nations Procurement Plan; and
 - 6.5.4. Building upon the benefits realised for the community from the first procurement strategy, the enhancement of internal procurement capability, cost savings, a contract management framework, policy and training program, category management and strategic sourcing realising value for money outcomes, increased supplier engagement, enhanced Procure 2 Pay outcomes, economic benefits from the local preference procurement policy and more effective inventory management practices reducing the cost of inventory held.
- 6.6. The Procurement Strategy has been developed around a set of strategic objectives and goals that outline where the City needs to take its procurement activities over the period. These eight goals provide the structure and framework from which work and priorities will be planned and implemented over the next five years. Each of the eight goals are interrelated and is as important as the others in ensuring delivery of the procurement vision and mission. Actions relevant to one objective may also be relevant to others.

- 6.7. Each goal has been designed around a key procurement theme with actions to be undertaken to realise the goal over the period.
- 6.8. Performance against the actions, together with procurement statistics will be reported to the City's Executive Leadership Team on a quarterly basis as at 30 September, 31 December, 31 March and 30 June each year.
- 6.9. Performance against the Procurement Strategy will be reported annually to the community.

7. Hobart: A Community Vision For Our Island Capital

- 7.1. The Procurement Strategy links to the Community Vision and includes a procurement vision, outlined in attachment A.
- 7.2. A strategic approach to procurement can achieve significant benefits for Council and the community. Whilst Council's procurement activity has been and will remain focused on obtaining goods, services and works that demonstrate best value for money and managing risk, it is also important that procurement decisions are taken in light of the broader objectives that Council is seeking to achieve.

8. Capital City Strategic Plan

- 8.1. The Procurement Strategy supports the delivery of the strategies outlined in the City of Hobart Capital City Strategic Plan 2019-2029, as outlined in attachment A.
- 8.2. As such the Procurement Strategy is considered to be a resourcing strategy and it is proposed that it is included in the City's integrated planning framework as shown in the Procurement Strategy document.

9. Financial Viability

- 9.1. Funding Source and Impact on Current Year Operating Result
 - 9.1.1. There are no financial implications for the current year. All actions outlined for 2022-23 have already been budgeted for in the 2022-23 budget estimates.
- 9.2. Impact on Future Years' Financial Result
 - 9.2.1. There is no impact on future years' financial results per se as all actions proposed for future years will be included in the respective year's budget estimates.
- 9.3. Asset Related Implications
 - 9.3.1. Not applicable.

10. Sustainability Considerations

- 10.1. The Procurement Strategy will have a particular focus on sustainable, responsible and social procurement. The City realises the importance of procurement as a means of realising a sustainable and circular economy.
- 10.2. The City has embedded environmental protection and sustainable procurement principles into sourcing and has implemented the requirement to procure on a sustainable basis including end of product life considerations into relevant Request for Tender and Contracts.
- 10.3. City Procurement is committed to the City of Hobart Waste Management Strategy 2015-2030 which aims to achieve zero waste to landfill by 2030.
- 10.4. While the City has embedded sustainable procurement principles into its Purchasing Policy, a key focus of the Procurement Strategy is to embed a sustainable procurement policy into all operations.

11. Communications Strategy

- 11.1. It is proposed that a communications strategy be prepared to highlight relevant parts of the strategy when implemented including but not limited to the development of the City's inaugural First Nations Procurement Policy, the City's Sustainable Procurement Policy, modern slavery policy position, unsolicited proposals approach and procurement drop-in supplier sessions.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Lara MacDonell
**MANAGER RATES, PROCUREMENT
AND RISK**



Michael Reynolds
DIRECTOR CITY ENABLERS

Date: 9 March 2023
File Reference: F23/21576

Attachment A: Draft City of Hobart Procurement Strategy 2023-2027 ↓ 

1 Draft City of Hobart Procurement Strategy 2023-2027

CITY OF HOBART
PROCUREMENT STRATEGY
2023 - 2027

2 Draft City of Hobart Procurement Strategy 2023-2027**Table of Contents**

Introduction	3
Purpose	5
Our Challenges and Improvement Opportunities	7
Procurement Vision	8
Procurement Strategy Link to Corporate Strategies	8
Capital City Strategic Plan 2019-29	8
Procurement Objectives	11
Strategic Objectives	11
1 – Procurement Operations	11
2 – Strategic Sourcing and Category Management	12
3 – Supplier Engagement and Contract Management	13
4 – Sustainable, Responsible and Social Procurement	14
5 – Innovation	15
6 – Procurement Service Delivery and Performance	16
7 – Procure to Pay Efficiency	17
8 – Optimised Inventory Management	17
Measuring Procurement Performance	18
Delivering the Strategy	18
Reporting on the Strategy	18
Strategy Update	19

3 Draft City of Hobart Procurement Strategy 2023-2027

Introduction

Council has a long-term vision to transform the City of Hobart into the world's best small city. In the next ten years, we want to be celebrating Hobart as a vibrant, flourishing world class capital city. Our commitment is to work collaboratively with our city partners and the people who live, learn, work and visit Hobart to bring this vision for our city to life.

The current post pandemic economic climate, climate risks, global and local supply chain issues bring challenges to both the public and private sectors. This means as a Council we need to use our spending power wisely and strategically to ensure that we support the economic, social and environmental needs of our community. Procurement has a key role to play in ensuring that the Council continues to deliver high quality services to the community, supporting the local economy and providing opportunities for businesses to engage with the Council easily and intuitively.

A strategic approach to procurement can achieve significant benefits for Council and the community and should be seen in the context of Council's overall objectives. Whilst Council's procurement activity has been and will remain focused on obtaining goods, services and works that demonstrate best value for money and managing risk, it is also important that procurement decisions are taken in light of the broader objectives that Council is seeking to achieve, as outlined in the City of Hobart Capital City Strategic Plan 2019-2029.

This strategy will have a particular focus on sustainable, responsible and social procurement. The City realises the importance of procurement as a means of realising a sustainable and circular economy. The City has embedded environmental protection and sustainable procurement principles into some sourcing and has implemented the requirement to procure on a sustainable basis including end of product life considerations into relevant Request for Tender and Contracts. Procurement is committed to the City of Hobart Waste Management Strategy 2015-2030 which aims to achieve zero waste to landfill by 2030. While the City has embedded sustainable procurement principles into its Purchasing Policy, a key focus of this strategy is to embed a sustainable procurement policy into all operations.

Partnering with suppliers and enhancing supplier engagement and contract management will be a key feature of this strategy to address supply chain issues. This work will build on the work already achieved in the City's first procurement strategy. Addressing modern slavery in supply chain risk will also be part of this strategy.

Through this strategy, the City will focus on social procurement and increasing supplier diversity, employment and business opportunities for First Nations businesses with the development of a First Nations Procurement Plan.

4 Draft City of Hobart Procurement Strategy 2023-2027

This strategy will build upon benefits realised for the community from the first Procurement Strategy 2018-22, which include the enhancement of internal procurement capability, cost savings, a contract management framework, policy and training program, category management and strategic sourcing realising value for money outcomes, increased supplier engagement, enhanced Procure 2 Pay outcomes, economic benefits from the local preference procurement policy and more effective inventory management practices reducing the cost of inventory held.

The aim of the Procurement Strategy is to ensure the City's procurement activities are compliant with the law and undertaken within the City's policy framework, whilst realising the economic, social and environmental benefits for the City and its communities, aligning with the strategic objectives of the City of Hobart Capital City Strategic Plan 2019-2029.

The Procurement Strategy includes an action plan for the future, which will be monitored and report against annually to the community.

Kelly Grigsby
Chief Executive Officer

5 Draft City of Hobart Procurement Strategy 2023-2027

Purpose

In local government, procurement is governed by a legislative framework which includes the *Local Government Act 1993 (TAS)* and the *Local Government (General) Regulations 2015 (TAS)*. The Council has approved a Code for Tenders and Contracts, which is available from its website and has adopted various procurement policies, processes and procedures.

Through the adoption of its second Procurement Strategy, the City aims through a focus on sustainable, responsible and social procurement to build upon the benefits achieved from the first strategy and support the City's strategic outcomes by:

- Focussing on the development and embedding of sustainable procurement into operations.
- Embedding responsible and social outcomes in procurement activity.
- Enhancing, and increasing diversity in, the City's supply chains.
- Continuing to support and enhance opportunities for local business and industry
- Engaging proactively with suppliers to ensure maximum value, innovation and support of the local economy
- Automating procurement processes to maximise efficiency and reduce cost
- Building capacity and skills within the Council to improve the procurement outcomes for the community
- Coordinating, streamlining and simplifying procurement processes
- Promoting safe and fair working practices through procurement
- Delivering and demonstrating cost savings
- Continuing to comply with statutory procurement obligations
- Continually striving to deliver the best possible procurement service to the Council to enable the delivery of key programs, services and infrastructure to the community.

Outcomes

The outcomes we want to achieve over the next five years are:

- Embed sustainable procurement into all operations with a focus on addressing climate risks.
 - Develop a social procurement framework and outcomes for the community.
 - An engaged supplier market with stable supply chains providing economic benefits for local suppliers.
 - Increased diversity in the City's supply chains
 - Increase value for money from all procurement activities
 - To support the effective and efficient delivery of Council's priorities and service requirements.
 - The reduction of manual and inefficient processes.
 - High quality, timely, professional and innovative procurement and contract management advice and support to the organisation
 - Council to be an attractive organisation with which to do business.
 - Knowledgeable and skilled Council officers procuring in line with best practice.
-

6 Draft City of Hobart Procurement Strategy 2023-2027

- Effective category management to maximise value for money outcomes for the City.
- Continue to comply with legislative requirements and decrease risk to the organisation.

Council will continue to strive for the best possible value (including but not confined to price) for the whole lifecycle of the goods, works or services. However, this does not necessitate the selection of the lowest price. In addition, the Council procurement processes will encourage and maintain a competitive, sustainable and diverse marketplace.

Procurement will support the operations of Council by making sure the requirements for goods, services and works are procured in the most effective, ethical, efficient and sustainable way to maximise and deliver successful outcomes that achieve best value for money.

7 Draft City of Hobart Procurement Strategy 2023-2027

Our Challenges and Improvement Opportunities

AREAS OF FOCUS <ul style="list-style-type: none"> • Centre-led procurement model • Skilled, experienced and professional procurement employees • Established processes, procedures, templates and tools for use • Induction and support for Council buyers • Established contracts and Panel arrangements • Contract management framework 	CONTINUOUS IMPROVEMENT <ul style="list-style-type: none"> • Use of systems • Visibility of procurement spend • Manual processes • Purchasing consistency across the business • De-centralised inventory management • Procurement planning • Contract leakage • Training capacity and approach
OPPORTUNITIES FOR IMPROVEMENT <ul style="list-style-type: none"> • Increased value for money and cost savings • Automation • Supplier engagement and contract management • Innovation • Circular and sustainable procurement • Visible procurement performance • Coding and budgeting • Online training 	CHALLENGES <ul style="list-style-type: none"> • Global and local supply chain issues • Contractor availability and capacity • Climate risk • Post COVID-19 economic recovery • System capability and maturity • Modern slavery supply chain risk • Large number and varied workforce

8 Draft City of Hobart Procurement Strategy 2023 - 2027

Procurement Vision

The Council has worked with the community to develop a community vision for the City, set out in the document *Hobart: A community vision for our island capital*, to guide the City's strategic planning.

The vision statement is:

- Hobart breathes.
- Connections between nature, history, culture businesses and each other are the heart of our city.
- We are brave and caring.
- We resist mediocrity and sameness.
- As we grow, we remember what makes this place special.
- We walk in fresh air between all the best things in life.

The following procurement vision and mission has been established to support the community vision.

Vision

To work together to deliver procurement solutions that achieve quality services and works that represent value for money for Hobart communities and that achieve and support the City's strategic objectives.

Mission

Procurement will be an efficient, customer focused, ethical, sustainable and collaborative business function that strives to continuously improve and deliver key benefits for the City.

Procurement Strategy Link to Corporate Strategies

Procurement has an important role in the delivery of value for money services and in doing so we need to ensure that we align to the Council's priorities and values. Throughout all our activities, we must support the corporate strategies of the City of Hobart.

Capital City Strategic Plan 2019-29

The Capital City Strategic Plan 2019-29 puts the community vision into action. The plan is built around eight pillars from the community vision and will guide the City's work over the next 10 years. Each pillar has outcomes that detail what the City is trying to achieve and the strategy it will use to get there.

Pillar 1 – Sense of place

- *Hobart keeps a strong sense of place and identity, even as the city changes.*
 - *Hobart's cityscape reflects the heritage, culture and natural environment that make it special.*
-

9 Draft City of Hobart Procurement Strategy 2023 - 2027

- *In City decision-making, we consider how different aspects of Hobart life connect and contribute to sense of place.*

Pillar 2 – Community inclusion, participation and belonging

- *Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working together towards shared goals.*
- *Hobart is a place where diversity is celebrated and everyone can belong, and where people have opportunities to learn about one another and participate in city life.*
- *Hobart communities are active, healthy and engaged in lifelong learning.*
- *Hobart communities are safe and resilient, ensuring people can support one another and flourish in times of hardship.*

Pillar 3 – Creativity and culture

- *Hobart is a creative and cultural capital where creativity is a way of life.*
- *Creativity serves as a platform for raising awareness and promoting understanding of diverse cultures and issues.*
- *Everyone in Hobart can participate in a diverse and thriving creative community, as professionals and hobbyists.*
- *Civic and heritage spaces support creativity, resulting in a vibrant public realm.*

Pillar 4 – City economies

- *Hobart's economy reflects its unique environment, culture and identity.*
- *People have a range of opportunities to participate in the economic life of the city.*
- *Diverse connections help Hobart's economy, businesses and workers thrive.*
- *Hobart is a place where entrepreneurs and businesses can grow and flourish.*
- *Hobart's economy is strong, diverse and resilient.*

Pillar 5 – Movement and connectivity

- *An accessible and connected city environment helps maintain Hobart's pace of life.*
- *Hobart has effective and environmentally sustainable transport systems.*
- *Technology serves Hobart communities and visitors and enhances quality of life.*
- *Data informs decision-making.*

Pillar 6 – Natural environment

- *The natural environment is part of the city and biodiversity is preserved, secure and flourishing.*
- *Education, participation, leadership and partnerships all contribute to Hobart's strong environmental performance and healthy ecosystems.*
- *Hobart is a city with renewable and ecologically sustainable energy, waste and water systems.*
- *Hobart is responsive and resilient to climate change and natural disasters.*
- *Hobart's bushland, parks and reserves are places for sport, recreation and play.*

Pillar 7 – Built environment

- *Hobart has a diverse supply of housing and affordable homes.*
 - *Development enhances Hobart's unique identity, human scale and built heritage.*
-

10 Draft City of Hobart Procurement Strategy 2023 - 2027

- *Infrastructure and services are planned, managed and maintained to provide for community wellbeing.*
- *Community involvement and an understanding of future needs help guide changes to Hobart's built environment.*

Pillar 8 – Governance and civic involvement

- *Hobart is a city of best practice, ethical governance and transparent decision-making.*
- *Strong partnerships and regional collaboration make Hobart a thriving capital city.*
- *City leadership is accessible and reflects Hobart communities.*
- *People are involved in civic life, and the City's communication and engagement with Hobart communities are proactive and inclusive.*
- *Quality services are delivered efficiently, effectively and safely.*

This strategy will help drive the City's strategic objectives.

Integrated Planning and Reporting Framework

The City of Hobart's planning and reporting framework ensures that the Capital City Strategic Plan and Long-term Financial Management Plan are put into action through the City's Annual Plan and Annual Budget Program.

The City of Hobart Procurement Strategy is a resourcing strategy to support the delivery of the City's strategic objectives.

11 Draft City of Hobart Procurement Strategy 2023 - 2027

Procurement Objectives

Strategic Objectives

The procurement vision and mission have given rise to the following key strategic procurement objectives, categorised as follows:

- 1 Procurement Operations
- 2 Strategic Sourcing and Category Management
- 3 Supplier Engagement and Contract Management
- 4 Sustainable, Responsible and Social Procurement
- 5 Innovation
- 6 Service Delivery and Performance
- 7 Procure to Pay Efficiency
- 8 Optimised Inventory Management

These eight strategic objectives provide the structure and framework from which the City's work and priorities will be planned and implemented over the next five years. Each of the eight strategic objectives are interrelated and is as important as the others in ensuring delivery of the procurement vision and mission.

1 – Procurement Operations

- A centre-led procurement model that supports the City to achieve value for money and community benefits aligned with the City's strategic objectives.
- A procurement team with procurement professionals who have appropriate skills and training to perform their roles.
- The City is focussed on best practice procurement.
- A procurement team that is customer and community focussed and enables the creation of programs and services for the community as well as the infrastructure required of a Capital City council.
- An integrated quote and tender program for goods, services and works aligned with the City's project and capital works program.
- Procurement activities are appropriately planned and procurement planning is an integral part of the procurement process.
- A Contract Register that is automated and enables effective contract renewal, extension and variation.

Actions

1.1	Develop and implement a 'People Plan', which includes a training plan for all procurement team members and includes mentoring.
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12 Draft City of Hobart Procurement Strategy 2023 - 2027

1.2	Keep abreast of professional development opportunities and best practice procurement through peak bodies, government and local government associations.
1.3	Develop a Procurement Communications Plan to ensure widespread awareness of new Contracts, particularly those for common use, opportunities to engage with suppliers and opportunities to input to contract renewals.
1.4	Maintain and enhance the Procurement Portal to ensure a contemporary one-stop-shop accessible to all employees, easy to use and up to date.
1.5	Develop an integrated quote and tender framework for all procurement types that is aligned with the operational and capital works budgets.
1.6	Create and promote a procurement planning and sourcing framework and guidelines, including a Procurement Plan template. Proactively plan the sourcing strategy for key procurements.
1.7	Procure and implement an electronic Contracts Register for the City to replace the manual Contracts Register.

2 – Strategic Sourcing and Category Management

- The City leverages its consolidated purchasing power to achieve the best possible value in the marketplace.
 - The City has a category management approach that results in lower purchase costs, improved service from suppliers and lower internal costs.
 - The City is proactively engaged with the Local Government Association of Tasmania Procurement and uses contracts established by the State Government, the National Procurement Network, Procurement Australia or another council, instead of undertaking its own tender process where value for money outcomes will be achieved.
 - Panel arrangements are established where appropriate, refreshed when requirements change and consistently used at Council.
 - Sourcing from the City's Panels is done via VendorPanel, the City's online sourcing tool.
 - Contracts are packaged in a manner, where possible, which would make tendering more accessible for local suppliers, newly formed businesses, indigenous businesses and the not-for-profit sector.
 - Online ordering and online supplier catalogue usage is expanded but not so that this approach discourages local business from being able to supply to Council.
 - Tender opportunities are available from one place, on tenderlink.com.au.
-

13 Draft City of Hobart Procurement Strategy 2023 - 2027

Actions

2.1	Work with the Local Government Association of Tasmania (LGAT) on contracts for all Tasmanian councils use.
2.2	Review Council's current contracts as they come up for renewal to ensure goods, services and works are bundled appropriately to achieve value for money for the City.
2.3	Reinforce the City's policy position that LGAT / National Procurement Network Contracts, State Government, other council or Procurement Australia Contracts are to be considered first rather than undertaking own tender processes, where value for money outcomes will be achieved.
2.4	Review Panel arrangements, adopt a process for refreshing Panels where effective to do so and ensure panel suppliers have equitable access to business opportunities.
2.5	Implement the eQuotation tool VendorPanel for all of the City's Panel arrangements enabling Council's buyers to seek quotes electronically rather than manually.
2.6	Create common use agreements and/or contracts for Council spend over the tendering threshold or for high risk works.
2.7	Expand the use of online supplier catalogues and purchasing online to improve Council's sourcing activities where appropriate.
2.8	Continue to utilise TenderLink to promote all business opportunities with the City over the tendering threshold.

3 – Supplier Engagement and Contract Management

- The City is an attractive place for suppliers to do business.
 - The City actively promotes and engages suppliers on upcoming and future business opportunities.
 - Local businesses and suppliers in general are supported through workshops and guidance on how they can do business with Council.
 - Contracted suppliers have the opportunity to engage with the City about their service offerings.
 - Effective contract management practices are in place at the City of Hobart that enable the realisation of contract benefits.
 - It is easy and straightforward for suppliers to bid for Council business opportunities.
 - Supply chain issues are minimised through effective, professional supplier relationships and diversity.
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14 Draft City of Hobart Procurement Strategy 2023 - 2027

Actions

3.1	Hold an annual supplier briefing on the City's upcoming general and project business opportunities once the City's operational and capital works budgets are approved.
3.2	Maintain the currency of the City's forward procurement program of upcoming business opportunities and a running list of awarded Contracts to the procurement area of the City's website.
3.3	Introduce Procurement drop-in sessions for suppliers to engage with City Procurement.
3.4	Provide annual training and coaching sessions to enable suppliers to improve skills on how to bid for Council work.
3.5	Offer all suppliers post contract award the opportunity to present their offering to Council's buyers.
3.6	Create an online contract management training program to complement the face-to-face training already offered to the City's contract managers.
3.7	Review and improve the City's contract management framework and templates, including KPI tools.
3.8	Review the City's Request for Tenders documentation to ensure they are straightforward, easy to complete and allow the Tenderer to focus on the bid.
3.9	Review Council's Conditions of Contract on an annual basis to take legislative change into consideration and to ensure they are appropriate and our terms and conditions don't create a barrier to effective competition from local suppliers or specific groups.
3.10	Continually work with new and existing suppliers on supply chain issues, proactively sourcing alternatives through diverse supply chains.

4 – Sustainable, Responsible and Social Procurement

- The City is committed to procuring sustainably and on a whole of life basis.
 - The City procurement activities deliver positive economic, social and environmental outcomes.
 - The benefits of sustainable procurement are promoted to all Council's buyers, understood and adopted in procurement and purchasing activities.
 - The City supports local businesses and industry thereby encouraging local employment opportunities and generating economic growth.
 - The risk of modern slavery in the City's supply chains and operations is managed.
 - The City has diverse supply chains.
 - The City actively supports economic growth of First Nations businesses and employment opportunities for Aboriginal and Torres Strait Islander peoples.
-

15 Draft City of Hobart Procurement Strategy 2023 - 2027

Actions

4.1	Develop a sustainable procurement policy and embed the City's sustainable position in all procurement operations.
4.2	Develop a social and responsible procurement policy for Council that incorporates the principles of the 'no business in abuse' pledge, enhances diversity and participation in supply chains and leads to economic development and employment opportunities.
4.3	Review Council's current procurement principles in both the Code for Tenders and Contracts and the Purchasing Policy and Guidelines to ensure an appropriate policy position is included on environment protection and sustainability and the City of Hobart Waste Management Strategy.
4.4	Create checklists of the types of things such as packaging, recyclable materials, reused materials and end of life costs that should be considered in procurement activities.
4.5	Review the Council's Local Preference Procurement Policy.
4.6	Develop and implement an approach to managing the risk of modern slavery in the City's supply chains.
4.7	Introduce social clauses into Council's suite of conditions of contract where appropriate.
4.8	Create and implement a First Nations Procurement Policy.

5 – Innovation

- Technologies are optimised to streamline procurement processes and improve compliance and information, support Council's buyers and increase access to the procurement function for potential suppliers.
- New ideas and innovations from the market are encouraged and there is a fair and transparent process in place to consider proposals.
- Procurement activities are supported by an integrated set of systems and tools that are fully automated to provide standardised and timely reporting.
- Efficiencies are delivered through innovative ways of working.
- eProcurement is embraced through electronic tendering and quotation systems, electronic payments and ecatalogues.

Actions

5.1	Actively participate in internal reviews of the City's systems to support best practice procurement outcomes.
5.2	Develop an 'unsolicited proposals' policy and approach for the City.
5.3	Review and improve the City's alternative tender process.
5.4	Develop a suite of standardised Power BI reports from the City's financial system that provide real time reporting of procurement expenditure for decision making purposes.

16 Draft City of Hobart Procurement Strategy 2023 - 2027

5.5	Promote and lead the implementation of mobile solutions for ordering and procuring operationally.
5.6	Review the City's sourcing, procuring and contracting approach to ensure innovation is appropriately considered.

6 – Procurement Service Delivery and Performance

- Best practice procurement policies and procedures are in place and readily accessible at the City of Hobart.
- All procurement activities are conducted in accordance with legislative obligations, the City of Hobart Code for Tenders and Contracts and the Purchasing Policy and Guidelines.
- Simple and streamlined procurement processes are in place with aspects of the procurement process that do not add value removed.
- Supported and trained employees procure at Council consistently, efficiently and in accordance with Council policy and legislative requirements.
- Informed employees are aware of opportunities to participate in procurement processes and engage with contracted suppliers
- Procurement performance is reported to the Executive Leadership Team (ELT) on a quarterly basis and enhances decision making.
- Procurement reports to measure the effectiveness of procurement practices and the performance of suppliers are available, run regularly and used to identify areas for improvement.
- Spend outside of Council contracts is reduced.

Actions

6.1	Review the City's Purchasing Policy and Guidelines and provide regular training and awareness to all Council employees to ensure compliant purchasing occurs.
6.2	Review and improve the City of Hobart Code for Tenders and Contracts.
6.3	Conduct an annual review of procurement policies, procedures, templates and approved forms available to Council buyers from the City's intranet.
6.4	Deliver a high-quality training program for employees, as follows: <ul style="list-style-type: none"> • Procurement rules – monthly for new employees or those requiring refresher • RFQ Simple training – quarterly • RFQ Complex training – quarterly • Contract management – monthly • Writing specifications, scopes of work – six-monthly

17 Draft City of Hobart Procurement Strategy 2023 - 2027

6.5	Deliver regular procurement inductions for new employees and those seeking a refresher.
6.6	Develop an online training program to complement the face-to-face training above.
6.7	Create a regular procurement communications piece in the City's newsletter for Council employees.
6.8	Report to ELT on the delivery of the procurement strategy and procurement performance on a quarterly basis.
6.9	Report to the community on the benefits achieved from implementation of the procurement strategy annually.
6.10	Promote existing and new Council contracts and procurement services through regular communications to all employees.
6.11	Conduct annual audits of procurement activities to ensure legislative compliance and address the risk of legislative or policy breach.

7 – Procure to Pay Efficiency

- Procure to Pay process compliance is improved including the requirement to raise purchase orders.
- Buying and paying for goods, services and works is easier and less expensive.
- Purchasing card usage is optimized and reconciliations performed in a timely manner.
- Expense claims are consistently made using electronic systems.
- Use of core systems is supported to ensure timely supplier payments.
- Payment methods are standardised where appropriate and customers have access to accessible and flexible payment options.

Actions

7.1	Conduct regular internal compliance audits on the purchasing and accounts payable functions.
7.2	Optimise purchasing card usage for high volume low value expenditure.
7.3	Conduct regular internal compliance audits of the City's purchasing card policy and implement improvements.
7.4	Finalise the roll-out of the City's expense management system to Elected Members.
7.5	Provide regular finance system training for Council's employees.
7.6	Undertake a project to standardise payment methods across Council for a more streamlined customer experience.

8 – Optimised Inventory Management

- A centralised system of inventory management is in use at Council.

18 Draft City of Hobart Procurement Strategy 2023 - 2027

- A well-managed inventory management system is in place with zero waste.
- Suppliers hold the City's stock on hand and can deliver just in time.
- The level and type of inventory held is visible and optimised.
- Requisitioning key items from stores is efficient and achieves value for money for the City.

Actions

8.1	Implement a centralised inventory management system and processes for all items held in stock across Council.
8.2	Continually review all stock lines currently held at Council so that no unnecessary items are held and maximum and minimum levels are appropriate to support efficient Council operations.
8.3	Implement 'just in time delivery' in consultation with relevant suppliers – delivering direct to work site where applicable and cost effective to do so.
8.4	Review the City's Disposal of Surplus Goods and Equipment policy.
8.5	Promote the sharing of excess goods and equipment
8.6	Implement the use of mobile handheld devices for ordering in the field from a catalogue of approved standard product lines.
8.7	Clean up all storage areas, disposing of Council assets in accordance with Council's asset disposal policy.

Measuring Procurement Performance

Procurement performance will be measured through a range of procurement compliance and performance reports.

Regular monitoring of procurement activities will be reported to the Executive Leadership Team.

Delivering the Strategy

Delivery of the Procurement Strategy will be made through the procurement actions over the five-year period.

Reporting on the Strategy

The Procurement Strategy goals and objectives will be monitored and reported to the City's Executive Leadership Team on a quarterly basis to ensure continued alignment with the City's priorities.

A report on the benefits achieved for the community arising from implementation of the Procurement Strategy will be provided to the community annually from the City's

19 Draft City of Hobart Procurement Strategy 2023 - 2027

website.

Strategy Update

The City's Procurement Strategy will be reviewed every two years.

14. Notice of Motion Response - Public Interest Register and Conflicts of Interest Advisory Panel
File Ref: F23/9541; 16/119

Report of the Manager Legal and Governance and the Director CityEnablers of 10 March 2023.

Delegation: Council

REPORT TITLE: NOTICE OF MOTION RESPONSE - PUBLIC INTEREST REGISTER AND CONFLICTS OF INTEREST ADVISORY PANEL

REPORT PROVIDED BY: Manager Legal and Governance
Director City Enablers

Report Summary

- 1.1. The purpose of this report is to respond to two motions submitted by elected members recently. These are:

Public Interest Register – Adopted by Council at its meeting of 12 December 2022

That a report be provided for the establishment of a compulsory public register for Elected Members Interest. Contained therein shall be:

(1) Registration of Members' interests

That—

- (a) within 28 days of election to the Hobart City Council, Elected Members shall provide to the CEO or delegated officer, a statement of—*
(i) the Elected Member's registrable interests,
(ii) the registrable interests of which the Elected Member is aware of their spouse/partner,

(2) Registrable interests:

That the statement of an Elected Member's registrable interests to be provided by an Elected Member shall include the registrable interests of which the Elected Member is aware and shall cover the following matters:

- (a) shareholdings in public and private companies indicating the name of the company or companies;*
(b) business trusts and nominee companies;
(c) real estate, including the location (suburb or area only) and the purpose for which it is owned, in the state of Tasmania, excluding the Elected Member's primary residence;
(d) registered directorships of companies;
(e) liabilities indicating the nature of the liability and the creditor concerned;
(f) the nature of any other substantial sources of income;
(g) any sponsored travel or hospitality received where the value of the sponsored travel or hospitality exceeds \$300;
(h) membership of any organisation, including community groups and sporting organisations, where a conflict of interest with an Elected Member's public duties could foreseeably arise or be seen to arise;

- (i) any other interests where a conflict of interest with an Elected Member's public duties could foreseeably arise or be seen to arise; and*
 - (j) any election campaign donation*
- (3) The Registrar of elected Members' Interests be—*
 - (a) Published online always and made accessible to the public on request in other forms,*
 - (b) Advertised to the public through multiple mediums once every calendar year with the timing of advertising at the discretion of the Chief Executive Officer but not within 3 months preceding an election,*
 - (c) As soon as possible, but not exceeding 28 days, after an Elected Member obtains a new registrable interest that interest will be registered with the office of The Chief Executive or delegated officer,*
- (4) An Elected Member may be reported to The Director of Local Government if the Elected Member:*
 - (a) knowingly fails to provide a statement of registrable interests to the Registrar of Members' Interests by the due date;*
 - (b) knowingly fails to notify any alteration of those interests to the Registrar of Members' Interests within 28 days of the change occurring, or*
 - (c) knowingly provides false or misleading information to the Registrar of Members' Interests.*
- (5) That the initial Register be established by 1 March 2023.*

Conflicts of Interest Advisory Panel – Adopted by Council at its meeting of 29 August 2022

That Council officers prepare a report into the formation of a Conflict of Interest Advisory function (CoIAF).

- 1.2. This report outlines the situation as it applies to other jurisdictions and recommends an approach to be adopted by the Council.

2. Key Issues

- 2.1. The Council needs to consider whether it wishes to adopt a policy in relation to the proactive disclosure of personal interests over and above the process that is legislated in Tasmania.
- 2.2. This would take the form of a policy rather than being a legislative requirement, which is the case in other jurisdictions considered.
- 2.3. Proposed policy principles have been suggested based on the original intent of the motion along with research undertaken into other jurisdictions. Balance has been achieved to ensure that implementation

of the policy is understood and clear for elected members, staff and the community.

- 2.4. Should Council resolve to establish the policy principles, these will be consolidated into a formal policy by the CEO and commence on 30 April.
- 2.5. It is considered unnecessary for the Council to establish a formal Conflict of Interest Advisory Panel as sufficient mechanisms already exist to achieve the same end.

3. Recommendation

That:

- 1. The Council resolve to establish a Public Interest Register Policy including the principles outlined in this report.***
- 2. The Chief Executive Officer be authorised to develop the principles into a formal policy of the Council.***
- 3. The Policy provisions commence from 30 April 2023 and communication occur with elected members in relation to the practical steps required by them through the elected member bulletin in advance of the Policy's commencement.***

4. Background

Public Interests Register

- 4.1. At its meeting of 12 December 2022, the Council considered a notice of motion submitted by Cr Posselt as outlined above. It resolved to seek a report on the establishment of a public interest register to be completed by elected members following election to the Council. It also outlined a possible policy that could be adopted by the Council.
- 4.2. After considering the situation in other jurisdictions, it became apparent that in most other jurisdictions such a register is mandated through legislation. That is not the case in Tasmania.
- 4.3. As advised in the administration response to the notice of motion on 12 December 2022, part 5 of the *Local Government Act 1993* (the Act) deals with pecuniary interests. Section 48 of the Act requires elected members to declare any interest that the elected member has in a matter before any discussion on that matter commences and it prohibits the participation by an elected member at any meeting, in any discussion or vote on a matter if the elected member has an interest or is aware or ought to be aware that a close associate has an interest.

- 4.4. Additionally, Part 2 of the City of Hobart's Elected Member Code of Conduct deals with conflicts of interest which are not pecuniary.
- 4.5. The motion proposes an approach which is in excess to the existing legislative requirements in Tasmania. There is no legal barrier to adopting such an approach, however it would not remove or replace the legislative requirements, and these would continue to operate in conjunction with the proposed approach.
- 4.6. Having considered the approach in other jurisdictions it would seem sensible and good governance for the Council to adopt such a policy in order to lead the way in relation to the disclosure of interests. This would also be appropriate given the current Future of Local Government Review currently underway.
- 4.7. This approach would also be consistent with the approach at the State Government level.

Conflict of Interest Advisory Panel

- 4.8. At its meeting of 29 August 2022, the Council resolved that officers prepare a report into the formation of a conflict of interest advisory function.
- 4.9. While it is often difficult and challenging for elected members to determine whether they have a pecuniary or non-pecuniary conflict of interest in a particular matter given the current legal position in Tasmania, it is not considered necessary to establish an advisory panel for that purpose.
- 4.10. As has been demonstrated beginning with the induction process for elected members following the local government elections and continuing, should elected members have any concerns or questions with respect to potential conflicts of interest the organisation is able to facilitate, and guide elected members in making that determination.
- 4.11. As always, it remains a matter for each individual elected member to determine in the circumstances whether they have a pecuniary or non-pecuniary conflict of interest, however the organisation can assist elected members to make that assessment. This is an arrangement that can continue without establishing an advisory panel as proposed by the Notice of Motion in August 2022.

5. Legal, Risk and Legislative Considerations

- 5.1. These have been addressed in the body of this report.

6. Discussion

- 6.1. It is proposed that the Council adopt a policy to establish a public interest register. The policy would provide for the information below, which is based on the information provided in the original notice of motion, along with research of other jurisdictions and considerations raised by the Council during the debate of the original notice of motion. The intent of the motion has been balanced with the practicalities of disclosing the information and the certainty required in defining the nature of the interests.
- 6.2. Should the policy principles below be adopted these would be codified into a formal policy of the Council by the CEO with the authority of the Council.

Proposed Policy Principles

(1) *Disclosure of Elected Members' interests*

That within 28 days of election to the Hobart City Council, Elected Members will provide to the CEO or delegated officer, a statement of—

- (a) the Elected Member's interests, and*
- (b) the interests of which the Elected Member is aware of their spouse/partner.*

(2) *Interests:*

The statement of an Elected Member's interests to be provided by an Elected Member shall include the interests of which the Elected Member is aware and include the following matters:

- (a) shareholdings in public and private companies where the combined total value of the shares is more than \$10,000, indicating the name of the company or companies;*
- (b) trusts that the elected member is a trustee or a beneficiary of;*
- (c) land the elected member owns or has a beneficial interest in within municipal area of Hobart, excluding the elected member's primary residence;*
- (d) registered directorships of companies;*
- (e) personal debt over \$10,000 (excluding financial institutions)*
- (f) Any paid employment in the preceding 6 months where the income exceeds \$10,000 in that period;*
- (g) any sponsored travel or hospitality received where the value of the sponsored travel or hospitality exceeds \$300;*
- (h) unincorporated associations in which the elected member is a member and performs a leadership role*
- (i) any other interests where a conflict of interest with an Elected Member's public duties could foreseeably arise or be seen to arise; and*
- (j) any election campaign donation*

(3) *The Register of elected members' interests be—*

(a) Published online always and made accessible to the public on request in other forms;

(b) As soon as possible, but not exceeding 28 days, after an Elected Member obtains a new interest that interest will be registered with the Office of the Chief Executive or delegated officer.

(4) *An Elected Member may be reported to the Director of Local Government if the Elected Member:*

(a) knowingly fails to provide a statement of interests to in accordance with this Policy;

(b) knowingly fails to notify any alteration of those interests to the Register of Elected Members' Interests within 28 days of the change occurring, or

(c) knowingly provides false or misleading information.

6.3. Should Council resolve to adopt the policy it would commence from 30 April 2023 and communication in advance of that date would occur through the elected members' Bulletin. An appropriate template form will be provided for the ease of elected members.

6.4. It is proposed that the Council does not establish a Conflict of Interest Advisory Panel and that current arrangements to assist elected members in making a determination regarding conflicts of interest continue.

7. Hobart: A Community Vision For Our Island Capital

7.1. This report aligns with Pillar 8: Governance and Civic Involvement of Hobart: a community vision for our island capital, in particular section 8.1 "We are strong in your ethics".

8. Capital City Strategic Plan

8.1. The proposed policy aligns with the following strategies in the Capital City Strategic Plan:

8.1.1 Practise integrity, accountability, strong ethics and transparency in the City's governance, policymaking and operations.

8.1.2 Practise and communicate good city governance and decision-making.

8.3.3 Support the elected representatives to undertake their role.

9. Regional, State and National Plans and Policies

9.1. While no legislative requirement exists for the adoption of a practice proposed in this report, it is consistent with the legislative approach in several other jurisdictions at all three levels of government.

- 9.2. It is therefore considered to be good governance and a demonstration of leadership to adopt an approach in addition to the current legislative requirements in Tasmania.

10. Financial Viability

10.1. Funding Source and Impact on Current Year Operating Result

- 10.1.1. It is considered that there would be minimal impact on the current year's operating result. The impact will be limited to the administration, coordination and publication of a register and provided that elected members are diligent in meeting their obligations under the policy this impact will be minimal.

10.2. Impact on Future Years' Financial Result

- 10.2.1. It is considered that there is limited impact on future years' financial result.

10.3. Asset Related Implications

- 10.3.1. There are no asset related implications.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Paul Jackson
**MANAGER LEGAL AND
GOVERNANCE**



Michael Reynolds
DIRECTOR CITY ENABLERS

Date: 10 March 2023
File Reference: F23/9541; 16/119

15. Notice of Motion Response - Property Developer Contact Register
File Ref: F23/10405; 16/119

Report of the Manager Legal and Governance and the Director City Enablers of
10 March 2023.

Delegation: Council

REPORT TITLE: NOTICE OF MOTION RESPONSE - PROPERTY DEVELOPER CONTACT REGISTER**REPORT PROVIDED BY:** Manager Legal and Governance
Director City Enablers**1. Report Summary**

- 1.1. The purpose of this report is to respond to a Notice of Motion submitted by Cr Posselt and adopted by the Council at its meeting of 12 December 2022. The Motion requires the Council to consider whether it wishes to establish a register of elected members' communication with property developers.
- 1.2. This follows a previous Notice of Motion submitted by Cr Harvey in 2020 of a similar nature.

2. Key Issues

- 2.1. A number of other councils have policies requiring the disclosure of certain types of contact by property developers by elected members. It is also a requirement at other levels of government.
- 2.2. Consideration has been given to other policy examples and a proposed approach to a policy for the City of Hobart developed in this report.
- 2.3. Key considerations have been around the type of contact that ought to be required to be disclosed and also the how to define and categorise who a developer is. These are outlined in the report below.

3. Recommendation***That:***

- 1. The Council resolved to establish a Property Developer Contact Register Policy including the principles outlined in this report.***
- 2. The Chief Executive Officer be authorised to develop the principles into a formal policy of the Council.***
- 3. The Policy provisions commence from 30 April 2023 and communication occur with elected members in relation to the practical steps required by them through the elected member bulletin in advance of the Policy's commencement.***
- 4. Appropriate communication occur with persons whose contact with elected members may be the subject of the Policy.***

4. Background

4.1. At its meeting of 12 December 2022, the Council resolved that:

- (1) *Council agrees to establish a register of elected members' communication with property developers.*
- (2) *Elected members will report their contact with property developers on a monthly basis to a council officer as delegated by the Chief Executive Officer and will include:*
 - (a) *if there has been any contact with a property developer;*
 - (b) *who the contact was with;*
 - (c) *when the contact occurred;*
 - (d) *the type of contact (eg. text, email, phone call, in person etc);*
 - (e) *any specific development/property discussed and the nature of that discussion; and*
 - (f) *Elected member response.*
- (3) *The Register be:*
 - (a) *published online always and made accessible to the public on request in other forms,*
 - (b) *advertised to the public through multiple mediums once every calendar year with the timing of advertising at the discretion of the Chief Executive Officer but not within 3 months preceding an election,*
- (4) *That further detailed arrangements in establishing and administering the register be delegated to the Chief Executive Officer.*
- (5) *That the Register be established by 1 March 2023.*

4.2. In 2020, the Council adopted a Notice of Motion in similar terms. It stated that Council Officers prepare a report on the development of a council policy, in line with State Government policy, regarding the process for the registration of lobbyists and developers.

4.3. The report was provided in February 2021 and Council then resolved that:

1. *The Council endorse a holistic statewide approach to the registration of lobbyists and developer contact.*
2. *The Council write to the Minister for Local Government in regard to developing a statewide legislative approach for the registration of local government lobbyists and developers for elected members during the consultation process for the Draft Local Government Bill.*
3. *A report be provided to the Council on the outcome, at the appropriate time.*

- 4.4. The Lord Mayor wrote to the Minister in accordance with the Council's resolution and the Minister's response was that it was a matter for each individual Council to consider the adoption of a policy on the matter. This correspondence was circulated via the Hub at the time.
- 4.5. This report will also serve to address Part 3 of the Council's resolution from February 2021.
- 4.6. There is currently no legislative or policy requirement for elected members to declare contact or communication that is had with property developers. However, there are requirements should that contact extend to being a pecuniary or non-pecuniary conflict of interest.
- 4.7. The approach identified in the motion would require the adoption of a policy.

5. Legal, Risk and Legislative Considerations

- 5.1. These are addressed in the body of this report.

6. Discussion

- 6.1. A number of examples of similar policies in other jurisdictions have been reviewed. These all accord with the general intent of the motion.
- 6.2. As identified in the administration response to the original notice of motion, the two key issues to resolve is how to define and categorise who would be a 'property developer' and what type of contact ought to be captured through the register.
- 6.3. Other policies reviewed require elected members to disclose only what is termed as 'prescribed contact'. This is where the contact relates specifically to a particular application or proposal – even it is in a preliminary stage. It does not require the disclosure of exempt contact which is generally in public forums or through engaging with the Council's administration.
- 6.4. It also provides that if all elected members are included in correspondence requiring disclosure under the policy then the office of the Lord Mayor would facilitate the registration of that contact.
- 6.5. Based on the above analysis, it is proposed that the following definitions are applied and that only 'prescribed contact' be the subject of disclosure under the policy:

Developer – means an individual, body corporate or company engaged in a business that:

- a) regularly involves the making of relevant planning applications in connection with the residential or commercial development of land, with the ultimate purpose of the sale or lease of the land for profit; and

- b) includes any consultant, lobbyist, advisor, agent, representative or person closely associated with a Developer and who is appointed to promote or advocate for the Developer's interests or proposal, except when they are representing someone who is not regularly involved in the making of relevant planning applications or the development of land.

Contact – means any communication or conversation between a Council Member and Developer, regardless of whether it is foreseen, planned, solicited or reciprocated, and includes but is not limited to the following methods of communication – telephone, electronic mail (e-mail), short message service (SMS), multimedia messaging service (MMS), facsimile, web-based networking platform, written mail, face to face and the like.

Prescribed Contact means any contact relating to a planning or development proposal, including proposals in a preliminary stage, for which the developer is a proponent, excluding any exempt contact.

Exempt Contact means any contact which:

- a) is in the form of a public statement made at a Council Forum, Council Briefing or Council Meeting; or
- b) does not involve the Council Member engaging in any discussion or communication with the developer on the planning or development proposal unless routine information only is conveyed.

Routine Information means advising a Developer where to access information on the planning or development process or to contact the City of Hobart administration or State Government regarding their planning or development proposal.

6.6. The policy would therefore operate as follows:

- (1) *Elected members will report their prescribed contact with property developers on a monthly basis to a council officer as delegated by the Chief Executive Officer and will include:*
 - (a) *who the contact was with;*
 - (b) *when the contact occurred;*
 - (c) *the type of contact (eg. text, email, phone call, in person etc);*
 - (d) *any specific development/property discussed and the nature of that discussion; and*
 - (e) *Elected member response.*
- (2) *The Register be:*
 - (a) *published online always and made accessible to the public on request in other forms,*

- 6.7. It is proposed that the Council adopt a policy to require the disclosure of contact with property developers. The policy would include the principles outlined above. It is proposed to commence from 30 April 2023 so that sufficient lead-time can occur.
- 6.8. It is also proposed that the CEO be authorised to develop a formal policy of the Council consistent with the principles outlined in this report.
- 6.9. Given that the policy impacts certain sections of the community and the consequences of their interaction with elected members, it is considered necessary to develop appropriate communications around the commencement of this policy. This can also assist elected members with any dealings that they may have with property developers.

7. Hobart: A Community Vision For Our Island Capital

- 7.1. This report aligns with Pillar 8: Governance and Civic Involvement of Hobart: a community vision for our island capital, in particular section 8.1 "We are strong in your ethics".

8. Capital City Strategic Plan

- 8.1. The proposed policy aligns with the following strategies in the Capital City Strategic Plan:
 - 8.1.1 Practise integrity, accountability, strong ethics and transparency in the City's governance, policymaking and operations.
 - 8.1.2 Practise and communicate good city governance and decision-making.
 - 8.3.3 Support the elected representatives to undertake their role.

9. Regional, State and National Plans and Policies

- 9.1. While no legislative requirement exists for the adoption of a practice proposed in this report, it is consistent with the legislative approach in a number of other jurisdictions at all three levels of government.
- 9.2. It is therefore considered to be good governance and a demonstration of leadership to adopt an approach in addition to the current legislative requirements in Tasmania.

10. Financial Viability

- 10.1. Funding Source and Impact on Current Year Operating Result
 - 10.1.1. It is considered that there would be minimal impact on the current year's operating result. The impact will be limited to the administration, coordination and publication of a register and

provided that elected members are diligent in meeting their obligations under the policy this impact will be minimal.

10.2. Impact on Future Years' Financial Result

10.2.1. It is considered that there is limited impact on future years' financial result.

10.3. Asset Related Implications

10.3.1. There are no asset related implications.

11. Communications Strategy

11.1. Should the Council resolve to establish a register of contact with property developer, the development of appropriate communications will be required. This has not been developed at this point pending the outcome of the Council's consideration in this matter.

11.2. Communications on this matter will be required so that any persons whose interaction with elected members would be caught by this policy ought to be aware of that fact before they make contact with elected members.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Paul Jackson
**MANAGER LEGAL AND
GOVERNANCE**



Michael Reynolds
DIRECTOR CITY ENABLERS

Date: 10 March 2023
File Reference: F23/10405; 16/119

16. Draft New Policy - City of Hobart Flag Management Policy
File Ref: F23/19765; 23/7

Report of the Director City Futures of 6 March 2023 and attachment.

Delegation: Council



City of **HOBART**

Draft New Policy - City of Hobart Flag Management Policy

The purpose of this memorandum is to present to the Council a new draft policy titled, Flag Management Policy.

The Policy's purpose is to establish guidelines for the flying of flags at Council's flagpole sites, to ensure that Council complies with relevant flag protocols and to establish a procedure to consider requests for flying flags of significance to the Hobart community.

In June 2019, the Council resolved to utilise a row of up to six of the existing flagpole holes on the Town Hall Forecourt to enable a coordinated display of flags. This increased capacity has allowed Council to fly a range of flags simultaneously, whilst complying with the Australian flag protocols.

To inform and guide the Council on the protocols for flying the Australian National Flag and other flags, and to assist officers in managing requests for the display of flags, the attached policy has been prepared (refer **Attachment A**).

It is proposed that the Flag Management Policy will complement a Town Hall Venue Management Policy, that is currently under development, to come before the Council for consideration in the coming months.

RECOMMENDATION

That the Council adopt the policy titled "Flag Management Policy" included as Attachment A to this report.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Katy Cooper
DIRECTOR CITY FUTURES

Date: 6 March 2023
File Reference: F23/19765; 23/7

Attachment A: Draft Flag Management Policy ↓ 

City of Hobart

Draft Policy

Title: Flag Management Policy

Category: Civic

Date Last Adopted:

1. Objectives

To provide a policy that governs the flying of flags at the City of Hobart's Hobart Town Hall and Council Centre and to establish a procedure to consider requests for flying flags of significance to the Hobart community.

This policy applies to the Hobart Town Hall flagpoles, Hobart Town Hall Banner poles, Hobart Town Hall roof flagpole, Hobart Town Hall Parking Deck flagpole and the Council Centre flagpole.

2. Background

The Policy was developed in response to the installation of flagpoles at the front of the Hobart Town Hall and the need for a mechanism to process requests for the flying of flags at the Hobart Town Hall and Council Centre.

In alignment with the Australian Flags Booklet, the City recognises that the Australian National Flag should be treated with the respect and dignity it deserves as the nation's most important national symbol.

The City acknowledges that as a diverse and multicultural city, the flags of other nations and groups are also important to members of our community and therefore are also to be treated with respect and dignity and displayed when appropriate.

This policy applies to the flags and flagpoles at the following City facilities:

- Hobart Town Hall
- Council Centre

This policy does not generally apply to other flagpoles on City owned or managed land.



Flag Pole Locations

Hobart Town Hall flagpoles

These six poles can be used to fly national flags and other flags as approved by the CEO or their delegate.

These poles may be temporarily removed where required for civic purposes.

Hobart Town Hall Roof flagpole

This pole flies the Australian National Flag on a permanent basis.

Hobart Town Hall banner poles

The use of the banner poles is restricted to activities of a civic nature relative to the City only. The marketing of a business or organisation is not permitted, unless approved by a Council decision.

Town Hall Parking Deck flagpole

This pole flies the Australian Aboriginal Flag on a permanent basis.



Council Centre flagpole

This pole flies the Australian National Flag on a permanent basis, except where a Council resolution may involve the display of an alternative flag.

3. Policy

That:

1. While City facilities are not considered federal government buildings or establishments, the City will observe the protocols as outlined in the Australian Flags Booklet, as far as practicable.
2. All flags should be treated with respect and dignity. The Australian National Flag must always be flown in a position superior to that of any other flag or ensign.
3. All flags flown must be of the appropriate standard size, in good repair and capable of being flown on the City's flagpoles.

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4. In general, the City will only consider flying the national flags of other countries, on request, to acknowledge days of national significance for that country.
 5. The City reserves the right to fly a national flag or other flag on any day as deemed appropriate by the CEO or their delegate.
 6. The City will consider requests to fly other flags in accordance with this policy and the Australian National Flag Booklet protocols. In doing so, regard shall be given to whether the flying of a flag would cause offence to sectors of the community or whether highlighting a particular issue, cause or group would be inconsistent with the City's commitment to strengthening community resilience, inclusion and safety.
 7. Applicants whose requests to fly flags are approved are responsible for providing the City with the required number of flags in the appropriate standard size.

Half-masting

8. The City will fly its flags where possible as a sign of mourning on appropriate occasions as advised by the Department of Premier and Cabinet (Tasmania) or the Department of Prime Minister and Cabinet. Notifications to half-mast on these occasions will be considered and actioned as appropriate by the CEO or their delegate.

Request to fly other flags

9. In general, the City will not approve requests from organisations or individuals who:
 - Do not align with the City's Vision, Mission and Values and our commitment to inclusivity;
 - Are political parties;
 - Undertake an activity for commercial gain; and/or
 - Offer programs that may present a hazard to the community.
10. Applications to request a flag be flown are to be submitted to the City using the Flag Flying Application Form. Applications must be submitted a minimum of 21 calendar days prior to the event/time period to allow sufficient time to consider the request. Requests received within this timeframe may still be considered at the discretion of the CEO or their delegate. The City reserves the right to refuse a request where sufficient notice is not provided.

Notification

Where any flag other than the standard flags as listed under "Locations" is flown on City flagpoles, or where a flag is flown at half-mast, a notice is to appear on the City of Hobart website indicating the reason.

Variation

The CEO or their delegate shall be authorised to permit departures from this policy where adherence to this policy:

- Would have financial and staffing implications due to the need to raise or lower a flag outside business hours;
- Could cause offence to sectors of the Hobart community;
- Results in a conflict between different policy requirements; and/or
- Is warranted due to extraordinary and unforeseen circumstances.

4. Legislation, Terminology and References

[Flags Act 1953](#)

[Australian Flags Booklet](#)

[Australian Flags booklet: part 2](#)

Hobart Town Hall Flagpoles	6 flagpoles located out the front of the Hobart Town Hall on Macquarie Street
Hobart Town Hall Banner Poles	The banner poles located on the portico of the Hobart Town Hall
Hobart Town Hall Roof Flagpole	Flagpole located on the roof of the Hobart Town Hall
Hobart Town Hall Parking Deck Flagpole	Flagpole located on the parking deck located at the rear of the Hobart Town Hall
Council Centre Flagpole	Flagpole located on the roof of the Council Centre located at 16 Elizabeth Street
Australian Flag Booklet	Australian Flag Booklet which contains the protocols for the appropriate use and flying of the flag as administered by the Department of Prime Minister and Cabinet
City	City of Hobart

Civic	An event relating to a city, municipal area or community to mark a special occasion. This can be a public event such as Remembrance Day, or events that are usually formal occasions which show support to community groups or organisations
Council	Formal group of Elected Members

5. Risk

Alignment with this policy is seen to reduce the City's reputational and legal risk by ensuring compliance with State and Federal legislation and responding to the community's expectations as set out in the Community Vision.

Responsible Officer:	Chief Executive Officer or their delegate
Policy first adopted by the Council:	
History	Not applicable
Next Review Date:	Within 2 years of last review
File Reference:	23/7

17. Memorial Plaque Proposed for Napoleon Street Park
File Ref: F23/8298; 2018-0004

Report of the Park Planner and the Director City Life of 15 March 2023 and attachments.

Delegation: Council

REPORT TITLE: MEMORIAL PLAQUE PROPOSED FOR NAPOLEON STREET PARK**REPORT PROVIDED BY:** Park Planner
Director City Life**1. Report Summary****1.1. Purpose**

- 1.1.1. The purpose of this report is to present a request to install a memorial plaque in Napoleon Street Park, in memory of Bill and Shirley Foster. The application has been submitted by their daughter Jayne Foster.
- 1.1.2. The memorial plaque will benefit the community by contributing to Battery Point's sense of place, whilst commemorating Bill and Shirley's contributions to the history and social landscape of Battery Point.

2. Key Issues

- 2.1. As per clause 1 (ii) of the 'Donation of Park Furniture and Equipment, Memorial Plaques and Tree Plantings in Parks, Bushland and Reserves' policy, plaques are only to be installed to commemorate historically important national or state events, or **people who have made a significant contribution to the social, political and cultural life of Hobart**, subject to the approval of the Parks and Recreation Committee. (Noting that the Committee no longer exists.)
- 2.2. Bill Foster has been a life-long resident of Battery Point, residing in the suburb for 90 years. Bill grew up in Battery Point and trained as an apprentice boat builder under his uncle Jock Muir at the Battery Point slipyard. He helped build and then sailed on the Westward, winning the Sydney to Hobart Yacht Race in 1947. In his later years, Bill was awarded an OAM and World Ship Trust medal for his work in wooden boat preservation. He published his life story in 2022, titled A Battery Point Kid.
- 2.3. Bill and Shirley lived together at no. 6 St Georges Terrace for 60 years. They were both active members of the Battery Point community. Shirley was on the Parents and Friends Association of Albuera Street Primary School whilst her five children attended. Throughout the 1990s, Bill and Shirley volunteered for the National Trust, who would provide guided walking tours of the area. Shirley cooked scones and served the morning tea while Bill was a guide.
- 2.4. Shirley passed away in 2022 and Bill earlier this year. The proposed memorial plaque would be to commemorate both of their lives and their significant contributions to the Battery Point community.

2.5. Plaque details:

- 2.5.1. The plaque will be of standard size (150mm x 100mm), to be placed on an existing park bench at Napoleon Street Park (Park Asset: Seating 7791). The plaque will be made out of metal.
- 2.5.2. The plaque would be affixed to an existing seat in the park, shown below.
- 2.5.3. The final format and wording of the plaque is to be approved by the Director City Life. The proposed wording of the memorial plaque is as follows:

In Loving Memory of

Bill and Shirley Foster

A Battery Point Kid and A Penguin Girl

3. Recommendation

That Council approves the installation of a memorial plaque dedicated to Shirley and Bill Foster, to be attached to a seat within Napoleon Street Park.

4. Background

- 4.1. A site visit was undertaken with the applicant Jayne Foster and City officers from Parks & Reserves and Open Space Planning units. An existing bench within Napoleon Street Park was deemed appropriate for the placement of the plaque, given the excellent views it affords and its prominence in the park.
- 4.2. Three letters of support for the plaque are attached as **ATTACHMENT A, ATTACHMENT B and ATTACHMENT C.**



Figure 1 Location of proposed memorial plaque



Figure 2 existing bench seat location



Figure 3 bench seat for the plaque



Figure 4 view from the bench seat.

5. Legal, Risk and Legislative Considerations

5.1. Council Policy

- 5.1.1. This proposal is subject to the City of Hobart's 'Donation of Park Furniture and Equipment, Memorial Plaques and Tree Plantings in Parks, Bushland and Reserves' policy. The proposal fits with the policy.

- 5.2. There is minimal risk to the Council associated with this proposal.

6. Discussion

- 6.1. This is an opportunity for the City to promote and encourage remembrance of two significant characters in the story of Battery Point.

7. Hobart: A Community Vision for Our Island Capital

- 7.1. Identity statement 2: *Where we come from.*

- 7.1.1. Through recognising those that hold strong historical attachments and that have made significant contributions to the City of Hobart, the memorial plaque will align with identity statement 2.1: *We are proud of our history, lineage and ancestry.*

- 7.2. Pillar 1: *Sense of Place.*

- 7.2.1. Through materialising Bill and Shirley's connection to Battery Point, the memorial plaque will align with pillar 1.2.1: *Our personal histories and experiences, our stories, histories and myths and the values and beliefs we share bind us to this place.*

8. Capital City Strategic Plan

- 8.1. Pillar 1: *Sense of Place*

- 8.1.1. The memorial plaque will contribute to strategy 1.1.2: *Create opportunities for people to connect to place, supporting spiritual and cultural customs and practices.*

- 8.1.2. The memorial plaque will contribute to strategy 1.2.4: *Celebrate and highlight the uniqueness of Hobart's character and heritage.*

9. Regional, State and National Plans and Policies

- 9.1. The proposed memorial plaque will not impact upon regional, state or national issues.

10. Financial Viability

- 10.1. Funding Source and Impact on Current Year Operating Result

10.1.1. As per clause 1(i) the 'Donation of Park Furniture and Equipment, Memorial Plaques and Tree Plantings in Parks, Bushland and Reserves' policy, the installation of plaques in suitable areas is to be permitted on the basis that all costs are met by the applicant.

10.1.2. As costs will be met by the applicant, there will be no impact on current year operating result.

10.2. Impact on Future Years' Financial Result

10.2.1. As costs will be met by the applicant, there will be no impact on future years' financial result.

10.3. Asset Related Implications

10.3.1. There will be no asset related implications.

11. Sustainability Considerations

11.1. Sustainability

11.1.1. The proposed memorial plaque will have negligible impacts on the environment.

12. Community Engagement

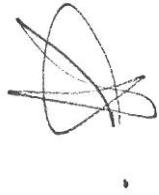
12.1. According to the relevant policy, an application for a plaque must be supported by a minimum of three third parties, one of which must be a community group. This proposed memorial plaque holds the support of:

12.1.1.1. The Battery Point Community Association;


12.1.1.2. John Muir, owner and social historian of the Battery Point slip yards; and

12.1.1.3. Andrew Edwards, neighbour and friend.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Christine Corbett
PARK PLANNER



Neil Noye
DIRECTOR CITY LIFE

Date: 15 March 2023
File Reference: F23/8298; 2018-0004

Attachment A: Letter of support - Andrew Edwards ↓ 
Attachment B: Letter of support - Battery Point Community Association ↓ 
Attachment C: Letter of support - Vanessa Hollister ↓ 

The Lord Mayor

Hobart City Council

Macquarie St

Hobart

TASMANIA 7000

Tuesday 20th December 2022

I write to support the initiative of Jayne O'Donohue to install a memorial bench seat in the Napoleon St Park. This would commemorate her late mother, Shirley and recognise the contribution her father, Bill, have made to the history and life of Battery Point.

They both have been lifetime members of our community, supporting local events and contributing to the history and culture of our society.

Bill, has published a book detailing his life in Battery Point from his childhood in Colville St, to his working life as a shipwright in the Napoleon St shipyards. Their community service ranges from Apex Club functions to volunteer work for many a private person and restoration of boats on Lord How Island.

I would be happy to discuss their contribution further, but in the meantime, I cannot think of a more deserving family to be recognised in this way and, as a final note, the bench seat will be a lasting benefit for the public at large.



Andrew Edwards

3 St Georges Tce

Battery Point

0419 341 364



20 December 2022

Kelly Grigsby
CEO
Hobart City Council

Dear Kelly

Subject: Endorsement of commemorative bench for Bill and Shirley Foster

The Battery Point Community Association wishes to endorse the installation of a commemorative bench in the Napoleon Street Park to pay tribute to two outstanding citizens of the suburb: Bill and Shirley Foster.

Bill Foster was born in Battery Point. One of Tasmania's most eminent boatbuilders, he spent his early career working at Jock Muir's boatyard in the Napoleon Street slipyards, where he contributed to the construction of many well-known Tasmanian yachts. Over many years, Bill has spent countless hours providing advice to local boat builders and has been involved in significant restoration projects. His skills and knowledge are recognised internationally.

Bill and Shirley have spent most of their adult lives in Battery Point and their many contributions to community life are widely acknowledged. They have been great ambassadors for the suburb.

Bill's fascinating memoir of his early life in Battery Point can be found on the Battery Point Community Association website <https://www.batterypointhall.org.au/a-battery-point-kid/>. A story about the Foster 10, a beautiful sailing dinghy designed and built by Bill for his daughter Helen, also appears on the site <https://www.batterypointhall.org.au/the-foster-10/>.

There are no people more deserving of a commemorative bench in Battery Point than Bill and Shirley Foster.

With best wishes

A handwritten signature in black ink, appearing to read 'Charles Morgan'.

Charles Morgan
President (on behalf of the Committee)

2 February 2023

Councillor Anna Reynolds
Lord Mayor
Hobart City Council

Ref – Endorsement for commemorative bench for Shirley and Bill Foster

I am writing to express my support for the installation of a commemorative bench for Shirley and Bill Foster. I have known the Fosters for approximately 35 years and feel the plaque would be an appropriate acknowledgement of Shirley and Bill and their connection with Hobart, particularly Battery Point, both in terms of their long-term presence in the area, as well as their support of the community.

Shirley was a wonderful and generous woman who has contributed so much to so many over the years. She lived in St Georges Terrace for over 60 years, where she brought up her five lovely daughters. She was known in the area for her beautiful roses, always immaculate, as was her house.

Shirley was an active member of the community all of her life, being involved in various clubs and also being an unofficial ambassador for Hobart, always happily greeting and welcoming tourists and the like into her home, being a beacon of happiness and positivity.

Bill is also a wonderful ambassador for Battery Point, growing up in the community, completing his apprenticeship at the local boat building facility and continuing his life in and around the area. Bill also generously contributed his time as a guide for National Trust Walks, being supported by Shirley providing an open house and morning tea.

Bill's passion for Battery Point and Hobart is evident in the way he has expressed and carried himself throughout his life. His memoir *A Battery Point Kid* depicts his love and fond memories of all aspects of his life. Bill received a medal of the Order of Australia in 2007 for his service to the community, particularly through preserving and promoting Tasmania's maritime heritage.

I am happy to provide any more information, wonderful stories and further detail in support of the endorsement. Please feel free to contact me.

Regards

Vanessa Hollister
184 Brisbane Street
West Hobart TAS 7000
0418 994 968
vrhollister@gmail.com

18. Australian Local Government Association - Call for Motions
File Ref: F23/22393

Report of the Climate Futures Lead of 10 March 2023 and attachment.

Delegation: Council

**REPORT TITLE: AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION
- CALL FOR MOTIONS****REPORT PROVIDED BY:** Climate Futures Lead**1. Report Summary**

- 1.1. The Australian Local Government Association's (ALGA) National General Assembly (NGA) is scheduled to be held in Canberra between 13 to 16 June 2023.
- 1.2. ALGA is now calling for Notices of Motion for the NGA due on 24 March 2023.
- 1.3. The theme for the 2023 NGA is 'Our Communities, Our Future'.
- 1.4. In considering the request for motions, it is suggested that a motion be submitted to ALGA for debate at the National General Assembly that calls upon the Australian Government to develop a National Heritage Design Guide to support local governments to encourage conservation for the reuse and repurpose of heritage buildings for commercial and residential use, to adapt to a changing climate, and to be more sustainable and future-ready.

2. Recommendation

That the Council submit the following motion to the Australian Local Government Association's National General Assembly:

The National General Assembly calls upon the Australian Government to develop a National Heritage Design Guide to support local governments to encourage conservation for the reuse and repurpose of heritage buildings for commercial and residential use, to adapt to a changing climate, and to be more sustainable and future-ready.

3. Background

- 3.1. The Australian Local Government Association's (ALGA) National General Assembly (NGA) is scheduled to be held in Canberra between 13 to 16 June 2023.
- 3.2. ALGA is now calling for Notices of Motion for the NGA due on 24 March 2023.
- 3.3. The theme for the 2023 NGA is 'Our Communities, Our Future'. This theme acknowledges the need to come together with other partners, including the Australian Government, to deliver for the community now and in preparedness for the future. To help inform the submission of motions, a discussion paper has been prepared and is attached.
- 3.4. For motions to be eligible for inclusion they must:
 - Be relevant to the work of local government nationally.
 - Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
 - Be consistent with the themes of the NGA.
 - Complement or build on the policy objectives of ALGA and your state or territory local government association.
 - Be submitted by a council which is a financial member of their state or territory local government association.
 - Propose a clear action and outcome ie call on the Australian Government to act on something.
 - Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
 - Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
 - Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
 - Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.
- 3.5. In considering the request for motions, it is suggested that the following be submitted to ALGA for debate at the NGA:

The National General Assembly calls upon the Australian Government to develop a National Heritage Design Guide to support local governments to encourage conservation for the reuse and repurpose of heritage buildings for commercial and residential use, to adapt to a changing climate, and to be more sustainable and future-ready.

- 3.6. Heritage buildings are a crucial part of Australia's history, culture, and identity. They offer unique architectural, historical, and cultural values that provide a sense of place and community identity. However, many of these buildings are underutilised or left abandoned, which poses a significant threat to their preservation and conservation. Additionally, the changing climate and environmental challenges require innovative and sustainable approaches to address their impacts on the built environment.
- 3.7. The Australian government recognises the importance of preserving heritage buildings and has established policies and regulations to ensure their protection. However, there is a need for further action to encourage the adaptive reuse and repurpose of heritage buildings, particularly for commercial and residential use, in a sustainable and future-ready manner. This can build on existing policy such as the Burra Charter (1979).
- 3.8. To address this issue, we propose a motion calling upon the Australian government to develop a National Heritage Design Guide to support local governments in encouraging the reuse and repurpose of heritage buildings for commercial and residential use. The guide would provide best practice guidelines and standards for the adaptive reuse and repurpose of heritage buildings to make them more sustainable, resilient, and future-ready.
- 3.9. The National Heritage Design Guide would offer guidance on how to adapt heritage buildings to changing climate conditions, incorporate renewable energy sources, improve energy efficiency, and enhance the building's environmental performance. The guide would also provide recommendations on how to create liveable, healthy, and sustainable spaces that meet modern needs and standards.
- 3.10. The proposed National Heritage Design Guide would be an important tool for local governments to facilitate the adaptive reuse and repurpose of heritage buildings, ensuring their long-term sustainability, preservation, and conservation. Additionally, the guide would promote sustainable development practices and encourage the use of existing buildings rather than new construction, thereby reducing the environmental impact of new developments. It could also contribute to the work of existing institutions such as the Australian Heritage Council, the National Trust of Australia and Federal Government climate change legislative commitments.
- 3.11. In conclusion, the proposed ALGA motion is an essential step towards preserving Australia's heritage buildings while also addressing the challenges of the changing climate and sustainability. By developing a

National Heritage Design Guide, the Australian government can support local governments to repurpose and reuse heritage buildings in a sustainable and future-ready manner, ensuring their long-term preservation and conservation.

4. Hobart: A Community Vision for Our Island Capital

- 4.1. The following Pillars in Hobart: A Community Vision for our Island Capital are applicable to the proposed ALGA motion:

We embrace our city's unique beauty and wonder (1.3).

Our civic and heritage spaces support our creativity (3.5).

5. Capital City Strategic Plan

- 5.1. A submission to the ALGA NGA provides an opportunity to influence government policy in the areas of particular interest to the City of Hobart.

- 5.2. The *Capital City Strategic Plan 2019-2029* places a strong emphasis on the importance of heritage to the City, including in the following Strategic Plan Outcomes:

Hobart's cityscape reflects the heritage, culture and natural environment that make it special (Outcome 1.2).

Civic and heritage spaces support creativity, resulting in a vibrant public realm (Outcome 3.4).

Hobart is responsive and resilient to climate change and natural disasters (Outcome 6.4).

Development enhances Hobart's unique identity, human scale and built heritage (Outcome 7.2).

Community involvement and an understanding of future needs help guide changes to Hobart's built environment (Outcome 7.4).

6. Financial Viability

- 6.1. Funding Source and Impact on Current Year Operating Result

6.1.1. Nil.

- 6.2. Impact on Future Years' Financial Result

6.2.1. Nil.

- 6.3. Asset Related Implications

6.3.1. Nil.

7. Sustainability Considerations

- 7.1. The application of the National Heritage Design Guidelines will encourage conservation for the reuse and repurpose of heritage buildings for commercial and residential use, to adapt to a changing climate, and to be more sustainable and future-ready.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Jessica Robbins
CLIMATE FUTURES LEAD

Date: 10 March 2023
File Reference: F23/22393

Attachment A: 2023 ALGA Discussion Paper ↓ 



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

2023 NGA



OUR COMMUNITIES
OUR FUTURE ▶▶▶

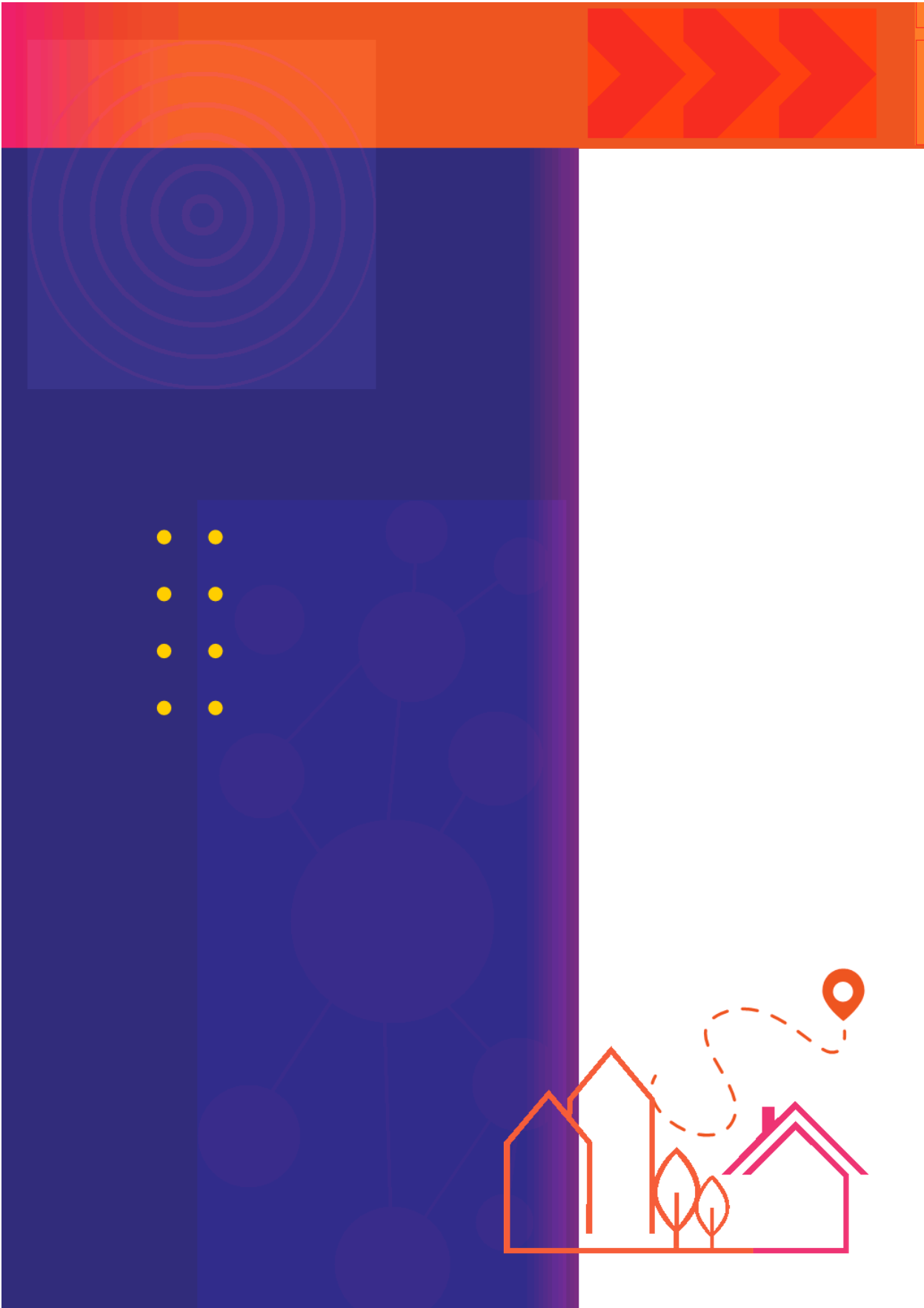
DISCUSSION PAPER

Call for Motions

13 – 16 JUNE 2023

NATIONAL CONVENTION CENTRE
CANBERRA







The Australian Local Government Association (ALGA) is pleased to convene the 29th National General Assembly of Local Government (NGA), to be held in Canberra 13 – 16 June 2023.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2023 NGA.

It is recommended that all councils and delegates intending to attend this event familiarise themselves with the guidelines for motions contained in this paper.

Key Dates

24 March 2023	13 June 2023	14 – 15 June 2023	16 June 2023
Acceptance of Motions	Regional Cooperation & Development Forum	National General Assembly	Australian Council of Local Government

To submit your motion,
visit: alga.com.au

3



Background to ALGA and the NGA

ALGA was established in 1947, and its structure is a federation of member state and territory local government associations.

Its mission is to champion and strengthen Australian councils by representing the agreed position of ALGA members, the seven local government associations from around Australia, who represent 537 Australian councils.

In 1994, the ALGA Board, in consultation with its member associations, established the NGA as a unique forum to engage with councils directly at the national level.

The purpose of the NGA was to build the profile of local government on the national stage and demonstrate to the Australian Government the strength and value of working with local government nationally.

As part of the NGA, debate on motions was introduced as a vehicle for councils from across the nation to canvas ideas, and solutions to the challenges facing Australia's councils and communities.

Outcomes of debate on motions (NGA Resolutions) could then be used by participating councils to inform their own policies and priorities, as well as their own advocacy to the Federal Government and Federal MPs.

At the same time, they assist ALGA, and its member state and territory associations to gain valuable insight into council priorities, emerging national issues, and gauge the level of need and support for emerging policy and program initiatives and advocacy.

Changes for 2023

The ALGA Board has undertaken a comprehensive review of the motions process.

As a result, ALGA has allocated additional time for debate on motions at the 2023 NGA and amended the criteria with a view to improving the quality and relevance of motions included in the Business Papers.

The updated criteria for motions is listed on page 6.

ALGA's policies and priorities will continue to be informed by motions and determined by the ALGA Board and based on the positions of its member associations.

ALGA's Board thanks all councils for attending the NGA, and those that will take the time to submit motions for debate at this event.





Submitting Motions

The theme of the 2023 NGA: Our Communities, Our Future.

This theme conveys the critical importance of our communities, how they are the focus of our attention, and how they are at the centre of all our work.

Our communities are the reason that local governments exist, and it is the health and wellbeing of our communities that will shape Australia's future.

This discussion paper is a call for councils to submit motions for debate at the 2023 NGA, to be held in Canberra 13 – 16 June 2023.

A notice of motion to this year's NGA should either:

- Focus on practical and deliverable programs and policies that the Australian Government can support and work directly with the local government sector to build our communities; or
- New program ideas that would help the local government sector to deliver national objectives.

Motions should be concise, practical and able to be implemented.

They must also meet the guidelines for motions outlined in this paper.

You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s should address one or more of the issues identified in the discussion paper.

Motions must be lodged electronically using the online form available at www.alga.com.au and be received no later than 11:59pm on Friday 24 March 2023.

All notices of motions will be reviewed by the NGA Subcommittee to ensure that they meet the criteria included in this paper.

The Subcommittee reserves the right to select, edit or amend notices of motions to facilitate the efficient and effective management of debate on motions at the NGA.

All NGA resolutions will be published on www.nationalgeneralassembly.com.au.

As the convenor of the NGA, the ALGA Board will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on this website.

If your council does submit a motion, there is an expectation that a council representative will be present at the NGA to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2023 NGA.





Criteria for motions

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome ie call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording:

This National General Assembly calls on the Australian Government to ...



Other things to consider

Please note that it is important to complete the background section on the form. Submitters of motions should not assume that NGA delegates will have background knowledge of the proposal.

The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion.

Motions should not be prescriptive in directing how the matter should be pursued.

Try to keep motions practical, focussed, relatively simple and capable of being implemented to ensure that relevant Australian Government Ministers provide considered, thoughtful and timely responses.

Multi-point motions that require cross portfolio coordination have not historically received meaningful responses from the Government.

All motions submitted will be reviewed by the NGA Subcommittee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers.

When reviewing motions, the Subcommittee will consider the motions criteria, clarity of the motion and the importance and relevance of the issue to local government.

If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate where there are numerous motions on a similar issue, the Subcommittee will group motions together under an overarching strategic motion.

The strategic motions will have either been drafted by ALGA or will be based on a motion submitted by a council which best summarises the subject matter.

Debate will occur in accordance with the rules for debate on motions published in the Business Papers and will focus on the strategic motions.

Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.com.au.

All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council.

> **Motions should be received no later than 11:59pm on Friday 24 March 2023.**



Setting the scene

'Through a devastating pandemic, through a succession of dangerous and damaging natural disasters, through global uncertainty and painful price rises – The Australian people have demonstrated the best of our national character. Resolute and resilient in hard times. Practical and pragmatic about the challenges we confront. Optimistic and confident in a better future. And ready to work together to build it.'

The Hon Jim Chalmer MP, Federal Treasurer Budget Speech 2022-23

The opening statement of the Federal Treasurer's first Budget Speech describes the backdrop against which the 2023 NGA will be held.

The 2022 NGA was held just weeks after the change in the Federal Government on 21 May 2022. On 25 October 2022, the new Government handed down its first Budget which updated the economic outlook, realigned priorities and outlined how the Government was to meet its election promises.

The Budget update foreshadows deteriorating economic conditions, citing global challenges, slowing growth, high inflation and higher interest rates, and acknowledges the mounting cost of living pressures on individuals, families and communities.

Key updates include:

- The economy is expected to grow solidly this financial year, by 3 ¼ percent – before slowing to 1 ½ percent growth for 2023/24, a full percentage point lower than what was forecast in March;
- That slowing growth will have an effect on employment, but jobs will continue to be created, and unemployment is expected to stay low by historical standards – at 4 ½ percent in 2023/24 and 2024/25;
- Inflation is expected to peak at 7 ¾ percent late in 2022, before moderating over time to 3 ½ percent through 2023/24, and returning to the Reserve Bank's target range in 2024/25; and that
- When that inflation moderates, real wages are expected to start growing again in 2024.



The Government is also committed to repairing the Budget in a 'measured and responsible' manner consistent with the objective of maintaining full employment and the delivery of essential services. It foreshadows that this will be achieved through spending restraint, with new spending focused on high-quality and targeted investments and building on the capability of the Australian people, expanding the productive capacity of the economy, and supporting action on climate change.

The Budget also included a focus on measuring and improving community wellbeing.

By the time of the 2023 NGA, the Government will have delivered its second Budget, which will provide further updates to the economic outlook and also refine its economic strategy going forward.

The 2023 NGA provides you – the elected representatives of Australia's local councils and communities – with the opportunity to engage with the Federal Government and key Ministers.

Further, it is your opportunity to advocate for new or extended programs and policy initiatives that could strengthen local governments' capacity to deliver services and infrastructure to communities across the nation.

This year's call for motions focusses on eight priority areas:

- Productivity;
- Local Government Infrastructure;
- Community Wellbeing;
- Local Government Workforce;
- Data, Digital Technology and Cyber Security;
- Climate Change and Renewable Energy;
- Natural Disasters; and
- Housing.



1. Productivity

In February 2022, the then Federal Treasurer asked the Productivity Commission to undertake an inquiry into Australia's productivity performance and provide recommendations on productivity enhancing reform.

This inquiry was the second of a regular series, undertaken at five-yearly intervals, and recognises that productivity growth is vital for Australia's future. Drawing on the Intergenerational Report the Treasurer notes that '... future growth in income and living standards will be driven from productivity growth as the participation effects of young migration are offset by an ageing population.'

ALGA engaged SGS Economics and Planning to undertake research to support its submissions to this inquiry.

SGS Principal and Partner Dr Marcus Spiller presented on some of the findings of this research at the 2022 NGA. In his presentation he identified that local governments generate local economic activity through employment, payment of wages and expenditure on goods and services in the local economy. In addition, SGS identified nine ways local government supports the productive capacity of the broader economy.

Figure 1 – Nine ways local governments contribute to the productive capacity of the broader economy:



Sources: Adapted from SGS Research for ALGA's Submission to Productivity Commission (2022)

Are there programs and initiatives that the Commonwealth Government could implement to improve local government's capacity to support productivity growth?

Are there programs that could support one, or all of the identified ways local government contributes to productivity in the broader economy?



2. Local Government Infrastructure

The 2021 National State of the Assets Report (NSoA) shone a spotlight on local government infrastructure assets. While the technical report shows that local government assets such as roads, bridges, buildings, parks and recreation, stormwater, water and wastewater and airports and aerodromes are generally in good to very good condition, around 10 percent are not fit for purpose, and around 20 - 25 percent are only fair and over time will need attention.

Over the past 12 months this situation has further deteriorated as a result of natural disasters, and particularly flooding across the eastern seaboard.

The technical report shows that in 2019/20 non-financial infrastructure assets were valued at \$342 billion and were depreciating at \$7.7 billion per year. Replacement costs of these infrastructure assets were in the order of \$533 billion.

While 86 percent of councils have adopted long term financial plans, one third of councils do not have asset management plans for their major assets, or if they do, they are out-of-date. Of the councils that do have asset management plans only 66 percent included financial projections in their financial plan.

Asset management and long-term financial planning are essential tools for councils to manage community assets now and into the future.

Are there programs or initiatives that the Commonwealth Government could adopt to improve the long-term sustainability of council's infrastructure?

Are there programs or initiatives that the Commonwealth Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?



3. Community Wellbeing

While the NSoA focuses attention on physical assets, local governments also provide a wide range of important community services that improve local wellbeing. These services are provided at the discretion of councils based on local characteristics, needs, priorities and resources of the local community.

Australian Bureau of Statistics (ABS) data shows that local government annual expenditure in 2020/21 was \$43 billion. It is important to note that nationally local government is 83 percent self-sufficient. That is, the vast majority of local government services and infrastructure are funded at the local level either through rates, fees and charges, sale of goods and services, and interest, and only 17 percent comes from grants and subsidies from other levels of government. Unfortunately, many of these grants and subsidies are tied, and often require matching funding which restricts the ability to address local priorities in the way the council and community might like.

Local government community services are broadly defined and may include but not limited to:

- environmental health including food safety;
- childcare, early childhood education;
- aged care, senior citizens;
- services to the disabled;
- programs to address disadvantage, to reduce poverty and homelessness;
- sporting and recreational programs;
- arts and cultural activities, program and festivals;
- tourism and economic development activities; and
- library services.

Councils also play a key role making places that are attractive and liveable for current and future workers, and closing the gap between Indigenous and non-Indigenous Australians.

ALGA's research shows that almost one in four councils are heavily reliant on federal Financial Assistance Grants, which make up at least 20 percent of their annual operating revenue. Financial sustainability of local governments remains an ongoing issue which threatens local service provision and community wellbeing.

Noting the funding arrangements for the provision of local government community services in your area and across the country, are there programs and initiatives that the Commonwealth Government could implement to improve the delivery of these services?

Are there changes to existing programs, including to administrative arrangements, that would significantly improve local government human service planning and provision of services and infrastructure across Australia?

Are there new programs the Australian Government could develop that would support councils to close the gap between Indigenous and non-Indigenous Australians?

What are the actions the Australian Government could take to support councils to improve their ongoing financial sustainability, and their capacity to deliver the services their communities need?



4. Local Government Workforce

Local government is a major employer in Australia providing employment, career advancement and training opportunities for more than 190,800 Australians, across an estimated 400 occupations. In many communities, the council is one of the largest employers.

There are 537 local councils in Australia. Importantly, they are geographically dispersed and provide essential public administration to every corner of the nation.

According to the 2022 National Local Government Workforce Skills and Capability Survey, more than 90 percent of local governments are experiencing skills shortages, resulting in around two thirds of councils having their projects impacted or delayed.

Skills shortages occur for a variety of reasons including an inability to compete against the private sector, worker accommodation, support services for families, ageing of the workforce and geographic isolation. The attrition rate (or rate of turnover) of local government staff is estimated to be between 15 – 20 percent per annum.

The most cited skills shortages include engineers, urban planners, building surveyors, environmental officers and human resources professionals.

ALGA's submission to the Productivity Commission's Productivity Inquiry called on all levels of government to work together to improve training pathways and address skills and labour shortages for the benefit of councils, communities, and businesses right across Australia.

While local government must face its immediate workforce challenges, it must also anticipate the changing nature of work, and future skills needed to meet the changing needs of our communities.

Are there programs or initiatives that the Commonwealth Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Commonwealth Government could provide to improve the sector's ability to plan and develop skills fit for the future?



5. Data, Digital Technology and Cyber Security

Provision of information technology to all Australians is vital for innovation, economic growth and social equity. However, it is potentially even more important to regional Australia where the tyranny of distance increases the inequity of services available – including education, health, economic and social.

Innovative technology is becoming more broadly available and has the ability to boost productivity and economic growth.

Councils around Australia continue to embrace new technologies to improve their service delivery standards and broaden consultation and engagement with their local communities. However, many councils lack basic technological infrastructure and have a shortage of necessary skills and resources.

In October 2022, cyber-attacks on major Australian corporate organisations including Optus and Medibank Private highlighted the critical importance of cyber security. It is a timely reminder as digital information, services and products become an increasing feature of modern business operation including in local government.

Like all risks, local government must manage the risk of cyber-attack and address cyber security. At a national level, there is a poor understanding of local government's vulnerability to cyber-attacks and a lack or inadequacy of risk management strategies and business continuity planning within the sector. While this is primarily a responsibility of the sector itself, governments at all levels must work together to ensure that the public have confidence in government information management systems and its security.

Drawing upon your own council experience, and your knowledge of other councils within your state, or territory, are there programs and initiatives that the Commonwealth Government could implement to help local government develop its digital technology services and infrastructure and/or to improve cyber security within the sector?



6. Climate Change and Renewable Energy

Local governments are playing an important leadership role in addressing climate change, supporting a wide range of programs to lower the carbon footprint of their own business operations and in their local communities.

As a sector, local government is leading the debate for lowering carbon emissions, sourcing renewable energy, responding creatively to reduce greenhouse gas emissions from landfills, and facilitating the construction of green buildings and water sensitive design of cities and towns.

Councils also have a role to play supporting communities in transition, moving away from fossil fuels to new industries.

Pragmatically, local government has been at the forefront of addressing the impacts of climate change and adapting to reduce its environmental footprint. These impacts include an increased number of days with high temperatures, less rainfall and more droughts in southern Australia, less snow, more intense rainfall and fire weather, stronger cyclones, and sea level rise. These changes will increase stress on Australia's infrastructure and physical assets and natural ecosystems that are already threatened, and significantly affect agriculture, forestry, fisheries, transport, health, tourism, finance and disaster risk management.

At the 2022 NGA, there were five Strategic Motions and 15 associated motions debated concerning this issue. Councils are encouraged to review these motions on ALGA's website prior to developing new motions for debate at the 2023 NGA.

Noting the Government's commitment to reducing emissions, are there programs and initiatives that the Commonwealth Government could develop to assist councils in their work to address climate change and reduce emissions?





7. Natural Disasters

Over the past five years, Australian communities have experienced unprecedented natural disasters. At the time of writing, almost every community in Australia, particularly those on the East Coast, had been adversely affected by wet weather conditions associated with the La Nina weather pattern.

Councils in Western Australia are still recovering from a cyclone in 2021, and the Black Summer bushfires in 2019/20 burned approximately 250,000 square kilometres across the country.

The impacts of heavy rainfall, record breaking floods and associated social disruption and damage to infrastructure have exposed weaknesses as well as the strength of current emergency management systems.

There have been numerous NGA motions in the past regarding natural disasters. This year, councils are encouraged to draw on their practical experience of the improvements that could be made to managing emergencies.

Please note, however, that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Commonwealth Government could assist.

What new programs could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?



8. Housing

A lack of affordable housing remains one of the biggest issues for Australian councils and communities.

There is less social and affordable housing stock available than there was a decade ago, and more low-income Australians are experiencing housing stress.

The shortage and rising costs of rental properties and affordable home ownership are having significant social and economic impacts in cities and towns across Australia, including rural and regional communities.

This is due to a range of factors including changes to recent migration patterns, cheap finance and labour and material shortages in the construction sector.

While the provision of affordable housing is not a local government responsibility, councils often facilitate affordable housing within their communities, operating within state/territory planning, financial and other legislation requirements.

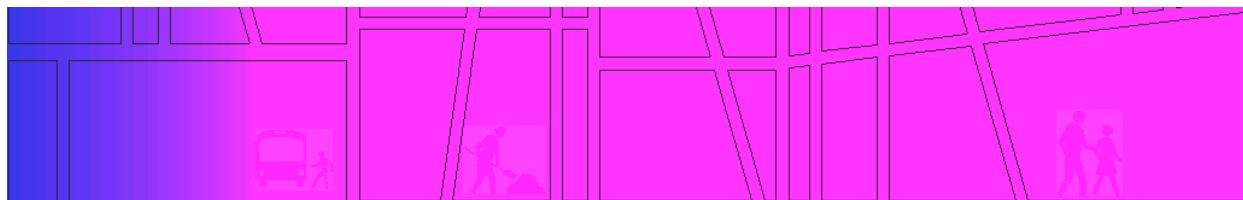
Some councils are going further, addressing thin markets and developing land and housing themselves, delivering local solutions to meet the needs of their communities.

Local government also plays an important role addressing some of the causes of homelessness, including social inclusion programs that can assist mental health and family violence issues, as well as providing support for people currently experiencing homelessness.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can the Australian Government work with councils to address the causes and impacts of homelessness?





Conclusion

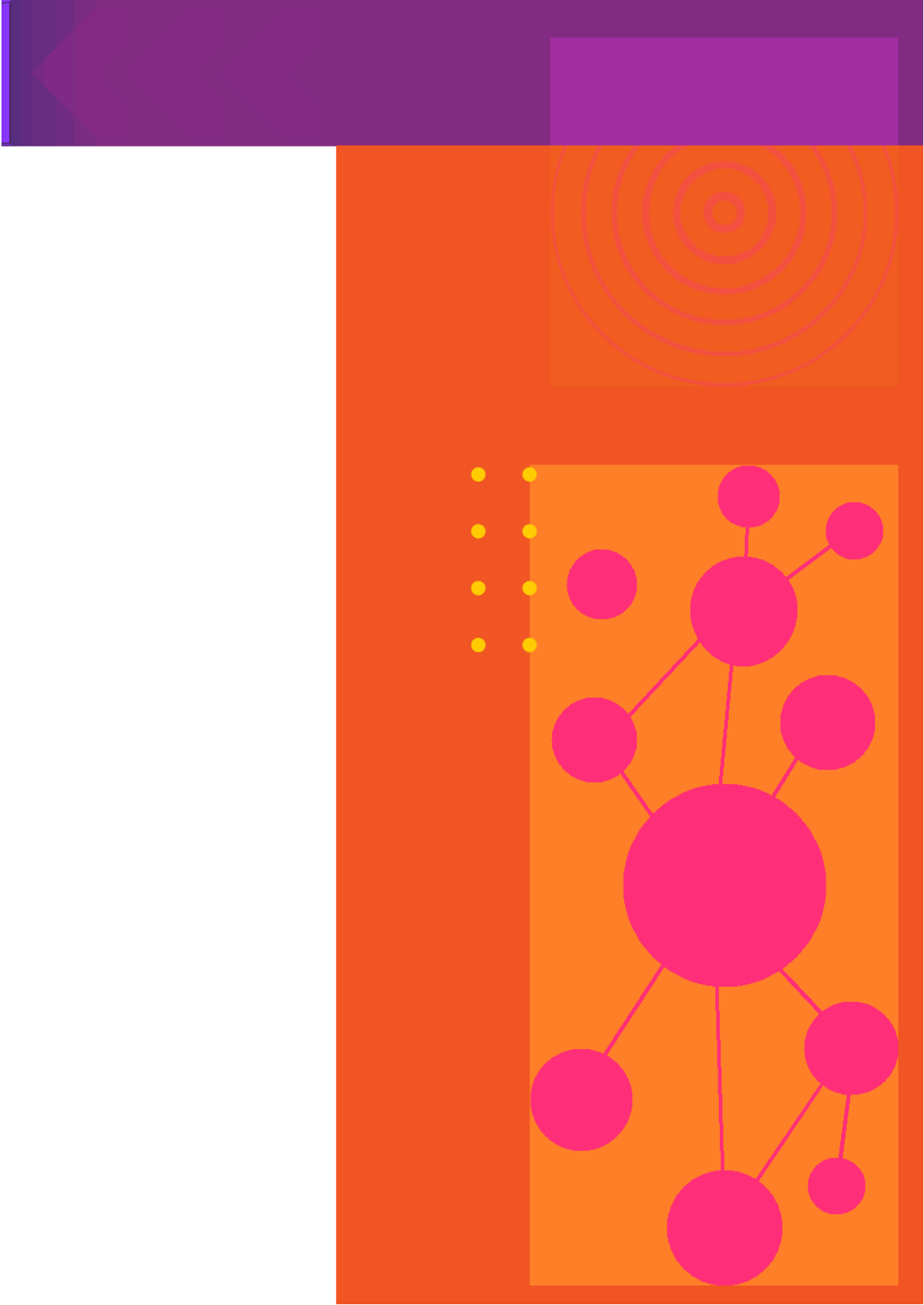
Thank you for taking the time to read this discussion paper and your support for the 2023 National General Assembly of Local Government.

A FINAL REMINDER:

- » Motions should be lodged electronically at www.alga.com.au and received no later than 11.59pm on Friday 24 March 2023.
- » Motions must meet the criteria published in this paper.
- » Motions should commence with the following wording: 'This National General Assembly calls on the Australian Government to...'
- » Motions should not be prescriptive in directing how the matter should be pursued
- » Motions should be practical, focussed and relatively simple.
- » It is important to complete the background section on the form.
- » Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- » When your council submits a motion there is an expectation that a council representative will be present at the 2023 National General Assembly to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2023 National General Assembly in Canberra.







AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

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19. Appointment Municipal Emergency Management Coordinator and Deputy Coordinator
File Ref: F23/19632

Report of the Manager City Infrastructure and the Director City Life of 28 February 2023.

Delegation: Council

**REPORT TITLE: APPOINTMENT MUNICIPAL EMERGENCY
MANAGEMENT COORDINATOR AND DEPUTY
COORDINATOR**

REPORT PROVIDED BY: Manager City Infrastructure
Director City Life

1. Report Summary

- 1.1. The purpose of this report is to seek the Council's endorsement of a new Municipal Emergency Management Coordinator following the creation of a senior role that includes Emergency Management as a core duty.

2. Recommendation

That:

1. ***The nomination of Mr Christopher Kuchinke as the Municipal Emergency Management Coordinator for the City of Hobart be endorsed.***
2. ***The nomination of Mr Geoffrey Lang as the Deputy Municipal Emergency Management Coordinator for the City of Hobart be endorsed.***
3. ***The Director State Emergency Service and the State Emergency Management Controller be so advised.***

3. Background

- 3.1. The Municipal Emergency Management Coordinator is a statutory position pursuant to the provisions of the *Emergency Management Act 2006* (“the Act”).
- 3.2. Section 23 of the Act states
 - (1) *The Minister is to appoint a Municipal Emergency Management Coordinator and a Deputy Municipal Emergency Management Coordinator for each municipal area.*
 - (2) *The Minister is to appoint as Municipal Emergency Management Coordinator, or Deputy Municipal Emergency Management Coordinator, for a municipal area a person nominated by the council in that municipal area.*
- 3.3. Essentially the Act specifies that the Municipal Coordinator position is a person:
 - 3.3.1. Nominated by the Council;
 - 3.3.2. Appointed by the Minister;
 - 3.3.3. Appointed for the period and on the terms and conditions, specified in the instrument of appointment; and
 - 3.3.4. Once appointed would have the authority to make decisions relating to the coordination of emergency management in the municipal area during an emergency without first seeking the approval of the Council.
- 3.4. The Municipal Coordinator plays a key role during an emergency. That person coordinates the Council’s response to an emergency acts as the Incident Controller.
- 3.5. It is proposed that Mr Christopher Kuchinke be nominated as the Municipal Coordinator.
- 3.6. Mr Kuchinke has recently been appointed as the Manager City Resilience. This is a new role created during the recent organisational transformation. The position includes responsibility for waste management, climate change resilience and emergency management.
- 3.7. Mr Kuchinke has extensive experience relating to emergency management including acting as the Incident Controller during significant emergency events.
- 3.8. The current Municipal Coordinator, Mr Geoffrey Lang has served in this capacity for the last seven years. Given his experience in the role, it would be beneficial for Mr Lang to be appointed as the Deputy Coordinator.

- 3.9. Mr Lang is the manager of the Civil Infrastructure Unit which includes the majority of the City's external workforce. This positions him well to act in this role and assist the Municipal Coordinator during an emergency event.

4. Legal, Risk and Legislative Considerations

- 4.1. Pursuant to Section 23 of the Act, the Council is required to appoint an Emergency Management Coordinator.
- 4.2. This appointment is essential to mitigate risks to Council during an emergency event.

5. Capital City Strategic Plan

- 5.1. This proposal complements Object 6.4 of the Capital City Strategic Plan 2019-2029

5.1.1. *Hobart is responsive and resilient to climate change and natural disasters.*

6. Financial Viability

- 6.1. Funding Source and Impact on Current Year Operating Result

6.1.1. Nil

- 6.2. Impact on Future Years' Financial Result

6.2.1. Nil

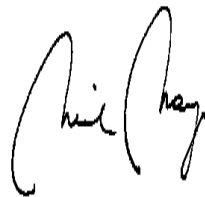
- 6.3. Asset Related Implications

6.3.1. Nil

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Geoff Lang
MANAGER CITY INFRASTRUCTURE



Neil Noye
DIRECTOR CITY LIFE

Date: 28 February 2023
File Reference: F23/19632

REPORT OF THE CHIEF EXECUTIVE OFFICER
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20. Study Tour - Brisbane and Gold Coast
File Ref: F23/23390

Report of the Chief Executive Officer of 15 March 2023.

Delegation: Council

REPORT TITLE: STUDY TOUR - BRISBANE AND GOLD COAST**REPORT PROVIDED BY:** Chief Executive Officer**1. Report Summary**

- 1.1. The purpose of this report is to seek the Council's endorsement for the Deputy Lord Mayor, Councillor Helen Burnet and Alderman Louise Bloomfield, to participate in a study tour of Brisbane and the Gold Coast on 13 and 14 April 2023.
- 1.2. The study tour will focus on urban renewal, land use and transport options that might be considered for Hobart in order to address infrastructure, transport and growth pressures.

2. Key Issues

- 2.1. In order to advance Hobart's aspiration of becoming Australia's most economical, environmental and connected community by 2030, there is value in undertaking a study tour of city's under transformation.
- 2.2. Planning communities that feature and protect their natural and cultural heritage, while accommodating desired land use and development activities consistent with contemporary standards, will enable the best outcomes to be achieved in each place.
- 2.3. Brisbane City Council's neighbourhood plans are a tool to manage change and accommodation growth and better protect valued environments at a local level.
- 2.4. Improving the network of buses, trams and trains is a central part of the Gold Coast City Council's approach to managing growth pressures and transport demands.

3. Recommendation***That:***

1. ***The Council approve the Deputy Lord Mayor Councillor Helen Burnet and Alderman Louise Bloomfield's participation in a study tour of urban renewal, land use and transport projects in Brisbane and the Gold Coast on 13 and 14 April 2023.***
2. ***The per person cost of approximately \$2,000 be attributed to the Elected Member allowances and expenses function of the 2022/23 Annual Plan.***
3. ***The Chief Executive Officer be given approval to determine the participation of Council officers in the study tour.***

4. Background

- 4.1. Creating move liveable, better designed and planned, and well-connected neighbourhoods through mixed land use, different housing types and greater access to quality public transport is a critical to Hobart's future.
- 4.2. Through the development of the Future Hobart Plan; a number of structure plans are being developed for each suburb (with an activity centre) to ensure that the City of Hobart is at the forefront of urban planning policy, process and outcomes.
- 4.3. Planning communities that feature and protect their natural and cultural heritage, while accommodating desired land use and development activities consistent with contemporary standards, will enable the best outcomes to be achieved in each place.
- 4.4. In order to advance Hobart's aspirations of becoming Australia's most economical, environmental and connected community by 2030, there is value in undertaking a study tour of city's under transformation.
 - 4.4.1. Brisbane City Council's neighbourhood plans are a tool to manage change and accommodate growth and better protect valued environments at a local level.
 - 4.4.2. The *Brisbane City Centre Master Plan – Stage 2* is aimed at revitalising the local economy by boosting activity and increasing the appeal of the city centre to residents, businesses, students and visitors.
 - 4.4.3. To support the sustainable growth of the Gold Coast, it was acknowledged that the continued reliance upon private vehicles would mean increased congestion on the road network and negative impacts on the economy, lifestyle and environment of residents and visitors.
 - 4.4.4. Improving the network of buses, trams and trains is a central part of the Gold Coast City Council's approach to managing growth pressures and transport demands.
- 4.5. The draft program for the study tour includes a day in Brisbane exploring the latest relevant developments and land use/transport relationship.
- 4.6. The tour will also visit the Gold Coast to learn about the background to the light rail and how it has helped shape the development of the city.
- 4.7. Greg Vann, the City's Strategic Planner in Residence will lead the study tour.
- 4.8. The Elected Members' Development and Support Policy allows for Study and Inspection Tours as per section F of the Policy:

'The Council may resolve to send one or more elected members participating in a study or inspection tour to examine a particular program or activity operating outside of the City, in order to assess its application or suitability for the City of Hobart.'

In considering participation in study tours, the Council will be provided with details of all costs associated with attendance, including resourcing and any other associated costs.

The total cost of elected members' participation in study and inspection tours will be attributed to individual elected members under this specific category and will appear on the City of Hobart's website, however the cost will not form part of the \$5,000 annual allowance.'

5. Capital City Strategic Plan

- 5.1. The *City of Hobart's Strategic Plan 2019-2029* includes a number of actions that will assist us in responding to issues such as infrastructure, transport and growth pressures.

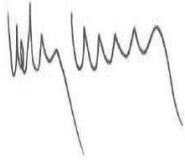
6. Regional, State and National Plans and Policies

- 6.1. The *Greater Hobart Plan* seeks to guide growth over the next 30 years in order to shape our city's future urban form.

7. Financial Viability

- 7.1. Funding Source and Impact on Current Year Operating Result
 - 7.1.1. The approximate cost per person is anticipated to be around \$2,000 and will be attributed to the Elected Member allowances and expenses function of the 2022/23 Annual Plan.
- 7.2. Impact on Future Years' Financial Result
 - 7.2.1. Not applicable.
- 7.3. Asset Related Implications
 - 7.3.1. Not applicable.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.

A handwritten signature in black ink, appearing to read 'Kelly Grigsby', with a stylized, wavy line extending from the end.

Kelly Grigsby
CHIEF EXECUTIVE OFFICER

Date: 15 March 2023
File Reference: F23/23390

MOTIONS OF WHICH NOTICE HAS BEEN GIVEN

**IN ACCORDANCE WITH REGULATION 16(5) OF THE LOCAL GOVERNMENT
(MEETING PROCEDURES) REGULATIONS 2015**

21. Crowther and Lanne History
File Ref: F23/24626

Councillor Elliot

Motion

"That the Council:

1. should apply the principles of natural justice and the presumption of innocence in its decision-making
2. acknowledge that William Crowther was never found guilty of any charges relating to William Lanne
3. acknowledge that serious concerns have been raised by experts in relation to what, if any, interaction William Crowther really had with William Lanne's deceased body
4. note that the Council has directly communicated (via the City of Hobart website) or indirectly promoted (through the Crowther Reinterpreted 'truth-telling' installations) information that is unproven and/or known to be false, including:
 - the unproven statement that William Crowther removed William Lanne's skull and
 - the false statement that William Crowther removed William Lanne's hands and feet and
 - the rumour and myth that Lanne's scrotum was removed and used this as a tobacco pouch and
 - the incorrect statement that William Crowther was suspended from his role with the Hobart General hospital "over charges of mutilating the body of William Lanne", when he was actually suspended for failing to participate in a Government enquiry into the treatment of William Lanne's body and
 - errors in basic facts, such as William Lanne's birth date and location.
5. agree that it is incorrect and misleading to state or imply that the Aboriginal community in its entirety are uncomfortable with the statue and want it removed and
6. publish, with urgency, on the Council website a clear statement of the exact conduct that it views William Crowther guilty of and all the relevant primary sources of evidence

7. arrange and conduct public information sessions where historians and other interested parties can present their views on the character and conduct of William Crowther and William Lanne, including their views on what, if any, interaction William Crowther had with the deceased William Lanne
8. invite historians and other interested parties to document their views on the character and conduct of William Crowther and William Lanne, including their sources, and publish these on the Council's website
9. re-open consultation on the Franklin Square Conservation Plan Addendum (which closed at 5pm on 20 March) and extend the community consultation period on this major change to 14 calendar days after the information session at point 7 and the material has been published on the website referred to at point 8 (whichever is later)."

Rationale:

"In August 2022, the Council made the significant decision to remove the statue of William Crowther that has stood in Franklin Square over 130 years.

The Council primarily relied on two presumptions as the basis for its decision. Firstly, that William Crowther is guilty of mutilating the body of the deceased William Lanne, and that the Aboriginal community are uncomfortable with the statue and want it removed.

The first of these presumptions is false or unproven and viewed by experts as unlikely, and the second is incorrect and misleading. William Crowther was never convicted of any charge and multiple Aboriginal groups and individuals, including the Circular Head Aboriginal Corporation have strongly expressed that they do not support the removal of the statue, an issue they have raised with the relevant State Minister, the Legislative Council as well as with their Federal Representatives.

The removal of the William Crowther statue will set a powerful precedent that will undoubtedly bring forward a shopping list of items, names, practices, and decisions that some people are offended by. The removal of the statue also communicates that if a minority of people are uncomfortable with something, that it can be removed, changed, deleted, without the need for proven wrongdoing.

Our society promotes the principles of natural justice and that someone is innocent until proven guilty. Balanced and objective people also appreciate the importance of considering the full picture and the gross unfairness of punishing someone for something they did not do or have not been found guilty of.

Removing the statue of a person who was noted for a lifetime of selfless service to our community for something he was never found guilty of wreaks of injustice. Removing the statue of an individual because it is viewed by some

as being merely 'symbolic' of wrongs is disgracefully unfair to the individual, their legacy and their descendants, and in complete conflict with the principles of natural justice.

If the statue is ultimately removed, the basis upon which this decision has been made should be made clear. In the interests of transparency and to demonstrate the application of fairness and justice, the Council should provide the public with a clear statement of the exact conduct that it views William Crowther guilty of and all of the relevant primary sources of evidence relied upon that has led them to this course of action.

In the interests of fundamental fairness, decency and professionalism, the Council has a responsibility to make available to the community the different views about what William Crowther did or did not do so that the community can make up their own mind. Without this, the Council has no hope of being seen as a fair and objective governing body that's able to effectively manage its biases, lobbying pressures and the personal and ideological agendas of individual elected members."

Administration Response to Notice of Motion

Discussion

1. Addressing points 1 through 8: Given the nature of the queries, a significant body of work - including additional and extensive consultation – would be required. This work would need to be the subject of a future report to Council.
2. At its meeting held on 15 August 2022 the Council resolved the following:
 - "That: 1. *In recognition of the Council's 2020 Aboriginal Commitment and Action Plan and the submissions received in response to the Crowther Reinterpreted project, Council support the proposal for partial removal of the William Crowther statue from Franklin Square - the bronze component – to the City's Valuables Collection, pending further negotiations with local collecting institutions, for a permanent location for this element (Stage 3).*
 - (i) *This partial removal would be subject to receipt of planning approval by the Council and be paired with the instatement of temporary signage on the Franklin Square site, explaining the project.*
 2. *Subsequently, that officers develop a detailed proposal, in consultation with relevant stakeholders, for commissioning new, permanent, interpretative and/or sculptural elements to be installed beside the Crowther plinth (Stage 4). This would form the basis of a future report to the Council.*
 3. *Following the completion of the Crowther Reinterpreted project, the*

Council support the development of a Monuments Policy to inform future additions or removals to the City's collection."

3. The body of work and the actions that led to support the August 2022 Council resolution can be read via this link (the report begins on page 7 of the agenda including the attachments such as the full Community Engagement Report): http://hobart.infocouncil.biz/Open/2022/08/CCEC_04082022_AGN_1607_AT.PDF
4. Following this resolution an addendum to the Franklin Square Management Plan will be the subject of a report to be considered by the Council on 24 April 2023. This Addendum is currently open for public comment, closing on 20 March 2023.
5. The Development Application for the removal of the Crowther statue, which will include a heritage impact assessment, will be submitted after the April Council meeting and will be considered by Council's Planning Committee, once it has gone through the requisite legislative processes.

Strategic, Legislative and Policy Implications

Capital City Strategic Plan

- | | |
|-----------|---|
| Pillar: | 2 – Community inclusion, participation and belonging. |
| Outcome: | 2.1: Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working together towards shared goals. |
| Strategy: | <p>2.1.1 Demonstrate leadership in Aboriginal social justice in partnership with Aboriginal people.</p> <p>2.1.2 Highlight Tasmanian Aboriginal history and culture, including acknowledgement of the darkness of our shared experience, through interpretation, naming, arts and events.</p> |
| Pillar: | 3 – Creativity and culture |
| Outcome: | 3.2: Creativity serves as a platform for raising awareness and promoting understanding of diverse cultures and issues. |
| Strategy: | <p>3.2.1: Use the creative arts as a platform for encouraging participation in public life and raising awareness of important issues.</p> <p>3.2.2: Support arts and events as a means of story sharing and sparking conversations about ideas, histories and diverse cultures.</p> <p>3.2.4: Support creative and cultural initiatives that invite people to engage with Tasmanian Aboriginal history and culture.</p> |

Legislation and Policy

- | | |
|--------------|-------------------------------------|
| Legislation: | <i>Anti-Discrimination Act 1998</i> |
| Policy: | |

Financial Implications

1. The costs to complete the body of work suggested in this Notice of Motion would include a considerable number of Officer hours, the costs associated with public meetings and consultation and potentially fees for external expertise in relation to confirming the content of existing historical sources.

22. Underutilised Bedrooms Incentive File Ref: F23/24638

Councillor Elliot

Motion

“That Council request officers to prepare for Council’s consideration the principles and processes for a rebate program that focuses on incentivising property owners to rent underutilised bedrooms in their principal place of residence by offering them a financial discount on their Council rates.”

Rationale:

“This motion focuses on maximising the availability of housing by incentivising homeowners rent out underutilised bedrooms in their home.

It is estimated that there are 13 million spare bedrooms across Australia, with many thousands of those likely to be in Hobart. This number is expected to increase as our population ages and without barriers lifted and incentives in place for people to move to housing that is the ‘right’ size for them.

In 2021, 28 per cent of Greater Hobart households contained only one person, while the bulk of Greater Hobart’s private housing stock (70 per cent) has three or more bedrooms. Research also shows older homeowners (aged over 55) are more likely to have one or more extra bedrooms than younger homeowners.

Demand for housing is growing, amplified by the return of international students and migration. While a diverse range of people and households are in urgent need of housing, there are growing cohorts individuals (such as single older women) that could benefit from the immediacy and social benefits of a program like this.

It is envisaged that the rebate program:

- would be voluntary and opt-in, and operate for a limited period only

- would be open to property owners renting bedrooms within the building they occupy at their principal place of residency only
- would only apply to new arrangements where the unoccupied bedroom was not rented for a period of at least 12 months immediately prior
- would allow property owners to receive a subsidy for renting one or two bedrooms within their principal place of residence
- would require the property owner to provide sufficient 'evidence' of the bedroom rented under a new arrangement during the period nominated by the Council for a period of at least six consecutive months. For example, evidence may be in the form of a Statutory Declaration from both the property owner and the renter
- would provide the owner with a meaningful financial incentive, such as 10 per cent refund on the general Council rates paid during the prior six months if one bedroom is rented and 15 per cent refund if two bedrooms are rented and
- would be supported by guidance on the City's website, including information related to safety, selecting a 'tenant', negotiating terms and conditions, managing disputes and the program details.

It is acknowledged that the *Residential Tenancy Act 1997* does not apply when property owners are renting out one or two bedrooms within the same building that the owner also occupies.

It is also acknowledged that this program, if implemented, would have budget and resourcing implications."

Administration Response to Notice of Motion

Discussion

At its meeting in July 2022 in response to a Notice of Motion, Council resolved the following:

- Council consider differential rating for properties used for short stay visitor accommodation and vacant – residential land during its broader review of the City of Hobart Rating and Valuation Strategy in 2022-23.
- In order to both ensure housing stock is retained and to stimulate residential development, the Council commit to finding incentives, especially to build on vacant residential land, and to consider potentially significantly higher rates for short stay accommodation in residential areas.
- A differential rating strategy or other appropriate measures be considered to address long-term unoccupied properties as part of the broader review

of the City of Hobart and Valuation Strategy in 2022-23.

At its meeting in August 2022, a question without notice was asked, being whether it was the right time for Council to revisit its position on rate discounts. The response provided by Officers included that this matter will be included in the City's review of its rating and valuation strategy proposed to be undertaken during 2022-23.

At its meeting on 23 January 2023 Council approved a proposal and methodology for the review of the City's rating and valuation strategy, which will consider the include the following:

- Rating principles and that the proposed Strategy will meet these principles, including:
 - What should be funded from a user pays model and rating to fund public services and benefits.
 - Whether the rate burden falls appropriately across different types of ratepayers.
 - Whether the rating system is practical and cost effective for Council to administer.
 - Whether the rating system is transparent, simple to understand and comply with.
 - Does the City's rating system maximise economic efficiency e.g., does it encourage development in the City.
 - Is it sustainable and generate a reliable revenue source for Council and is flexible in changing conditions.
 - Does it support ratepayers with least capacity to pay?
- Developer contributions / user pays models of delivering infrastructure including land value capture and betterment.
- Models for capturing growth in the rate base to be used to fund future infrastructure required of a growing Capital City.
- Which valuation base to use – options are continue with AAV, use CV or use Land Value.
- Which rating system to use – uniform (single rate in the dollar) or differential rates.
- If using differential rates, what differential rates should be applied to each of the land uses: commercial, industrial, residential, primary production, quarry & mining, public enterprise, sport & recreation and vacant land.

- Rating incentives to encourage the development of vacant land, discourage land holding. Other incentives to address long term unoccupied properties.
- Implementing the differential rating strategy agreed by Council for short stay visitor accommodation.
- Whether a fixed charge component to the General Rates should be introduced.
- Service rate and charges including funding models for waste management services.
- Payment due dates and payment options, including discounts for early payment of rates.
- Debt management and late payment fees.
- Rebates, remissions and discounts including Council's contribution to the State Government pensioner remission scheme.
- Whether support measures for those with least capacity to pay are sufficient.

It is therefore proposed that the rebate program proposed in this Notice of Motion be considered as part of the City's broader review of its rating and valuation strategy that is underway.

Strategic, Legislative and Policy Implications

Capital City Strategic Plan

- Strategy:
- 4.5.5 – Prepare for the impacts of long-term trends, such as climate change, transport modes, and tourism and housing demand cycles on the Hobart economy.
 - 7.1.1 – Work in collaboration with government bodies and the not-for-profit sector to identify and address issues of homelessness and housing affordability, diversity and supply.
 - 7.1.2 – Advocate for people at risk of housing stress and homelessness.
 - 7.1.3 – Encourage recognition and understanding of the issues that contribute to homelessness and develop effective partnerships to enhance interactions with homeless people.

7.1.4 – Advocate for the increased supply of social housing to be delivered through a range of supported accommodation models.

7.1.5 – Advocate for legislative and other tools that support social and affordable housing.

7.2.4 – Support existing housing stock to meet changing needs, while recognising and enhancing Hobart's aesthetic and character.

8.5.8 – Maintain a rating system that supports fairness, capacity to pay and effectiveness.

8.5.9 – Monitor and maintain the City's long-term financial sustainability.

Legislation and Policy

Legislation:

Policy: City of Hobart Rates and Charges Policy

Financial Implications

1. As Council will raise the amount of rates revenue it requires in its budget, any rates rebate provided will have the consequence of increasing the rates to be paid by all other ratepayers, not in receipt of the rebate, who would effectively subsidise the rebate to be provided.

23. RESPONSES TO QUESTIONS WITHOUT NOTICE

Regulation 29 of the *Local Government (Meeting Procedures) Regulations 2015*.
File Ref: 13-1-10

The Council is reminded that in accordance with Regulation 29(3) of the *Local Government (Meeting Procedures) Regulations 2015*, the Chairman is not to allow discussion or debate on either the question or the response.

23.1 Outstanding Question

Memorandum of the Chief Executive Officer 15 March 2023.

23.2 Anonymous Complaint

Memorandum of the Chief Executive Officer 9 March 2023.

23.3 Stakeholder Correspondence

Memorandum of the Chief Executive Officer 7 March 2023.

23.4 Decision Making

Memorandum of the Chief Executive Officer 15 March 2023.

That the information be received and noted.



City of **HOBART**

MEMORANDUM: **LORD MAYOR**
 DEPUTY LORD MAYOR
 ELECTED MEMBERS

OUTSTANDING QUESTION

Meeting: Council

Meeting date: 23 January 2023

Raised by: Alderman Zucco

Question:

In 2021 I put forward a question as per the installation and cost of a power pack car charger. The question was never answered in accordance to the question put.

A further question was put forward as per the matter seeking internal correspondence between staff, as per the nature and who initiated the installation. This was made in March 2022.

A further request was made as per the status of the question in July 2022.

In October 2022 the matter was still with the elected member requests.

It is now approaching February 2023 nearly 2 years since a question was asked with no response to the question.

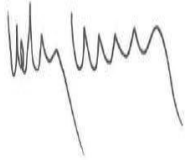
Without elaborating on the detail of my question as it relates to staff that are named, can the CEO please provide the details as requested nearly 2 years ago and restated twice since over that period?

Response:

In response to the questions previously asked by Alderman Zucco, Simmons Wolfhagen was engaged to undertake an external review to determine the existence or otherwise of an email matching the description from Alderman Zucco set out in the question without notice.

That review was delayed, however it has now been completed and concludes that despite an exhaustive search (including direct enquiry of relevant staff) no record of an email/s matching the description provided by Ald Zucco can be found.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.

A handwritten signature in black ink, appearing to read 'Kelly Grigsby', with a stylized, wavy line extending from the end.

Kelly Grigsby
CHIEF EXECUTIVE OFFICER

Date: 15 March 2023
File Reference: F23/25635; 13-1-10



City of **HOBART**

MEMORANDUM: **LORD MAYOR**
 DEPUTY LORD MAYOR
 ELECTED MEMBERS

ANONYMOUS COMPLAINT

Meeting: Council

Meeting date: 23 January 2023

Raised by: Alderman Zucco

Question:

Under section 28 of the *Local Government Act* being the functions of Councillors section states that A Councillor, in their capacity of an individual councillor, has the following functions.

Under section 2 (b) iii the Councillors of a Council must ensure the fair and equitable treatment of employees of the Council.

That considering the "anonymous" complaint received by the CEO in September 2022 and that the CEO and consulted with only the Lord Mayor and Deputy Lord Mayor why were other Councillors who have a collective responsibility under the Local Government Act not consulted and were subject to being advised via media channels?

That considering the nature of the "anonymous" complaint and section 28 of the Act why didn't the CEO call an urgent special meeting to provide the information to the Council rather than a "select few" who are not the Council under the Act.

That considering the nature of these complaints and advising the Council that I have had a vast number of staff provide me directly with both written and verbal complaints since the release of the "anonymous" complaints can the CEO advice Council of the status of any actions taken solutions and any ongoing mechanisms to rectify the issues.

That considering these matters were brought to light in 2022 have any other elected members been involved or contacted by the CEO on the issue and if so why wasn't the Council.

Has the media sought information under Right of Information under the ACT if so when and has any other elected member or the CEO with any elected member been involved in any formal or informal discussions with the media on this matter.

Finally when will the CEO formally report to Council as per this matter so the Council can be assured that this serious matter is being formally investigated for an ultimate aim to achieve a resolution?

Response:

The Chief Executive Officer (CEO) consulted with the Lord Mayor and Deputy Lord Mayor as they were both provided with a copy of the anonymous letter from the author.

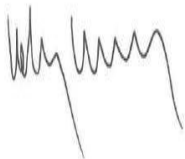
On 6 October 2022, the CEO provided an email to all Elected Members in relation to the anonymous letter which outlined the actions taken by the CEO.

If Elected Members are receiving written and verbal complaints from staff they are encouraged to provide this information to the CEO or another member of the Executive Leadership Team. The CEO has on a number of occasions provided advice to staff about the mechanisms in place to resolve issues or concerns.

The City has not received any Right to Information requests in relation to this matter.

Elected Members can be assured that the CEO is committed to resolving issues and concerns in a fair, timely and appropriate way in accordance with the City's policies and procedures.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.



Kelly Grigsby
CHIEF EXECUTIVE OFFICER

Date: 9 March 2023
File Reference: F23/11163; 13-1-10



City of **HOBART**

MEMORANDUM: LORD MAYOR
DEPUTY LORD MAYOR
ELECTED MEMBERS

STAKEHOLDER CORRESPONDENCE

Meeting: Council

Meeting date: 23 January 2023

Raised by: Councillor Elliot

Question:

Why did the correspondence to a major stakeholder relating to a significant decision that Council made on 12 December take nearly six weeks (or 26 working days excluding public holidays) to prepare, especially given the bulk of the letter is a copy and paste of the motion? Do we have a policy on actioning items like this, that includes timeframes for action?

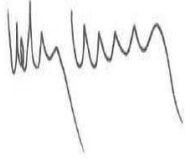
Response:

Following Council meetings, actions are issued from the Council's agenda and minutes software, Info Council, to the Council officers responsible for implementing a particular Council decision.

The officer involved, which would be at Director or Manager level, would then determine the prioritisation of actioning and implementing the Council's decision taking account of any direction contained in the Council's resolution.

In relation to the specific resolution referred to in the question, there was a delay with the drafting of the correspondence due to the Christmas/New Year period which resulted in absences of key personnel.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.

A handwritten signature in black ink, appearing to read 'Kelly Girsby', with a stylized, cursive script.

Kelly Girsby
CHIEF EXECUTIVE OFFICER

Date: 7 March 2023
File Reference: F23/11165; 13-1-10



City of **HOBART**

MEMORANDUM: LORD MAYOR
DEPUTY LORD MAYOR
ELECTED MEMBERS

DECISION MAKING

Meeting: Council

Meeting date: 23 January 2023

Raised by: Councillor Elliot

Question:

On 1 December an elected member (Lord Mayor) stated on local ABC radio when discussing the new governance arrangements for the Council that in relation to Portfolio Committees that “*members of the public will be around the table as key advisers and decision-makers*”. Is this statement correct?

The Lord Mayor also made the statement that there are a “*whole range of ways we’re going to be making decisions; through Planning Committee, Council Meetings, Portfolio Committees and Workshops*” Is this statement correct?

Response:

The Portfolio Committees have been established as Special Committees in accordance with section 24 of the *Local Government Act 1993*.

The role of the Committees is to:

Provide local area “lived experience” knowledge to support Council decision-making regarding the portfolio area to support the implementation of the Hobart Community Vision and Capital City Strategic Plan.

Provide subject matter expertise to the Portfolio Committee to further the understanding of the portfolio group.

Advise Council on how to best engage local communities regarding the portfolio area.

Facilitate communication between Council, local communities and organisations in relation to the Hobart Community Vision and Capital City Strategic Plan.

The Expression of Interest process for committee members has commenced. The eligibility criteria for members include:

- Live, work, study or volunteer in Hobart;
- Be aged 16 or over;
- Have an interest in advancing the goals in the Hobart Community Vision and Capital City Strategic Plan 2019-29;
- Demonstrated leadership and relationship-building skills, or a willingness to learn these skills;
- Hold knowledge and experience in the portfolio area;
- Possess strong community linkages with the ability to engage a broad range of community members and views; and
- Be willing to constructively participate in an advisory capacity to the City.

Suitability of applications are being assessed against the following two criteria:

- Level of experience, involvement, skill, and/or subject matter expertise in the portfolio area that would support the work of the committee; and
- Level of understanding of the portfolio area, particularly in the local context, and the role that can be played in the portfolio area by the City of Hobart.

Committee members are to support Council decision-making and will provide subject matter expertise.

The Terms of Reference for the new Portfolio Committees state that:

Portfolio Committees are an advisory committee for the purposes outlined in the Terms of Reference, therefore does not have delegated authority, and reports to Council through the Committee Chair as required.

The Committee has no power to commit the City to any decision or action, or to direct Council staff in their duties.

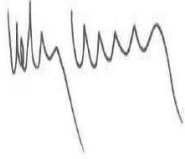
The Committee has no financial delegation authority.

The Planning Committee has been established as a Council Committee in accordance with the *Local Government Act 1993* and fulfils the Council's obligation as a planning authority under the *Land Use Planning and Approvals Act 1993*. The Planning Committee has full power to make planning decisions on behalf of the Council.

The City of Hobart's Governance Framework states that Council workshops 'are not decision making forums'.

The Lord Mayor has advised the CEO that the media commentary was broadly referring to the role that these new processes play as elements of Council's decision-making frameworks. These advisory processes are part of the governance and decision-making framework without being formal decision-making bodies.

As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.

A handwritten signature in black ink, appearing to read 'Kelly Grigsby', with a stylized, cursive script.

Kelly Grigsby
CHIEF EXECUTIVE OFFICER

Date: 15 March 2023
File Reference: F23/11166; 13-1-10

24. QUESTIONS WITHOUT NOTICE

Regulation 29 of the *Local Government (Meeting Procedures) Regulations 2015*.

File Ref: 13-1-10

1. A councillor at a meeting may ask a question without notice –
 - (a) of the chairperson; or
 - (b) through the chairperson, of –
 - (i) another councillor; or
 - (ii) the chief executive officer.
2. In putting a question without notice at a meeting, a councillor must not –
 - (a) offer an argument or opinion; or
 - (b) draw any inferences or make any imputations – except so far as may be necessary to explain the question.
3. The chairperson of a meeting must not permit any debate of a question without notice or its answer.
4. The chairperson, councillor or chief executive officer who is asked a question without notice at a meeting may decline to answer the question.
5. The chairperson of a meeting may refuse to accept a question without notice if it does not relate to the activities of the council.
6. Questions without notice, and any answers to those questions, are not required to be recorded in the minutes of the meeting.
7. The chairperson of a meeting may require a councillor to put a question without notice in writing.

25. CLOSED PORTION OF THE MEETING

RECOMMENDATION

That the Council resolve by absolute majority that the meeting be closed to the public pursuant to regulation 15(1) of the *Local Government (Meeting Procedures) Regulations 2015* because the items included on the closed agenda contain the following matters:

- Personal information
- Proposal for Council land
- Commercial information

The following items are listed for discussion:-

Item No. 1	Minutes of the last meeting of the Closed Portion of the Council Meeting
Item No. 2	Communication from the Chairman
Item No. 3	Leave of Absence
Item No. 4	Consideration of supplementary Items to the agenda
Item No. 5	Indications of pecuniary and conflicts of interest
Item No. 6	Rating and Valuation Strategy Review - Community Advisory Group Membership LG(MP)R 15(2)(g)
Item No. 7	Giblin Street Quarry Site - Expressions of Interest to Sell or Lease Land LG(MP)R 15(2)(c)(i), (d) and (f)
Item No. 8	Dark Mofo 2023 Sponsorship Request LG(MP)R 15(2)(c)(iii)
Item No. 9	Salamanca Market Licence Agreement and Site Fee Valuation LG(MP)R 15(2)(b)
Item No. 10	Risk and Audit Panel - Appointment of Independent Member LG(MP)R 15(2)(a)
Item No. 11	Questions Without Notice