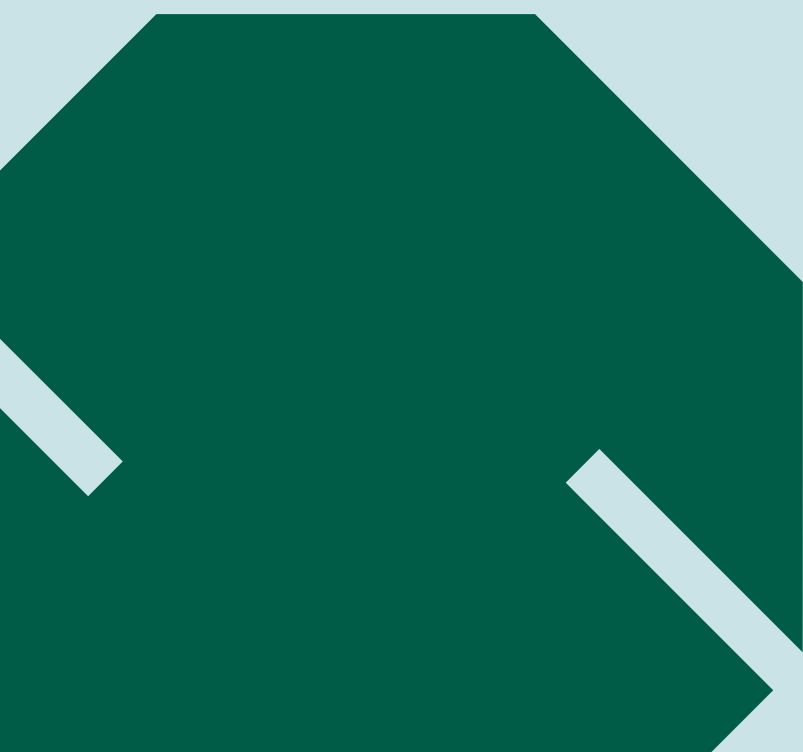


City of Hobart

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
<p>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</p>	<p>8 Governance and civic involvement</p>	<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>
<p>Enhance our Evidence Based Research, Policy Analysis & Strategic Foresight / Scenario Planning</p>	<p>8 Governance and civic involvement</p>	<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 	Regular fortnightly meetings are held between Programming and Delivery Teams and various client groups. Monthly reports on the progress of the capital works program are provided to ELT. 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.
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	Develop and deliver a whole-of-City Plan, both strategic, structural and of place with a focus on shared public value <ul style="list-style-type: none"> - Central Hobart Precinct Structure Plan - North Hobart Precinct Structure Plan - Civic & Cultural Precinct Structure Plan Undertake further stages of the redevelopment of the Salamanca & New Town Precincts Develop Parking Strategy Implement the Hobart Local Provisions Schedule (LPS) and major scheme amendments	The Central Hobart Precinct Structure Plan has been endorsed by Council for final community engagement to take place. The scope for the North Hobart Precinct Structure Plan is being developed. The Civic and Cultural Precinct Structure Plan has been subsumed into the Inner North East Structure Plan. 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 so as to avoid the busy summer trading period. The Parking Strategy has been included in the scope of the Transport Strategy.

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. 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>
<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>	<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
<p>Enhancing the City's approach to resilience, climate change mitigation and adaptation</p>	<p>6 Natural environment</p>	<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>
<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</p>	<p>8 Governance and civic involvement</p>	<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
<p>Drive economic growth and resilience by preparing and implementing a new Economic Development Strategy, focusing support on existing and emerging industry sectors</p>	<p>4 City economies</p>	<p>Develop and deliver a new Economic Development Strategy</p>	<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>
<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</p>	<p>1 Sense of place</p>	<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
<p>Deliver, monitor and continuously improve Intergovernmental Relations and major advocacy campaigns for the City of Hobart</p>	<p>8 Governance and civic involvement</p>	<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>
<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</p>	<p>4 City economies</p>	<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	<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>
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	<p>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</p> <p>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</p>	<p>The Christmas, New Years Eve and the Taste of Summer season were well managed and received.</p> <p>Round 2 of the City Pilots program is nearing completion and the latest round of Traffic Signal Boxes has been completed.</p> <p>A range of recreation projects have been progressed and completed this financial year. (see Annual Plan progress report).</p>
Implement stages 2 and 3 of the Organisational Transformation Project	8 Governance and civic involvement	<p>Establish Cross Divisional Team</p> <p>Commence Service Reviews</p> <p>Develop Workforce Plan</p> <p>Establish the Welcome Pad and the 'Front Door' service.</p>	<p>The Cross Divisional Team has been established and meets every three weeks.</p> <p>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.</p> <p>A draft Workforce Strategy has been prepared.</p> <p>Development of the Welcome Pad is</p>

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>
<p>Utilise partnerships, community insights and technology to ensure that Hobart is an inclusive and accessible city</p>	<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>

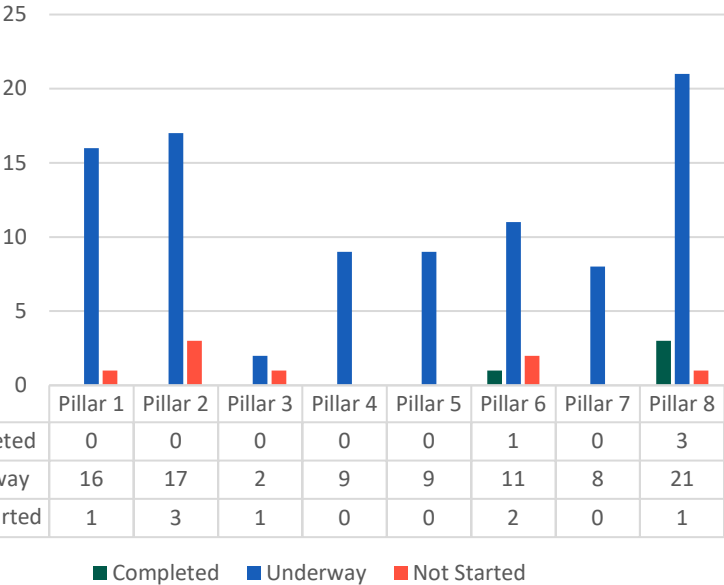


ANNUAL PLAN 2022-23 PROGRESS REPORT

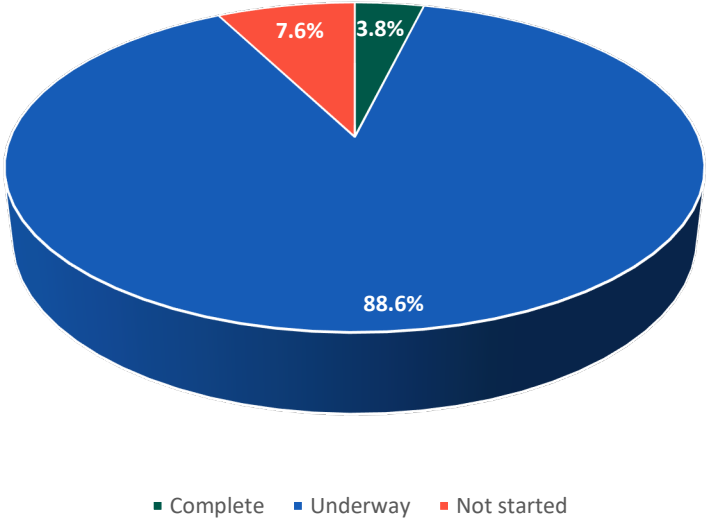
Annual Plan progress for the period ended 31 December 2022

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.

OVERVIEW OF PROGRESS OF IMPLEMENTATION OF MAJOR ACTIONS AND INITIATIVES BY PILLAR



OVERVIEW OF PROGRESS OF IMPLEMENTATION OF MAJOR ACTIONS AND INITIATIVES



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	<p>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.</p> <p>International Students are also provided with volunteering opportunities as part of the International Student Ambassador Program.</p>
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	Support for Enterprize Tasmania Hub has been continued through renewal of lease in the Hobart Council Centre.
			<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	A draft set of strategic priorities, vision statement and definition of local government Economic development have been developed.
			A draft Discussion paper is now being developed to underpin the next round of engagement roundtables and Yoursay engagement.

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"> <li data-bbox="394 250 947 337">– Connection of 'City to Gardens Way' from Davies Avenue to the Royal Tasmanian Botanical Gardens. <li data-bbox="394 363 947 480">– Pedestrian improvements on Davies Avenue from the Doone Kennedy Hobart Aquatic Centre (DKHAC) to the Domain Tennis Centre. <li data-bbox="394 532 947 591">– Installation of a footpath at Salamanca Lawns to facilitate accessibility. <li data-bbox="394 643 947 766">– Complete the installation of new traffic signals at the Collins and Molle Street intersection to improve safety for cyclists and pedestrians. <li data-bbox="394 818 947 967">– 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. <li data-bbox="394 1019 947 1175">– Undertake footpath and road surface improvements at Warwick Street, Digney Street, Roope Street, Suncrest Avenue, Bective Street, Warwick Street and Wavery Avenue. <li data-bbox="394 1208 947 1305">– Improvements to infrastructure for cyclists in the city centre along Argyle Street and Campbell Street. 	<p data-bbox="991 250 1152 276">On hold</p> <p data-bbox="991 363 1152 389">In progress</p> <p data-bbox="991 532 1152 558">On hold</p> <p data-bbox="991 643 1152 669">Complete</p> <p data-bbox="991 818 1152 844">Complete</p> <p data-bbox="991 1019 1152 1045">In progress</p> <p data-bbox="991 1208 1152 1234">In progress</p>	<p data-bbox="1178 250 1814 308">This project is currently on hold pending review of the available budget and the cost estimate.</p> <p data-bbox="1178 363 1388 389">Design underway</p> <p data-bbox="1178 532 1814 591">This project is currently on hold pending review of the available budget and the cost estimate.</p> <p data-bbox="1178 1019 1814 1110">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 data-bbox="1178 1208 1388 1234">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	<p>Complete the construction and upgrade of community facilities:</p> <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. 	<p>In Progress</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p> <p>Complete</p>	<p>Currently being designed.</p>
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	<p>Develop evidence-based research, policy development and evaluation tools to support decision making including:</p> <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	<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>

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	<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>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.</p>	In Progress	<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>
8.5.1 8.5.5	Establish the Welcome Pad as the primary 'Front Door' for customers offering a contemporary customer experience.	In Progress	<p>Development of the Welcome Pad is 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. The next step is to address Customer Service Standards through the entire organisation.</p>
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	<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>
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.