



CITY OF HOBART

## AGENDA

The Hobart Workshop Committee Meeting  
Open Portion  
Monday, 23 June 2025  
at 4.00pm  
Lady Osborne Room



City of **HOBART**

## THE MISSION

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

## THE VALUES

**The Council is:**

<b>People</b>	We care about people – our community, our customers and colleagues.
<b>Teamwork</b>	We collaborate both within the organisation and with external stakeholders drawing on skills and expertise for the benefit of our community.
<b>Focus and Direction</b>	We have clear goals and plans to achieve sustainable social, environmental and economic outcomes for the Hobart community.
<b>Creativity and Innovation</b>	We embrace new approaches and continuously improve to achieve better outcomes for our community.
<b>Accountability</b>	We are transparent, work to high ethical and professional standards and are accountable for delivering outcomes for our community.

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## **ORDER OF BUSINESS**

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**Business listed on the agenda is to be conducted in the order in which it is set out, unless the committee by simple majority determines otherwise.**

### **APOLOGIES AND LEAVE OF ABSENCE**

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**The Hobart Workshop Committee Meeting (Open Portion) held Monday, 23 June 2025 at 4.00pm in the Lady Osborne Room.**

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).

**COMMITTEE MEMBERS**

Councillor W F Harvey (Chairperson)  
Deputy Lord Mayor Councillor Dr Z E Sherlock  
Councillor J L Kelly  
Alderman L A Bloomfield  
Councillor R J Posselt  
Councillor B Lohberger  
Councillor G H Kitsos

**Apologies:**

**Leave of Absence:**

Nil.

**NOMINEE MEMBERS**

Lord Mayor Councillor A M Reynolds  
Alderman M Zucco  
Councillor M S C Dutta  
Councillor W N S Coats

**1. ACKNOWLEDGEMENT OF COUNTRY**

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**2. CONFIRMATION OF MINUTES**

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The minutes of the Open Portion of the Hobart Workshop Committee meeting held on [Monday, 16 June 2025](#), are submitted for confirming as an accurate record.

**3. CONSIDERATION OF SUPPLEMENTARY ITEMS**

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

**Recommendation**

That the Committee resolve to deal with any supplementary items not appearing on the agenda, as reported by the Chief Executive Officer.

#### **4. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST**

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

Members of the Committee 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 Committee has resolved to deal with.

#### **5. TRANSFER OF AGENDA ITEMS**

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Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2015*.

A Committee may close a part of a meeting to the public where a matter to be discussed falls within 15(2) of the above regulations.

In the event that the Committee transfer an item to the closed portion, the reasons for doing so should be stated.

Are there any items which should be transferred from this agenda to the closed portion of the agenda, or from the closed to the open portion of the agenda?

**6. ITEMS FOR WORKSHOPPING**

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The City of Hobart utilises the workshop forum as allowed under the *Local Government (Meeting Procedures) Regulations 2015* as a mechanism to receive information in relations to specific matter.

In accordance with the Terms of Reference of the Committee, any matter that is listed on the agenda for workshoping may not be the subject of a Committee decision, other than a resolution that the item be noted.

**6.1 Revised City of Hobart Risk Management Framework**  
**File Ref: F25/32912**

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Report of the Manager Rates, Procurement and Risk and Director Corporate Services of 18 June 2025 and attachments.

**REPORT TITLE: REVISED CITY OF HOBART RISK MANAGEMENT FRAMEWORK****REPORT PROVIDED BY:** Manager Rates, Procurement and Risk  
Director Corporate Services**1. Report Summary and Key Issue**

- 1.1. The purpose of this report is for Council to review the revised City of Hobart Risk Management Framework prior to seeking endorsement by Council.
- 1.2. As part of its Risk Management Strategy, in 2011 the City adopted a Risk Management Framework pursuant to the risk management Australian Standard, currently AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines.
- 1.3. The City's Risk Management Framework (the Framework) outlines the City's approach to risk management and includes all the roles, systems, policies and processes that identify, assess, mitigate and monitor all material internal and external sources of risks.
- 1.4. The Framework was last revised in late 2023 and approved by Council in January 2024 and has recently been reviewed to ensure it remains contemporary, up to date and reflects the City's current approach to risk management.
- 1.5. The review process included assessment of the Framework against best practice, benchmarking the Framework against comparable Australian councils, reviewing against the current Australian Standard for risk management and stakeholder feedback, including from the City's internal auditors, the internal Corporate Risk Management Committee, the Executive Leadership Team and the City's Risk and Audit Panel.
- 1.6. At its meeting on 16 April 2025 the Risk and Audit Panel considered the revisions to the City's Risk Management Framework and provided feedback and resolved that a final version be presented to Council for approval.

**2. Workshop Purpose**

For the Committee to workshop the revised City of Hobart Risk Management Framework, marked as Attachment A, prior to seeking final endorsement from a future Council meeting.

### 3. Discussion and Background

- 3.1. The Framework represents one of the key documents that underpins the Council's approach to risk and includes the City's risk appetite statements. It provides a comprehensive overview of the City's approach to risk management and includes the roles, systems, policies and processes that identify, assess, mitigate and monitor all material internal and external sources of risks.
- 3.2. It was last reviewed and update in late 2023 and was therefore due for review.
- 3.3. The review process commenced in late 2024 and included benchmarking, research and consideration of contemporary risk management approaches in place in other councils and like organisations.
- 3.4. The review process also included the following:
  - 3.4.1. A workshop with Elected Members on 21 October 2024.
  - 3.4.2. Consideration by the City's internal Corporate Risk Management Committee.
  - 3.4.3. Consideration by the Executive Leadership Team.
  - 3.4.4. Consideration by the City's Risk and Audit Panel.
- 3.5. A revised version of the Risk Management Framework is attached – refer **Attachment A**.
- 3.6. One of the roles and responsibilities of the Risk and Audit Panel in relation to risk management is to review the Council's risk management processes and their effectiveness in identifying and managing risks.
- 3.7. At its meeting on 16 April 2025 the Risk and Audit Panel considered the revisions to the City's Risk Management Framework and provided feedback and resolved that a final version be presented to Council for approval.
- 3.8. The revised Framework includes a number of important enhancements from the previous version, including:
  - 3.8.1. Aligning the City's risk categories with the JLT Public Sector Risk Report, which benchmarks the key issues being experienced by 200+ councils in Australia, as reported by their GM/CEOs from the JLT risk survey undertaken.
  - 3.8.2. Revised risk appetite statements for all of the existing risk categories, a risk appetite statement for the new risk categories and a methodology for how risk appetites are developed and the risk appetite levels for the City.



- 3.8.3. The City has developed its risk appetite across its risk categories by defining its strategic objectives, identifying and categorising its strategic risks, assessing the City's risk capacity against risk consequence and likelihood, consulting with the Executive Leadership Team and Council through workshops, the latest with the Elected Members in October 2024, and defining the desired level of risk appetite across the different risk categories. This methodology has been included in the Framework for transparency and visibility.
- 3.8.4. A new table that shows the degree of risk that will be accepted in pursuit of the city's objectives across all risk categories, including one for 'strategic', which shows that the City will accept an increased degree of risk in pursuit of key strategic objectives where required.
- 3.8.5. An improved risk rating, which shows the description, criteria for risk acceptance and responsibility for levels of risk.
- 3.8.6. One revised risk matrix setting – converting a moderate consequence with a possible likelihood from a high risk to a medium risk. This change is considered to better reflect the risk outcome and enable the City to manage risk within the City's risk appetite. The risk rankings are proposed as follows:
  - 3.8.6.1. Extreme 20-25
  - 3.8.6.2. High 10-16
  - 3.8.6.3. Medium 4-9
  - 3.8.6.4. Low 1-3
- 3.8.7. The Likelihood Matrix has been revised. The likelihood of occurrence for rare and unlikely has been amended, as follows:
  - 3.8.7.1. A rare likelihood is now a <5% chance of occurring with it occurring once every 20 years or less frequently (amended to be consistent with emergency likelihood).
  - 3.8.7.2. An unlikely likelihood is now 5-35% chance of occurring with it occurring within the next 2-10 years (amended to reflect the change to 'rare').
- 3.8.8. The Consequence Matrix has been revised. Firstly, the mapping of risk appetites across the risk categories has been removed. This has been found to be confusing and restrictive when used to assess risk.
- 3.8.9. New risk categories have been added together with a risk category description for each (consistent with the JLT Public

Sector Risk report). A description for each consequence on the consequence scale and risk category has been created.

3.8.10. A change to the review frequency, proposing that the Framework is reviewed every four year with a mid-term review to be undertaken instead of a biennial review. It is considered that the City needs stability in the Framework to be able to manage risk for the term of the Council within the City's risk appetites instead of annual review.

3.9. While some of the changes made have been minor, the most important elements revised were the City's risk appetite statements, the risk matrix settings, the likelihood and consequence matrices, outlined above.

3.10. It is considered that the revisions will enable the City to better assess and manage risk.

3.11. It is considered that the revised Framework is consistent with contemporary risk management frameworks.

3.12. If approved, the City's existing strategic and operational risks will be re-evaluated in light of the proposed changes in the Framework. Furthermore, the City's risk policies, procedures and templates will be updated to reflect the revised Framework and appropriate communications and support undertaken.

3.13. The City's Risk Appetite Statement is made available as a standalone document available from the City's website.

#### 4. Legal, Risk and Legislative Considerations

4.1. These have been considered elsewhere in the report.

#### 5. Strategic Planning and Policy Considerations

5.1. The Framework is consistent with the strategy 8.2.7 in the City of Hobart Capital City Strategic Plan 2023, being:

*Ensure risks and legal processes are identified and managed effectively to achieve organisational priorities and strategic objectives and legislative requirements.*

#### 6. Financial Viability

6.1. Financial Considerations:

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
<b>Revenue</b>	N/A	N/A	N/A	N/A
Existing Revenue				
Additional Revenue				

<b>Total Revenue</b>				
<b>Expenditure</b>		N/A	N/A	N/A
Operating				
Capital				
<b>Total Expenditure</b>				
<b>Net Cost</b>				
<b>FTE Impact</b>				
	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
Change in FTE	N/A	N/A	N/A	N/A

*Detail the change in the level of full-time equivalents within the group should the requested level of additional funding be required.*

6.1.1. There are no financial implications arising from this report.

6.1.2. There are no FTE or asset implications arising from this report.

## 7. Innovation and Continuous Improvement

7.1. The City will continually review its risk management maturity.

*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 CORPORATE SERVICES**

Date: 18 June 2025  
File Reference: F25/32912

Attachment A: Revised City of Hobart Risk Management Framework  
(Supporting information) 

**6.2 Presentation of Country, Culture, People 2025 - 2028; Building cultural safety within the City of Hobart with Aboriginal people  
File Ref: F25/8659**

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Report of the Manager Community Programs, Inclusive City Program Leader and Director Community and Economic Development of 18 June 2025 and attachments.

**REPORT TITLE:**                    **PRESENTATION OF COUNTRY, CULTURE, PEOPLE 2025 - 2028; BUILDING CULTURAL SAFETY WITHIN THE CITY OF HOBART WITH ABORIGINAL PEOPLE**

**REPORT PROVIDED BY:** Inclusive City Program Leader  
Manager Community Programs  
Director Community and Economic Development

## **1. Report Summary and Key Issue**

- 1.1 The City's Chief Executive Officer (CEO) will present the draft of *Country, Culture, People 2025-2028; Building Cultural Safety within the City of Hobart with Aboriginal People (CCP)*. The CEO will be joined by external consultants Dewayne Everettsmith (mina nina) and Sarah Wilcox (Cooee Communities).
  - 1.1.1 The draft CCP (Attachment D) will provide Elected Members with an opportunity to discuss the organisational wide actions to be delivered over the three (3) year timeframe of the document.
- 1.2 The City of Hobart's first Aboriginal Commitment and Action Plan was endorsed in 2020. This document expired in 2022.
- 1.3 Given this, *Country, Culture, People 2025-2028; Building Cultural Safety within the City of Hobart with Aboriginal People (CCP)* has been prepared to replace the previous *Aboriginal Commitment and Action Plan* (Attachment A).
- 1.4 The development of a document that considers the original custodians of land, is a community expectation throughout the country. Positive and relevant recognition and celebration of Palawa is a part of our Strategic Plan, Community Vision and Community Inclusion and Equity Framework.
- 1.5 The CCP is being presented to the Hobart Workshop Committee for discussion prior to going to Council in July for endorsement.
  - 1.5.1 Due to the nature of this document, the CCP would not go out for broad community engagement following Council endorsement.
- 1.6 The CCP has been developed by the consultants through staff consultation and deep engagement with cultural knowledge keepers from the Tasmanian Aboriginal Community.

## **2. Workshop Purpose**

For the Hobart Workshop Committee to workshop the *Country, Culture, People 2025-2028; Building Cultural Safety within the City of Hobart with Aboriginal People*. The document will then go to Council's meeting of 28 July 2025 for endorsement.

### 3. Discussion and Background

#### Aboriginal Commitment and Action Plan 2020-22

- 3.1. In February 2019 the Council endorsed commencement of a project to develop a Reconciliation Action Plan (RAP).
- 3.2. During the extensive community and staff engagement process, it became clear that the RAP format was not universally accepted.
- 3.3. Although RAPs are nationally recognised, many Aboriginal participants requested a document that would reflect Hobart and Tasmania's particular history and context; a document that was more nuanced and tailored and did not focus on the term 'reconciliation'.
- 3.4. The plan needed to be unique to Hobart and Tasmania and the outcomes needed to face these experiences and deeply consider ways of moving forward together. This led to the decision to reframe the document as an Aboriginal Commitment and Action Plan, in line with other City of Hobart plans.
- 3.5. This collaborative and responsive approach was intended to reflect the type of relationship the City hoped to have with Aboriginal stakeholders moving forward – one of respect, consideration, acknowledgement and walking together.
- 3.6. This led to the implementation of the *City of Hobart Aboriginal Commitment and Action Plan: Walking together towards reconciliation January 2020 – January 2022 (ACAP)* (shown at Attachment A).
- 3.7. During the implementation of the document, two public outcome documents were developed highlighting key achievements, challenges and projects moving forward (these documents are shown at Attachments B & C).
- 3.8. It is noted that of the 77 actions included in the ACAP (some are listed in more than one area), 48 actions were delivered, 16 actions were partially delivered, and 13 actions were not delivered.
  - 3.8.1. 62% (48 of 77) of all actions were delivered. The remaining actions, which were partially or not delivered, have been carried forward and prioritised in the new document, where consultation deemed them still relevant.
  - 3.8.2. It is noted that many of the actions not delivered related to research and interpretation projects that require further work and associated budget. The other actions that have not been delivered are primarily related to Aboriginal employment and cultural safety. The employment actions may be included in the future as part of an internal Diversity Strategy. It is understood that this strategy is planned to be developed in 2025-26

- 3.9. It is acknowledged that whilst the ACAP was being developed, there was an identified, designated Aboriginal Programs Officer (part time) whose role it was to coordinate development of the document and delivery of the actions.
- 3.9.1. There were two staff employed concurrently over a short period with the second incumbent in this role finishing with the Council in May 2020. The City was unable to successfully recruit a candidate to replace this role.
- 3.9.2. It has subsequently been acknowledged that there are many challenges to having a prescribed Aboriginal staff member employed by the City.

### **Review of ACAP and development of new document**

- 3.10. A Request for Quotation (RFQ) process was undertaken in late 2023 to engage consultant/s to support the review and update of the City of Hobart's Aboriginal Commitment and Action Plan (ACAP).
- 3.10.1. This consultancy included:
- engagement with City of Hobart staff and Elected Members
  - meaningful facilitated conversations with the Tasmanian Aboriginal Community
  - the development of the City of Hobart's new guiding document
  - recommendations for the ongoing resourcing requirements to operationally coordinate the delivery of the new document, and
  - recommendations relating to the City's ongoing and future engagement with the Tasmanian Aboriginal Community.
- 3.10.2. Dewayne Everettsmith (mina nina) and Sarah Wilcox (Coonee Communities) were engaged as a partnership to deliver the above work.
- 3.10.3. Both Dewayne and Sarah are highly regarded members of the Palawa community.

## **4. Legal, Risk and Legislative Considerations**

- 4.1. It is acknowledged that relationships with the Tasmanian Aboriginal community have historically been challenging for Council, particularly given the complex nature of relationships within the Aboriginal Community in Tasmania.
- 4.1.1. To mitigate the risks, it was important to ensure that a transparent engagement process was undertaken with appointment of the consultants.

4.1.2. It was also very important that the consultants were trusted and active members of the local Palawa community.

4.2. It is noted that engagement on issues relating to Aboriginal culture, language, identity and recognition have the potential to bring strong public opinion and debate.

## **5. Strategic Planning and Policy Considerations**

5.1. The CCP relates to our Strategic Plan 2023; Outcome 2.1: Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working together toward shared goals.

5.2. It relates to our Community Vision: 2.1 We celebrate Tasmanian Aboriginal community, heritage and culture.

5.3. The Community Inclusion and Equity Framework flows directly from the community vision and strategic plan with a focus on the outcomes under Pillar 2: Community inclusion, participation and belonging. These outcomes can be summarised as:

- Truth and Reconciliation
- Participation and Access
- Wellbeing and Knowledge
- Safety and Resilience

5.4 A city for all is one in which we acknowledge the truth of our history in this place; A city for all is one in which we walk together with Aboriginal people toward shared goals; A city for all is one in which everyone feels welcome, valued and heard and has opportunities to participate.

## **6. Financial and Economic Considerations**

6.1. Officers have engaged with the consultants to identify anticipated costs associated with each action included in the CCP.

6.1.1. A detailed budget has been developed to support the delivery of the CCP over the next three (3) years.

6.2. The actions identified for the 2025-26 financial year would be delivered within the proposed budget allocation in Aboriginal Programs.

6.2.1. The work to be undertaken would be through existing staff resources and direct engagement/contracting of Palawa community members.

6.2.2. It is noted that the actions span a three (3) year timeframe and there may be the necessity for capital works bids in future years relating to some of the larger strategic projects (such as a



large-scale interpretation project) but the quantum is unknown at this time.

6.2.2.1. Any budget bids would be subject to the normal council processes.

6.3. The draft proposed budget is shown below.

	2025-26	2026-27	2027-28	2028-29
<b>Expenditure</b>				
Operating	142,000	144,840	147,737	150,692
Capital	n/a	n/a	n/a	n/a
<b>Total Expenditure</b>	<b>142,000</b>	<b>144,840</b>	<b>147,737</b>	<b>150,692</b>

## 7. Climate and Sustainability Considerations

- 7.1. The CCP has very strong linkages to environmental and climate change impacts, especially within the Country priority area.
- 7.2. This is particularly prevalent in relation to cultural burns and Palawa heritage projects.

## 8. Community and Business Engagement and Collaboration

- 8.1. There has been substantial internal engagement with staff from across the organisation. The consultants have also undertaken extensive engagement with Cultural Knowledge Keepers from the Palawa community.
- 8.1.1. It is noted that Sarah Wilcox is one of the leading IAP2 community engagement practitioners and trainers within Tasmania.
- 8.1.2. The City's Communication, Engagement and Marketing Group has been involved in this project from inception.

*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.*



Al Hines  
**INCLUSIVE CITY PROGRAM LEADER**







Kimbra Parker  
**MANAGER COMMUNITY PROGRAMS**

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Ben Artup  
**DIRECTOR COMMUNITY AND  
ECONOMIC DEVELOPMENT**

Date: 18 June 2025  
File Reference: F25/8659

- Attachment A: Aboriginal Commitment and Action Plan 2020-22 (Supporting information) 
- Attachment B: ACAP Annual Report 2020 (Supporting information) 
- Attachment C: ACAP June 2023 Outcomes Document (Supporting information) 
- Attachment D: Draft Country, Culture, People 2025-28; Building Cultural Safety within the City of Hobart with Aboriginal People (CCP) (Supporting information) 

**6.3 Information Technology Strategy 2025-2030**  
**File Ref: F25/44920**

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Report of the Chief Information Officer and Director Corporate Services  
of 18 June 2025.

**REPORT TITLE: INFORMATION TECHNOLOGY STRATEGY 2025-2030**

**REPORT PROVIDED BY:** Chief Information Officer  
Director Corporate Services

## 1. Report Summary and Key Issues

- 1.1. The City of Hobart's Capital City Strategy Plan calls for a future-ready Hobart that embraces change and evolves to stay relevant to its social, economic, and environmental context. Technology plays a vital role in achieving these goals.
- 1.2. An IT health check in 2023 revealed the maturity of IT operations and recommended developing an Information Technology Strategy (IT Strategy) to reflect future technology needs.
- 1.3. In 2024, the City partnered with KPMG to understand technology challenges and improve technology-related services. The IT Strategy development involved three phases over six weeks.
- 1.4. The key issues identified were:
  - 1.4.1. **Governance:** Lack of governance around IT procurement and minimal consideration for other systems within the City. There was also a lack of centralised governance around information management.
  - 1.4.2. **People and Culture:** Limited cross-functional collaboration and a very limited appetite for change due to previous IT project failures. A lack of basic technology literacy was also noted across the organisation.
  - 1.4.3. **Service Delivery:** Absence of a fit-for-purpose Customer Relationship Management (CRM) system.
  - 1.4.4. **Processes:** Lack of organisational readiness to develop process documentation and very siloed ways of working.
  - 1.4.5. **Technologies:** Siloed systems and limited integration, resulting in challenges in achieving a comprehensive view of organisational information. There was also a lack of fit-for-purpose and outdated business systems.
  - 1.4.6. **Information Management:** Fragmented architecture caused by legacy systems and lack of standardisation. The absence of data lake capabilities for effective data integration, analysis, and decision-making was also noted.

## 2. Workshop Purpose

- 2.1. For Elected Members to note and provide feedback on the Information Technology Strategy 2025-20230 and its roadmap, outlining initiatives over the next five years.

## 3. Discussion and Background

- 3.1. Development of the IT Strategy included understanding the challenges faced with existing technology and uncovering ways to improve the use of technology and deliver technology-related services to achieve the City's goals.
- 3.2. The assessment of the current state of IT was carried out in close consultation with the Chief Executive Officer Executive Leadership Team, Group Managers and key stakeholders from across the organisation. This collaborative engagement ensured that the information presented in the report accurately reflected the view of the broader organisation.

## 4. Legal, Risk and Legislative Considerations

- 4.1. The IT Strategy highlights:
  - 4.1.1. **Governance:** The lack of governance around IT procurement and minimal consideration for other systems within the City. The document highlights the lack of centralised governance around information management.
  - 4.1.2. **Risk Management:** The importance of having a dedicated IT project function to oversee the delivery of IT projects and manage the associated risks.
  - 4.1.3. **Compliance:** The need for compliance with relevant state legislations around handling and protection of personal information. It also outlines the importance of regular reviews of the City's Cyber Security Policy to mitigate emerging threats.

## 5. Strategic Planning and Policy Considerations

- 5.1. Alignment with Strategic Plan:
  - 5.1.1. The IT Strategy is guided by the City of Hobart's Capital City Strategy Plan 2023, which calls for a future-ready Hobart.
  - 5.1.2. The IT Strategy document emphasises the importance of establishing a governance framework that defines information stewards and process owners to promote accountability and encourage decision-making. This framework is foundational to complying with relevant state legislations around handling and protection of personal information.

- 5.1.3. The document outlines the business drivers that reflect the City's expectations of IT and related services. These drivers include documenting and standardising processes, elevating collaboration and communication tools, empowering decision-making using trusted information and data, enhancing community experience and support, and strengthening IT governance.
- 5.1.4. During the development of the IT Strategy, a set of technology principles were established that provide "guard rails" to apply leading practices in delivering better IT solutions and services. These principles include community/customer-centric design, data and information management, system design, system implementation and lifecycle management, and resilient and secure systems
- 5.1.5. This strategy aligns with the City's Capital Strategic plan through pillar 5 Movement and connectivity, outcome 5.3 Technology serves Hobart communities and visitors and enhances quality of life and outcome 5.4 Data informs decision-making.

## 6. Financial Viability

- 6.1. The initiatives outlined in the IT Strategy are to be funded through a mixture of operational and capital budgets. The financial requirements have been reviewed in depth with the Director of Corporate Services and the Chief Financial Officer.

### IT Strategy Implementation – Investment (Approximate)

<i>FY25/26</i>	<i>FY26/27</i>	<i>FY27/28</i>	<i>FY28/29</i>	<i>FY29/30</i>	<i>FY30/31</i>	Approximate Total
\$ 1,080,000	\$ 1,717,000	\$ 1,899,000	\$ 1,390,000	\$ 1,200,000	\$ 1,000,000	\$ 8,286,000

## 7. Climate and Sustainability Considerations

- 7.1. The future state IT architecture aims to enhance document and record management capabilities, which will enable easier access to documents, records, and information across the organisation and comply with records management obligations.

This approach aligns with sustainability goals by promoting efficient use of resources and reducing waste.

**8. Community and Business Engagement and Collaboration**

- 8.1. The strategy development involved extensive stakeholder engagement, including consultations with the CEO, ELT, Group Managers and key stakeholders to ensure a comprehensive view of the organisation. Virtual and in-person workshops provided insights into daily challenges and strengths of IT. Partnering with KPMG, a review of twenty-six documents to identify information gaps and weaknesses was undertaken.

**9. Innovation and Continuous Improvement**

- 9.1. The City of Hobart's IT Strategy emphasises continuous improvement through frequent reviews of system adequacy and flexibility to refine business processes with minimal disruption. The future state IT architecture aims to enhance document and record management capabilities, promoting efficient resource use and reducing waste.
- 9.2. The initiative roadmap outlines several initiatives aimed at continuous improvement, including activating the Azure Data Platform and Warehouse, broadening adoption of the document management system, conducting in-depth Enterprise Resource Planning (ERP) systems review, and strengthening cyber security capability.

*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.*



Louise Mills  
**CHIEF INFORMATION OFFICER**

Michael Reynolds  
**DIRECTOR CORPORATE SERVICES**

Date: 18 June 2025  
File Reference: F25/44920

## 7. QUESTIONS WITHOUT NOTICE

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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 general manager.
- (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 general manager 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.



## 8. CLOSED PORTION OF THE MEETING

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### RECOMMENDATION

That the Committee resolve by 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:

- Minutes of a Closed Committee Meeting
- Closed Questions Without Notice

The following items are listed for discussion:-

- |            |  |
|------------|--|
| Item No. 1 | Minutes of the last meeting of the Closed Portion of the Committee Meeting |
| Item No. 2 | Consideration of supplementary items to the agenda                         |
| Item No. 3 | Indications of pecuniary and conflicts of interest                         |
| Item No. 4 | Questions Without Notice   |