CITY OF HOBART

SUPPORTING INFORMATION

THE HOBART WORKSHOP COMMITTEE MEETING

OPEN PORTION OF THE MEETING

MONDAY, 23 JUNE 2025
AT 4.00PM
VENUE: LADY OSBORNE ROOM

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Risk Management Framework

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1 INTRODUCTION

1.1 What is risk?

Risk is the effect of uncertainty on objectives and is often expressed in terms of a combination of the consequences of an event and the associated likelihood of that occurrence.

Risk management is a set of coordinated activities to direct and control an organisation with regard to risk. Risk management provides a way of realising opportunities without exposing the organisation to unnecessary risk.

City of Hobart's risk management framework (the Framework) aims to protect key stakeholders from adverse events and support the pursuit of opportunity and includes all the people, systems, policies and processes that identify, assess, mitigate and monitor all material internal and external sources of risks.

The City maintains a risk management framework, which is appropriate to the size, culture and complexity of its operating environment.

1.2 Why do we want to manage risk?

Local Governments operate in a complex and demanding environment with a diverse array of potential risks and priorities.

The purpose of managing risk is so we can set a path, reduce uncertainties, mitigate potential scenarios that may occur and add value to the organisation.

Risk management is not only about risk avoidance. It is about informed risk-taking, balancing risk and reward. Reward is the degree to which we meet our objectives. Risk comes from understanding what we need to do to achieve those critical objectives. Risk and Reward need to be considered together to achieve the best outcome.

In developing and applying a risk management approach, we need to consider how to protect the critical elements of our operations from failure while maximising advantage through:

- Consideration of alternative risk management strategies,
- Development of contingency plans,
- Reviewing and investigating incidents, near hits, project outcomes, etc to continuously improve,
- Recovery planning, to get back on our feet after ~~mishaps~~<u>business disruption events</u>, and

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- Effective coordination across parts of the organisation.

1.3   What is a positive risk culture?

Risk culture is a subset of organisational culture and refers to the system of beliefs, values and behaviours throughout our organisation that shape the collective approach to managing risk and making decisions.

A positive risk culture involves staff adopting an open and proactive approach to risk that fosters collaboration, encourages debate and values independent views. In order for risk management to be effective, it needs to align with our strategic goals and be part of the organisational culture, internal policies, decision making and individual's behaviour and should be supported with appropriate education and training.

Culture is shaped by the behaviours and attitudes of leaders. The desired culture for managing risk should be clearly defined and demonstrated by the executive in a form that is communicated and actively promoted to staff.

This Framework provides the foundation for the integration of risk management into City of Hobart policies, processes and activities and is based on AS/NZS ISO 31000:2018 Risk management – Principles and guidelines.

2   RISK MANAGEMENT – CONTEXT

2.1   Purpose

This Framework aims to provide a comprehensive overview of City of Hobart's risk management approach, systems and process to help all people within the City to understand risk and to apply a systematic approach to risk management. It aims to ensure a consistent, proactive and holistic approach by defining processes and assigning responsibilities.

The Framework aims to align plans, processes, people, technology and knowledge with the evaluation and management of risks faced by the organisation so that the City takes a 'whole of business' or 'enterprise-wide' view of risk rather than managing risk in silos.

2.2   Stakeholders

City of Hobart's stakeholders include, but are not limited to: elected members, employees, contractors, volunteers, ratepayers, residents, businesses, customers and visitors to the City of Hobart.

2.3   Policy

City of Hobart has a Quality, Safety, Environment and Risk Management Policy, which describes the commitment of the organisation to risk

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management, along with the commitment to quality, safety, the environment and continual improvement.

This Framework supports the Policy by further defining the approach necessary to maintain effective and efficient risk management systems and processes.

2.4 Risk Appetite

Establishing the City's risk appetite is fundamental to implementing a systematic approach to identifying, assessing, and managing risk within the council. The City recognises that it is not practical or desirable to avoid all risk. As not all risks are equally important or acceptable, decisions need to be made about how much risk we are willing to take or avoid. This is where risk appetite statements can become useful tools.

A risk appetite statement is a document that defines the level and type of risk that we are willing to pursue or tolerate in order to achieve our goals. It helps us align our risk management strategy with our vision, mission, values, and culture.

Using a risk appetite statement to manage risk involves applying it to our risk management activities and processes. Risk appetite statements can be used to guide risk identification, assessment, response, and reporting. For example, when undertaking an activity or program, firstly evaluate the likelihood and consequence and compare the risk rating to the risk appetite levels. The risk appetite statement can then be used to decide how to respond to the risks, whether by accepting, avoiding, transferring, or reducing them.

The City's Risk Appetite Statement is set out in the tables below and overleaf. The City has developed its risk appetite across its risk categories by defining its strategic objectives, identifying and categorizing its strategic risks, assessing the City's risk capacity against risk consequence and likelihood, consulting with the Executive Leadership Team and Council through workshops, and defining the desired level of risk appetite across the different risk categories.

The City has four levels to risk appetite, being:
- No risk appetite – no risk will be undertaken to pursue organisational objectives.
- Low risk appetite – willing to take minimum or limited risks to pursue organisational objectives.
- Moderate risk appetite – willing to take a moderate level of risk to pursue organisational objectives.
- High risk appetite – willing to take a high level of risk to pursue organisational objectives.

Risk Appetite Statements	
Overall Risk Statement	Council has a LOW to MODERATE risk appetite across its operations.

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		Council has minimal tolerance for injuries to persons. It is committed to creating a safe living and working environment for its staff and the community. The City of Hobart's work health and safety goal is "All go home safe and well".
		Council operates within the laws and regulatory framework to which it is subject and also has a role to play in enforcing these laws.
		It is important to Council that its systems and services operate efficiently and effectively. Risks need to be effectively managed and balanced in this area to ensure sustainable delivery.
Financial – Operational Expenditure		Council has a MODERATE appetite for impacts in relation to operating expenditure.
		Council will manage its operating budgets and make adjustments when necessary to address changes in priorities. Council has a LOW appetite for poor financial management and will maintain budget and cost control as much as practicable. The Council will however apply financial resources where required to meet the operational needs and decisions of Council.
Financial – Capital Expenditure		Council has a MODERATE risk appetite for financial risk in pursuit of Council objectives.
		The Council will consider all decisions based on robust business case / analysis however the Council is willing to take on financial risk in order to deliver the infrastructure required for a growing city. Council will prioritise responsible capital spending to maintain and replace essential assets. Council will consider the community's views and Council's strategic plan when making choices about capital spending and will aim to achieve the best long-term value for the community, including ensuring that community assets are utilised.
Regulatory and Legal		The Council has a LOW appetite for legal and compliance risks consistent with its role in local government. Resources will be applied to ensure both Council and stakeholders comply with the legal and regulatory requirements.
		In relation to its own obligations, Council will aim to be compliant and where issues of non-compliance are identified, considered decisions will be made on how to resolve the

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	~~issue.~~
	~~In relation to laws and regulations that Council is responsible for enforcing, Council does not wish to be heavy-handed or to apply unnecessary 'red tape'.~~
	~~Council aims to be fair, to respond to community complaints, and to take a proactive and visible approach to monitoring compliance. Council will apply a 'support-first' model to assist the community in reaching compliance.~~
	~~Council will prioritise enforcement action where safety is involved.~~
~~Safety and Wellbeing~~	~~Council has LOW appetite for risk to safety and well-being.~~
	~~Council has a target of 'zero harm' to its staff and is responsible for many assets and spaces that are used by members of the public.~~
	~~Council will invest money to ensure the safety of its staff and the public based on a robust analysis of safety issues and how these can be most effectively addressed.~~
~~Brand and Reputation~~	~~Council has a MODERATE appetite for reputational impacts.~~
	~~Council is willing to accept short-term reputational impacts relating to decisions that are in the long-term best interests of the community and acknowledges that with a diverse range of stakeholders, reputation issues will be expected.~~
~~Environment and Sustainability~~	~~Council has a LOW appetite for environmental impacts.~~
	~~Council notes the potential for environmental impacts to have long term consequences, leading to greater compliance, financial and reputational impacts. Council will therefore apply resources to address environmental impacts and will consider environmental impacts within the decision making process.~~
	~~Council notes that bushfire is the most significant risk to the City of Hobart and will prioritise the safety of people and property when managing bushfire risk.~~
~~Capacity to Deliver Services~~	~~Council has a LOW to MODERATE appetite for impacts on its capacity to deliver services.~~
	~~Council has a LOW appetite for critical services to be disrupted due to a failure by Council, however acknowledges that external~~

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	~~events may impact service delivery from time to time.~~
	~~Council has a MODERATE risk appetite for deliver of non-essential services and in the event of a disruption will apply sufficient resources to ensure services are restored within reasonable timeframes.~~

The degree of risk that will be accepted in pursuit of organisational objectives

Category	No appetite				Low appetite				Moderate appetite				High appetite			
Safety and Wellbeing		■		■	■											
People and Culture									■	■	■					
Environment and Sustainability					■	■										
Brand and Reputation									■	■	■					
Service Delivery and Performance							■	■								
Business continuity and emergencyContinuity and Disaster Recovrey						■	■									
iT and cybersecurityCybersecurity and IT				■	■											
Governance				■	■											
Regulatory and Legal				■	■											
Financial Sustainability									■	■	■					
Assets and Infrastructure								■	■	■						
Customers and Community						■			■							
Strategic						■	■	■	■	■						

Overall, the City has a balanced approach to its risk appetite aligned to its strategic objectives. Council aims to minimise its exposure to risks to safety and wellbeing, the environment, cybersecurity and IT, governance and legal whilst accepting an increased degree of risk in pursuit of key strategic objectives where required.

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Below is a summary of the City's Risk Appetite Settings

Risk Appetite Statements	
Overall Risk Statement	Council generally has a LOW to MODERATE risk appetite across its operations.

Council has no tolerance for injuries to persons. It is committed to creating a safe working and living environment for its staff and the community. The City of Hobart's work health and safety goal is "all go home safe and well".

Council operates within the laws and regulatory framework to which it is subject and also has a role to play in enforcing these laws.

Council maintains a LOW risk appetite for environmental risks. We are committed to sustainable practices and minimising our environmental footprint.

Council has a MODERATE risk appetite for financial risks, balancing the need for financial sustainability with the pursuit of growth opportunities. We aim to manage our financial resources prudently while investing in initiatives that deliver long-term value.

Council has a LOW risk appetite for cybersecurity risks. We prioritise the protection of our digital assets and sensitive information, implementing security measures to mitigate potential threats.

Council strives to minimise the impact of emergencies through proactive risk management and is committed to maintaining essential services and operations during business continuity disruptions.

It is important to Council that its systems and services operate efficiently and effectively. Risks need to be effectively managed and balanced in this area to ensure sustainable delivery of services to the community. |
| Safety and Wellbeing | Council has a NO appetite for risk to safety and well-being.

Council has NO appetite for harm to its staff as well as members of the public that use Council assets and spaces.

Council will invest money to ensure the safety of its staff and the public based on a robust analysis of safety issues and how these can be most effectively addressed. |
| People and Culture | Council has a MODERATE appetite for risks associated with People and Culture. |

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	Council is committed to strategically identifying, allocating, managing and developing its workforce resources to support the efficient delivery of Council services. Council is committed to a providing a positive working environment and attracting and retaining skilled and competent staff. We will not accept misconduct or continued employee underperformance.
Environment and Sustainability	Council has a LOW appetite for environmental impacts. Council notes the potential for environmental impacts to have long term consequences, leading to greater compliance, financial and reputational impacts. Council will therefore apply resources to address environmental impacts and will consider environmental impacts within the decision-making process. Council notes that climate change is one of the most significant and complex risks to the City of Hobart, increasing the frequency and intensity of hazards including bushfire, extreme heat, heavy rainfall, flooding, sea level rise, coastal erosion, and inundation. The City will prioritise strengthening climate resilience through mitigating risks, environmental stewardship, and enhancing the sustainability of the natural and built environment for current and future generations.
Brand and Reputation	Council has a MODERATE appetite for reputational impacts. Council is willing to accept short-term reputational impacts relating to decisions that are in the long-term best interests of the community and acknowledges that with a diverse range of stakeholders, reputation issues will be expected.
Service Delivery and Performance	Council has a LOW to MODERATE appetite for impacts on its service delivery and performance. Council has a LOW appetite for critical services to be disrupted due to a failure by Council, however, acknowledges that external events may impact service delivery from time to time. Council has a MODERATE risk appetite for delivery of non-essential services and in the event of a disruption will apply sufficient resources to ensure services are restored within reasonable timeframes.
Business Continuity and Disaster Recovery	Council has a MODERATE appetite for unforeseen interruptions of up to 7 days or less critical business functions from uncontrolled events where Council responds and communicates promptly to affected stakeholders. Council has a LOW appetite for a reduced capability to provide emergency response, aid, and recovery during periods of flood, fire, or other emergencies or disasters.

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Cyber Security and Information Technology	Council has a LOW appetite for the compromise of sensitive personal information about our employees and customers.
	Council has a LOW appetite for breaches of privacy, confidentiality, or the improper use of information.
	Council's aim is to protect our IT systems, services and information held through the application of appropriate internal controls, a cyber aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers.
Governance	Council has a LOW appetite for ineffective governance practices and non-compliance with the codes of conduct.
	Council is committed to good governance and meeting legislative and regulatory requirements in a consistent and fair manner.
Regulatory and Legal	The Council has a LOW appetite for legal and compliance risks consistent with its role in local government. Resources will be applied to ensure both Council and stakeholders comply with the legal and regulatory requirements.
	Council is committed to good governance and meeting legislated and regulatory requirements in a consistent and fair manner.
	In relation to its own obligations, Council will aim to be compliant and where issues of non-compliance are identified, considered decisions will be made on how to resolve the issue.
Financial Sustainability	Council has a MODERATE appetite for impacts in relation to Financial sustainability.
	Council will manage its operating budgets and make adjustments when necessary to address changes in priorities. Council has a LOW appetite for poor financial management and will maintain budget and cost control as much as practicable. The Council will however apply financial resources where required to meet the operational needs and decisions of Council.
Assets and Infrastructure	Council is open to taking MODERATE levels of risk to enhance our City's assets and infrastructure.
	Council is committed to continuous improvement in order to provide excellent infrastructure services that provide benefits to our community.
Customer and Community	Council has a MODERATE risk appetite for negative reaction associated with strategic choices when viewed from the

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	perspective of our customers and community.
Strategic	Council has a LOW to HIGH appetite for achieving its strategic objectives. Council has a LOW appetite for issues that threaten the achievement of strategic objectives. Council has a HIGH appetite for innovative projects such as IT projects that would enable Council to achieve its strategic objectives.

This Risk Appetite Statement is reviewed on a continuous basis to consider and adapt to changes in the Council's operating environment. The Risk Appetite Statement will be presented to Council for review and endorsement at least once a Council Term.

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2.5 Assurance Activities

City of Hobart has a range of internal and external assurance activities within its governance framework, which are outlined in Figure 1Figure 1 below. Risk management is a key element.

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Internal

Management Reviews	Internal Governance Audit	Risk Management	Management System Internal Audit

ASSURANCE ACTIVITIES

External

External Financial Audit	Judicial Review	Regulators and Administrative Appeals	Management System Surveillance and Certification Audit: McRobies WMC

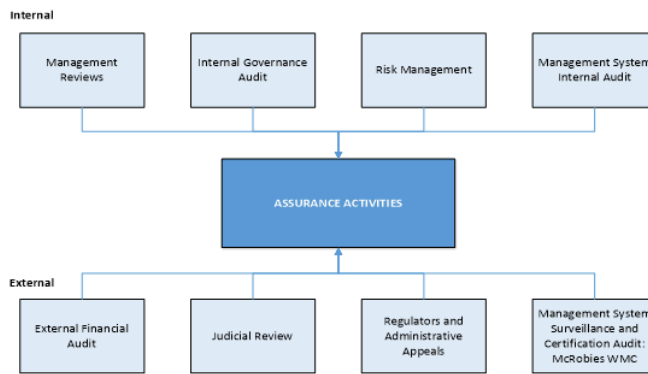**Figure 1** *City of Hobart's Assurance Activities.*

2.5.1 Internal Assurance

Management Review is undertaken annually on the City's Integrated Management System to gauge its suitability, adequacy and effectiveness.

Internal Governance Audit provides an independent and objective review and advisory service to give assurance to the Chief Executive Officer (CEO) and the Risk

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and Audit Panel that the City's financial and operational controls, designed to manage the organisation's risks, are operating effectively. City of Hobart engage an external contractor to undertake Internal Governance Audits in accordance with the Internal Audit Charter.

Management System Internal Audits are undertaken by suitably qualified employees. These audits are programmed on an as needs basis and aim to determine if processes are implemented effectively and being followed. Audit findings are presented to the responsible officer/manager who should ensure that any identified gaps or opportunities for improvement are actioned.

City of Hobart conducts annual Management System Internal Audits to assess compliance of the McRobies Waste Management Centre (WMC) facility, and the WMC compositing facilities, to the AS/NZS ISO 14001 Environmental Management Systems standard and the AS/NZS 4454 standard. Other audits are completed as required.

2.5.2   External

The Tasmanian Audit Office undertakes an independent **external audit** of the financial report of the City. The audit is undertaken under the provisions of the *Local Government Act 1993* and in accordance with relevant Australian Auditing Standards. The primary objective of the audit is obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error.

From time to time the City is subject to **Judicial Review** through the judicial system. These reviews may include the courts system, tribunals and other legislative review systems.

Regulators and Administrative appeals include the Department of Premier and Cabinet (Local Government Office), the Auditor General (responsibilities outside the scope of the external audit), the Ombudsman and the Tasmanian Integrity Commission.

Management System Surveillance and Certification Audits are undertaken at McRobies Waste Management Centre by an external certification body to assess our compliance against the AS/NZS ISO 14001 Environmental Management Systems standard and the AS/NZS 4454 standard, to which the facility maintains certification.

Collectively these activities constitute assurance services within the City of Hobart's governance framework.

2.6   Integrated Management System (IMS)

The IMS describes City of Hobart's organisational structure together with the documentation, processes and resources used to achieve objectives for continuous improvement and to meet customer requirements.

The IMS is designed in accordance with the requirements of ISO 9001, ISO 14001 and ISO 45001, and provides the basis for continual improvement of City of Hobart's performance through:

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- planning, whereby the customer requirements, including any applicable regulatory requirements, and the processes to achieve those requirements are understood;

- implementing the processes to meet the defined requirements;

- monitoring and evaluating the processes and product outcomes against the defined requirements; and

- implementing the identified improvements, in order to maintain the gains secured and maximise customer satisfaction and conformity of product while protecting the environment and people.

The IMS supports the Risk Framework as it documents the processes, procedures and controls to manage enterprise risks. The City of Hobart Management System Manual (F12/6294) provides further detail on the IMS.

2.7 Risk Management Function

Risk management is a shared responsibility. The activities necessary for a robust risk management function is shared amongst the Elected Members, the CEO, Directors, staff and key service providers.

Risk and treatment owners are identified through risk assessments and are responsible for managing their risks in accordance to the relevant risk procedures.

City of Hobart's risk management activities will be managed by the Manager Rates, Procurement and Risk and coordinated by the Risk Management Lead utilising internal and external resources as appropriate.

2.8 Risk Management Technology

City of Hobart uses a dedicated risk management software to document strategic and operational risks, including controls and treatment plans as appropriate. Risk management technology will enable transparency of information and help coordinate various risk management activities. Microsoft Excel and Word templates can be used to document risks associated with one-off or infrequent activities or proposed changes.

2.9 Roles and Responsibilities

People, specifically managers who are designated 'risk owners', will play a key role City of Hobart's risk management framework. An overview of key risk management responsibilities is set out below.

2.9.1 City of Hobart

It is the duty of the City of Hobart to ensure that staff are provided with adequate resources and support to effectively manage risk.

2.9.2 Risk and Audit Panel

The Risk and Audit Panel's objective is to provide assurance and advice to the Council in relation to its performance and the assessment, management and review of risk across all Council activities and services in accordance with a contemporary governance and risk management framework.

2.9.3 Chief Executive Officer (CEO)

The CEO is accountable to the Council for ensuring that there is a risk management framework in place as part of the City's corporate governance framework. It is also critical that the CEO supports the implementation of the risk management framework by communicating commitment and progress to all staff and relevant stakeholders regularly.

2.9.4 ELT

The ELT is responsible for approving and reviewing the City's risk management framework and policy and maintaining oversight of performance of the Strategic Risk and Resilience Register and ensuring operational risk are managed.

2.9.5 Directors

Directors are responsible for implementing and ongoing maintenance of the risk framework and reporting on the City's risk profile to ELT.

Directors are responsible for approving any potential risk-taking outside of the City's risk appetite.

2.9.6 Corporate Risk Management Committee (CRMC)

The CMRC is responsible for ensuring that the Council's risk management processes and procedures are consistent with the approach in AS/NZS ISO 31000:2018 *Risk management – Principles and guidelines*. The Committee must identify emerging risk management issues and recommend necessary actions, consider changes to statutory and legal requirements affecting risk management and recommend necessary actions.

The Committee is also responsible for overseeing the implementation of the Council's Risk Management Improvement Action Plan. This responsibility and the CRMC's functions are further outlined in the CRMC Terms of Reference.

2.9.7 Managers

Managers (and often supervisors) are commonly the risk owners and are required to create an environment where the management of risk is accepted as the responsibility of all staff, volunteers, contractors and other workers. Managers are responsible for oversight of operational risks and ensuring risk treatment plans are achieved within agreed timelines.

Managers are accountable for the implementation and maintenance of sound risk management processes within their area of responsibility in line with City of Hobart's risk framework including:
- identifying, recording and periodically evaluating risks;
- identifying, recording and assessing effectiveness of existing controls;
- implementing and maintaining effective internal controls;
- developing treatment plans to treat higher level risks in a timely manner; and
- maintaining risk profiles/risk registers through periodic reviews and updates.

Managers are also responsible for supporting good management practices that compliment risk management including:

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- following, and monitoring staff compliance with, the City's policies, procedures, guidelines and designated authorities;
- maintaining up-to-date information and documentation for key operational processes; and
- incorporating risk treatment plans into Unit Plans and budgets, where appropriate.

2.9.8 Manager Rates, Procurement and Risk

This role is responsible for establishing and monitoring the process for the management of risk throughout the City including making recommendations on all aspects of the Risk Management Framework to the CEO, ELT and the Risk and Audit Panel.

2.9.9 Risk Management Lead

This role is responsible for:
- ensuring the Risk Management Framework remains relevant and appropriate for the City;
- providing advice and support to the ELT, managers and all staff on risk management matters;
- coordinating the delivery of appropriate and relevant training to staff to promote a positive risk, compliance and control culture;
- periodically reviewing key risk management related documents including risk register, risk profiles, policies, plans, procedures and authorities; and
- periodically reporting the status of key risks and risk treatment plans to ELT and the Risk and Audit Panel.

2.9.10 Internal Auditors

Internal governance audits provide an independent and objective review and advisory service to provide assurance to the CEO and the Risk and Audit Panel that City of Hobart's financial and operational controls are designed to manage the City's risks and achieve the objectives are operating in an efficient and effective manner. The Internal Audit Plan should be informed by extreme and high risks such as those included in the Strategic Risk and Resilience Register.

2.9.11 IMS Internal Auditors

Internal IMS audits provide an independent review that policies and procedures have been implemented and are being adhered to.

2.9.12 All Employees

Staff support risk owners and are responsible and accountable for taking practical steps to minimise the City's exposure to risks including contractual, legal and professional liability in so far as is reasonably practicable within their area of activity and responsibility.

All staff must be aware of operational and business risks. Particularly, staff should:
- provide input into various risk management activities;
- assist in identifying risks and controls;

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- report all emerging risks, issues and incidents to their manager or appropriate City of Hobart officer;
- follow the City's policies and procedures; and
- take steps to manage their own exposure to risk in their day-to-day activities.

3   RISK MANAGEMENT – APPROACH

3.1   Risk Management Stages

City of Hobart utilises the AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines in its approach to managing risks. This is a structured and proactive approach that can be applied consistently across the organisation to support the understanding and management of strategic, operational and/or task/activity risks.

Under this approach, there are six key stages to the risk management process:

1.   Communicate and consult – with internal and external stakeholders;

2.   Establish the scope, context, criteria – the boundaries;

3.   Risk assessment – identify, analyse and evaluate risks;

4.   Treat risks – implement and assess controls to address risk; and

5.   Monitoring and review – risk reviews and audit.

6.   Recording and reporting – process and outcomes to be documented.

Figure Figure 2 illustrates the risk management process as set out in AS/NZS ISO 31000:2018
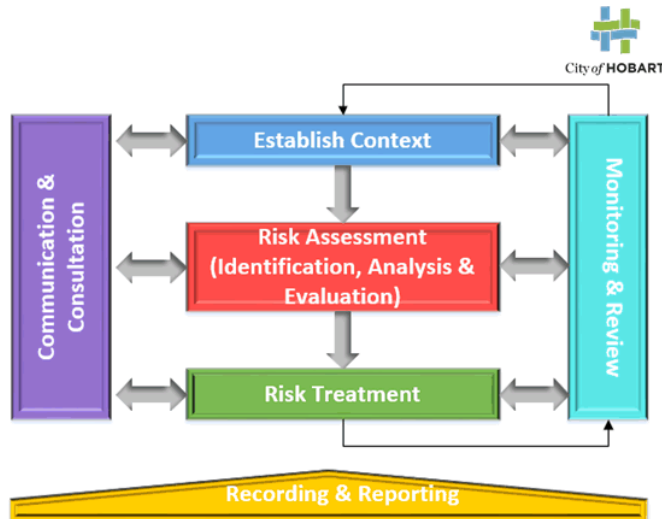
Figure 2 Risk Management Process.

3.1.1   Communication and Consultation

Communication and consultation with all relevant parties along with external and internal stakeholders should take place during all stages of the risk management process. This will ensure that those accountable for implementing the risk management process and other stakeholders understand the basis on which decisions are made, and the reasons why particular actions are required.

3.1.2   Establish Context

Establishing the context of risk management at City of Hobart is the foundation of good risk management and vital to successful implementation of the risk management process.

By establishing context, the City is able to articulate its objectives, define the external and internal parameters to be taken into account when managing risk, and sets the scope and risk criteria for the remaining process.

Prior to undertaking a risk assessment, it is important to understand the complex environment in which the City operates, for example, from a strategic perspective, there is a need to consider external factors such as business, social, political, economic, financial, regulatory and legislative as well as the organisation's risk appetite.

Before undertaking a risk assessment, the internal and operational context should be established which includes an understanding of the City's goals and objectives, management and organisational structures, systems, processes, resources, key performance indicators and other drivers.

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The reasons for the risk assessment being carried out needs to be established, in particular:

- define the scope and objectives of the assessment, for example, compliance with new legislation or project evaluation

- Identify the potential risks and opportunities

- whether the risks are outside of risk appetite

- specify the nature of the decisions that have to be made

- define the extent of the project activity or function in terms of time and location

- identify resources and planning requirements

- identify the roles and responsibilities of the various parts of the organisation participating in the risk management process.

3.1.3 Risk Identification

The aim of risk identification is to develop a comprehensive list of sources of risk and events that might have an impact on the achievement of the objectives, strategies and targets of the City. The list should be comprehensive as unidentified risks can pose a major threat to the organisation or result in significant opportunities being missed.

It is important to undertake a systematic and comprehensive identification of all risks including those not directly under the control of the City. Risk Analysis & Evaluation Risk analysis helps inform decisions about which risks require treatment strategies. The City of Hobart considers risks based on the combination of the consequence of occurrence and likelihood of occurrence without controls (inherent risk) and also after the consideration of control and risk mitigation practices currently in place (residual risk).

The specific process to undertake this analysis is outlined in the Risk Assessment and Management procedure.

After the risk has been assessed by taking into account the control effectiveness and multiplying consequence and likelihood ratings, the risk owner must decide on the most appropriate risk strategy. Risk strategy options are listed in the table overleaf.

Risk Strategy Options	Required Actions
Avoid the risk is achieved by deciding not to start or continue with the activity that gives rise to the risk	• Report to appropriate level of management
Take or increasing the risk in order to	• Outline the benefits, document

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pursue an opportunity	and seek approval
Reduce the likelihood or consequence of the risk	• Develop a risk treatment plan with owners and dates
Share the risk is to share the management of the risk with a third party	• Determine how the risk will be shared (contract, insurance, BCP) and document
Retain the risk by informed decision	• Document and monitor

If the overall risk rating per the risk matrix (refer to Appendix A) is either high or extreme, a risk treatment plan must be established.

RANK	DESCRIPTION	CRITERIA FOR RISK ACCEPTANCE	RESPONSIBILITY
Extreme (20-25)	Needs urgent attention and active management	Consider ceasing activity or accept the risk ONLY if strong controls and treatment plans are in place and implemented. Monthly monitoring and review. A risk treatment plan must be established and implemented and endorsed by Executive Leadership Team (ELT)	CEO/Council (Risk and Audit Panel reporting)
High (109-16)	Needs regular monitoring	Existing strong controls should be maintained, and any additional risk actions required should be defined and implemented. Monthly monitoring and review. A risk treatment plan must be established and implemented and endorsed by relevant Director	Director / CEO (ELT) (Risk and Audit Panel reporting)
Moderate (4-98)	Needs periodic monitoring	Review existing controls. Periodic (six-monthly) monitoring and reporting. A risk treatment plan is optional depending on the risk strategy and overall control ratings	Manager
Low (1-3)	No major concerns	Management effort should not be directed towards these risks. Annual monitoring and reporting. A risk treatment plan is optional depending on the risk strategy and overall control ratings	Manager

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3.2 Business Continuity

Business Continuity Planning (BCP) is an important part of managing business interruption risk. City of Hobart's BCP describes the whole of business approach towards ensuring critical business functions can be maintained and/or restored in a timely fashion, in the event of a material disruption arising from internal or external events.

The BCP identifies time sensitive or critical business functions and the processes and resources required to support and recover them. The Business Continuity team are assigned specific roles in the event of a major business interruption which requires for the plan to be activated.

The Manager Rates, Procurement and Risk and the Risk Management Lead is responsible for the review and maintenance of City of Hobart's BCP. Periodic testing of the plan will be conducted.

In the event of an incident that affects the City of Hobart as well as Council operations, which results in the activation of the Municipal Emergency Management Plan, the City and its Officers are expected to perform its statutory obligations under the Hobart Municipal Emergency Management Plan, taking precedence over the activation and deployment of the BCP.

4   RISK MANAGEMENT – RESULTS & IMPROVEMENT

4.1 Documentation

Risk management processes and activities will be documented throughout City of Hobart. Documentation is important for the following reasons:

- it gives integrity to the process and is an important part of good corporate governance;
- it provides an adequate audit trail and evidence of a structured approach to risk identification and analysis;
- it provides a record of decisions made which can be used and reviewed in the future;
- it provides a record of risks for the City which can be continuously developed.

4.1.1 Key Documents

Key documents will include

- **Quality, Safety, Environment and Risk Management Policy** – Establishes commitment and provides a high-level overview of risk management framework;
- **Risk Framework** – Details the risk framework processes and activities;

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- **Risk Registers**[1] – Documents the key risks and controls for existing City of Hobart activities and processes;
- **Risk assessments** – Documents the key risks and controls when undertaking one-off or new activities and assessing the risk when proposing changes to existing activities. Risk and opportunities should be considered to enable risk-based decision making.

4.1.2 Maintenance of Key Documents

The risk documents form part of City of Hobart's Integrated Management System and will be maintained within the IMS and monitored through either the IMS Internal and External Audit programs or Internal Governance Audits.

These records may be called upon in the management of ongoing treatments, as evidence in incident investigations, in dealing with insurance matters or during other enquiries, and for audit purposes.

4.2 Reporting & Review

Risk management is a dynamic process and, to be effective, requires ongoing monitoring and review to ensure that the risk environment in which the City operates is constantly up to date.

4.2.1 Risk Management Framework

Documentation including policies, procedures, risk registers and systems relating to the risk management framework will be subject to periodic review. This review is the responsibility of the Manager Rates, Procurement and Risk.

4.2.2 Risk Registers

It is important that risk owners review their risks regularly. Such review is to be part of the annual management planning process to ensure that:

- risks are managed in the context of each Unit's objectives for the coming year;
- risk treatment plans are incorporated into risk management software and Unit Plan; and
- where funding is required to implement risk treatment plans that it is incorporated into City of Hobart's budget.

4.2.2.1 Strategic Risk and Resilience Register

Performance against the treatment plans identified in the Strategic Risk Register is monitored by the ELT biannually and forms part of the City's internal governance audit program.

The City's Risk and Audit Panel will consider the status of the management of key risks within the Strategic Risk Register biannually.

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[1] The term "Risk Registers" in this context includes the City's Strategic and Operational Risk Registers, Risk Assessment and Management procedure and Risk Register procedure.

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4.2.2.2 Operational Risks

Monitoring of the treatment plans identified within operational risks is undertaken at the Divisional level.

4.2.3   Unit Plans and Improvement Opportunities

Risk owners are responsible for ensuring that actions contained in Unit Plans and any corrective and preventative actions are implemented effectively and within agreed timeframes. Action taken is to be recorded. In addition, risk owners are responsible for ensuring that actions required in order to manage risk are included in their Unit Plans and where appropriate the City's Annual Plan.

4.2.4   Role of Corporate Risk Management Committee

The Terms of Reference for the CRMC will undergo continuous review and improvement and will undergo a formal review biennially. The Terms of Reference should also be reviewed where operational changes dictate.

4.3   Continuous Improvement

City of Hobart has a demonstrated commitment to continuous improvement and as such improvement to the risk management framework of the City will include decisions and actions related to:

- Improvement of the effectiveness of the implemented risk management processes;
- Lessons learned from the review of events, treatment plans and their outcomes and best practice reviews; and
- Training and resource needs.

4.4 Summary of Actions, Reviews and Reports

4.4 Table 1

Table 1 summarises the key actions, reviews and reports required by City of Hobart's Risk Management Strategy. It details who is responsible for each activity and the required timing.

Action	Description	Responsibility	Timing
Review Policy & Framework	Review the currency and effectiveness of the City's Risk Management Policy and Framework	Manager Rates, Procurement and Risk	~~Biennially~~Every four years with a mid-term review to be undertaken
Review Risks	Review Risks and controls contained in the City's risk registers and identify new or emerging risks	Risk Owners	Every year (individual risks are reviewed in accordance with the residual risk rating)
Include Risk Treatment Plans in Unit Plan	Ensure that actions required by Risk Treatment Plans are incorporated into the relevant Unit Plan	Risk Owners	Every year during the development of Unit Plans
Implement Unit Plan	Implement actions contained in the Unit Plan	Risk Owners	As identified in the Unit Plan
Implement corrective actions	Implement actions	Action owners	As per action details
Conduct specific risk assessments	Conduct risk assessments as required for new or altered activities, processes or events	Risk Owners (Risk Management Lead to assist as required)	As required

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Risk Status Reports (Strategic)	Report the current status of risks within the Strategic Risk Register to ELT and the Risk and Audit Panel	Risk Management Lead	Biannually
Audits Reports	Provide Audit Reports to Directors, ELT and Risk and Audit Panel	Manager Rates, Procurement and Risk	Directors – as required ELT, Risk and Audit Panel - biannually
Audit Status Reports	Report the current status of Audit Actions to ELT and Risk and Audit Panel	Risk Management Lead	Biannually
Promote awareness of the Risk Management Framework across the organisation	Maintain the Risk Management section of the CBC	Manager Rates, Procurement and Risk	Ongoing
Business Continuity Management	Undertake testing of BCP	ELT (coordinated by Risk Management Lead)	Annually
Review of insurances	Undertake the annual review of City of Hobart's insurance policies in conjunction with the City's appointed broker	Risk Management Lead	Annually
Appoint insurance broker	Undertake public tendering process in order to appoint City of Hobart's insurance broker	Manager, Procurement, Rates and Risk	According to contract expiry

Table 1: Summary of Key Activities

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5 GLOSSARY

Adapted from AS/NZS ISO 31000:2018

Communication and Consultation	continual and iterative processes that an organization conducts to provide, share or obtain information and to engage in dialogue with stakeholders regarding the management of risk
Consequence	outcome of an event affecting objectives
Control	a measure that is modifying a risk
Establishing the Context	defining the external and internal parameters to be taken into account when managing risk, and setting the scope and risk criteria for the risk management policy
Event	occurrence or change of a particular set of circumstances
Integrated Management System (IMS)	a management system incorporating the elements of *AS/NZS ISO 9001 Quality management systems, AS/NZS ISO 14001 Environmental management systems* and *AS/NZS ISO 45001 Occupational health and safety systems*
Level of risk	magnitude of a risk or combination of risks, expressed in terms of the combination of consequences and their likelihood
Likelihood	chance of something happening
Monitoring	continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected
Operational risk	risk that is of operational significance relevant to systems, processes and projects
Operational Risk Register	refers to individual business unit risk registers (or as otherwise developed).
Project/Task/Activity Risk	risk that is within individual processes/activities/tasks of short and finite duration that are one-off or are to occur on a limited number of occasions

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Progress Performance Review	report to Council on the performance towards achieving the nominated major actions/initiatives and budget performance in respect of each function area
Quality	degree to which a set of inherent characteristics fulfils requirements
Quality Management System	that part of an organisation's management system used to maintain the quality or products and services produced or provided by that organisation
Residual Risk	risk remaining after risk treatment
Review	activity undertaken to determine the suitability, adequacy and effectiveness of the approach to achieve established objectives
Risk	effect of uncertainty on objectives
Risk Analysis	process to comprehend the nature of risk and to determine the level of risk
Risk Assessment	overall process of risk identification, risk analysis and risk evaluation
Risk Appetite	The level of risk that an organization is prepared to accept in pursuit of its objectives, before action is deemed necessary to reduce the risk.
Risk Aversion	an entrenched dislike or risk bearing situations or circumstances
Risk Champion	person who actively promotes risk management within an organisation
Risk Criteria	terms of reference against which the significance of a risk is evaluated
Risk Evaluation	process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable
Risk Identification	process of finding, recognizing and describing risks
Risk Management	coordinated activities to direct and control an organization with regard to risk
Risk Framework	set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organization

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Risk Management Plan	scheme within the risk management framework specifying the approach, the management components and resources to be applied to the management of risk
Risk Management Policy	statement of the overall intentions and direction of an organization related to risk management
Risk Management Process	systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, ~~analyzing~~analysing, evaluating, treating, monitoring and reviewing risk
Risk Owner	person or entity with the accountability and authority to manage a risk
Risk Profile	description of any set of risks
Risk Register	dynamic document that is a central record of risks, their magnitude, controls and treatment plans
Risk Source	element which alone or in combination has the intrinsic potential to give rise to risk
Risk Treatment	process to modify risk
Stakeholder	person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity
Strategic Risk	risk that is of strategic significance
Treatment plans	plans developed in order to treat risks

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6 APPENDIX A
Risk matrix settings

Consequence			Rare	Unlikely	Possible	Likely	Almost Certain
	5	Catastrophic	M 5	H 10	H 15	E 20	E 25
	4	Major	M 4	M 8	H 12	H 16	E 20
	3	Moderate	L 3	M 6	HM 9	H 12	H 15
	2	Minor	L 2	M 4	M 6	M 8	H 10
	1	Insignificant	L 1	L 2	L 3	M 4	M 5
			Rare	Unlikely	Possible	Likely	Almost Certain
			1	2	3	4	5
					Likelihood		

	Rating description	Score	Likelihood of Occurrence Explanation (Probability)
Likelihood Descriptors	Almost Certain	5	The event will occur in most circumstances (i.e. daily/weekly). (>90% chance of occurring)
	Likely	4	The event will probably occur in most circumstances (i.e. monthly). (65-90% chance of occurring)
	Possible	3	The event may occur within the foreseeable future (i.e. within 12 months). (35-65% chance of occurring)
	Unlikely	2	The event may occur at some time but not likely to occur in the foreseeable future (i.e. within the next 2- 105 years) (510-35% chance of occurring)
	Rare	1	The event will only occur in exceptional circumstances or as a result of a combination of unusual events Once every 2010 years or less frequently. (<510% chance of occurring)

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Consequence Matrix for Risks

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	Safety and Wellbeing	Environment and Sustainability	Brand and Reputation	Capacity to Deliver Services	Regulatory and Legal	Financial - Operational	Capital Expenditure and Projects
Catastrophic	Death or permanent disability. Loss of critical number of key staff impacting on skills, knowledge & expertise. Widespread / sustained staff industrial action. Severe impact on organisational morale or performance.	Fatalities occur; extensive release requiring long term remediation; legal action initiated by EPA, State agencies or others	Substantiated extensive public outcry; high widespread multiple news profile	Extreme event with potential to lead to failure of most objectives or collapse of part of the business. Severe disruption to business activities. Critical infrastructure service loss for > 1 month	Extensive fines and litigation with possible class action; threat to viability of program or service; extensive financial loss; indictable offences	Operational Expenditure: Extensive financial loss; in excess of $5m	Major (>40%) potential for cost or time impact. Will have an unmanageable impact on time, cost, resources and quality. Inability to meet project objectives requiring the project to be abandoned or redeveloped
Major	Serious injury / harm. Dangerous near miss. Long term loss of some key staff resulting in skills / knowledge / expertise deficits. Threat / staff industrial action. Major impact on staff morale or performance with long term significance.	Major environmental impact; harm to humans or ecosystems; serious breach of EPA or other environmental legislation/licences	Sustained serious public or media outcry, high impact, high news profile	Major event that with prioritised and focused management will be endured.	Major breach with fines and litigation; critical failure of internal goals; long term significance and major financial impact	Major financial loss $1m - $5m.	Major potential (20-40%) for cost or time impact, will impact on time, cost, resources or quality. Potential impact on multiple work streams, projects or stakeholders. Significant variation to scope or objective requiring restructure of project and Senior Management or Council approval
Moderate	Adverse impact on person's health / welfare. Lost time or penalty notice due to unsafe act / plant / equipment. Short term loss of skills / knowledge / expertise. Severe staff morale / increase in workforce absentee rate	Moderate environmental impact; on site release or contained spread off site; moderate breach of EPA or other environmental legislation/licences; may result in fines	Significant public criticism with or without media attention	Significant event, which can be managed under special circumstances. Critical service interruption not back in agreed time.	Serious breach involving statutory authority or investigation; significant failure of internal controls; prosecution possible with significant financial impact	Significant financial loss $500,000 - $1M	Medium potential (10-20%) for cost or time impact. manageable impact on time, cost, resources and quality. variation to scope or objective requiring Senior Management approval

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Minor	Minimal or no adverse impact on person's health / welfare Negligible skills or knowledge loss Potential adverse impact on person's health / welfare Inappropriate behaviour Workplace safety compromised Some loss of staff with tolerable loss / deficit in skills Contained impact on staff morale or performance	Minor, isolated environmental impact; minor breach of environmental legislation/ licences; may result in penalty notices or official warning	Heightened local community concern or criticism	An event, the consequences of which can be absorbed but management effort is required to minimise impact. Minor delivery delays. Local interruption only, service loss for minimum period.	Contained non-compliance or breach with short term significance; minor financial impact	Minor financial impact: $150,000 - $500,000.	Small (5-10%) potential for cost impacts, no time impact, no quality impact. variation to scope or objective requiring managers approval
Insignificant	Injury report or first aid only. No lost time. Minimal impact on staff morale or performance	Minimal environmental impact; won't result in fines or penalties	Isolated, internal or minimal adverse attention or complaint	An event the impact of which can easily be absorbed through normal activity. Negligible impact business interruption, brief loss of service	Isolated non-compliance or breach; minimal failure of internal controls; negligible financial impact	Less than $150,000.	Small potential for cost impacts - <5% of budget, no time impact, no quality impact

Risk Categories	Consequence Scale				
	Insignificant Issue that is managed as part of Business as Usual.	**Minor** An event, the consequence of which can be absorbed but management effort is required to minimise the impact. Localised impact for a Group or Network	**Moderate** A significant event, which can be managed under normal circumstances. Impact requiring Executive oversight and Director-level action.	**Major** A critical event. Impact requiring ELT management and oversight and notification to Council	**Catastrophic** A disaster. Long-term or widespread impact requiring ELT and Council time and effort over multiple months and deviation from strategic plan
Safety and Wellbeing Risks that impact the health and safety of staff, contractors and	Incident report requiring first aid only. Minimal impact on staff morale or performance	Minimal or no adverse impact on person's health / welfare. Negligible skills or	Adverse impact on person's health / welfare, lost time or penalty notice due to unsafe act / plant / equipment	Serious injury / harm. Dangerous near miss long-term loss of some key staff resulting in skills /	Death or permanent disability Loss of critical number of key staff impacting on

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volunteers, including OH&S legislative requirements, and public safety risks.	No lost time injury.	knowledge loss. May require medical treatment by a doctor or health professional.	Short term loss of skills / knowledge / expertise Severe staff morale / increase in workforce absentee rate	knowledge / expertise deficits Threat / staff industrial action Major impact on staff morale or performance with long term significance.	skills, knowledge & expertise Widespread / sustained staff industrial action Severe impact on organisational morale or performance
People and Culture The impact on the City's ability to attract and retain professional staff, be an employer of choice and a positive workplace culture.	Annual staff turnover <10% Can be addressed with existing staff and by review of existing procedures.	Annual staff turnover <20%, negligible impact on morale. Can be addressed in the short term with existing staff with additional training on corporate expectations and applications of relevant policies and procedures, e.g. Code of Conduct	Annual staff turnover >20% of entire workforce or 30% of a workgroup. Loss of member of Executive Leadership Team. Requires hiring external or building internal capability. Short term effect on morale and business.	Annual staff turnover of 30% - <75%. Loss of two members of the Executive leadership Team. Significant impact on morale and business. Difficulty to source or build capability to deliver core services.	Annual staff turnover >75%. Loss of entire / majority of the Executive Leadership Team. Long term effect on morale and ability of Council to deliver core services or strategic objectives. Inability to source people capability to deliver essential services.
Environment and Sustainability Risks that impact the natural environment	No environmental damage. Minimal environmental	Minor environmental damage. Rectification occurs from within existing budget	Some environmental damage requiring the allocation of some resources to rectify	Extensive environmental damage, possible fines requiring significant resources to rectify	Catastrophic environmental damage leading to fines against Council and significant resources to rectify

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including sacred and indigenous lands, flora, fauna, heritage, water, waste, hazardous materials and pollution.	impact; won't result in fines or penalties.	Minor, isolated environmental impact; minor breach of environmental legislation/ licenses; may result in penalty notices or other.	Moderate environmental impact; on site release or contained spread off site; moderate breach of EPA or other environmental legislation/licenses; may result in fines.	Major environmental impact; harm to humans or ecosystems; serious breach of EPA or other environmental legislation/licenses.	Fatalities occur; extensive release requiring long term remediation; legal action initiated by EPA, State agencies or others.
Brand and Reputation Risks that impact Council's reputation in the community and through media including social media, as well as other government agencies	Isolated, internal or minimal adverse attention or complaint. External reputation not affected. No effort or expense required to recover.	Heightened local community concern or criticism. External reputation minimally affected. Little effort or expense required to recover.	Significant public criticism with or without media attention. External reputation damaged: some effort required to recover.	Sustained serious public or media outcry, high impact, high news profile. External reputation severely damaged: considerable effort and expense required to recover.	Substantiated extensive public outcry; high widespread multiple news profile External reputation irrevocably destroyed or damaged Significant impact on funding for several years; long-term loss of confidence.
Service Delivery and Performance Risks that impact the delivery of critical services to the community due to a business disruption event.	Insignificant impact to deliver of services. Service unavailable for up to 2 hours. No impact to staff or the community. An event the impact of which can easily be absorbed through normal activity	An event, the consequences of which can be absorbed but management effort is required to minimise impact. Minor delivery delays. Local interruption only, service loss for minimum period of 4 hours.	Significant event, which can be managed under special circumstances. Critical service interruption not back in agreed time, approximately 1 to 2 days. Multiple services may be impacted. Standard community function likely to be	Major event that with prioritised and focused management will be endured. 2 to 5 days. Multiple services likely to be impacted. Standard community function will to be affected. Significant costs may be incurred by individuals and	Extreme event with potential to lead to failure of most objectives or collapse of part of the business. Severe disruption to business activities. Critical infrastructure service loss for > 5 days. Recovery of services overseen by Council's

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	Negligible impact business interruption, brief loss of service.	Affected community can continue to function without unreasonable impact.	affected. Costs may be incurred by individuals and businesses whilst services are reinstated. Possible implication of multiple services.	businesses whilst services are reinstated. Critical service interruption not back in agreed time, but commitment to future date of service resumption given.	Emergency Recovery Committee. Significant and ongoing impact to community function. Significant community costs incurred.
Business Continuity and Disaster Recovery The risk of business interruption event, emergency or natural disaster	None or short-term localised interruption to services. No emergency or disaster response required by Council. Inconvenience to localised operations.	Minor, temporary disruption to services. Emergency or disaster response required by Council results in disruption to service delivery of one critical business function for up to one day. Review of business continuity plan recommended. Some disruption manageable by altered operational routine / Reduction in operational routine.	Some serious disruption to services, some contravention of legal/contractual obligations. Emergency or disaster response required by Council resulting in disruption to service delivery for multiple critical business functions for up to one day. Reference to Business Continuity Plans required.	Major long-term disruption to services. Serious breach of legal / contractual obligations. Emergency or disaster response required by Council resulting in disruption to service delivery for multiple branches for one to 5 days. Business Continuity Plans may be enacted.	Long term irreversible impact on ability to delivery services to the community. Emergency or disaster response required by Council resulting in disruption to service delivery for multiple critical business functions for more than 5 days. Business Continuity Plan enacted. Recovery overseen by Council's Emergency Recovery Committee.
Cyber security and	Failure of a single business system	Failure of business system resulting in short	Failure of several major business systems resulting	Systematic failure of several major business systems	Complete and ongoing (mid to long term) failure

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Information Technology The risk of a cyber incident, the impact of an IT outage, cyber-attack or ransomware.	resulting in interim impacts to essential services. No loss of corporate / personal data.	term impacts to essential services. Minor loss/theft of corporate and or personal data.	in substantial (mid-short term) impacts on essential services. Significant loss/theft of personal data.	resulting in significant mid-term impacts on essential services. Major loss/theft or corporate and/or personal data.	of Council's business systems impacting essential services. Extensive loss/theft of corporate and/or personal data.
Governance Risks that impact on strong, effective and accountable governance frameworks.	Insignificant performance and accountability issues that have no impact on normal operations.	Some performance and accountability issues with a minor impact on workplace culture. Minor impact on the City's internal control environment.	Significant challenges with leadership / management. Poor decision making has the potential to disrupt service delivery in multiple Groups. Moderate impact on workplace culture and the City's internal control environment.	Instability recognised in leadership / management. Decision making causing disruption to service delivery across Networks. Major disruption to the City's internal control environment and significant impact on workplace culture.	Ongoing instability in leadership / management. Compromised decision making causing disruption to service delivery across Council. Breach of the internal control environment and severe impact on workplace culture.
Regulatory and Legal Risks that impact compliance with regulatory requirements and legislative obligations.	Isolated non-compliance or breach; minimal failure of internal controls; negligible financial impact. Threat of litigation requiring small compensation. No effect on contract performance.	Contained non-compliance or breach with short term significance; minor financial impact. Single minor litigation. Results in meeting between two parties in which contractor expresses concern. Goes to conciliatory	Serious breach involving statutory authority or investigation; significant failure of internal controls; prosecution possible with significant financial impact. Single moderate litigation or numerous minor litigations. Receive verbal advice that, if breach continues, a default notice may be issued.	Major breach with fines and litigation; critical failure of internal goals; long term significance and major financial impact. Single major litigation or numerous moderate litigations. Receive written notice from the contractor threatening termination if not rectified.	Extensive fines and litigation with possible class action; threat to viability of program or service; extensive financial loss; indictable offences. Termination of contract for default. Major systemic and protracted regulatory breaches with punitive

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	Disruptive legal issue that causes inefficiency but isn't a breach.	conference. Non-reportable regulatory breach; small fine or legal costs; minor litigation.	Reportable regulatory breach. Remediation will incur some costs but is straight forward. Independent investigation and possible moderate fine.	One-off regulatory breach with punitive fine. Remediation will be difficult and costly.	fine and possible independent investigation.
Financial Sustainability Risks that have a financial impact on the organisation, for example revenue, expenses, assets, liabilities, cash reserves and liability claims.	Less than 1% of annual operational budget. Insignificant financial impact and can be managed within existing budgets.	1% to 5% of annual operational budget. Minor financial impact, requiring a budget variance approval.	5% to 10% of annual operational budget. Significant financial loss.	10 to 20% of annual operational budget. Major financial loss.	More than 20% of annual operational budget. Extensive financial loss.
Assets and Infrastructure Risks that impact the ability to finance new assets or maintaining existing assets and infrastructure as well as the cost of upgrading or repairing.	Damage where repairs are required however facility / infrastructure is still operational. Recovery is achievable within current budget allocation.	Minor/loss/damage repairs required. The recovery from the loss is short term through budget reallocation.	Short to medium term loss of key assets and /or infrastructure. The recovery from loss is simple but requires financial assistance beyond the allocated budget. Localised damage requiring external resources to rectify.	Widespread, short to medium term loss of key assets and / or infrastructure. The recovery from loss will be possible through State Government financial assistance. Potential impact on multiple work streams, projects or stakeholders. Significant variation to scope or objective requiring restructure of project and ELT or Council approval.	Widespread, long-term loss of substantial key assets and / or infrastructure. The recovery would be prolonged and complicated and require Federal and State Government financial assistance. Inability to meet project objectives requiring the project to be abandoned or redeveloped. Extensive damage requiring prolonged

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					periods of restitution / complete loss of plant, equipment and building. Recovery overseen by Council's Emergency Recovery Committee.
Customer and Community The impact on the City's customers including ratepayer and its communities.	Insignificant impact on customers and the community. Essential communication systems unavailable for up to 2 hours. Decline of economic activity and/or loss of asset value <0.004% of gross area product (~<$350,000).	Affected community can continue to function without unreasonable impact. Essential communication systems unavailable for 4 hours. Decline of economic activity and/or loss of asset value >0.004% of gross area product (~>$350,000).	Standard community function likely to be affected. Costs may be incurred by individuals and businesses whilst services are reinstated. Inability to resume essential communication systems for 1-2 days. Decline of economic activity and/or loss of asset value >0.04% of gross area product (~>$3.5 mil).	Standard community function will to be affected. Significant costs may be incurred by individuals and businesses whilst services are reinstated. Essential communication systems unavailable for 2-5 days. Decline of economic activity and/or loss of asset value >0.4% of gross area product (~>$35 mil).	Significant and ongoing impact to community function. Significant community costs incurred. Essential communication systems unavailable for more than 5 days. Decline of economic activity and/or loss of asset value >4% of gross area product (~>$350 mil).

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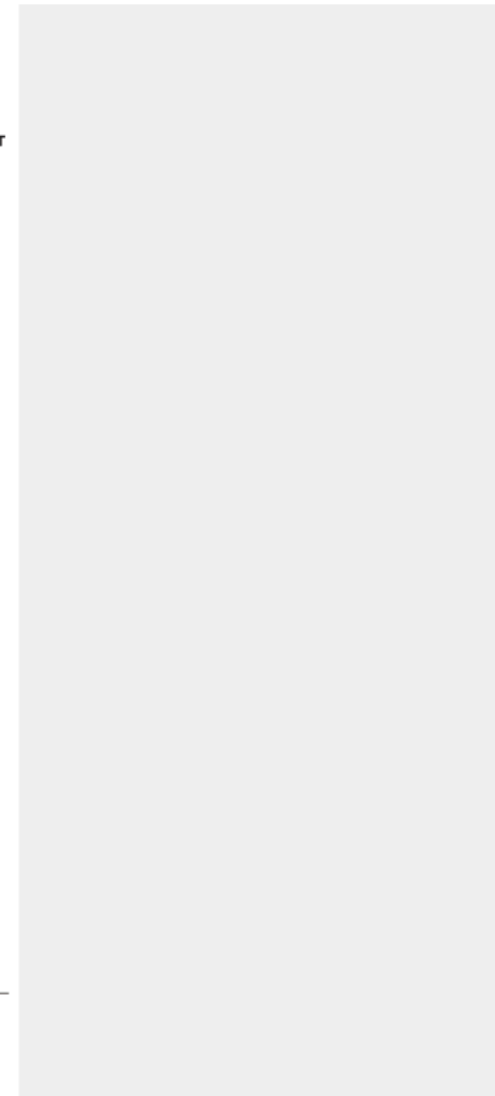
7   APPENDIX B

Management system documents can be accessed via the management system which is located in the Business Support section of the Council Business Centre. http://cbc/Business_Support/Management_System

Listed below are documents that are referred to in the body of this strategy and their hierarchical relationships:

Quality, Safety, Environment and Risk Management Policy (F12/6918)

Audit Reports (13/440)

Risk Register Procedure (F11/15051)
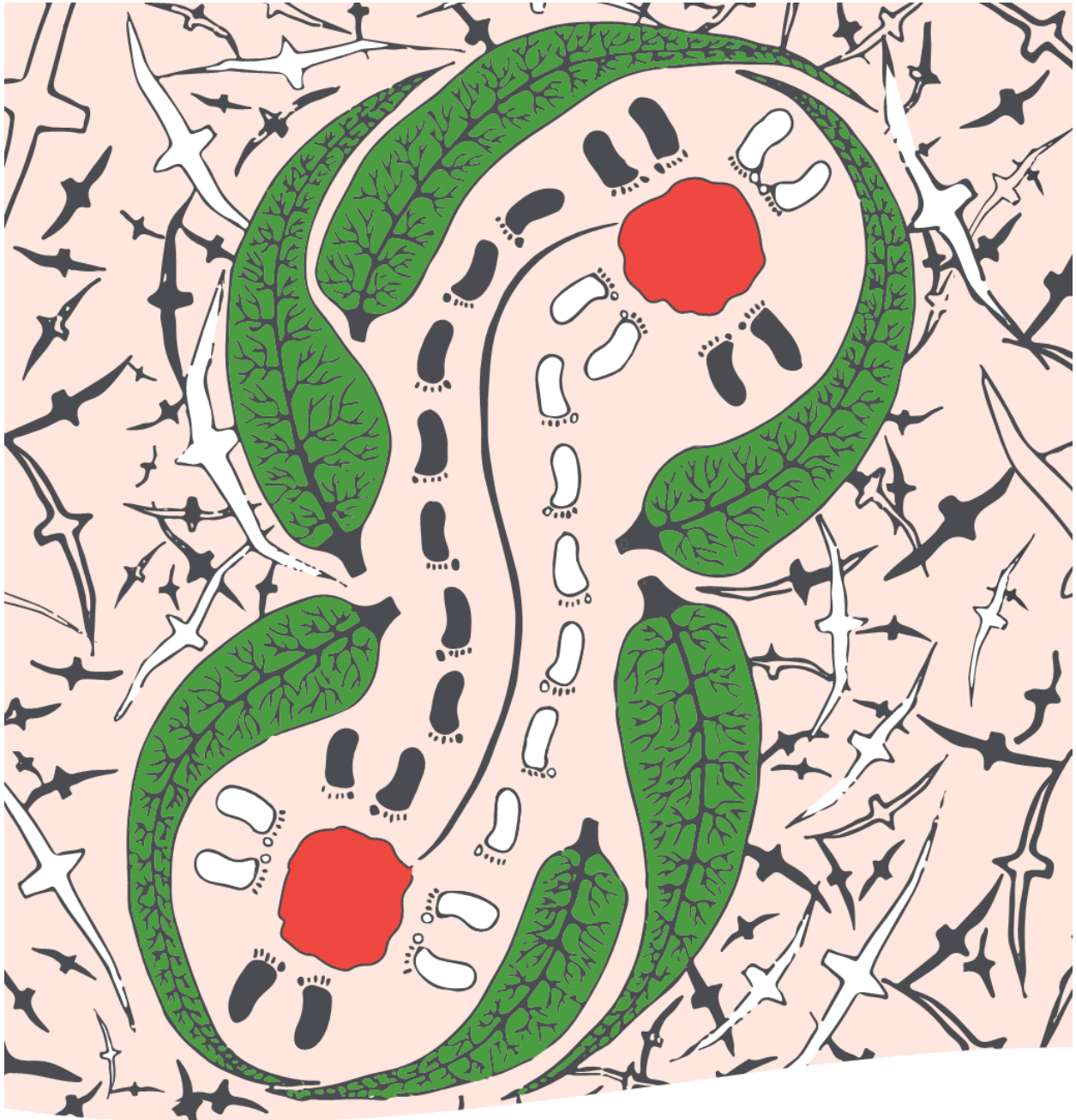Registers contained in the risk management software system

Risk Assessment and Management Procedure (F11/15785)
Risk Assessment Template (F11/15785)

Strategic Planning (F11/15903)
Unit Plan Template (F12/2307)

The strategic and operational risk registers can be found in the risk management software called CAMMS Evolve.

City of Hobart Aboriginal Commitment and Action Plan

Walking together towards reconciliation

January 2020 – January 2022

Acknowledgement

In recognition of the deep history and culture of our city, we acknowledge the Tasmanian Aboriginal people as the Traditional Custodians of this land. We acknowledge the determination and resilience of the Palawa people of Tasmania who have survived invasion and dispossession and continue to maintain their identity, culture and rights.

We recognise that we have much to learn from Aboriginal people today, who represent the world's oldest continuing culture. We pay our sincere respects to Elders past and present and to all Aboriginal people living in and around Hobart.

Document Format

In February 2019 the Hobart City Council endorsed commencement of a project to develop a Reconciliation Action Plan (RAP). During the extensive community and staff engagement process (details on page 11) it became clear that the RAP format was not universally accepted. 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'.

For many years, Tasmania has been relatively silent about its Aboriginal history, and, in particular, the devastating impacts of colonialism on Aboriginal people, leading to a lack of understanding about continuing Tasmanian Aboriginal culture within Tasmania and Australia, as well as overseas. This history made the project and process to create a new action plan especially important. 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. This collaborative and responsive approach is intended to reflect the type of relationship the City hopes to have with Aboriginal stakeholders moving forward – one of respect, consideration, acknowledgement and walking together.

Whilst the local community has directly guided the language and the actions within this plan, it has remained closely aligned with the RAP framework. We are grateful that Reconciliation Australia recognised the unique context here in Hobart, and agreed to endorse the document as an Aboriginal Commitment and Action Plan under the RAP framework.

Photography credits: Andrew Wilson, Amy Brown, Alistair Bett

Table of Contents

City of Hobart **Aboriginal Commitment and Action Plan 2020–22**

Our Commitment to Aboriginal People in Hobart

In response to all we have heard from Aboriginal people throughout this project, the City of Hobart commits to the following in the implementation of this plan:

- recognising and valuing the strong, spiritual connection that Aboriginal people have to this place;

- walking alongside Aboriginal people as equal partners;

- seeking out and respecting diverse stories and views;

- being brave and willing to take a stance, even when it gets hard;

- working to uncover and make visible the truth of our shared history;

- working towards a culturally safe organisation;

- demonstrating leadership in reconciliation in partnership with Aboriginal people;

- being accountable and transparent about our progress against this plan;

- embracing artistic and cultural expression as valuable communication methods;

- standing with Aboriginal people in matters of significance; and

- creating a long-term vision that is maintained beyond political and budgetary cycles.

Lord Mayor's Statement

Our community looks to us to lead in the recognition and celebration of Tasmanian Aboriginal people, culture and heritage in this city.

With this Aboriginal Commitment and Action Plan we will acknowledge the truth of our history and work collaboratively with Aboriginal people.

The land on which this city is built was the homeland to the Muwinina band from the South-East Nation for hundreds of generations. We will speak truthfully about our City's history – remembering and respecting the traditional owners of this place who struggled to preserve their culture but were swept aside by a British Invasion. This plan is a way for the City of Hobart to work for a deeper understanding and acceptance of our shared Tasmanian history.

This action plan is also about looking forward to the future with Tasmanian Aboriginal community, the Palawa. We have developed this collaboratively and it reflects the shared ambitions of Aboriginal people and the City. Thank you to everyone who participated in the development of this plan. The high level of engagement has made it clear that this is important work for us and that we have strong support for the delivery of these actions.

Anna Reynolds
Lord Mayor of Hobart

This Place

Tasmanian Aboriginal people, also known as Palawa people, represent the southernmost, oldest continuous culture in the world. Prior to colonisation, there were nine known Aboriginal nations with close to 50 family groups living across Tasmania. They have cared for the land upon which Hobart was built for more than 40 000 years. Aboriginal people were a sovereign people in this Country. This sovereignty was never ceded.

Hobart is now known by many Aboriginal and non-Aboriginal people as nipaluna (Nibberloonne). This place was home to the Muwinina people of the South-East Nation.

The Muwinina people thrived on this Country, and were strongly connected to important places such as kunanyi/Mt Wellington, the rivulets and timtumili minanya/River Derwent. The riverbanks were used as meeting places for ceremonies, storytelling, song and dance. The women were renowned divers, collecting abalone, oysters, mussels and other shellfish. The men hunted kangaroo, possum and other marsupials on the land, crafted tools and made bark canoes to travel to offshore islands to harvest mutton birds and seals during summer and autumn.

The living places of the Muwinina, often called middens, comprised of large deposits of shells, bones and stone tools. They mark the accumulation of thousands of years of gathering at these places along the coastline. Some middens are still visible but many have been destroyed or covered up, with some being used in mortar in European buildings some of which can still be seen today.

We recognise the devastating impact of colonisation on the Muwinina people, the Traditional Custodians of the land in Hobart and acknowledge that Aboriginal people across Tasmania now take on a key role as custodians of the land and natural resources.

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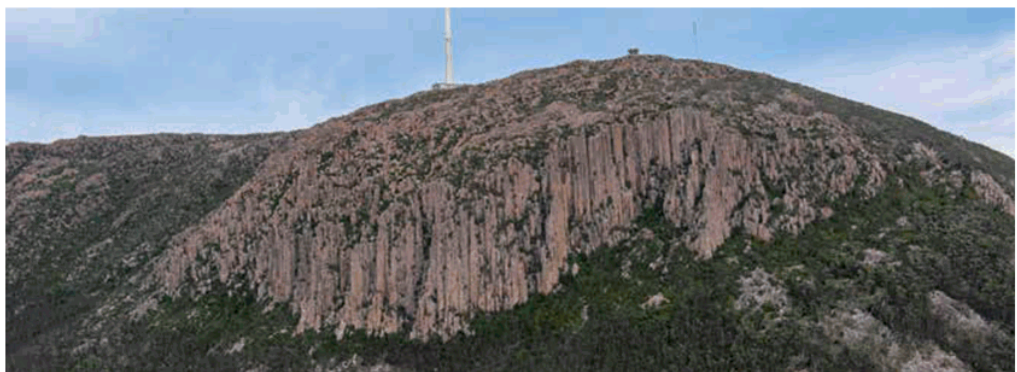
It was from this place that, in 1832, the Aboriginal survivors of the Tasmanian frontier wars were taken to be imprisoned on Wybalenna, Flinders Island. The majority never returned to their homelands.

Despite massacre, dispossession and oppression, Tasmanian Aboriginal people remain strong and resilient. This city continues to be a key meeting place for Aboriginal people and a hub for activism, protest and positive change.

Hobart has many layers of history, built on top of each other. This is our shared history as Tasmanians and we have a responsibility to learn and share it with all who live, work or visit our city.
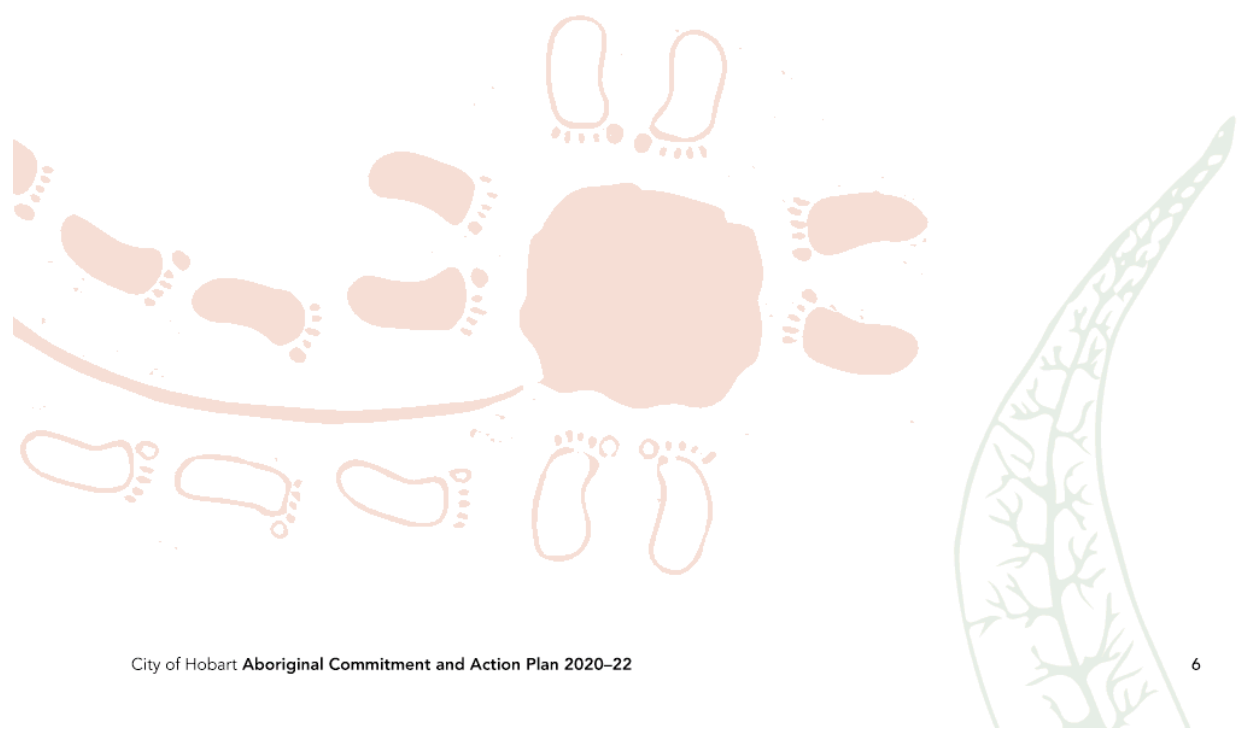
Our Business

The City of Hobart is responsible for planning and delivering services to the residents of Hobart. The organisation is committed to building strong and healthy communities through diversity, participation and empathy, and achieving good quality development and urban management through good governance at a regional and community level.

Our mission is to work together to make Hobart a better place for the community.

The City of Hobart currently has 770 employees across ten locations in Hobart. Our staff provide services to the 53 000 plus residents of Hobart, alongside all who access the city for work and play. Aboriginal people make up 1.4 per cent of the population of the Hobart LGA and 3.8 per cent of greater Hobart. Currently there are three employees at the City of Hobart who have identified as Aboriginal.

Our Commitment and Action Plan

The City of Hobart has long been committed to social inclusion with varying degrees of focus on issues pertaining to Aboriginal people and culture. Work over the past two decades has been guided by the City of Hobart Aboriginal Strategy 2002 and has included:

- engaging with Aboriginal people on projects of significance;

- delivering and supporting community events for NAIDOC Week and National Reconciliation Week;

- providing cultural awareness training to staff;

- employment of an identified Aboriginal Community Development Officer;

- provision of an Acknowledgement of Country or Welcome to Country at all major events;

- art and interpretation projects to reflect Aboriginal history and culture; and

- supporting Aboriginal community and cultural activity through the grants program.

In February 2019, the Council approved the development of a new framework and action plan to guide and drive the City of Hobart's work in Aboriginal Programs.

This Aboriginal Commitment and Action Plan (the plan) has been developed in response to Aboriginal community and staff aspirations as heard during a significant engagement process. Details of the engagement process are provided on page 11.

The plan sets out the City of Hobart's commitment and approach to working with Aboriginal people with a commitment statement on page 1.

The action plan commencing on page 13, includes specific actions to be delivered over the life of this plan. This document guides the work of the City of Hobart and is not intended to guide action in the broader Hobart community.

The internal working group will lead implementation and tracking of progress against the deliverables. The group is made up of Aboriginal staff and non-Aboriginal staff and includes representation from all divisions of the City of Hobart.

A report will be prepared and shared publicly in December each year to support accountability and transparency.

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City of Hobart Strategic Framework

The Aboriginal Commitment and Action Plan strongly aligns with the broader strategic framework of the organisation and responds directly to the Community Vision and Strategic Plan. This plan in turn guides action within specific annual and unit plans.

Community Vision

- **Capital City Strategic Plan**
- **Social Inclusion Strategy**
- **Aboriginal Commitment and Action Plan**
- **Annual and Unit Plans**

Guiding Principles from
Hobart: A Community Vision for our Island Capital

The Community Vision articulates the kind of future the Hobart community would like to see and forms the guiding document for the City of Hobart's Strategic Plan. The vision reflects the community's increasing expectation for action relating to Aboriginal people, heritage and culture in the city and provides a strong mandate for delivery of this Aboriginal Commitment and Action Plan.

This plan has been developed to respond directly to the following aspirations set out in the Community Vision:

We are proud of our history, lineage and ancestry.

Identity statement 2.1

We celebrate Tasmanian Aboriginal Community, heritage and culture.

Pillar 2.1

We support the Tasmanian Aboriginal community to practise their traditions, skills and customs so they may be passed on to future generations.

Pillar 2.1.3

We celebrate Tasmanian Aboriginal culture and creative endeavours, supporting and participating in them as core to this place and community.

Pillar 3.3.4

We are not yet reconciled with the darkness of our past.

Identity Statement 2.2

We recognise the Tasmanian Aboriginal community and their heritage and culture as the foundation of this place.

Pillar 2.1.1

Our city learns from the original and continuing custodians of this land. We support projects and programs that educate us all.

Pillar 2.1.4

Many of us carry a strong, spiritual connection to place. This value may be intangible but it is highly significant.

Pillar 1.1.3

We acknowledge the darkness of our shared history and work toward authentic reconciliation.

Pillar 2.1.2

We engage respectfully. We are patient and acknowledge that we all have different ways of working. We actively engage on important projects.

Pillar 2.1.5

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Strategic Alignment

This plan aligns with the mission, values and goals of the *Capital City Strategic Plan 2019–29* and the *Social Inclusion Strategy 2014–19* (see hobartcity.com.au/Strategies-and-plans).

In particular, the Aboriginal Commitment and Action Plan responds directly to the following goals from the *Capital City Strategic Plan*:

Create opportunities for people to connect to place, supporting spiritual and cultural customs and practices.

Strategy 1.1.12

Demonstrate leadership in Aboriginal social justice in partnership with Aboriginal people.

Strategy 2.1.1

Highlight Tasmanian Aboriginal history and culture, including acknowledgement of the darkness of our shared experience, through interpretation, naming, arts and events.

Strategy 2.1.2

Engage with Aboriginal people on how they want the City to work with them.

Strategy 2.1.3

Review and implement cross-cultural diversity, equal access and other awareness learning opportunities for staff.

Strategy 2.2.4

Support Tasmanian Aboriginal people to develop initiatives that enable creative and cultural practice.

Strategy 3.2.3

Support creative and cultural initiatives that invite people to engage with Tasmanian Aboriginal history and culture.

Strategy 3.2.4

Care for Tasmanian Aboriginal sites, resources and landscapes in collaboration with Tasmanian Aboriginal people.
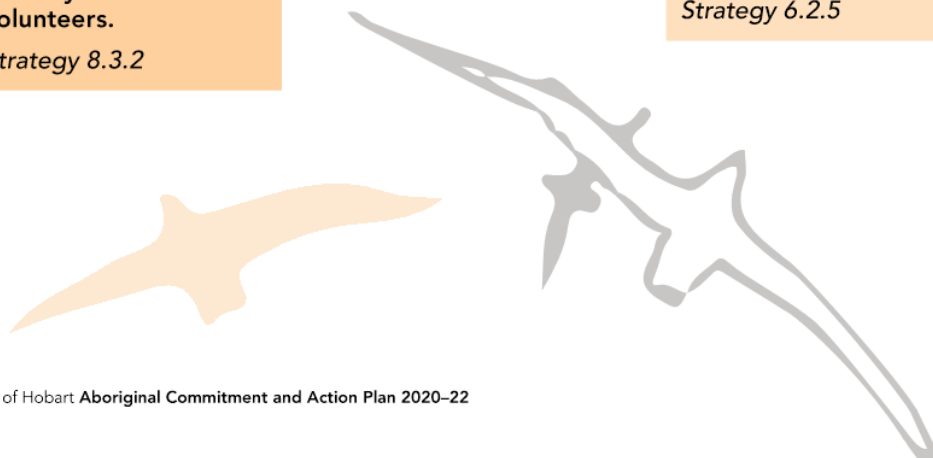
Strategy 6.2.4

Engage with Tasmanian Aboriginal people to develop opportunities for undertaking cultural practices in Hobart's bushland.

Strategy 6.2.5

Promote diversity in the City's staff and volunteers.

Strategy 8.3.2

Community Engagement

Internal Working Group

- 16 members
- includes Aboriginal and non-Aboriginal staff
- representation from all divisions of the City

Employee Participation

- 99 employees responded to engagement survey
- 72 employees joined two workshops to design commitments
- participants represented diverse staff from all divisions

Community Participation

- input from 25 Aboriginal people active in Aboriginal community affairs, including 17 in-depth interviews
- diverse voices including participation from Aboriginal organisations, arts groups, education providers and government staff
- one public forum with 78 attendees
- 44 community members responded to an online survey relating to the draft plan

Elected Representitives

- individual meetings
- workshop

What We Heard

The project team were overwhelmed by the strong, positive response from community and staff who called for us to be brave in our commitment. We heard a desire for us to make this work a high priority and to remain committed to delivering this work in the long-term. We also heard a willingness to join this journey and walk with us in partnership.

The generosity, commitment and passion demonstrated by participants has been inspiring and greatly appreciated.

Strong themes for areas of action included:

- building relationships and working in partnership with Aboriginal people;
- building a culturally safe workplace and increasing understanding and respect;
- raising the profile of Aboriginal people, heritage and culture across the city and sharing the truth of history; and
- demonstrating leadership in social justice and inclusion in partnership with Aboriginal people.

All that we heard has directly informed this commitment and action plan. We acknowledge the high level aspirations that were communicated, and whilst this plan is just the starting point, we know that it will set us on the right path.
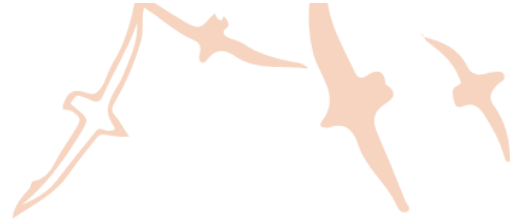
ABORIGINAL ACTION PLAN 2020–22
WALKING TOGETHER
Building relationships and working in partnership with Aboriginal People

Action	Deliverables	Responsible	Timeframe
1. **Build, strengthen and maintain relationships with Aboriginal people and organisations.**	Develop Aboriginal engagement protocols in alignment with the *Community Engagement Framework* and in collaboration with Aboriginal people.	**Manager Economic Development, Engagement and Strategy** **Manager Community and Culture**	**July 2020**
	Engage with Aboriginal organisations and groups on a regular basis to maintain relationships, review principles of engagement and measure success.	**Manager Community and Culture**	**Dec 2020** **Dec 2021**
	Develop and maintain a list of Aboriginal contacts and information on specific engagement protocols for each.	**Manager Economic Development, Engagement and Strategy** **Manager Community and Culture**	**July 2020**
2. **Provide opportunities for City of Hobart staff to celebrate Aboriginal people, heritage and culture and build relationships.**	Advocate for cultural leave allocations to support Aboriginal staff participation in cultural business.	**Working Group** **Manager Community and Culture**	**Dec 2020**
	Deliver a minimum of one event for both National Reconciliation Week and NAIDOC Week each year and encourage attendance by staff including the working group and senior staff.	**Manager Community and Culture** **Manager Activation Programs and Tourism**	**Dec 2020** **Dec 2021**
	Encourage all staff including the working group, senior staff and elected members to attend NAIDOC, National Reconciliation Week and other community events.	**Manager Community and Culture**	**July 2020** **July 2021**
	Communicate internally to educate and inform staff of the actions in this plan and relevant information relating to Aboriginal people, heritage and culture and events.	**Manager Community and Culture**	**Dec 2020** **Dec 2021**

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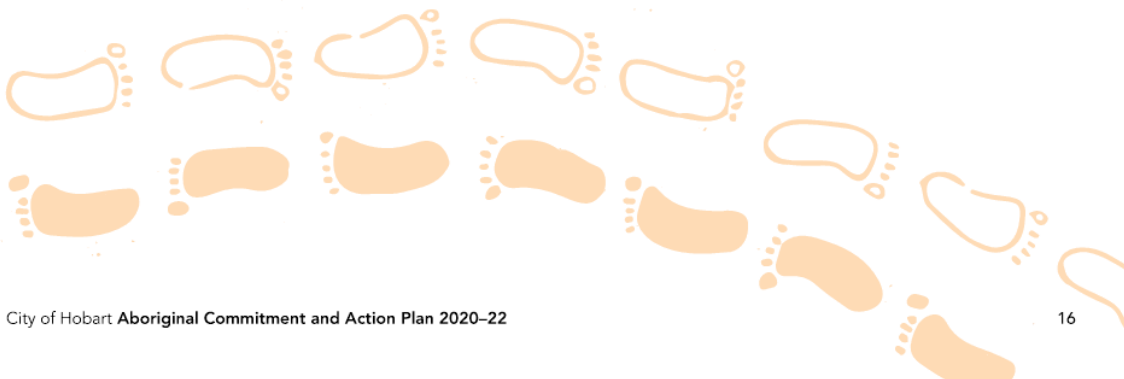| Action	Deliverables	Responsible	Timeframe
3. **Support Aboriginal people and organisations to deliver events and programs within the City of Hobart.**	Support Aboriginal individuals and groups to apply for City of Hobart grants.	**Manager Activation Programs and Tourism**	**Dec 2020** **Dec 2021**
	Support a minimum of one Aboriginal community event during National Reconciliation week and/or NAIDOC Week each year.	**Manager Activation Programs and Tourism** **Manager Community and Culture**	**May and July annually**
	Support Aboriginal people to undertake cultural practices in Hobart's bushland and reduce barriers to participation.	**Manager Bushland**	**Dec 2021**
4. **Encourage partnerships with and respect for Aboriginal people and culture across our sphere of influence.**	Work with partners to promote reconciliation and advocate for Aboriginal inclusion within our sphere of influence, including organisations such as Mona and Macquarie Point and greater Hobart councils.	**Manager Community and Culture** **Working Group**	**Dec 2020**
	Promote the ACAP to the broader community through the website, social media platforms, civic banners and the *City News*.	**Manager Community and Culture**	**July 2020**
	Continue to support and connect with like-minded organisations to develop partnership activities for reconciliation.	**Manager Community and Culture**	**Dec 2021**
5. **Improve and strengthen Aboriginal Heritage Protocols and Recognition.**	Following the release of the revised *Aboriginal Heritage Act 1975*, research current heritage protocols and processes and explore opportunities to increase the level of emphasis on Aboriginal cultural heritage in City development projects.	**Manager Planning Policy and Heritage**	**Dec 2021**
	Explore opportunities for knowledge sharing in relation to Aboriginal landscapes and native vegetation.	**Manager Parks and Recreation**	**Dec 2021**

VISIBILITY AND TRUTH-TELLING

Raising the profile of Aboriginal people, heritage and culture across the city and sharing the truth of history

Action	Deliverables	Responsible	Timeframe
6. **Support truth telling across the City, including the acknowledgment of the atrocities committed during invasion.**	Engage a researcher to develop an employee resource about Aboriginal language, stories and history relevant to specific sites and Hobart broadly, to support current and future work. Include research into the history of the City of Hobart as an organisation.	Manager Community and Culture Manager Planning, Policy and Heritage	Dec 2021
	Make research findings public, with an appropriate response including the potential of a formal apology to Tasmanian Aboriginal people at the appropriate time.	Manager Community and Culture	Dec 2021
	Following the completion of the research project, develop appropriate communication tools for the project findings such as a 'Cultural Map' of Hobart.	Manager Community and Culture	Dec 2021
	Undertake an interpretation project to tell the layered story of Crowther in Franklin Square, in collaboration with Aboriginal people.	Manager Community and Culture	Dec 2020
	Deliver the *Waterfront Interpretation Plan* to maximise the visibility of Aboriginal stories in Sullivan's Cove.	Executive Manager City Place Making	Dec 2021
	Commence development of a master plan for Aboriginal interpretation across Hobart that sets out longer-term goals and guiding principles.	Executive Manager City Place Making Manager Community and Culture	Dec 2021
7. **Highlight Tasmanian Aboriginal history and culture through arts and events.**	Develop guidelines for Aboriginal art commissioning and management.	Manager Community and Culture	July 2020
	Deliver one identified Aboriginal art commission and commence work on a second identified commission.	Manager Community and Culture	July 2021

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Action	Deliverables	Responsible	Timeframe
7. (continued)	Continue to provide Aboriginal cultural activities within the Bush Adventures Program with the aim of building community awareness and understanding of Aboriginal people and culture.	Manager Bushland	Dec 2020 Dec 2021
	Increase the visibility of Aboriginal culture and history in the Tasmanian Tourism and Information Centre and consider opportunities for broader Aboriginal messaging for new residents and tourists in the city (e.g. for cruise ships).	Manager Activation Programs and Tourism	Dec 2020
8. Highlight Tasmanian Aboriginal history, people and language through naming and signage.	Review current policies and naming conventions and commence development of an Aboriginal and dual naming plan/framework for Hobart.	Executive Manager City Place Making Manager Community and Culture Manager Planning, Policy and Heritage	Dec 2021
	Increase the presence of Aboriginal words in track and path signage in bushland reserves.	Manager Bushland	Dec 2020
	Explore options for a welcome sign to acknowledge Tasmanian Aboriginal people at key entry points to the city.	Executive Manager City Place Making Manager Activation Programs and Tourism	Dec 2021

CULTURAL SAFETY

Building a culturally safe workplace and increasing understanding and respect

Action	Deliverables	Responsible	Timeframe
9. **Through cultural learning, increase understanding of Aboriginal culture, rights and history across the organisation.**	Review the Aboriginal cultural learning needs across various City work areas, including the outdoor workforce and volunteers to explore opportunities for targeted training.	**Manager People and Capability**	**Dec 2020**
	Provide an ongoing program of Aboriginal community led training to all staff with 50 places allocated annually.	**Manager People and Capability**	**Dec 2020** **Dec 2021**
	Review induction processes to provide appropriate inclusion of Aboriginal acknowledgement and an outline of the organisation's position of respect.	**Manager People and Capability** **Manager Community and Culture**	**July 2020**
	Encourage elected members to attend cultural awareness training and Aboriginal community events with the aim of building relationships and learning from a diverse range of Aboriginal groups.	**Manager Legal and Governance**	**July 2021**
10. **Demonstrate respect to Aboriginal people by observing cultural protocols.**	Develop a cultural protocol for the provision of Welcomes to Country and Acknowledgements of Country to support consistent use across the organisation and inclusion in important meetings and events.	**Manager Community and Culture**	**July 2020**
	Provide staff with training and templates to support the provision of Welcomes to and Acknowledgements of Country at meetings and events and include a prompt within project management systems.	**Manager Community and Culture**	**Dec 2020**
	Develop and share a list of contacts for delivery of Welcomes to Country and other cultural offerings with key City of Hobart staff.	**Manager Community and Culture**	**July 2020**

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Action	Deliverables	Responsible	Timeframe
10. (continued)	Ensure the provision of a Welcome to Country at all major events and important meetings including: Christmas Pageant, citizenship ceremonies, Taste of Tasmania and other large scale events.	**Manager Activation Programs and Tourism** **Manager Community and Culture**	Dec 2021
	Encourage the inclusion of appropriate Aboriginal acknowledgement by City of Hobart contractors and sponsorship and grant recipients.	**Manager Activation Programs and Tourism** **Manager Economic Development, Engagement and Strategy**	Dec 2020
11. **Build culturally safe spaces through flag flying and visible acknowledgements.**	Permanently display the Aboriginal flag and/or an acknowledgement in the Town Hall and Council Centre foyers.	**Group Manager City Government and Customer Relations**	July 2020
	Explore options for a plaque on the outside of the Town Hall acknowledging Aboriginal people.	**Manager Community and Culture** **Manager Planning Policy and Heritage**	Dec 2021
	Write to schools within Hobart to encourage them to fly the Aboriginal flag and consider ways to support the uptake.	**Manager Community and Culture**	July 2020
12. **Publicly acknowledge Aboriginal people in print communications.**	Develop meaningful acknowledgements of Tasmanian Aboriginal people in relevant corporate communications including print, web and email communications.	**Manager Community and Culture**	Dec 2020
	Update the *City of Hobart Corporate Language Guide* to include guidance on use of language and terminology relating to Aboriginal people including consideration of Aboriginal language and offensive terminology.	**Manager Community and Culture**	July 2020

INCLUSION AND EQUITY

Demonstrating leadership in social justice and inclusion in partnership with Aboriginal people

| Action	Deliverables	Responsible	Timeframe
13. **Encourage and support Aboriginal voices across our City.**	Explore opportunities for Aboriginal people to provide input with the aim of recognising and valuing the views of our Traditional Custodians and increasing the level of influence by Aboriginal people.	**Manager Community and Culture** **Working Group**	**Dec 2020**
	Monitor trends and movements at a state and federal level and support Aboriginal people in campaigns of significance.	**Manager Community and Culture**	**Dec 2021**
14. **Support the Aboriginal community in campaigns of significance as appropriate**	Support the campaign for Treaty in Australia.	**Manager Community and Culture**	**Dec 2021**
	Continue to advocate for a change in the date of Australia Day and support the Tasmanian Aboriginal Community's Invasion Day Protest on 26 January in Hobart as appropriate.	**Manager Community and Culture**	**Dec 2021**
15. **Support Aboriginal Recruitment, Retention and Professional Development.**	Review HR and recruitment procedures and policies to develop and implement a diversity plan that includes actions to support the recruitment, retention and professional development of Aboriginal staff.	**Manager People and Capability**	**Dec 2020**
	Meet with known Aboriginal staff to build an understanding and pass key findings on to People and Capability to inform future employment opportunities.	**Manager Community and Culture**	**July 2020**
	In all job advertisements, include a diversity statement mentioning Aboriginal people.	**Manager People and Capability**	**July 2020**
	Develop Aboriginal employment opportunities within Bush Adventures, to support development of a cultural interpretation program.	**Manager Bushland**	**Dec 2021**

Action	Deliverables	Responsible	Timeframe
16. **Promote positive race relations through anti-discrimination strategies.**	Continue to provide anti-discrimination training to employees including senior leaders.	**Manager People and Capability**	**Dec 2021**
	Consult with Aboriginal employees and/or advisors in the development of the diversity plan.	**Manager People and Capability**	**Dec 2020**
	Develop a diversity plan that considers existing anti-discrimination provisions and future needs and includes actions to support anti-discrimination across the organisation.	**Manager People and Capability**	**Dec 2020**
	Publicly support anti-racism and discrimination campaigns such as Racism. It Stops with Me.	**Manager Community and Culture**	**Dec 2021**
17. **Increase Supplier Diversity.**	Develop and deliver an Indigenous Procurement Plan that includes actions to remove barriers to procuring goods and services from Aboriginal businesses.	**Group Manager Rates and Procurement**	**Dec 2020**
	Maintain and/or develop at least one formal contractual relationship with an Aboriginal and/or Torres Strait Islander owned business.	**Group Manager Rates and Procurement**	**Dec 2020**
	Investigate Supply Nation membership.	**Group Manager Rates and Procurement**	**Dec 2021**
	Develop and communicate opportunities for procurement of goods and services from Aboriginal businesses to staff.	**Manager Community and Culture**	**July 2021**

GOVERNANCE AND ACCOUNTABILITY

Design and maintain robust systems to support action, accountability and a long term commitment

Action	Deliverables	Responsible	Timeframe
18. **Establish and maintain an effective working group to support and drive the ACAP.**	Continue to convene the working group. Hold quarterly meetings and maintain Aboriginal and senior staff representation.	Manager Community and Culture	Dec 2020 Dec 2021
	Define resource needs for ACAP implementation.	Manager Community and Culture	July 2020
19. **Build accountability and transparency through reporting ACAP achievements, challenges and learnings both internally and externally.**	Report ACAP progress publicly and to Aboriginal partners, staff, elected members and senior leaders annually.	Manager Community and Culture	Dec 2021
	Meet with Aboriginal partners to evaluate progress and map out plans for the next ACAP.	Manager Community and Culture	July 2021
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Manager Community and Culture	Sept 2020 Sept 2021
	Register via Reconciliation Australia's website to begin developing our next ACAP/RAP.	Manager Community and Culture	July 2021
20. **Commit to continued prioritisation of Aboriginal programs.**	Develop the next ACAP in partnership with Aboriginal people.	Manager Community and Culture	Dec 2020
	Engage senior leaders in the delivery of ACAP commitments.	Director Community Life	Dec 2021

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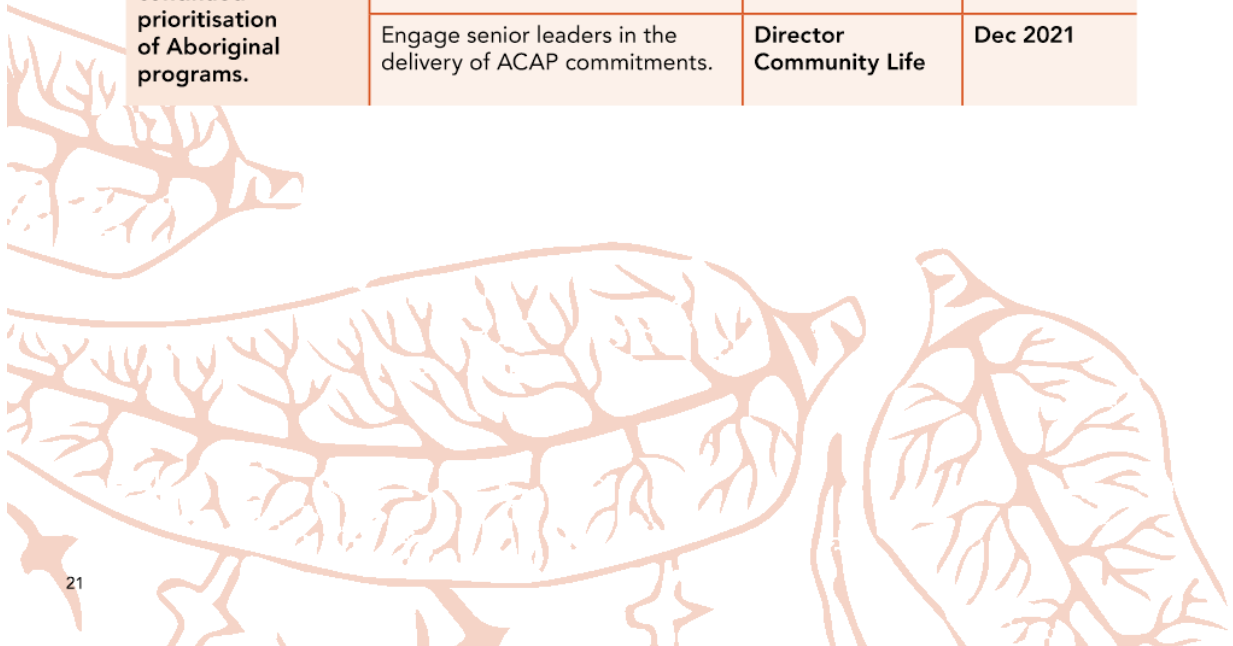
Glossary & Terminology

Aboriginal

For the purposes of this document, the term 'Aboriginal' refers to people who identify as Aboriginal and/or Torres Strait Islander.

Acknowledgement of Country

An acknowledgement to Aboriginal people provided at the beginning of meetings, events, and other gatherings, usually in speech, as a way to pay respect to Aboriginal people and their land. An Acknowledgement can be performed by an Aboriginal or non-Aboriginal person.

Cultural Awareness

An awareness of the differences between oneself and people from other cultural backgrounds and understanding that this may require a different approach to people of other cultures.

Cultural Safety

Is providing an environment that is welcoming and respectful of other people's culture and actively working to reduce barriers to participation for people with diverse cultural backgrounds.

Elder

A title of respect endowed to leaders and/or senior figures within a community or tribe.

Middens

The remains from past Aboriginal hunting, gathering and food making. They consist primarily of discarded shell, bone, botanical remains, ash and charcoal - ranging in size from small shallow scatters to being hundreds of meters long and found along coastlines.

Muwinina

The name for the band of Aboriginal family groups from the South-East Tribe in Tasmania. Spelt in historical records as Mouheneenner.

NAIDOC

NAIDOC stands for National Aborigines and Islanders Day Observance Committee.

nipaluna

Refers to the area around Hobart. Spelt in historical records as Nibberloonne.

Palawa

Palawa refers to Tasmanian Aboriginal people as a collective. Many, but not all, Tasmanian Aboriginal people identify as Palawa or Pakana.

palawa kani

Meaning 'Tasmanian Aborigines speak', *palawa kani* is the revived form of the original Tasmanian Aboriginal languages, drawing upon extensive historical and linguistic research undertaken by the Tasmanian Aboriginal Centre.

Welcome to Country

A welcome is given by Aboriginal people to visitors to their land. A Welcome to Country might involve a speech from an Elder or community representative; providing a short history of the people and the area and may include other ceremonial elements.

Wybalenna

A place on Flinders Island to where about 300 Aboriginal people were forcibly removed. Within a few years most of the group were dead and by 1847 only 47 Aboriginal people remained. These survivors were sent to Oyster Cove, an ex-convict settlement south of Hobart.

Frontier Wars

The Frontier Wars refer to conflicts between white settlers and Aboriginal people during British colonisation of Australia and includes battles, acts of resistance and open massacres from 1788 to the 1930s.

kunanyi

Officially kunanyi/Mount Wellington, this significant mountain overlooks Hobart and has strong cultural significance to many Tasmanians.

timtumili minanya

Refers to the Derwent River that rises in the Central Highlands and descends over a distance of more than 200 kilometres, flowing through Hobart, before emptying into Storm Bay, bringing vital water and food to the region.
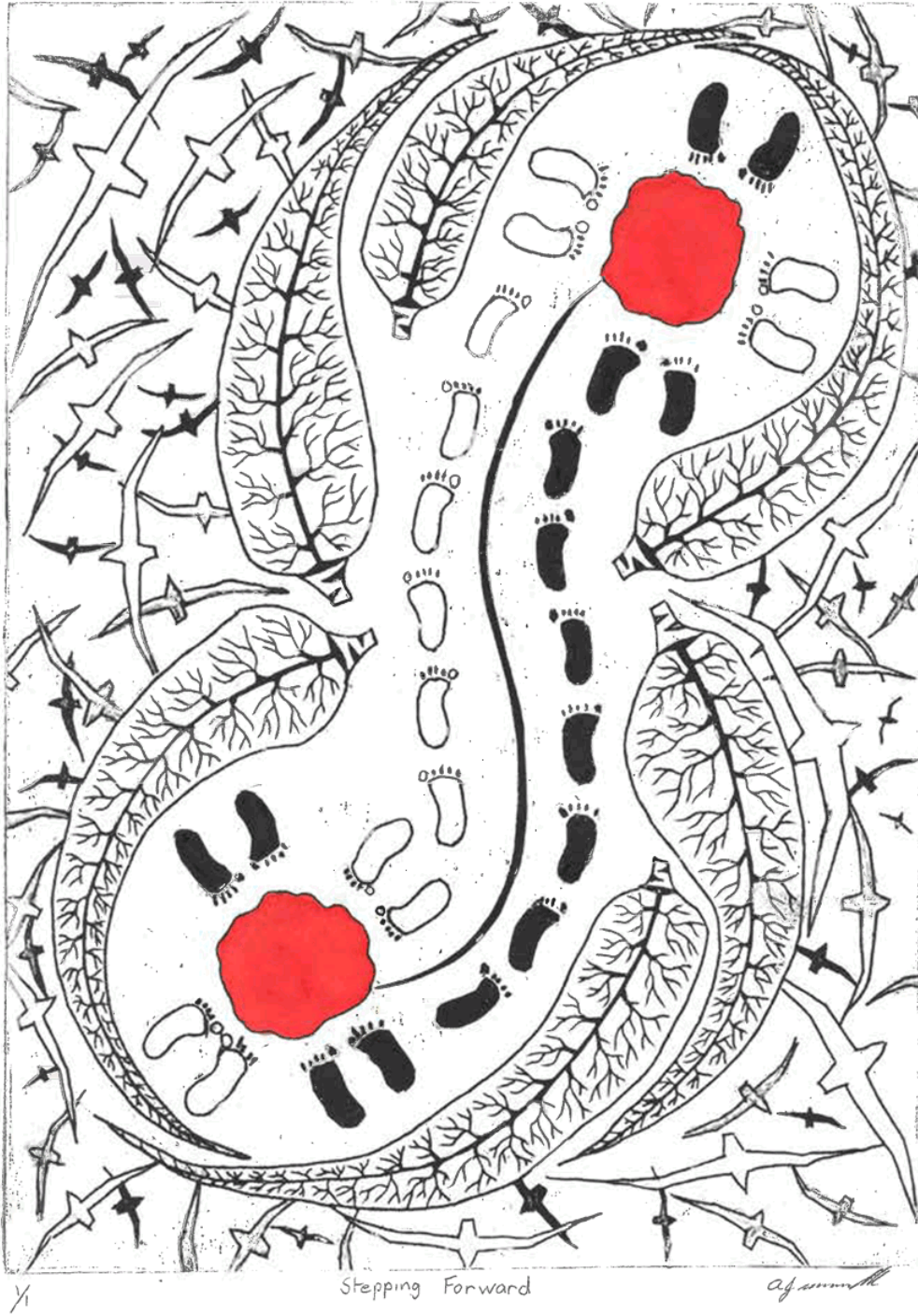
Stepping Forward

Artist Statement

Stepping Forward 2019

This image encompasses many virtuous themes including truth-telling, commitment and courage.

Yula (mutton bird), represents freedom surrounding the image. It is encompassing the freedom to come together, to tell the truth and have the courage to do so. Yula is a traditional Tasmanian Aboriginal food and in this image also it is the sharing of food, showing acceptance of the clans (black and white).

The gum leaves represent a life force, including shelter, tool making and fuel for fires and the veins represent the gum trees themselves.

The black and white footprints come together along different paths but meet up around the fire to share the food, sharing of warmth, the telling of truth, which is welcoming, revealing the commitment to be there. The black feet represent the Aboriginal people. The white feet represent the white community, the red represents the campfires, the four sets of feet around the campfires symbolising the coming together of two nations.

The black line is the timeline, the Aboriginal people on their journey, and then on the other side of the black line, the white community on their journey and then meet at the fire of reconciliation.

Artist Bio
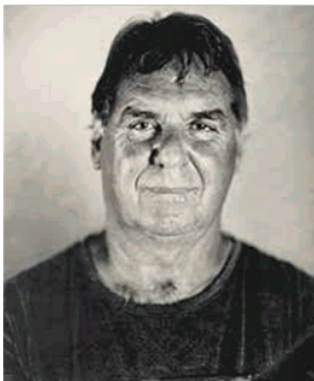
Photographer: Phillip England

Allan Mansell is a celebrated Tasmanian Aboriginal artist and hails directly from the survivors of the British invasion, who had inhabited the island of the Furneaux Group in Bass Strait, Tasmania. His family were the last of the Indigenous nomadic groups who traversed Tasmania from one end to the other in search of work and food. He was later taken by the authorities and became part of the Stolen Generation.

Allan had many varied jobs, including many years as a carpenter. He spent some years on fishing boats around the West Coast of Tasmania and then worked for Parks and Wildlife for over 10 years, improving and protecting much of the wilderness around the state.

Allan later settled on Bruny Island, where his mother was taken to as a child from Cape Barren Island. It was here that he built a home out of the bush and then went on to attend the University of Tasmania, undertaking a four-year fine arts degree.

Today, Allan shares Aboriginal culture through his passion for art - teaching print making and Cultural Understandings at local schools, festivals and with community groups around Tasmania.
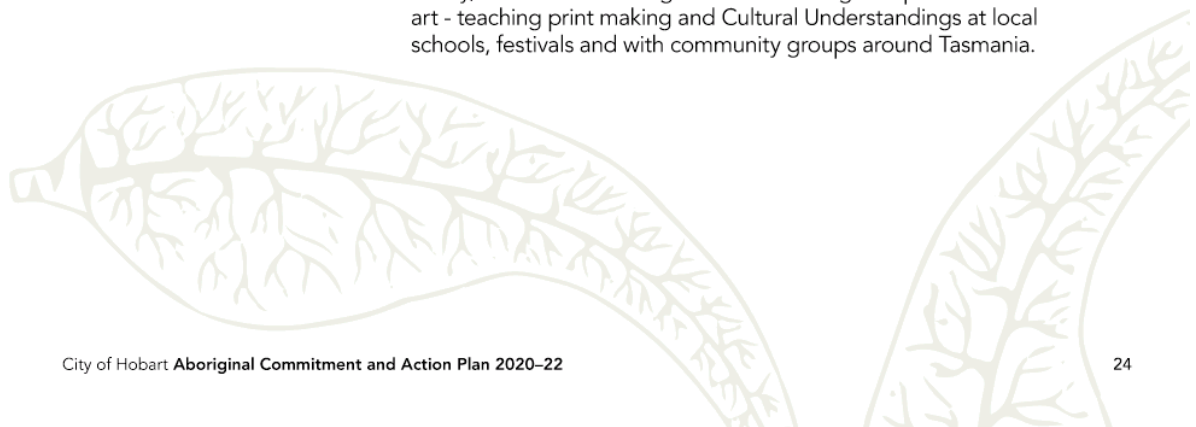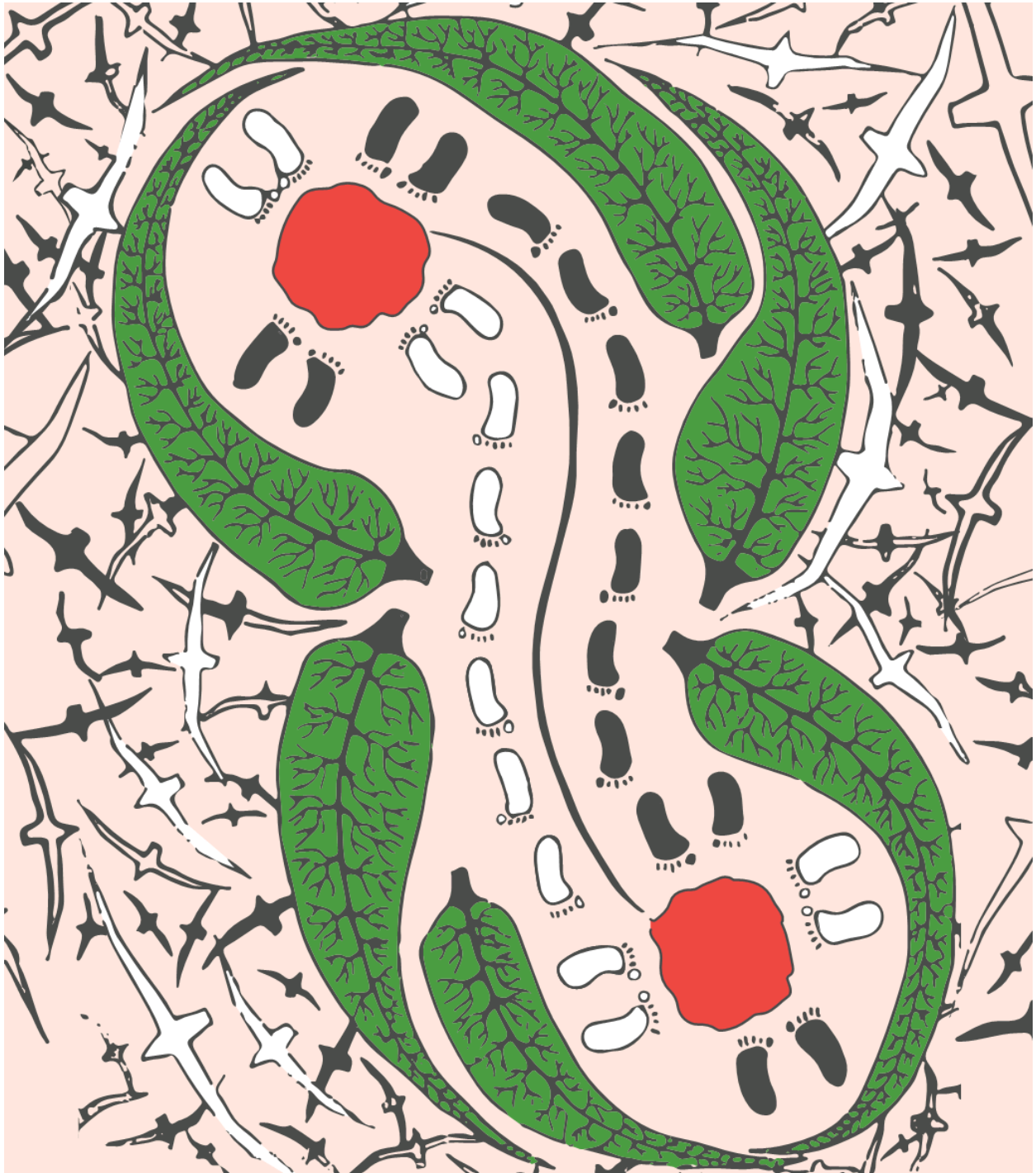
City of Hobart | Aboriginal Commitment and Action Plan 2020–22
Annual Report 2020

INTRODUCTION

The City of Hobart's Aboriginal Commitment and Action Plan (ACAP) was officially launched in January 2020. The ACAP remains in effect until January 2022 and is the first of its kind for any local government in Tasmania. It contains very ambitious targets defined through extensive community and staff engagement. These targets are outlined in 20 actions with 66 deliverables across all areas of the organisation.

This report provides an overview of key achievements and challenges during the first year of delivery of this plan and outlines the key focus areas for action in 2021.

KEY ACHIEVEMENTS:

- Civic banners acknowledging the first peoples installed across the city.
- Improved governance mechanisms through ACAP Working Group and annual reporting.
- Development of an Aboriginal Language and Protocols Guide to support respectful communications, Welcomes to Country and Acknowledgements of Country across the organisation.
- Increased level of Aboriginal procurement, with 12 Aboriginal owned businesses providing services to the City during 2020.
- Support for four Aboriginal arts and community projects through the community grants program.
- Development of a list of Aboriginal providers offering Welcome's to Country and Cultural offerings.
- Advice and support provided to regional councils and state-based organisations assisting in the process of developing their own Reconciliation Action Plans.
- Contracted three Aboriginal artists to deliver temporary art projects to reinterpret the William Crowther statue in Franklin Square. The fourth project has been awarded to a partnership that includes an Aboriginal artist.
- Continued support for NAIDOC Week and Reconciliation Week celebrations including support for a public event showcasing local and national Aboriginal film content, participating in online activities, and visible acknowledgements.
- Membership and participation in the Tasmanian Reconciliation Collective including attendance at the first annual Reconciliation Collective forum.
- Anti-discrimination training completed by managers, and the establishment of a new anti-racism public education campaign 'Hobart Respects All'.
- Continued to strengthen relationships and improve engagement with Aboriginal organisations and groups.

CHALLENGES:

There have been significant challenges in delivering on the ACAP in 2020. The most significant was the impact of the coronavirus pandemic this year. The virus caused the closure of a number of council services and resulted in a significant loss in revenue. This has led to organisation-wide budget cuts, significantly lessening the availability for funds for ACAP actions and reducing the capacity to deliver projects aimed at visitors to Hobart.

Staff changes have also impacted delivery of ACAP actions due to the time needed to recruit and train new specialist staff in this area. In addition, the City acknowledges that some of the larger projects within the ACAP will take time to implement, particularly with projects relating to naming, interpretation, and bushland and heritage management. There are challenges in finding mutually agreed outcomes on naming and interpretation. The City understands the importance of Aboriginal language and voices in these spaces and continues to navigate a way forward in partnership.

KEY PROJECTS MOVING FORWARD:

- Strong staff participation in cultural awareness training.
- Completion of Crowther reinterpretation project.
- Installation of Aboriginal acknowledgment at Town Hall and other place-based acknowledgements in the City.
- Continued support for community campaigns such as Invasion Day /#changethedate.
- Review of principles of Aboriginal engagement and measures of success.
- Initiation of research project on history of Hobart as it relates to Aboriginal people.
- Embedding of meaningful acknowledgements in communications.
- Development of an Aboriginal procurement plan.

CONTACT DETAILS:

For more information or feedback please contact the City's Community Programs Team: community@hobartcity.com.au or 03 6238 2100

hobartcity.com.au/ACAP

City of HOBART

City of Hobart
Aboriginal Commitment and Action Plan
Annual Report – June 2023

INTRODUCTION

The City of Hobart's Aboriginal Commitment and Action Plan (ACAP) was developed in response to Aboriginal community and staff aspirations heard during a significant engagement process which commenced in 2019 and continued in 2020. The ACAP sets out the City's commitment and approach to working with Aboriginal people and culture. The collaborative and responsive approach taken during the development intends to reflect the type of commitment the City hopes to have with Aboriginal people moving forward – one of respect, consideration, acknowledgement and of walking together. Reconciliation Australia recognises the unique context in Hobart and agreed to endorse the ACAP.

KEY ACHIEVEMENTS

The scope is broad and inclusive and covers all divisions at the City of Hobart:

- Ensured the provision of a 'Welcome to Country' at all major events and important meetings
- Completed a major cultural artwork installation and launch at the front of Hobart Town Hall, with work by Aboriginal artist Caleb Nichols-Mansell
- Created historical change with the Creative Hobart Team in obtaining a major milestone in the confirmed decision to remove the Crowther Statue, implementing change and recognition on a global scale, as the first of its kind
- Created the Respectful Language Guide – completed and implemented for internal staff both as a staff and stakeholder resource and an outward facing public document to be used on City's website
- Following the update of the City's 17-year-old Aboriginal Strategy and demonstration of inclusiveness, we became officially accredited as a Welcoming City by the National Welcoming Cities Organisation. This national profile on inclusiveness was recognised by acknowledgement in publications with wide distribution – 'Stories of Welcome, Strategies and Case Studies for Building a Welcoming City' and 'Putting out the welcome mat, A guide for creating welcoming cities'.
- Increased engagement with members of the Tasmanian Aboriginal community who have shown support for City of Hobart actions towards:
    - increased connectivity and relationship-building through invitation for Welcome to Country and Smoking ceremonies
    - reputational enhancement and engagement through the involvement with Aboriginal art commissioning (four pieces for the City's collection)
    - development of four temporary art projects leading up to Crowther Project
    - participation in NAIDOC Week and Reconciliation week each year (staff awareness sessions, Soapbox billboards in Mathers Place, takara/nipalua walk)
    - development of guidelines for Aboriginal Art Commissioning

CHALLENGES

There have been considerable challenges in delivering the Aboriginal Commitment and Action Plan over the past two years. Employee changes impacted the work immensely, leaving the current role of Aboriginal Programs Officer vacant since July 2021.

Organisational restructure and change within the City of Hobart has also impacted the length of time taken to deliver some of the Council-wide projects and initiatives that achieve outcomes in the ACAP.

Another universal issue that caused continued and lasting impact over the past few years has been coronavirus. There has been significant impact on financial and human resources which has meant some of the higher cost projects, or those requiring resources from across the organisation have been unable to be delivered as outlined in the commitment.

KEY PROJECTS MOVING FORWARD

- Review of ACAP work with Aboriginal Consultants to develop an Aboriginal Commitment and Action Plan 2024-2027 and ongoing engagement opportunities with Aboriginal communities
- Work with the Aboriginal Consultant to develop an Aboriginal Commitment and Action Plan 2024-2027
- Engage with Aldermen/Councillors and executive management to lead a positive conversation about the ACAP 2024-27 and Provide opportunities for City of Hobart staff to celebrate Aboriginal people, heritage & culture and build relationships
- Engage with members of the Tasmanian Aboriginal Community to lead a positive conversation about the ACAP 2024-27
- Identify ongoing ACAP resources and delivery
- Work with the Aboriginal Consultant to reengage the support committee/consider future engagement with the Tasmanian Aboriginal Community
- Support the Aboriginal community to deliver events and programs within the City of Hobart
- Encourage respect and acknowledgement of Aboriginal people and culture across our sphere of influence
- Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning.
- Support truth-telling across the City, including the acknowledgement of the darkness of our shared history.
- Build culturally safe spaces through flag flying and visible acknowledgements - display the Aboriginal flag and/or an acknowledgement in the Town Hall and Council Centre foyers
- Publicly acknowledge Aboriginal people in print communications by developing meaningful acknowledgements of Tasmanian Aboriginal people in relevant corporate communications including print, web and email communications.
- Progress campaigns such as 'Racism. It Stops with Me'

CONTACT DETAILS

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CONTACT DETAILS

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hobartcity.com.au

City of HOBART

Country, Culture, People 2025–28

Building cultural safety
within the City of Hobart
with Aboriginal people

City *of* **HOBART**

Acknowledgement

We acknowledge the Muwinina people as the traditional owners of Nipaluna (Hobart). The Muwinina people were part of the Southeast nation and lived on the land and cultural landscapes on and around what is now called Hobart. They lived on and cared for the skies, land, and waterways for thousands of generations and had a deep understanding and connection to their country. They had access to both freshwater and saltwater resources and used fire to manage their Country. The stories of the Muwinina people can be read around Hobart in many ways. Significant cultural living sites (middens) are still found all along Timtumili Minanya (the River Derwent).

As a direct result of invasion and war there are no Muwinina people left alive today. Therefore we aren't able to pay respect to their present Elders or community. Today's Aboriginal people are the survivors of colonisation and dispossession. They continue the culture and stories of their old people. In the absence of the Muwinina, we acknowledge the Palawa as the ongoing custodians of lutruwita (Tasmania), and extend this acknowledgement to all Aboriginal and Torres Strait Islander people living on the country of the Palawa.

Statement from the Lord Mayor

From the shores of Timtumili Minanya, to the peaks of Kunanyi, residents and visitors to Nipaluna (Hobart) move through the same country, treading the same earth that the Palawa and their ancestors have done for thousands of years.

Our community has a great appreciation, and respect, for this history and expects the City of Hobart to lead in the recognition and celebration of Tasmanian Aboriginal people, culture and heritage in Nipaluna (Hobart).

In doing so, the City has a responsibility to work ethically, including through participatory consultation, to ensure Palawa feel safe, respected and validated.

This document embodies this expectation and responsibility. It is the mechanism through which the City ensures that the culture and insight of Palawa informs our understanding of our landscape and our City as we manage it for the present and the future.

I would like to thank everyone who participated in the development of this important plan. The high levels of engagement throughout the creation of this plan demonstrates the importance of our commitment to partnership with Aboriginal people in Nipaluna. I am sure we will see the benefits to the city and the community for many years to come from our work together.

Cr. Anna Reynolds
Lord Mayor of Hobart

Statement from the CEO

Tasmanian Aboriginal people, the Palawa, represent the southernmost, oldest continuous culture in the world. Hobart is known by many Aboriginal and non-Aboriginal people as Nipaluna.

It is essential that our Capital City embraces the wisdom and culture of our first people and ensure that, as an organisation, we are culturally safe, responsive and engaged with Palawa identified needs and priorities.

This document has been led by Palawa and utilises ethical and participatory community engagement to ensure we have heard these needs and priorities.

A culturally safe City will cultivate relationships which reflect on power and privilege, challenge assumptions and recognise the injustices and systemic issues that have and continue to impact Aboriginal people.

The City of Hobart is committed to the strategies within this document to embed cultural safety within our organisation.

Michael Stretton
CEO

Definitions

Country

Aboriginal people's cultural definition of Country goes beyond the Australian dictionary definition of the word and a place on a map. Country is a living kin and cultural landscape encompassing people with a strong sense of interdependence with all living things and all aspects of the environment. Country includes but is more than the sky, land, waterways and seas. For Aboriginal people, the meaning of the word Country is a complex cultural governance system of kingship lore, Cultural values, traditions and customs that builds an eco-centric culture that considers the health of Country and the quality of our connection to that Country. Country is a spirit that connects our values and belonging to a place as a people, that we must be welcomed into.

Culture

Culture refers to our shared beliefs, values, practices, customs and traditions that define us as Palawa.

Palawa (Tasmanian Aboriginal person/people)

It recognises and identifies Aboriginal people who are cultural and rightful custodians through ancestry, cultural lore of Lutruwita (Tasmania).

Aboriginal & Torres Strait Islander People

Aboriginal and Torres Strait Islander people whose ancestors, cultural Lore, and song lines are from mainland Australia (with some being born in Lutruwita) but live on Palawa Country and contribute to Palawa ways of knowing as providers of knowledge and stories within the Tasmanian Aboriginal Community. of the Tasmanian Aboriginal community.

Tasmanian Aboriginal Community

It is a collective term for all Aboriginal and Torres Strait Islander people living on Palawa Country and who participate in Community life.

Lutruwita

Lutruwita refers to all the islands known as Tasmania. It is the Country of the Palawa, whose cultural obligations and responsibilities are to care for all of this Country.

Introduction

A commitment was made in the City of Hobart Annual Plan for 2024-2025 to Review the City of Hobart's Aboriginal Commitment and Action Plan 2020-2022. Feedback from the Aboriginal community was that The City of Hobart Commitment and Action Plan 2020-2022 focused on the Reconciliation Action Plan process. This was seen as inappropriate in Lutruwita, lacking tangible actions and not providing direct pathways to cultural safety. Truth Telling and Treaty had a greater focus on community feedback.

This strategy is the review's outcome and provides a responsive learning framework to build cultural safety and improve relationships and opportunities with Palawa over time, providing authentic opportunities for truth-telling. It identifies priorities across three areas discussed in consultations with Palawa across Lutruwita: Country, Culture and People.

Why cultural safety?

By Dewayne Everettsmith and Sarah Wilcox

Before explaining why building cultural safety is essential, we must understand and appreciate how Aboriginal knowledge will benefit our future.

A unified relationship, formed through deep time, exists between Palawa and the Country. Our shared knowledge, which respects and values All Life, has nourished Country, people, and culture for thousands of generations. We have a cultural obligation to protect and care for this Country, along with our heritage, culture and people.

These generational living knowledge systems include the ecological, medicinal, astronomical, and agricultural understanding of Country. They have enabled the sustainable and environmental management of the lands, seas and waterways.

This knowledge also provides valuable insights into addressing and adapting to climate challenges, improving our connection to our environment, and paving the way to embrace the holistic health and well-being practices that have sustained Aboriginal people throughout the ages.

The invasion and colonisation of Lutruwita/Tasmania continue to threaten our relationship with Country. However, like the strength of the string woven from the grasses of Country, this connection cannot and will not be broken. This Country retains its significance across the islands, retaining its story and culture. It continues to live and breathe through the new structures and environments colonisation has created.

Accepting the dark truth of our history is vital to building an inclusive community that can celebrate this place we call home. Understanding the ongoing marginalisation of Aboriginal and Torres Strait Islander people is essential to removing barriers and developing meaningful relationships through empathy and dignity. Recognising trauma and celebrating cultural differences can only deepen and enrich our knowledge for future generations. This generational thinking is how we future-proof the lives of our children, grandchildren and great-grandchildren.

Cultural safety practices within the City of Hobart must be developed to create a generational planning approach and improve relationships with the Palawa Community.

A culturally safe organisation means there is no assault, challenge, or denial of identity or experience. Cultural safety is crucial to the social, emotional, physical, and mental health of Aboriginal and Torres Strait Islander people.

The United Nations Declaration on the Rights of Aboriginal (Indigenous) Peoples (UNDRIP) outlines the principles of cultural safety that better commit systems and organisations to equality and non-discriminative practices. These principles lead to respect for and protection of Aboriginal culture, collaboration in decision-making, and self-determination.

A commitment to cultural safety enables the City of Hobart to prioritise and value Palawa's cultural context, experiences, aspirations and needs in Nipaluna.

This cultural safety strategy was developed with the Palawa Community and City of Hobart staff. This locally led process better considers Palawa's needs through authentic and robust relationships with various cultural knowledge keepers, practitioners, and professionals.

A shared journey based on the understanding and acceptance of truth will provide safer spaces for truth-telling and enable a more meaningful approach to conciliation.

Palawa Community Engagement

Elder Statement

By Aunty Cheryl Mundy trimanya

We Palawa have a holistic view of health, comprising mental, physical, cultural and spiritual health. Our well-being is intrinsically linked to Country. When these interrelations are disrupted, our health is affected.

Muwinina Country suffers - scarred by history and the built environments in Nipaluna. We are culturally responsible and compelled to heal and protect the health of lands, waterways and skies. Our cultural values, steeped in deep time, must be understood and respected.

We have put energy and time into many plans across governments over the years, with few being fully carried through. This strategy has to be different.

Actions to prevent cultural harm have a wide span. I have seen Cultural Awareness Training break down invisible walls and open communication pathways. Continuing Cultural Safety training shall in the long term impact services access and appropriateness, but we also need action on priorities identified in consultations. A social justice approach is needed.

I am asked what a culturally safe nipaluna means to me.

"It is having places to just be, to hear and see birds and animals and touch native grasses and trees. It is night skies and nocturnes protected from more city white light. It is the smell of salt water from a healthy timtumili minanya. It is Kunanyi protected from being a commodity in the world of developers. It is walking around nipaluna seeing palawa art, and authentic palawa history tours of the city. It is not being confronted by advertising by institutions promoting lutruwita as 'their' island. It is Australia Day celebrations held on a different date than Invasion Day. It is Truth telling and Treaty as pathways to healing and ultimate cultural safety."

Youth Statement

By Tyenna Hogan

The City of Hobart's Cultural Safety Commitment marks an important step forward in fostering meaningful engagement with the Aboriginal community by embedding cultural safety practices within the organisation. I value the commitment to increasing the awareness of Palawa history, and look forward to seeing how this will shape and transform the landscape of Nipaluna. The creation of a cultural map and calendar is important in ensuring that Aboriginal people and cultures are celebrated beyond NAIDOC Week. I am particularly excited to see how these efforts will offer young Aboriginal people a sense of pride, belonging, and visibility in the wider community, while also creating pathways for growth and leadership.

Engagement

A culturally appropriate and safe engagement methodology was developed to guide the engagement for the City of Hobart's cultural safety strategy, which was applied alongside the International Association of Public Participation Australasia (IAP2A) engagement approach.

To develop an achievable strategy that focused on meaningful priorities and opportunities, it was critical for staff at the City of Hobart to develop the deliverables based on Palawa's priorities.

As an operational document, the collective ownership and accountability of the strategy sits with all staff at the City of Hobart, led by the CEO and executive leadership team.

Palawa Engagement

Initial conversations were held with Palawa cultural knowledge keepers and community members, who provided the founding priorities for this strategy.

Following staff workshops, the outcomes were shared with the Palawa Community for final feedback.

- 57 recommendations and suggestions

- Overall support for the process and strategy

Staff Engagement

- 8 Workshops

- 55 participants

- 23 cultural safety audits - demonstrating the organisation has good intentions and has started to improve cultural safety for Aboriginal people.

PALAWA CONCERNS

The intent and promise of engagement being too late, confusing and not meaningful. Protection of Country and heritage. Culturally inappropriate terminology. Lack of understanding of our story and today's Community. Difficult procurement policies. Lack of cultural safety for staff. Lack of understanding and respect of Palawa creatives, artists, speakers and cultural protocols. Lack of accountability to the Community. Lack of understanding and application of UNDRIP and ICIP.

PALAWA OPPORTUNITIES/SUPPORT

Meaningful advocacy supporting truth telling and Treaty. Genuine and widespread support for the approach and opportunities identified by staff. Celebrate and use placenames in language. Healthy Country planning and returning land to Palawa for cultural management. Honouring and reflection place to heal. Provide opportunities for Community to hire places and support events (maybe through in-kind sponsorship or grants but without strings). Environmental reconciliation and protection/preservation of native species. More Palawa interpretation and arts.

STAFF CONCERNS

Doing harm, creating offence. Getting language right. Difficulties in finding the right consultant. Not understanding context of what's relevant and what's not. Not sure who to engage with or how to engage. Lack of cultural safety when managing work expectations. Lack of confidence in understanding Palawa culture. Lack of resourcing and time to progress meaningful engagement and outcomes.

STAFF OPPORTUNITIES

Create better systems for consultations. Developing a culture map to understand history and culture within Hobart. Use dual names to promote language use Working collaboratively to incorporate. cultural land and water management techniques to care for Country. Developing culturally appropriate ways to help share truth and stories. Providing cultural safety training across all organisation. Celebrate and use placenames in language.

Country

Cultural direction statement

Aboriginal people maintain a distinctive cultural, spiritual and physical relationship with their skies, land and waters.

Community Priority	Strategic Alignment
Healing and caring for Country through cultural fire and protecting sacred landscapes and heritage.	Pillar 1: Sense of Place Pillar 2: Inclusion, participation and belonging Pillar 6: Natural Environment Pillar 7: Built Environment Pillar 8: Governance and civic involvement

City of Hobart Commitment

Priority	Deliverable	Measure
Understand healthy country planning to develop partnerships and policy enabling cultural burning.	• Establish a partnership with Pakana Rangers. • Develop a Healthy Country Cultural Principle Guide, Nipaluna.	• Support cultural burning by funding at least three cultural burns by Aboriginal fire practitioners, which provides the opportunity for Tasmanian Aboriginal Community to attend. • Research and understand the concept of Healthy Country Management Planning of the natural areas within Nipaluna by partnering with Aboriginal rangers and cultural landscape knowledge keepers. • Contract a Palawa consultant to create a Healthy Country Cultural Principle Guide.
Understand the importance of cultural landscapes and Aboriginal heritage in developing appropriate protection policies.	• Develop a Cultural landscape and Aboriginal Heritage Protection Policy, Nipaluna.	• Appropriate staff complete cultural immersion activities to understand the significance of Kunanyi and Timtumili Minanya, cultural landscapes and Aboriginal Heritage. • Engage a Palawa cultural advisor to develop a Cultural landscape and Aboriginal Heritage Protection Policy.

Culture

Cultural direction statement

Aboriginal culture, stories and language are strong, supported and flourishing.

Community Priority	Strategic Alignment
We are the owners of our story and language and our placenames are recognised and celebrated.	Pillar 1: Sense of Place Pillar 3: Creativity and culture Pillar 5: Movement and connectivity

City of Hobart Commitment

Priority	Deliverable	Measure
Understand palawa kani language	• Organise a palawa kani Language Program presentation to understand language revitalisation. • Develop a palawa kani usage guide.	• Attend palawa kani presentation by the palawa kani Lanuguage Program. • palawa kani usage guide.

City of Hobart Commitment

Priority	Deliverable	Measure
Initiate a cultural curation project in collaboration with Palawa.	• Establish partnerships with cultural knowledge keepers to develop an internal cultural map for staff that includes placenames, stories and significant cultural areas across Nipaluna. • Plan an interpretation project to share the story and significance of Kunanyi and Timtumili Minanya. • Collaborate with the Palawa to explore interpretation opportunities to celebrate Palawa history, culture and people.	• Cultural map designed and published internally, noting that sacred places will not be shared outside of the Tasmanian Aboriginal community. Engage a Palawa consultant for cultural direction. • Engage Aboriginal interpretation curators and artists to develop design interpretation and storytelling opportunities for Kunanyi and Timtumili Minanya (timeline to be determined considering funding and availability).
Understand and respect protocols for cultural knowledge keepers and creatives.	• Develop Cultural Knowledge Protocols.	• Research and implement Indigenous Cultural Intellectual Property Rights (ICIP) into all Aboriginal contracts, including Terri Janke's report True Tracks, February 2019. • Organise a workshop to learn from Palawa cultural knowledge keepers and creatives to understand challenges and appropriate cultural protocols.
Understand existing memorials that trigger trauma across Nipaluna.	• Review existing memorials by researching who has been celebrated and if they have caused harm to Aboriginal people. • Explore creating a place that honours truth-telling and Aboriginal people who have fought in wars and provides a place of reflection and healing.	• Report published and shared with Aboriginal and Torres Strait Islander people. • Engage a Palawa consultant to complete a feasibility study for a truth, reflection and healing place in Nipaluna.

People

Cultural direction statement

Aboriginal people are strong in identity, are empowered and enjoy economic independence and civic involvement.

Community Priority	Strategic Alignment
We are acknowledged as sovereign people and feel safe and respected for our cultural authority and knowledge.	Pillar 2: Community inclusion, participation and belonging Pillar 4: City economics Pillar 8: Governance and civic involvement

City of Hobart Commitment

Priority	Deliverable	Measure
Understand cultural safety and increase cultural awareness of Palawa, history and the challenges and opportunities today.	• Introduce cultural safety awareness training for all City of Hobart elected members and staff. • Mandate cultural awareness training for staff during induction. • Advocate for Director of Local Government to mandate cultural awareness training for Elected Members in the Local Government Act, and activate cultural awareness training for Hobart City Council Elected Members during induction processes. • Develop an internal communications plan to inform people about current issues, events and opportunities to connect with Palawa, and report on the organisation's progress.	• At least 150 staff to complete cultural safety awareness training within the term of this commitment. • Complete a Cultural Safety Health Check and reporting framework for mentoring and progress (to be included in employee success planning). • Cultural awareness is included in the induction policy. • Deliver a Palawa news update every quarter to all staff.
Understand and embed culturally safe and trauma-informed practices in communications and engagement.	• Develop an Aboriginal Communications and Engagement Policy and Strategy. • Develop a cultural calendar to understand significant cultural events and support opportunities for ally involvement. • Establish a Palawa Network to advise City of Hobart staff on the progress of this plan and other initiatives impacting the Tasmanian Aboriginal Community.	• Aboriginal Communications and Engagement Policy and Strategy. • Invite Elders and Palawa cultural practitioners to the Palawa Network to build relationships and receive guidance and be accountable.

Deliverables Schedule

1. Introduce cultural safety awareness training for all City of Hobart elected members and staff.

2. Develop an internal communications plan to inform people about current issues, events and opportunities to connect with Palawa, and report on the organisation's progress.

3. Develop an Aboriginal Communications and Engagement Policy and Strategy.

4. Mandate cultural awareness training for staff during induction.

5. Advocate for Director of Local Government to mandate cultural awareness training for Elected Members in the Local Government Act, and activate cultural awareness training for Hobart City Council Elected Members during induction processes.

6. Develop a cultural calendar to understand significant cultural events and support opportunities for ally involvement.

7. Develop an Aboriginal Procurement Policy and Register in collaboration with Palawa Business Hub and Aboriginal businesses.

8. Establish a Palawa Network to advise City of Hobart staff on the progress of this plan and other initiatives impacting the Tasmanian Aboriginal Community.

9. Establish a partnership with Pakana Rangers.

10. Develop Cultural Knowledge Protocols.

11. Organise a palawa kani Language Program presentation to understand language revitalisation.

12. Develop a palawa kani usage guide.

13. Develop a Cultural landscape and Aboriginal Heritage Protection Policy, Nipaluna.

14. Develop a Healthy Country Cultural Principle Guide, Nipaluna.

15. Establish partnerships with cultural knowledge keepers to develop an internal cultural map for staff that includes placenames, stories and significant cultural areas across Nipaluna.

16. Plan an interpretation project to share the story and significance of Kunanyi and Timtumili Minanya.

17. Collaborate with the Palawa Community to explore interpretation opportunities to celebrate Aboriginal history, culture and people.

18. Explore creating a place that honours truth-telling and Aboriginal people who have fought in wars and provides a place of reflection and healing.

19. Review existing memorials by researching who has been celebrated and if they have caused harm to Aboriginal people.

Artist Statement

Artworks Created by Emma Robertson.

Art work Collection: Transformation.

"*Transformation*" is a multimedia artwork that explores the intricate relationship between nature, history, and renewal. This artwork delves into the sites along the banks of the timtumili minanya, River Derwent, specifically focusing on coals, fire, plants, and smoke. Each element serves a specific purpose, representing different aspects of the transformative process.

The coals symbolize the remnants of the past, of a living culture that is still thriving today. They serve as a reminder of the community and stories that have been shared in circles for millennia. The flames, on the other hand, represent the cleansing power of fire, a symbol of renewal and rebirth. They represent the burning of old, stagnant energies, paving the way for the emergence of new life.

The white flag iris and gum leaves, nestled between the coals, represent the birth of new plants. The iris, with its delicate petals, signifies purity and innocence, and as a fibre plant for women's weaving, while the gum leaves, with their vibrant green colour, symbolize growth and vitality. These plants symbolize the resilience and adaptability of nature, its ability to reclaim and rejuvenate the land.

A layer of smoke hovers above the scene, representing the clearance of space and the new beginnings that arise from transformation. It serves as a visual reminder of the transformative power of cleansing and renewal. The smoke also serves as a symbol of the passage of time, as it slowly dissipates, leaving behind a clean slate for new possibilities.

Overall, "*Transformation*" is a powerful artwork that explores the intricate relationship between nature, history, and renewal. By incorporating symbols like the coals, fire, plants, and smoke, it invites viewers to contemplate the transformative process and the possibilities for their own new beginnings.
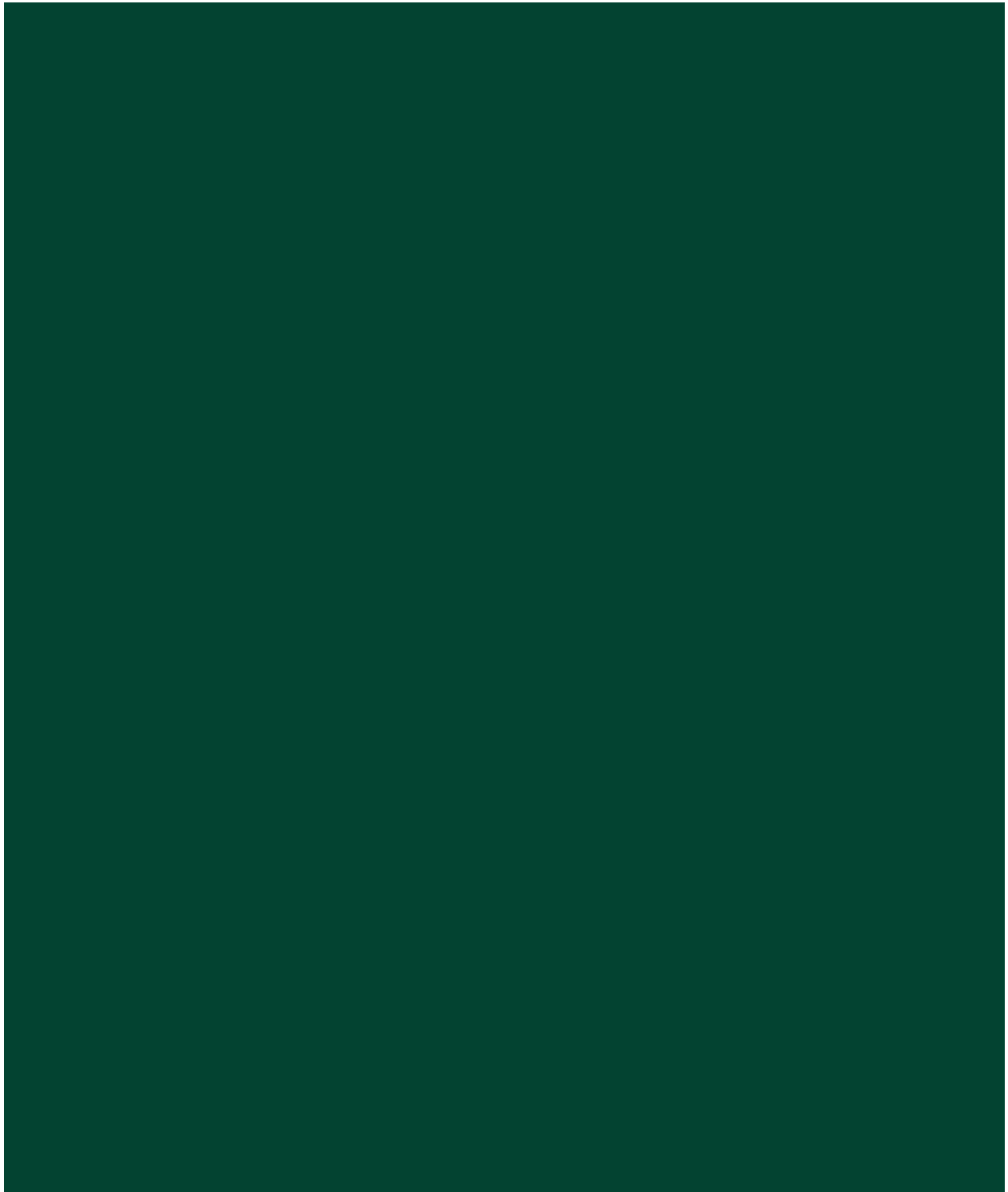
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