

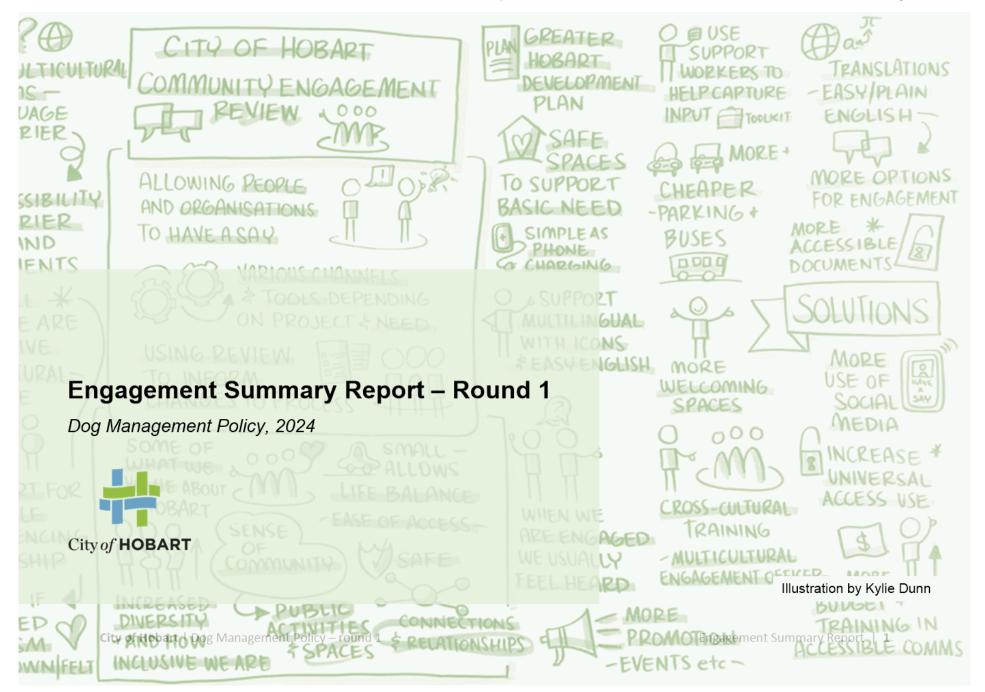
SUPPORTING INFORMATION

COUNCIL MEETING OPEN PORTION OF THE MEETING

MONDAY, 28 JULY 2025 AT 4.00PM VENUE: COUNCIL CHAMBER, TOWN HALL

IABLE OF CONTENTS			
10	Dog Manageme	ent Policy Review	
	Attachment A	Engagement Summary Report	3
	Attachment B	Submissions Summary	15
	Attachment C	Draft Policy	29
	Attachment D	Declared Areas with reasons	46
11	Parklets and St	reet-Side Dining - Program Guidelines	
	Attachment A	Draft Parklet & Street-Side Dining Program Guidelines	52
	Attachment B	City Transport Group – Design Guidance Note #6 – Street Side Dining – Provision of Additional Space on Carriageway	74
12	Country, Cultur Hobart with Abo	e, People 2025-2028; Building Cultural Safety within the Coriginal People	ity of
	Attachment A	Country, Culture, People	82
	Attachment R	ΔCΔP 20-22	110

	Attachment C	Annual Report 2020	138
	Attachment D	Outcome Report 2023	139
	Attachment E	Community Engagement Framework	141
14	Funding Program	ns Policy	
	Attachment A	Funding Programs Policy	155
	Attachment B	Grants Program Policy	169
	Attachment C	Inbound Requests for Sponsorship Policy	174
	Attachment D	Funding Program Review - KPMG Report	181
15	Collaborative Ne	etwork of Southern Tasmanian Councils	
	Attachment A	RDA (Tasmania) Proposal	251
16		t Determination Report Posselt v Alderman Marti Zucco	
	Attachment A	Code of Conduct Determination Report - Cr Posselt v Alderman Zucco	255
17		et Determination Report Coats v Councillor Dr Zelinda Sherlock	
	Attachment A	Code of Conduct Determination Report - Cr Coats v Councillor Sherlock	261
20.2	Acknowledgeme	ent of Country	
	Attachment A	Respectful Language Guide	265
20.3	Acknowledgeme	ent to Country - Request for Clarity	
	Attachment A	Respectful Language Guide	277



Document Purpose

This document summarises engagement undertaken during the first phase of the Dog Management Policy community engagement project. This is a public facing document intended to report back to engagement participants and provide feedback on what was heard and how their input was used.

This report does not include specific mention of every concept we heard. However, care has been taken not to over-generalise. This report does not make assumptions about the reasons why respondents feel the way they do or provide recommendations for the project. This report has been provided to the project team along with raw data of all feedback and responses.

Contents

Overview	3
How we communicated	
Who we heard from	5
What we heard	8

Overview

1.1 Project Scope

The Dog Management Policy is an important document. The Policy:

- Outlines what it means to be a responsible dog owner
- · Shows where and when dogs can and cannot be exercised
- Determines how the City should implement the policy and ensure responsible dog ownership
- Ensure the City of Hobart complies with the Dog Control Act 2000.

The City of Hobart must review the management strategy at least every five years, and this process must include community consultation. The City of Hobart has committed to ensuring all voices in the community are heard; both those of dog owners and non-dog owners.

It should be noted that feedback from this community engagement will be examined alongside feedback from the below engagement projects:

- South Hobart Oval and Park Master Plan
- Open Space

1.2 Engagement Scope

Community engagement for the Dog Management Policy will be done in 2 main rounds.

This Engagement Summary Report covers round 1 of engagement.

From 8-28 April 2024, the City sought general feedback on the existing Dog Management Policy 2019-2023. This includes Declared Areas (where dogs can and cannot be onlead and off-lead).

All feedback from this round will inform proposed changes to the Dog Management Policy. The draft Policy will then go to the Hobart City Council for review. When Council is satisfied with the changes proposed in the Policy, the new draft Policy will be released to the community for further feedback (round 2). This is expected to be in the second half of 2024.

How we communicated

For round 1 of community engagement for the Dog Management Policy, we did not do extensive promotion. Round 2 is intended to be a more intensive and in-depth engagement project, with many in-person opportunities for engagement.

Round 1 engagement for the Dog Management Policy prioritised key stakeholders.

Key Stakeholders



Email

Emails were sent to established lists including registered users of Your Say Hobart



Social media

1 Facebook posts and 1 Instagram story promoted the online engagement opportunity



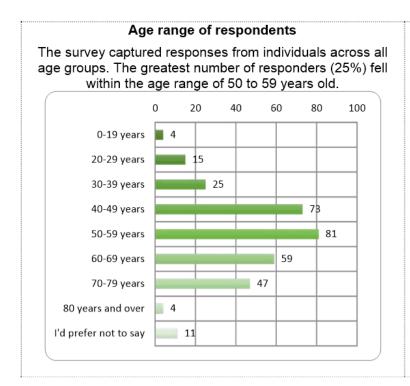
Key stakeholders were notified via email and encouraged to provide feedback via submission or online survey. This included sports clubs, dog walking groups, and key stakeholders of related previous engagement projects (South Hobart Oval and Park Master Plan and Open Space)

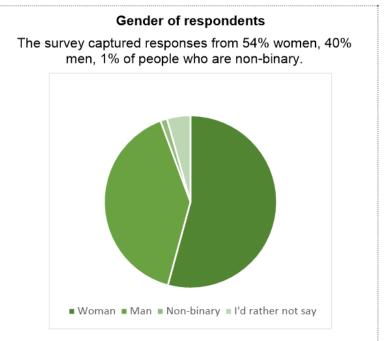
Who we heard from

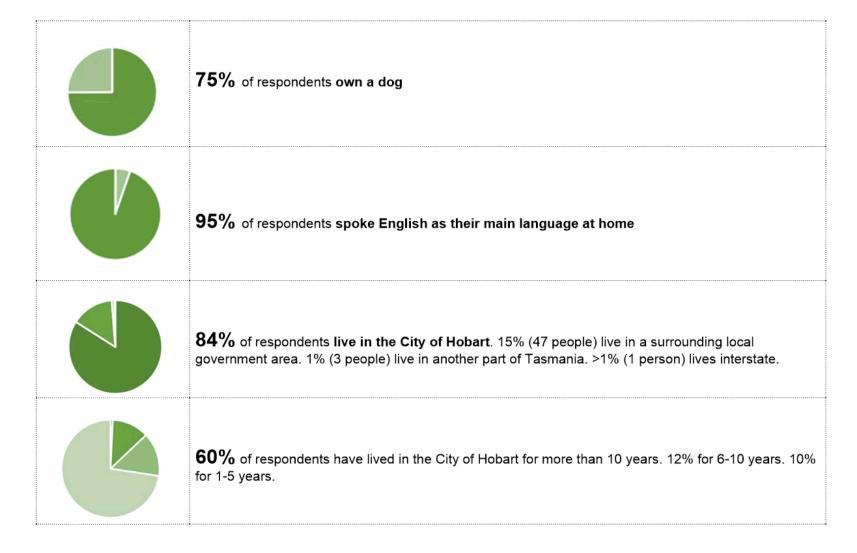
1,790 project page visits

319 survey responses

42 submissions received (not included in this report)

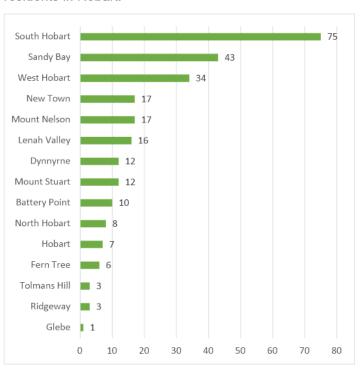






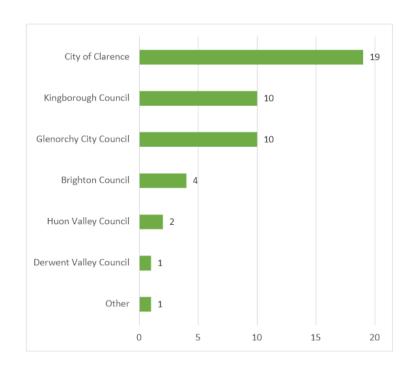
Which suburb do you live in?

The survey captured responses from residents across most suburbs within Hobart. The largest group of respondents were from South Hobart, which made up 24% of all the responding residents in Hobart.



Which local government area do you live in?

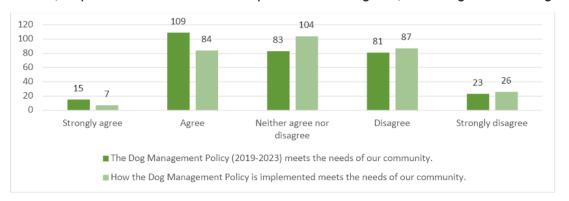
Of the respondents who don't live in the City of Hobart, we heard from people in seven other LGAs. The largest group of respondents were from the City of Clarence, which made up 6% of this group.



What we heard

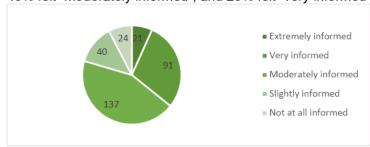
How much do you agree that the Policy and how it's implemented meet the needs of our community?

As can be seen in the chart, responses were mixed. Most respondents either agreed, neither agreed nor disagreed, or disagreed.



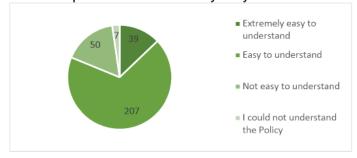
How informed do you feel about the Policy?

43% felt "moderately informed", and 29% felt "very informed".



How easy to understand do you find the Policy?

66% of respondents find the Policy easy to understand.



What the community wants us to know about the Policy and how it's implemented.

Lack of Enforcement 32 comments were made about the Policy not being adequately enforced.

Non-Compliant Owners 17 comments were made about owners who weren't compliant with the Policy.

Policy Inaccessibility 10 comments were made about the Policy not being very accessible.

Happy with the Policy 9 comments were made that expressed satisfaction with the Policy and how it is implemented.

More Education Needed 8 comments were made about the need for more community education about dogs.

Other

Other comments include (but are not limited to):

- Excessive barking (7 comments)
- Lack of awareness of the Policy (7 comments)
- The need for fewer restrictions (5 comments)
- Having a visual representation of Declared Areas (5 comments)
- Inadequate signage (4 comments)
- The need to update regulations on greyhounds (3 comments)

"In my opinion, the biggest issue and cause of frustration between non dog and dog owners is the non compliance of the rules. I see it very often."

"There doesn't seem to be anyone policing people not picking up after their dogs...like rangers/council on general patrol or in the parks."

"I'm pretty happy with the dog policy. If you wanted improvement the City of Hobart could consider more education and enforcement."

"All dog owners should be aware of the Policy and their obligations under it but I am not sure how the average dog owner achieves that awareness - perhaps more information could be provided upon registering a dog."

Feedback on Declared Areas

Declares Areas are spaces where dog owners can and can't take their dogs (either off-lead, on-lead or restricted). The 10 most discussed issues in feedback on Declared Areas are listed below.

Satisfaction Expressed	38 comments	Happiness and gratitude expressed about the maintenance of grounds and facilities. Of these 38 comments, 11 of them referred to Nutgrove Beach.
Sportsgrounds Should be Off Limits	25 comments	Expressed the opinion that dogs should be banned from sportsgrounds in general.
Ban dogs at the South Hobart Oval	23 comments	Expressed the opinion that dogs should be banned from the South Hobart Oval in particular.
Keep dogs at the South Hobart Oval	20 comments	Expressed the opinion that dog access to South Hobart Oval should remain.
Issues with Enforcement	20 comments	Expressed the opinion that the City should do more to enforce the Policy.
Dog Poo a Problem	18 comments	Owners not cleaning up after their dogs is an issue.
Non-Compliant Owners a Problem	18 comments	Owners not adhering the Policy are an issue.
Extend Exercise Hours	15 comments	A desire for the exercise hours at a site to be extended.
Community	14 comments	People have built highly valued community through exercising dogs.
Needs Fenced Off-Lead Areas	14 comments	A desire for more fenced off-lead areas.

Feedback on Declared Areas (continued)

We received the below feedback on specific Declared Areas. Here we have included information on the top 5 mentioned sites.

South Hobart Oval	53 comments	Feedback on this site was split between people who want dogs to be able to use this space and people who want exclusive sports usage.
Nutgrove Beach	27 comments	Nutgrove Beach received generally positive feedback. People were thankful for the space and dog bags and have built strong community here. Suggested changes were to do with changing/extending hours, particularly during daylight savings. Other suggestions were to make it permanently off-lead.
Wellesley St Oval	8 comments	Feedback included fencing the oval to use instead of South Hobart Oval, as well as restricting dog access.
John Turnbull Park	7 comments	Several comments said they love this park for dog exercise. However, some said dogs shouldn't be allowed off-lead. Some were thankful for the puppy area and would like this to be extended for dogs with other needs. It was also suggested the site could have better maintenance and lighting, particularly during winter.
Short Beach / Marieville Esplanade	7 comments	Mixed feedback was received. Some said the site is not suitable for dog use. Others enjoyed exercising their dogs there. Suggestion was to have clearer signage.

"Signage at all Declared Areas needs to be prominent and clear. Problems occur when compliant owners encounter noncompliant owners whose dogs are not effectively under control."

"The off leash access at Nutgrove Beach (...) is very important to my health and wellbeing as a pensioner. It ensures I get the exercise I need and allows my two dogs to have the freedom to safely run about (...). It is the high point in most of our days."

"Our parks in Hobart are lovely and we really appreciate the opportunity to use them with our dogs."

Accessibility

We know that our dog exercise areas need to meet the needs of dog owners. This includes the exercise times being convenient, and the parks being easy and accessible to get to and use. What are the accessibility issues with current Declared Areas you would like us to be aware of?

Below are the top 7 most discussed topics. Please note: the speech bubbles below include quotes about physical accessibility.

Shared community space	18 comments	Desire for public spaces to remain available for the entire community use, and not for private interests.
Limited dog exercise hours	17 comments	Current dog exercise hours do not allow certain dog walkers to use the parks to their full capacity.
Needs fenced off-lead area	3 comments	This would benefit their access to the park.
More fenced areas	3 comments	This would benefit their access to the park (not specified whether on- or off-lead).
Declared Areas unclear	3 comments	Declared Areas are hard to understand, leading to confusion.
Better upkeep of grounds needed	3 comments	Muddy grounds or heavy gates make it hard to access parks.
Greyhound off-lead area needed	3 comments	City of Hobart should review policies on greyhounds and make a designated off-lead area for greyhounds.

"The path directly onto Blinking Billy is very worn away. [People with] mobility problems wouldn't be able to use it."

"The bottom gate on Washington St is a bit heavy for those in a wheelchair to open." "Beaches in Hobart are generally not accessible or wheelchair accessible – and when they are, that part of the beach is 'no dogs allowed'. (...) So even if I can get on a beach I can't walk (in a wheelchair) my dogs on leash down the beach to even get to the dog area."

Dog Management Policy – Round 1 Engagement Submissions Log

Individual	We live on Nutgrove Beach which is now a popular dog walking area. Although the vast majority of dog owners are responsible and pick up after their dogs there are a recalcitrant minority who abuse this privilege. We do not own a dog but find it necessary to have a supply of 'doggy bags' just to clean up the beach in front of our house. It appears that, being the the first area following entry onto the beach, dogs do their ablutions there and some owners are not cleaning up. I have witnessed some blatant disregard, but probably more common is having no idea where a dog is when engaged in conversation. I am not sure how you better police this but certainly I do not encourage our grandchildren to play there the way it is. As unreasonable as it probably is I would vote not to have dogs on this beach if given the opportunity the way things are at present. It only takes one or two dogs - owners - to leave their daily
	droppings for me to pick up to spoil it for everyone.
Individual	I would like to propose that a very simple, Off-leash area for Greyhounds be constructed within the CoH council area.
	Clarence Council has recently constructed one at South Street reserve. (details at the link below)
	https://www.yoursay.ccc.tas.gov.au/south-street-reserve-trial-greyhound-off-
	leash-area?tool=survey_tool
	This would be very simple to implement on some of the vast space available at Cornelian Bay (Ideal) or Joh Turnbull Park
	As seen by the Clarence design, they have only needed to fence in approximately 800Sq Metres of land with standard, sports-ground height fencing, and utilising shade-cloth (with some fun graphics).
	With Greyhound ownership (rescued from racing) being a fast growing sector of the community, and particularly with their suitability for inner city living, CoH should be at the forefront of providing such a facility for it's rate-payers.
Individual	Having encountered a precious owner, I feel matters are getting too politically correct. My partner's Jack Russell is a tad excitable & barks. The other owner's response "I don't like your dog barking at mine". We go to dog parks for the socialisation of dogs, other owners tend to laugh because it is the breed of dog. Are we going to be banned from dog parks for minor demeanors, why bother having dog parks? My friend has had to leave dog park due to her dog pinching the tennis balls, no it isn't right, but for heaven's sake it is a dog & sometimes it is difficult to train a dog out of obsessions. Another factor is she is only there for an hour, how much harm can be done? Now she has to go elsewhere
Individual	My submission is very brief. Given the amount of documented damage cats do to our ecosystem where is the cities cat management strategy?
Individual	All councils - suburbs should have enclosed/ fenced, off the lead, dog parks.

Reminder-

Not everyone loves your dog as much as you.

Some people have a fear of dogs. Because they experience an unprovoked dog attacks and experienced being bitten by a dog.

Yes we had a much loved dog. As well as cats, we have cat enclosure yard. We love the Tasmanian wildlife and native flora.

We believe in protecting our wildlife as much as possible.

I believe that all new housing developments should include under road bridges and over road wildlife passes, as well as native vegetation for wildlife corridors.

Individual

Dogs off leads in parks - in particular Mt Wellington. I am writing as a regular user of the pipeline to agree with the current policies that the council have in relation to dogs that must be on leads if walking in certain parts of the mountain, or being not allowed at all in other areas.

The council seems to have been more diligent in enforcing their regulations as I have seen fewer dog owners allowing their dogs off the leash on the pipeline. It is still an all too frequent experience that the dogs come running along off the leash.

I have also seen fewer dogs on the part of the pipeline from Neika where they are supposed to be excluded but some owners still studiously avoid looking at the no dogs allowed signs and bring them onto this part of the track.

I am writing with the wildlife in mind. In particular since the El Nino - the relative coolness and safety has meant there has been an abundance of potaroos and wallabies on the pipeline. The presence of unleashed dogs is an unnecessary exposure to anxiety and danger to these native animals. The potential for two unleashed dogs to encounter each other and engage in a fight is still always on the cards.

I note that since covid the Ferntree part of the track has been used by more and more families with young children experiencing their first taste of walking free amongst the bush on safe paths. I would hate for these children to encounter an over friendly off the leash dog frightening them and destroying their sense of getting to appreciate nature.

Finally I am writing on behalf of those walkers who happen to be traumatised or triggered by dogs in general. While I am all in favour of pets and people having that experience it must always be considered that this is not a universal experience and that there are those with disabilities and others who are just nervous around dogs no matter how much "Fido" is adored by their owners. A public amenity or space needs to be allowed for these people as well. Dog owners are catered for by having other spaces they can take their dogs off leash.

Individual

Please consider making dog parks more Greyhound friendly by either allowing accredited muzzle-free greyhounds off lead or considering adding Greyhound off-lead friendly hours.

Individual

Hello, thank you for providing this opportunity to the community!

I have a few things people on my street and I would really like to put forward for consideration.

- 1. Households requiring a kennel license, please review for a matter of privacy and security, submitting your address during the process to be published in the mercury newspaper can make those house holds more of a target from theft (of animals) and make those house holds more of a target for unwanted attention. (A friend of mine who is a public figure, wants to get a third dog but is not willing to leak her address) We agree with the license but disagree with the process and think it needs to be reviewed.
- 2. Noise complaints about dogs. while no one on my street has been affected by this we all seem to know someone who is. Someone filing a noise complaint on a dog, must provide solid evidence that it is the specific dog making the noise. Unfounded complaints have greatly distress our loved ones in other parts of the Hobart area.
- 3. There needs to be more action against dogs off lead on residential streets. Me and other people have experienced, attacks, injuries and other negative incidents with off lead dogs in the Hobart area, both on our person and on our own lead pets. We have politely approached some of these people and asked that they keep their dog on lead, however they still do not. I have a medical alert assistance dog and have had dogs rush and try to do physical harm to her while she is working, and this is not acceptable. Maybe there can be a way of reporting off lead dogs (in on lead areas).
- 4. Dog parks, the addition of smaller enclosed additions (like the puppy areas) where dogs who have injuries, small puppies, older dogs etc and enjoy themselves with worry of risk in the larger area of the dog parks is a great idea and we would love to see more. Potentially areas where owners with puppies or reactive dogs and be alone in the area and lock themselves in to avoid anyone else coming in.
- 5. Not long ago you allowed registration for assistance dogs to be free, it was on your website until late last year (even though apparently your policy had changed but your website information had not) the assistance dog community in Hobart found this a great disservice and offensive. We wish for this to be reviewed and hope that the Hobart council can follow in the footsteps of the other state capitals and review this fairly. And a friendly reminder that a guide dog is a type of assistance dog, discriminating against other types needed for other disabilities, is unflattering for Hobart in our community and career community.

Individual

What's the point of having instructions eg. Dogs on lead between hours of ... or dogs only allowed on certain parts of the beach, if it's not policed? I walk regularly on a Hobart City beach and every time see at least one dog owner disregarding what the sign says. Council workers have been working there at times too and not said a word. Certain areas of beaches where birds nest, fairy penguins live need to be protected. If ppl knew they could have an instant fine and they saw Council Workers making sure ppl did the right thing then you would be surprised how soon dog owners did the right thing.

Individual

I would like to provide feedback around the monitoring of your dog management policy and dog on-lead areas. I provided feedback via email in February 2024 to query how dog on-lead areas are managed given I have consistently seen dogs in my area (Lenah Valley Linear Park) off lead in clearly signposted on-lead areas. I am aware there are signs indicating that penalties apply but this is never policed. I was advised at the time by council that there are only two animal management officers across the entire council and so active enforcement of the policy is unable to be 'saturated'. The responding worker (Luis Larrarte) suggested I take photos of offending people and send to the council in case they are recognised. This seems an extremely underpowered response and I am also not comfortable taking photos in case I am questioned by the dog owner, who I could imagine wouldn't be very happy about it.

I suggest that council need to consider how dog on-lead areas are EFFECTIVELY enforced. I have had multiple experiences with dogs that are not under effective control by owners. I have also experienced on multiple occasions asking owners to put their dogs on lead and they either refuse or do so for a short time and then they are seen later with them off lead again.

Individual

Since the start of COVID19 pandemic dog ownership in West Hobart has grown totally out of control. The result is a stressful, avoidable and unacceptable level of barking noise and pedestrians frequently risking being nipped on the ankle.

The most owned dogs in West Hobart are small, noisy, aggressive, and inevitably poorly managed.

My next-door neighbour keeps two and my rear neighbour one. Neither neighbour has any concern for the peaceful amenity of the area. When I garden close to the respective boundary fences they bark. Effectively under Council's Dog Management Policy I can do nothing.

I have owned a medium size dog at my current address that I trained with the Hobart Canine Obedience Club. That dog was never aggressive and generally quiet. Consequent of the training I was able to walk it under effective control on lead.

The enormouse growth in the number of small aggressive dogs is a COVID19 related phenomenon but owners generally have no idea about a small dog's natural proclivity or how to manage it.

Many dog walkers use extendable leads. These need to be banned in Hobart as they prevent the walker effectively controlling the dog.

Completion of approved dog obedience training within two years of initial registration must be a mandatory requirement of continued ownership. Failure to do so must result in dog forfeiture.

Dog registration fees must be increased to at least cover Council dog management administrative costs including complaint investigation. In addition, increasing the fee may deter ownership that in my neighbourhood is at alarmingly high rates (as evidenced by barking and the number of walkers).

Children must be prohibited from dog walking without an adult as they generally are insufficiently mature to effectively control the dog. Please note I have raised two now adult children.

Resolution of dog noise complaints must result in forfeiture on receipt of third complaint; three strikes policy.

As walkers of small, aggressive dogs pass properties housing the same an enormous barking contest ensures; each dog defending its patch with effective control of any of the dog's owners completely absent. Totally unacceptable in a residential neighbourhood.

Dogs need to be banned from the front gardens of properties at which they are kept as that is where the barking matches generally occur.

Ph 0419-120-114 25 Allison St West Hobart Tas 7000 Ph 0419-120-114

Individual

Hello, I have been bringing up a pup which has involved people and dog socialisation not just for the pup, but also for me. Just going to my local dog park has opened me to a whole community I didn't know existed, and enabled me to create new friendships where I will work with people beyond the dog park. Like my pup, and many others, I feel a lightness in my heart in going to the local dog park and wondering who will be there today.

I meet different people each day as well as regulars. Talk can range from local issues, fire management, does anyone know a tradie?, how our pups/dogs are going and our challenges with them, how we are feeling, our day, or just being silent and smiling and waving from a distance. There are some people whose only contact with another person in the day is at the dog park, partly because more people work from home since COVID, or may be retired, or unemployed.

It is a very supportive atmosphere, especially since there are a number of pups all the same age group, and we are helping them to learn good manners, and helping each other reinforce those. We find a lot of joy in seeing our pups/dogs have special friends - they know when they are in the park and are keen to play together. People who have gone through the process are helpful in talking about what worked for them.

Young kids without dogs have come up to my pup and want to play with her, and I find I am teaching them ways to be in partnership with a non-human being. And now many children call her name, come over and pat - so I have had conversations with parents new to the area, talked about primary schools and they feel a sense of being welcomed.

People clean up rubbish, and dog poo, new toys go into the dog box, people put new water in the dish. There is a sense of responsibility by users of the park.

Some poo is missed and some dogs are too forceful, some dogs can get barky, but generally it is a welcoming and pleasant atmosphere to come to. Young kids and dogs play side by side with balls and running.

It is all very informal and works because of a sense of camaraderie, common purpose, seeing people regularly, and the dogs themselves breaking down normal "keep to yourself" barriers as they move around everyone.

When I look at the dog policy I see all the rules and the procedures when things go wrong, but I don't see the opportunities. For a council that has key strategies around community building I wonder how to acknowledge the role that dogs and dog parks/places have in building community, weaving threads of connectivity, and providing social opportunities for people who have less access to them. Then my next thought, is how might we build on this further without creating rigidity?

For example, perhaps inviting people to be "friends of the park", flagging topics of conversation important to the local area, working with community network facebook pages, encouraging a community event with music, bush dance, games, dogs and food?

One of the issue for us dog walkers is that we don't know when a sports event is on, and some people travel from 5 to 15 minutes to come to the park. Is there an info or booking page where this can be looked up?

Wishing you the best in creating the policy!

Individual

I am a leisure and swimming user of Nutgrove Beach for 40 years. It is a very special beach so close to the city with much more space and beautiful city views that Long Beach does not have. Some years ago, a vulnerable friend and I had two aggressive dogs fighting one another and rush to where we were sitting. A submission I made at the time to the new Dog Management Policy, outlined this frightening example as well as other incidents of inappropriate and dangerous behaviour by dogs. As a result of many other distressing incidents occurring to other users, a ruling to disallow dogs on Nutgrove during the daylight saving months was instigated and then shortly afterwards overturned because of the Dog Lobby. Since then the signs for on and off leash times were made more visible though they are still somewhat difficult to decypher. Some improvement was noted in owners controlling their dogs. However, there has never been a continuous and reliable management of dogs by some owners. When I swim there every summer in the afternoon including this year, 99% of the time there are a number of dogs running around. I have been followed by a dog into the water. A particularly distressing situation was a greyhound running at immense speed likely to approach me. When I contacted City Council I was told this breed is not allowed off leash except with special provisions. In addition to the constant interruption by dogs, some owners also to the dismay of responsible owners who express concern for their own leashed dogs, faeces are not always collected responsibly. Also, the owner does not see them as their dog is often behind them or a long way away. I think one should be able to expect a clean beach not contaminated by E.coli. City Council dog personnel are ineffective because of the limited number of officers and the impossibility to patrol at all times. I request

	consideration for a renewal of no dogs on Nutgrove during Day Light Saving. A compromise of no dogs during DLS between say 11.00 am and 5.00pm. would be acceptable. The Shearwater and Hawley area in NW Tas. has successfully implemented rules for both dog owners and others wanting a peaceful time. Beaches in the UK and Europe are generally dog free or have special areas for dogs, to recognize the needs of disparate groups and to ensure a hygienic environment for adults and children. Thank you for considering my submission.
Individual	Change of dog off lead hours at Nutgrove beach. Currently day light saving triggers a change of off lead hours to start at 6pm instead of 3pm. Rather than at the start of day light saving, the suggestion is for this change to take place on December 1. The beach doesn't get much use by swimmers in October/November due to the weather, therefore it could continue to be used for off lead walking from 3pm with minimal impact.
individual	I would like dog owners who are at work every day to be more responsible about their dogs. It seems that most dog owners leave their dogs outside when they go to work. This is unfair on their neighbours who are at home, because their dogs spend a lot of the day barking, disturbing the peaceful environment. The dogs also chase and frighten the wallabies which come down from the reserve in search of food.
	I'm not sure what the answer is, but it's unfair that dog owners get all the benefits of owning dogs, but none of the down sides. Perhaps dogs should be kept indoors when their owners are not around to control their barking. If dogs were kept inside, then the wallabies would also be protected.
	I hope you might be able to address this problem and come up with some kind of resolution. As I've said, it seems very unfair that it is only the dog owners who aren't affected by their barking dogs.
	Many thanks, Jennie 😂
Individual	I moved to Sandy Bay a year ago and knew no-one in the neighbourhood. I got a puppy in June 2023 and started walking on the dog beach at Nutgrove. Within a few months I had met a number of other locals who also had puppies and dogs. Many have now become firm friends and we meet up every day for a walk in the off lead hours in the morning around 830-930am. Our puppies have really benefited from being off lead so they could play together and learn to socialise during their formative months. It also tires them out so much more than just on lead walking so they are more likely to be quiet at home during the rest of the day if they have been able to play with the other dogs in the morning. There is a real sense of community spirit on the beach every morning seeing familiar faces and saying "Good morning" wandering up and down the beach. I talk to people of all ages and races on the beach -dogs break down so many barriers. Last November I got covid and couldn't walk the dog and those friends took up the slack and brought me meals and walked my dog for me. I would never have met these friends if it hadn't been for Nutgrove dog beach. Please keep Nutgrove beach as an off lead dog friendly beach as it is a great community asset for Sandy Bay.

Individual	A management policy is only really as good as the data it is based on. Noone expects a traffic policy that is not based on traffic assessment. The Council needs to clarify the data on which the dog management policy is based. Who owns dogs, where, what dogs and how many, what are the common issues, what are the most pressing issues., what is the dog areas strategy, what is the funding, how is it directed? Etc. The policy needs to be based on a clear assessment of the context and the challenges, otherwise it is merely top down bureaucracy.
Individual	Hi We bought a house in Sandy Bay so that our dog could enjoy the lead free walking times available on Derwent Beach and Nut grove beach and we would strongly urgge the council to continue with the lead-free time slots. Thank you
Individual	I have lived in Sandy Bay for over a year now and use the the dog beach at Nutgrove on a daily basis. This is a fantastic community asset with many, many people using it on a daily basis to allow their dogs to play and run free. This is fantastic during a dog's formative years as they learn to socialise. It is also a great connector of locals; I have met more people at Nutgrove than any other place - it's the nature of dogs, the owners have a shared bond and connect easily. Please keep this beach as an off-lead exercise area.
Individual	I am very happy with the current arrangements for dogs at Nutgrove Beach and Blinking Billy Beach and don't want any changes. I walk my two Shih Tzu dogs at Nutgrove Beach every morning and it is great to have off lead time before 10.00 a.m. I also take the dogs to Blinking Billy beach and it's also great to have that off lead access at any time.
Individual	Nutgrove beach is a fantastic dog walking (off lead) area. Do not reduce the times available for dogs to be on and off lead. If anything please consider increasing the off lead times from 5pm-10am during daylight savings times. Please keep the off lead times at least from 3pm-10am during non daylight savings times or increase the hours available. Please continue to provide recyclable dog bags.
Individual	My wife and I have been walking our 2 dogs on Nutgrove Beach daily since we moved to Tassie 9 years ago. Most of our friends in Hobart are people we have run into on the beach with their dogs. It is a fantastic and essential place for wellbeing and feeling connected to the community. We are very happy with the morning walking off lead time of up to 10am year round.
Individual	I live in Wellesley Street with my daughter and our old dog. We use both the Wellesley park and the soccer ground/ park in Washington st regularly.
	My son uses it, my partner too , all with a dog.

	I've made friends from using these dog friendly facilities and every one is respectful to other users and their needs.
	I support Tanzi and her walking group and the others that promote dog activities and the need to ensure their are places we can walk and exercise our dogs safely.
Individual	D'arcy street soccer field should only be for sports and dogs shouldn't be allowed to go on the field. It's a health and safety matter for all players on the weekends. Other councils have dog parks for dogs and sport fields for players. Dog poo is regularly left on the ground and then is needed to be picked up by someone else and the dog pee also ruins the grass which affects sport on the weekends. South Hobart competes in the highest division of soccer in the state and there home ground is used as a dog park during the week is a joke and quite embarrassing
Org	My name is Ken Morton.
	I am the National Premier League coach of South Hobart Football Club.
	In my 40 years of coaching football in Tasmania I have never seen South Hobart Oval in such terrible condition. This beautiful venue has hosted games with such superstars as George Best and recently Central Coast Mariners played there.
	I coach State League and my players are semi-professional. The volunteers at my club should not have to fill holes before every game to save players from serious injury or pick up dog poo. The dog urine has left hundreds of marks on the playing surface which are horrible to look at, kill the grass and certainly don't help the roll of the ball.
	We host games for almost every club in Tasmania. Clubs from other municipalities think our home ground is a joke and call it "the dog park." Dogs are not allowed on Valley Road Devonport, or any of the Launceston grounds, City, Riverside or United. Kingborough does not have to deal with dogs and nor does Clarence or Glenorchy. Just us. It is sad and embarrassing that we must put up with playing in dog poo and filling holes.
	South Hobart Oval used to be locked and used as the home of football now this iconic ground is a dog toilet. I don't see AFL or cricket having to deal with this at the TCA or North Hobart Oval. Just soccer. Surely it should be a fairer system and total disrespect for Tasmania's most played team sport.
	I ask that the Council find alternative venues for dogs to poo and walk other than the historical and significant South Hobart oval. The health and safety of referees, players and users is at stake.
	Sincerely Ken Morton.
Individual	to allow the uncontrolled exercise of dogs on public sports fields puts at risk the heath of children who utilise those sportsfields. I am aware that Clarence,

	Glenorchy, Kingborough and Brighton Councils do not allow dogs on their sports grounds and Hobart City out of the interests of its residents and sports ground users HCC should adopt the same. there are too many occasions where parents are required to clean up after other dog owners and the exercise of dogs should instead be encouraged at purpose built 'off lead dog parks' vs. public sports fields.
Org	I am a member of the South Hobart Football Club and I don't believe that dogs should be allowed to be exercised on the South Hobart Oval. This field is the home ground of our football club, hosting youth and adult games. Every time a game is played here, our volunteers have to go around picking up dog feces and filling in holes dug by dogs. It is not only unsanitary, it is unsafe for those playing. I cannot imagine this being tolerated in other areas where state-level sport is played, such as North Hobart or Bellerive ovals.
	I have also been present at the ground when people have been trying to exercise and practice their social sport, and have had to leave on account of off-lead dogs disrupting them. Families with small children in particular are vulnerable to off-leash dogs in this area.
	There are a number of alternative venues where residents can exercise their dogs in the local area (MacFarlane Street, South Hobart or below Wellesley Park). I do not believe that the South Hobart Oval is a suitable venue for dog exercise, and would better suit the needs of the community by being restricted to dogs.
Individual	'I would like to suggest that our sportsgrounds be unavailable for dog use when sport is being played or when maintenance is being undertaken by our crews.
	We currently don't allow dogs when sport is being played but I think it is necessary to also prevent them when the ground is under maintenance. We have had a number of recorded incidents that I can recall including:
	- A dog being hit by a Council car when off lead and not under effective control.
	 A dog being nearly run over by a cylinder mower when not under effective control. A staff member being bitten by a dog when not being under effective control.
	A change to the policy to incorporate this is for the protection of dogs as well as my team who not only run the real risk of physical injury, but also the mental stress caused by having to worry about killing a dog.
	Much of the machinery my team uses is not compatible with sudden movements of dogs, such as cylinder mowers, tractors, spray units and wicket rollers which are all difficult to pull up quickly.
Org	I have attached some of the images of what the volunteers of the South Hobart Football Club have to deal with before playing at South Hobart Oval. There are also images of referees and visiting coaches with dog poo and holes in

	the ground. There is an image of a young players bottom covered in dog poo having slid in it. Please refer to Shannon Avery of the City of Hobart for the full file. FYI the Council asked us to photograph the dog poo we picked up for "the file". This is totally disgusting and unacceptable for the safety and health of players, referees, administrators and volunteers. The dog lobby can pretend they pick up poo but obviously not all do. Absolutely unacceptable for the members of the South Hobart Football Club and the community who use the ground without a dog. A health hazard waiting to explode. Victoria Morton President South Hobart FC
	I think it is horrible that when I play at South Hobart Oval and other sportsgrounds I have to look out that I don't fall in dog poo. Dogs should not be on the playing surface of sports grounds. Find other places for dogs to poo but not on sportsgrounds. When they wee they also kill the grass which is ridiculous for a ground that hosts state league top tier football.
Individual	Having dogs on sports grounds poses a health risk for people playing the sport. Too often do we find that owners have not cleaned up after their pets which results in unneccesary cleaning from sports clubs and also unneccesary health risks and concerns for our youth.
Org	Hello I am the coach of an U14 NPL football (soccer) team that regularly uses the Darcy Street football field. It is an iconic, atmospheric ground and the boys in my team love playing there, it gives them a real buzz. However, the playing surface is poor as a result of the field also being designated as a dog off-lead area. Not only is the grass scorched with dog urine burns it is downright dangerous. Last Saturday for example, we were the first game of the weekend and in addition to walking around picking up dog poo, before the game could commence we also had to have parents walk around the field looking for dog holes, which resulted in us having to fil inl half a dozen holes that could have easily resulted in a broken ankle - you just hope you haven't missed one. In addition to being a football player, coach and spectator I am also a dog owner, so I know there are numerous off-lead areas where one can walk their dogs, and there are also numerous (irregularly shaped) areas in South Hobart (e.g. near the rivulet and/or below Wellesley Oval for example) that could be fenced and converted to dog off-lead areas. There are, however, very few 'designated' football fields (and no opportunity to build new fields in Hobart), and certainly none to the standard of the AFL and cricket facilities in Hobart. The premier AFL and cricket facilities managed by Hobart City Council do not have to share their facilities with dogs (and I also note in neighbouring councils no sporting fields are designated as dog off-lead areas). Aside from the current situation being dangerous, it is incredibly unfair that football is not treated equal to ALF or cricket by the Hobart City Council despite having much higher number of registered participants. This situation has been allowed to fester too long and needs to be resolved.
Individual	I am a civil litigation lawyer and permitting dogs on a sports ground hosting top grade football is a civil action waiting to happen. HCC is on notice that dogs dig holes on the D'Arcy Street and it's only a matter of time before a player suffers a

	severe foot injury. I urge HCC to disallow dogs on the ground. Regards Phil Harris
Individual	"I recognise some sports operators feel that Hobart City Council differs from other councils in their approach to dog management at sports grounds. However, other councils are either newer or regionally located. This provides more space for separate dog parks by virtue of being less densely populated (regional) or due to modern urban planning practices (newer suburbs)
	Hobart is older and is more densely populated and constrained by bushland and water boundaries. Travel to alternative locations increases unnecessary traffic congestion. All of these factors combine to necessitate the use of multi-purpose facilities such as the South Hobart Community Oval in Washington St."
Individual	More fully fenced dog parks, such as near nut grove at lower sandy bay. These are treasured areas to the community
Org	The Hobart Dog Walking Association (HDWA) Inc values areas where we can exercise our dogs. This was conveyed in the City of Hobart's recent promotion of voting for popular parks campaign. We were happy to participate in the media campaign and spoke positively about the City of Hobart's parks, tracks and trails. We appreciate these places and walking opportunities.
	We are largely satisfied with City of Hobart Dog Policy and were pleased that when the policy was reviewed over five years ago we gained: on-lead dog walking on Radfords Track, Mt Wellington/kunanyi some extra off-lead time at Nutgrove Beach, Sandy Bay a small grass area outside Mathers Place, Hobart. While this is a small space, it is important for the Pets in the Park program where veterinary care is provided to the dogs of homeless people.
	If more public land becomes available we would welcome the opportunity for more dog off-leash and on-lead exercise areas.
	We would like to take this opportunity to ask about provision of off-lead space for greyhounds. This could be shared and time allocation has been suggested by one member. We would not like to lose any space for dogs that are not greyhounds.
	Improved community education and enforcement could possibly be considered in this Dog Policy Review.
	We would appreciate it if the Hobart City Council could ignore the concerted campaign by the South Hobart Football Club (SHFC) of maligning South Hobart dog owners, and dog owners from neighbouring suburbs, who exercise their dogs at South Hobart Recreation Ground (Oval), corner Washington and Wentworth Streets, and Wellesley Park.
	Many SHFC members do not reside in South Hobart, including the president Victoria Morton, of North Hobart. The many responsible South Hobart dog owners are sick of the false and exaggerated exaggerated claims by the SHFC.

	South Hobart people are very community-minded, care about their community and deserve more respect.
	Dog exercise opportunities are limited in South Hobart. The South Hobart dog owning community need the South Hobart Recreation Ground (Oval) and Wellesley Park. The Hobart Rivulet off-lead area and Cascade Gardens are appreciated.
Org	As a player and even as a coach it happened several times that I ended up coming off the football ground with dog poo on my shoes or even t-shirt and shorts by sliding along the grass. That is not only disgusting and unhygienic it is also disrespectful from the dog owners towards all the people and kids from the club who try to keep Darcy street ground and surrounding clean and comfortable to play on. Unfortunately we did have some injured players who stepped into holes dug by dogs but luckily it didn't turn out to be major injuries. The fact that a lot of other sports ground around Hobart don't allow dogs on their ground makes me wonder why it's still allowed at Darcy street. I believe that there are enough grounds and places around South Hobart where dog owners can take their dogs without disturbing all the people and leaving a mess behind at Darcy street. Thank you
Org	NHJFC - HCC Dog policy submission North Hobart Junior Football Club support the continuation of the 2019-23 Dog Management policy. We support the continuation of dog prohibition when sports are played and John Turnbull park & oval remaining an on-lead area. We'd recommend clarifying the dog prohibition (section 5.1) so that it applies to any playing area or sportsground where sport is being played or a training session is being conducted.
	We note that on occasions dog owners aren't aware or don't abide by the declared areas prohibition and/or on lead requirements. To support implementation of the policy it would help to ensure there is adequate signage to advise dog owners where declared areas are. For example, several of our junior teams train and/or play at John Turnbull Oval. John Turnbull Park and John Turnbull Oval are on lead areas and the adjacent John Turnbull Dog Park is an off lead area. Signage clarifying the oval is an on lead area and prohibited area while sport is being played or training being conducted would help dog owners and other users enjoy facilities.
	Thank you for the opportunity to provide feedback.
Org	The key for the SHPA (Inc.) is to maintain [D'Arcy Street Recreation Ground] for the use of all members of the community. Any plan that seeks to limit access would need to have a strong rationale, with equally strong evidence to support that. One concern is that the number of representations be used as any kind of factor in determining outcomes – it is relatively easy to produce a large number of responses targeting a course of action. That does not mean the action is right – and nor does it even indicate majority support."

With regard to access to the Ground, we welcome the priority given in the review to managing and resolving the conflict between different users, and in particular the football club and dog walkers.

It is noted that the *South Hobart Football Club* is a major user of the site ... [between Feb – Sept the Ground is booked 400hrs (approx. 12 hours per week)]. On the other hand, it is well-known that the Ground is also used extensively by members of the community, including dog walkers seeking a suitable off lead area. With a significant proportion of the community owning a dog – some 50% according to surveys elsewhere – and we know that their use is **year-round**."

This applies also to *Wellesley Park*. The Ground is used by the *South Hobart Football Club* and a private business for some of the time, and dogs do not, of course, have access at these times and dates. For the rest of the time, though, the Ground is used extensively by people and their dogs – often sharing the space with other families enjoying the facility. Many people come from other areas of Hobart to take advantage of the opportunity to exercise their dogs in a safe, contained environment. (The Association recognises, incidentally, that this area is usually well covered in faeces – from native animals, such as wallabies and paddymelons – but members rarely encounter any dog droppings either here or at the *D'Arcy Street Recreation Ground*. The great majority of dog-owners are reliable in picking up after their dog.)

Any change to access to sports grounds would presumably be applied to all such facilities, so there needs, in any case, to be full consideration and consultation before amending the policy in any significant way.

DRAFT Dog Management Policy

Table of contents

- 1. Introduction
- 2. Principles and Objectives
- 3. Code of Dog Ownership
 - 3.1. Council's Responsibilities
 - 3.2. Owner's Responsibilities
 - 3.3. Managing Nuisance Behaviours
 - 3.3.1. Roaming Dogs
 - 3.3.2. Dog Attacks
 - 3.3.3. Barking
- 4. Fee Structure
 - 4.1. Kennel licences
- 5. Out and About with Your Dog
 - 5.1. Prohibited areas
 - 5.2. Declared Areas
 - 5.3. Controlling your dog in public
 - 5.4. Walking your Dog
- 6. Captured Animals
- 7. Dangerous Dogs
 - 7.1. Declaring Dogs Dangerous
 - 7.2. Requirements for keeping a Dangerous Dog
 - 7.3. Restricted breeds
 - 7.4. Transferring ownership
- 8. Management Action Plan
 - 8.1. Ensuring registration
 - 8.2. Public Education and promotion
 - 8.3. Consultation and Community Partnerships
 - 8.4. Environmental Protection
 - 8.5. Patrols and Enforcement
- 9. Declared Areas

1. Introduction

Hobart, Tasmania's capital city, is one of the most attractive cities in Australia. Mt Wellington / kunanyi provides a striking backdrop to the west of the city, with the mighty Derwent River providing the eastern boundary. These stunning features have resulted in the city stretching right along the bank of the river and into the low foothills.

This closeness to the natural environment means that residents and visitor have access to the foreshore, bushland areas and developed urban spaces all within striking distance of the city centre.

The City of Hobart provides a major role in the planning, development and management of the urban and natural areas of the City. This includes the management of dogs. The municipal area includes over 23,000 households, 50 sports fields and facilities, 130 urban parks and reserves, 4,600 hectares of bushland reserves that boast 250 kilometres of tracks and trails, as well as 440 kilometres of footpaths. The majority of trails and footpaths are accessible by dogs on a lead, and provide a wonderful opportunity to explore Hobart with your canine companion.

The City's Animal Management Unit has responsibility for providing animal management and services within the municipal area, and dog control is a key role. The Unit also co-ordinates with external animal welfare providers to offer a pound facility.

2. Principles and Objectives

This management policy ensures that the City of Hobart complies with the *Dog Control Act 2000* which requires councils to create a code for dog management in their municipal area.

Under the act, the policy must include

- · A code relating to the responsible ownership of dogs
- · The provision of declared areas
- A fee structure, and
- · Any other relevant matter

The City of Hobart must review the management strategy at least every five years, and this process must include community consultations. The City is committed to ensuring all voices in the community are heard; both those of dog owners and non-dog owners.

This policy was reviewed in 2024 and the City is grateful to the members of the community and organisations who took the time to provide feedback.

Dogs contribute enormously to the wellbeing of many Hobart residents, and the City is committed to ensuring that the appropriate infrastructure and guidelines are in place so that our canine companions can enjoy our beautiful city.

The City also acknowledges that dog ownership places significant responsibility on the City, and on owners themselves to ensure that dogs do not become a nuisance, pose a danger to the community or damage the environment.

The City is committed to ensuring the needs of all residents are met, and this management plan helps to ensure that dogs, their owners and other residents can live in a safe and peaceful community.

The City will continuously collect data to assess the rates of dog ownership in the council area and the effectiveness of this management policy.

3. Code of Dog Ownership

The Code for Responsible Dog Ownership has been developed to help dog owners or prospective dog owners to understand the importance of being a responsible owner and to encourage more responsible behaviour by dog owners.

Whilst this code is voluntary it outlines best practices to achieve a caring and responsible environment for dogs and their owners with the aim of minimising neighbourhood inconveniences, animal welfare concerns and the destruction of wildlife and its habitat.

Responsible dog ownership means accepting full responsibility for your dog's needs and the standards set in relation to dog management within our community.

3.1 Council's Responsibilities

The City seeks to promote responsible dog ownership within Hobart, ensure adequate facilities for dog owners, and reduce the negative impacts caused by dogs.

As a City, we will:

- · Promote and educate members of the community about responsible dog ownership
- · Provide a broad range of experiences for people with dogs
- · Respond to complaints about dogs in the community
- · Maintain and develop areas where dogs can exercise and socialise
- · Patrol the municipality

3.2 Owner's Responsibilities

The privilege of owning and enjoying the companionship of a dog carries responsibilities of care for the animal, and respect for your neighbour and the local community.

The following guide is designed to help you decide whether dog ownership is right for you, what type of dog you wish to buy, and then how to ensure your dog is a healthy and happy member of your family and the Hobart community.

Before you buy a dog, there are a few things to think about:

- · Is your home and yard big enough for a dog?
- Do you have a secure yard or do you need to improve or install fencing?
- · Are you able to meet any costs for its care including food, toys and veterinary care?
- Is your chosen dog of the appropriate size and temperament to suit your individual circumstances? Think about the people who may come into contact with your dog such as children or vulnerable people
- Do you have the time to exercise and train a dog?

Once you've decided to bring a dog into your home, you have the responsibility of keeping them healthy and happy. This means;

- · Getting your dog vaccinated and microchipped
- Consider de-sexing your dog. The City strongly encourages you to do this by offering a discounted registration fee for de-sexed dogs.
- · Taking your dog to see a veterinarian regularly
- Training and exercising your dog

- Keeping your dog in a secure, clean location
- Giving your dog access to food, clean water, and comfortable shelter
- Spending time with your dog; they are social animals who need companionship and affection

It is also crucial that you take steps so that your dog doesn't cause a nuisance and is compliant with Council regulations and the *Dog Control Act 2000*:

- Ensure your dog is registered once it turns 6 months old and wears a sturdy collar with its registration tag attached at all times
- Keep your dog under effective control when out in public. Your dog must always be on a lead unless in a declared off-lead area.
- Clean up any dog faeces in a public place and on private property immediately
- Prevent the dog from going into a prohibited area (see section 9 for a list of prohibited areas)
- If you own more than two dogs, you need to apply for a kennel licence (see section 4.1)
- Prevent your dog from barking at, chasing or threatening people, other animals or vehicles.

3.3 Reporting and Managing Nuisance Behaviours

The City's Animal Management Unit rely on members of the community reporting incidents and nuisance behaviours so ensure that we can work with dog owners to ensure a safe and happy community.

If you have any concerns or something to report, please don't hesitate to contact us:

- email: coh@hobartcity.com.au
- telephone: 03 6238 2711
- in writing: to the CEO, City of Hobart, GPO Box 503, Hobart 7001
- in person: Customer Service Centre, 16 Elizabeth Street, Hobart

3.3.1 Roaming Dogs

Dog owners may be fined if their dogs roam the streets on their own.

If you find a dog roaming your street, please report it immediately to the City,

If it is safe for you to do so, we recommend you capture the dog and keep it securely on your premises until one of our rangers can collect it or it can be returned to its owner.

3.3.2 Dog Attacks

If a dog attacks or chases any person or animal the owner of the dog is guilty of an offence.

If you have been involved in an incident with an aggressive dog please let us know by:

- Completing and submitting the Dog attack investigation request (available on the City
 of Hobart website).
- By email to coh@hobartcity.com.au
- By telephone: 03 6238 2711

- In writing: to the CEO, City of Hobart, GPO Box 503, Hobart 7001
- In person: Customer Service Centre, 16 Elizabeth Street, Hobart

3.3.3 Barking

All dogs bark as it is their main form of communication, but if you believe it is happening more often and more loudly than is reasonable, our officers may be able to assist. In some cases the owner may not realise that the barking is causing a problem, particularly if it is happening when they are not home.

If you have a problem with a barking dog in your area you can complete and submit the Dog barking investigation request which can be found on the City of Hobart Website or alternatively contact us:

- By email to coh@hobartcity.com.au
- By telephone: 03 6238 2711
- In writing: to the CEO, City of Hobart, GPO Box 503, Hobart 7001
- In person: Customer Service Centre, 16 Elizabeth Street, Hobart

Once we receive a request there are two stages involved in dealing with barking problems.

A letter is sent to the dog owner stating when the barking is occurring, providing them with advice and measures to reduce the dogs barking, the legal responsibilities of dog owners and the penalties involved for continued barking.

Stage 2

If there has been no improvement, the complainant can submit Dog Barking Formal Investigation Request (which can be found on the City of Hobart website). This attracts a fee determined by the Council annually in accordance with its fees and charges process, which is refunded if the matter is proven. Once this request is received, we will conduct an investigation and decide if formal action is requires for nuisance barking.

Barking dog complaints are often protracted and difficult to resolve.

Advice for managing barking

Dogs bark to communicate with each other, and this may become a nuisance behaviour if it is frequent or sustained. More frequent barking is often caused by dog feeling lonely, bored or distressed. If your dog is barking, we recommend you take the following steps to try and manage it:

- Take you dog for more regular walks
- Enrol your dog in obedience training, or have a look at some videos online and give it a go at home. This provides mental stimulation that is very important for dogs
- Block the ability of your dog to see people moving past a boundary fence if that triggers the barking
- Ensure your dog is left with adequate food and water when alone, as well as a few toys to play with
- Consider enrolling your dog in day-boarding if they struggle with separation anxiety
- Purchase an anti-barking collar
- Seek professional advice from a veterinarian or a dog trainer

4. Fees

All fees payable under the *Dog Control Act 2000*, including registering your dog and applying for a kennel licence, are set annually by the City of Hobart.

Once a dog is six months old it must be registered by a person over 18 years of age. If a dog belongs to a child, the registration must be in the name of a parent or guardian.

The registration period is between 1 July and 30 June each year. Renewal notices will be issued prior to the expiration of your dog's registration. Please ensure that you promptly pay the renewal fee and update any incorrect details to ensure that your dog remains registered and the records accurate. Failure to pay the registration fee means that your dog is not registered and you may be issued with a fine. The City will send you a registration reminder, however, it is your responsibility to renew your dog's registration.

For new dog registrations you can complete and submit the Dog registration application online. Once we receive your application one of our officers will contact you to arrange for the payment of the registration fee. Your dog's registration tag will then be posted to you.

Alternatively you can print the Dog registration application from the City of Hobart website and submit with payment in one of the following ways:

- by mail: GPO Box 503, Hobart, 7001
- in person: Customer Service Centre, 16 Elizabeth Street, Hobart

Fee Structure

The fee for registration is set annually by the Council in accordance with section 205 of the Local Government Act 1993.

A standard annual fee is set for non-desexed dogs. Higher fees apply to dogs that are;

- Declared dangerous
- Guard dogs
- Restricted breeds

Lower fees apply to dogs that are;

- De-sexed*
- · Greyhounds registered with Greyhound Racing Tasmania
- Working dogs**
- · Pure Bred dogs registered with the Dogs Tasmania

It is free to register Guide Dogs.

Pensioners receive a discount on dog registration.

- * Please note that owners must provide evidence to the City of sterilisation in the form of a vet certificate.
- **Owners of working dogs must provide evidence that they are used for business purposes, such as farming on meets the definition of a working dog in the Act.

If you dog moves out of the municipal area or in the unfortunate circumstances of your dog's death, you are required to notify the City in writing. This can be done using our

Change of Circumstances for dog registration form available on our website or by writing to Council:

- By email to: coh@hobartcity.com.au
- in writing: to the CEO, City of Hobart, GPO Box 503, Hobart 700

The following refund will be available:

- · A full refund if notified between July and September
- A 50% refund if notified between October and December;
- No refund is notified between January and June.

If you have moved to the City from another municipal area and provide evidence of your dog's registration from your previous council for the current financial year, no registration is payable for the balance of that financial year. You will be required to purchase a City of Hobart dog registration tag.

4.1 Kennel Licences

If you want to keep more than two dogs over the age of six months on your property (or four dogs in the case of working dogs) you must submit an application for a kennel licence.

A new kennel licence costs \$240 and a renewal (which is renewed at the same time each year as your dog registration) costs \$80.

How do I apply for a licence?

Step 1: Contact us

If you are thinking of having more than two dogs on your property and haven't spoken to us we encourage you to do so. This will allow us to answer any questions you may have and go through the application process with you. You can contact our Animal Management team on 03 6238 2182 during business hours Monday - Friday.

Step 2: Advertise your intention to apply for a licence

You will need to advertise your notice of intent to apply for a licence in the Mercury newspaper (there is no specific day that it is required to be shown). To make sure the required information is included in the advert please refer to the Notice of intention to apply for a kennel licence template which can be found of the City of Hobart website. This can be printed off and completed. Please note the cost to place the advertisement payable to the Mercury is in addition to the licence application fee.

Any person who lives within 200 metres of the property may submit a written objection to the City of Hobart within 14 days of the Mercury advertisement.

Step 3: Submit your application

You can now complete and submit the kennel licence application. You will need to attach a copy of the Mercury advertisement. Once we receive your application one of our officers will contact you about payment of the licence fee.

Alternatively you can print the form available through the City of Hobart website and submit in one of the following ways:

• email: coh@hobartcity.com.au

- post: GPO Box 503, Hobart City Council
- in person: 16 Elizabeth Street, Hobart (corner of Davey Street)

What happens next?

After we receive your application and payment of the licence fee, we will arrange to visit your property to assess the suitability of the premises, including the yard size, fencing, shelter, bedding, and health of the dogs.

We cannot consider your application until 28 days after the 'Notice of Intention' has been published, in accordance with the Dog Control Act 2000. This means the application process will generally take approximately one month.

When assessing whether or not to grant a kennel licence, the following factors will be taken into account;

- The proximity of shelter to a fence or boundary.
- The size of the area where you propose to keep the dogs.
 - The area must be fully secure and large enough for all of the dogs to be able to roam freely.
 - The area must be safe for dogs, and this includes being cleared of any hazardous materials (such as barbed wire) and chemicals.
- That there is adequate ventilation and insulation in any indoor spaces where the dogs will be kept.
- That there is a strategy for managing faeces and other waste, including the provision of appropriate equipment as required.
- · Whether having three or more dogs at that property is likely to cause a nuisance.
- · The breed of the dogs you propose to acquire.
- That there are adequate provisions for the welfare, health and control of all the dogs kept at the property.

5. Out and About with Your Dog

Throughout the City, there are a range of spaces where you can exercise your dogs both on and off lead.

To support dog owners and increase the amenity for all users, the City has installed dog tidy dispensers in its parks, reserves and bushland.

Under the Dog Control Act 2000, a person is only allowed to the following number of dogs with them in public:

- no more than 2 dogs on lead on a footpath at any one time (excluding greyhounds, dangerous gods or restricted breed dogs); or
- no more than 4 dogs in total in a public place at any one time (excluding greyhounds, dangerous gods or restricted breed dogs).

5.1 Prohibited areas

There are some areas under s28 of the *Dog Control Act 2000* where dogs are prohibited from entering:

- Grounds of a school, kindergarten, crèche or other place for the reception of children without prior permission of the individual in charge
- · Any shopping centre or shop
- A public swimming pool,
- · Any playing area or sportsground where sport is being played; or
- · Within 10 metres of a children's playground

The exemptions to this are:

- · Guide Dogs and Assistance dogs may enter any premises
- · Pet or pet-grooming stores
- Veterinary premises
- Other premises related to the care of dogs

5.2 Dog recreation and exercise areas

The City of Hobart provides many locations to exercise your dog both on- and off-lead.

Regular exercise may reduce nuisance behaviour such as uncontrolled barking and digging, as it helps relieve boredom and release pent-up energy.

There are **off-lead**, **on-lead** and **restricted areas** (either time restricted or, in the case of sports fields, activity restricted) dog exercise areas within Hobart.

There are also areas where dogs are not allowed and you may be fined if you walk your dog in those areas or allow a dog off the lead in an on-lead area.

5.3 Managing your dog's behaviour while out and about

It is crucial that when you are out in public that your dog is always kept under effective control. This means that the dog is not being aggressive, and is responding to your commands. Dogs must be in control of someone strong enough, so it is important you closely supervise children who are walking or playing with dogs. When your dog is happy and relaxed, they are less likely to cause a nuisance or pose a danger to other dogs and people.

The best way to ensure your dog is happy and calm in public is to ensure they start by having lots of safe, on-lead exposure. Keeping your dog on lead even in off-lead areas allows you to exercise more control until the dog can learn appropriate behaviours.

Remember that not everyone feels comfortable with dogs.

5.4 Walking your dog

There are certain things that you need to remember when walking your dog that are set out in the *Dog Control Act 2000*.

- When in a designated off-lead area, dogs must remain under effective control of the person in charge of the dog at all times.
- If your dog poos in a public place you are required to pick up after it. The City
 provides dog tidy bags in the majority of its parks to dispose of your dog's droppings,
 so please use them. You should also always carry your own plastic bags.

- Dogs must remain on lead at all times when on a road or road-related area such as footpaths and nature strips.
- Restricted breeds and dogs declared dangerous are still subject to conditions in an off-lead exercise area.
- You are not permitted to walk more than two dogs at a time on a footpath.
- · Greyhounds must be muzzled at all times when in a public place.

6 Captured Animals

If officers become aware of a stray dog whilst on patrol or being alerted by a complaint to City, they will attend the scene and capture the dog.

Once a dog has been captured, it will be checked for a microchip. If the dog has a microchip, then the owners will be contacted and altered that there dog has been captured. The officers at their discretion may return the dog to the premises, or take the dog to the Dogs Home of Tasmania (DHOT) for collection.

Once the dog has been taken to the DHOT, owners have **five days** to go and collect the dog. If the dog has not been collected within five days, it will become the property of the City and the DHOT will then have the right to re-home the dog. If you wish to go and collect them after more than five days, you will have to go through the formal adoption process with the DHOT.

When collecting your dog from the DHOT, you will be required to pay an impounding fee, and a maintenance fee each day the dog spent in care, which covers the daily care of the dog.

The dog will not be released until the City's registration fee has been paid.

7 Dangerous dogs

The City makes public safety very seriously, and any incidents involving a dog will be quickly and thoroughly investigated. If a dog has been found to cause serious injury, or demonstrates that it is likely to do so, the General Manager can declare the dog to be a dangerous dog.

Restricted breeds and guard dogs are by default treated as dangerous dogs.

If you have any questions about Dangerous Dogs, please contact the City's Animal Management Unit before taking any further action.

7.1 Declaring Dogs Dangerous

The General Manager of City of Hobart has the power to declare a dog dangerous.

If you disagree with this declaration, you can lodge an appeal of this decision in the Magistrates Court within 14 days of being informed of the General Manager's declaration.

7.2 Requirements for owning a Dangerous Dog

If you own a dangerous dog, you must ensure your premises and dog meets the requirements of the *Dog Control Act 2000*. You cannot keep more than two (2) dangerous dogs on your property at any one time.

Dangerous dogs must:

- Be de-sexed and micro-chipped; and
- · Wear an approved collar advising that it is a dangerous dog at all times; and
- Be muzzled when in a public area, and never be let off lead even in an off-lead area;
 and
- Be kept in an approved enclosure when on private property.

The enclosure must:

- · Be childproof, with a self-closing and latching gate; and
- · Have a minimum height and width of 1.8m; and
- each dog must have an area of 10 square metres; and
- · Have solid or sturdy mesh walls, roof and gate; and
- · Have a sealed concrete floor with adequate drainage; and
- Have a sleeping area for the dog out of the elements; and
- Be on a part of the property that does not have to be walked through to access any
 other part of the property.

Warning signs must also be placed on the perimeter of the property.

If you are unable to comply with these requirements, you must surrender the dangerous dog(s) to the City.

7.3 Restricted Breeds

Restricted breeds in Tasmania are:

- Dogo Argentino;
- Fila Brasileiro;
- Japanese Tosa;
- · American pit bull terrier or pit bull terrier;
- Perro de Presa Canario or Presa Canario;
- Any other breed, kind or description of dog whose importation into Australia is prohibited by or under the Customs Act 1901 of the Commonwealth.

7.4 Transferring the ownership of a dangerous dog

If you own a dangerous dog, you cannot give or sell your dog to a new owner unless you have sought prior permission from City by writing to the General Manager. The General Manager can refuse to give permission, and you can appeal this decision in the Magistrates Court.

8. Management Action Plan

The City of Hobart is committed to enforcing and developing animal management in Hobart to ensure a safe and happy community for all residents and their pets.

This management action plan outlines what the City will do to ensure this goal is met.

8.1 Ensuring registration

The City will continue to ensure all dogs living in the municipal area are registered through issuing reminder notices prior to the annual registration period.

The City will also conduct patrols of the municipal area to identify dogs that are not registered, and serve notice on their owners to register their dogs.

8.2 Public Education and promotion

Officers work closely with the community to promote responsible dog ownership by providing guidance and support to dog owners. Officers enjoy the opportunity to educate dog owners on how to best care for their dogs, and ensure they do not cause a nuisance. By fostering a positive relationship with dog owners, officers help to create a safer environment for residents and their dogs while encouraging responsible behaviours that benefit the community.

8.3 Consultation and Community Partnerships

The City is committed to community engagement, and this is reflected in the broad public consultation conducted to review this Dog Management Policy.

Between consultation periods, the City endeavours to be open to feedback from all members of the community. The Animal Management Unit are accessible and encourage individuals to make reports, complaints and provide information about dogs throughout the municipal area.

8.4 Environmental Protection

The interaction of wildlife with domestic dogs is poorly documented, despite anecdotal evidence of native animals attacked by dogs, particularly in peri-urban natural areas. Research highlights the vulnerability of small native mammal fauna such as bandicoots (including the federally listed Eastern Barred Bandicoot Perameles gunnii), at high risk of predation from the combined impact of cats and dogs.

The City of Hobart has completed an assessment of the biodiversity values within its bushland reserves to identify sites where these vulnerable species occur and are at risk to this predation disturbance. This assessment has identified the importance of Knocklofty Reserve, Queens Domain and Waterworks Reserve and Ridgeway Park as containing very high biodiversity value where conservation actions will be prioritised to protect, preserve and improve the City's biodiversity.

The City continues to review signage and seeks to promote awareness of these issues to dog owners and enforce dog walking provisions. Together with monitoring the health of fauna populations in these areas, the City will work with dog owners to determine if existing dog exercise areas can co-exist with maintaining biodiversity values and, if not, examine alternate locations for dog exercise.

It is crucial that as a dog owner, you do not let your dog chase and hunt other animals. It may encourage predatory behaviour and causes significant environmental damage.

The Act was amended in 2019 to introduce new offences and penalties where a dog injures or kills wildlife that is declared as 'sensitive wildlife' in an area that is declared as a 'sensitive area' and for allowing a dog to be in a prohibited area that contains sensitive habitat for native wildlife.

8.5 Patrols and Enforcement

Patrols are undertaken by the City's Animal Management Officers throughout the municipal area to ensure compliance.

Particular areas of focus are:

- · dogs in designated prohibited areas
- · dogs off-lead in on-lead only areas
- · dogs at large
- · unregistered dogs

9. Declared Areas

DOG CONTROL ACT 2000

- 28. Prohibited public areas
- (1) A person must not take a dog into -
 - (a) any grounds of a school, preschool, kindergarten, creche or other place for the reception of children without the permission of a person in charge of the place; or
 - (b) any shopping centre or any shop; or
 - (c) the grounds of a public swimming pool; or
 - (d) any playing area of a sportsground on which sport is being played; or
 - (e) any area within 10 metres of a children's playground.

PROHIBITED AREAS

- All areas that provide sensitive habitat for wildlife other than on-lead on managed tracks and trails or off-lead areas where designated, and
 - o Beaumaris Zoo
 - Blinking Billy Beach, extending from frontage adjacent to 676A Sandy Bay Road to frontage adjacent to 712 Sandy Bay Road
 - Cornelian Bay from the restaurant to the boat sheds including the playground except on formed track
 - o Cartwright Point Reserve, Sandy Bay area above Sandy Bay Road
 - o Derwentwater Reserve (aka Lords Beach)
 - o New Town Bay Reserve wetlands
 - o Red Chapel Beach and Red Chapel Reserve, Sandy Bay
 - o Skyline Reserve area off 27 Brinsmead Road, Mt Nelson
 - Ten metres (10 m) from any creek or rivulet edge except on formal tracks and trails.

RESTRICTED AT ALL TIMES

- All bushland reserves other than on-lead on managed tracks and trails or off-lead areas where designated.
- Battery area at Alexander Battery
- Cenotaph and Surrounds-within 50m of the monument Derwentwater Reserve (aka Lords Beach)
- Elizabeth Mall, Elizabeth Street (between Collins and Liverpool Streets)
- Farm Gate Market during market hours
- Intercity cycleway Regatta Grounds to municipal boundary
- John Doggett Park, West Hobart
- Long Beach, Sandy Bay
- Marieville Esplanade grassed area between the entrance to the boat sheds and the Royal Hobart Yacht Club
- · Mawson Place whilst events are being held
- McRobies Road Gully ten metre (10 m) exclusion zone around the perimeter of the waste management site
- North Hobart Skate Park

- Regatta Grounds when being used for a community activity
- Reids Track (Wellington Park)
- Salamanca Market and Salamanca Square during market hours of 5.30am and 3.00pm
- Soldiers Memorial Community Hub
- Sports facilities:
 - North Hobart,
 - New Town,
 - o TCA,
 - Queenborough oval and surrounds,
 - New Town Netball Centre,
 - o Donne Kennedy Hobart Aquatic Centre and surrounds, and
 - o Domain Athletics Centre
- Waterworks Reserve due to TasWater operations and sensitive wildlife habitat
- Wellington Court including the Bank Arcade
- Any area of Wellington Park with the exception of approved walking tracks, roads and vehicular tracks in the Recreation Zone (defined as the lower eastern foothills of kunanyi/Mount Wellington, below Pinnacle Road from The Springs to the Old Hobartians Track), but not including: except for the following tracks or zones which are prohibited:
 - The Silver Falls Track (from the Pipeline Track to Middle Track);
 - North South Track (Shoobridge bend to Old Hobartians Track);
 - Lost World Track:
 - The Springs Zone (unless making a connection to approved tracks and trails);
 - The Pinnacle Zone (unless the dog is confined within a vehicle). Above Pinnacle Road above The Springs (including the Upper Springs Car Park)
 - o Crosscut Track
 - o Drops Track
 - o Exhibition Gardens loop, lower Springs
 - o Freewheel'n Track
 - Lost World Track;
 - North South Track between The Springs and Old Hobartians Track
 - Old Farm Track
 - o Pinnacle Road above New Town rivulet (just below Big Bend)
 - o Pipeline Track beyond the Neika/Morphetts Road access road
 - Pitfall Track
 - o Reids Track (Radfords and Silver Falls Track)
 - o The Pinnacle Zone (unless the dog is confined within a vehicle).
 - o The Silver Falls Track (f between Silver Falls and the Pipeline Track)
 - The Springs Zone (unless making a connection to approved tracks and trails);

RESTRICTED DURING SPECIFIED HOURS

- Sportsgrounds and surrounds when sport is being played (except when walking on a designated walking track or pathway when dog must be on-lead)
- Sportsgrounds and surrounds when being used by a school (except when walking on a designated walking track or pathway when dog must be on-lead)
- Sportsgrounds and surrounds when Council maintenance is being undertaken (except when walking on a designated walking track or pathway when dog must be on-lead)

Girrabong Reserve

Dogs are permitted off-lead between 9.00am to 7:00pm.

Dogs are prohibited between 7:00pm to 9:00am.

OFF-LEAD EXERCISE AREAS

- Alexandra Battery, Churchill Avenue, Sandy Bay Alexandra Battery except the Battery, the lookout and the car park
- Blinking Billy Point Reserve, Sandy Bay
- Cartwright Point Reserve, Sandy Bay area below Sandy Bay Road
- Churchill Avenue, Sandy Bay open space adjoining Churchill Avenue
- Cornelian Bay the foreshore car park to Cornelian Bay Point
- John Turnbull Dog Park, Lenah Valley
- · Kalang Avenue Reserve, Lenah Valley
- MacFarlane Street, South Hobart public open space over footbridge alongside the Hobart Rivulet (linear park track on-lead). Entry off Tara or MacFarlane Streets
- Queens Domain The Wireless Station (area bounded by the Summit Loop Road) and mowed area to the east of the summit loop road, and the area between the Doone Kenndy Hobart Aquatic Centre and the Domain Tennis Centre.
- Rangeview Crescent Reserve, Lenah Valley
- · Regatta Grounds except when being used for a community activity
- Ridgeway old recreation oval (track to oval on-lead)
- · Ross Patent Slip, Battery Point grassed area off Napoleon Street
- · Short Beach and Errol Flynn Reserve, Marieville Esplanade, Sandy Bay
- Skyline Reserve area off 27 Brinsmead Road, Mt Nelson
- Sportsgrounds fields when sport is not being played or activities undertaken, being used by a school or maintenance being undertaken
- · Surrounds of sports fields except where prohibited
- Wellesley Park, South Hobart area below the sportsgrounds field

ON-LEAD EXERCISE AREAS

- All road pathways and road related areas within the municipal area
- Dogs can only be exercised on-lead on managed tracks and trails, and grassed areas in all Council parks, reserves and bushland areas where indicated.
- Ancanthe Gardens, Lenah Valley
- · Bridge of Remembrance
- Franklin Square
- MacFarlane Street, South Hobart public open space over footbridge alongside the Hobart Rivulet (Entry off Tara or MacFarlane Streets)
- Mathers Place
- New Town Bay Reserve
- Nutgrove Beach between western entrance (adjacent to Lipscombe Avenue) and access on eastern Side of Nutgrove Park
- John Turnbull Park and John Turnbull Oval
- Salamanca Lawns
- Radfords Track (Wellington Park)
- St Davids Park
- Wellington Park unless otherwise sign posted or notified, exercise of dogs on-lead is permitted on approved walking tracks, roads and vehicular tracks in the Recreation Zone (defined as the lower eastern foothills of kunanyi/Mount Wellington, below Pinnacle Road from the Springs to the Old Hobartians Track), but not including:
 - The Silver Falls Track (from the Pipeline Track to Middle Track);

- North-South Track (Shoobridge bend to Old Hobartians Track);
- The Springs Zone (if making a connection to other approved tracks and trails);
 and
- The Pinnacle Zone (if the dog is confined within a vehicle) those tracks or roads declared as prohibited
- The Pipeline Track (between Fern Tree and the municipal boundary) Note: the Pipeline Track extends into the Kingborough municipality

EXERCISE AND RESTRICTED AREAS DURING SPECIFIED HOURS AND SEASONS

Parks

- Princes Park
- Cascade Gardens
- Fitzroy Gardens
- Soundy Park
- Benjafield Terrace

Dogs are permitted off-lead from 7.00pm to 9.00am during daylight savings time and between 3.00pm and 9.00am at all other times.

Dogs are permitted on-lead between 9.00am and 7.00pm during daylight savings time and between 9.00am and 3.00pm at all other times.

Soundy Park

Dogs are permitted off-lead from between 3.00pm and 9.00am.

Dogs are permitted on-lead between 9.00am and 3.00pm.

Beaches

Nutgrove Beach(except for the area western entrance (adjacent to Lipscombe Avenue)
 and access on eastern Side of Nutgrove Park which is on-lead only at all times)

Dogs are permitted off-lead between 7.00pm and 10.00am during daylight savings time and between 3.00pm and 10.00am at all other times.

Dogs are permitted on-lead between 10.00am and 7.00pm during daylight savings time and between 10.00am and 3.00pm.

Bushland

Knocklofty Reserve – Tracks and trails in the area between Forest Road car park, Poets Road, Fielding Drive reservoir and the walking track to the west.

Dogs are permitted on-lead between 8.00pm and 6.00am during daylight savings time and between 5.00pm and 7.00am at all other times.

Dogs are permitted off-lead between 6.00am and 8.00pm during daylight savings time and between 7.00am and 5.00pm at all other times.

All other areas of Knocklofty Reserve are on-lead at all times.

TRAINING AREAS

 Soldiers Memorial Oval (formally, the Domain Cross Roads Oval) is declared as an offlead dog training area during dog training hours

REASONS FOR DECLARING AN AREA RESTRICTED OR PROHIBITED

PROHIBITED AREAS

- All areas that provide sensitive habitat for wildlife other than on-lead on managed tracks and trails or off-lead areas where designated, and
 - o Beaumaris Zoo
 - Blinking Billy Beach, extending from frontage adjacent to 676A Sandy Bay Road to frontage adjacent to 712 Sandy Bay Road
 - Cornelian Bay from the restaurant to the boat sheds including the playground except on formed track
 - o Cartwright Point Reserve, Sandy Bay area above Sandy Bay Road
 - o Derwentwater Reserve (aka Lords Beach)
 - o New Town Bay Reserve wetlands
 - o Red Chapel Beach and Red Chapel Reserve, Sandy Bay
 - o Skyline Reserve area off 27 Brinsmead Road, Mt Nelson
 - Ten metres (10 m) from any creek or rivulet edge except on formal tracks and trails.

Areas provide sensitive habitat for wildlife

RESTRICTED AT ALL TIMES

 All bushland reserves other than on-lead on managed tracks and trails or off-lead areas where designated

Restricting dogs from bushland areas, other than on-lead access on managed tracks or designated off-lead areas, is necessary to protect native ecosystems, preserve biodiversity, and reduce impacts to wildlife. These areas are often home to vulnerable flora and fauna that are highly sensitive to disturbance.

- Battery area at Alexander Battery
 To maintain the cultural heritage and structural integrity of the significant location
- Cenotaph within 50m of the monument
 Presence of dogs in the vicinity of the Cenotaph is inconsistent with the cultural,
 historical and symbolic significant of the memorial site and allowing dogs in the area
 could detract from the respect expected at the site with issues such as barking,
 urination and defecation perceived as disrespectful to the public memorial.
- Elizabeth Mall, Elizabeth Street (between Collins and Liverpool Streets)
 The mall is a high pedestrian environment with a range of persons and a number of food businesses and the presence of dogs has potential to cause safety and hygiene concerns.
- Farm Gate Market during market hours
 The Market and surrounds is a high pedestrian environment with a range of persons and food business and the presence of dogs has potential to cause safety and hygiene concerns
- Intercity cycleway Regatta Grounds to municipal boundary Safety-driven measure to protect pedestrians and cyclists from potential collisions and injury arising from conflict between dogs and other users

- John Doggett Park, West Hobart
 Absence of fencing, combined with presence of skate bowl and play equipment creates a high-risk environment for conflict between dogs and families and young children.
- Long Beach, Sandy Bay
 Long Beach is heavily used by a range of persons and the presence of dogs has
 the potential to cause safety concerns and hygiene concerns. Dog owners have
 access to Nutgrove Beach which is in close proximity.
- Marieville Esplanade grassed area between the entrance to the boat sheds and the Royal Hobart Yacht Club
 High activity zone used by a range of persons and presence of dog has potential to cause conflict with other users. Dog owners have access to alternative areas in close proximity.
- Mawson Place whilst events are being held
 To ensure a safe, accessible and comfortable environment for attendees free from
 conflict from dogs
- McRobies Road Gully ten metre (10 m) exclusion zone around the perimeter of the
 waste management site
 To protect dogs from harm from waste materials and heavy machinery used on site
 and to ensure dogs do not interfere or conflict with on-site procedures
- North Hobart Skate Park
 Safety-driven measure to protect users of the park from potential collisions and injury
 arising from conflict between dogs and other users
- Regatta Grounds when being used for a community activity
 To ensure a safe, accessible and comfortable environment for attendees free from conflict from dog
- Salamanca Market and Salamanca Square during market hours of 5.30am and 3.00pm
 The Market and surrounds is a high pedestrian environment with a range of
 - persons and food business and the presence of dogs has potential to cause safety and hygiene concerns
- Soldiers Memorial Community Hub
 To ensure the health, safety and enjoyment of the community space for all
 users free from the conflict from dogs
- · Sports facilities:
 - Domain Athletics Centre
 To maintain a safe, hygienic and high quality environment for athletes, spectators and officials free from conflict from dogs
 - Donne Kennedy Hobart Aquatic Centre and surrounds
 To ensure a safe, hygienic and high quality environment for users of the Centre free from conflict from dogs

New Town Oval

This ground has a turf wicket tables with significant maintenance requirements which necessitates protection from potential damage from dog. This surface damage would result in costly repairs and would render the field unfit for use for its primary function. The facility also has a velodrome cycle track and prohibition of dogs is a safety-driven measure to protect cyclists from potential collisions and injury arising from conflict between dogs and other users.

New Town Netball Centre

To maintain a safe and hygienic environment for players, spectators and officials free from conflict from dogs

o North Hobart Oval

This ground has a high-quality sand-based surface with significant maintenance requirements which necessitates protection from potential damage from dogs. This surface damage would result in costly repairs and would render the field unfit for use for its primary function.

Queenborough oval and surrounds

This grounds has a turf wicket tables with significant maintenance requirements which necessitates protection from potential damage from dogs. This surface damage would result in costly repairs and would render the field unfit for use for its primary function

TCA

These grounds has a turf wicket tables with significant maintenance requirements which necessitates protection from potential damage from dogs. This surface damage would result in costly repairs and would render the field unfit for use for its primary function

Waterworks Reserve

Due to TasWater operations and sensitive wildlife habitat

· Wellington Court including the Bank Arcade

The area is a high pedestrian environment with a range of persons and food businesses the presence of dogs has potential to cause safety and hygiene concerns

- Any area of Wellington Park with the exception of approved walking tracks, roads and vehicular tracks in the Recreation Zone (defined as the lower eastern foothills of kunanyi/Mount Wellington, below Pinnacle Road from The Springs to the Old Hobartians Track), except for the following tracks or zones which are prohibited:
 - Above Pinnacle Road above The Springs (including the Upper Springs Car Park)
 - o Crosscut Track
 - o Drops Track
 - Exhibition Gardens loop, lower Springs
 - o Freewheel'n Track
 - Lost World Track;
 - North South Track between The Springs and Old Hobartians Track
 - Old Farm Track
 - Pinnacle Road above New Town rivulet (just below Big Bend)
 - o Pipeline Track beyond the Neika/Morphetts Road access road
 - Pitfall Track
 - o Reids Track (Radfords and Silver Falls Track)

- o The Pinnacle Zone (unless the dog is confined within a vehicle).
- o The Silver Falls Track (if between Silver Falls and the Pipeline Track)
- o The Springs Zone (unless making a connection to approved tracks and trails).

Consistent with the requirements of the Wellington Park Management Trust

RESTRICTED DURING SPECIFIED HOURS

- Sportsgrounds and surrounds when sport is being played (except when walking
 on a designated walking track or pathway when dog must be on-lead)
 To ensure the safety of players and spectators and prevent disruptions to the
 activity and conflict from dogs
- Sportsgrounds and surrounds when being used by a school (except when
 walking on a designated walking track or pathway when dog must be on-lead)
 To ensure safety, health and comfort of students free from conflict from dogs
 and to protect young children who may have allergies, fears or special needs.
- Sportsgrounds and surrounds when Council maintenance is being undertaken (except when walking on a designated walking track or pathway when dog must be on-lead)
 - To ensure worker and dog's safety and prevent interference with equipment or works in progress

Girrabong Reserve

Dogs are permitted off-lead between 9.00am to 7:00pm.

Dogs are prohibited between 7:00pm to 9:00am.

Public space enjoyed by all members of the community and the restrictions seeks to achieve a balance and compatible relationship between dogs, dog owners, neighbours and other users of the park noting the close proximity to residences and limiting the impact of dogs on nearby occupiers.

EXERCISE AND RESTRICTED AREAS DURING SPECIFIED HOURS AND SEASONS Parks

- Princes Park
- Cascade Gardens
- Fitzroy Gardens
- Benjafield Terrace

Dogs are permitted off-lead from 7.00pm to 9.00am daylight savings time and between 3.00pm and 9.00am at all other times.

Dogs are permitted on-lead between 9.00am and 7.00pm during daylight savings time and between 9.00am and 3.00pm at all other times.

Soundy Park

Dogs are permitted off-lead from between 3.00pm and 9.00am.

Dogs are permitted on-lead between 9.00am and 3.00pm.

Public spaces are shared by all members of the community. These restrictions aim to balance the needs of dog owners, nearby residents, and other park users. Time-based off-lead restrictions at Soundy Park (and other parks) help minimise conflicts during peak periods, particularly when the playground and open space are used by families, young children, and other vulnerable community members.

Girrabong Reserve

Dogs are permitted off-lead between 9.00am to 7:00pm.

Dogs are prohibited between 7:00pm to 9:00am.

Public space enjoyed by all members of the community and the restrictions seeks to achieve a balance and compatible relationship between dogs, dog owners, neighbours and other users of the park noting the close proximity to residences and limiting the impact of dogs on nearby occupiers.

Beaches

Nutgrove Beach (except for the area western entrance (adjacent to Lipscombe Avenue) and access on eastern Side of Nutgrove Park which is on-lead only at all times)

Dogs are permitted off-lead between 7.00pm and 10.00am daylight savings time and between 3.00pm and 10.00am at all other times.

Dogs are permitted on-lead between 10.00am and 7.00pm daylight savings time I and between 10.00am and 3.00pm at all other times.

Public space enjoyed by all members of the community and these restrictions seek to achieve a balance and compatible relationship between dogs and dog owners and other users of the beach

Bushland

Knocklofty Reserve – Tracks and trails in the area between Forest Road car park, Poets Road, Fielding Drive reservoir and the walking track to the west.

Dogs are permitted on-lead between 8.00pm and 6.00am daylight savings time and between 5.00pm and 7.00am at all other times.

Dogs are permitted off-lead between 6.00am and 8.00pm daylight savings time and between 7.00am and 5.00pm at all other times.

All other areas of Knocklofty Reserve are on-lead at all times.

Requiring dogs to be on-lead during early morning and evening hours is necessary to reduce wildlife disturbance during key activity periods such as dawn and dusk, when native animals are most active. These measures support the protection of local wildlife while continuing to allow recreational use by dog owners.

OFF-LEAD EXERCISE AREAS

- Alexandra Battery, Churchill Avenue, Sandy Bay Alexandra Battery except the Battery, the lookout and the car park
- Blinking Billy Point Reserve, Sandy Bay
- Cartwright Point Reserve, Sandy Bay area below Sandy Bay Road
- Churchill Avenue, Sandy Bay open space adjoining Churchill Avenue
- Cornelian Bay the foreshore car park to Cornelian Bay Point
- John Turnbull Dog Park, Lenah Valley
- Kalang Avenue Reserve, Lenah Valley
- Queens Domain The Wireless Station (area bounded by the Summit Loop Road) and mowed area to the east of the summit loop road, and the area between the Doone Kenndy Hobart Aquatic Centre and the Domain Tennis Centre.
- Rangeview Crescent Reserve, Lenah Valley
- · Regatta Grounds except when being used for a community activity
- Ridgeway old recreation oval (track to oval on-lead)
- · Ross Patent Slip, Battery Point grassed area off Napoleon Street
- Short Beach and Errol Flynn Reserve, Marieville Esplanade, Sandy Bay
- Sportsgrounds when sport is not being played, being used by a school or maintenance being undertaken
- Wellesley Park, South Hobart area below the sportsgrounds

ON-LEAD EXERCISE AREAS

- All road pathways and road related areas within the municipal area
- Dogs can only be exercised on-lead on managed tracks and trails, and grassed areas in all Council parks, reserves and bushland areas where indicated.
- · Ancanthe Gardens, Lenah Valley
- Bridge of Remembrance
- Franklin Square
- MacFarlane Street, South Hobart public open space over footbridge alongside the Hobart Rivulet (Entry off Tara or MacFarlane Streets)
- Mathers Place
- New Town Bay Reserve
- Nutgrove Beach between western entrance (adjacent to Lipscombe Avenue) and access on eastern Side of Nutgrove Park
- John Turnbull Park and John Turnbull Oval
- Salamanca Lawns
- St Davids Park
- Wellington Park unless otherwise sign posted or notified, exercise of dogs on-lead is
 permitted on approved walking tracks, roads and vehicular tracks in the Recreation
 Zone (defined as the lower eastern foothills of kunanyi/Mount Wellington, below
 Pinnacle Road from the Springs to the Old Hobartians Track), but not including those
 tracks or roads declared as prohibited
- The Pipeline Track (between Fern Tree and the municipal boundary) Note: the Pipeline Track extends into the Kingborough municipality

TRAINING AREAS

 Soldiers Memorial Oval is declared as an off-lead dog training area during dog training hours



CITY OF HOBART

DRAFT Parklet and Street-Side Dining Program Guidelines

Repurposing kerbside space for seating and dining

July 2025





Contents

Key terminology	4
About	5
Program One: short term	8
Program Two: long term	12
Techincal guidelines for site considerations	16
General guidelines	18

Key terminology

Term	Meaning
City	City of Hobart
Clear path of travel	The area of the footpath is maintained for safe and equitable pedestrian circulation that is free from obstructions and assists in wayfinding and navigation. Also referred to as the continuous accessible path of travel, which is defined by the Australian Human Rights Commission in the Advisory Note on streetscape, public outdoor areas, fixtures, fittings and furniture (8 February 2013) as: An uninterrupted route to and within an area providing access to all features, services and facilities. It should not incorporate any step, stairway, turnstile, revolving door, escalator, hazard or other obstacle or impediment that would prevent it from being safely negotiated by people with
	disability.
Permit	A permit obtained under the City's Public Space By-Law, By-Law 4 of 2018.
Permit holder	The person authorised to occupy the permit area more specifically described in the licence.
Permit area	The area authorised by the City to be occupied by the licensee under the City's Public Space By-Law, By-Law 4 of 2018.
Public space	Defined under the City's Public Spaces By-Law 2018.
Food business	Defined under Food Act 2003.
Outdoor dining	Dining spaces in public spaces.
Amplified Music	A live or recorded music that has been made louder or more powerful using electronic equipment.

About

Purpose of this program guidelines

While Parklets have been a tool for cities and communities to enhance the vibrancy of their streets for over a decade, during the COVID-19 pandemic, many cities discovered the value of transforming on-street and kerbside space to extend outdoor dining space and waiting areas, to complement new restrictions on restaurant capacity, and to provide support to local activity centres by helping cafes, bars and restaurants to continue trading.

In Hobart, with the support of the Tasmanian Government support, expanded footpath areas for outdoor dining were installed in Elizabeth Street, between Melville and Brisbane Street. This program seek to build on the very benefits of that initiative.

Specifically, it aims to support city businesses by providing higher-quality amenities for visitors and residents. The program seeks to empower our business community to improve our public spaces in a collaborative, responsive and equitable way while improving the accessibility of Hobart's footpaths by removing obstructions from the building edge.

Further learnings have been captured through the Street-Side Dining program to inform these guidelines.

These guidelines seek to assist traders who may wish to apply to install their own on-street space.



What is a Parklet?

A Parklet is a small, publicly accessible space, created by repurposing on-street parking spaces in an existing streetscape. Parklets repurpose part of the street for use by the community and add interest and amenity to the city. Parklets are for anyone to use and provide places to rest, eat, work or connect. Parklets provide basic amenities like bike parking, greening and seating and help businesses by encouraging people to stay longer in a precinct or city block. Parklets are a point of interest in an otherwise conventional streetscape, providing positive experiences for residents and visitors.

Parklets are public spaces and should be welcoming to all, even those who may not intend to patronise a specific business.



Figure 1. A one-day temporary parklet example in Elizabeth Midtown.

What is Street-Side Dining?

Street-Side Dining is a commercial outdoor dining space created by repurposing on-street parking spaces in an existing streetscape. Unlike Parklets, Street-Side Dining provides spaces for the exclusive use of patrons of the host businesses, during the trading hours of those businesses.

The host trader participating in the Street-Side Dining program, must have a permit to occupy the public space, in the same way that a permit is required for outdoor dining on the footpath.

While these areas function as exclusive commercial spaces during the business hours of the host business / businesses, outside of these hours these areas MUST function as public spaces and should therefore also be accessible and welcoming to passers-by.

The hours of commercial operation need to be clearly communicated on-site.

In Midtown Elizabeth Street for example, local traders are permitted to occupy the expanded outdoor dining area for commercial purposes during trading hours. At other times, these spaces are available for public use.



Figure 2. A Street-Side Dining example in Elizabeth Midtown.

What are the benefits of Parklets and Street-Side Dining?

- Promote vibrancy in the city centre and neighbourhoods.
- Empower our business community to improve our public spaces in a collaborative, responsive and equitable way.
- Improve the accessibility of Hobart's footpaths by removing obstructions from the building edge.
- Enhance walkability.
- Provide additional outdoor dining space supporting businesses.
- · Support local city placemaking.
- Foster community interaction.
- · Increase activation and 'eyes on the street'.
- Provide lower cost options and trials.

Who can host a Parklet or Street-Side Dining?

Anyone with a presence on the street:

- Business owners in the City of Hobart.
- Property owners in the City of Hobart.
- Not for profit and community organisations in the City of Hobart.
- Shared / joint applications are encouraged

The City of Hobart offers 2 programs to support Parklets and Street-Side Dining:

- Program one: short term (12 months only)
- Program two: long term (Up to 5 years)



Program One: short term

This program provides interested parties with an installed 'kit of parts' to allow the installation of a Parklet or Street-Side Dining area for 12 months only, at **no cost** to the host. There is a limited number of these installations available, so access is through a formal annual application process.

The City undertakes the installation and removal of the kit (including all signage, planning, and authority approvals) at no cost to the successful applicant.

The kit includes a modular decking system, precast concrete kerbing, planter boxes, and all on-ground and traffic signage. Furniture and other fittings are not included.

Installation requirements

- If the applicant is successful, the 'kit of parts' will be constructed and installed by the City.
- The applicant may choose to add other elements to the installation, including furniture and additional planting, subject to the General Guidelines.

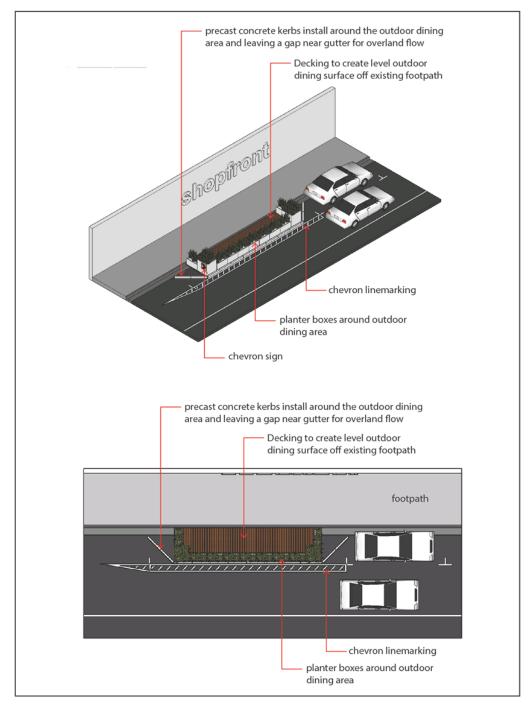


Figure 3. An illustration of a typical 'kit of parts' installation

Application and approval process

STEP 1 Have a chat with us

STEP 2 Application form Apply to the program using the online form when the program is advertised.

STEP 3 Assessment by City officers The City will assess the application using the following criteria:

- Alignment with the objectives of the Program.
- · Safe and suitable location.
- Usage and activation potential.
- Community support. Community support is defined as majority support from business, property owners and residents on both sides of the block in which the installation will be located. Evidence of support should be provided in the form of letters or emails addressed to the City that include the contact details of the supporter/s.

STEP 4 Community consultation
The City will send notices to businesses and residents affected by the proposal (usually this means occupiers in nearby shops and properties).

There be a 10-business day period during which community members can provide feedback.

STEP 5 Officer recommendation
The decision to approve a Parklet or StreetSide Dining will be based the following
assessment criteria:

- The proposed location.
- The level of community (including surrounding business/property owners) support.
- The potential for the installation to contribute to the street through activation.
- · Suitability of the site.
- · Alignment with the program guidelines.
- Meets all technical requirements.
- Demonstrated support from neighbouring residents and businesses.
- Support from adjacent property and business owners.
- Commitment of applicant to cleaning facility.

The final decision will reside with the Chief Executive Officer under delegated authority.

If an application is approved based on the assessment and consultation, we will be in touch to support you through the next steps.

If an application is declined, we will be in touch to explain the reasons why.

Application and approval process (cont.)

STEP 6 Agreement / permit

A document detailing the responsibilities and rights of both parties will be drawn up and signed by the applicant and the City.

STEP 7 Construction and installation The City will install the Parklet/Street Side-Dining area.

STEP 8 Ongoing maintenance Successful applicant will need to keep the area clean and encourage public use.

The City will water planter boxes and undertake the general maintenance of the installation.

As Parklets and Street-Side Dining installations are located over kerb guttering, with stormwater channelled beneath the structure, the City will undertake the maintenance of these stormwater features.

STEP 9 Removal

After 12 months, the 'kit of parts' will be removed and hosts/operators will be given the option to install their own Parklet or Street-Side Dining installation.

Fees and charges

- Application fee: \$0.
- Equipment hire and maintenance fees: \$0.
- Permit to occupy fee: As detailed in the City's Fees and Charges booklet.



Program Two: long term

This provides a clear pathway for interested parties to apply for the longer-term installation of a Parklet or Street-Side Dining area **at their own cost**, using a standardised footpath extension methodology.

These can be installed initially for 5 years, with this term being renewed after this date.

An illustration of a typical footpath extension is shown in figure 4 and 5.

- This installation does not include planter boxes or furniture.
- Planters will be able to be hired on an annual basis from the City.
- Furniture will need to be constructed and installed by the applicant.

A City designed fixed furniture design solution is available applicants to construct at their own cost. This will assist with the management of cross-fall, given the camber of the road. This is shown below and can been seen in Collins Street, Hobart.

Installation requirements

- For installations of more than 12 months, the City's concrete base solution must be used as a base to extend the footpath.
- This configuration will be designed by the City of Hobart in consultation with the applicant. applicant suitability will include an assessment of stormwater flow impacts and traffic engineering considerations. This may mean that some locations are not suitable.
- Where the structure is located over a City of Hobart asset (such as stormwater) a further engineering assessment may be required.
- If the applicant is successful, the base will be constructed and installed by the City of Hobart.
- The cost of all the above services will be attributed to the applicant.

City of Hobart Parklet and Street-Side Dining Program Guidelines

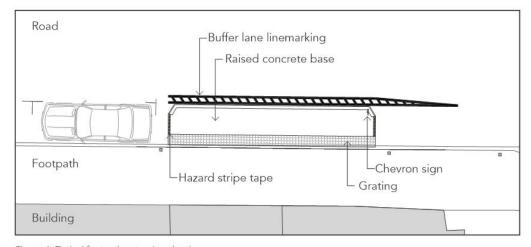


Figure 4. Typical footpath extension drawing.



Figure 5. Typical footpath extension with concrete base and grating in Collins Street, planter boxes are optional and with additional cost.

Application and approval process

STEP 1 Have a chat with us

STEP 2 Officers will meet with the applicant on site, to:

- · Discuss plans and ideas.
- View the site.
- Provide advice on the next steps.

STEP 3 Submit a proposal, including:

- · Application form.
- Furniture layout and any greening drawings.
- Evidence of community support.
 Community support is defined as majority support from business, property owners and residents in both sides of the block in which the installation will be located. Evidence of support should be provided in the form of letters or emails addressed to CoH that includes the contact details of the supporter/s

STEP 4 Assessment by City officers The City will assess the proposal using the following criteria:

- Meets the objectives of the program and alignment with program guidelines.
- The proposed location.
- Suitability of the site.
- The level of community (including surrounding business/property owners) support.
- The potential for the installation to contribute to the street through activation.
- Meets all technical requirements.
- Demonstrated support from neighbouring residents and businesses.
- Commitment of applicant to cleaning facility.

STEP 5 Community consultation

The City will send notices to businesses and residents affected by the proposal (usually this means occupiers in nearby shops and properties).

There be a 10-business day period during which community members can provide feedback.

STEP 6 Officer recommendation
If the application is approved based on the assessment and consultation, we will be in touch to support the applicant through the next steps.

If an application is declined, we will be in touch to explain the reasons why.

The final decision will reside with the Chief Executive Officer under delegated authority.

STEP 7 Submit final design City officers will assess furniture and associated structure design for safety, structural integrity.

STEP 8 Agreement / permit

A document detailing the responsibilities and rights of both parties will be drawn up and signed by the applicant and the City.

STEP 9 Construction and installation
The City will install the footpath extension for the parklet/Street Side-Dining area.

STEP 10 Ongoing maintenance The applicant to keep it clean.

The City will water the hired planter boxes (if used) and undertake general maintenance of the base footpath installation.

Fees and charges

- Application and assessment fees: \$0.
- Design and construction contribution (for the design and construction of the footpath extension, including stormwater provision): Base fee of TBA per annum over 5 years for a total of TBA. This may higher is some cases given the complexity of design, construction and stormwater provisions.
- Equipment hire (planter boxes including plants) and maintenance fees: TBA.
- Permit to occupy fee: As detailed in the City's Fees and Charges booklet.

Technical guidelines and site considerations

The location and site must be safe and suitable for Parklet or Street-Side Dining installations.

A suitable location

Parklets and Street-Side Dining will only be considered in areas where, as assessed by the City, sufficient commercial or public activity is likely to exist. This is to ensure the area is used, cared for and enjoyed, contributing life to active streets. Ideal locations of parklets include neighbourhood activity centres, retail precincts and the city centre.

Approval can only be given for parklets and Street-Side Dining on City of Hobart owned roads.

Suitable speed limits

Parklets and Street-Side Dining installations are suitable on streets where the speed limit does not exceed 40km/h, or on streets where traffic calming is in place and the speed limit does not exceed 50km/h.



Suitable site conditions

Site suitability will be assessed for each application on a case-by-case basis.

Consideration of the road geometry including straightness of the location and exposure to turning traffic particularly heavy vehicles.

For a location to be considered appropriate, the geometry of the road will need to be considered. Two important factors are the straightness of the road, and the exposure of the site to turning traffic.

As a general guide, suitable sites for parklets and Street-Side Dining will have the following features:

- Sufficient space for the installation structure to be contained wholly within the area directly in front of the benefiting business, without occupying space in front of adjoining businesses (unless otherwise agreed).
- Space for kerbside parking, metered or unmetered.
- A location with sufficient street lighting to minimise the risk of collision with the structure.
- A location where it will not obstruct access to fire plugs, manholes, or similar underground service hatches.

- In a location where it is considered acceptable that a street sweeper will not be able to brush / sweep the road surface and kerb.
- In locations where a minimum of 3.0m clear width is available between the inside (kerbside) edge of the chevron line marking and the nearest lane line / centre line or opposite parking lane.
- In a location where there is sufficient space for a driver to manoeuvre into and out of adjacent kerbside parking or driveways.
- Where the installation structure will not negatively impact:
 - > Pedestrian, bicycle or vehicular movement, sight lines at road junctions or vehicle access crossovers (driveways) or impede emergency vehicle movement.
 - > The use of parking bays adjacent to the applicant's premises with support from neighbouring businesses or residents.
- Steeper sites may be considered; however, this may not be possible given stormwater performance and cross-fall considerations.

General guidelines

The hosts and operators of Parklets or Street-Side Dining areas must comply with the following auidelines.

Installation of furniture and other fittings

- Beyond what is offered Program One, the City will not provide any furniture or fittings, and these must be provided by the applicant.
- Where the City's temporary kerbing and concrete or asphalt fill solution is used, applicants must undertake the design and installation of fixed furniture and fittings, including benches, tables, wind beaks and planter box systems.
- Please note that the surface of the installation will have the same cross-fall as the road surface on which it has been built. It is the responsibility of the trader to ensure that supplied furniture is safe and comfortable for use, given the crossfall. Where gradients exceed 2.5%, or 1 in 40, It is recommended that furniture be adjustable so that seats and tables can be made level.
- Where additional structures are proposed (such as stepped or tiered decking to mitigate the slope of the street) this must be fully accessible, durable and non-slip, and loose material such as sand or stone are not permitted.
- Plastic grass is not permitted in any setting.
- While generally furniture and associated fitting must be removed and stored safely outside of outdoor dining trading/ operating hours, on a case-by-case basis the City is open to the consideration of the temporary installation of fit for purpose furniture.

- This is particularly the case in terms of parklet style installations but will also be considered by Street-Side Dining. These spaces should however be accessible as public seating then the business is not in operation.
- Any such furniture will need to be in line with Council design as above.
- In these cases:
 - > All furniture should be fully prefabricated before being installed on site.
 - > All furniture and fittings must be temporary and if fixed in place must be able to be installed and removed within 24 hours.
 - > The applicant (or its contractor) should notify the City at least five (5) business days prior to starting to install or remove furniture and fittings, to schedule a pre-installation or post removal inspection.
 - > A Traffic Management Plan (TMP) must be provided to the City if required, at the applicant's expense, for approval prior to the installation or removal of furniture and fittings beyond that provided by the City.



Vertical elements including umbrellas and awnings

- Items such as shade structure and umbrellas and vertical barriers must be constructed using high quality materials, respecting the amenity of the area whilst being safe and durable for the users.
- umbrellas are required to be removed in periods of high winds and at the close of business each day.
- Umbrellas or shade structures must have a minimum clearance of 2.2 m (at the lowest point) between the underside of the structure and the footpath level.
- Umbrellas or other shade structures must not be closer than 750mm to adjacent traffic lanes when fully opened and must also consider local permanent conditions.
- Vertical elements must ensure visibility to vehicles (e.g. planters, fixed barriers, umbrellas and built-in furniture) must consider sightlines between drivers and pedestrians who may be crossing the road, and vertical elements on the road edge should not create a danger for passing cyclists.
- Accordingly vertical elements must maintain visual clearance above 1100mm height (including plantings).
- Commercial advertising can cover up to 33 percent of the total surface area of these items.

Electrical supply

- Proposals for the provision of electrical supply, including for heating and lighting in parklets and Street-Side Dining installations are very difficult to deliver given land ownership, engineering and constructability considerations.
- Accordingly, these will be considered on a case-by-case basis.

Lighting

Private lighting is permitted within parklet or Street-Side Dining installations and is required to:

- Operate outside daylight hours.
- Be placed within the permit area.
- Not diminish the safety and amenity of outdoor dining customers, thew public and road users, and not feature flashing or strobe effects.
- Not reduce the amenity of other uses in the area by creating glare or light spillage/light pollution.
- Be constant, subtle and white, with a colour temperature of 3,000k or less.

Electrical supply will need to be considered on a case-by-case basis.

Accessibility

- Installations must only be accessible from the adjoining footpath via an unobstructed section which must be a minimum of 1.8 metres or 2.4 metres wide depending on the location.
- There are to be no steps or ramps required to access the space.

Other approvals, separate to the application process

- If a proposed parklet or Street-Side Dining site is within the Sullivans Cove Planning Scheme area, a planning permit will be required.
- If the site in does not fall within one of the areas where the use of public space for outdoor dining furniture is exempt, the proposal would be discretionary within the Sullivans Cove Planning Scheme 1997, in particular 16.2 'Objectives and performance Criteria for Activities' which requires that development 'must demonstrably contribute to and enhance' cultural heritage.
- An additional fee applies for that application process, and documentation requirements will be determined by the scheme. If a planning permit is required, applicants will be informed of this and provided with advice on the documentation required.
- A planning permit is not generally required for other street locations within the Hobart City Council area, unless a permanent shade structure is included. At this point the design is no longer considered a minor development and requires a planning permit.

- For applicants of that plan to serve liquor, any liquor licences need to be obtained through the Tasmanian Government's Liquor and Gaming Branch
- A building permit will be required where the installation is more than 2.4 metres in height.
- A Permit to Occupy Outdoor Dining (under the Hobart City Council Public Space By-Law, By-Law 4 of 2018) will be required for Street Side Dining.
- A Permit to Occupy Other than Outdoor dining (under the Hobart City Council Public Space By-Law, By-Law 4 of 2018) will be required for a parklet.

Design Considerations

Where possible, the City will consider the provision of bicycle parking at its cost. This may be incorporated into the design or on the street adjacent to the installation.

The design would also need to demonstrate:

- Sustainability –locally sourced, sustainably harvested and recycled materials should be used where possible.
- Quality elements should use high quality materials and planting, and seating comfortable.

Agreement

An agreement will need to be signed by the applicant defining their rights responsibilities under the two parklet/Street-Side Dining programs.

This will define operation and legal responsibilities, insurance requirements and the City's expectations of hosts/operators regarding:

- Maintenance, installation and removal.
- Cleaning
- The enforcement of non-smoking compliance.
- Recognition of City of Hobart support.
- Data collection.

Public Liability Insurance

All applicants will be required to obtain and hold a current policy of Public Liability Insurance for an amount of not less than \$20,000,000 (twenty million dollars). A copy of the current certificate is to be provided to the City.



City of Hobart Parklet and Street-Side Dining Program Guidelines

Hobart Town Hall, Macquarie Street, Hobart, TAS 7000 T 03 6238 2711 E coh@hobartcity.com.au W hobartcity.com.au



City Mobility Unit Design Guidance Note #6

TITLE : Street Side Dining – Provision of Additional Space On Carriageway

DATE : 25 June 2024

OFFICER: SENIOR TRAFFIC ENGINEER

1. OVERVIEW

1.1. This design guidance note summarises the expectations for providing dedicated space for the provision of street side dining on the vehicle carriageway.

1.2. The aim of this Guidance is to summarise and assist in planning for the process of considering and undertaking assessments of appropriate locations for proposed street-side dining locations on public highways under the care and control of the City of Hobart, where the proposed street side dining would not be contained within the existing public footpath.

2. BACKGROUND

- 2.1. The City of Hobart issues permits to hospitality premises with ground floor road frontage, for the placement of and use of private furniture for outdoor dining on the road reserve.
- 2.2. Most commonly, this is in the form of tables and chairs placed entirely on the public footpath.



2.3. For special events, the City of Hobart also issues permits for the occupation of on-street parking spaces for outdoor dining. These permits consist of a permit to 'Hold a Special Event', issued by City Compliance under the Public Spaces By-Law, and a 'Permit to Occupy a Highway – Traffic Control Infrastructure' issued by City Mobility under the Infrastructure By-Law.



- 2.4. In many locations, where footpath widths are constrained, it is not practical to provide outdoor dining on the existing footpath due to the requirements to maintain a clear and accessible pedestrian path of travel, or to maintain a suitably wide pedestrian path for pedestrian comfort and amenity.
- 2.5. In the past, the City of Hobart has constructed a kerb bulbing to widen a footpath in front of a business to facilitate outdoor dining, at the cost of the benefiting business. At times this has included the approval / construction of 'deck' structures where conditions (gradient or planned future road re-construction) do not support the use of a conventional footpath.
- 2.6. The cost of constructing a conventional kerb bulbing is relatively high, particularly when the cost of construction is being borne by a private business in the hope that the outdoor dining space that such a kerb bulbing will facilitate will generate a financial return to that business.
- 2.7. The cost of such a bulbing will vary depending on the specifics of an individual site, but in 2024 a reasonable expected cost would be in the range of \$100k to \$150k.
- 2.8. It is difficult to justify public money being spent for the purpose of providing a private benefit to a specific business (particularly when that funding is derived from rates paid by other competing businesses, many of whom are in locations where any outdoor dining is impossible).
- 2.9. Similarly, costs of that order will be difficult for a benefiting business (many of whom are on relatively short-term retail leases or their premises) or building owner to justify funding, given the uncertainty about what long term financial benefit they may derive from the provision of an outdoor dining space in front of their business.
- 2.10. There are several Council Policies that document the principal that the City of Hobart should not fund or subsidise the undertaking of works for private benefit. The policy most relevant in this case, would be the Policy "Private Works Charges", available at TRIM F16/65298, which states:

"The organisation has considerable in-house skills and resources which can be made available for supply to parties outside the organisation. On occasions that such private works are provided, all associated costs, at a minimum, need to be recouped."

"That in any case where the City has undertaken work, for which it is not responsible nor has directed to be undertaken, and is carried out at the specific request of a third party/organisation, that work shall be charged out to include all direct and indirect costs incurred by the City with an appropriate profit margin. Any request waiving or reducing a charge for private works will be referred to the Council for decision."

- 2.11. In recent years, there have been alternative arrangements implemented to test means of providing kerb bulbings to facilitate outdoor dining at a reduced cost. In 2021, on Elizabeth Street between Melville Street and Brisbane Street, a kerb bulbing was approved and installed comprising the placement of sections of pre-cast concrete kerb infilled with hotmix.
- 2.12. While able to be removed if necessary, this style of arrangement (shown in diagram below) is to the road user functionally identical to a standard footpath widening.

2.13. This style of pre-cast kerb with hotmix infill arrangement is approved using the same process as is a standard footpath widening.



- 2.14. Given the desire to provide a street side dining solution that is perceived to be less permanent and more adjustable, alternative technical solutions have been explored as part of the endorsed City's Street-Side Dining program. This has included internal requests to the City Mobility Unit for the consideration of the placement of planter boxes, tables and chairs directly on the road surface.
- 2.15. In terms of providing additional space for outdoor dining, this approach has an advantage of being quicker and cheaper to implement, as it includes installation of modular infrastructure that can be installed and removed quickly if needed.
- 2.16. The disadvantage is that it requires the placing of objects directly on the road surface, and the encouragement of people to sit and dwell on tables and chairs directly on the road surface, in a way that is self evidently much different to placing those items on a footpath.



- 2.17. This type of arrangement introduces a duty of care risk. There is no doubt that if an arrangement of this type were proposed as a part of a construction work site, it would require a temporary traffic management permit, and a qualified worksite traffic management provider to provide a traffic management plan to ensure that the requirements under the WH&S Act for people in this space are met.
- 2.18. It is also reasonable to say that if this were a worksite, it would not be acceptable for people to be working in the parking lane without the appropriate worksite traffic management, on the basis that if a footpath were constructed in that location, they would be working on the footpath and as such it isn't reasonable to require worksite traffic management.



- 2.19. It is acknowledged however that there is significant community interest in exploring low cost means to activate CBD streetscapes, and it is also acknowledged that these types of modular arrangements are utilised in other cities in Australia.
- 2.20. This guidance attempts to set out a process for City Mobility as road authority to consider and provide advice on such installations in Hobart.
- 2.21. This guidance is intended to be regularly updated, as necessary, to clarify matters that arise, or to reflect changes to Council policy, legislation, or best practice.

3. GUIDANCE

- 3.1. It is the view of the City Mobility Unit at the City of Hobart that the most appropriate location for outdoor dining for a private business (when space is not available on the private property) is on the public footpath directly in front of that business.
- 3.2. For short terms special events, a business can be supported to expand their outdoor dining area to include the road carriageway in front of their business, subject to their obtaining a Permit to Hold a Special Event, and a Permit to Occupy a Highway Traffic Control Infrastructure. To obtain the Permit to Occupy a Highway Traffic Control Infrastructure, the application would be supported by documentation from a qualified traffic management provider demonstrating that road users, pedestrians and people inside the area of occupation have been considered and treatments provided as necessary to meet the duty of care obligations under the Work Health and Safety Act.
- 3.3. For longer term expansions of space for kerbside dining beyond the existing footpath, the preference is for either:
 - 3.3.1. The construction of a permanent conventional permanent footpath widening (kerb bulbing), funded by the benefiting private parties, or subject to a Council resolution if public funds are to be utilised
 - 3.3.2. If a lower cost solution is desired, or there is a view that it is appropriate to test the suitability of an arrangement prior to constructing a permanent footpath widening, it is a view of the City Mobility Unit that the construction of a temporary arrangement utilising precast concrete kerb, and hotmix infill is the most appropriate short to medium term arrangement.
- 3.4. The two options outlined above can be approved in the usual manner for any changes to kerblines, traffic signs and delineation, by approval under delegation by the City Mobility Unit.
- 3.5. If the above options are not considered appropriate, the following guidance is provided for consideration of a temporary occupation using modular infrastructure for a period of up to 12 months.
- 3.6. It is the view of the City Mobility Unit that there are inherent safety and duty of care concerns with the use of modular furniture placed on the road carriageway to facilitate outdoor dining.
- 3.7. To minimise the likelihood of an incident, a maximum of 12 months occupation is supported at a particular location. This is seen as sufficient time for the low-cost modular treatment to be deployed and a benefiting business be able to utilise and determine whether a higher cost permanent footpath widening is appropriate.

- 3.8. There are a number of pre-conditions that will need to be met in order for City Mobility to support the installation of such a treatment. These include, but will not be limited to:
 - 3.8.1. Consideration of speed environment;
 - 3.8.1.1. In order for a location to be considered appropriate for on-street dining, a speed limit of 40km/h or lower must be in effect. This is supported by national and international best-practice around speed management noting that lower speeds dramatically lower the risk of serious and fatal outcomes as a result of crashes, particularly in the case of vulnerable road users, for which outdoor dining patrons would be considered as such in this case.
 - 3.8.1.2. Where a road section is subject to the urban default. of 50km/h, we would strongly encourage either a lower speed limit to be sought by applying to the Transport Commissioner, or an alternative location be pursued.
 - 3.8.2. Consideration of appropriate barriers and delineation for the installation;
 - 3.8.2.1. When located on the road surface, a dining area will be utilising road space which is normally utilised by motor vehicle users. Barrier treatments must therefore be implemented to provide some physical separation between diners and staff and moving traffic or vehicles entering/exiting adjacent parking. The use of barriers for on-road dining will be considered against the following two functions and a combination of devices should be considered to try to minimise the safety reductions for road users and patrons in the space:
 - Delineation reduces the likelihood of an errant vehicle running into the dining space;
 - Physical impediment reduces the consequence of an errant vehicle running into the dining space on a user of the dining space;
 - 3.8.2.2. The classification of a barrier treatment as a physical impediment or physical obstruction would be dependent on the speed limit and operating speed of adjacent traffic and the barrier's ability to protect on-road diners from an errant vehicle.
 - 3.8.2.3. Delineation devices will not provide physical protection to diners from impacts of an errant vehicle, and therefore must not be used in isolation around on-road dining areas. Delineation provides protection by increasing visibility of on-road dining set-ups and increase motorist awareness to proceed in a safe manner. Delineation may be incorporated with devices acting as a physical impediment or physical obstruction. All delineation devices shall meet the requirements of the relevant Australian Standard. Typical delineation devices include: flexible bollards; plastic channelizing devices; lane separators; temporary pinned kerbing and temporary fencing to manage pedestrians.
 - 3.8.2.4. Physical impediment Barriers acting as physical impediments against errant vehicles should be able to sustain relatively low speed impacts and remain in place away from diners while helping slow vehicles. This form of barrier should be provided at the minimum if physical obstruction around the entire boundary of on-road dining is not practical. Whilst these treatments may provide some level of protection, they are not considered an 'Accepted Road Safety Barrier Product' and are only deemed acceptable based on the site-specific conditions, including adjacent speeds. These devices must not snap or break away during impact and project into nearby pedestrians or vehicles. Examples of physical impediments include: isolated planter boxes of sufficient weight to resist the motion of a vehicle manouvering into or out of an adjacent parking space; short connected lengths of plastic water-filled barrier and a 500mm tall structurally supported wall. These should be supported by temporary pinned kerbing.
 - 3.8.3. Consideration of the road geometry including straightness of the location and exposure to turning traffic particularly heavy vehicles:
 - 3.8.3.1. In order for a location to be considered appropriate, the geometry of the road needs to be considered. Two important factors are the straightness of the road, and the exposure of the site to turning traffic.
 - 3.8.3.2. The straightness of the road needs to be considered. In order for a site to be compliant, a site would generally be considered 'straight' for at least 50 metres on either side of the location. This then lowers the risk of exposing the site to turning traffic.
- 3.9. Figure 3.1, below, shows an example of a typical arrangement for a temporary arrangement utilising a parking lane suggested by City Placemaking, and supported in principle by City Mobility.

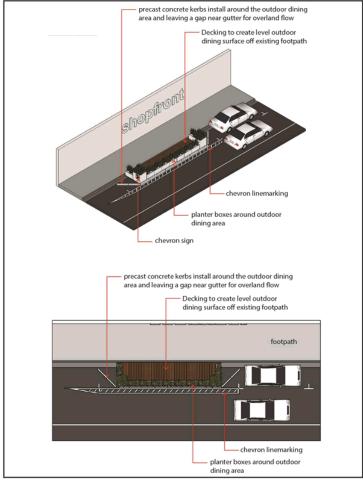


Figure 3.1 – Typical Modular Arrangement

- 3.10. To delineate the structure to ensure it is visible to passing road users, the structure shall be delineated by as a minimum:
 - 3.10.1. The placement of a 'D-4-1-2(A) Unidirectional Hazard Marker' on the approach and departure side of the treatment.
 - 3.10.2. The installation of linemarking (chevron linemarking of the same style as used in bicycle lane safety strips) to guide moving vehicles around and away from the treatment.
- 3.11. The location of the structure should be as follows:
 - 3.11.1. In locations with sufficient street lighting to minimise the risk of collision with the
 - 3.11.2. In a location where it will not obstruct access to fire plugs, manholes, or similar underground service hatches.
 - 3.11.3. In a location where it is considered acceptable that a street sweeper will not be able to brush / sweep the road surface and kerb.
 - 3.11.4. In locations where a minimum of 3.0m clear width is available between the inside (kerbside) edge of the chevron linemarking and the nearest lane line / centre line or opposite parking lane.
 - 3.11.5. In a location where there is sufficient space for a driver to manoeuvre into and out of adjacent kerbside parking or driveways.

- 3.12. When considering potential locations, the following will need to be considered.
 - 3.12.1. The removal of conventional kerbside parking only for the purpose of facilitating a private benefit should be carefully considered and consulted with impacted residents and businesses
- 3.13. In terms of installing or making changes to existing parking signage &/or yellow lines, the following shall be considered:
 - 3.13.1. If the treatment is placed within a section of existing parking sign controlled parking, additional parking signage may be required at one or both ends of the treatment to ensure that the parking zones on the side of the treatment open and close appropriately and are clear to road users.

4. COMMENCEMENT

4.1. This guidance will apply from 1 September 2024. Any existing 'modular' arrangements in place prior to that date may remain in place in compliance with this guidance for up to 12 months.

5. VARIATION

5.1. The Manager City Mobility may vary the requirements outlined in this design guide after considering the merits of an individual situation and proposal, or may refer the variation to the Director / CEO or Council Committee holding appropriate delegation, for a decision for matters outside of the requirements of this design guide.

6. LEGAL STATUS AND APPROVAL DELEGATION

- 6.1. Changes to traffic control devices (which may include in this context parking control signs and line marking, the placement of the hazard marker signs or other devices to guide the movement of people and goods) must be approved by a City of Hobart officer with delegation to act on behalf of the Hobart City Council to approve changes to traffic control devices under Section 30 of the Local Government (Highways) Act 1982.
- 6.2. Section 30 of the Local Government (Highways) Act is extracted below:

"LOCAL GOVERNMENT (HIGHWAYS) ACT 1982 - SECT 30 Division 2 - Provisions relating to specific matters Improvement, &c., of highways

- (1) Subject to sections 49 and 59 of the Traffic Act 1925, a corporation may, under or on a local highway maintainable by the corporation, carry out such works and do such other things as it considers necessary or desirable for rendering the use of the highway safer or more convenient or for improving its appearance.
 (2) The powers of the corporation under this section shall be deemed to include power to provide and maintain in, under, or upon the highway and, if it thinks fit, remove from the highway all or any of the following buildings, structures, works, or other things:
 - (a) buildings, shelters, works, equipment, and devices for the guidance, protection, or convenience
 of persons using or requiring to use the highway or for the regulation of traffic on the highway,
 other than traffic signs erected by the Transport Commission;
 - (b) receptacles for litter, refuse, or other abandoned or unwanted matter;
 - (c) trees, shrubs, and other plants, and lawns, gardens, and rockeries;
 - (d) statues, monuments, fountains, and similar works of public benefit or interest;
 - (e) sanitary conveniences for the use of the public.
- (3) The corporation shall not, in the exercise of its powers under the foregoing provisions of this section, create a serious obstruction to traffic."
- 6.3. There is also a direction "Transport Commission Direction 2022/1" and "Transport Commission Direction 2022/2", relating to road authorities like Councils making modifications to traffic control devices, and which constitutes the Transport Commissions direction under Section 59 of the Traffic Act 1925. Copies of these are available at TRIM F22/122583 and F23/3446.
- 6.4. The Manager City Mobility holds delegation to approve changes to traffic signs and line marking) under Section 30 of the Local Government (Highways) Act.
- 6.5. It is required that an officer with delegation to approve the installation of traffic signs and linemarking view and approve plans for any proposed installation that includes alterations to or installation of devices to guide the movement of people and goods, and that the signed plans

demonstrating that the delegation has been exercised be recorded in accordance with the approved procedure "Traffic Signs (and Linemarking) – Approval of Installation / Removal / Modification".

- 6.6. The Council endorsed policy "Private Works Charges" sets the organisational requirements for the funding of works for private benefit.
- 6.7. The placement of temporary furniture by a private party for outdoor dining, and the approval for the undertaking of outdoor dining on a public highway by a private party, is controlled by the City of Hobart 'Public Spaces By-Law (By-Law 4 of 2018).
- 6.8. Under this by-law, if is an offence for a person to occupy a public space without a permit to do so (6 of Division 1), and to "occupy" is defined as:

"occupy includes:

- (a) to place tables and chairs, umbrellas, signs or barriers to enable the service of food or beverages;
- (b) to use cranes, concrete pumps or any other special vehicle used for building work;
- (c) to fence or divide any part of a public space to exclude members of the public;
- (d) to place an object within or over a highway; and
- (e) to build or erect any structure;"
- 6.9. The decision to issue a permit for outdoor dining is made by the City Inspector, who holds delegation to act on behalf of the City of Hobart to approve the placement of temporary furniture to facilitate outdoor dining and to approve its use under permit by a private party.

7. REFERENCE DOCUMENTS

- 7.1. The following were considered in the preparation of this document:
 - 7.1.1. Local Government (Highways) Act 1982 (Section 30);
 - 7.1.2. Transport Commission Direction 2022/1 (Trim F22/122583);
 - 7.1.3. Transport Commission Direction 2022/2 (Trim F23/3446);
 - 7.1.4. City of Hobart Procedure Traffic Signs (and Linemarking) Approval of Installation / Removal / Modification (Trim F15/22880);
 - 7.1.5. City of Hobart 'Public Spaces By-Law' (By-Law 4 of 2018)
 - 7.1.6. City of Hobart Policy Private Works Charges (Trim F16/65298).

8. RECOMMENDED & ENDORSED

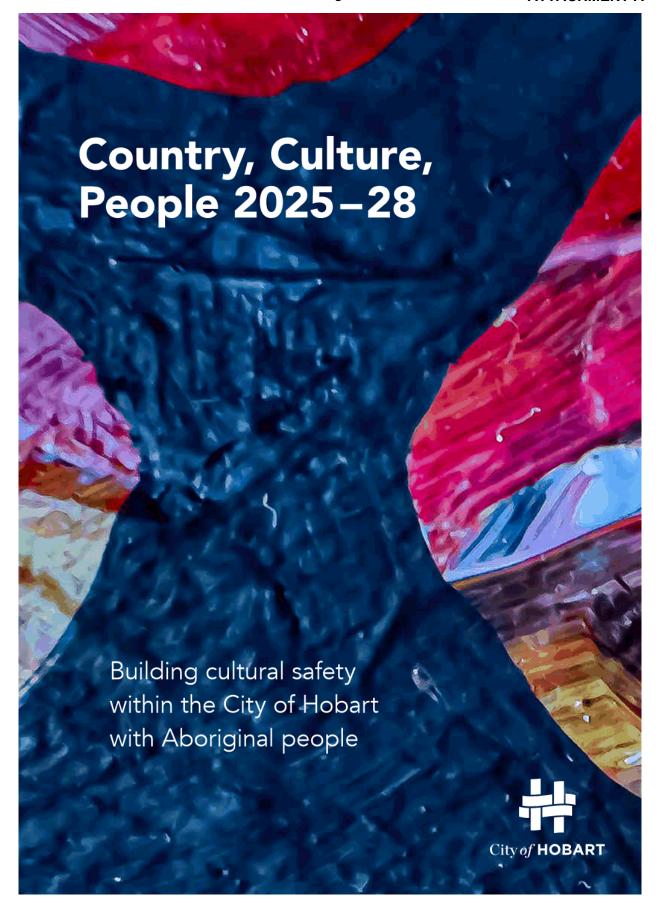
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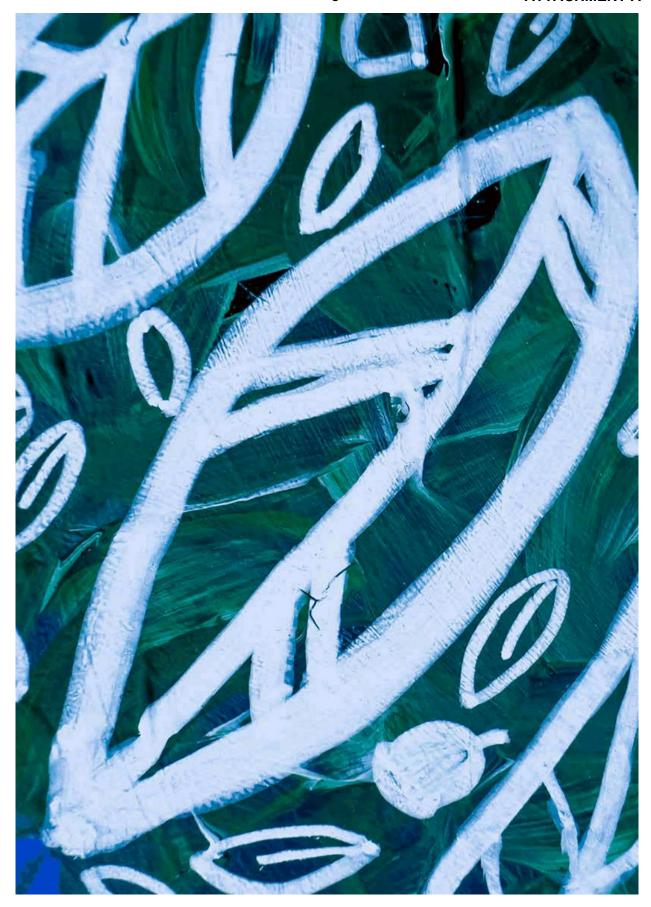
Recommended Owen Gervasoni Senior Traffic Engineer Approved
Dan Verdouw
Manager City Mobility

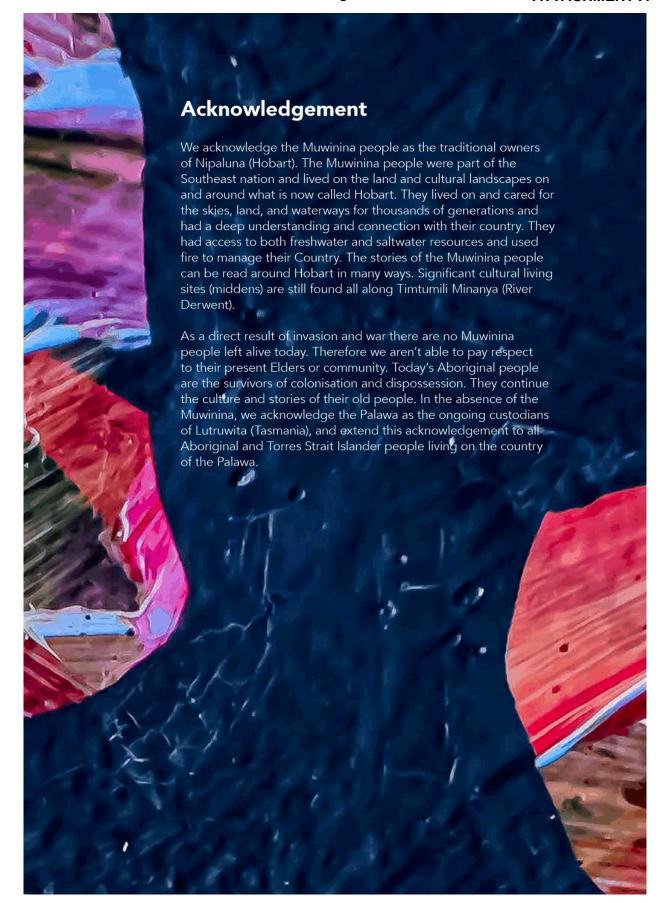
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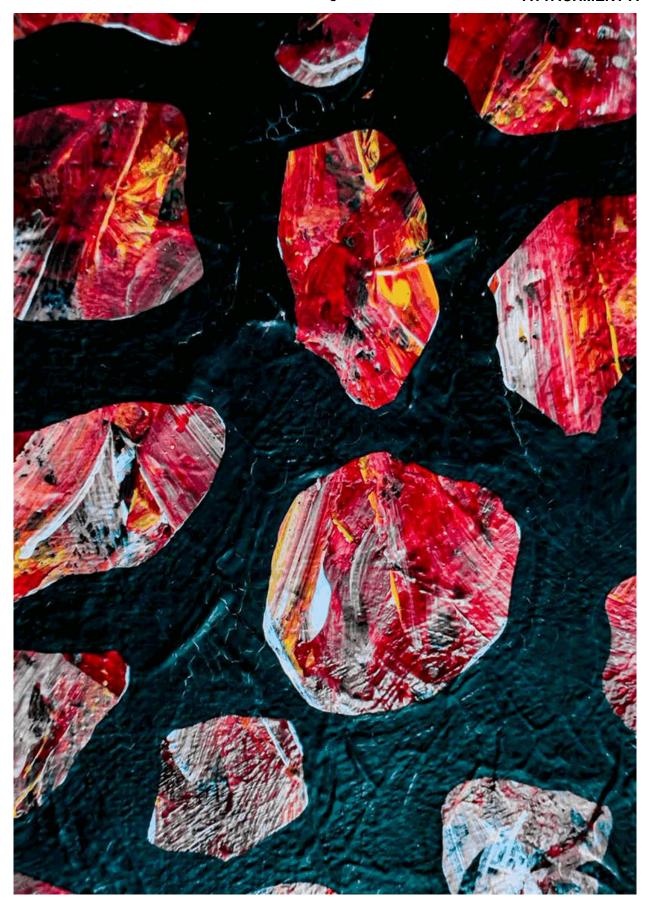
9. VERSION CONTROL

Rev	Date	Description	Changes
Rev 00	08/03/2024	Initial Draft Release	
Rev 01	3/4/2024	Updated Draft	Minor changes to clarify points of uncertainty. Added 'Commencement' section.
Rev 02	25/6/2024	Updated – Approved	Added variation and reference to Policy on private works









Statement from the Lord Mayor

From the shores of Timtumili Minanya (River Derwent), to the peaks of Kunanyi/Mount Wellington, 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 (Hobart). 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 (Hobart).

It is essential that our Capital City is responsive to 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.

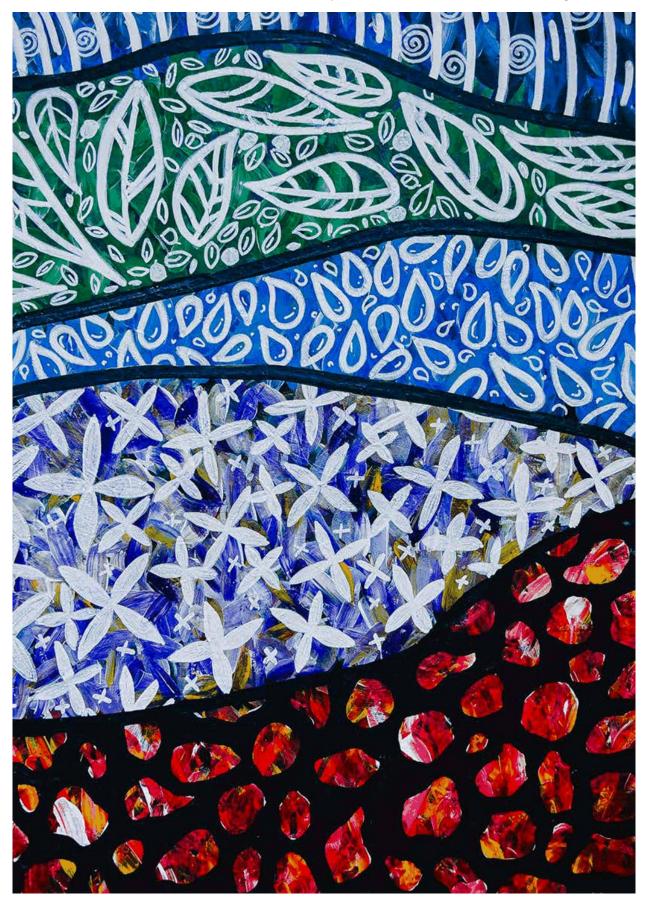
This document has been led by Palawa and utilises ethical and participatory community engagement to ensure we have heard these needs and priorities.

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.

Cultural Safety

The concept of cultural safety originated in New Zealand, primarily in response to the negative impacts of colonization on the Māori people. It emphasizes that cultural safety is defined by the individuals from the culture in question, rather than by external providers or institutions. "Culturally safe practice means providing an environment that is spiritually, socially, emotionally and physically safe for people. There should be no assault, challenge or denial of their identity, of who they are and what they need. Culturally safe practice is about shared respect, shared meaning, shared knowledge and experience of learning together." Australian Government Disability Services and Inclusion Bill 2023

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 the cultural and original 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, Tasmania) but live on Palawa Country and contribute to Palawa ways of knowing as providers of knowledge and stories within 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 (Tasmania): 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 (Hobart).

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 by reducing barriers to accessing supports. 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

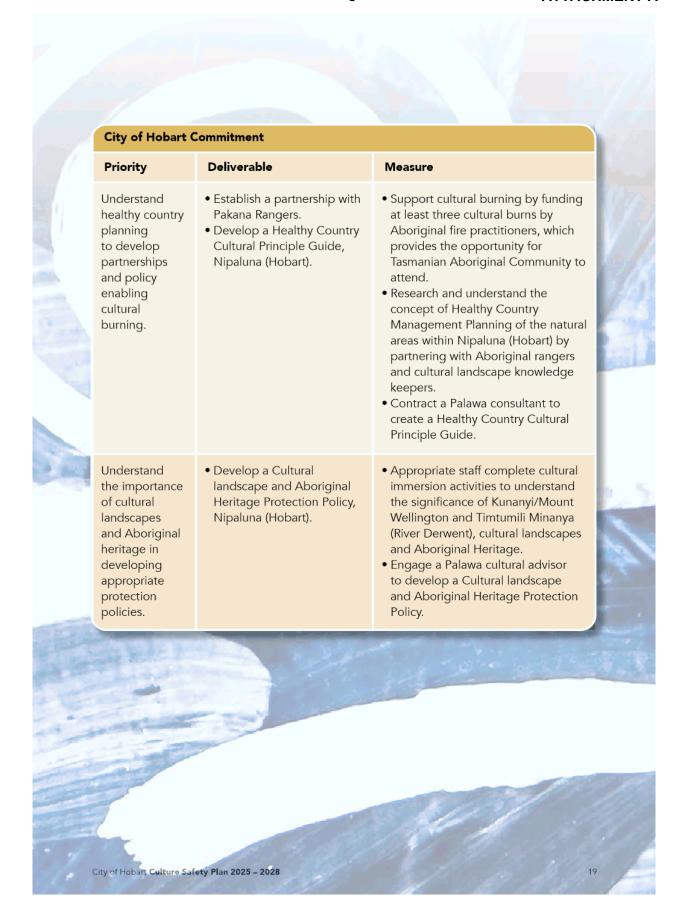
Healing and caring for Country through cultural fire and protecting sacred landscapes and heritage. Pillar 1: Sense of Place

Pillar 2: Inclusion, participation and belonging

Pillar 6: Natural Environment

Pillar 7: Built Environment

Pillar 8: Governance and civic involvement



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

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

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 (Hobart). Plan an interpretation project to share the story and significance of Kunanyi/Mount Wellington and Timtumili Minanya (River Derwent). 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 Palaw consultant for cultural direction. Engage Aboriginal interpretation curators and artists to develop design interpretation and storytelling opportunities for Kunanyi/Mount Wellington and Timtumili Minanya (River Derwent) (timeline to be determined considering funding and availability).
Understand and respect protocols for cultural knowledge keepers and creatives.	Develop Cultural Knowl- edge 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 (Hobart)	 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 complet a feasibility study for a truth, reflection and healing place in Nipaluna (Hobart).

Item No. 12

People

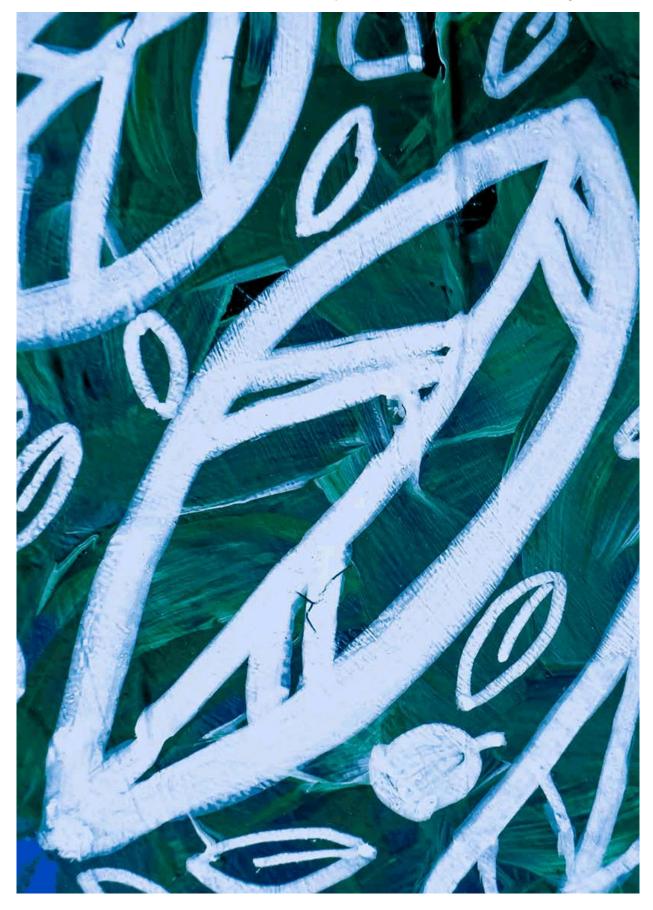
Cultural direction statement

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

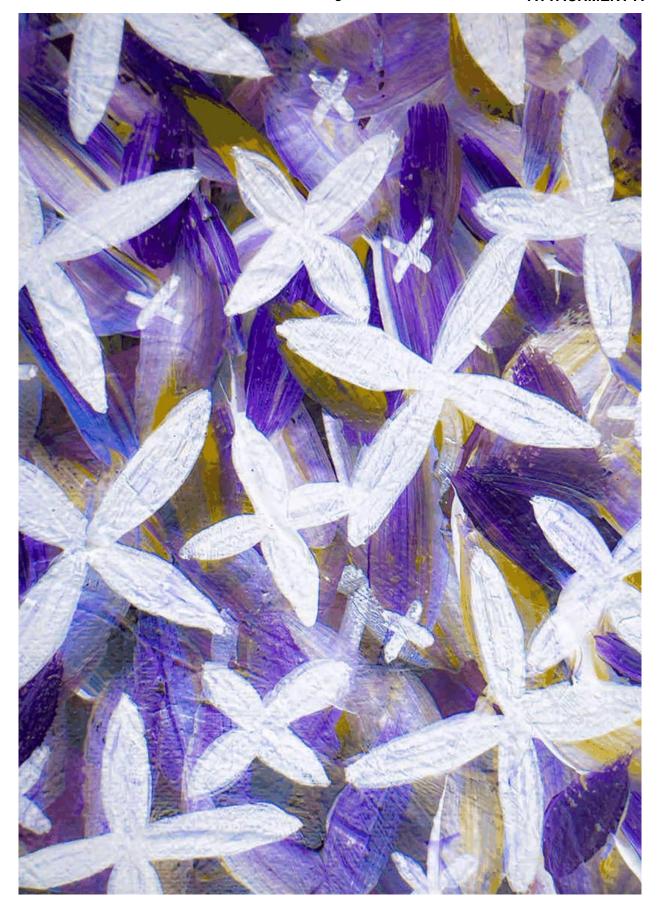


City of Hobart Commitment		
Priority	Deliverable	Measure
Understand cultural safety and increase cultural awareness of Palawa, history and the challenges and opportunities today.	 Introduce cultural safety awareness training for all City of Hobart elected members and staff. Deliver cultural awareness 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. Understand the challenges facing Aboriginal procurement to increase the number of authentic Aboriginal suppliers.
Understand the challenges facing Aboriginal procurement to increase the number of authentic Aboriginal suppliers.	Develop an Aboriginal Procurement Policy and Register in collaboration with Palawa Business Hub and Aboriginal businesses.	Aboriginal Procurement Policy and Register.



Deliverables Schedule

- Introduce cultural safety awareness training for all City of Hobart elected members and staff.
- 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. Deliver 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 (Hobart).
- 14. Develop a Healthy Country Cultural Principle Guide, Nipaluna (Hobart).
- 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 (Hobart).
- 16. Plan an interpretation project to share the story and significance of Kunanyi/Mount Wellington and Timtumili Minanya (River Derwent).
- 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.
- 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.

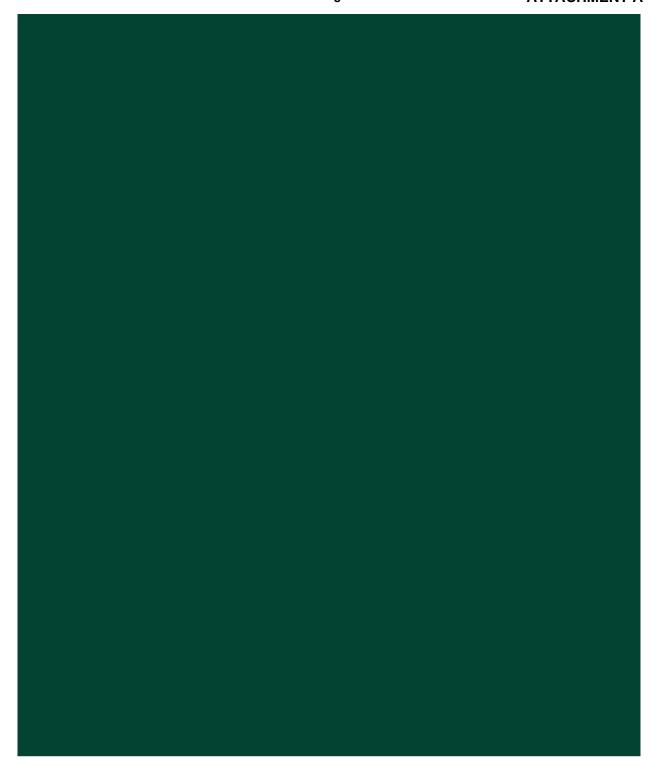
"Transformation" is a multimedia artwork that explores the intricate relationship between nature, history, and renewal. This artwork delves into the sites along the banks of the timtumili minanya, River Derwent, specifically focusing on coals, fire, plants, and smoke. Each element serves a specific purpose,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

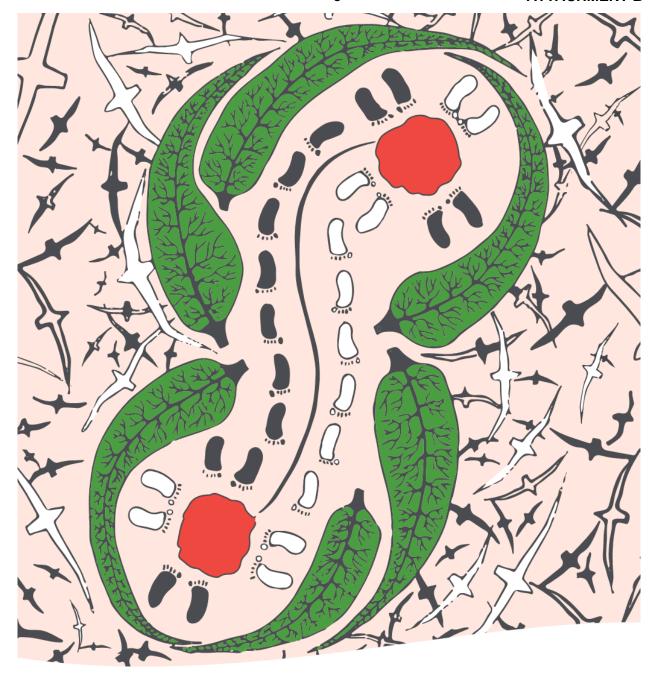
A layer of smoke hovers above the scene, representing the clearance of space and the new beginnings that arise from transformation. It serves as a visual reminder of the transformative power of cleansing and renewal. The smoke also serves as a symbol of the passage of time, as it slowly dissipates, leaving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

Our Commitment to Aboriginal People in Hobart	1
Lord Mayor's Statement	4
This Place	5
Our Business	7
Our Commitment and Action Plan	7
City of Hobart Strategic Framework	8
Guiding Principles from Hobart: A Community Vision for our Island Capital	9
Strategic Alignment	10
Input into the Development of the Plan	
What We Heard	11
ABORIGINAL ACTION PLAN 2020-22	13
Walking Together	13
Visibility and Truth-telling	15
Cultural Safety	17
Inclusion and Equity	19
Governance and Accountability	21
Glossary and Terminology	22
Artist Statement	24
Artist Bio	24

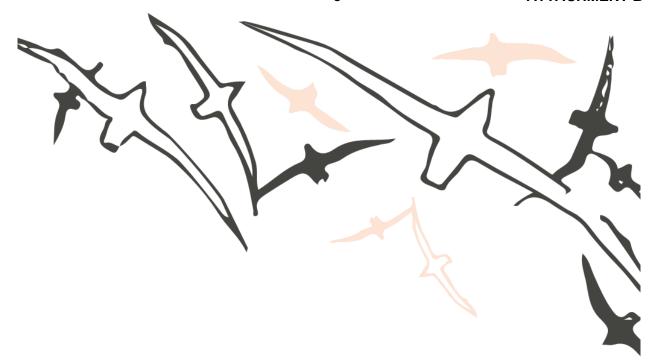


Our Commitment to Aboriginal People in Hobart

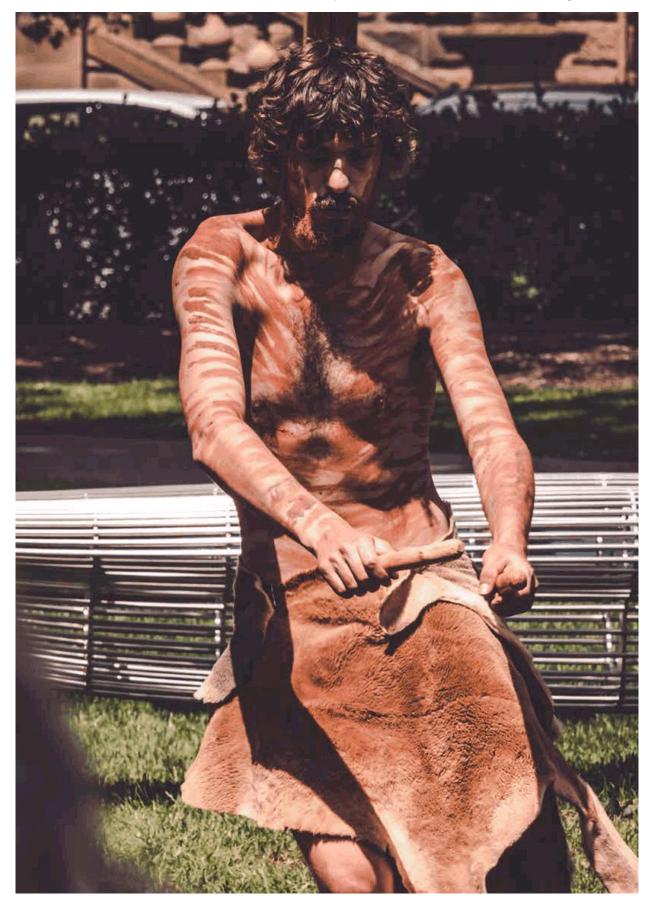
In response to all we have heard from Aboriginal people throughout this project, the City of Hobart commits to the following in the implementation of this plan:

- 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.

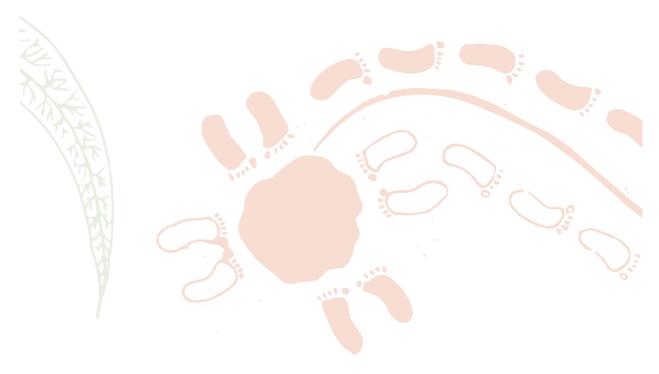
Hobart is now known by many Aboriginal and non-Aboriginal people as nipaluna (Nibberloonne). This place was home to the Muwinina people of the South-East Nation.

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.

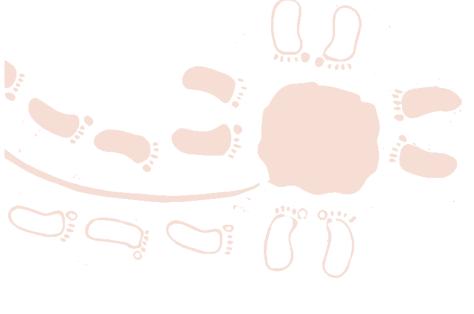




It was from this place that, in 1832, the Aboriginal survivors of the Tasmanian frontier wars were taken to be imprisoned on Wybalenna, Flinders Island. The majority never returned to their homelands.

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.

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





City of Hobart Aboriginal Commitment and Action Plan 2020–22

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

Pillar 3.3.4

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

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



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

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

Strategy 2.1.3

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

Strategy 3.2.4

Promote diversity in the City's staff and volunteers.

Strategy 8.3.2

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

Strategy 2.1.1

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

Strategy 2.2.4

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

Strategy 6.2.4

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

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

Strategy 3.2.3

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

Strategy 6.2.5



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

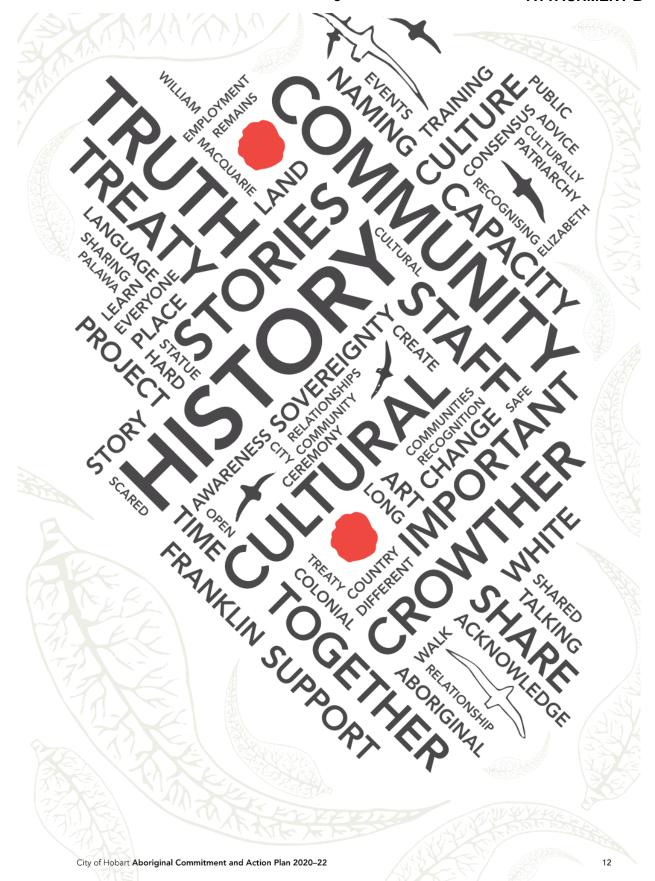
The project team were overwhelmed by the strong, positive response from community and staff who called for us to be brave in our commitment. We heard a desire for us to make this work a high priority and to remain committed to delivering this work in the long-term. We also heard a willingness to join 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	July 2020
		Manager Community and Culture	
2. Provide opportunities for City of Hobart	Advocate for cultural leave allocations to support Aboriginal staff participation in cultural business.	Working Group Manager Community and Culture	Dec 2020
staff to celebrate Aboriginal people, heritage and culture and build relationships.	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



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	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
influence.	Promote the ACAP to the broader community through the website, social media platforms, civic banners and the <i>City News</i> .	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



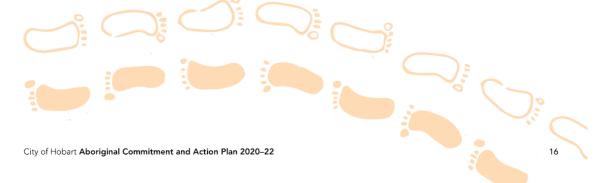
VISIBILITY AND TRUTH-TELLING

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	Develop guidelines for Aboriginal art commissioning and management.	Manager Community and Culture	July 2020
and culture through arts and events.	Deliver one identified Aboriginal art commission and commence work on a second identified commission.	Manager Community and Culture	July 2021



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





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	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
history across the organisation.	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	Manager People and Capability	July 2020
	Aboriginal acknowledgement and an outline of the organisation's position of respect.	Manager Community and Culture	
	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



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



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	Support the campaign for Treaty in Australia.	Manager Community and Culture	Dec 2021
community in campaigns of significance as appropriate	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-	Continue to provide anti-discrimination training to employees including senior leaders.	Manager People and Capability	Dec 2021
discrimination strategies.	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 antidiscrimination 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	Continue to convene the working group. Hold quarterly meetings and maintain Aboriginal and senior staff representation.	Manager Community and Culture	Dec 2020 Dec 2021
group to support and drive the ACAP.	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	Develop the next ACAP in partnership with Aboriginal people.	Manager Community and Culture	Dec 2020
prioritisation of Aboriginal programs.	Engage senior leaders in the delivery of ACAP commitments.	Director Community Life	Dec 2021





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 onesself 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

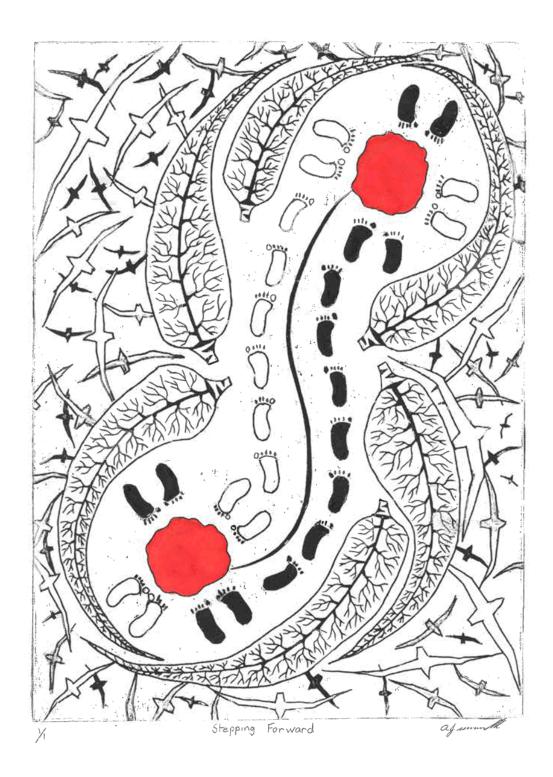
Officially kunanyi/Mount Wellington, this significant mountain overlooks Hobart and has strong cultural significance to many Tasmanians.

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.







Artist Statement

Stepping Forward 2019

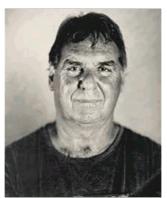
This image encompasses many virtuous themes including truth-telling, commitment and courage.

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



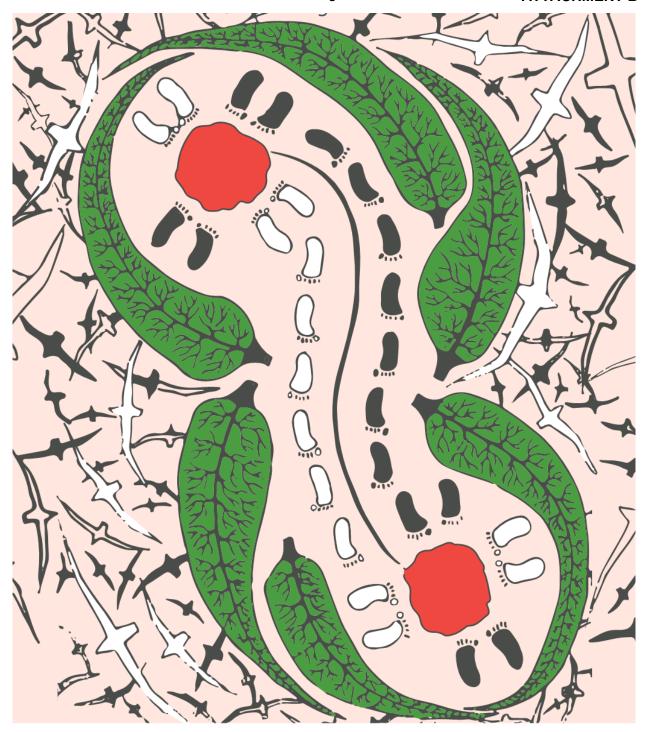
Photographer: Phillip England

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.



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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 statebased 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





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

For more information or feedback please contact the Inclusive City Program Leader: alomesa@hobartcity.com.au or 03 6238 2194

CONTACT DETAILS

For more information or feedback please contact the Inclusive City Program Leader:





CITY OF HOBART

Community Engagement Framework 2023



Contents

Acknowledgement
Community engagement framework
What is community engagement?
IAP2 spectrum of public participation
Why we engage4
When we engage4
Who we engage4
How we engage5
Practice framework
Roles and responsibilities
Guiding principles
Influence on decision-making
Sustainable decisions
Transparency 8
Accountability
A culture of engagement
Definitions 9
Framework development and review
Appendix 1: engagement methods

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.



Community engagement framework

The City of Hobart (the City) recognises that our community has a right to be meaningfully engaged in decisions which affect them. We are committed to seeking out and facilitating that engagement.

Our community is diverse. Their varied skills, experience and knowledge play a key role in shaping the future of Hobart. Effective and meaningful engagement builds positive relationships with our community and leads to better decision-making.

In making informed decisions, we take account of the views, needs, and aspirations of our community. We balance that with expert advice, budgetary needs and legislative requirements.

This Community Engagement Framework (the Framework) outlines how we deliver on the commitments made in the Community Engagement Policy. It steps out our engagement process and establishes clear roles and responsibilities in carrying out engagement.

Implementation of the Framework and Policy are further supported by the Community Engagement Toolkit which offers a step-bystep guide for staff in delivering engagement.

What is community engagement?

Community engagement is a planned process. It is about involving people in decision-making processes for decisions that affect them or are of interest to them. Community engagement promotes good governance.

It also strengthens the City's ability to make decisions that are equitable, sustainable and well-informed.

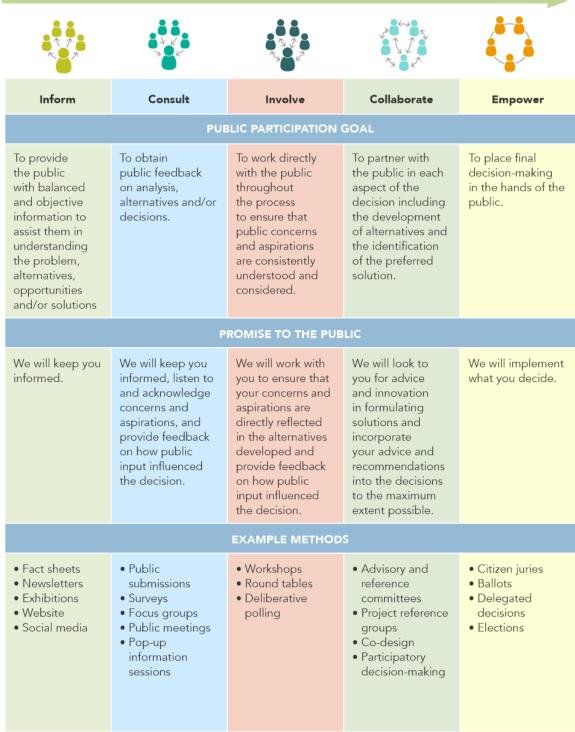
'Community engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape our decisions or actions in relation to a problem, opportunity or outcome.'

- International Association of Public Participation

IAP2 Spectrum of Public Participation

In planning and delivering community engagement, the City follows the values and methods set out by the International Association of Public Participation (IAP2). We use the IAP2 Spectrum of Public Participation in determining the level of influence the community has in a project. The Spectrum (see graphic on the next page) is a widely used tool. It defines the engagement goal at each participation level. Importantly, it also sets out the promise being made to the public.

IAP2 Spectrum of Public Participation



©International Association for Public Participation

Why we engage

The best decisions are made when those affected by the outcomes of those decisions have had the opportunity to be part of the decision-making process. Community engagement helps achieve that.

Community engagement:

- creates an active and informed conversation with our community
- allows us to better understand the views and aspirations of our community
- draws on the vast knowledge and experience on our local community
- informs decision-making, resulting in better outcomes for Hobart
- builds mutually beneficial relationships and partnerships with the local community
- builds trust in the City's governance and decision-making processes.

When we engage

We will engage with the Hobart community:

- when a decision is likely to have significant impact on our services, facilities and programs
- to inform long-term and strategic plans, policies and major projects when there is significant community interest, conflict or sensitivity
- when there is a genuine opportunity for the community to influence the outcome
- if there is a legislative requirement to do so.

Who we engage

Hobart's community is diverse. It includes those who live, study, work and visit the city. Who we engage depends on a project's scope, who it impacts and the level of community interest. Some of the groups that we might engage are listed below.

- Communities of interest who share a
 passion or interest in a particular issue or
 activity such as arts, sport, environment,
 business and community advocacy.
- Communities of place brought together by their connection or use of a particular place.
- Communities of identity that may connect around cultural and religious beliefs, age, shared experience and social needs.
- Government and stakeholders including other councils and levels of government, key institutions and other relevant stakeholders
- Communities of the future including children and young people, as well as people who will call Hobart home in the future.

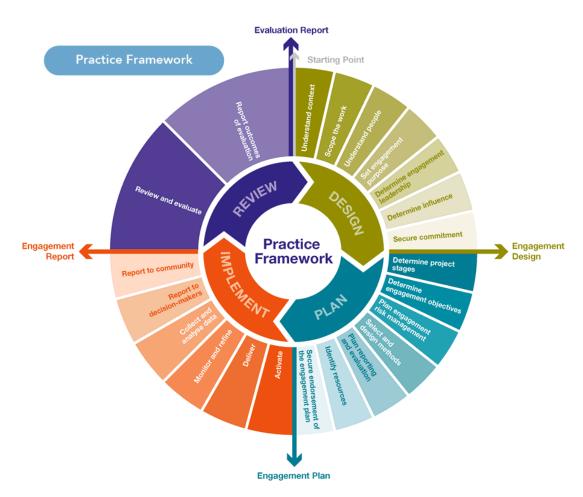
How we engage

The City takes a planned and purposeful approach in developing engagement activities. Each project or issue is different and the level of engagement varies depending on the project.

We plan our engagement activities to be inclusive. We reach out to underrepresented groups and break down barriers to participation so that engagement represents the diversity of the Hobart community.

Appendix 1 offers a list of engagement methods that the City may use when engaging with the community.

When designing an engagement process, we follow IAP2's **Practice Framework** (see graphic below). The Practice Framework is a model that explains each step involved in designing, planning, implementing and reviewing engagement projects. The Community Engagement Toolkit provides staff with clear guidance on how to use this framework in practice.



© International Association for Public Participation Australasia www.iap2.org.au

Roles and responsibilities

Both the community and the City have roles and responsibilities in leading, delivering and participating in community engagement.

Community

- · Participate in engagement activities.
- Share local knowledge, values and experiences.
- Promote engagement opportunities to their local community and networks.

Elected Members

- Promote the City's commitment to engagement through leadership and decision-making.
- Consider the outcomes of community engagement.

Executive Leadership Team and Managers

- Foster a culture of best-practice engagement through leadership and implementation of this Framework.
- Ensure that staff are appropriately resourced and trained to support consistent community engagement.

Community Engagement Team

- Oversee the implementation of the Community Engagement Framework and Policy.
- Build organisational capacity by providing guidance, training and resources and tools.
- Support the planning, delivery and evaluation of community engagement.

City of Hobart Employees

• Plan and deliver community engagement in line with the Framework and Policy.



Guiding principles

To guide the application of this Framework, we commit to the following guiding principles (adapted from the IAP2 Core Values). We use these guiding principles to support the development and implementation of best practice engagement processes.

Influence on decision-making

We recognise that our community has a right to be meaningfully engaged in decisions which affect them. And we commit to ensuring that community engagement influences the decisions we make.

Sustainable decisions

We seek out and facilitate the involvement of those potentially affected by or interested in a decision, including our diverse communities. We do that because recognising and communicating the diverse needs, interests and values of our community builds sustainable decisions. As part of this, we will design engagement activities that overcome barriers and enable Hobart's diverse communities to participate.

Transparency

Our engagement will be timely, well-planned and meaningful. We will clearly communicate so that our community understands what we are asking and how they can engage. As much as possible, we seek input from participants in designing how they participate. We will also ensure participants can access the information

they need to participate meaningfully. And we will be clear on the level of influence they can have. If influence is not practical, we will keep our community informed.

Accountability

We will report back to community on what we heard during community engagement and how their feedback influenced our decisions.

A culture of engagement

Community engagement is a shared responsibility across the City. That responsibility extends beyond the Community Engagement Team. Every project and initiative that has an opportunity for engagement needs to have engagement build in by those managing the project or initiative.

We embrace community engagement as a key process in our governance of Hobart. We ensure staff have the skills and knowledge to implement community engagement.

The Community Engagement Framework clearly sets out the roles and responsibilities for staff at all levels of the organisation.

Definitions

The table below provides definitions of terms used in this Framework:

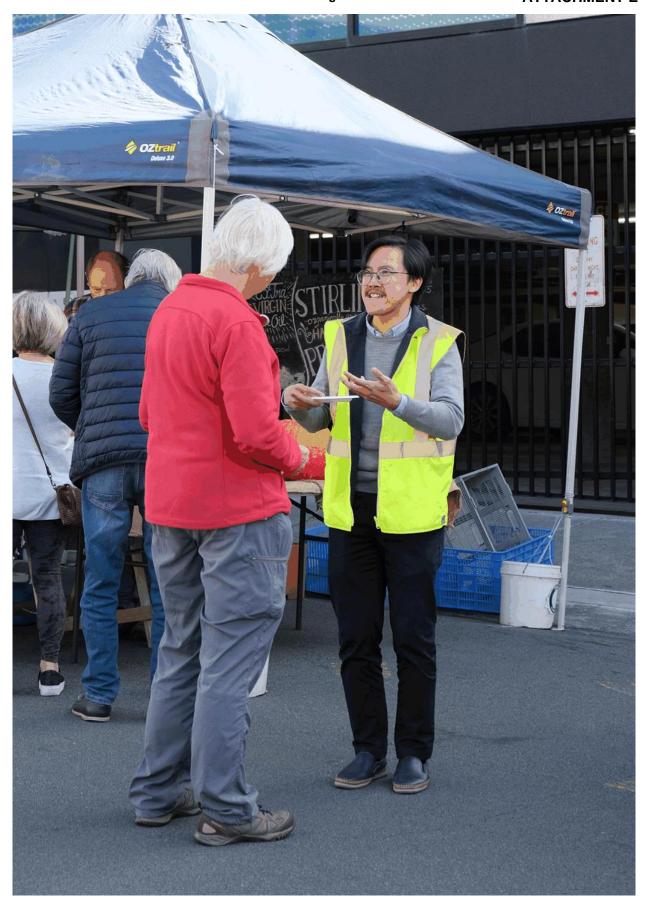
Term	Definition
City of Hobart (the City)	Refers to the local government body that governs the municipal area of Hobart.
Community Engagement Toolkit	A step-by-step guide with tools and templates to support City of Hobart staff in consistently planning and delivering community engagement.
Community Engagement Team	A team of staff trained in community engagement practice that support the organisation to deliver engagement.
IAP2	International Association for Public Participation is the peak body for the community and stakeholder engagement sector in Australasia.
Public participation	Another term for community engagement; both are interchangeable.

Framework development and review

This Framework was developed in consultation with the Hobart community, City of Hobart staff, and Elected Members. The Framework is informed by an internal review of our engagement practice, benchmarking ourselves against examples of best practice community

engagement and engagement with the Hobart community.

To support continuous improvement, the City will review this Framework in four years. The next review will occur in 2027.



Appendix 1: Engagement methods

Listed below are some of the common methods the City uses to engage our community and stakeholders in decision-making. It is not an exhaustive list and methods will vary depending on the scale, context and purpose of the engagement and will be guided by the Community Engagement Toolkit. The City is committed to innovation in our engagement practice and will trial the use of new engagement methods and tools.

Your Say Hobart yoursay.hobartcity.com.au An online community engagement website. It is used to share information on engagement activities. It also provides opportunities for the community to contribute feedback via online tools, including surveys, discussion forums and mapping tools.

Pop-up listening sessions

Regular pop-up listening sessions are held in local neighbourhoods. They give the community opportunities to speak with City staff face-to-face, learn about projects and provide feedback.

Advisory and reference groups

These groups provide ongoing advice on issues affecting specific communities or subject areas. They are made up of community members who represent a particular cohort in the community, have lived experience or specialist knowledge.

Face-to-face engagement

Face to face engagement includes community forums, workshops and panel discussions. These are used to present information and allow the community to share their ideas, consider solutions and ask guestions.

Placemaking

A collaborative process used to shape public places and community assets. Placemaking can strengthen the connection between people and the places they share.

Co-design

A process that brings the community, stakeholders and the organisation together to design new programs, services and policies. It can be used to collaboratively explore problems and design solutions that are grounded in both community need and organisational constraints.

Deliberative engagement

A process used to reach an outcome or decision for a complex issue. It describes a representative group of everyday people considering relevant facts from multiple points of view, identifying options, and coming to a group decision or recommendation.

Engagement with Elected Members

Elected Members represent and act in the best interests of the community. They also facilitate communication between the Council and the community. Elected Members can be contacted by the community. They are available to discuss anything of interest or concern to community members.

Council meetings

Community members can attend open Council meetings and can make deputations on specific matters.

Portfolio committees

Made up of community representatives with a wealth of knowledge and experience, portfolio committees provide advice on the development of key initiatives and strategies.

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Policy

Title: Funding Programs Policy

Category: Community Services and Events

Date Last Adopted: June 2025

1. Objectives

This policy provides the framework for how the City of Hobart provides and manages funding to individuals and organisations applying for support through its various funding programs.

The objective of the Funding Programs is to encourage and support the development and delivery of Hobart-based activities, events, projects and programs that have outcomes that align with the objectives of the City of Hobart Capital City Strategic Plan (Strategic Plan) and other Council endorsed strategies.

2. Background

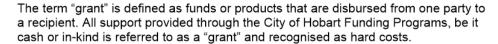
In accordance with Council's role and principles under the *Local Government Act* 1993, the City of Hobart administers funding through grants, strategic partnerships and sponsorships (Funding Programs).

The City of Hobart plays an important role in the funding landscape for the community. The Funding Programs seek to meet an identified community or business need, encourage innovation, support pilot programs, or complement State and Federal funding through programs that benefit the City of Hobart.

Through its Funding Programs, Council is responsive to the needs, interests and aspirations of individuals and organisations within its community, and to addressing priorities of the City of Hobart as articulated in the City's Strategic Plan and Council endorsed strategies.

The Funding Programs will generally fall into one of two categories. Firstly, funding that seeks to change behaviour or incentivise investment into something that might not have otherwise occurred. Secondly, funding that supports organisations that are better placed than Council to deliver an activity contributing to Council's strategic objectives.





The City of Hobart Funding Program Team provides transparent and equitable governance of the City's Funding Programs.

Sponsorship arrangements held by the City of Hobart with other organisations are not grants and are defined as a commercial arrangement with the City of Hobart as the sponsor, or an external party sponsoring the City, and involve a contribution of money or in-kind support for an activity, in return for a certain specified benefit.

3. Scope

This policy covers all Funding Program related activities and is developed to replace the former Grants Program Policy and the Inbound Requests for Sponsorships Policy.

This policy does not include activities covered through the City of Hobart Procurement Policy or the administration of incoming grant or sponsorship funding paid to the Council.

Funding programs are different from the purchase of services, where the City of Hobart determines the type of project, product, or service it requires and develops a contract to manage how this is delivered.

The Council may approve cash and in-kind funding support to individuals and organisations outside this policy under exceptional circumstances as part of the normal decision making of Council.

4. Definitions

Funding Programs are defined in the following ways:

- Grant funding to our communities to support their initiatives in line with the
 objectives of our funding streams, and allocating funding based on merit
 through an application and assessment process,
- City Partnership a commercial arrangement with the City of Hobart as the sponsor and involves the contribution of money or in-kind support for an activity, in return for a specified benefit. Funding is provided over one or multiple years and Council may be involved in project development and implementation to aid in achieving mutually beneficial results.

5. Current Funding Structure

The City of Hobart's Funding Program (as at June 2025) is structured as follows:



- Quick Response Grants in-kind and cash.
- Project based competitive grant rounds referred to as funding streams, offered twice per year, once per year or every two years.
- Sponsorship Program this program offers support to events, festivals and activities in return for promotional benefits. The support from Council can be cash, in-kind or a combination of both, in exchange for mutually beneficial outcomes for the city.
- The existing Inbound Requests for Sponsorships policy is to be replaced by this updated Funding Programs policy, and all future sponsorship proposals will be presented as City Partnership Agreements.
- City Partnerships Council has a number of agreements with various organisations to deliver events and activities. Similar to the Sponsorship Program these partnerships must deliver mutually beneficial outcomes for the city.

6. Proposed Funding Structure

The Funding Program and associated funding streams will be categorised in one of three new categories, as follows:

- · Open Competitive Grant Rounds:
 - Held periodically, usually open biannually, annually or biennially.
 - Advertised publicly and any eligible applicant can apply during the application timeframe.
 - Applications are assessed against set criteria and compared to each other.
 - o Program specific grants.
- Quick Response Grants
 - Advertised publicly and any eligible applications accepted at any time during the application timeframe or until the funding allocation is exhausted.
 - o Each application is assessed on its own merits, not against others.
 - o Available as in-kind or cash support.
 - Quick Response Grants.
- · City and Civic Partnerships
 - o Incudes unsolicited sponsorship proposals.
 - o For the Civic Partnerships, specific organisations are invited to apply.
 - Held annually or biennially
 - o Proposals/applications are assessed against criteria.
 - Within this category there is scope for annual or multi-year agreements, for which the decision will be made by Council.
 - All multi-year agreements will be reviewed annually to ensure the City Partner has delivered the activity and benefits in line with the agreement.

The next stages of this Policy document provides direction around four key areas:



- · Funding Priorities
- Funding Program Principles
- Eligibility Framework
- Funding Programs Management Process

7. Funding Priorities

The Funding Programs are aligned with the 8 pillars of the City of Hobart Strategic Plan, "A Community Vision for our Island Capital". Each of the Funding Programs guidelines will need to demonstrate how their assessment criteria are aligned to these Funding Priorities.

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

8. Funding Program Principles

Each of the Funding Programs Guidelines need to be aligned to these principles in addition to any bespoke Assessment Criteria developed for each Funding Stream.

Each Funding stream will have its own unique set of Guidelines, that will be reviewed and amended administratively on an as needs basis. The Chief Executive Officer will have delegation to approve amended versions of these as long as the amendments are consistent with the Funding Priorities and Funding Program Principles.

Principle 1 - Alignment with the City's Strategic Goals

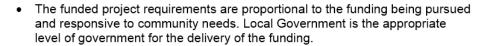
 The funding needs to deliver outcomes that align with the goals outlined in the City of Hobart Capital City Strategic Plan 2023.

Principle 2 – Value for Ratepayers and Community Benefit

• The funding needs to provide value and deliver outcomes that provide benefits to the community aligned to strategic goals/priorities.

Principle 3 - Fit for Purpose and Responsive





Principle 4 - Equity and Transparency

 Funding needs to be provided transparently and consistently while maintaining flexibility to react to community needs and the City of Hobart priorities.

Principle 5 - Accountability

 Recipients of funds need to be held accountable for how those funds are expended.

Principle 6 - Probity

· Recipients of funds will be held accountable for funds are expended.

9. Eligibility Framework

General Eligibility

Each Funding Program will have eligibility requirements, to ensure an equitable and transparent funding process and funding distribution, in line with the Funding Principles.

Applicant and activity eligibility requirements will be detailed clearly within the Guidelines and upheld through eligibility assessment processes. Specific Funding Programs may target specific entity types or other eligibility requirements to meet the Funding Priorities of the program.

Community Benefit

To deliver on its Strategic Plan key pillars, Council will prioritise funding applications to organisations as outlined in Sections 6 and 7.

All proposed projects must demonstrate benefits to the City of Hobart community within the context of this policy.

Eligibility Minimum Standards

As a minimum, each grant applicant must meet the below eligibility requirements:

- For funding streams >\$5,000: Applicants must be an Australian legal entity type with an Australian Business Number (ABN). Restrictions on entity type may apply within certain funding streams, and this will be clearly outlined in the guidelines for the funding stream.
 - Where an applicant is not a legal entity, they will need to be auspiced by an organisation that is a legal entity, otherwise they will be deemed ineligible.

Page 5 of 14



- For funding streams <\$5,000: Applicants must be an Australian legal entity with an ABN or be eligible to provide a Statement by Supplier Form.
- Be financially viable at the time of application.
- Applicant has not received other funding from the City for the same activity within the financial year.
- Activities need to be delivered in or have the outcomes delivered in the City of Hobart Local Government Area (LGA), but it isn't a requirement that the grant recipient is based in the City of Hobart LGA.
- Applicant has fulfilled the conditions of all previous City of Hobart grants and have no overdue debts or outstanding compliance matters with the City of Hobart LGA. All outstanding debts/acquittals/compliance matters need to be finalised/paid/resolved prior to the eligibility assessment process of the applied funding stream, otherwise the applicant will be deemed ineligible.
- Demonstrate that any funds received will be used for the purpose of delivering activities consistent with the Guidelines for individual Funding Programs and in accordance with this Policy.
- Have submitted the application not less than the prescribed period as outlined in the Funding Program Guidelines from the activity commencement date.
- City Partnerships be able to demonstrate the City of Hobart will receive a return on investment through demonstrated benefits including, but not limited to:
 - Appropriate branding and profile-raising opportunities.
 - o Ability to be included in high-profile media/advertising.
 - o Participation, displays or on-site presence at events.
 - Complementary tickets and promotional giveaways.
 - o Promoting complementary City of Hobart programs or events.
 - Provide opportunities for City of Hobart to reach and engage a large audience.

Ineligible applicants

As a minimum for each funding stream, the City of Hobart will not fund:

- Current Council employees/Elected Members or former employees/Elected Members who ceased in their role less than six months before applying.
- Applicants that have already received funding (including in-kind) from the City
 of Hobart for the same activity within the same financial year.
- Federal, state and local government agencies/bodies or funded agencies/bodies.
- Political parties.
- Applicants that are in any way associated with illegal activities.

Activities the City of Hobart Will Not Fund

As a minimum for each funding stream, the City of Hobart will not fund:

 Activities or programs that are already delivered by the City of Hobart or are our core business.



- Activities that are a part of a larger festival or event, which has already received a grant or sponsorship from the City of Hobart to deliver that activity.
- Donations or fundraising activities that support the recurrent operations of the applicant.
- Contributions towards payment of rates, or repayment of debts or loans.
- · Contingency costs.
- Costs that are normally core business of other State or Federal Government funding or where the application is directly from other levels of government.
- · Activities that conflict with the City of Hobart strategies, values and mission.
- · Activities emanating from political parties.
- Individual pursuits or professional development, unless there is a broader public outcome.
- Activities that discriminate under the Anti-Discrimination Act 1998 in employment, marketing, advertising practices or within the event itself.
- Applicants are in any way associated with illegal activities.
- · Retrospective activities.
- Registered school or registered training organisations seeking supports for costs associated with the employment of teaching or support staff and/or the delivery of curriculum.

This list is not exhaustive, and each grant program may include further ineligible activities, or funding uses within the guidelines.

Social Responsibility, Child and Vulnerable Persons Protection

Applicants must pay at least minimum award rates or industry-recommended rates of pay to workers involved in funded projects. Where an industry standard applies, applicants are expected to meet those rates of pay. It is acknowledged that many community applicants will be utilising volunteers which must be detailed in the application.

The City of Hobart has a corporate social responsibility to advocate for vulnerable and unseen members of the community. The Funding Programs are a mechanism to enable support, by assisting organisations that contribute towards achieving our objectives of inclusion, access and equity for all who live, work or play in Hobart.

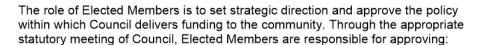
Where an application involves working with children, young and vulnerable persons, applicants must provide advice on how they comply with the Child and Youth Safe Organisations Act 2023 or the Registration to Work with Vulnerable People (RWVP) Scheme.

10. Funding Project Management Process

Roles and Responsibilities

Elected Members





- Funding budgets
- · Major changes to the Policy
- Funding decisions relating to the Closed Non-Competitive Grant Rounds

Chief Executive Officer

The CEO is delegated to authorise administrative changes to Funding Program guidelines, application forms, assessment criteria, other relevant documentation and timing of Funding Programs in accordance with this policy, as may be required, to ensure implementation of the program is compliant with this policy.

The CEO is delegated to make funding decisions for the Open Competitive Grant Rounds and the Quick Response Grants.

Administration

The role of the Administration is to deliver the Funding Programs within the strategic direction of this policy as set by the Elected Members. The Administration is encouraged to explore innovative models of funding events and activities that deliver community benefits. Where these innovative models differ from the funding structure in this Policy, officers will report back to Council to determine the way forward.

Budget

All grant funds are contained within a single budget function that shall be reserved solely for this activity, except for Heritage Grant funds, which are administered through a designated trust.

The funding allocation to each grant stream is not transferable to another stream unless approved by the Chief Executive Officer in exceptional circumstances in accordance with this policy, as may be required throughout the implementation of the program.

Grant streams may be divided into categories. Grant funding can be transferred between categories within a stream if funding for a category has not been fully expended within the financial year and there is insufficient funds within another category to fully fund all recommended applications.

Guidelines

Each Funding Program will establish its own set of Guidelines detailing operational and administrative requirements, including:

 The purpose of the Funding Program and identified links to the City of Hobart Strategic Plan.



- Eligibility criteria that meet the eligibility requirements of this Policy, and any other identified requirements for the Funding Program.
- Amount of funding available, including both the total funding pool and the minimum and maximum funding amounts, as allocated through annual budgets.
- Eligible costs outlining the types of activities that can be undertaken with the funding.
- Timeframes for grant periods, when they will open and close, indicative timeframes for assessment and timeframes for when projects are to be delivered for that Funding Program or grant round.
- Assessment criteria and weightings that will be focused on the priorities and principles outlined in Section 6 and 7 of this Policy.
- Assessment panel makeup, i.e. a mixture of internal and external representatives.
- · The Acquittal process.
- · Contact details for further information.
- May also include Frequently Asked Questions and other information to support applicants, such as links to any relevant documentation.

All Funding Programs are to be reviewed every four years at a minimum, or in line with a review of the City of Hobart Strategic Plan.

During the caretaker period for Local Government elections, Funding Programs can only be administered in line with approved budgets and programs.

Applications

All Funding Programs will use an agreed online platform for the application and assessment processes.

All Funding Programs will be open to application through funding rounds at set times each year. These may be subject to change, but any change will be proactively promoted through the appropriate communications channels, e.g. Councils website.

Funding programs that include a 'Quick Response' category will be open to applications throughout each financial year until such time as the annual budget allocation is fully allocated.

All applications must be received by the deadline of the Funding Program as outlined in the relevant Guidelines. Late applications will be deemed ineligible and will not be accepted.

Late submissions

If applicants are experiencing technical or other issues and are unable to submit by the close date of the Funding Program, they must contact Council within 48 hours to request an extension to submission. The Manager of the Funding Program can approve on a case-by-case basis.



Assessment and Decision Making

Eligibility will be assessed by Council officers, using the eligibility criteria stated in the Guidelines.

All eligible applications will be assessed against weighted Assessment Criteria using the below criteria as a minimum:

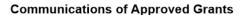
- Demonstrates strong alignment with the objectives of the specific Funding Program, for example, City Partnerships or Community Quick Response Grants.
- Demonstrates alignment with identified City of Hobart Strategic Plan outcomes and underlying strategies.
- Demonstrates that the activity is well planned, that suitably skilled people are involved, and that the applicant and the activity are financially viable.
- · Demonstrates value for money for the level of funding request.

Closed Non-Competitive Grant Rounds will be assessed with a focus on the economic and tourism benefit to the city.

All eligible applications will be assessed by an assessment panel including a mix of Council officers and external subject matter experts, as identified by Council officers. Budget will be allocated within the Funding Program budget to cover expenses for the external subject matter experts that participate in the assessment panels.

- Open Non-Competitive Grant Rounds such as Quick Response Grants to be assessed by 1 Council officer against the assessment criteria.
 - Recommendation is then made to the Manager responsible for the Funding Program for consideration.
 - The Manager responsible for the Funding Program's recommendation is then submitted to the CEO for final approval.
- Open Competitive Grant Rounds or project-based funding for competitive grants are to be assessed by an assessment panel of at least 2 Council officers and 1-2 external subject matter experts against assessment criteria.
 - Recommendation is then made to the Manager responsible for the Funding Program for consideration, and then the recommendation is submitted to the CEO for final approval.
- Closed Non-Competitive Grant Rounds or City Partnership agreements, including unsolicited sponsorship requests, will be assessed by Council officers and a proposal with a high-level benefit assessment based on information provided by the applicant will be submitted to Council for consideration.
- All applications will be subject to a level of risk assessment completed by Council officers of the City of Hobart.





Where Elected Members are not the delegated approver, notice of the approved grants will be provided at the nearest Council Committee meeting.

Grant Outcomes and Appeals

If an applicant would like to have their application outcome appealed, they will need to contact the Funding Program team within 7 business days of the outcome. The Council Officers will review the appeal, ensuring due process was followed.

Any recommendations will be submitted to the Manager of the Funding Program for review.

Any applications recommended for funding consideration from an appeal, will require CEO approval, and must be within the approved budget of the Funding Program.

Probity

Applicants must disclose any reasonably identifiable perceived, potential or actual conflicts of interest when submitting their application to the City of Hobart. Failure to do so may result in the termination of funding.

Assessors must disclose any reasonably identifiable perceived, potential or actual conflicts of interest prior to reviewing any applications. Failure to do so will remove the assessor from the assessment process.

To ensure impartiality and fairness of the assessment process, City of Hobart officers providing activity advice to applicants during submission, such as Relationship Managers, will be exempt from participating in the assessment of applications.

Conditions of Funding

All successful applicants are required to enter into a Funding Agreement with the City of Hobart. Certain conditions within agreements will vary between Funding Programs and also potentially from application to application. The more significant the level of support the more significant the applicant can expect the acquittal obligations to be.

All successful applicants across all Funding Programs will be required to complete an acquittal report using the preferred City of Hobart format to clearly demonstrate how the grant has been spent in line with the Agreement, and how the grant has contributed to priorities from the City of Hobart Strategic Plan.

Funding Acknowledgement Guidelines are to be attached to the Funding Agreement that each funding recipient signs, and clearly outlines the obligations of the funding recipient in relation to acknowledging the City of Hobart as the funding provider.





Applicants notifying Council of the cancellation or postponement of their funded activity will be considered on a case-by-case basis.

Any changes or postponement requests must be submitted in writing, and a renegotiated delivery timeline must be approved by the responsible Council officer.

The responsible Council officer will consider each request to ensure Funding Program objectives are being met and will continue to be met. The proposed changes must align with the Funding Agreement, in particular the approved scope of the project.

If an activity is cancelled or postponed indefinitely, Council will seek a return of the funding.

Reporting and Disclosure

The outcomes of the individual Funding Programs will be reported to Council on an annual basis.

All grants and benefits requiring disclosure under S77 of the Local Government Act 1993 will be reported in the City of Hobart Annual Report in accordance with City of Hobart's Policy 'Grants and Benefits Disclosure'.



11. Review

This policy will be reviewed annually.

12. Legislation, Terminology and References

Hobart: A community vision for our island capital

Capital City Strategic Plan 2019-29

City of Hobart Grant and Partnership Acknowledgment Guidelines

Terminology

Grant Cash or in-kind products, facilities or services that are disbursed

from one party (grant maker) to a recipient (grant seeker).

Grants Program Provides transparent and equitable governance of the City's

grant provision.

Grant Stream Focuses on a specific aspect of the City's strategic direction.

Grant Category Targeting a specific type or size of funding category within a

grant stream e.g. Quick Response, Small, Medium, etc.

City of Hobart Refers to the Council Administration.

Council Refers to the Elected Members of the City of Hobart.



Responsible Officer:	Manager Economic Development
Policy first adopted by the Council:	28 July 2025
Next Review Date:	TBA
File Reference:	F16/65308





Policy

Title: Grants Program

Category: Community Services and Events

Date Last Adopted: 27 July 2020

1. Objectives

The policy sets out the City of Hobart's approach to managing the Grants Program.

The objective of the Grants Program is to encourage and support the development and delivery of Hobart-based activities, events, projects and programs that have activation, community, cultural, economic, heritage or urban sustainability outcomes that align with the objectives of the City's Vision, Strategic Plan and other relevant strategies.

2. Background

The term "grant" is defined as funds or products that are disbursed from one party (grant maker) to a recipient (grant seeker). All support provided through the City of Hobart Grants Program, be it cash or in-kind is referred to as a "grant" and recognised as hard costs.

The City of Hobart Grants Program provides transparent and equitable governance of the City's grants.

Sponsorship arrangements held by the City of Hobart with other organisations are not grants and are defined as a commercial arrangement with the City of Hobart as the sponsor, or an external party sponsoring the City, and involve a contribution of money or in-kind support for an activity, in return for a certain specified benefit. Inbound City of Hobart sponsorships are guided by the 'Inbound requests for sponsorship' policy.

The administration of the Grants Program is detailed in the 'City of Hobart Grants Program Administration' document.





That:

- 1. The City makes grant funds available to assist eligible applicants as defined within the guidelines for each grant through the Grants Program.
- The General Manager is delegated to authorise administrative changes to relevant grant guidelines, application forms, assessment criteria and other relevant documentation in accordance with this policy, as may be required, to ensure implementation of the program is compliant with this policy.
- 3. The General Manager is delegated to authorise changes to the timing of relevant grants in accordance with this policy, as may be required throughout the implementation of the program.
- All grants are provided either as cash or as in-kind, and not through the waiving
 of fees and charges or rental subsidies.
- The total grant funds, including cash and in-kind, available within each stream for a financial year will be approved by Council as part of the annual budget process.
- 6. All grant funds are contained within a single budget function that shall be reserved solely for this activity, except for Heritage Grant funds, which are administered through a designated trust.
- 7. The Grants Program is organised into the following grant streams:

Business Events

Christmas Heritage

Community Urban Sustainability

- 8. The City of Hobart also offers the City Partnership and Major Cultural Organisation grants.
- The funding allocation to each grant stream is not transferable to another stream unless approved by the General Manager in exceptional circumstances in accordance with this policy, as may be required throughout the implementation of the program.
- 40. Grant streams may be divided into categories. Grant funding can be transferred between categories within a stream if funding for a category has not been fully expended within the financial year and there is insufficient funds within another category to fully fund all recommended applications.
- 11. Each grant stream and its relevant categories, except for City Partnerships, will be open to applications through funding rounds at set times each year.
- 12. Each grant round, except for City Partnerships and Major Cultural Organisation grants, will be advertised to the public.



- 13. Where there are multiple rounds for a grant category within a financial year, the grant funding allocation for that category will be distributed equally between both rounds, unless approved by the General Manager in exceptional circumstances in accordance with this policy, as may be required throughout the implementation of the program.
- 14. Applications will be assessed according to the criteria within the guidelines for each grant category, as stipulated by the City of Hobart and provided on the City's website.
- 15. City officers who are not involved in grant assessments may consult with an applicant in order to assist the application to align with the Council's strategic objectives.
- 16. In circumstances where any lesser grant amount is offered by the City to a grant applicant, consultation with the applicant will be undertaken prior to the grant offer being made.
- 17. Deputations / presentations by applicant organisations to relevant Council Committees or Council meetings shall not be permitted following the closing date of grant rounds.
- 18. Grant streams that include a 'Quick Response' category will be open to applications throughout each financial year until such time as the annual budget allocation is fully allocated.
- 19. Quick Response Grants will be approved under the Director Community Life's general delegation (as referenced in the City's delegation register), whereby the Director Community Life is able to approve grants to organisations for the amount listed under this delegation.
- For grant amounts between \$1,001 and \$20,000 the assessment panel recommendations will be referred to the General Manager for approval.
- 21. For grant amounts between \$1,001 and \$20,000, applications approved under the delegated authority of the General Manager will be provided to the relevant Council Committee at its next meeting. These reports will not be subject to Council determination, but provided for information only.
- For grant amounts over \$20,000, except for City Partnership Grants, the
 assessment panel recommendations will be referred to the relevant Council
 Committee at its next meeting via an officer report and then onto the Council for
 determination.

City Partnerships

- 23. City Partnership grant recipients will be determined by Council resolution.
- 24. City Partnership grants will be provided through a five (5) year partnership agreement with each City Partner.



- 25. City Partners will provide an annual report to Council via SmartyGrants, which includes information on grant expenditure and utilisation of City of Hobart financial and in-kind support, as well as other details on the delivery of the project.
- 26. The value of each individual City Partnership is indexed at a Council determined rate annually for the life of the agreement.
- 27. City Partnerships will be reviewed at the end of each agreement period.
- City Partnership grants do not provide support for sporting or recreational events and activities.
- 29. City Partners are not eligible for funding through any other City of Hobart grant streams.

Major Cultural Organisations

- 30. Major Cultural Organisation grant recipients will be determined by Council resolution.
- 31. Major Cultural Organisations are also eligible for project funding through the City of Hobart other grant streams.

4. Review

This policy will be reviewed annually.

5. Legislation, Terminology and References

Hobart: A community vision for our island capital

Capital City Strategic Plan 2019-29

City of Hobart Grants Program Administration document

City of Hobart Grant and Partnership Acknowledgment Guidelines

Delegations Register – Community, Culture and Events Committee and Economic Development and Communications Committee Terms of Reference

Terminology

Grant	Cash or in-kind products, facilities or services that are disbursed from one party (grant maker) to a recipient (grant seeker).
Grants Program	Provides transparent and equitable governance of the City's grant provision.
Grant Stream	Focuses on a specific aspect of the City's strategic direction.
Grant Category	Targeting a specific type or size of funding category within a grant stream e.g. Quick Response, Small, Medium, etc.



Responsible Officer:	Director Thriving Capital
Policy first adopted by the Council:	21 September 2015
History	
Amended by Council	21/12/2015
Amended by Council	25/01/2016
Amended by Council	06/06/2016
Amended by Council	25/07/2016
Amended by Council	21/11/2016
Amended by Council	22/05/2017
Amended by Council	05/06/2017
Amended by Council	04/12/2017
Amended by Council	19/03/2018
Amended by Council	04/06/2018
Amended by Council	18/06/2018
Amended by Council	21/01/2019
Amended by Council	22/07/2019
Amended by Council	27/07/2020
Next Review Date:	September 2022
File Reference:	F16/65308





Policy

Title: Inbound Requests for Sponsorships

Category: Community Services and Events

Date Last Adopted: 23 November 2020

1. Objectives

Ensure that sponsorship applications presented to the City are governed in a fair and transparent way. This policy aims to provide clear definitions, guidelines and procedures for sponsorship.

In particular, this policy covers:

- clarity on types of sponsorships the City is looking to engage in
- how sponsorship applications can be made to the City
- guidance for assessment, approval, and return on investment the City expects.

2. Background

This policy was developed to provide framework for processing of sponsorship requests that the Council receives.

This policy applies to all inbound sponsorship applications received by the City. It does not apply to requests that would be covered by the City of Hobart grants program. Further information on the City of Hobart grants is available in the policy titled Grants Program.

This policy does not apply when the City of Hobart is seeking sponsorship. For example, if Salamanca Market was seeking sponsorship for equipment for the market. These types of sponsorships will be covered under a separate policy in due course.





Classification

- Sponsorship is a commercial arrangement in which a sponsor provides a contribution of money to support an activity for a certain specified benefit.
 - i. A sponsorship application made to the City of Hobart must be:

A large scale commercial event, festival or activity (including sporting) that is high profile and as a result has the potential for significant promotional leverage (i.e. interstate media/branding opportunities) and significant economic benefit, improve visitation and provide enrichment to the community. As a result, most sponsorship applications will be initiated from well-established proven events.

2. Sponsorship is not:

- i. a partnership where organisations work collaboratively together to share in the outcomes of an initiative
- ii. a grant where non-repayable funds or products are disbursed from one party (grant maker) to a recipient (grant seeker)
- iii. a donation for which little or no acknowledgement or commercial return is expected
- iv. a discount for normal services
- v. an endorsement of any product or service.
- 3. The Australian Tax Office defines sponsorships as receiving something of value (often advertising/naming rights) in return for sponsorship monies. It is not a gift, and as a result, if the organisation is registered for GST, it must pay GST on the sponsorship received.

Eligibility and Applications

- 4. An application can be made for multi-year funding with a maximum amount of 3year funding agreements.
- 5. The total value of the sponsorship request must consider the full value of both cash and in-kind support. In-kind support from the City includes road closure fees, equipment hire, venue hire and other support as negotiated as either a full fee waiver or discounted fee. No further reductions on these in-kind support fees will be entered into after the approval of the sponsorship agreement.





- To be eligible to receive sponsorship from the City, the applicant must:
 - i. be an Australian legal entity with an Australian Business Number (ABN);
 this includes incorporated associations, proprietary or public companies and trusts, but not sole traders
 - ii. have submitted the application not less than the prescribed period as outlines in the Sponsorship Guidelines from the event commencement date
 - iii. ensure the funding is not more than 30 per cent of the total cash budget
 - iv. ensure the activity/event is not exclusive to a particular segment, but has broad appeal and can be attended by the general public. This does include ticketed events so long as tickets are available for purchase by the general public.
 - v. ensure the funding is not for retrospective events or activities.
- 7. Sponsorships will not be considered where they:
 - i. conflict with the City of Hobart's strategies, values and mission
 - ii. impede or potentially impede the City of Hobart from carrying out its functions and statutory obligations
 - iii. are applications emanating from federal, state or local government agencies, schools and government business enterprises
 - iv. are applications emanating from political parties
 - v. are proposals emanating from parties previously found guilty of relevant illegal or improper conduct
 - vi. are applications where the applicant has not correctly acquitted a previous City of Hobart grant or sponsorship, or where the applicant has outstanding debts to the City of Hobart
 - vii. are applicants that have already received funding from the City of Hobart (including in-kind) for the same event within the same financial year. This includes applicants who are currently receiving funds as part of the Creative Hobart Major Cultural Organisation Grant or Event Partnership Grant.
 - viii. are applications that directly benefit an individual or are a fundraiser
 - ix. discriminate by way of race, religion, gender or sexual orientation in employment, marketing, advertising practices or within the event itself
 - x. do not show a genuine readiness or capability to carry out the obligations or expectations of a sponsorship
 - xi. are connected to tobacco, drug companies or products, or excessive use of alcohol



- xii. are in any way associated with illegal or dangerous activities or practices.
- 8. The City of Hobart retains the right not to accept sponsorships from any entity for any reason and equally may accept applications that do not meet all requirements in extenuating circumstances.
- 9. The provision of sponsorship can be advantageous for all parties, however, the City must ensure that the provision of such does not compromise or question the integrity of City operations or its reputation or interfere with its ability to complete its statutory requirements.
- In addition to addressing the assessment criteria in point 6, applications must include the following:
 - i. details of the activity and overall objectives of the activity
 - ii. details of the sponsorship support requested
 - iii. the scale of the activity, the number of participants expected and their demographics
 - iv. previous event results if applicable
 - v. details of the sponsorship benefits to the City of Hobart (return on investment), see point 12.
 - vi. the names of other sponsors, proposed or confirmed, involved with the event or activity.

Benefit to the City

- The decision to enter into a sponsorship agreement must be driven by sound business principles and only undertaken if it is likely to produce significant benefit to the City of Hobart.
- 12. The City of Hobart has an expectation that it receives a return on investment (ROI) through demonstrated benefits including, but not limited to:
 - i. appropriate branding and profile raising opportunities
 - ii. ability to be included in high-profile media/advertising
 - iii. participation, displays or on-site presence at events
 - iv. complementary tickets and promotional giveaways
 - v. promoting complementary City of Hobart programs or events
 - vi. providing mechanisms for the City of Hobart to reach and engage a large audience.





- 13. The assessment criteria will be weighted with a focus on the economic benefit and the tourism benefit to the city. In particular the criteria will look at the:
 - ability of the activity/event to contribute to a measurable economic benefit to the City of Hobart and support local business through increased activity in the city
 - ability of the activity/event to contribute to increased visitation within the municipality, or if the activity/event is held outside the municipality, it will provide direct tourism/economic benefits to the municipality
 - degree to which the activity/event assists in the development of an inclusive and strong community and increases participation in city life for all
 - iv. extent to which the activity/event proposes to raise awareness and increase the profile of the City of Hobart
 - v. overall quality and capacity including the quality of the application, the key personnel and their experience, how manageable and organised the project is and the innovation of the project concept to achieve the outcomes they are wanting to.
- 14. Sponsorship arrangements will only be considered when there is alignment with objectives outlined in the *Hobart: A Community Vision for our Island Capital* and the *City of Hobart Capital City Strategic Plan 2019-2029.*
- 15. Eligible applications will be assessed by an assessment panel of City of Hobart officers from relevant business units. The panel will score the application on the criteria, taking into consideration risks and proposed benefits. The application, along with the panel recommendation, will then be presented to Committee/Council for final consideration.
- 16. Full funding is not guaranteed for any application. The panel may approve a sponsorship request, but may recommend to Council a reduced amount.

Successful sponsorships

- 17. Successful sponsorship applicants will be paid 70 per cent of the approved cash amount prior to the event, with the remaining 30 per cent paid upon completion of acquittal. This agreement may be negotiated on a case-by-case basis if reasonable argument can be made.
- 18. Successful applicants of a City of Hobart sponsorship will be required to:
 - i. enter into a written agreement that will detail the commitment of both parties, including terms and conditions of the sponsorship, delivery obligations, mutually agreed KPIs, reporting, use of corporate identity and termination provisions



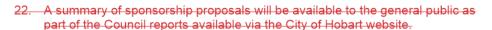


- ii. provide a copy of the organisation/event public liability insurance of no less than \$20 million. On occasion, the need for a higher public liability cover may apply
- iii. upon completion of the activity, submit a completed sponsorship acquittal that includes a project report within three months of the project's completion. This includes a detailed summary of the return on the investment made to the City.
- 19. The City of Hobart expects that an applicant who receives sponsorship must be experienced in event management. Sponsorship by the City of Hobart is not a given, and must be enacted similarly to that of a commercial entity. If an applicant is successful, the applicant must:
 - i. proactively manage the sponsorship relationship with the City of Hobart
 - ii. ensure that the benefits agreed upon are met
 - iii. communicate regularly and provide updates to the City of Hobart
 - iv. provide evidence to the City of Hobart of benefits met
 - v. proactively update the sponsorship team of any changes in the direction of the event/sponsorship.

Fair dealing

- 20. To ensure the City of Hobart upholds the strictest transparency to the community, all sponsorship applicants are strictly forbidden to canvass any Elected Member of the City of Hobart. If a determination is made by officers that an applicant has attempted to provide additional information, either directly or indirectly, on any matter in relation to the sponsorship to an Elected Member, the applicant may be disqualified and the sponsorship excluded from consideration for approval.
- Officers and Elected Members involved in sponsorship management or decision-making must maintain high levels of integrity in all official dealings including:
 - i. disclosure of any real or perceived conflicts of interest
 - ii. refusal of gifts, invitations to events and functions, or other favours that would otherwise be outside of their normal work
 - iii. receiving approaches from organisations that might be interpreted as attempts to obtain influence or advantage
 - iv. maintenance of confidentiality in respect to commercial-in-confidence, intellectual property issues, matters under negotiation and any other confidential information.





Mitigating risk

- Each sponsorship proposal will be subject to a risk assessment completed by officers of the City of Hobart.
 - i. Sponsorships will only be entered into where the risk or damage to the reputation of the City of Hobart is perceived as acceptable.
 - ii. If the assessment concludes that the risks are unacceptably high, the City of Hobart will discontinue consideration of the proposal at this stage, or renegotiate the terms.
 - iii. Sponsorship agreements will specify that a City of Hobart sponsorship is not a general endorsement of the organisation or its products, and that the arrangement must not be promoted or publicised as such.
 - iv. All sponsorship agreements must provide for termination/suspension of the arrangement, should the organisation/activity cease to be appropriate.
 - v. Sponsorship agreements will include procedures to recover or withhold financial benefits where there is inadequate delivery of agreed benefits by the other party.
 - vi. Every sponsorship proposal will be assessed against the possibility of a real or perceived conflict of interest and may be refused or terminated where, during the life of the sponsorship, any conflict of interest is likely to arise.
 - vii. Additionally, should the sponsorship limit the City of Hobart's ability to carry out its functions fully and impartially, sponsorship will be refused or terminated.

4. Legislation, Terminology and References

Not applicable.

Responsible Officer:	Director Thriving Capital
Policy first-adopted by the Council:	08/07/2019
History	
Amended by Council	23/09/2019
Amended by Council	23/11/2020
Next Review Date:	September 2022
File Reference:	F19/100460





City of Hobart -Funding Program Review

FINAL Report

August 2024

Supporting Information Council Meeting - 28/7/2025

KPMG Level 3/100 Melville Street Hobart TAS 7000 Tel +61 (3) 6230 4000 Fax +61 (3) 6230 4040

Private and confidential

30 August 2024

Attention: Michael Stretton Chief Executive Officer City of Hobart Town Hall, Macquarie Street HOBART, Tasmania, 7000

Dear Michael

Review of Grants, Partnerships and Sponsorships Programs

KPMG is pleased to present report in relation to the above review.

This review sets out a strong case for change to address the many and varied risks and issues with the grants, partnerships and sponsorship programs. In summary, the report provides insights into the following:

- The current arrangements possess a range of strengths but also significant opportunities for improvement.
- An alternative future state model has been based on design principles that simplify the current arrangements, improve alignment with the City's strategic goals and strengthen accountability for the funds provided by the City.
- A range of recommendations to reform the current state arrangements to a
 desired future state, along with a transition plan to manage the reforms.

We look forward to our ongoing association with the City of Hobart and to support you as required to improve the grants, partnerships and sponsorship programs. We thank you for the opportunity to have undertaken this review.

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Yours sincerely

David Harradine Partner



IMPORTANT NOTICE

Inherent Limitations

This report has been prepared as outlined in the Scope Section of the Engagement Letter dated 13 December 2023. The services provided in connection with this engagement comprise an advisory engagement which is not subject to assurance and other standards issued by the Australian Auditing and Assurance Standards Board, and consequently no opinions or conclusions intended to convey assurance have been expressed.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by City of Hobart management and personnel / stakeholders consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The findings in this report have been formed on the above basis.

Third Party Reliance

This report is solely for the purpose set out in the "Scope" section of this report and for the City of Hobart's information and is not to be used for any other purpose or distributed to any other party without KPMG's prior written consent.

This report has been prepared at the request of the City of Hobart in accordance with the terms of KPMG's engagement letter dated 13 December 2023. Other than our responsibility to the City of Hobart, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

Headlines on a page

KPMG has been engaged by the City of Hobart to review its grants, partnerships and sponsorship programs. The review has identified a range of opportunities to improve the current arrangement that aim to simplify the current design and processes, improve alignment with the City's strategic goals and strengthen accountability for the funds provided by the City.

Current state findings (Sections 3 and 4)

- The CoH provides circa \$2.6M of funding and support p.a. through its three pools of funding – grants, partnerships and sponsorships.
 - \$1.2M budgeted for the competitive program.
 - Approximately \$1.4M awarded via non-competitive programs through negotiation.
- The CoH has a centralised core team to process the funding, surrounded by decentralised 'owners' of the funding pools in the Divisions.
- In all, there is estimated to be around 3.8 FTEs devoted to the management and processing of funds distributed through the three pools of funding. This team is 'thinly stretched' due to the factors such as the frequency of funding rounds, the short (annual) duration of funding and other administrative inefficiencies.
- The competitive program is mature with clear and transparent processes guided by policy.
- 5. The current partnerships and sponsorships arrangements are less mature than the competitive program, which is guided by policy with clear and transparent processes. This is due to factors such as inconsistent and opaque allocation of funding decisions, legacy funding 'deals', unclear alignment with the CoH strategic goals and low levels of accountability for the outcome delivered for the funding received.
- The Smarty Grants platform is accepted best practice in all tiers of government, but its reporting and accountability functionality is not being optimised due to resource constraints.
- Workshops with a survey of key internal stakeholders confirmed the issues outlined above, along with many strengths to be acknowledged. An external survey of 90 CoH funding recipients indicated high levels of satisfaction with the program.

Future state considerations (Section 5)

- Insights for reforms that aim to address the current state findings have been drawn from research into grant & partnership programs in other jurisdictions.
- That research, coupled with lessons learnt from the analysis of the current state has given rise to five headline design principles, supported by 10 more detailed design guides. The headline principles are:
 - Focus on outcomes that align with Council's strategic goals
 - Deliver value for rate payers and provide community benefit
 - iii. Simplify the funding and application process
 - Provide equity, transparency and consistency
 - Ensure accountability from bodies that receive funds
- The recommendations that follow are intended to better align the CoH funding programs with these design principles.

Recommendation themes (Section 6)

This review has proposed a series of recommendations that can be summarised into the following themes:

- Revise the current range and design of the grants program to ensure funding allocations can be clearly aligned to the CoH strategic plan. This may involve dispensing with some existing programs where alignment is less clear and demand for funds has been low.
- Align the competitive and non-competitive programs at a policy level so all funding is robust and in line with recommended principles.
- As part of 1, collapse the current Partnerships and Sponsorships finding streams into a single funding source, (named such as Community Partnerships) to rebrand the program and provide simplicity, consistency & transparency.
- Design the revised funding programs to ensure investment of time by CoH staff and applicants is proportional to magnitude of the funding available through the various programs.
- Design into the acquittals process, aided by unused functionality in SmartyGrants, higher standards of accountability for the expenditure of the funds and the social outcomes achieved. Additional staff resources to be able to inform Council decisions and measure funding impact



Contents							
01	Introduction	5					
02	Executive Summary	9					
03	Current program overview	20					
04	Current state assessment	33					
05	Future state design	47					
06	Recommendations and implementation	52					
07	Next steps and future focus	59					

Appendix

Jurisdiction review insights



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Background and scope

CoH has engaged KPMG to review the program of funding and design a fit for purpose, contemporary model that enables organisations to pursue funding for their community need via partnerships, sponsorships, grants or other funding models.



Background to the review



Scope of the review



Approach to the review

- The City of Hobart (CoH) currently delivers a range of financial and in-kind support delivering a range of projects across events, creative arts activities, community activities and visitor economy activities.
- CoH offer various grants and sponsorship programs that support recipients to deliver quality programs, events and services that are of benefit to the Hobart community. This amounted to approximately \$2.3M* in FY21-22 and \$2.5M in 2022-23.
- CoH have resolved to review the program of funding to enable a contemporary model and design the best channel/s for organisations to pursue funding for their community need via partnerships, sponsorships, grants or other recommended funding models. There is a strong desire to embed a degree of sustainability in the new model, with less reliance on the existing human capital in the city's grants team.
- *Excluding reduced fees or charges/in-kind assistance and reduced rates

- Define the goals and objectives of CoH
 Executive Leadership Team for the new grants, partnerships and sponsorships policy and model.
- Conduct a desktop research scan for best practice models of funding by local government, grant administration and governance that deliver high public value propositions.
- Identify a recommended model for the CoH grants, partnerships and sponsorships or other recommended funding models that is informed by consultation with CoH stakeholders and engagement with the Hobart community.
- Provide advice on the developing of supporting governance document templates, including program guidelines, assessment methodology and acquittal reporting.
- Develop an implementation roadmap for the preferred future state model.

Phase 1: Current state review

Understand the current program of funding

- Conduct meetings and workshops with CoH leaders and staff.
- · Compile and review CoH documentation.
- · Conduct internal stakeholder survey.

Phase 2: Future state directions for Grants, Partnerships & Sponsorships

- Review best practice local government funding models elsewhere.
- Identify options/opportunities to reform grants, partnerships and sponsorships model for CoH.
- Define the objectives for the future state model.
- Conduct external stakeholder survey

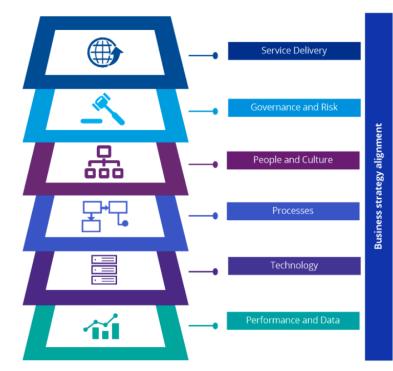
Phase 3: Report and Implementation Plan

- · Conduct ELT and grant owner workshops.
- Develop a draft and final Report including implementation advice and path forward for the future state model.



Framework for the review

The review has been structured using KPMG's Target Operating Model 6 Design Layer framework to guide the analysis.



Key framework components

Service Delivery Lens

Describes how services are delivered, including Business Partnering, Self Service, and outsourcing to providers.

Governance and Risk Lens

Identifies the specific controls that are in place to mitigate the risks associated with both financial and operational errors as well as processing, strategic, operational and compliance risk.

People and Culture Lens

Describes how people are organised from a business unit perspective, including skills and competencies, key roles, support tools and frameworks for process administration.

Processes Lens

Considers how specific process steps link to functions or departments that perform each step and accompanying policies/procedures to be followed when performing the process steps.

Technology Lens

The applications that are used to enable the processes, policy compliance, internal controls, and generation of reports.

Performance and Data Lens

Includes basic operational reporting and management reporting needs, plus differentiated key performance indicators and analytics to drive business insights.



Important definitions

The below summarises key high level definitions of funding arrangements relevant to this review. Definitions have been sourced from CoH policy documents, including the Grants Program Overview and Policy.

Grants

A grant refers to cash or value-in-kind support provided to applicants for a specified project or purpose as outlined in the funding agreements between the City of Hobart and the recipient. Grants fund the services or projects proposed by applicants and the City receives acknowledgement as the grant giver. The City of Hobart grants program offers 13 grants across seven areas to support community, creative, economic, events and heritage activities. Partnership arrangements operate as a sub-category of the Grants program.

Partnerships

A partnership should be a mutually beneficial arrangement, ranging from working together to deliver a one off project (or event) to a longer term relationship supporting a social cause. CoH City Partnership grant recipients are determined by Council resolution, provided through a five (5) year partnership agreement with each City Partner. The City also offers Event Partnership Grants, which support organisations to deliver events in Hobart that have creative, community and economic outcomes and that also align with relevant objectives of the City of Hobart Capital City Strategic Plan 2019–29.

Sponsorships

Sponsorship arrangements held by the City of Hobart with other organisations are not grants and are defined as a commercial arrangement with the City of Hobart as the sponsor, or an external party sponsoring the City, and involve a contribution of money or in-kind support for an activity, in return for a certain specified benefit.

Community Partnerships

The term Community Partnerships represents the proposed arrangement to combine existing Partnership and Sponsorship funding under one umbrella. This new funding stream will operate similarly in nature to an ideal partnership scenario, with a collaborative process under potential longer-term agreements, aligning with existing council strategic direction. Characteristics of highly successful partnership collaborations are as follows:

- ✓ Common agenda: a common understanding of a problem and a joint approach to solving it
- ✓ Shared measurement systems: consistent collection of data and agreement on the way success will be measured and reported.
- Mutually reinforcing activities: each participant must undertake specific activities in its area of expertise, activities that support and are coordinated with the actions of others
- Continuous communication: consistent and open communication between partners is needed to build trust, assure mutual objectives and create common motivation
- Backbone support: coordination and management must be provided by an organisation separate from the participants; it requires dedicated staff with a very specific set of skills



02

Executive summary

Why the CoH offers funding







Empower the community

- · Empower the community influence their future
- Support community-driven activities that make a real difference for people and communities
- · Enhance vibrancy throughout the community
- · Promote creativity and innovation
- Invest in activities that enhance community and culture and shape the social and economic life of the city
- Meet the diverse needs of the community and business in Hobart

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Advance the Strategic Plan

- Shared vision and shared opportunity to help the City achieve the vision
- Grants can aid Council to advance progress against its strategic pillars
- Well targeted grants can allow community groups to be an extension of Council
- Grants, sponsorships and partnerships funding and other support can deliver creative and cultural programs and activities

Role of local government

- Most councils across Australia have grant programs in some shape or form
- Several Councils have conducted reviews of their grants' programs in recent times, which have informed this review
- The City's grants, partnerships and sponsorships have been in place for many years and have evolved to the current structure
- Established programs provide clearly defined processes to assist managing community expectations and requirements in accordance with the Local Government Act.



Strengths and weaknesses

This review has identified several strengths and weakness with the current arrangements. Any reforms would aim to maintain and build

upon existing strengths and address identified issues.



What's working well...

- The community values the program, evidenced by surveys of the community, business and applicants
- Some examples of highly developed grant programs with full circle community engagement and accountability
- There is a clear process and transparent process for competitive funding arrangements
- √ The program has been able to quickly respond to community needs (i.e. COVID grants)
- There is the ability to empower community to work with the CoH to achieve shared outcomes
- ✓ The program enables the community organisation to seek external funds to build capacity

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✓ The SmartyGrants platform is industry best practice



What are the issues...

- Need shared clarity of purpose as to why the City offers grants
- Clarity of alignment with the City's Strategic Plan for some programs
- Grant fund owners tending to operate in silos
- Clarity of definition between each of the partnership, sponsorship and grant streams
- Opaque and inconsistent process for some non-competitive negotiated funding activities
- Some legacy funding arrangements needing explicit alignment
- Small grants providing limited value of a cost/benefit basis
- X Timing and number of rounds is causing bottlenecks
- Stretched administrative resources and scope for efficiency gains
- Ad-hoc levels of service across funding relationships (e.g. community grants versus Dark Mofo)
- Acquittals/accountability not proportional to the scale of grant
- Insufficient capacity to evaluate the impact of grants and the program more generally
- Limited CoH brand recognition for funding provided to the community



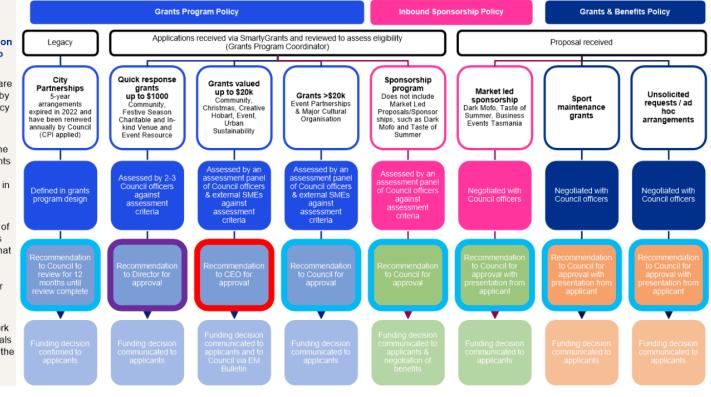
Council | CEO | Director

Current funding structure and approval process

The COH's current grants, partnerships and sponsorships activities are shown 'on a page'. Key points to note are:

• The arrangements are

- The arrangements are currently governed by three high level policy documents
- Some funds are managed through the central Smarty Grants system and other funds are managed in the Directorates
- There are many different categories of grants, partnerships and sponsorships that vary in value from \$1,000 up to negotiated levels for sponsorships
- A structured delegation framework provides for approvals by Council officers, the CEO and Council





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Governance and risk

The review found the governance framework for the competitive program to be quite mature:

- · Policy documents, grant fund guidelines and delegations are in place and updated as required.
- There is a requirement for there to be a separation of duties associated with provision of advice/support to applicants from those involved in the assessment process.
- · External assessors from the community are often included on assessment panels.
- · Assessors are required to declare no conflict of interest with the applicant.

Current policy guidelines for unsolicited requests could be strengthened with clearer process requirements and utilisation of SmartyGrants.

Competitive process

Represents the Community Grants Program and the Sponsorship Program round, valued at approximately \$1,400,000 per annum



Non-competitive or market led process

Represents market led sponsorships and grants valued at approximately \$1,200,000





Funding program service delivery model

Resourcing

The core administration function of the centralised program requires four positions plus the support of the grant owners.

The total head count for the defined grants program is 20 people and the total FTE is 3.8.

The resource estimate for market led activities attempts to capture the effort not included in the centralised program and does not account for any significant leveraging activity. Both the centralised program and market led initiative require the support of other areas of the organisation, specifically marketing and communications, legal, bookings and permits.

Intergovernmental Relations & Partnerships Directorate | Policy Lab = 1.65FTE* (5 roles)

Core administration team

- Grants Program Coordinator = 0.8FTE
- Senior Administration Officer = 0.5FTE
 - Manager Policy Lab = 0.2FTE
- Head of Intergovernmental Relations & Partnerships = 0.1FTE
 - CEO = 0.05FTE
 - * Funding Program Review Coordinator of 0.4FTE in place for the review

Grant Owners = 2.14 FTE (16 roles) Estimated minimum 0.1 FTE per grant owner

Connected City Directorate

Community Programs | Creative Hobart | Events | Smart City Specific roles providing support:

- Creative Hobart Cultural Development Coordinator = 0.4FTE
 - Event Partnership & Grants Coordinator = 0.3FTE

City Life Directorate

Heritage

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Intergovernmental Relations & Partnerships Directorate

Urban Sustainability

Operational interactions

Marketing and communications = 0.2FTE

Legal

Permits

Bookings

Market Led Activities = 0.91FTE (9

roles)

Specifically Dark Mofo, Taste of Summer, Business Events Tasmania

and Sports Maintenance Grants.

City Life Directorate

Sport and Recreation

Connected City Directorate

Community Programs | Creative Hobart | Events | Smart City

Specific roles providing support

· Event Partnership & Grants

Coordinator = 0.3



Current state key issues

While this review has identified many strengths relating to the program, reoccurring issues have emerged with the current arrangement. These have been discovered through workshopping, data collection and direct interaction with key internal stakeholders at the CoH.

Service Delivery (& design)		Governance (and risk)		People and Culture		Processes		Technology		Performance (and data)
 Ambiguity in service delivery framework, with unclear definition between what constitutes a partnership, a sponsorship and a grant. No clear differentiation in activation between grant and partnership arrangements. Limited justification for smaller grants relative to the administrative burden they demand. Partnership funding is reactive rather than proactive on the council's behalf. Public relations and branding opportunities are not being capitalised on, due in part to less stringent timing in the funding process. 	2.	Legacy arrangements exist that have been long-standing and are difficult to sever, resulting in a large portion of funding being dealt on a non-competitive basis. Acquittal and accountability mechanisms present limitations in measurability and comparability, with unclear communication regarding council expectations of funding recipients. There is minimal attention given to refining the funding offerings to ensure they complement the broader funding environment.	 3. 4. 	There are inadequate central grants team resources, with capacity being fully demanded by application processing, limiting ability to evaluate the program. Grant owner streams tend to operate as silos, leading to different approaches and variable service levels devoted to grants, partnerships and sponsorship management across the CoH. There are varying levels of capability and capacity to invest time and resources across the grant owner streams. The Council is not resourced to monitor if the recipients have delivered in accordance with the grant beyond receiving acquittals.	 3. 4. 	The application process is not scalable, with administration not commensurate with the funding amount on both council and applicant's behalf. The timing of grant rounds creates bottlenecks causing difficulty in resourcing on a seasonal basis. The timing of some funding streams falls too late in the calendar year for activities to be effectively planned. Some blind spots exist in between grant offerings, with applicants unsuccessfully applying to streams they do not fit under in pursuit of more appropriate funding amounts.	4.	The City of Hobart's internal grants processing platform SmartyGrants is not being utilised to its fullest capacity. While the platform's potential is recognised, there is limited ability to actively utilise features that could address many current shortcomings. The City's internal technology systems demand multiple platforms be used in the end-to end grants process. Process paperwork demands can be reduced if the platform is used correctly, easing administrative demand from the grants process.	 3. 	SmartyGrants data has not been utilised to identify and target community groups who have lacked grant support. The reporting and analytical functionality available through SmartyGrants has not been optimised. It is difficult for council staff to assess the tangible or intangible benefit to the rate payer of anything the City funds. The council engages in considerable publicity on grant rounds, but don't circle back as much on what benefit or return on investment this represents towards the community.



Design principles informed by other Councils

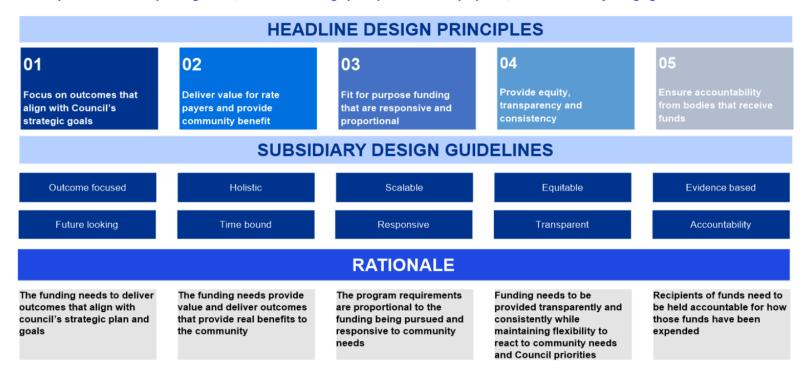
To develop the future state operating model, guidance has been drawn from several other jurisdictions where reforms to grants, partnerships and sponsorships have been embedded.

BETTER PRACTICE DESIGN FEATURES										
Design features	NSW Government	City of Sydney	City of Melbourne	City of Adelaide	City of Paramatta	City of Townsville	City of Dandenong			
Ensuring the program aligns with the council's internal strategic direction	✓	✓		✓		✓				
Clear definition surrounding different types of funding arrangements and their timelines for administrative purposes	✓	✓	✓							
Differing expectations on assessment and acquittals based on the size and type of support	✓	✓				✓	✓			
Maintaining an outcomes focus during the development of a grants model		✓				✓				
Best practice principles on fairly and effectively evaluating submissions	✓	✓		✓		✓				
Establish a robust monitoring and evaluation framework		✓	\checkmark		✓	✓	✓			
Use of Smarty Grants capability to evaluate various metrics and determine the quantum of impact its grants have had on their community		✓			✓		✓			



Design principles proposed to guide the future state

To develop the future state operating model, five headline design principles have been proposed, with 10 subsidiary design guidelines.





Recommendations and implementation

The review has identified several recommendations to transition the CoH's grants, partnerships and sponsorship programs from the current state to a target future state. These have been grouped into themes for the purposes of this summary. The specific recommendations matched to the design principles and design guidelines are detailed in section 6.

Maintain the model of a centralised core grant and partnership processing team

(internal service) with de-

centralised grant owners of

Service Delivery (& Design)

the pools of funds.
2. Critically assess the ongoing merit of grants with lower alignment to the CoH

strategy and low take-up.

- Consolidate the Partnership and Sponsorship funding pools into a single Community Partnerships pool and revise the terms and guidelines accordingly to include longer term funding and earlier decisions
- Re-brand and launch the various funding streams to reflect the elevated focus on social impact and community investment, including closer engagement with the CoH marketing team to optimise CoH brand exposure opportunities.

Governance (and risk)

Update current Council Policies and related procedural documentation to reflect the proposed changes from this review.

- Ensure approval thresholds for the proposed grants and community partnerships align with the Local Government Act requirements and update CoH delegations as required.
- Maintain and strengthen if required, the separation between applicants, assessors and CoH staff who support applicants.
- Build into the future governance model, a need to ensure the proper sphere of government is identified as best able to fund or complement a given activity.

People (and culture)

Establish a Community of Practice amongst the Grant Owner streams to encourage collaboration and consistency across the CoH.

- Bed down the proposed new funding model and determine the investment in additional resources in the centralised core grants processing team. That investment may be in the order of 1.0-1.5 FTEs to expanded capability to optimise SmartyGrants and provide coverage during peak workloads and staff
- Identify and dedicate resources in the grant and partnership owner teams to ensure the funded activities are delivering on expected outcomes and that stakeholder relationships are managed. This may be 1.5-2

FTEs across the CoH.

absences.

Processes

- Simplify application and acquittal forms and related processes (including contracts and legal engagement) to be proportional and scalable to the funding being allocated and the sophistication/ complexity of the funded activity.
- Aim to reduce the number of biannual rounds across the suite of grants programs and stagger the opening/closing of the grant rounds over the financial year.
- Aim to bring forward funding applications/decision to earlier in the calendar year, to be able to allocate funds sooner in the following financial year.

Technology

- Optimise the functionality available in the SmartyGrants platform to improve process efficiency and provide improved internal and external visibility over the allocation of CoH funds.
- Consolidate the need for use of multiple information systems such as Trim, Finance etc. so that SmartyGrants is the single data repository for all grants and community partnership documentation.

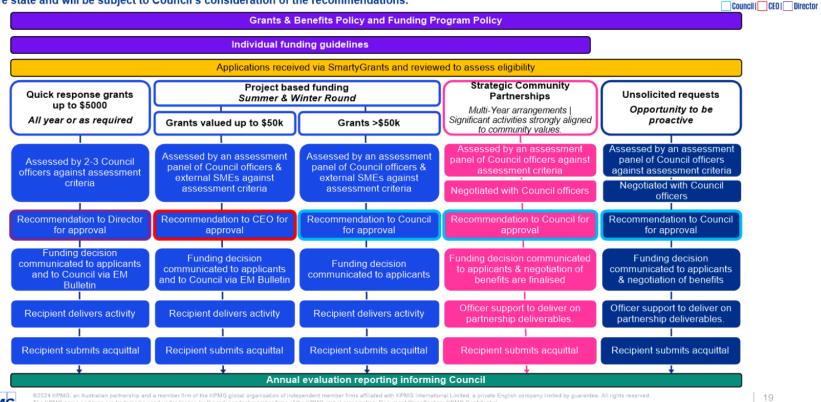
Performance (and data)

- Develop guidelines in the application and acquittal processes that mandate appropriate and proportional levels of reporting on both activities and outcomes delivered by the funding.
- Sophisticate the evaluation of the funding programs in the longer term with a Social Return on Investment (SROI) approach which aims to measure/quantify values that are not only financial, including social, economic, and environmental factors.
- Provide adequate resources in the grant owner teams to more thoroughly analyse the acquittals and associated reports provided by fund recipients.



Proposed future state funding structure and approval process

The recommendations give rise to a potential new funding structure from that presented on page 12. This is only intended to illustrate an alternative future state and will be subject to Council's consideration of the recommendations.



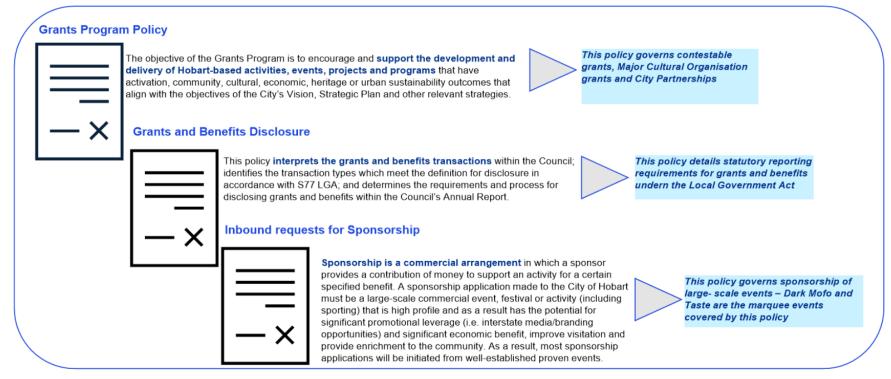


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Current Program Overview

Council policy framework

The CoH's grants, sponsorships and partnerships initiatives are covered by three policy documents.





Alignment with strategic plan

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The mapping of the various funding streams with the CoH Strategic Plan shows alignment varies from many too few points of alignment. The funding showing highest alignment are Community and Creative Hobart. Heritage and Urban Sustainability exhibit lower alignment based on the CoH's current strategic pillars.

Strategic Plan Outcomes		Community	Community Christmas	Creative Hobart	Events	Business	Heritage	Urban Sustainability	Sponsorship
Pilla	r 1: Sense Of Place								
1.1	Hobart keeps a strong sense of place and identity, even as the city changes.	✓	✓	✓	✓		✓		✓
1.2	Hobart's cityscape reflects the heritage, culture and natural environment that make it special.						✓	✓	✓
Pilla	r 2: Community, inclusion, participation and belonging								
2.1	Hobart is a place that recognises and celebrates Tasmanian Aboriginal people, history and culture, working together towards shared goals.	✓		✓	✓				✓
2.2	Hobart is a place where diversity is celebrated and everyone can belong, and where people have opportunities to learn about one another and participate in city life.	✓	✓	✓	✓	✓			✓
2.3	Hobart communities are active, have good health and wellbeing, and are engaged in lifelong learning.	✓							✓
2.4	Hobart communities are safe and resilient ensuring people can support one another and flourish in times of hardship	✓							✓
Pilla	r 3: Creativity and culture								
3.1	Hobart is a creative and cultural capital where creativity is a way of life.			✓	✓				✓
3.2	Creativity serves as a platform for raising awareness and promoting understanding of diverse cultures and issues.		✓	✓	✓				✓
3.3	Everyone in Hobart can participate in a diverse and thriving creative community.			✓					✓
3.4	Civic and heritage spaces support creativity, resulting in a vibrant public realm			✓	✓			✓	✓



Alignment with strategic plan (2/2)

Stra	tegic Plan Outcomes	Community	Community Christmas	Creative Hobart	Events	Business	Heritage	Urban Sustainability	Sponsorship
Pilla	r 4: City economies								
4.1	Hobart's economy reflects its unique environment, culture and identity.					✓			
4.2	Diverse connections give people opportunities to participate in the economic life of the city and help the economy, businesses and workers thrive.	✓				✓			✓
4.3	Hobart is a place where entrepreneurs and businesses can grow and flourish.								
4.4	Hobart's economy is strong, diverse and resilient.				✓	✓			✓
Pilla	r 6: Natural environment								
6.2	Education, participation, leadership and partnerships all contribute to Hobart's strong environmental performance and healthy ecosystems.							✓	
6.3	Hobart is a city with renewable and ecologically sustainable energy, waste and water systems.	Complies with waste reduction strategy	Complies with waste reduction strategy	Complies with waste reduction strategy	Complies with waste reduction strategy	Complies with waste reduction strategy	Complies with waste reduction strategy	V	~
6.4	Hobart is responsive and resilient to climate change and natural disasters.							✓	
6.5	Hobart's bushland, parks and reserves are places for sport, recreation and play	✓	✓		✓				✓
Pilla	r 7: Built environment								
7.1	Hobart has a diverse supply of housing and affordable homes.	✓							
7.2	Development enhances Hobart's unique identity, human scale and built heritage.						✓		
Stre	am specific strategies	Aligns to City of Hobart's Community Inclusion and Equity Framework, Hobart: A City for All		Align to objectives of the Creative Hobart strategy					



Current community grants program

Centralised service provided by Policy Lab administered through SmartyGrants.

Stream (Annual budget allocation)	Quick Response Grant August to May	Biannual Rounds February & August	Annual Round July	Biennial	Partnerships Multiyear
Business (\$60k)			Shopfront Excellence Program¹ \$2k (\$60k)		
Community (\$96k)	Community QRG \$1k (\$12k)	Community Grant >\$5k (\$84k)			
Christmas (\$85k)	Festive Season Charitable QRG \$1k (\$10k)		Community Christmas Carols Grant <\$15k (\$75k)		
Creative Hobart (\$276k)		Creative Hobart Small Grant \$5k (\$42k) Creative Hobart Medium Grant \$5k - \$15k (\$134k)	Major Cultural Organisation Grant >\$10k (\$100k)		
Event (\$678k)	In-kind Venue and Event Resource QRG \$1k (\$11k)	Event Grant <\$20k (\$197k)	Event Partnership Grant >\$20k (\$330k)		City Partnership Grant ² Small x 4 \$10,818 Large x 3 \$32,454 (\$140,634 - CPI applied)
Heritage (\$60k³)				Heritage Grant <\$10k (\$60k)	
Urban Sustainability (\$105k4)			Youth Climate Action Fund ⁵ \$1.5k to \$7.5k (US\$50k) Urban Sustainability Grant >\$15k (\$55k)		

Legend

Grant value (Annual allocation)

- Business grants have been managed by the Smart Economy team until FY25. This grant is offered once annually but not in the defined annual round. Budget allocation is current within Smarty Economy team
- 2. Not administered via SmartyGrants
- Heritage grant funds are from the Special Heritage Account not the annual Council Budget
- Urban Sustainability stream's annual funding includes US\$50k from Bloomberg Philanthropies
- This grant is offered once annually but not in the defined annual round



Current sponsorship program

Overseen by Connected City.

Unique aspects of sponsorship arrangements

The current sponsorship program is overseen by The City of Hobart's Connected City Framework and Action Plan. Its unique characteristics include:

- Commerciality
- Location
 - Policy allows us to support activity outside of the LGA
- Brand Leveraging
- · Economic Impact
- Payment
 - · Split payments for most engagements

Sponsorships are divided into two major buckets:

- Round-based: offered on an annual competitive basis, open to application
- Market-led: annual allocation is assigned via direct negotiation and legacy arrangements.

Round-based

- Annual allocation: \$70-\$150k
- No set funding value (FY24 avg: \$26.7k)
- · Annual competitive round
- · Mostly cash funding
- · Generally opening in August/September
- Aproved via Council Report (no presentations by recipients)
 - · Reports have traditionally been on open agenda
- Application process administered through our central system, SmartyGrants
- Sponsorship benefits are included in the application form and Council report, then negotiated after the Council decision.

Examples:

- Run the Bridge
- · Hobart International
- · Hobart Hurricanes
- Mona Foma

Market-led

- Annual allocation: ~\$445k
- · Managed by Connected City directorate:
 - · Taste of Summer: Creative City
 - · Dark Mofo: Creative City
 - · Business Events Tasmania: Smart Economy
- Approved via Council Report with presentations at Council workshop from recipients.
 - Reports have traditionally been on open agenda (Dark Mofo is the only exception)
- · Not administered in our central system (SmartyGrants)
- Contractual benefits are negotiated before the Council decision and included in the Council report.

Limited to:

- · Taste of Summer
- · Dark Mofo
- · Business Events Tasmania



Current ad-hoc arrangements and other funding

The below provides a summary of other funding arrangements that are not covered under the major buckets discussed in detail throughout this report.

Sport & recreation annual maintenance grants

- · Extended from two years in June 2024
 - · Previously a 3-year arrangement
 - · The agreements require CPI to be applied
- Total value: \$171,062
- · Provided to:
 - Hockey Tasmania: \$81,661
 - Domain Tennis Centre: \$52,052
 - Southern Tasmanian Netball Association: \$37,349
- Assist long term lessees with ongoing maintenance costs of City owned assets so the clubs can focus on maximising the use of the facilities and prove recreational opportunities to the community.

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- · Managed by Sports and Recreation team | City Futures
- · Approved via Council Report (no presentations by recipients)
- Not administered in our central system (SmartyGrants)
- · Grant first provided in 2011 to Hockey Tasmania

Ad-hoc arrangements

- · No set allocation or decision process
- Generally, request from the community for support (reactive)
- Limited examples of proactively seeking to fund strategically aligned activity
- · Unclear what delegations are in place to approve/enter into agreements
- · Not administered in our central system (SmartyGrants)

Examples in the 2022-23 Annual report:

- Australian Broadcast Corporation Platypus Guardian Event: \$810
- Bicycle Network Incorporated Ride2Work Day: \$1,500
- Govhack Australia: \$2,750
- · Liminal Studio Pty Ltd World Architecture Festival: \$2,200
- Mainstreet Australia Conference Gold Sponsorship: \$15,400
- · RSL Tasmania Branch Mid-Winter Ball: \$1,485
- Samuel McLennan: \$10,000



Key grants program documents

The CoH suite of documents that underpin the programs has provided a solid foundation on which to undertake the review. The depth and quality of documents supporting the grants program is well advanced. Apart from the Sponsorship Policy, there is little In the way of documentation to underscore that source of funding.



Policies - Grants & Sponsorships

- Outlines overall construct of the grants, sponsorship and partnership
- Outlines delegations and funding levels
- Less clear on overall strategy and purpose
- No reference to accountability and evaluation expectations
- Separate policy deals with Sponsorships with similar limitation to above
- No separate policy that deals with Partnerships



Grant stream guidelines

- Appear to be well formed and able to be updated each year
- Detailed guidelines available for each stream
- Focuses on the specific details of each grant round for each stream
- Provides application, closure and notification of outcome dates



City of Hobart Grants Program 2021-2022 Overview

Grants Overview

- Outlines in further detail, the streams, timing and values of grants on offer
- Sets out the 8 steps funding cycle quite effectively
- Outlines the eligibility, funding cycle and application processes
- No reference to accountability and evaluation expectations



Processes, forms and contracts

- Appears to be a mature process
- Process documentation seems to be thorough
- SmartyGrants seen as an effective technology platform to administer the grants process
- Contract documentation has obvious legal construct
- Contract requires full acquittal including project achievements, but may be scope to be more explicit



Funding program service delivery model

Resourcing

The core administration function of the centralised program requires four positions plus the support of the grant owners.

The total head count for the defined grants program is 20 people and the total FTE is 3.8.

The resource estimate for market led activities attempts to capture the effort not included in the centralised program and does not account for any significant leveraging activity. Both the centralised program and market led initiative require the support of other areas of the organisation, specifically marketing and communications, legal, bookings and permits.

Intergovernmental Relations & Partnerships Directorate | Policy Lab = 1.65FTE* (5 roles)

Core administration team

- Grants Program Coordinator = 0.8FTE
- Senior Administration Officer = 0.5FTE
 - Manager Policy Lab = 0.2FTE
- Head of Intergovernmental Relations & Partnerships = 0.1FTE
 - CEO = 0.05FTE
 - * Funding Program Review Coordinator of 0.4FTE in place for the review

Grant Owners = 2.14 FTE (16 roles) Estimated minimum 0.1 FTE per grant owner

Connected City Directorate

Community Programs | Creative Hobart | Events | Smart City Specific roles providing support:

- Creative Hobart Cultural Development Coordinator = 0.4FTE
 - Event Partnership & Grants Coordinator = 0.3FTE

City Life Directorate Heritage

Intergovernmental Relations & Partnerships Directorate

Urban Sustainability

Operational interactions

Marketing and communications = 0.2FTE

Legal

Permits

Bookings

Market Led Activities = 0.91FTE (9

roles)

Specifically Dark Mofo, Taste of Summer, Business Events Tasmania

and Sports Maintenance Grants.

City Life Directorate

Sport and Recreation

Connected City Directorate

Community Programs | Creative Hobart | Events | Smart City

Specific roles providing support

· Event Partnership & Grants

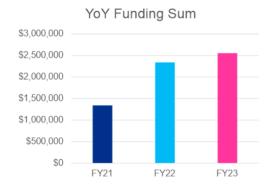
Coordinator = 0.3



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Funding Allocation Snapshot

Analysis of the current funding landscape at the CoH shows a total pool of funding of \$2.6M was available in 2022-23, of which 54% was allocated to grants and partnerships and 46% was allocated to sponsorships.



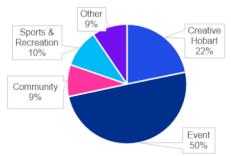
\$2,600,000

Approximate value of funding including cash and in-kind support allocated across FY23 in areas relevant to this review.

Note: Break-down of cash and in-kind support was not available for grants and partnership arrangements, although this was available in FY23 for sponsorships.

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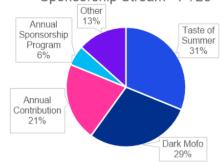




\$1,400,000

Around half of the total annual funding is provided through grants, many devoted to supporting events. The grants in the Community Grants
Program are awarded competitively across multiple annual rounds. The \$1.4M devoted to grants stream was made up of 108 grants. This included 26 grants awarded that were valued at \$1,000 or less (24%). The average investment is \$11,289 per grant. The maximum financial value grants awarded for FY23 include \$86,053 awarded to Hockey Tasmania Inc (Annual Maintenance Grant) through a non-competitive process. An Event Partnership Grant awarded to Beaker Street Ltd was the largest grant provided through a competitive grant process (\$72,270).

Sponsorship Stream - FY23



\$1,200,000

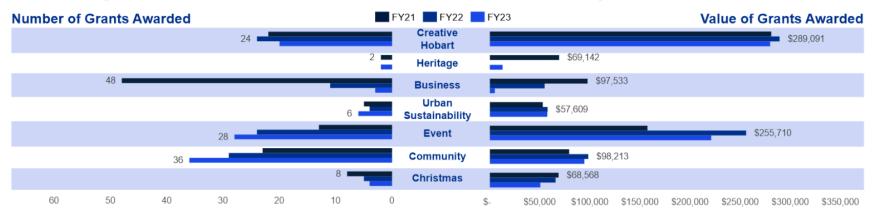
The other major funding stream is allocated towards Sponsorships, representing the remainder of the yearly budget. 60% of sponsorship funding is awarded on a non-competitive annual basis towards Dark Mofo and Taste of Summer, which each received over \$400k in support in FY23.



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29

Funding allocations over the last three years-grants



Key Insights

- Low financial value grants with a disproportionate administrative burden. Some major streams of grant funding, for example the Community stream, show far higher numbers of grants awarded relative to their total value. This is largely due to 'Quick Response Grants', which require an estimated 5 hours of internal administrative work each for a very low value of up to \$1,000.
- · Some grant streams with low demand. Yearly application numbers for some streams including Urban Sustainability and Heritage are very low.
- Minimal budget variance year-on-year. Throughout the three-year period FY21-FY23, the grants program has seen minimal budget variance across its major funding streams and zero funding growth.
- Limited comparable programs for Christmas grants. Christmas grants were introduced to fund carolling events in lieu of the cancelled council run carols at St. David's Park. This arrangement is unique, with analysis of other jurisdictions yielding very few examples of similar council funding programs specifically geared towards carolling events.



Funding allocations over the last 3 years-partnerships

Headline Features

CoH have awarded over \$1.1m in funding to partners across the last three full financial years.

There are two different streams of partnership funding in which CoH engages, both falling under the 'Grants' umbrella:

- City Partnership
 - Provided through a 5-year agreement with each partner
- Event Partnership
 - · Annually contested
 - Greater than \$20,000





Key Insights:

- True 'partnership' arrangements imply a more collaborative process to deepen
 benefit to the city. The partnership program is viewed internally as being underutilised,
 functioning effectively as a 'grant' arrangement under a different name. Partnership
 arrangements should enable the city to more directly influence the impact of their funding.
 Longer term partnership funding can aid the partners by offering certainty and shift the
 Council's administrative focus to supporting delivery and evaluation of impacts & benefits.
- Partnerships present strong opportunity in brand value and public relations. There is significant potential value to the city from a public relations and promotional perspective in engaging in true 'partnerships'. These arrangements provide an opportunity to maximise brand value using funds already being allocated if managed correctly.

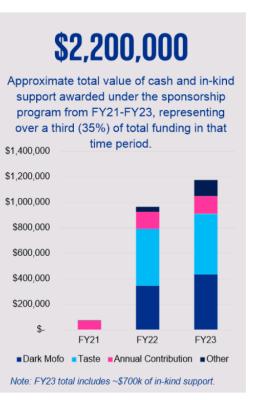


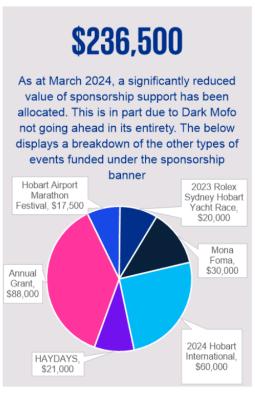


Funding allocations over the last 3 years-sponsorships

Key Insights:

- Largely non-competitive. The majority of sponsorship funding is awarded on an annual, non-competitive basis. Ongoing arrangements with large-scale events such as the Taste of Summer Festival and Dark Mofo are renewed on a yearly basis without the same assessment requirements as smaller grants and partnerships.
- Tenuous value proposition. There is internal scepticism surrounding
 the value of sponsoring events at all. A 'sponsorship' program is by
 nature a marketing opportunity, however there is far enhanced potential
 value both in brand equity and for the city more broadly in funding
 partnership arrangements instead.
- Minimal resourcing for managerial oversight. There is no single role responsible for Sponsorship arrangements to oversee the relationships and contractual requirements, rendering it difficult for them to be effectively managed on an ongoing basis.
- Lack of internal visibility. It is difficult for key CoH stakeholders to get a current status on funding details. There is no centralised reporting on Grants and Benefits until the Annual Report is collated.
- Limited understanding of criteria and desired outcome. There is a
 lack of clarity both internally and externally surrounding the framework
 and purpose of the sponsorship program. 87% of internal key
 stakeholders saw shortcomings in differentiation between Sponsorship
 and Partnership arrangements. There is external pressure from
 recipients in the Partnership stream questioning why they are treated
 differently to Sponsorship recipients, with limited understanding
 internally on how to answer this question.







04

Current state assessment

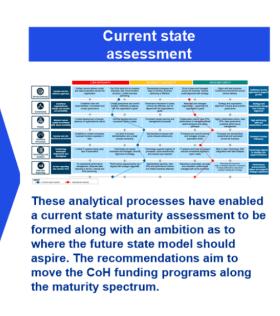
Overview of approach to assessment

The assessment of the current grants, partnerships and sponsorships arrangements at CoH points indicates all involved in the delivery of these programs are highly invested and committed. However, a range of opportunities to improve the current arrangements have been identified, which can be addressed as part of the future state directions. The various activities undertaken, and insights captured in the previous section have contributed to the current state assessment outlined in this section.

Project activities undertaken

- Fortnightly status catch ups with the CoH project team to guide the review
- 2. Analysis of alignment of policies and CoH strategy
- 3. Review of CoH grant program documentation
- 4. CoH grant owner workshop and survey
- Workshop with owners of sponsorships and partnerships
- 6. Attend Creative Program 'Showcase' event and Portfolio Committee meeting
- 7. Grant recipient survey
- 8. Process walk through with the Grants Team
- 9. Additional consultations with the Business Team and Marketing

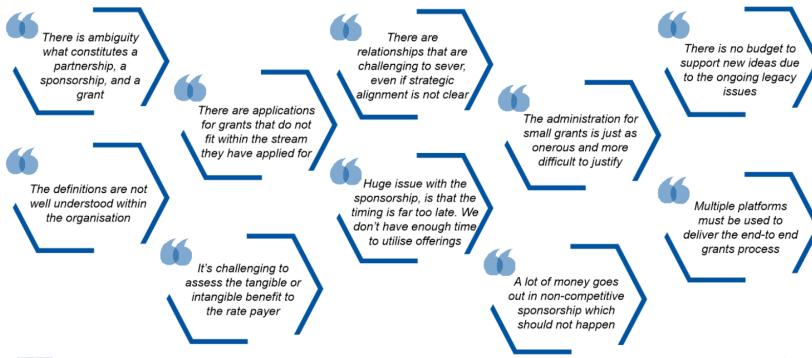






What we have heard

The following items of direct feedback collected through live workshop discussions demonstrate the internal perspective on the key areas of improvement within the current state Grants Program

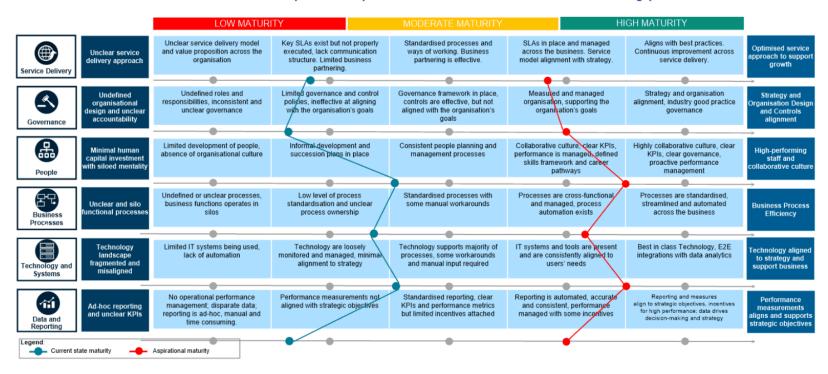




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Current state maturity assessment

The assessment of the current state of the funding programs is summarised in the figure below. The figure illustrates there to be a gap in maturity between where the CoH is now and to where it can aspire to be. Implementation of the recommendations will close this gap.

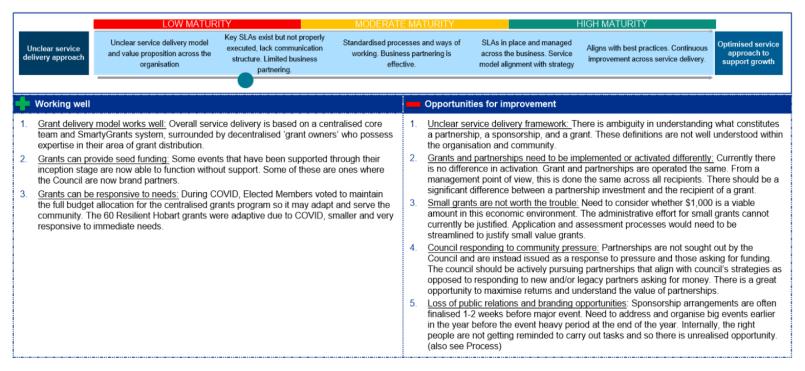




Service delivery (and design)

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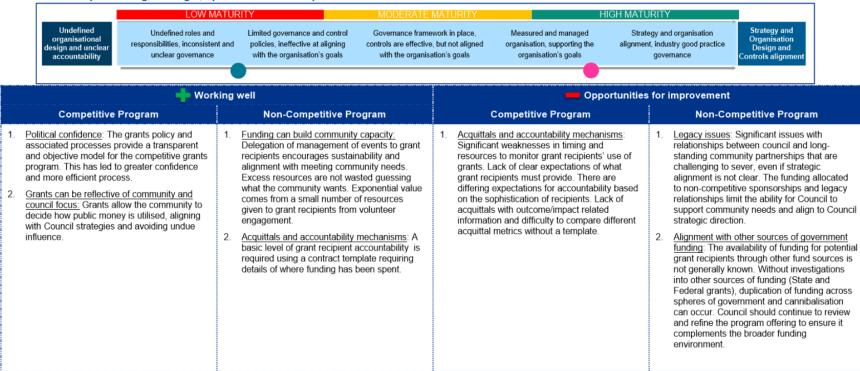
The service delivery (and design) lens describes how services are delivered, including centralised/decentralised and insource/outsource dimensions.





Governance and risk

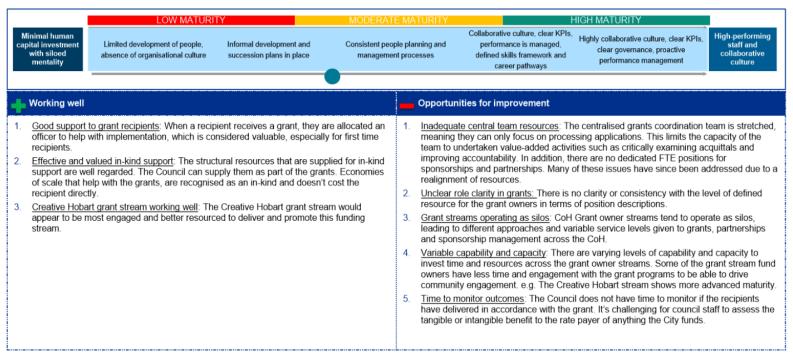
The governance and risk lens considers the specific controls that are in place to mitigate the risks associated with both financial and operational errors as well as processing, strategic, operational and compliance risk.





People and culture

The people and culture lens describes how people are organised from a business perspective, including skills and competencies, key roles, support tools and frameworks for process administration.

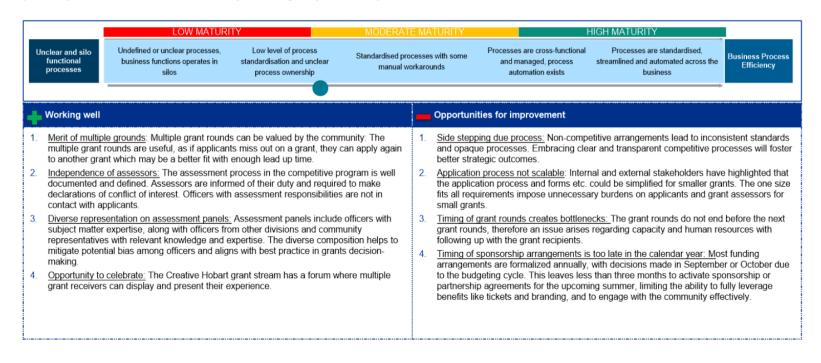




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Process

The process lens considers how specific process steps link to functions or departments that perform each step and accompanying policies/procedures to be followed when performing the process steps.

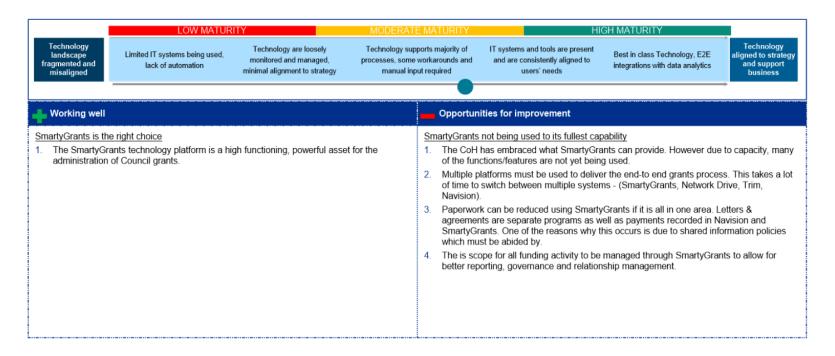




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Technology

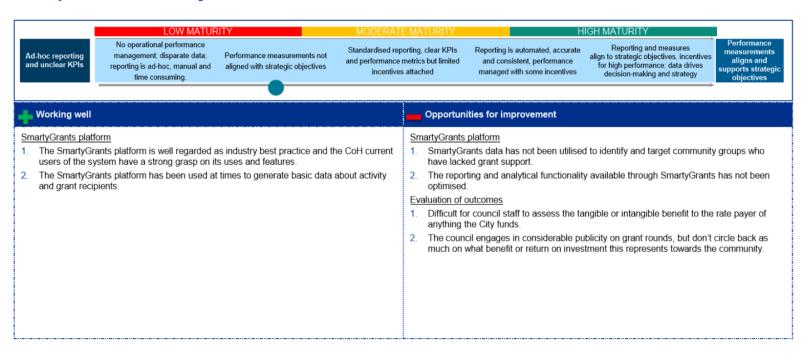
The technology lens considers the applications that are used to enable the processes, policy compliance, internal controls, and generation of reports.





Performance and data

The performance and data lens considers basic operational reporting and management reporting needs, plus differentiated key performance indicators and analytics to drive business insights.





42

Internal Survey

A survey of CoH internal stakeholders was conducted by the Grants Unit in parallel to this review. This augmented insights captured through two internal workshops.

A workshop was conducted with staff from with the CoH who consistently interact with the city's funding program, including grant owners and critical support staff.

A survey was distributed amongst attendees prior to the workshop to gain insight on their thoughts regarding the current state of the program. Topics covered included the outcomes most impacted by the city's funding activity, their alignment with principles relevant to council strategy, and the aspects of the program most in need of improvement.

The highest priority area for improvement outlined by attendees was the evaluation process surrounding grants funding. Focal points extended to ensuring there is a clear purpose surrounding all funding activity towards a well defined outcomes focus featuring reporting on these aspects.

Interestingly, acquittals did not present as an area of high priority among respondents, despite this having been outlined as a key aspect of this review. This may exemplify the disconnect and poor communication both internally and externally regarding the importance of the acquittal process and its impact on assessing the funding program at large.

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Respondents were then asked to contribute thoughts regarding the reasoning behind the current structure of the program. The following are selected excerpts from survey testimonials:

- "There is definitely confusion around Sponsorship and Partnerships and I think these need greater clarity of definition and an overhaul about who and what we should partner/sponsor."
- "Culture is constantly changing and we need to be adaptive and responsive to community needs."
- "Sponsorships should be relationships where the value/promotion returned back to the Council is reciprocal. They are high value, high profile events (often sporting) where the City's investment should be clearly visible and acknowledged."
- "Grants tend to be treated as a stand-alone transactional activity when in reality they are one of many tools we can use to support our strategies."

Overall, key recurring themes were covered including:

- · Simplification and clarification
- · Direction and desired outcomes



External stakeholder survey demographics

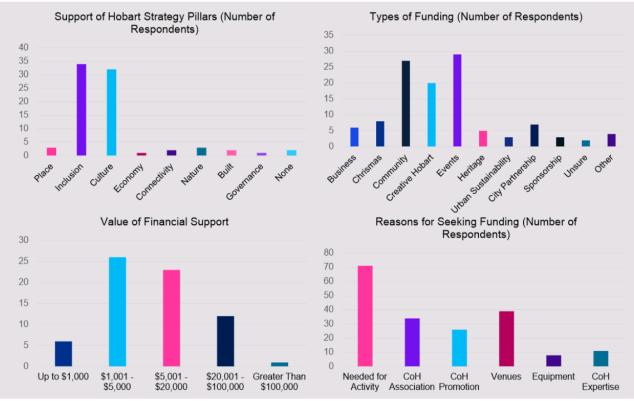
A survey of external grant, partnership & sponsorships stakeholders was conducted by the CoH in parallel to this review. This provided important external perspectives about the funding programs.

The survey was designed and administered by the CoH. It was advertised to previous fund recipients and elicited 69 responses over the two weeks the survey was open.

Some of the key points in terms of the demographics of the respondents are presented in the charts and are as follows:

- The sample represents strong diversity of recipients, covering a breadth of types of activity, amounts and funding streams.
- 91% of respondents have applied for funding in the past three years, indicating relevance to the current state of the program.
- Responses included feedback from key grantees including Sandy Bay Regatta, Australian Wooden Boat Festival and Festival of Voices, whose treatment is key to areas of this review.

Overall, the survey provides a reasonable representative sample from which some valuable insights can be drawn.





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Current state key insights

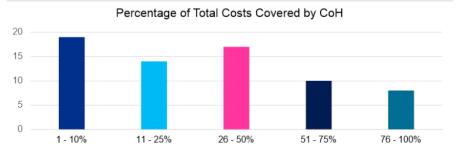


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Key Insights

- Desire for promotional support. CoH support in the promotion of activities yielded the least strongly positive survey responses. Many comments eluded toward a desire for assistance in the marketing of the activity, presenting an arrangement that would likely behove both the community and the council in selected arrangements.
- Disconnect between council and recipients on acquittals. Respondents felt the council would be strongly satisfied with acquittals provided, which is not reflected internally. This presents an opportunity for the council to more effectively communicate their expectations and simplify acquittal forms to yield exactly the information desired.
- Realignment of funding timing. Respondents were less satisfied with the timing of the
 funding opportunities, which commonly did not enable them to effectively plan their activity.
 This echoes internal dissatisfaction with the timing of funding rounds, which generates
 excessive administrative burden. Frustrations both internally and externally suggest a
 reconsideration of funding timelines would be valuable.

Overall, external grant recipients are broadly satisfied with the CoH's funding programs.





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Opportunities for improvement

The survey invited the grant recipients to post their ideas about opportunities to improve the current arrangements.

Notwithstanding the overall high levels of satisfaction with the current arrangements, several important insights have been shared that add weight to the emerging opportunities for change identified in other inputs to the review. Those include:

- Extend duration of the terms for the funding
- Improved clarity and simplicity especially in relation to partnerships and sponsorships
- A desire for support in promotion of the activity
- Changes to the timing of the grants process to better align with applicant needs
- Various other policy and process ideas

A selection of the more common ideas provided is re-produced.

Multi-Year Funding Arrangements

"Being able to acquire multi-year funding would minimise the amount of time we (an entirely volunteer event coordination team) need to spend applying for funding"

"Multi-year funding opportunities for us would mean more sustained and impactful projects - we would create a series and be able to have greater community impact, reach and engagement"

"It is peace of mind for event organisers and enables us to invest in council branding knowing it can be used for multiple years."

"Multi-year funding would ease the annual application process, which does take a considerable number of hours, during a point in time throughout the year where we have extremely limited staffing."

Clarity

"Better understanding of what is desired by council."

"Clearer distinction between partnerships / sponsorships and general support"

"Questions in simple English rather than Council language"

Timing

"Receiving approval for a Christmas Grant in November is effectively useless"

"Confirmation of whether the grant has been approved or not must be faster; ours took so many months that our performance had to move back a year and costs had risen, blowing out our budget."

"The investment doesn't stop at the grant payment- A great partnership will invest together, time and money, to expand the initially agreed outcomes to ensure ongoing growth in the future."

Miscellaneous

"Remove antiquated restrictions on major funding in the City of Hobart (i.e. having a permanent space - we were ineligible for major funding on this basis, despite the fact the work is for public space and would access a large number of people)"

"Have a bank of signage available for event organisers to display."

"Review the application and acquittal forms and make them as simple and brief as possible. For instance, quick response grants that are for a few hundred dollars, should have a 2 page application and acquittal."

"Acknowledge receipt of acquittals"

"More promotion and support from the HCC marketing team"

"getting funding is too difficult for groups who have not previously had funding grant writing experience. The process should be less time consuming and difficult."

"Usually if council halls are used grants just cover council fees. Offsets grant purpose."



Future state design

Better practice design principles

To design a grants program that better meets the needs of Council, staff members and the community, the following design principles provide a starting point on which to propose a 'future state' program structure. These principles have been inspired by insights drawn from research into other jurisdictions along with the ideas offered by internal CoH and external stakeholders.

Headline key design principles

01

Focus on outcomes that align with Council's strategic goals 02

Deliver value for rate payers and provide community benefit 03

Fit for purpose processes that are responsive and proportional 04

Provide transparency and consistency

05

Ensure accountability from bodies that receive funds

Rationale

The funding needs to deliver outcomes that align with council's strategic plan and goals The funding needs provide value and deliver outcomes that provide real benefits to the community The program requirements are proportional to the funding being pursued and responsive to community needs

Funding needs to be provided transparently and consistently with no scope for special deals Recipients of funds need to be held accountable for how those funds have been expended



Better practice design principles

Underpinning the headline design principle are more detailed elements that provide the architecture for the future state model.

01

Focus on outcomes that align with Council's strategic goals

Outcome focused

The program is aligned with Council's priorities and prioritises in delivering outcomes for the community.

Future looking

The program fosters initiatives within the community to contribute to shaping its future.

02

Deliver value for rate payers and provide community benefit

Holistic

The program considers the entire environment - community, partnerships, and internal customers.

Time bound

The program offers short-term and longer term funding based on a demonstrable value 03

Fit for purpose processes that are responsive and proportional

Scalable

The program requirements (application, acquittal) are proportional to the funding being pursued

Responsive

The program hears the needs of the community and helps in providing what the community needs.

04

Provide equity, transparency and consistency

Equitable

The program deals equitably regardless of relationships and legacy arrangements

Transparent

The program is transparent and consistent in the funding decision taken and open to scrutiny 05

Ensure accountability from bodies that receive funds

Evidence based

Evaluation of application for funding are evidence based and consistent with prescribed in assessment guidelines.

Accountability

The program requires recipients of funds to be fully accountable for both activities and outcomes



Jurisdiction review key features

The table below outline the features/attributes of the funding programs in council jurisdictions that present comparability to CoH and commonly have undergone a grants program review in recent years.

City of Sydney

- City of Sydney has 14 grants and sponsorship programs
- Sydney's timing is structured into: Summer Round, Winter Round, Year Round
- Different programs are offered either annually, biannually or in quick response
- A sponsorship program is available for events, offered up to three-year funding agreements
- Sponsorship applications are open biannually

City of Greater Dandenong

- Total Funding Commitment: \$2,600,000 in FY23.
- · Small, Medium and Large grant tiers:
 - Small: \$500-\$2,000,Medium: \$5,000-\$10,000, Large: Up to \$80,000
- Quick Response, Biannual and Biennial funding rounds available dependent on size.
- Program funds one off, non-competitive contributions.

City of Adelaide

- · Total Funding Commitment: \$1,100,000:
 - Arts & Cultural \$310,000, Community -\$780,000
- General Stream: \$1,000-\$100,000
- · Quick Response: Up to \$2,000
- Partnerships: Up to \$50,000/year for 1-3 years
- Annual frequency with three alternate closing dates, Quick Response available year round

City of Townsville

- Total Funding Commitment \$1,000,000
- Individual program activities \$250-\$50,000
 - 63 total grants awarded in FY23 including 13 >\$25,000
- One annual funding round
- No Quick Response Grants
- Acquittal process commensurate with the funding amount

City of Melbourne

- Decentralised, with different streams managing their own funding programs
- Annual, biannual and Quick Response available
- Event Partnership Program tiered funding based on expected attendance, lengthy application process featuring consultations, information webinar and a three-month turnaround time
- Sponsorship Program supporting events that promote Melbourne as a destination

City of Parramatta

- Total Funding Commitment: \$590,000.
- Streams organised by frequency, Quick Response, Quarterly and Annual.
 - Sports Grant: Up to \$1,000, Medium Grants: Up to \$2,000, Large Grants: Up to \$25,000
- All grants assessed competitively, based on weighted criteria encompassing need, community benefit, and alignment with city strategy.



Future state insights from some other jurisdictions

A scan of a selection of the grants' programs in other councils was undertaken as part of this review to draw ideas that may have application to the CoH. Details of each of these jurisdiction scans are presented in Appendix A.



City of Greater Dandenong

 The City of Greater Dandenong recently developed a framework for monitoring and measuring value outcomes as a result of funding activity. CoH has outlined the importance of an outcomes focus in its grants program, and effective acquittal measurement, both qualitative and quantitative, provides pivotal artifacts toward informing this direction.

City of Parramatta

The City of Parramatta has introduced a system of outcomes measurement into their community grants program, leveraging
grants program software tool SmartyGrants (used by City of Hobart) to design and evaluate various metrics and determine the
quantum of impact its grants have had on their community.

City of Melbourne

The City of Melbourne presents a strong example of a funding program that operates efficiently and effectively. The program
exemplifies processes such as in-kind/venue hire support and funding timelines which reflect best practice for many CoH
areas for improvement. Melbourne also maintains both sponsorship and partnership programs with a clearly defined direction.

NSW Government / City of Sydney

The NSW State Government conducted a review of their Grants Administration framework. Their guidelines have assisted with
process and justification of non-competitive selection processes in cases where the prospective recipient presents a strong
public interest case. The City of Sydney then exemplifies a simplified timing structure for efficient grant administration.

City of Townsville

 KPMG was engaged to review the grants program at this council. The review assembled many current state 'pain points' and found that future program structure requires development and robust documentation to support the community outcomes focused approach.

City of Adelaide

The City of Adelaide represents a strong point of comparison due to its equivalent size and scale of investment in its grants
program, as well as its characteristics including being the largest funder in its state. Adelaide has provided a helpful reference
point with relevant demographics against frequency of funding rounds and structure of partnership agreements.



06

Recommendations and Implementation

Service delivery recommendations

Recommendations relating to the <u>service delivery</u> design layer aim to build a more cohesive service delivery model across the CoH, which maintains the Grants Team and SmartyGrants platform at its core.

Recommendations		Desig	yn principles			Rationale/design guide		
	DP1	DP2	DP3	DP4	DP5			
Maintain the model of a centralised core grant and partnership processing team (internal service) with decentralised grant owners of the pools of funds			✓			 A centralised team with SmartyGrants at its core provides consistency and efficiency The decentralised owners of the funding pools should be empowered to optimise the outcomes achieved from funding providing in alignment with the Strategic Pillars 		
Critically assess the ongoing merit of grants with lower alignment to the CoH strategy and low take-up.	✓		✓		✓	 The Grant Fund Owners are dispersed across two Division and nine pools of funding which dilutes the pools of funding and leads to many part time FTE roles. Some funds align most closely with the CoH Strategic Pillars. Alternate jurisdiction guidance (see appendix A) 		
 Consolidate the Partnership and Sponsorship funding pools into a single Community Partnerships pool and revise the terms and guidelines accordingly to include longer term funding and earlier decisions. 	✓	✓	✓	✓	✓	 Allocations of funding under Sponsorships and Partnerships has been contentious. Extending the duration of funding beyond one year reduces administration and provides greater certainty to fund recipients to plan and deliver 		
 Re-brand and launch the various funding streams to reflect the elevated focus on social impact and community investment, including closer engagement with the CoH marketing team to optimise CoH brand exposure opportunities 	✓	✓				The current grants programs are more associated with 'hand-outs' rather than the pursuit of Council's strategic pillars and do not optimise the public relations profile that can be leveraged by CoH and recipients of funding		
DP1: Focus on outcomes that align DP2: Deliver value with Council's strategic goals and provide com				for purpo				



Governance and risk recommendations

Recommendations relating to the <u>governance and risk</u> design layer aim to clarify and codify the roles of Council and administration and ensure a consistent approach to involvement of Council across all pools of funds.

Recommendations	Design principles					Rationale/design guide
	DP1	DP2	DP3	DP4	DP5	
Update current Council Policies and related procedural documentation to reflect the proposed changes from this review, most notably the two funding pools comprising:	✓	√		✓		 The review has heard the single most contentious issue is the opaque processes and allocations of funding under Sponsorships and Partnerships. The new policies would reflect the definitions for these two categories of funding outlined earlier in this report.
Ensure approval thresholds for the proposed grants and community partnerships align with the Local Government Act requirements and update CoH delegations as required.	✓		✓			 It is appropriate for Council to maintain governance oversight for large value and long-term funding decisions. Continue to require Council approval for funding allocations under the proposed combined Community Partnerships funding pool for allocations greater than \$50,000 p.a. The CEO can be delegated with the power to approve funding allocations less than \$50,000.
Maintain and strengthen if required, the separation between applicants, assessors and CoH staff who support applicants.			✓	✓		 It is a critical that the probity of the grants and community partnerships be maintained at all costs. Internal CoH evaluation processes can be proportional but must always ensure there is clear separation between applicants and evaluators.
 Build into the future governance model, a need to ensure the proper sphere of government is identified as best able to fund or complement a given activity. 	✓	✓				 Actively review and refine the COH funding offerings to ensure they complement the broader funding environment. Broader policy analysis can incorporate the research on unmet needs.
DD4. Form on outcomes that allies DD9. Delices value						DD4 Davide transport and DD5 Feeting accomplish from



with Council's strategic goals

DP2: Deliver value for rate payers and provide community benefit DP3: Fit for purpose processes that are responsive & proportional DP4: Provide transparency and consistency

DP5: Ensure accountability from bodies that receive funds



People and culture recommendations

Recommendations relating to the <u>people and culture</u> design layer aim to build upon and spread throughout the CoH the high levels of commitment and that are already apparent in some areas of CoH's administration of the funding programs.

	Recommendations	Design principles					Rationale/design guide		
		DP1	DP2	DP3	DP4	DP5			
1.	Establish a Community of Practice amongst the Grant Owner streams to encourage collaboration and consistency across the CoH	✓			✓	✓	The Divisions tend to operate as silos with little formal interaction to share issues, opportunities and outcomes		
2.	Bed down the proposed new funding model and determine the investment in additional resources in the centralised core grants processing team. That investment may be in the order of 1.0-1.5 FTEs to meet the following operational requirements: Expanded capability to optimise SmartyGrants Capacity to provide coverage during peak workloads and staff absences	✓		✓	✓	✓	CoH administrative team members are stretch very thinly to deliver against the current mix of grants, partnerships and sponsorships. This is driven by factors such as: The multiplicity of the grants on offer Their frequency Their timing over the year As a result of those factors, some elements of an optimised process are not executed to the quality CoH staff consider to be desirable There is no capacity in the current staff mix to adequate cover leave and absences, leading to deficient and variable service deliver outcomes across the Divisions		
3.	Identify and dedicate resources in the grant and partnership owner teams to ensure the funded activities are delivering on expected outcomes and that stakeholder relationships are managed. The additional investment required will not become clear until the proposed new funding model is bedded down but may be in the order of 1.5-2 FTEs across the CoH.	✓	✓	✓		✓	 To enable the CoH to full embrace the proposed grants and community partnership model staff in the fund owner pools will need to be adequately resourced and upskilled. There will be considerable additional time commitment to managing genuine community partnerships, driving accountability and ensuring outcomes are measured and achieved. This may also demand some cultural shift in thinking about funding allocations in a more advanced and sophisticated way. 		
DI	DP1: Focus on outcomes that align with Council's strategic goals and provide community benefit					se proces & proport			



Process recommendations

Liability limited by a scheme approved under Professional Standards Legislation.

Recommendations relating to the <u>systems and process</u> design layers aim to streamline some internal processes and maintain and build upon the core SmartyGrants platform to optimise its functionality.

Recommendations		Desi	gn princ	iples		Rationale/de	sign guide
	DP1	DP2	DP3	DP4	DP5		
 Simplify application and acquittal forms and related processes (including contracts and legal engagement) to be proportional and scalable to the funding being allocated and the sophistication/ complexity of the funded activity. 		✓	✓	√	✓	Current forms and related process irrespective of the nature of the variety activity. The diverse pathways for decision measurement can increase the will mited oversight on larger investracentralized program's Quick Respective that are tailored in scale will ensuraligned.	alue and complexity of the funded n-making and impact orkload. Additionally, there is nents when compared to the bonse Grants. Designing programs
Aim to reduce the number of biannual rounds across the suite of grants programs and stagger the opening/closing of the grant rounds over the financial year.	✓	✓	✓			 Biannual funding rounds in Februa for CoH current staffing levels. Allocations of larger annual funds sufficient notice to recipients nor soptimise the benefits. Alternate jurisdiction guidance (see 	in September does not provide sufficient time for CoH staff to
Aim to bring forward funding applications/decision to earlier in the calendar year, to be able to allocate funds sooner in the following financial year	✓	✓	√			 One of the key issues for larger sponsorships has been that decisions have not been made until September. This has not provided the grantee with sufficient lead time to for the grant nor allow CoH to optimise the brand and PR opportunities attached to the grant. The application of this recommendation in the context of the budget setting process and long-term financial plan will requidetailed consideration. 	
DP1: Focus on outcomes that align with Council's strategic goals and provide comm						DP4: Provide transparency and consistency	DP5: Ensure accountability from bodies that receive funds



Technology recommendations

Recommendations relating to the <u>technology</u> design layer, along with the process design layer aim to streamline some internal processes and maintain and build upon the core SmartyGrants platform to optimise its functionality.

Recommendations		Desig	n prin	ciples		Rationale/design guide
	DP1	DP2	DP3	DP4	DP5	
Optimise the functionality available in the SmartyGrants platform to improve accountability and process efficiency and provide improved internal and external visibility over the allocation of CoH funds.		✓	✓	✓	✓	 There are features of SmartyGrants in terms of outcomes reporting that are not currently in use but can be added to the subscription at minimal cost. SmartyGrants can be scaled up to provide enhanced reporting on outcomes of funding decisions once an outcomes framework has been designed to align with the CoH strategic pillars.
Consolidate the need for use of multiple information systems such as Trim, Finance etc. so that SmartyGrants is the single data repository for all grants and community partnership documentation.	✓			✓	✓	 Other sponsorship and partnership documents are held in Trim that could be held in SmartyGrants for consistency and ease of access. The optimisation of SmartyGrant as the 'single source of truth' will also have flow on benefits in terms of overall governance of the funded programs and identification/management of risks.

DP1: Focus on outcomes that align with Council's strategic goals

DP2: Deliver value for rate payers and provide community benefit DP3: Fit for purpose processes that are responsive & proportional

DP4: Provide transparency and consistency

DP5: Ensure accountability from bodies that receive funds



Performance and data recommendations

Recommendations relating to the <u>performance and data</u> design layer are intended to improve the visibility and quality of the data available in SmartyGrants and strengthen the focus on accountability for outcomes achieved as opposed to money spent.

Recommendations		Desig	ın prin	ciples		Rationale/design guide
	DP1	DP2	DP3	DP4	DP5	
Develop guidelines in the application and acquittal processes that mandate appropriate and proportional levels of reporting on: Activities undertaken for the funds received II. Outcomes achieved for the funds received	✓	✓	✓		✓	 The current quality of information provided in acquittals and attached evaluation reports is high variable. The acquittal requirements are mostly 'one-size-fits all' and are not proportional to the funding allocated and the capacity of the fund recipients.
 Sophisticate the performance evaluation of the funding programs in the longer term with a Social Return on Investment (SROI) approach which aims to measure/quantify values that are not only financial, to also include social, economic, and environmental factors. 	✓	✓		✓	✓	 The current acquittal requirements are loose, unstructured and do not support high level analysis of the outcomes being achieved for the community An outcomes framework for funded activites should be defined, which is based on the CoH strategic plan The SROI approach aims to elevate the assessment to encompass and quantify the social value of grant and partnership programs
Provide adequate resources in the grant owner teams to more thoroughly analyse the acquittals and associated reports provided by fund recipients.	√	✓	√		✓	 The acquittals and associated reports are generally not analysed or scrutinised by CoH officers due to resource constraints There is little if any capacity to analyse the social returns on the funding investments made by the CoH

DP1: Focus on outcomes that align with Council's strategic goals

DP2: Deliver value for rate payers and provide community benefit

Liability limited by a scheme approved under Professional Standards Legislation.

DP3: Fit for purpose processes that are responsive & proportional

DP4: Provide transparency and consistency

DP5: Ensure accountability from bodies that receive funds



07

Next steps and future focus

Implementation guidance

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The recommendations outlined earlier can be implemented in an orderly way over three stages. The rate at this which these stages can occur will depend on the CoH's resource capacity to implement this pathway.

Stage 1: Stage 2: Stage 3: Firm up detailed design internally Roll-out design to the community Sophisticate the model Service delivery (and design) 1. Secure CoH ELT and Grant Owner acceptance of Service delivery (and design) the proposed future state governance design of the a. Confirm the detailed design of the proposed a) Establish a review cycle to periodically adjust the Grants and partnerships programs. funding model and embed into operations model to reflect any changes to the 'landscape' Adjust the budget cycle and timing of the release 2. Give further detailed consideration to the operating b) Scale up the investment in communications of the grants and partnerships to align with model recommendations across all 6 design layers support to the grants and partnerships programs stakeholder needs and finesse as required. to optimise the brand value of these investments Processes and technology to the CoH and the fund recipients 3. Consider implications of recommendations on the CoH budget – staffing, SmartyGrants licencing. a) Amend the SmartyGrants licence to secure access 2. Processes and technology to the additional functionality 4. Consider the implications of the recommendations a) Continue to refine and optimise the b) Update supporting Grants and Partnerships on current long-term partners and sponsorship SmartyGrants platform to extract efficiency documentation and guidelines to align with the arrangements. Governance, risk, people and culture new model, ensuring proportionality in design 5. Check and reconcile the recommended detailed a) Maintain network with other Grantmakers, c) Communicate to stakeholders about the updated design with the CoH Strategic Pillars and finesse especially government agencies, to understand funding model and how to participate. as required. trends and maintain contemporary practice. 3. Governance, risk, people and culture 6. Develop a Project Management Plan with tasks a) Establish and embed the Community of Practice 4. Data and reporting and timeframes to guide the roll-out of the for the Grant and Partnership fund owners a) Develop a Social Return on Investment b) Check that all new council policies and processes Framework and sophisticate its application to the Develop a broader communication strategy to are in alignment with legislative and risk Grants and Partnerships programs communicate reforms to key stakeholders/ requirements customers and solicit any feedback to finesse the c) Assess the need to additional human resources to design if required. operate the new model and recruit and train 8. Amend Council Policy framework to reflect future accordingly state design and obtain Council approval. Data and reporting a) Begin to optimise the reporting functionality of



Community Partnerships

The proposal to consolidate higher value grant funds, partnerships and sponsorships into a newly formed Community Partnership aims to move the CoH along the maturity spectrum across all operating model design layers. There are many precedents across local government and SmartyGrants also describes 'grantee partnerships as adding depth to your grant making'.

Grantmakers who form true partnerships with grantees can address complex social problems - problems that take a long time to solve and require innovation. They can also bring more robust risk management to the projects they fund.' Characteristics of highly successful partnership collaborations are as follows:

- 1. Common agenda: a common understanding of a problem and a joint approach to solving it
- Shared measurement systems: consistent collection of data and agreement on the way success will be measured and reported
- Mutually reinforcing activities: each participant must undertake specific activities in its area of expertise, activities that support and are coordinated with the actions of others
- Continuous communication: consistent and open communication between partners is needed to build trust, assure mutual objectives and create common motivation
- Backbone support: coordination and management must be provided by an organisation separate from the participants; it requires dedicated staff with a very specific set of skills

Other elements that have been found to contribute to successful partnerships include:

- having a co-developed, aspirational and measurable goal
- 2. all group members having a strong sense of ownership
- 3. all group members knowing their role
- 4. having the same individuals at the table (continuity)
- members being focused on the issues and not on their own institutional agenda https://www.smartygrants.com/heip-sheets/grantee-partnerships-adding-depth-to-your-grantmaking

Sunshine Coast Council

The Community Partnership Funding Program (CPFP) provides a contribution to the operational expenses of well-established not-for-profit organisations for up to three years. Eligible organisations provide facilities or services that support the delivery of council's corporate priorities and demonstrate broad community benefit. https://www.sunshinecoast.qid.gov.au/living-and-community/grants-and-funding/grants-programs/community-partnership-funding

City of Ballarat

City Partnerships exist to fund organisations or businesses to deliver Council-identified priorities. City Partnerships are for strategically planned projects and programs which may occur over multiple financial years. City Partnerships can be applied for between 1 October and 1 March. A set of guidelines will be published on Council's website to assist all potential applicants including details of ineligible organisations and project areas.

24 August 2022 Council Meeting Agenda Part4 (1).pdf (ballarat.vic.gov.au)

Note: similar fraameworks exist in cities yielded through jurisdiction review, including the City of Melbourne's Event Partnership Program.



Community Partnership Return on Investment

With a robust Community Partnership framework in place, the CoH can extend further along the maturity spectrum to consider the return on the investment in the partnership. The capacity to derive the Social Return On Investment (SROI) from investment in partnerships is the long-term ambition.

1. Define partnership goals

The first step to show ROI on partnerships is to define your partnership goals. What are you trying to achieve with your partners? How do they align with your organizational mission and vision? How do they support your strategic objectives and priorities? Your partnership goals should be SMART: specific, measurable, achievable, relevant, and time bound. They should also be aligned with your partner's goals and expectations, and reflect the mutual benefits of the collaboration.

4. Calculate the partnership ROI

This means comparing the value of your partnership outcomes with the cost of your partnership inputs. You can use different formulas and methods to calculate your partnership ROI, depending on the nature and scope of your partnership and the availability and quality of your data. One simple way to calculate your partnership ROI is to use this formula:

Partnership ROI = (Partnership outcomes -Partnership inputs) / Partnership inputs x 100%

2. Choose partnership metrics

In order to demonstrate ROI on partnerships, the next step is to select partnership metrics. These indicators will help track and measure progress towards partnership goals, and should be relevant, reliable, valid, and verifiable. Different types of metrics can be used, such as input metrics which measure the resources and efforts invested in the partnership; output metrics which measure the immediate results and deliverables produced; and outcome metrics which measure the intermediate and long-term effects and benefits created for target audiences and stakeholders.

5. Communicate your partnership ROI

Share and report your partnership results to management, funders, partners, and other stakeholders in a clear, concise, and convincing manner. To do this, use stories to illustrate the human and social impact of your partnership, numbers to quantify the economic and operational impact, and visuals to capture the creative and innovative impact. Additionally, communicate your partnership ROI regularly and strategically, using appropriate timing and frequency.

3. Collect and analyze your partnership data

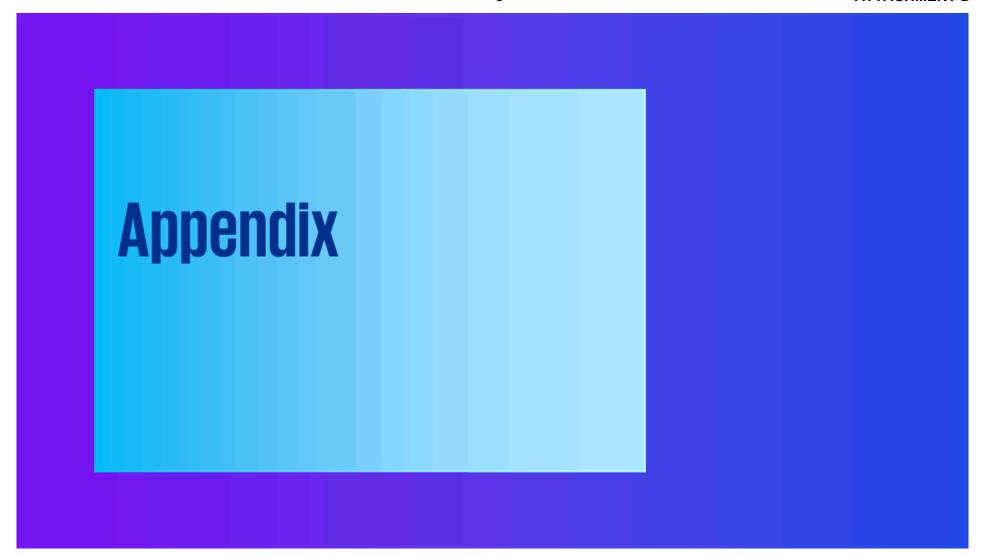
This involves gathering evidence and information that will back up your partnership metrics and reveal your progress and successes. You can use surveys, interviews, observations, and documents as sources of data collection. Surveys are questionnaires to get feedback from partners, customers, beneficiaries, or other relevant groups. Interviews are conversations that can provide deeper perspectives on the partnership. Observations are direct or indirect ways of monitoring and recording behaviors and actions. Documents are written or visual records to document and verify activities and outputs, such as contracts, reports, invoices, receipts, testimonials, etc.

6. Improve partnership performance

This involves using data and feedback to identify and address the strengths and weaknesses of your partnership, as well as planning and implementing actions to enhance and sustain value. To do this, you can use a SWOT analysis to assess internal and external factors that affect your partnership, set SMART goals based on previous results and current situation, and create an action plan that outlines the specific steps and tasks needed to achieve your goals. It's important to continuously improve your partnership performance collaboratively, with regular communication, feedback, and evaluation with your partner and other stakeholders.

How do you show ROI on partnerships to management and funders? (linkedin.com)







Jurisdiction review insights

City of Greater Dandenong

Total Funding Commitment

• \$2,600,000 in FY23

Funding Tiers

- Small, Medium and Large grant tiers:
- Small: \$500-\$2,000
- Medium: \$5,000-\$10,000
- Large: Up to \$80,000

Frequency

- Small grants available with Quick Response year round
- Medium grants close biannually
- Large grants open every two years, for funding agreements up to two years

Miscellaneous

 Program funds one off contributions, including \$1.5m toward leisure centre & \$100k+ towards outdoor entertainment activities in FY22

Overview

In 2022, The City of Greater Dandenong developed an 'outcomes journey' in pursuit of a tailored framework to handle their grant acquittal and ongoing recipient measurement process.

The focal point of the review was to leverage relevant grants data to quantify the value their investment represents to the community. Specific consideration was dealt to its strategy to collect, measure and utilise these data toward understanding the Grants Program's impact and accurately reporting this impact to Council through case studies and analysis.

As part of the project Dandenong leveraged the SmartyGrants platform's capability by implementing the Outcomes Engine, a feature that assists with measuring the marginal benefit to the community of Grants Program investment. The system was developed through a testing process with a sample of 15 successful applicants, including workshops to ensure effective feedback.

The feedback was synthesized, yielding a manageable number of focus points that the council were then able to work with. These key themes enabled the grants team to evaluate where they were devoting attention, and what areas needed work.

Detailed Look

Dandenong began the process by developing a data collection strategy with a desire for metrics that are valid and meaningful, easily interpreted and can be consistent over time. The learnings on these characteristics informed discussions on selecting metrics that can be utilised in their grants program, and leveraged to help achieve strategic outcomes.

These metrics were then implemented amongst a small sample of grantees using the SmartyGrants Outcomes Engine system, which provides the ability to upload a framework including a list of outcomes and associated metrics that can be applied to any program and round and linked to forms and acquittals.

While this proved to be a powerful tool, it is noteworthy that its implementation demanded a considerable administrative process from the Council's grants team, particularly on the frontend to workshop and develop outcome statements which would yield useful insights from recipients. Attention was also given to ensuring that the outcome statements sourced from grantees were not just 'activity statements' but focused on the impact of the funding.

City of Hobart Learnings

People:

In the current state, analysing outcomes is a significant administrative burden to CoH, with many submissions being too in depth, or focussing on information that is not relevant to outcomes analysis, rendering the data currently yielded not worth the time investment to analyse. By incorporating automation into this process, it should free up key resources to utilise their skills toward more effectively evaluating grant investment and improving the program in the long-run.

Technology:

Dandenong's outcome framework provides a relevant reference point on ensuring available technological systems are used to their maximum potential. Anecdotally, there is room for improvement in integration of the SmartyGrants platform with internal council systems and databases. This report gives a sense of the capability of the platform to assist with key areas for improvement in the council's current grants model, particularly the ability to measure and analyse acquittal and outcomes data. It is a useful case study in the potential to working with the SmartyGrants team toward a tailored system.



City of Parramatta

Total Funding Commitment:

• \$590,000 in FY23

Funding Tiers

- Sports Grant: Up to \$1,000
- Medium Grants: Up to \$2,000
- Large Grants: Up to \$25,000

Frequency

- Grants categories are organised by their funding frequency
- Sports Grant: Quick Response, year round
- Medium Grants: Quarterly
- · Large Grants: Annual
- Annual round closes early in year (January/February)

Assessment

All grant streams are assessed competitively, based on weighted criteria encompassing need, community benefit, and alignment with city strategy

Overview

The City of Parramatta delivered a presentation in 2021 centered on measuring the outcomes of local council funding activity.

The presentation posited big picture questions surrounding the motivation of funding, the desired impact, and the value it represents in the community, tangible or otherwise.

In introducing an outcomes measurement framework into a community grants program, there is a recognition of its associated administrative difficulty, and the potential weaknesses of the collection of data and accuracy of findings.

The presentation outlined some selected outcomes that grants team found most prescient, including a description of the desired strategic impact of the grants funding, the metrics that have been identified to be used in their measurement, and the categorisation of these metrics (e.g. Outcome or Activity).

Parramatta outlined key takeaways from the exercise, including ensuring there is satisfactory motivation to undertake these measurements, and acknowledging their difficulty and organizational requirements

Detailed Look

Some key points in the introduction of the outcomes framework include identifying the incentives and the risks of its implementation, ensuring there is common language used in communication between the council and grant recipients, constantly recognising weaknesses, and understanding the difficulty of the undertaking. Its development leveraged an existing structure or process on which to base a measurement framework.

Their analysis then becomes more targeted in identifying selected metrics, such as measuring the number of jobs created for disadvantaged peoples, or optimism about the future.

Key takeaways asserted that any council undergoing a similar process ensure they are realistic with the administrative burden including an internal outcoems measurement expert that can handle the influx of data and utilise it effectively, and that stakeholders both internal and external can cope with the new requirements

The contribution of the team at SmartyGrants is also mentioned - they can be contacted and worked alongside to ensure that their tools are being utilised to their potential which greatly improves the ease and accuracy of outcomes measurement.

City of Hobart Learnings

People:

Understand the administrative impact of the undertaking, develop an internal resourcing framework alongside external data measurement and ensure these align, as any mismatch makes the process more difficult.

Processes:

Implement process to decide desired outcomes of funding and metrics which can be applied to the program. Difficulty will be in reconciling metrics that can apply to all funding streams. While this presentation focussed on grants, the internal consideration should extend to sponsorship and partnership arrangements. Consider processes to tailor outcomes metrics to grant streams.

Technology:

Reoccurring theme to utilise SmartyGrants to its potential. The CoH has an excellent tool in place, and it would behove them to collaborate with SmartyGrants in order to best leverage the technology already in place.



City of Molhourno

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General Structure

- Decentralised
- · Different streams manage their own funding programs

Timing

· Annual, biannual and Quick Response available

Event Partnership Program

- Tiered funding based on expected attendance
- Three-month application process
 - · Multiple applicant consultations, information webinar. three-month turnaround time

Sponsorship Program

 Supporting events that promote Melbourne as a destination

Overview

The City of Melbourne completed a 2024 review of their Community Grants Program. The review was governed by their existing Community Grants and Partnerships Framework, organizing streams into decentralised teams with their own funding programs (e.g. Community, Event Partnerships, etc.).

The review included changes such as moving from annual to biannual grants for community inclusion and introducing community event grants. It also detailed information surrounding Social Investment Partnerships, Community Inclusion Grants and Use of Town Halls Grants.

Melbourne also provided detail around their event partnership framework and funding, stipulating that it should focus on large events located in the City of Melbourne (with more than 5k attendees) centered around leveraging their brand, with speaking opportunities and access to mailing lists and promotion opportunities. This requirement created a gap which is intended to be filled by the aforementioned community event grant. allowing neighbourhood partners and community events opportunity to exist and grow with more relaxed requirements.

Detailed Look

Melbourne attempts to measure the outcomes of this funding activity through identifying desired outcomes and outlining five indicators for each outcome that can be used to evaluate the strengths and weaknesses of the program. This framework is more easily developed due to its decentralised format, allowing the different factions to more readily tailor desired outcomes and realistic metrics to their specific activities.

Also detailed is a grant for the community use of town halls, providing applicants with the lowest fee & charge for the venue. Melbourne outlines requirements for the applications. which must be received a minimum of six weeks prior to the scheduled event and be under a tentative booking with the venue.

The new Community Event Grants were established using funds from the Events team and top-up funding from the Community program.

City of Hobart Learnings

Processes:

Melbourne's structure for venue hire support presents a more efficient process that could be adapted for the CoH program.

Melbourne represents a strong example of stringent timing requirements – timelines are anecdotally far too blurred at CoH causing significant last minute administrative burden. Harder deadlines such as the ones listed here could be beneficial.

Governance:

Melbourne ensures that they focus on activities within their council boundaries; an issue that has been raised by CoH stakeholders. ensuring that relevant ratepayers are benefiting most strongly from the funding they are providing. There is a desire going forward that they are funding 'council activities' as opposed to city or state activities.



NSW Government

Note: While this breakdown relates to state government guidelines, the below displays information from the City of Sydney.

Scope of Funding

- City of Sydney has 14 grants and sponsorship programs
- All funding is in support of strategic direction

Timing

- Sydney's timing is structured into:
 - Summer Round
 - Winter Round
 - Year Round
- Different programs are offered either annually, biannually or in quick response on this basis

Sponsorship

- A sponsorship program is available for events, assessed against set criteria and offered up to three-year funding agreements
- Applications are open in both the summer and winter round

Overview

In April of 2022, the NSW Government published a review of the grants administration program in the state. While not a council grants program, the review provides a valuable reference point against many prevalent pain points identified in the City of Hobart's current state by key stakeholders.

The report provides a detailed guide accompanied by 19 recommendations to bring grants administration into line with best practice. Processes are described from the planning and design phase through to reporting, acquittal and evaluation.

Within these processes, important definition is determined surrounding common grey areas in grants programs, such as the requirements of assessing grants on a non-competitive bases, as well as the distinction between a grant and a sponsorship arrangement.

The report also posits a useful evaluation framework, categorising analysis into three main sects; process evaluation, outcome evaluation and economic evaluation. The relevant types can be applied based on the nature and scale of the investment, promoting more targeted outcomes assessment.

Detailed Look

The guide contains detail on end-to end aspects of a successful grants program, including the following selected relevant insights;

An important distinction is outlined between Grant and Sponsorship arrangements. Grants are defined to be support provided to applicants for a specific project or purpose. Sponsorships are *agreements* between the city and organisations where the city receives benefits in return for the sponsorship including promotion, marketing, speaking opportunities or tickets.

While grants will vary in scale and complexity, effective grant administration should tailor processes for each opportunity according to the complexity and risks of the grant. Reporting and acquittal requirements must also be proportionate to the grant and the applicant's capability.

Programs may utilise non-competitive arrangements, which still require an application but are assessed individually against grant criteria and not against other applications. This must be validated by reasoning such as a strong public interest case or evidence of specific need and accompanied by a risk mitigation strategy.

City of Hobart Learnings

Processes:

A primary focus of this review is to evaluate legacy funding arrangements which continue yearly on a non-competitive basis. Definition and a framework on when these arrangements should be acceptable and the value they are expected to provide will assist with their evaluation and more effective allocation of grants funding going forward.

The administrative burden of the many funding rounds at CoH draws resources from focus on current state pain points including acquittal and outcomes analysis. The report outlines guidance towards aligning the timing of state grants to local government grants, assisting with greater efficiency and ensuring councils maximise effective time.

Governance:

There is anecdotal ambiguity amongst key stakeholders as to what constitutes a partnership, sponsorship and a grant in CoH's current arrangement. It is important to clearly define these streams in order to develop a criteria against which they can effectively evaluate their investment.



City of Townsville

Total Funding Commitment

- \$1,000,000
 - ~90% toward community/social grants

Grant Size

- Individual program activities from \$250-\$50,000
- 63 total grants awarded in FY23 including 13 >\$25,000
- No Quick Response Grants

Frequency

 One annual funding round with applications open throughout the year

Acquittals

 Acquittal process commensurate with the funding amount

Outcomes

 Well defined outcomes framework featuring strategic pillars, desired outcomes and associated metrics

Overview

The City of Townsville conducted a review of its Grants and Partnership program in 2023 to develop an outcomes focused approach to its funding activity. These outcomes were to be informed by insights gained through design workshops and a review of their strategic report.

Major pain points identified by the council included grant funding opportunities not being assessed with respect to their potential contribution to the council objective or the community, and the current state program not effectively categorising grant programs based on their intended outcome and funding requirement.

Townsville responded by developing key design principles to guide the future state, centered around an outcomes focus, delivering value for rates payers and simplifying processes providing greater transparency and consistency. This has resulted in a framework that is simple, including defined strategic direction, desired outcomes and measurables.

They then developed a revised grant assessment criteria based on outcomes, encompassing factors including contribution to the city, economic return, social inclusion and financial sustainability.

Detailed Look

The current state review conducted yielded insight that the future program structure required development and more robust documentation to support the community outcomes focused approach.

They established that the internal Grants and Partnership team are reliant on quality supporting documentation to effectively execute the program. Quality artefacts serve as a guide for stakeholders and uphold the foundation for an outcome focused program structure. Once this structure is in place, the council are more readily able to target and evaluate community outcomes.

A future artefact framework was developed, refining the assessment form to create a streamlined application process, refining the assessment process, developing a contingency process and refining the information required during the acquittal process ensuring the right data is collected without excessive administrative burden.

In developing program structure, Townsville made improvements including formalising council's vision, segmentation of multi-year program funding into partnership programs and providing clarity around process timeframes.

City of Hobart Learnings

People:

A single funding round simplifies resourcing arrangements, enabling the program to be correctly staffed during busy periods.

Processes:

Townsville presents a simplified grants model, featuring one annual funding round and no quick response grants, an arrangement which would ease certain CoH internal processes, but may not be favourable to some seasonal activities.

Given CoH's desire to embed an outcomes focus in its funding activity, Townsville's outcomes framework provides a useful example of structure; breaking the program down into strategic pillars, each with 3-5 intended outcomes, which then each have 1-3 associated metrics.

Governance:

Application, evaluation and acquittal requirements differentiated by funding amount. CoH processes commonly apply similar administrative requirements across different amounts, creating excessive burden for recipients of smaller grant amounts, and a lack of targeted detail for larger scale activities.





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13 December 2024

Proposal – RDA Tasmania Secretariat Function for Southern Tasmanian Councils Network

Purpose

This proposal outlines how RDA Tasmania could act as the Secretariat for a collaborative network of Southern Tasmanian Councils in lieu of the formal STCA model. The network aims to foster quarterly collaboration forums and joint policy setting focused on data and insights as well as managing shared service opportunities and regional project collaboration on an as needs basis.

Background

Southern Tasmanian Councils share overlapping priorities and challenges, including economic development, infrastructure, community well-being, and sustainable growth. A coordinated approach is crucial to maximise resources, improve efficiencies, and address shared challenges effectively.

RDA Tasmania, with its expertise in regional collaboration, strategic planning, and data-driven decision-making, is well-positioned to support this initiative.

Objectives

To deliver a network of Southern Councils to:

- Facilitate Collaboration: Provide a structured platform for councils to exchange knowledge, align priorities, and foster partnerships
- Leverage Data and Insights: Enable evidence-based decision-making by sharing regional data, analytics, and trends
- Encourage Efficiency: Identify shared service opportunities and streamline resource allocation
- Drive Strategic Projects: Support collaborative projects that address regional challenges and opportunities
- Enhance Governance: Provide administrative and logistical support to ensure forums are effective and outcomes focused
- Regional Communication: Provide a point of contact for stakeholders to engage at a southern scale





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Proposed Role of RDA Tasmania

- 1. Secretariat Services (base function)
 - Meeting Coordination: Plan, organise, and facilitate quarterly CEO/GM collaboration forums
 - o Arrange venues (or virtual platforms)
 - o Prepare agendas in consultation with member councils
 - Distribute meeting materials in advance.
 - Documentation: Record minutes, track actions, and circulate summaries post-forum
 - Membership Liaison: Be the point of contact and maintain communication with nominated council representatives, ensuring consistent engagement and participation
 - Centralised Communication: Support (media and social media) content and presence as required
 - Financial Administration: Provide financial services and reporting.
- 2. Data and Insights (base function)
 - Maintain a repository of regional data and analytics, including:
 - o Economic trends, workforce statistics, and infrastructure needs
 - o Social and environmental indicators.
 - Distribute relevant contemporary information and data across the member councils.
- 3. Strategic Project Support (as required and funded separately)

Subject to the agreement of the southern Councils:

- Provide tailored data analysis to inform discussions and support evidence-based decisions
- Facilitate identification of shared priority projects
- Assist in grant applications and project governance (eligible NFP entity)
- Coordinate project development and monitoring across councils
- · Project administration and support for whole of region or sub-regional projects.
- 4. Shared Service Opportunities (as requested and funded separately)

Subject to the agreement of the southern Councils:

- · Identify services with potential for regional collaboration
- Develop business cases for shared services to improve efficiency and reduce costs
- Monitor and evaluate shared service implementations.



An Australian Government Initiative



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5. Advocacy and Reporting (base funding)

- Coordinate joint advocacy efforts to state and federal governments
- Prepare quarterly progress reports summarising outcomes and key insights from forums.

The proposed annual budget for this support role is \$75,500, with additional project funding and grants being pursued on an agreed and case-by-case basis.

This funding would support administrative tasks as well as resource dedicated to coordination (within the network and with external parties as required), communication and engagement and facilitating network gatherings and occasional activities arising.

Governance Structure

- Membership: CEO/GM or delegate from each Southern Tasmanian Council
- Chairperson: Rotational leadership among councils, supported by RDA Tasmania
- · Secretariat: RDA Tasmania as the operational backbone of the network
- Working Groups: Ad-hoc groups formed for specific initiatives or projects
- Terms of Reference: To underpin functioning including annual report and financial statements.

Expected Benefits

- · Stronger regional collaboration and shared vision
- · Enhanced capacity for data-driven decision-making
- Cost savings through shared services and coordinated efforts
- Increased success in securing funding for joint projects
- A unified voice in advocating for regional priorities
- Efficiency of using existing NFP entity and regional capacity.

RDA Tasmania would welcome the opportunity to serve as the Secretariat for the Southern Tasmanian Councils Network in the short to medium term, fostering collaboration and driving positive outcomes for the region. We look forward to engaging with council representatives to refine this proposal and begin implementation.





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We propose this function could be a two-year commitment to begin with, with an annual review, then reconsideration after two years.

Yours faithfully

James McKee

CEO & Director of Regional Development Regional Development Australia – Tasmania Inc. Section 28ZK (7) of the Local Government Act 1993 requires that any person who receives a determination report must keep the determination report confidential until the report is included within an item on the agenda for a meeting of the relevant council. Failure to do so may result in a fine of up to 50 penalty units.

Local Government Act 1993

CODE OF CONDUCT PANEL DETERMINATION REPORT HOBART CITY COUNCIL

C36121 - Complaint brought by Councillor (Cr) Ryan Posselt against Cr. Marti Zucco

Code of Conduct Panel

- David Sales (Chairperson)
- Matt Evans (Local Government Member)
- David Palmer (Legal Member)

Date of Determination: 1 July 2025 Content Manager Reference: C36121

Summary of the complaint

A code of conduct complaint was submitted by Cr. Ryan Posselt to the General Manager of the Hobart City Council on 23 September 2024 (the Complaint)

The Complaint alleges that Cr. Marti Zucco breached the following parts of the Model Code of Conduct (the Code), by his action at the Council Meeting of the Hobart City Council on 16 September 2024.

PART 3 -Use of office

1. A councillor must -

1. The actions of a councillor must not bring the council or the office of councillor into disrepute

PART 7 - Relationships with community, councillors and council employees

(a)
(b)
(c) not bully or harass a person.
2. A councillor must –
(a) listen to, and respect, the views of other councillors in council and committee meetings and all other proceedings of the council;
Initial assessment

Following receipt of the Complaint, Mr. Frank Neasey, a legal practitioner, conducted an initial assessment in accordance with the requirements of section 28ZA of the Act. Mr.

Neasey assessed the Complaint against the provisions of sections 28ZB and 28ZC of the Act.,

Mr. Neasey determined pursuant to section 28ZA(1)(e) of the Act that the whole Complaint was to be investigated and determined by the Code of Conduct Investigating Panel (the Panel). He assessed the allegations concerning Cr. Zucco's conduct, specifically against each part of the Code that were nominated in the Complaint, namely Part 3(1), Part 7(1)(c) and Part 7(2)(a), and was satisfied on the material lodged with the Complaint, subject to the totality of material that may be put before the Panel, such Panel could find that Cr. Zucco was in breach of the Code.

Investigation

In accordance with section 28ZE of the Act, the Panel investigated the Complaint.

The Complaint related to Cr. Zucco's behaviour at a Hobart City Council Meeting held on 16 September 2024, specifically, during discussion of an agenda item which was proposing to appoint Councillors as members of the Hobart City 'Planning Authority Committee' (the Committee). The Complainant alleged that during debate on this item, the Respondent displayed disrespect for the Chair and meeting procedures which gave the appearance of a dysfunctional Council and which resulted in significant subsequent media coverage which brought the Council into disrepute. In addition, it was alleged that the Respondent referred to a fellow Councillor by using a disparaging term. Subsequently because of the unseemly behaviour of a number of Councillors including the Respondent, the Lord Mayor adjourned the meeting for a short period to enable Councillors to cool off.

Material considered by the Panel

The following documents have been presented to the Panel to consider as evidence in this matter.

- The Model Code of Conduct.
- Sworn Code of Conduct Complaint (C36121) by Cr. Ryan Posselt against Cr. Marti Zucco dated 23/9/24. (Attachments include reference to a video a copy of the Council meeting as well as a video recorded by the Complainant of part of the meeting both of which have been made available to Cr. Zucco)
- A copy of the initial assessment in relation to the Complaint prepared by Mr. Frank Neasey dated 14/12/24
- Sworn Response from Cr. Zucco to Cr. Posselt's Complaint dated 22.1.25

Copies of all documentary evidence were supplied to both parties.

The Panel after considering all the evidence submitted, determined that a hearing would be held into the Complaint and by letter of 5 May 2025 the parties were advised of this decision.

The Hearing

The hearing took place on 22 May 2025. Neither party requested either an advocate or a support person and no witnesses were called. Both parties provided an affirmation in accordance the Evidence Act section 21 (4).

The Complainant opened by briefly outlining the substance of his Complaint and indicating that he believed that the Respondent by his actions and words had breached the Code.

The Respondent responded by saying that his actions and words had to be judged in the context of what had happened at the meeting, and what he perceived to be historical problems with the conduct and governance of meetings in Hobart City Council at which he has been present, and that he had become extremely frustrated by the debate and the manner in which the Lord Mayor, as the Chairperson, had controlled the meeting held on 16 September 2024

The Panel and both parties then watched a video recording of part of the Hobart City Council meeting held on 16 September 2024 commencing during discussion regarding appointment of members of the Committee until the Lord Mayor adjourned the meeting for a brief recess.

It was during this period that it was alleged that the Respondent had breached the Code

The video recording showed during this period after nominations had been sought from Councillors to fill the positions on the Committee, the Deputy Lord Mayor spoke of her disappointment as to why only four Councillors had originally nominated and said among other things words to the effect that that it was "telling" that they had not nominated. This speech provoked a number of Councillors who had not so nominated to be members of the Committee to take objection to the comments made. There were several points of order raised with the Lord Mayor in relation and objecting to the Deputy Lord Mayor's comments, which were rejected by the Lord Mayor. The Respondent clearly became frustrated and upset during the Deputy Lord Mayor's speech and at a point in the debate called the Deputy Lord Mayor an 'upstart'. The Lord Mayor requested the Respondent to withdraw the remark which he refused to do and there was a verbal interchange between the Lord Mayor and the Respondent before the Respondent resumed his seat.

Subsequently, there was a verbal aside between the Respondent and another Councillor which was not part of the debate, which came to the Lord Mayor's attention, and she endeavoured to establish the words actually spoken. Soon after, the other Councillor rose from his chair and approached and spoke to the Respondent. The Respondent had pushed his chair as far back as possible to separate himself from the other Councillor but the other Councillor came quite close to the Respondent and which appeared to inflame Cr. Zucco. After the Councillor resumed his seat. The meeting then continued and following a further point of order which became rather heated and during which there were both Councillors and staff moving about the Chamber, the Lord Mayor adjourned the meeting.

The Complainant stated that on the days following there was considerable adverse comment in the media regarding the conduct at the meeting. No actual evidence of this adverse comment was submitted to the Panel but the fact that it occurred was not in dispute.

It did however appear to be one factor that resulted in the Acting Director of Local Government writing to the Council on 7 October 2024 (a copy of this letter had been submitted as evidence by Cr. Zucco) and stating inter alia;

"In my view, the behaviour displayed was sufficient to warrant the ejection of some members from the council meeting. Regulation 40 of the Meeting Procedures provides the chairperson with the authority to suspend a councillor from part or all of the meeting if the councillor:

- 1 Makes a personal reflection about another councillor or an employee of the council and refuses to apologise;
- 2 Interjects repeatedly: or
- 3 Disrupts and disobeys a call to order by the chairperson.

It would appear, that the behaviour of some councillors in the chamber would not have occurred, however had debate been more constructive in the first place. The commentary regarding the motivations of certain elected members to nominate for committees was perceived as inflammatory and not furthering debate. It is clear from the inferences being made about the matter were perceived as offensive and antagonistic. I note a point of order to this effect was raised at the relevant time, in accordance with regulation 23 (1)(e) of the Meeting Procedures that the comments were offensive. In my view it would be appropriate to deal with a point of order in a manner that demonstrates vigilance towards respectful and orderly debate of issues."

The Panel agrees with this characterisation; however, the Panel has before it a Complaint against Cr. Zucco and can only consider that Complaint. Cr. Zucco's behaviour was only part of a broader picture and in this context, the other events which occurred at the meeting may provide grounds to mitigate Cr. Zucco's behaviour.

Determination

Pursuant to section 28ZI of the Act the Code of Conduct Panel determines that Cr. Marti Zucco has breached parts 3 (1) and 7.2 (a) of the Code. The Panel dismisses the Complaint in relation to part 7.1 (c) of the Code.

Details of the determination

PART 3 -USE OF OFFICE

1 The actions of a councillor must not bring the council or the office of councillor into disrepute

The Respondent agreed, unsurprisingly, that the video recording was a true record of proceedings of the Council Meeting. It appears from the subsequent media coverage and also the letter from the Acting Director of Local Government that the behaviour of some Councillors brought the Council and the office of Councillor into disrepute, and the Panel is independently of the view, after assessing the evidence and hearing submissions from the parties, that it did so. It is this Panel's task to determine whether Cr. Zucco was one of the Councillors who participated in this "behaviour". Cr. Zucco was clearly upset and angered by the comments of the Deputy Lord Mayor. Cr. Zucco however, is a Councillor of many years' experience and should have been well aware of the need to accept the rulings of the Lord Mayor, as Chairperson of the meeting, in a temperate manner however unpalatable those rulings may have been and regardless of the provocation. The Panel is of the opinion that Cr. Zucco was an active participant in the heated behaviours and events which led the Lord Mayor to adjourn the meeting and resulted in the subsequent adverse publicity.

The Panel upholds this part of the Complaint

PART 7 - RELATIONSHIPS WITH COMMUNITY, ELECTED MEMBERS AND COUNCIL EMPLOYEES

1 A councillor must
(a)
(b)
(c) not bully or harass any person

The basis of determining that bullying and harassment has occurred is a demonstration of ongoing, unwarranted behaviour against another person (or group of people). The evidence before the Panel, showed the alleged incident was confined to a single meeting and did not occur over a prolonged period.

The Panel dismisses this part of the complaint.

- 2. A councillor must -
 - (a) listen to, and respect, the views of other councillors in council and committee meetings and all other proceedings of the council; ...

Judging by his reaction, Cr. Zucco had clearly listened to the views of other Councillors. However, the Panel believes however, Cr. Zucco calling the Deputy Lord Mayor an "upstart" was disrespectful. Cr. Zucco used the term 'upstart' to describe the Deputy Lord Mayor in a derogatory and disrespectful manner, and there was no submission or dispute from the Respondent about the interpretation of this term.

The Panel upholds this part of the Complaint.

However, the Panel does not determine that the exchange between Cr. Zucco and the Lord Mayor where Cr Zucco pressed points of order was a breach of this part of the Code because as pointed out at page 3 of this Determination, the Lord Mayor had powers under the Meeting Procedures to deal with Cr Zucco's behaviour had she so wished.

Sanctions

In accordance with section 28 ZI (2) the Panel may impose one of the sanctions listed.

During the course of the hearing both parties were asked whether they wished to make a submission as to an appropriate sanction should all or part of the Complaint be upheld.

- Cr. Posselt indicated that he believed that a sanction between a caution and a suspension (exclusive of these two sanctions) would be appropriate.
- Cr. Zucco indicated that he did not wish to make a submission regarding a sanction.

The Panel felt that a sanction was warranted. It took into account mitigating factors namely the involvement of other Councillors in creating the unfortunately heated circumstances which led to the adjournment of the meeting. In the absence of mitigating circumstances concerning Cr. Zucco's conduct, the Panel would have taken a far more serious view.

The Panel imposes a sanction of a caution.

Timing of the Determination

In accordance with section 28ZD (1) a Code of Conduct Panel is to make every endeavour to investigate and determine a code of conduct complaint within 90 days of the Initial Assessor's determination that the complaint is to be investigated.

The Panel has been unable to determine the complaint within 90 days, owing to -

- Delays owing to the Christmas/New Year holiday period.
- Prolonged illness of one of the Panel Members.
- Availability of a mutually convenient time for Panel members to meet.
- Panel members involved in several other complaints.

Right to review

A person aggrieved by the determination of the Code of Conduct Panel, on the ground that the Panel failed to comply with the rules of natural justice, is entitled under section 28ZP of the Act to apply to the Tasmanian Civil and Administrative Tribunal for a review of the determination on that ground.

David Sales

Matt Evans

Meterons

David Palmer

Chairperson

DATE: 1 July 2025

Member

Member

Local Government Code of Conduct Panel

Section 28ZK (7) of the Local Government Act 1993 requires that any person who receives a determination report must keep the determination report confidential until the report is included within an item on the agenda for a meeting of the relevant council. Failure to do so may result in a fine of up to 50 penalty units.

Local Government Act 1993

INVESTIGATING PANEL DETERMINATION REPORT HOBART CITY COUNCIL CODE OF CONDUCT

Complaint brought by Cr Will Coats against Cr Dr Zelinda Sherlock

Code of Conduct Investigating Panel

- Lynn Mason AM (Chairperson),
- Greg Preece (Local Government Member)
- · Steve Bishop (Legal Member)

Date of Determination: 17 July 2025

Content Manager Reference: C38002

Summary of the complaint

A code of conduct complaint was submitted by Cr Will Coats to the Hobart City Council Chief Executive Officer on 14 March 2025.

The complaint alleged that at the ordinary council meeting of the Hobart City Council held on 16 September 2024, during debate on Item 14, *Council Governance Review*, Cr Sherlock did not treat Cr Coats fairly by stating in her speech that she was disappointed that more elected members had not nominated to be on the revised Planning Committee, and referring to some of the elected people who had not nominated as 'businesspeople'. Cr Coats assumed that this was a reference to himself. In addition, the complaint alleged that Cr Sherlock had 'attacked' Cr Coats and other elected members for their failure to nominate for the committee, and that this was unfair to them.

Cr Coats stated that he was offended because he had provided Cr Sherlock with his reasons for not intending to nominate for the committee when the matter came before Council, and he considered that although he had done this, he had received no response from Cr Sherlock. Cr Coats alleged that he had been 'publicly shamed and humiliated' by Cr Sherlock for failing to nominate in the council meeting.

Cr Coats also alleged in his complaint that Cr Sherlock had lied to the Council in her statement to the Council on 16 September 2024:

The obvious problem with her statement is that Councillor Sherlock never served on the prior planning committee. The previous planning committee for the term of council prior was a committee of 6 and Councillor sherlock (sic) was not a member, I was. Not only did she misrepresent and cause offence as to my reasons not to nominate, but in doing so she blatantly lied and tried to say that that was why she initially hadn't been quicker in nominating herself.

The complaint alleged that such a lie would constitute a breach of the Code because it treated other elected members unfairly, especially recently elected members who might not be aware of previous committee membership.

In summary, the complaint alleged that Cr Sherlock breached the following parts of the Local Government (Code of Conduct) Order 2024 (the Order):

PART 7 - Relationships with community, councillors and council employees

- 1. An elected member must-
 - (a) treat all persons fairly; and
 - (b) not cause a reasonable person offence or embarrassment; and

...

Initial assessment

Following receipt of the complaint, the Initial Assessor (the Assessor) conducted an assessment of the complaint in accordance with the requirements of section 28ZA of the Act. Having assessed the complaint against the provisions of sections 28ZB and 28ZC of the *Local Government Act 1993* (the Act), the Assessor determined that:

- The complaint accepted for further investigation was not frivolous, vexatious or trivial. The complaint appeared to relate to matters of substance under the Code of Conduct and did not appear to be trifling, insignificant or a misuse of the Panel's resources.
- The Assessor was prepared to accept that Cr Coats had made a reasonable effort
 to resolve the issue that is the subject of the complaint. This was evidenced by the
 assertion in the complaint dated 14 March 20025 and the video evidence, that Cr
 Coats asked for a point of order in the Council meeting of 16 September 2024,
 which was not upheld by the Lord Mayor. Cr Coats explained in his email of 14
 March 2025 that he did not consider it to be useful to resolve what was not a
 difference of opinion but an objective fact;
- The Assessor considered that the Council's Elected Member Issue Resolution Policy should have been engaged given the Councillors' collective commitment to adhering to that policy; however, the Assessor determined to exercise her discretion not to dismiss the complaint on the basis that it would have been a reasonable mechanism to resolve the dispute. This decision was made for two related reasons. Those were that as a result of Cr Coats unfortunately having waited almost 6 full months to lodge the complaint, it would no longer be open to him to engage the Code of Conduct panel investigation process if the matter could be resolved under Council's internal policy. Secondly, due to the serious nature of the allegation that the Deputy Mayor lied about her previous presence on a planning committee in an open Council meeting, the Assessor considered that it was in the public interest for an investigating Panel to be convened to investigate the complaint;
- The complaint or part substantially related to a contravention of the Code of Conduct;
- The Assessor had made enquiries of the Code of Conduct Panel Executive Officer and had been advised that Cr Coats had not made the complaint (or part of the complaint) in contravention of a determination of an Initial Assessor under section 28ZB(2) of the Act or a determination of an Investigating Panel under section 28ZI(3) of the Act.

On this basis, the Assessor determined that the complaint that Cr Sherlock had breached Part 7.1(a) and 7.1(b) of the Code of Conduct should be investigated.

The complainant and the respondent councillor were notified of the outcome of the initial assessment by letter dated 15 April 2025.

Investigation

In accordance with section 28ZE of the Act, the Code of Conduct Investigating Panel (the Panel) investigated the complaint.

The following documents were presented to the Panel to consider as evidence in this matter:

- The complaint from Cr Coats, accompanied by a Statutory Declaration, 14 March 2025, 15 pp;
- The response from Cr Sherlock, accompanied by a Statutory Declaration, 14 May 2025, 19 pp;
- An answer by Cr Coats to the response from Cr Sherlock, 28 May 2025, 10 pp;
- The Local Government (Code of Conduct) Order 2024.

The Panel met on 19 May 2025 and considered that the matter could be determined on the material before it, subject to agreement from the parties in accordance with section 28ZG of the *Local Government Act 1993* (the Act) that neither would be disadvantaged if a hearing were not held, and the investigation could be adequately conducted by means of written submissions or examination of documentary evidence, or both. Both Cr Coats and Cr Sherlock agreed that a hearing was not necessary.

On that basis the Panel met on 4 June 2025 and having reasonably considered the evidence before it, reached its determination.

Determination

As per section 28ZI(1)(b) of the Act the Code of Conduct Investigating Panel determines that Cr Sherlock did not breach Part 7.1(a) or Part 7.1(b) of the Code of Conduct, and therefore dismisses the complaint.

Reasons for determination

Dismissal of alleged breach of Part 7.1(a), An elected member must treat all persons fairly

Cr Sherlock in her response to the complaint cited her obligation under the Act to represent the community and to act in its best interests. She cited also section 28 of the Act, which in part requires councillors to facilitate and encourage the planning and development of the municipal area in the best interests of the community. She noted that Planning Committee meetings had been cancelled on previous occasions, owing to the lack of a quorum. She claimed that these cancellations placed the Council's obligations to fulfil its statutory obligations in jeopardy, and noted that there had been adverse media attention directed at the Council because of the cancelled meetings. The Panel accepts that Cr Sherlock was voicing her concern that not enough elected members were willing or able to serve on the new Planning Committee, and that she saw that voicing this concern was in keeping with her responsibilities as an elected member.

The Panel determines that questioning the decisions made by other elected members during debate on an agenda item is not an attack on those members personally, and is not unfair to them, provided that the questioning is done respectfully, as it was in this case. Cr Sherlock did not name any of the elected members; Cr Coats was not named, despite his assumption that a reference to 'businesspeople' alluded to himself.

Cr Coats alleged that Cr Sherlock had lied to the Council in saying that she had served on the previous Planning Committee. The Panel finds that this statement from Cr Coats is categorically untrue. Cr Sherlock had served on the Planning Committee since 21 November 2022, a period of approximately 29 months up to the time of the council meeting on 16 September 2024. The Panel verified this by the simple expedient of checking the minutes of Planning Committee meetings up to that date. The 2023-2024 annual report of the Council shows that Cr Sherlock had attended 13 Planning Committee meetings in that time. The Panel considers that any complainant making an accusation that an elected member has lied to the council should take care to verify the facts before falsely making such a serious accusation.

The Panel therefore dismissed the complaint that Cr Sherlock breached Part 7.1(a) of the Code of Conduct.

Dismissal of alleged breach of Part 7.1(b), An elected member must not cause a reasonable person offence or embarrassment.

The Panel takes into account that this debate on 16 September 2024 occurred in open council, with members of the public present in the gallery and livestreaming by the Council. However, the Panel does not accept that Cr Sherlock's address to the Council constituted an attack on her fellow elected members, and does not accept that Cr Coats should reasonably have been 'publicly shamed and humiliated' by her speech.

Cr Coats alleged that he was offended because Cr Sherlock made no reference to his previous explanation to her of his reasons for not intending to stand for the Committee. The Panel considers that this 'failure' by Cr Sherlock occurred in a debate, where Cr Coats had right of reply, including his right to state why he had not nominated: that is a normal governance process and the Panel does not accept that Cr Coats should have been offended or embarrassed, or, as he put it in the complaint, shamed and humiliated.

The Panel therefore dismissed the complaint that Cr Sherlock breached Part 7.1(b) of the Code of Conduct.

Right to review

A person aggrieved by the determination of the Code of Conduct Panel, on the ground that the Panel failed to comply with the rules of natural justice, is entitled under section 28ZP of the Act to apply to the Tasmanian Civil and Administrative Tribunal for a review of the determination on that ground.

Lynn Mason

Steve Bishop

Greg Preece

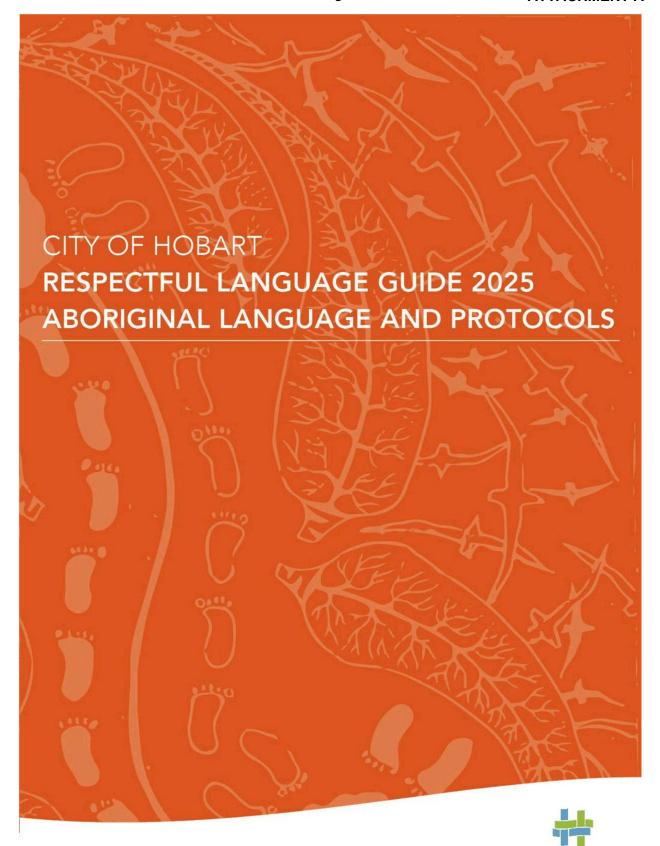
Chairperson

Member

Member

DATE: 17 July 2025

City of HOBART



City of Hobart Respectful Language Guide: Aboriginal Language and Protocols

In recognition of the deep history and culture of this place, the City of Hobart Acknowledges the Palawa (Tasmanian Aboriginal people), their Elders past and present as the traditional custodians of the skies, land and waterways of Lutruwita (Tasmania)

City of Hobart acknowledge the determination and resilience of the Palawa people who have survived invasion and dispossession and continue to maintain their identity, culture and rights.

City of Hobart also acknowledges Aboriginal and Torres Strait Islander people who live on the Country of the Palawa people, Lutruwita (Tasmania)

Introduction

Aboriginal and Torres Strait Islander people belong to the oldest continuing culture in the world. Their deep time connections to Country, Culture, story, lore, and people form the foundation on which our contemporary systems of government and Country now exist. This knowledge, interconnected across each and every State and Territory in Australia through ancestral journey, occupation, and song lines, is being increasingly respected and valued not only as important continued cultural practice for Aboriginal and Torres Strait Islander peoples, but a way of improving the knowledge, connection to place, and health and wellbeing of all people who live in Australia.

As more Australians turn to First Nations knowledge and practice to enhance individual, family, community and organisational well-being and practice, and recognise the value and significance of Aboriginal and Torres Strait Islander histories and culture as the founding story of this Country, the way we engage and connect with First Nations knowledge and culture needs to be carefully considered and approached in a culturally appropriate and respectful way.

The context in which Aboriginal and Torres Strait Islander people were historically treated by British colonisation and invasion and successive authorities and policies, should be understood to ensure your engagement is underpinned by values of empathy and understanding from a non-Aboriginal perspective. Developing your own culturally safe practices and capabilities is a recommended prerequisite before commencing formal engagement and relationships with Aboriginal people.

The diversity of Aboriginal Nations across Australia requires appropriate and locally-based engagement. Approaches and experiences in different parts of Australia cannot be readily or universally applied to Aboriginal people or communities elsewhere. The story of the Palawa (Tasmanian Aboriginal people) of Lutruwita (Tasmania) is distinctly different to that of Aboriginal nations / communities / traditional owners on mainland Australia. Tasmanian Aboriginal history and the survival and continuation of culture and community in Lutruwita (Tasmania) has been cited as one of the most significant human survival stories in the

history of mankind. This story and the history of the Palawa should be meaningfully understood prior to engaging with Tasmanian Aboriginal people in Lutruwita (Tasmania).

Locally, the City of Hobart sits on the cultural landscapes of the Muwinina people, the area known as Nipaluna. The Muwinina once lived on and cared for this country, including the land, sea, waters and lived as part of the ecosystem for thousands of years which enhanced a deep understanding and connection with their Country. The impacts of invasion/colonisation had unimaginable and tragic consequences for the Muwinina, who are no longer with us today. We acknowledge this loss, and the Palawa people as the ongoing custodians of this country, skies and land and waterways of Lutruwita (Tasmania).

We seek, at all times, to engage respectfully and appropriately with Aboriginal people and hope this document supports your efforts to engage, connect, and form genuine and culturally responsive relationships with Aboriginal people in Lutruwita (Tasmania).

Purpose

The City of Hobart Respectful Language Guide: Aboriginal Language and Protocols seeks to support the development and provision of practical advice in regard to respectful and culturally appropriate communication and engagement with Aboriginal people in Lutruwita (Tasmania). The information provided in this document was originally developed through an engagement process for the City of Hobart's Aboriginal Commitment and Action Plan 2020–2022. Following significant requests to City of Hobart, it was subsequently revised in April 2022 as an external document, to provide guiding information and support to the people and businesses of Hobart seeking culturally appropriate engagement with Aboriginal people living in, or visiting the City of Hobart.

It is important to note that language changes over time, and as such, this is an evolving document and will be updated as required. The recommendations of this guide may not be universally supported by all Aboriginal people. The City of Hobart notes and accepts that people may have their own preferences regarding the use of Aboriginal language/s and these differences should be respected when they arise. The City of Hobart strongly encourages you to engage directly with your local Tasmanian Aboriginal community, Family groups, knowledge holders, and/or Elders. The City of Hobart would like to acknowledge and thank Aboriginal people involved in the initial development of the document and its subsequent revision. If you have any questions about this document, please contact the Aboriginal Programs team in Community Programs by calling 03 6238 2100 or emailing connectedcity@hobarcity.com.au

However, different conventions apply to Aboriginal language according to official and unofficial language protocols. Take care to use them in a culturally appropriate and respectful way, and to follow appropriate protocols. The City of Hobart Respectful Language Guide explains these protocols alongside a list of publicly available place names.

Protocols & General Advice

Statement of Country & Acknowledgement of Country

Statement of Country and an Acknowledgement of Country are two separate actions that recognise the continuing connection Palawa people have to the skies, land and waterways of their Country. Traditionally this was a way to grant permission to cross Country boundaries or welcome visitors to Country. A welcome wasn't just to give permission, it was also to explain the cultural protocols those visitors were required to adhere to. Today it provides an opportunity to recognise that continuing connection, and also to acknowledge past and ongoing injustices and a commitment to healing and allyship. Some Palawa people may feel uncomfortable or displeased attending an event where no Statement or Acknowledgement is offered and so it is important to consider whether providing one is appropriate. These ceremonies and statements offer a valuable moment to reflect and consider the thousands of years of Aboriginal history and culture in this place and to pay respect to Aboriginal people.

There are occasions for which it is considered appropriate to offer either a Statement or an Acknowledgement. These should be offered at the beginning of an event, before the commencement of other speakers or formal proceedings.

A Statement of Country is offered by Aboriginal people to visitors to their country. A Statement of Country might involve a speech from an Elder or Aboriginal Community representative. A Statement of Country may be given in language or English, and may include a short history of the people and the area and other ceremonial elements.

An Acknowledgement of Country is a way of respecting Aboriginal and Torres Strait Islander people and acknowledging their ongoing connection to culture and custodianship of the lands and waters of the places we share. An Acknowledgement of Country may be given by a Palawa person, an Aboriginal or Torres Strait Islander from other communities or a Non-Aboriginal person.

STATEMENT OF COUNTRY

A Statement of Country is given by Tasmanian Aboriginal people to visitors to their country. A Statement of Country might involve a speech from an Elder, knowledge holder, or Palawa person, providing a short history of the people and the area and may include ceremonial elements such as a song, dance or smoking ceremony.

It is culturally appropriate and respectful to invite a Palawa person to provide a Statement of Country at major public events (such as a citizenship ceremony, major festival, large infrastructure launch), and at significant events that directly relate to or engage with Palawa people or issues. This should be considered in the early planning stages of an event, with an appropriate budget allocation included.

It is important to consider the context of the event and engage an appropriate Palawa person or people to provide this cultural offering. Costs for a formal Statement can vary and can be considerable for significant ceremony provisions such as smoking ceremonies, dances and other cultural elements.

Appropriately remunerating Palawa people recognises the underlying work that individuals do to ensure they follow cultural protocols. Tasmanian Aboriginal cultural knowledge is informed by thousands of generations of cultural practice, knowledge and stories, and engaging individuals draws on the knowledge that has been passed down. Many of the

same individuals are often asked to contribute their time and knowledge. Their labour and the significance of their perspectives, connections, and knowledge should be appropriately remunerated.

ACKNOWLEDGEMENT OF COUNTRY

A verbal Acknowledgement of Country can be provided by an Aboriginal or Torres Strait Islander or non-Aboriginal person at the start of an event or significant meeting or gathering. If there is a known Aboriginal person at the event or meeting, it may be appropriate, prior to the commencement, to ask whether they would like to provide either a Welcome or Acknowledgement. However, it is not appropriate to expect Aboriginal people to always take on the role of providing an Acknowledgement.

It is appropriate to provide an Acknowledgement of Country at public events such as meetings, community forums, launches and workshops. It is particularly important to provide an Acknowledgement when there may be Aboriginal people participating, or the topics being discussed relate to or affect Aboriginal people.

In the event that a Welcome or Acknowledgement has already been given at an event, subsequent speakers may like to offer a word of thanks to the person who provided the Welcome and a personal reflection or response. This is preferable to providing another standard Acknowledgement.

Similarly, it's important to consider the general tone of the messages you are seeking to convey, not just the specific words chosen. Words are important however delivery, attitude and context are equally so.

A short guide and a number of example Acknowledgements are provided on pages 6 and 7, in addition to the Acknowledgement at the start of this document. These have been considered carefully and can be used in part, in whole or in combination. The guide has been provided to encourage creation of tailored, contextual Acknowledgements, so long as it is culturally appropriate and respectful. This will ensure your acknowledgement remains relevant and has meaning.

Muwinina People Acknowledgement

We acknowledge the Muwinina people as the traditional owners of Nipaluna (Hobart). The Muwinina people were a clan of the South East nation and lived on the land and cultural landscapes on and around what is now called Hobart. They lived on and cared for this country, including land, sea and waterways and lived as part of the ecosystem for thousands of generations. They 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 in the Country around Nipaluna (Hobart). Significant cultural living sites are still found all along Timtumili Minanya (the River Derwent).

As a direct result of British colonisation/invasion and war, there are no Muwinina people left alive today. Therefore we aren't able to pay respect to their present Elders or clan. Today's Tasmanian 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 (Tasmanian Aboriginal People) of today as the ongoing custodians of Muwinina Country.

We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania).

Written Acknowledgements

It is considered appropriate to include an Acknowledgment at the front of any new strategy or document. This sends a strong message of respect to Aboriginal people in Tasmania and an acknowledgement of the thousands of years of Aboriginal history in this place. It is important to consider the context of the document and tailor the Acknowledgement appropriately.

When outlining historical context for a work plan, place-based signage and similar, priority should be given to including Aboriginal history and cultural context where appropriate. Traditionally, greater weight has been given to colonial history in such documentation. It is important to balance a description of colonial history with significant mention of Aboriginal custodianship of the land for more than 40,000 years. Care should be taken to ensure proportionate representations of history are accurately and truthfully presented as part of any document.

Example Acknowledgements

The following Acknowledgement is set in Nipaluna (Hobart) during April, and utilises the context of place, time and people. This contributes to the acknowledgement being more meaningful, relevant and informative. We have added footnotes to show what steps you can take to tailor your own Acknowledgement by basing it on the context of your event. Not every aspect listed is necessary and should be carefully considered before being included. More examples are listed below.

As we meet together as members of our company board, we pause to remember and acknowledge that the land on which we meet, known as Nipaluna (Hobart), is the traditional land of the Muwinina people. $^{\scriptscriptstyle 1}$

We gather between Kunanyi/Mount Wellington, Timtumili Minanya (the River Derwent) and the sky above us. These are places that have been sacred to people who have shaped and been shaped by the land, waters and sky for thousands of generations. They continue to be sacred to today's Tasmanian Aboriginal people.²

We acknowledge that, as a direct result of invasion and war, there are no Muwinina people left today. In their absence, we recognise today's Aboriginal Community, the Palawa people as the ongoing custodians of this land and its ancestral stories.³

We are meeting in April, the time of year when many Tasmanian Aboriginal people are preparing for the mutton-birding season. This is one of many cultural practices that Tasmanian Aboriginal people and their families have been continuing for generations. One of the oldest continuing cultural practices in the world.4

As we meet together today, we commit ourselves to the ongoing work of justice and healing in our relationships, and to further our commitment to fulfilling our Aboriginal Commitment and Action Plan.⁵

We recognise the determination and resilience of Tasmanian Aboriginal people, their continuing culture and the stories of their old people. We pay our respects to Elders past and present. $_6$

We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania). $_6$

- 1. Acknowledge what the gathering or event is about, who is involved, and the location of your meeting.
- 2. Respectfully use Aboriginal place names if they are known, relative to where you are.
- 3. Acknowledge the impacts of invasion and colonisation, and respectfully use traditional people and place names if they are known.
- 4. Find out if the time or date on which you are meeting has significance to Aboriginal people, or if there are any significant events currently happening to make your Acknowledgement more informative. Make sure to consider whether it is appropriate and try to relate it to the present day.

 5. State how you or your organisation / business / group is committed to working towards reconciliation,
- 5. State now you or your organisation? Dustriess? group is continued to working towards reconciliation, equality, and creating outcomes for Aboriginal and Torres Strait Islander people. You can link it to the gathering / event, as well as any broader commitment you may have, such as a Reconciliation Action Plan (RAP).
 6. Acknowledge Elders or senior knowledge holders, and the presence of any Aboriginal people at your event.

In recognition of the deep history and culture of this place, I wish to acknowledge the Traditional Custodians of the land upon which the City of Hobart was built. I acknowledge the determination and resilience of the Palawa people of Lutruwita (Tasmania), who have survived invasion and dispossession, and continue to maintain their identity, Culture and rights. I recognise the value of continuing Aboriginal knowledge and cultural practice and pay my respect to Elders past and present. We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania)

Today we are meeting on Tasmanian Aboriginal land. I acknowledge the Muwinina people who cared for and protected this land, Nipaluna (Hobart), from Kunanyi/Mt Wellington to Timtumili Minanya (the River Derwent) for more than 40,000 years. I pay my deepest respects to those who have passed before us and acknowledge the Palawa people of Lutruwita (Tasmania) who are the ongoing custodians of this land. We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania)

The following Acknowledgment may be used in email signatures.

I acknowledge and pay respect to the Muwinina people as the traditional owners of this Country. I acknowledge the Palawa (Tasmanian Aboriginal people) as the ongoing custodians of the Country upon which Nipaluna (Hobart) was built.

Aboriginal language and language conventions

Prior to the arrival of Western Culture there were numerous Tasmanian Aboriginal languages and dialects spoken across Tasmania. Due to the impacts of invasion and colonisation, these languages were almost entirely lost, with only remnants recorded. 'Palawa Kani', meaning 'Tasmanian Aboriginal people speak', is the reconstructed form of original Tasmanian Aboriginal languages, drawing upon extensive historical and linguistic research undertaken by the Tasmanian Aboriginal Centre.

Palawa Kani words and spellings are included in this document. It is acknowledged that not all Tasmanian Aboriginal people use Palawa Kani. You can learn more about the Palawa Kani Language Program and the use of Palawa Kani language at the Tasmanian Aboriginal Centre website.

You are encouraged to use Aboriginal place names and language, when possible, to respectfully acknowledge Aboriginal history and connection to Country in Tasmania. Any use of Palawa Kani for purposes other than using approved place names, may require approval from the Tasmanian Aboriginal Centre.

Capitalisation

Capitalisation is an area where change may be ongoing and where there may not be consensus on preferences. Current advice suggests that:

- Capitals can be used used to refer to people or tribal group (for example, Palawa or Muwinina people); and
- When Palawa Kani place names are used, they are named first and are now capitalised.
- Culture and Country are often capitalised because in this context these words
 represent a complicated and interconnected history of stories, people and place. This
 knowledge connects people to the land and to each other and has been passed
 down through thousands of generations.
- The term Elder should be capitalised as a sign of respect (see below definition of Elder in Commonly Used Terms).
- Aboriginal should always be capitalised. The word 'aboriginal' in lower-case can refer
 to an indigenous person from any part of the world and does not necessarily refer to
 an Aboriginal person from Australia.

Official Aboriginal and Dual Place Names

As of 2023, there are 44 Aboriginal and dual place names in Tasmania assigned under the Tasmanian Aboriginal and Dual Naming Policy. It is anticipated that more official names will be assigned over the coming years. You are encouraged to use dual names where they exist. The correct formatting for dual names is for the Palawa Kani or Aboriginal word to come before the English word, separated by a forward slash. In 2025 it was clarified that in the case of Palawa Kani words, place names are capitalised. For example: Kunanyi/Mt Wellington.

To learn more about the Aboriginal and Dual Naming Policy, you may read the official policy on the Tasmanian Government website.

Non Official Aboriginal Place Names

Below are a number of Aboriginal names for places and features that may be used verbally, in writing and in Acknowledgements where appropriate. It is important to note that these names have not been officially assigned as place names; however, they have broad community support and are increasingly being used and referenced. Any opportunity to use Tasmanian Aboriginal Language builds cultural safety and cultivates better engagement and relationships with Tasmanian Aboriginal people.

Nipaluna (nee-pah-lu-nah)

Nipaluna refers to the area around Hobart. Transcribed in the historical text as 'Nibberloonne' the word comes from the Aboriginal people of the South East nation in which Hobart sits. In 1831 while on their return to Hobart, Wurati, a Nuennone man from Bruny Island, shared this name with George Augustus Robinson as referring to the country as Hobart town. Wurati was a skilled hunter and renowned storyteller. While he was not Muwinina, he did speak the South East language.

Lutruwita (lu-tru-wee-tah) This refers to Tasmania as a whole.

Timtumili Minanya (teem-tu-mee-lee mee-nah-nyah)

This refers to the Derwent River that originates in the Central Highlands and descends over a distance of more than 200 kilometres, flowing through Hobart, before meeting with Storm Bay, bringing vital water and food to the region.

Example uses:

- The land on which Hobart was built is known by many Aboriginal people as Nipaluna.
- The Palawa people of Lutruwita (Tasmania) have walked this Country for thousands
 of years.
- This City encompasses geographical and cultural features that are important to Aboriginal people, including Kunanyi/Mt Wellington and Timtumili Minanya (the River Derwent).

Cultural Awareness | Safety | Immersion training

Cultural Awareness, Safety or Immersion training is offered by Tasmanian Aboriginal people and organisations to help businesses and individuals build capacity to better understand, work with and support Aboriginal and Torres Strait Islander people. The training usually includes historical context relevant to the place where the training is being conducted and helps people visualise the impact that colonisation and invasion have had, and continue to have, on the lives of Aboriginal and Torres Strait Islander people, and tools to build a culturally safe environment for Aboriginal people. The Tasmanian Aboriginal Centre and other organisations may offer Tasmanian Aboriginal cultural proficiency training.

Commonly used terms

Tasmanian Aboriginal People, Community and Palawa (Aboriginal with a capital 'A'). Using Tasmanian Aboriginal people, Community and Palawa is specific recognition and identifies the people who are the cultural and rightful custodians through bloodlines of the Country of Lutruwita (Tasmania). Using indigenous is not acceptable, and first nations is not appropriate in this context. The Tasmanian Aboriginal term 'Palawa' may also be used. Many, but not all, Tasmanian Aboriginal people identify as Palawa.

If in doubt, ask the person which term they prefer.

Aboriginal and/or Torres Strait Islander people, Aboriginal Tasmanians (Aboriginal with a capital 'A').

There are many Aboriginal and Torres Strait Islander people who live on the Country of the Palawa (Tasmanian Aboriginal people), Lutruwita (Tasmania), who are the descendants and bloodline from mobs and communities around Australia, some being born in Lutruwita (Tasmania). Aboriginal people from mainland Australia, the appropriate term is Aboriginal and/or Torres Strait Islander people or Aboriginal Tasmanians.

If in doubt, ask the person which term they prefer.

First Nations People

First Nations People is a collective term for Aboriginal and Torres Strait Islander people and is generally accepted as respectful and appropriate. This term is becoming more widely used, both across the country and in some international contexts, and provides a strong statement about custodianship of the land. Best used when referring to all Aboriginal communities across Australia. Otherwise, keep your terminology in line with local context.

Cultural awareness

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

Cultural safety

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.

Elders

'Elder' is a title of respect endowed to leaders and/or senior figures within a Community and should be capitalised in a sentence. The term Elder recognises Aboriginal people who are respected for, and are custodians of, wisdom and knowledge of culture, lore and protocol.

For example: We pay respect to Elders past and present. Some Tasmanian Aboriginal Elders prefer to be referred to as 'Aunty' or 'Uncle'. If in doubt, ask the person how they would prefer to be addressed.

If used in written documents, you may wish to include a caveat that says "The term 'First Nations' respectfully encompasses the diversity of Aboriginal and Torres Strait Islander cultures and identities throughout Australia, as well as First Nations people from overseas, many of whom share similar experiences and are subject to the ongoing impacts of colonisation."

Frontier Wars / Black War

The Frontier Wars refer to conflicts between white colonists and colonial forces, and Aboriginal people during British invasion and subsequent colonisation of Australia and includes battles, acts of resistance and open massacres from 1788 to the 1930s. The Black War refers to a period of intense conflict between British colonists and Tasmanian Aboriginal People between around 1824-31.

Invasion and Colonisation

The term 'invasion' used alone or in conjunction with 'colonisation' is generally preferred to describe the process of Europeans arriving in Tasmania compared to the term 'colonisation' alone. 'Colonisation' often fails to express the suffering and violence experienced by Aboriginal people since the arrival of Europeans in Australia. 'Invasion' is also more effective at communicating a sense of Aboriginal sovereignty and continuing custodianship.

Muwinina (mu-wee-nee-nah)

This is the name for the band of Aboriginal family groups from the South-East Nation in Tasmania. The Muwinina were the Traditional Custodians of the land where Nipaluna (Hobart) is located. However, due to the impact of invasion and subsequent colonisation, they are no longer here today. When referring to the Muwinina people in an Acknowledgement, it is appropriate to reflect on this and to recognise that all Tasmanian Aboriginal people now take on the role of custodians of the traditional homelands of the Muwinina people.

NAIDOC Week

NAIDOC originally stood for 'National Aborigines and Islanders Day Observance Committee'. This committee was once responsible for organising national activities during NAIDOC Week and its acronym has since become the name of the week itself. NAIDOC Week celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC Week is a celebration of Aboriginal history and culture and is celebrated by Aboriginal communities all over Australia. Non-Aboriginal people are encouraged to participate in NAIDOC week activities and events, where those events are open to participation by non-Aboriginal people.

Invasion Day / Australia Day 26 January

Some Aboriginal people may not acknowledge 26 January as a day to celebrate 'Australia Day'. The historical significance of 26 January is that it was the day Sir Arthur Phillip raised the British flag at Warrane (Sydney Cove) to claim Aboriginal land as a British Colony, which also marked the beginning of massacres, land theft, generations of stolen children and widespread oppression for Aboriginal people. Australia Day has been celebrated on 26 January since 1935.

Sorry Day 26 May

National Sorry Day (also known as National Day of Healing) was first held in 1998. Sorry Day is a day to reflect and remember the stolen generations of Aboriginal children and celebrate the strength and resilience of Stolen Generation survivors. In Tasmania, the *Stolen Generations of Aboriginal Children Act 2006* was passed unanimously by both Houses of Parliament in November 2006. The Act made provision for a \$5 million fund to provide payments to eligible members of the stolen generations of Aboriginal people and their children.

Reconciliation Week 27 May - 3 June

National Reconciliation Week is celebrated from 27 May to 3 June each year and commemorates two important milestones in Australia's reconciliation journey; the successful 1967 referendum, where more than 90% of Australian voters voted to change the Constitution to recognise Aboriginal and Torres Strait Islander people in the census and give the Australian Government the power to make laws for Aboriginal and Torres Strait Islander people that could address inequalities; and the High Court Mabo decision in 1992, a trial which successfully challenged the concept of *terra nullius* in the High Court to acknowledge Aboriginal people as the traditional owners and custodians of their land. This decision paved the way for Native Title. Native title is not a part of the legal and policy landscape in Tasmania. Due to the complete dispossession of Aboriginal people from their traditional lands, there have been no successful determinations of native title in Tasmania.

Terms to Avoid

It is important to understand that it is not appropriate to refer to any member of the community as being 'part Aboriginal', or 'of Aboriginal descent', as someone either is or is not Aboriginal. Terms such as 'half-caste' and 'full-blood' are also considered offensive and therefore inappropriate. The acronym ATSI (instead of Aboriginal and Torres Strait Islander) should be avoided.

Some Aboriginal people may prefer different terminology relating to `Community' or `Communities'. `Community' is a collective noun, while `communities' may refer to specific groups and organisations around the state.

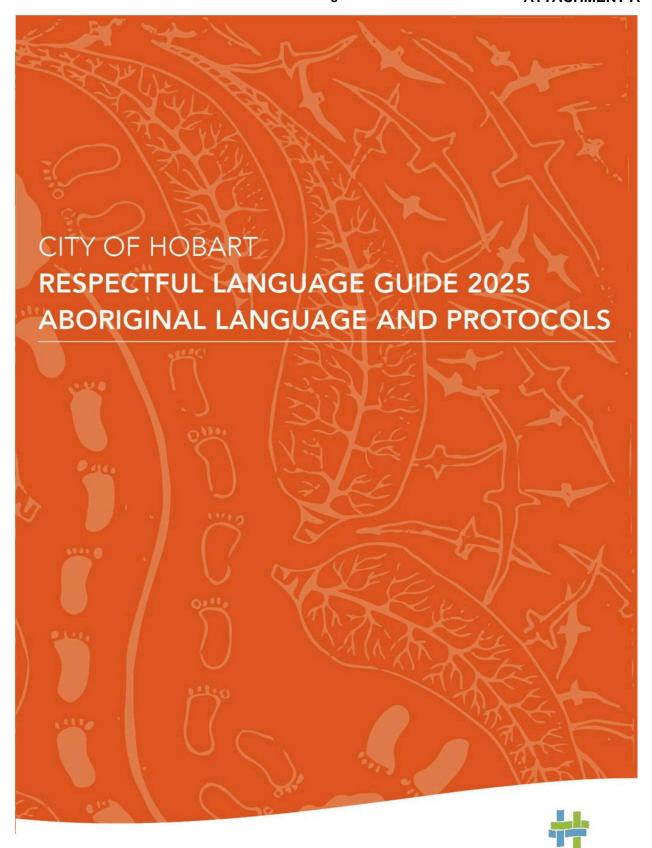
The word, 'tribe' is also a contentious term because it is not an accurate representation of Tasmanian Aboriginal cultural governance systems. Correct terminology is Tasmanian

Supporting Information Council Meeting - 28/7/2025

Aboriginal Community, Family Groups and People. Other Terms that can be used are `Tasmanian Aboriginal people', `Tasmanian Aboriginal People and Culture'.

This document has been prepared by the City of Hobart and was last reviewed in 2024. If you have any queries or would like further information, please contact the Community Programs Team at the City by telephoning 03 6238 2194 or emailing connectedcity@hobartcity.com.au The City of Hobart would like to thank those Aboriginal people who contributed advice and knowledge to inform the development and updating of this document.

City of HOBART



City of Hobart Respectful Language Guide: Aboriginal Language and Protocols

In recognition of the deep history and culture of this place, the City of Hobart Acknowledges the Palawa (Tasmanian Aboriginal people), their Elders past and present as the traditional custodians of the skies, land and waterways of Lutruwita (Tasmania)

City of Hobart acknowledge the determination and resilience of the Palawa people who have survived invasion and dispossession and continue to maintain their identity, culture and rights.

City of Hobart also acknowledges Aboriginal and Torres Strait Islander people who live on the Country of the Palawa people, Lutruwita (Tasmania)

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As more Australians turn to First Nations knowledge and practice to enhance individual, family, community and organisational well-being and practice, and recognise the value and significance of Aboriginal and Torres Strait Islander histories and culture as the founding story of this Country, the way we engage and connect with First Nations knowledge and culture needs to be carefully considered and approached in a culturally appropriate and respectful way.

The context in which Aboriginal and Torres Strait Islander people were historically treated by British colonisation and invasion and successive authorities and policies, should be understood to ensure your engagement is underpinned by values of empathy and understanding from a non-Aboriginal perspective. Developing your own culturally safe practices and capabilities is a recommended prerequisite before commencing formal engagement and relationships with Aboriginal people.

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An Acknowledgement of Country is a way of respecting Aboriginal and Torres Strait Islander people and acknowledging their ongoing connection to culture and custodianship of the lands and waters of the places we share. An Acknowledgement of Country may be given by a Palawa person, an Aboriginal or Torres Strait Islander from other communities or a Non-Aboriginal person.

STATEMENT OF COUNTRY

A Statement of Country is given by Tasmanian Aboriginal people to visitors to their country. A Statement of Country might involve a speech from an Elder, knowledge holder, or Palawa person, providing a short history of the people and the area and may include ceremonial elements such as a song, dance or smoking ceremony.

It is culturally appropriate and respectful to invite a Palawa person to provide a Statement of Country at major public events (such as a citizenship ceremony, major festival, large infrastructure launch), and at significant events that directly relate to or engage with Palawa people or issues. This should be considered in the early planning stages of an event, with an appropriate budget allocation included.

It is important to consider the context of the event and engage an appropriate Palawa person or people to provide this cultural offering. Costs for a formal Statement can vary and can be considerable for significant ceremony provisions such as smoking ceremonies, dances and other cultural elements.

Appropriately remunerating Palawa people recognises the underlying work that individuals do to ensure they follow cultural protocols. Tasmanian Aboriginal cultural knowledge is informed by thousands of generations of cultural practice, knowledge and stories, and engaging individuals draws on the knowledge that has been passed down. Many of the

same individuals are often asked to contribute their time and knowledge. Their labour and the significance of their perspectives, connections, and knowledge should be appropriately remunerated.

ACKNOWLEDGEMENT OF COUNTRY

A verbal Acknowledgement of Country can be provided by an Aboriginal or Torres Strait Islander or non-Aboriginal person at the start of an event or significant meeting or gathering. If there is a known Aboriginal person at the event or meeting, it may be appropriate, prior to the commencement, to ask whether they would like to provide either a Welcome or Acknowledgement. However, it is not appropriate to expect Aboriginal people to always take on the role of providing an Acknowledgement.

It is appropriate to provide an Acknowledgement of Country at public events such as meetings, community forums, launches and workshops. It is particularly important to provide an Acknowledgement when there may be Aboriginal people participating, or the topics being discussed relate to or affect Aboriginal people.

In the event that a Welcome or Acknowledgement has already been given at an event, subsequent speakers may like to offer a word of thanks to the person who provided the Welcome and a personal reflection or response. This is preferable to providing another standard Acknowledgement.

Similarly, it's important to consider the general tone of the messages you are seeking to convey, not just the specific words chosen. Words are important however delivery, attitude and context are equally so.

A short guide and a number of example Acknowledgements are provided on pages 6 and 7, in addition to the Acknowledgement at the start of this document. These have been considered carefully and can be used in part, in whole or in combination. The guide has been provided to encourage creation of tailored, contextual Acknowledgements, so long as it is culturally appropriate and respectful. This will ensure your acknowledgement remains relevant and has meaning.

Muwinina People Acknowledgement

We acknowledge the Muwinina people as the traditional owners of Nipaluna (Hobart). The Muwinina people were a clan of the South East nation and lived on the land and cultural landscapes on and around what is now called Hobart. They lived on and cared for this country, including land, sea and waterways and lived as part of the ecosystem for thousands of generations. They 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 in the Country around Nipaluna (Hobart). Significant cultural living sites are still found all along Timtumili Minanya (the River Derwent).

As a direct result of British colonisation/invasion and war, there are no Muwinina people left alive today. Therefore we aren't able to pay respect to their present Elders or clan. Today's Tasmanian 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 (Tasmanian Aboriginal People) of today as the ongoing custodians of Muwinina Country.

We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania).

Written Acknowledgements

It is considered appropriate to include an Acknowledgment at the front of any new strategy or document. This sends a strong message of respect to Aboriginal people in Tasmania and an acknowledgement of the thousands of years of Aboriginal history in this place. It is important to consider the context of the document and tailor the Acknowledgement appropriately.

When outlining historical context for a work plan, place-based signage and similar, priority should be given to including Aboriginal history and cultural context where appropriate. Traditionally, greater weight has been given to colonial history in such documentation. It is important to balance a description of colonial history with significant mention of Aboriginal custodianship of the land for more than 40,000 years. Care should be taken to ensure proportionate representations of history are accurately and truthfully presented as part of any document.

Example Acknowledgements

The following Acknowledgement is set in Nipaluna (Hobart) during April, and utilises the context of place, time and people. This contributes to the acknowledgement being more meaningful, relevant and informative. We have added footnotes to show what steps you can take to tailor your own Acknowledgement by basing it on the context of your event. Not every aspect listed is necessary and should be carefully considered before being included. More examples are listed below.

As we meet together as members of our company board, we pause to remember and acknowledge that the land on which we meet, known as Nipaluna (Hobart), is the traditional land of the Muwinina people. $^{\scriptscriptstyle 1}$

We gather between Kunanyi/Mount Wellington, Timtumili Minanya (the River Derwent) and the sky above us. These are places that have been sacred to people who have shaped and been shaped by the land, waters and sky for thousands of generations. They continue to be sacred to today's Tasmanian Aboriginal people.²

We acknowledge that, as a direct result of invasion and war, there are no Muwinina people left today. In their absence, we recognise today's Aboriginal Community, the Palawa people as the ongoing custodians of this land and its ancestral stories.³

We are meeting in April, the time of year when many Tasmanian Aboriginal people are preparing for the mutton-birding season. This is one of many cultural practices that Tasmanian Aboriginal people and their families have been continuing for generations. One of the oldest continuing cultural practices in the world.4

As we meet together today, we commit ourselves to the ongoing work of justice and healing in our relationships, and to further our commitment to fulfilling our Aboriginal Commitment and Action Plan.⁵

We recognise the determination and resilience of Tasmanian Aboriginal people, their continuing culture and the stories of their old people. We pay our respects to Elders past and present. $_6$

We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania). $_6$

- 1. Acknowledge what the gathering or event is about, who is involved, and the location of your meeting.
- 2. Respectfully use Aboriginal place names if they are known, relative to where you are.
- 3. Acknowledge the impacts of invasion and colonisation, and respectfully use traditional people and place names if they are known.
- 4. Find out if the time or date on which you are meeting has significance to Aboriginal people, or if there are any significant events currently happening to make your Acknowledgement more informative. Make sure to consider whether it is appropriate and try to relate it to the present day.

 5. State how you or your organisation / business / group is committed to working towards reconciliation,
- equality, and creating outcomes for Aboriginal and Torres Strait Islander people. You can link it to the gathering / event, as well as any broader commitment you may have, such as a Reconciliation Action Plan (RAP).

 6. Acknowledge Elders or senior knowledge holders, and the presence of any Aboriginal people at your event.

In recognition of the deep history and culture of this place, I wish to acknowledge the Traditional Custodians of the land upon which the City of Hobart was built. I acknowledge the determination and resilience of the Palawa people of Lutruwita (Tasmania), who have survived invasion and dispossession, and continue to maintain their identity, Culture and rights. I recognise the value of continuing Aboriginal knowledge and cultural practice and pay my respect to Elders past and present. We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania)

Today we are meeting on Tasmanian Aboriginal land. I acknowledge the Muwinina people who cared for and protected this land, Nipaluna (Hobart), from Kunanyi/Mt Wellington to Timtumili Minanya (the River Derwent) for more than 40,000 years. I pay my deepest respects to those who have passed before us and acknowledge the Palawa people of Lutruwita (Tasmania) who are the ongoing custodians of this land. We also acknowledge Aboriginal and Torres Strait islander people from other communities who live on the Country of the Palawa people, Lutruwita (Tasmania)

The following Acknowledgment may be used in email signatures.

I acknowledge and pay respect to the Muwinina people as the traditional owners of this Country. I acknowledge the Palawa (Tasmanian Aboriginal people) as the ongoing custodians of the Country upon which Nipaluna (Hobart) was built.

Aboriginal language and language conventions

Prior to the arrival of Western Culture there were numerous Tasmanian Aboriginal languages and dialects spoken across Tasmania. Due to the impacts of invasion and colonisation, these languages were almost entirely lost, with only remnants recorded. 'Palawa Kani', meaning 'Tasmanian Aboriginal people speak', is the reconstructed form of original Tasmanian Aboriginal languages, drawing upon extensive historical and linguistic research undertaken by the Tasmanian Aboriginal Centre.

Palawa Kani words and spellings are included in this document. It is acknowledged that not all Tasmanian Aboriginal people use Palawa Kani. You can learn more about the Palawa Kani Language Program and the use of Palawa Kani language at the Tasmanian Aboriginal Centre website.

You are encouraged to use Aboriginal place names and language, when possible, to respectfully acknowledge Aboriginal history and connection to Country in Tasmania. Any use of Palawa Kani for purposes other than using approved place names, may require approval from the Tasmanian Aboriginal Centre.

Capitalisation

Capitalisation is an area where change may be ongoing and where there may not be consensus on preferences. Current advice suggests that:

- Capitals can be used used to refer to people or tribal group (for example, Palawa or Muwinina people); and
- When Palawa Kani place names are used, they are named first and are now capitalised.
- Culture and Country are often capitalised because in this context these words
 represent a complicated and interconnected history of stories, people and place. This
 knowledge connects people to the land and to each other and has been passed
 down through thousands of generations.
- The term Elder should be capitalised as a sign of respect (see below definition of Elder in Commonly Used Terms).
- Aboriginal should always be capitalised. The word 'aboriginal' in lower-case can refer
 to an indigenous person from any part of the world and does not necessarily refer to
 an Aboriginal person from Australia.

Official Aboriginal and Dual Place Names

As of 2023, there are 44 Aboriginal and dual place names in Tasmania assigned under the Tasmanian Aboriginal and Dual Naming Policy. It is anticipated that more official names will be assigned over the coming years. You are encouraged to use dual names where they exist. The correct formatting for dual names is for the Palawa Kani or Aboriginal word to come before the English word, separated by a forward slash. In 2025 it was clarified that in the case of Palawa Kani words, place names are capitalised. For example: Kunanyi/Mt Wellington.

To learn more about the Aboriginal and Dual Naming Policy, you may read the official policy on the Tasmanian Government website.

Non Official Aboriginal Place Names

Below are a number of Aboriginal names for places and features that may be used verbally, in writing and in Acknowledgements where appropriate. It is important to note that these names have not been officially assigned as place names; however, they have broad community support and are increasingly being used and referenced. Any opportunity to use Tasmanian Aboriginal Language builds cultural safety and cultivates better engagement and relationships with Tasmanian Aboriginal people.

Nipaluna (nee-pah-lu-nah)

Nipaluna refers to the area around Hobart. Transcribed in the historical text as 'Nibberloonne' the word comes from the Aboriginal people of the South East nation in which Hobart sits. In 1831 while on their return to Hobart, Wurati, a Nuennone man from Bruny Island, shared this name with George Augustus Robinson as referring to the country as Hobart town. Wurati was a skilled hunter and renowned storyteller. While he was not Muwinina, he did speak the South East language.

Lutruwita (lu-tru-wee-tah) This refers to Tasmania as a whole.

Timtumili Minanya (teem-tu-mee-lee mee-nah-nyah)

This refers to the Derwent River that originates in the Central Highlands and descends over a distance of more than 200 kilometres, flowing through Hobart, before meeting with Storm Bay, bringing vital water and food to the region.

Example uses:

- The land on which Hobart was built is known by many Aboriginal people as Nipaluna.
- The Palawa people of Lutruwita (Tasmania) have walked this Country for thousands
 of years.
- This City encompasses geographical and cultural features that are important to Aboriginal people, including Kunanyi/Mt Wellington and Timtumili Minanya (the River Derwent).

Cultural Awareness | Safety | Immersion training

Cultural Awareness, Safety or Immersion training is offered by Tasmanian Aboriginal people and organisations to help businesses and individuals build capacity to better understand, work with and support Aboriginal and Torres Strait Islander people. The training usually includes historical context relevant to the place where the training is being conducted and helps people visualise the impact that colonisation and invasion have had, and continue to have, on the lives of Aboriginal and Torres Strait Islander people, and tools to build a culturally safe environment for Aboriginal people. The Tasmanian Aboriginal Centre and other organisations may offer Tasmanian Aboriginal cultural proficiency training.

Commonly used terms

Tasmanian Aboriginal People, Community and Palawa (Aboriginal with a capital 'A'). Using Tasmanian Aboriginal people, Community and Palawa is specific recognition and identifies the people who are the cultural and rightful custodians through bloodlines of the Country of Lutruwita (Tasmania). Using indigenous is not acceptable, and first nations is not appropriate in this context. The Tasmanian Aboriginal term 'Palawa' may also be used. Many, but not all, Tasmanian Aboriginal people identify as Palawa.

If in doubt, ask the person which term they prefer.

Aboriginal and/or Torres Strait Islander people, Aboriginal Tasmanians (Aboriginal with a capital 'A').

There are many Aboriginal and Torres Strait Islander people who live on the Country of the Palawa (Tasmanian Aboriginal people), Lutruwita (Tasmania), who are the descendants and bloodline from mobs and communities around Australia, some being born in Lutruwita (Tasmania). Aboriginal people from mainland Australia, the appropriate term is Aboriginal and/or Torres Strait Islander people or Aboriginal Tasmanians.

If in doubt, ask the person which term they prefer.

First Nations People

First Nations People is a collective term for Aboriginal and Torres Strait Islander people and is generally accepted as respectful and appropriate. This term is becoming more widely used, both across the country and in some international contexts, and provides a strong statement about custodianship of the land. Best used when referring to all Aboriginal communities across Australia. Otherwise, keep your terminology in line with local context.

Cultural awareness

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

Cultural safety

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.

Elders

'Elder' is a title of respect endowed to leaders and/or senior figures within a Community and should be capitalised in a sentence. The term Elder recognises Aboriginal people who are respected for, and are custodians of, wisdom and knowledge of culture, lore and protocol.

For example: We pay respect to Elders past and present. Some Tasmanian Aboriginal Elders prefer to be referred to as 'Aunty' or 'Uncle'. If in doubt, ask the person how they would prefer to be addressed.

If used in written documents, you may wish to include a caveat that says "The term 'First Nations' respectfully encompasses the diversity of Aboriginal and Torres Strait Islander cultures and identities throughout Australia, as well as First Nations people from overseas, many of whom share similar experiences and are subject to the ongoing impacts of colonisation."

Frontier Wars / Black War

The Frontier Wars refer to conflicts between white colonists and colonial forces, and Aboriginal people during British invasion and subsequent colonisation of Australia and includes battles, acts of resistance and open massacres from 1788 to the 1930s. The Black War refers to a period of intense conflict between British colonists and Tasmanian Aboriginal People between around 1824-31.

Invasion and Colonisation

The term 'invasion' used alone or in conjunction with 'colonisation' is generally preferred to describe the process of Europeans arriving in Tasmania compared to the term 'colonisation' alone. 'Colonisation' often fails to express the suffering and violence experienced by Aboriginal people since the arrival of Europeans in Australia. 'Invasion' is also more effective at communicating a sense of Aboriginal sovereignty and continuing custodianship.

Muwinina (mu-wee-nee-nah)

This is the name for the band of Aboriginal family groups from the South-East Nation in Tasmania. The Muwinina were the Traditional Custodians of the land where Nipaluna (Hobart) is located. However, due to the impact of invasion and subsequent colonisation, they are no longer here today. When referring to the Muwinina people in an Acknowledgement, it is appropriate to reflect on this and to recognise that all Tasmanian Aboriginal people now take on the role of custodians of the traditional homelands of the Muwinina people.

NAIDOC Week

NAIDOC originally stood for 'National Aborigines and Islanders Day Observance Committee'. This committee was once responsible for organising national activities during NAIDOC Week and its acronym has since become the name of the week itself. NAIDOC Week celebrations are held across Australia each July to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC Week is a celebration of Aboriginal history and culture and is celebrated by Aboriginal communities all over Australia. Non-Aboriginal people are encouraged to participate in NAIDOC week activities and events, where those events are open to participation by non-Aboriginal people.

Invasion Day / Australia Day 26 January

Some Aboriginal people may not acknowledge 26 January as a day to celebrate 'Australia Day'. The historical significance of 26 January is that it was the day Sir Arthur Phillip raised the British flag at Warrane (Sydney Cove) to claim Aboriginal land as a British Colony, which also marked the beginning of massacres, land theft, generations of stolen children and widespread oppression for Aboriginal people. Australia Day has been celebrated on 26 January since 1935.

Sorry Day 26 May

National Sorry Day (also known as National Day of Healing) was first held in 1998. Sorry Day is a day to reflect and remember the stolen generations of Aboriginal children and celebrate the strength and resilience of Stolen Generation survivors. In Tasmania, the *Stolen Generations of Aboriginal Children Act 2006* was passed unanimously by both Houses of Parliament in November 2006. The Act made provision for a \$5 million fund to provide payments to eligible members of the stolen generations of Aboriginal people and their children.

Reconciliation Week 27 May - 3 June

National Reconciliation Week is celebrated from 27 May to 3 June each year and commemorates two important milestones in Australia's reconciliation journey; the successful 1967 referendum, where more than 90% of Australian voters voted to change the Constitution to recognise Aboriginal and Torres Strait Islander people in the census and give the Australian Government the power to make laws for Aboriginal and Torres Strait Islander people that could address inequalities; and the High Court Mabo decision in 1992, a trial which successfully challenged the concept of *terra nullius* in the High Court to acknowledge Aboriginal people as the traditional owners and custodians of their land. This decision paved the way for Native Title. Native title is not a part of the legal and policy landscape in Tasmania. Due to the complete dispossession of Aboriginal people from their traditional lands, there have been no successful determinations of native title in Tasmania.

Terms to Avoid

It is important to understand that it is not appropriate to refer to any member of the community as being 'part Aboriginal', or 'of Aboriginal descent', as someone either is or is not Aboriginal. Terms such as 'half-caste' and 'full-blood' are also considered offensive and therefore inappropriate. The acronym ATSI (instead of Aboriginal and Torres Strait Islander) should be avoided.

Some Aboriginal people may prefer different terminology relating to `Community' or `Communities'. `Community' is a collective noun, while `communities' may refer to specific groups and organisations around the state.

The word, 'tribe' is also a contentious term because it is not an accurate representation of Tasmanian Aboriginal cultural governance systems. Correct terminology is Tasmanian

Supporting Information Council Meeting - 28/7/2025

Aboriginal Community, Family Groups and People. Other Terms that can be used are `Tasmanian Aboriginal people', `Tasmanian Aboriginal People and Culture'.

This document has been prepared by the City of Hobart and was last reviewed in 2024. If you have any queries or would like further information, please contact the Community Programs Team at the City by telephoning 03 6238 2194 or emailing connectedcity@hobartcity.com.au The City of Hobart would like to thank those Aboriginal people who contributed advice and knowledge to inform the development and updating of this document.