

City of Hobart
ANNUAL PLAN

Report for the period ending 31 October 2016



City of **HOBART**

CITY OF HOBART ANNUAL PLAN 2016–17

PROGRESS REPORT FOR PERIOD ENDED 31 OCTOBER 2016

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Introduction

The Council endorsed the ten-year *Capital City Strategic Plan 2015–25* at its meeting on 9 November 2015. The Strategic Plan sets out the goals and strategic objectives which will be the focus for a ten-year period to progress the Council in achieving the community's vision, *Hobart 2025—A Community Vision*, and the future direction statements that describe the vision.

The future direction statements have been brought together to form the following goals for the City:

- Goal 1—Economic development, vibrancy and culture
- Goal 2—Urban management
- Goal 3—Environment and natural resources
- Goal 4—Strong, safe and healthy communities
- Goal 5—Governance.

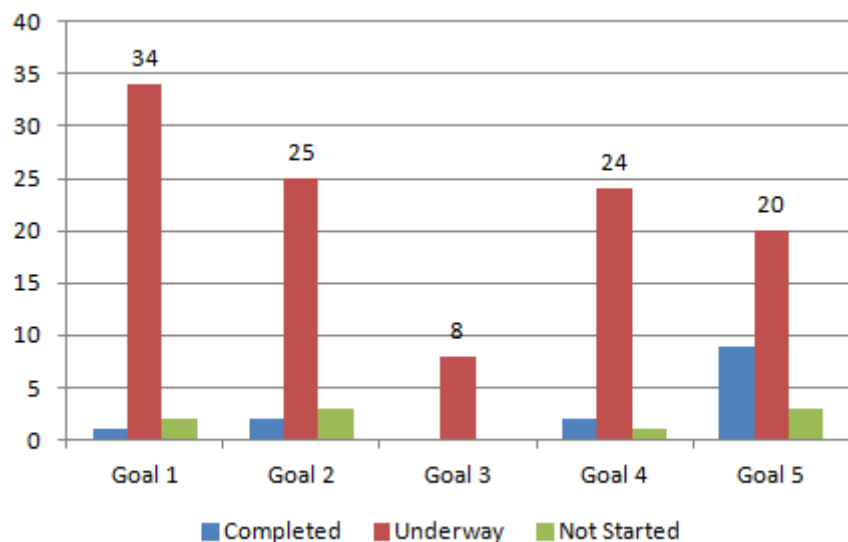
The Annual Plan sets out the major actions/initiatives for the 2016–17 financial year, the second year of the Strategic Plan.

This report presents the progress in implementing the Annual Plan for the period 1 July 2016 to 31 October 2016.

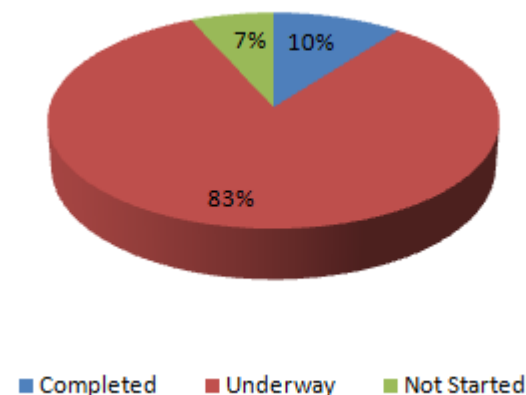
Overview of results for period ended 31 October 2017

The implementation of the Annual Plan for the period of 1 July to 31 October has seen the commencement of 93 per cent of major actions/initiatives. As illustrated in the following graphs, 83 per cent are underway, 10 per cent complete and 7 per cent of actions/initiatives are yet to commence.

OVERVIEW OF PROGRESS OF IMPLEMENTATION OF MAJOR ACTIONS/INITIATIVES BY GOAL



OVERVIEW OF PROGRESS OF IMPLEMENTATION OF ALL MAJOR ACTIONS/INITIATIVES



Goal One—Economic Development, Vibrancy and Culture

City growth, vibrancy and culture comes when everyone participates in city life

FD1—Offers opportunities for all ages and a city for life

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers. A city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

FD7—Is dynamic, vibrant and culturally expressive

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

Strategic Objectives

- 1.1 Partnerships with government, the education sector and business create city growth
- 1.2 Strong national and international relationships
- 1.3 Vibrant city centre and suburban precincts
- 1.4 An enriched visitor experience
- 1.5 Cultural and creative activities build community wellbeing and economic viability

Key Function Areas

This will be delivered through the following Functions:

- Cultural Development
- Tasmanian Travel and Information Centre
- City Marketing
- Economic Development
- Salamanca Market
- City Cleansing
- Community Development Policy and Management
- Events
- The Taste of Tasmania

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.1.1	Establish and implement a framework to engage with the business community.	⇒			Extensive engagement with inner-city businesses took place after the Hobart Rivulet flooding incident and the subsequent Super Saturday Sidewalk Sale.
1.1.1	Consider the development of a business grants program.	⇒			The Council reaffirmed its support of a business grants program in September 2016, providing clear direction to the City Marketing Unit to proceed with scoping. A review of the Community Development Grants Program will also consider consolidating all grants (existing and new) into a single grants program.
1.1.1 1.3.1 1.3.5	Continue to deliver a range of operational improvements for the Salamanca Market including improved casual and licensed stallholder administrative systems, implement data collection on market activities, and the provision of improved patron amenities such as signage and seating.	⇒			Stallholder administrative systems are being transferred to Property and Rating. Signage improvements continue and seating on the lawns provided.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.1.2	Implement actions arising from the Memorandum of Understanding between the University of Tasmania and the City of Hobart.	⇒			Meetings have taken place between the Lord Mayor and the Vice-Chancellor, as well as the General Manager and the Chief Operating Officer. Some actions are underway, particularly regarding the relocation of the science, technology, engineering and maths research and teaching functions into the inner-city.
1.1.2	Support the University of Tasmania in the Australian Research Council funded Antarctic Gateways research project.	X			We are still awaiting final documentation from the Australian Research Council before this project will commence.
1.1.5	Incorporate the City of Hobart Gaps and Opportunities Study into the mid-term review of the Economic Development Strategy.	⇒			Given continued changes in the economic outlook for Hobart, the preparation of a new draft Economic Development Strategy for the Council's consideration is underway.
1.1.6	Partner with the University of Tasmania's Plimsoll Gallery to deliver a <i>Hobart Town Hall 150th Year Anniversary Design Award</i> to be exhibited in December 2016 and January 2017.	⇒			Planning well underway for the Design Prize exhibition to open on 9 December.
1.1.6	Strengthen the relationship with schools through the Youth Arts and Recreation Centre delivering a range of workshops in the community.	⇒			Several workshops have been held in local schools.

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.2.2	Continue to partner with stakeholders in the <i>Racism Stops With Me</i> campaign.	⇒			The City continues to be a partner in the campaign.
1.2.3	Commence implementation of the International Relations Action Plan.	⇒			The City of Hobart recently hosted 30 delegates from the City of Fuzhou.
1.2.4	Celebrate the City of Hobart's 40 th Year anniversary of the Sister City relationship with Yaizu through hosting a delegation in Hobart in February 2017 and arranging a delegation to Yaizu for August 2017.	⇒			Planning is underway for the Yaizu delegation to Hobart in February and a reciprocal visit to Yaizu in August 2017.
1.2.5	Deliver the Student Ambassador Program in partnership with the University of Tasmania.	✓			Program delivered with the second group of ambassadors appointed.
1.3.1	Deliver the 2016–17 Taste of Tasmania and commission a three-year business plan.	⇒			The Taste of Tasmania is being implemented. The three-year business plan is on hold pending the Council workshop on 14 December 2016.
1.3.1	Implement a cashless income generation model, subject to Council approval, for The Taste of Tasmania.	⇒			The Council decision to implement a cashless system of 23 May 2016 was rescinded at its meeting held on 26 September 2016. A card and cash model to be implemented.

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.3.1	Review and renew the Salamanca Market Stallholder Licence in consultation with individual stallholders and the Salamanca Market Stallholders Association.	⇒			Review complete. A report and draft licence will be presented to the Council in February 2017. Further consultation with all stallholders will take place after the Council meeting.
1.3.1	Deliver Carols and Pageant events for Hobart.	⇒			The Council resolved to sponsor the Exit Left Productions Carols by Candlelight on 11 July 2016. The event is to be delivered on 18 December 2016. Christmas Pageant delivered on 19 November 2016.
1.3.1	Provide opportunity for the support of events, festivals and activities that activate Hobart during the winter period, through the Community Development Grants Program.	⇒			A wide range of community events, festivals and activities were supported through the grants program over the winter period.
1.3.1	Continue to work in partnership with key event partners in delivering major events and festivals.	⇒			The Australian Wooden Boat Festival, Ten Days on the Island, Festival of Voices as well as Dark MoFo were supported through the Event Partnership funding stream.
1.3.1	Development of a Waste Management Strategy for Salamanca Market.	⇒			Waste Management Strategy in development with Cleansing & Solid Waste staff.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.3.2	Commence master planning for the Battery Point Slipyards site.	⇒			A consultant's brief has been prepared and will be issued for expressions of interest in early 2017.
1.3.2	Finalise and implement actions arising from the Civic Square Master Plan.	⇒			The Council is currently seeking proposals for the site through an expression of interest process.
1.3.2	Refurbish the existing Elizabeth Street Mall Booth to provide for visitor information and booking services in the city centre by the Tasmanian Travel and Information Centre to accommodate an increase in demand for visitor services and support the major retail and hospitality precincts.	⇒			Plans for the refurbished mall booth are advanced and will be submitted for the Council's consideration early in 2017, at which time, subject to Council endorsement, the works can be scheduled so as to minimise conflict with Christmas.
1.3.2	Implement a new city centre marketing strategy.	⇒			A trade mark application for the 'Hello Hobart' logo has been submitted and is being assessed. A database of businesses was established through the Super Sidewalk Saturday promotion, allowing the City to better communicate with city centre businesses about participation opportunities. A 'Shop and Win' promotion is being run for the Christmas period.

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.3.2	Assist the tourism industry and local economy through support of the cruise ship industry in Hobart and Tasmania and through relationships with key stakeholders (Tasports, Destination Southern Tasmania and Tourism Tasmania).	⇒			<p>The Tasmanian Travel and Information Centre held a pre-season briefing in collaboration with Destination Southern Tasmania and Tasports to inform the tourism industry and local retailers about the 2016–17 cruise season.</p> <p>The centre provides information and welcome services to visiting cruise ship passengers and crew within Macquarie Wharf No. 2 Cruise Terminal, along with supporting local tourism operators with the production of a welcome guide and advertising options.</p> <p>Work continues with key industry stakeholders to attract cruise ships to Tasmania as well as increase the economic yield of visiting ships.</p>

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.3.3	Local Retail Precincts Plan – <ul style="list-style-type: none"> - Develop implementation strategy. - Undertake community engagement and develop designs for the Lenah Valley retail precinct. - Undertake community engagement and develop designs for the pedestrian crossing points in Macquarie Street, South Hobart retail precinct. 	✓ ⇒ X			Implementation strategy complete Underway – community-based project action team formed. To commence in 2017.
1.3.4	Develop and implement an innovative whole of-Council activation framework.	⇒			A draft framework is being developed for consideration by the Council in early 2017.
1.3.5	Review and implement outcomes of the City of Hobart Mobile Food Vendor Program trial.	⇒			A comprehensive review has been completed with a report on the outcomes presented to the Council in November 2017.
1.4.1	Implementation of initiatives to ensure the City's streets are cleaned and public toilets are maintained to a high standard.	⇒			The level of cleansing of the City's streets and public toilets is undertaken to ensure it appropriately responds to community expectations.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.4.1	Evaluate findings and resolve actions relating to the acoustics audit of the Town Hall.	⇒			A specialist acoustics report has been received. A report will be provided to the Finance Committee in December 2016 seeking direction on potential acoustic treatments for the Town Hall auditorium.
1.4.1	Install external facade lighting to the Town Hall.	⇒			A briefing on the proposed facade lighting treatment will be presented to Aldermen prior to Christmas. The project is on schedule for completion by June 2017.
1.4.1	Redesign booking and information provision infrastructure at the Tasmanian Travel and Information Centre to ensure employee safety and improved accessibility for the public.	⇒			A refurbishment is scheduled to; address a number of ergonomic, safety and accessibility issues; improve the internal aesthetics; and enhance customer service. The refurbishment will include the addition of a hearing loop, improved advertising spaces and new counters including a self-booking counter. The fit out will feature Tasmanian timbers and will modernise the interior within the existing floor plan. The centre will temporarily relocate to the Council Centre from 3 November to 15 November 2016.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
1.4.2	Develop a business plan for the Tasmanian Travel and Information Centre.	X			This action has been held back to allow two major tourism industry planning initiatives to be completed: 1. The Tasmanian Visitor Blueprint; and 2. The Tasmanian Visitor Engagement Strategy. Also, staff resources have been applied to the refurbishment project. This action will commence early 2017.
1.5.1	Implement the Council's Creative Hobart Strategy.	⇒			Actions from the strategy continue to be implemented.
1.5.1	Host a curated series of Creative Hobart forums that engage the community and cultural sector.	⇒			Two Creative Hobart forums have been held.
1.5.1	Undertake a review of the City of Hobart Art Prize to ensure alignment with the Creative Hobart Strategy.	⇒			Review underway.
1.5.3	Investigate and implement a broad range of public art projects, in particular complete the installation of the Franklin Square Public Art Project.	⇒			The second stage of the Urban Art Walls program has been completed. The Franklin Square Public Art Project is anticipated to be completed in early 2017.
1.5.3	Implement the ongoing Soapbox program in Mathers Place.	⇒			The Soapbox program implemented with new content being installed every three months.

✓ Completed

⇒ Underway

X Not commenced

Goal Two—Urban Management

City Planning promotes our City's uniqueness, is people focussed and provides connectedness and accessibility

FD4—achieves good quality development and urban management

In 2025 Hobart will be a city that remains unique in its own right, protecting its built heritage and history while pursuing quality development, the principles of sustainable cities and the reduction of ecological impacts. It will value access to the waterfront, foreshores, public and open spaces and continues to enjoy the benefits of scale and proximity.

FD5—Is highly accessible through efficient transport systems

In 2025 Hobart will be a city that maintains its convenience and accessibility through the greater use of transport alternatives and an effective road and travel network. An integrated approach to transport planning within the city and across the wider metropolitan region will be the result of improved public transport options, cycle ways and walking tracks linking open spaces for transport and recreation, the availability of adequate parking for commuters and shoppers, the take up of sustainable transport options, the reduction of through traffic and the management of safe and efficient road network.

Strategic Objectives

- 2.1 A fully accessible and connected city environment
- 2.2 A people-focussed city with well-designed and managed urban and recreation spaces
- 2.3 City and regional planning ensures quality design, meets community needs, and maintains residential amenity
- 2.4 Unique heritage assets are protected and celebrated

Key Function Areas

This will be delivered through the following Functions:

- Traffic Engineering
- Design Services
- Parking Operations
- Road and Environmental Engineering
- Asset Services
- Civil Works
- Planning Policy
- Project Delivery
- Parks and Recreation
- Bushland and Reserves
- City Cleansing
- Kerbside Collection of Waste and Recycling
- Open Space Planning
- City Design
- Heritage and Conservation
- Community Development Policy and Management

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
2.1.1	Commence development of the Transport Strategy: <ul style="list-style-type: none"> - Undertake community engagement to identify transport issues. - Draft strategy in response to the issues identified. 	⇒ X			Community engagement commenced and Module 1—Freight, Port and Air completed. Drafting of strategy to commence in 2017 following completion of all four community engagement modules.
2.1.3	Commence West Hobart pedestrian amenity improvements in Hill Street: <ul style="list-style-type: none"> - Conduct community engagement. - Complete median treatment design. - Complete construction. 	⇒ ⇒ X			Some parking changes have been implemented. Community engagement to commence in February 2017. Median treatment design underway in preparation for community engagement.
2.1.4	Extend the Licence Plate Recognition system into all three multi-storey car parks and link them to one operating system.	⇒			The Licence Plate Recognition system has been installed in all three multi-storey car parks and is linked to the one operating system. The system is currently being tested and training is taking place.
2.1.4	Investigate the allocation of parking spaces in the short term and monthly lease car parks to promote the use of fuel-efficient and environmentally friendly vehicles.	⇒			Two Electric Vehicle charging stations have been installed at Hobart Central Car Park and their usage is being monitored.
2.1.4	Review the parking strategy: Parking—A Plan for the Future 2013.	⇒			The review of the parking strategy has commenced.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
2.1.4	Install and implement the integrated parking system.	⇒			The tender has been awarded to the preferred supplier. Implementation and installation of the integrated parking system will be dependent on the timing of integration with the replacement of core business systems.
2.1.4	Review the residential parking schemes, including zones, operational costs, fees and eligibility criteria and identify actions.	X			To commence in 2017.
2.1.5	Upgrade Bus Mall in Elizabeth Street and consider inclusion of Collins Street as part of the bus interchange facilities: <ul style="list-style-type: none"> - Undertake community engagement. - Complete design. - Commence construction. 	X			Pending construction works associated with the new hotel being built in the bus mall and ongoing negotiations with Metro as to a preferred configuration.
2.1.6	Complete construction of the Inner-City Cycle Way—Morrison Street connecting Brooke Street and Castray Esplanade, including Brooke Street upgrade.	⇒			Construction underway and scheduled for completion before the end of December 2016.
2.1.6	Commence planning and design for the Inner-City Cycle Way—shared path on Castray Esplanade from IMAS to CSIRO.	X			To commence in 2017.
2.1.6	Complete construction of Sandy Bay Road Walking and Cycling project from Beach Road to the boundary with Kingborough.	⇒			Construction underway and scheduled for completion before the end of December 2016.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
2.1.7	Investigate options to improve traffic network capacity within the city centre.	✓			Options for improvement identified in conjunction with the Transport Commission.
2.2.1 2.2.5	Complete stage two of the Collins Court Revitalisation including improving the linkages through to Macquarie Street.	⇒			The design of stage two of Collins Court is underway.
2.2.2	Develop a business plan for the City Hall site.	⇒			A draft brief for the business/master plan has been prepared, with this to be advertised prior to the end of the calendar year. A range of investigative and preliminary works for short term corrective improvements have also been undertaken, with these works scheduled in the first half of 2017.
2.2.2	Complete construction of the Sandy Bay Retail Precinct Revitalisation.	⇒			Construction underway.
2.2.2	Rebuild Carlton Street: - complete design. - commence construction.	⇒ X			Community engagement almost complete and design nearing completion.
2.2.2	Construct a new footpath at Cornelian Bay from Queens Walk to Stainforth Court.	⇒			Design underway.

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
2.2.2	Implement the Public Toilet Strategy.	⇒			The internal refurbishment of Wellesley Park and Franklin Square toilets are complete. Refurbishment of the City's public toilets continue. New facilities in Princes Park and Battery Point are under construction.
2.2.2	Complete the fabrication and installation of toilet facilities in Sullivans Cove to service Salamanca Market and the late night economy.	⇒			Toilet design currently being finalised.
2.2.2	Complete the development of the City's new Street Tree Strategy.	⇒			Preparation of the draft document is nearing finalisation to enable its release for wider community engagement and consultation early 2017.
2.2.2	Develop procedures to guide the management and booking of inner city spaces including Collins Court, Mathers Place, Elizabeth Street Mall, Wellington Court and Salamanca Square.	⇒			Procedures to be developed as a key action of the City Activation Framework
2.2.2	Upgrade the Mawson Place cardinal lights to energy efficient colour adjustable lighting.	⇒			Design in progress. Tender to be let in early 2017.
2.2.5	Substantial completion of the Brooker Avenue shared bridge.	⇒			Currently at tender for construction.
2.2.5	Completion of the City to Cove improved pedestrian connectivity options analysis.	⇒			The consultant's report due December 2016.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
2.2.5	Preparation of a design for the Tasman Highway shared bridge.	⇒			Preliminary design complete.
2.2.6	Implementation of the City's Graffiti Management Plan.	⇒			Graffiti vandalism is removed from Council property as required.
2.2.6	Work collaboratively with business and community to implement a range of graffiti prevention measures including the development of community art walls.	⇒			The Council continues to raise awareness about graffiti prevention through its City News, and a series of recent murals have been completed in the Elizabeth College Skate Park. Two Graffiti Management brochures have also been produced and distributed to the community. Further community art walls are being developed in particular, collaborative work with the Youth Arts and Recreation Centre and businesses in Victoria Street is underway.
2.3.2	Develop a new interpretation strategy for Sullivans Cove.	⇒			Preliminary concepts have been prepared by the Traffic Unit.
2.3.4	Translate the Hobart Interim and the Sullivans Cove Planning Schemes into the Tasmanian Planning Scheme.	⇒			Preliminary work has commenced. The State Planning Provisions are unlikely to be released by the Minister for Planning until early 2017.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
2.4.1	Celebration of the sesqui-centenary of the Town Hall in September 2016; implementation of projects identified by the Working Group including input into the publication of a book on the history of the Town Hall.	✓			Celebrations were held in September 2016 including a very successful open day and the publication of the historical book titled <i>Municipal Magnificence: the Hobart Town Hall 1866–2016</i> .

✓ Completed

⇨ Underway

X Not commenced

Goal Three—Environment and Natural Resources

An ecologically sustainable city maintains its unique character and values our natural resources

FD2—is recognised for its natural beauty and quality of environment

In 2025 Hobart will be a city that respects the natural beauty of kunanyi/Mount Wellington, the Derwent River, the bushland surrounds and foreshore locations. The community connection to the environment has been enhanced through the protection of views, vistas, access and linkages. The physical environment has been conserved in a manner that will ensure a healthy and attractive city.

Strategic Objectives

- 3.1 Increased resilience to climate change
- 3.2 Strong environmental stewardship
- 3.3 A highly valued natural and cultural open space network
- 3.4 Leadership in environmental performance with the efficient use of natural resources

Key Function Areas

This will be delivered through the following Functions:

- Road and Environmental Engineering
- McRobies Gully Waste Management Centre
- Bushland and Reserves
- Cleansing and Solid Waste—Policy, Compliance and Customer Liaison
- Kerbside Collection of Waste and Recycling
- Planning Policy and Heritage
- Environmental Planning

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
3.1.2	Develop and implement climate communication plan as part of a review of the Hobart Climate Change Strategy.	⇒			The report <i>Climate change information for decision makers</i> has been endorsed by the Council and will be used to inform the climate communication plan as part of the review of the Hobart Climate Change Strategy.
3.1.3	Develop and implement a coastal hazard strategy.	⇒			Background reports and drone footage of the coastline are being prepared that will inform the strategy.
3.2.1	Review the City's fire management plans for Knocklofty and Ridgeway Reserves.	⇒			Further review of the plans are pending finalisation of the Tasmania Fire Service guidelines. Finalisation of the management plans is in 2017–18.
3.2.3	Finalise the New Town Rivulet flood model and analyse results.	⇒			Consultants continue to work to finalise flood model within the current financial year.
3.2.3	Conduct rivulet and waterways restoration, including willow tree removal and revegetation works.	⇒			Planning underway for rehabilitation in the new Town Rivulet and Salvator Rosa Glen Creek.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
3.2.5	Implement the Waste Management Strategy 2015-2030.	⇒			The draft McRobies Gully Waste Management Centre Good Neighbour Agreement is to be released for community-wide engagement and consultation in early 2017. Improved waste diversion arising from the Taste of Tasmania is in place.
3.3.2	Undertake Stage 1 of the Joggers Loop redevelopment contained within the Queens Domain Management Plan.	⇒			Works planned for mid-2017.
3.3.2	Implement the Ancanthe Park Master Plan.	⇒			A development application for the works was issued in November with on-ground works scheduled to be undertaken in early 2017

Goal Four—Strong, Safe and Healthy Communities

Our communities are resilient, safe and enjoy healthy lifestyles

FD6—builds strong and healthy communities through diversity, participation and empathy

In 2025 Hobart will be a city that reflects a spirit of community and tolerance. By valuing diversity and encouraging participation by all ages in the life of their community a friendly and compassionate society will underpin a safe and healthy city.

Strategic Objectives

- 4.1 Community connectedness and participation realises the cultural and social potential of the community
- 4.2 City facilities; infrastructure and open spaces support healthy lifestyles
- 4.3 Build community resilience, public health and safety
- 4.4 Community diversity is encouraged and celebrated

Key Function Areas

This will be delivered through the following Functions:

- Doone Kennedy Hobart Aquatic Centre
- Equal Access Coordination
- Environmental Health
- Community Development Policy and Management
- Positive Ageing
- Youth Programs
- Cultural Programs
- Parks and Recreation

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
4.1.1	Implement the Social Inclusion Strategy 2016–17 Action Plan in conjunction with the Community Sector Reference Group.	⇒			Actions being implemented. Community Sector Reference Group to meet on 30 November.
4.1.2	Implement the 2015–16 action plans for the Equal Access, Positive Ageing, Youth, Multicultural and Children and Families Strategies.	⇒			Action plans currently being implemented.
4.1.2	Investigate Social Prescribing to address social isolation for older people.	⇒			Investigation to be undertaken in early 2017.
4.1.2	Investigate the potential for Hobart to become an age-friendly city.	⇒			Investigation to be undertaken in early 2017.
4.1.2	Deliver the Still Gardening Program in accordance with funding agreement with the Department of Social Services.	⇒			Still Gardening Program being successfully delivered in accordance with the funding agreement.
4.1.2	Work with Relationships Australia to develop a suicide prevention action plan to be utilised in the Youth Arts and Recreation Centre.	⇒			The action plan to be developed in early 2017.
4.1.3	Work in partnership with key stakeholders to deliver the Ability to Create Exhibition at Mawson Pavilion.	X			Exhibition to be held in May 2017.
4.1.3	Participate in the Disability Action Local Government Working Group with Premier and Cabinet, State Government.	⇒			Council officer is participating in the working group.

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
4.1.3	Partner with the Glenorchy City Council, Clarence City Council and Tascare for Children to deliver the Access All Areas event to celebrate International Day of People with Disability.	⇒			Planning is well underway for the event to be held on 27 November at Montrose Park.
4.1.5	Deliver the 2016–17 Community Development Grants Program and undertake a review.	⇒			The program continued to be delivered and review undertaken.
4.1.6	Strengthen and develop the Positive Ageing Volunteer Program.	✓			Several strategies implemented including the provision of training opportunities for volunteers.
4.1.7	Support the provision of accessible information and lifelong learning through the delivery of an expo for Adult Learners Week.	✓			Successful expo for Adult Learners Week held in September 2016.
4.2.1	Complete development of the Doone Kennedy Hobart Aquatic Centre Redevelopment Master Plan.	⇒			The draft Master Plan will be further progress when the appointment of the project architect is concluded.
4.2.1	Implement the Doone Kennedy Hobart Aquatic Centre Marketing Strategy.	⇒			Implementation of the strategy is underway and will be ongoing
4.2.2	Undertake renewal works to the Organ Pipes Track (Great Short Walk).	⇒			Planning underway with on-ground works expected to commence from January 2017
4.2.2	Undertake planning for the design of the City to Gardens Way connecting the city centre to the Royal Tasmanian Botanical Gardens.	⇒			Initial planning complete.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
4.2.4	Commence implementation of the West Hobart Oval Management Plan.	⇒			Ground and lighting improvement works are scheduled to commence in December 2016
4.2.4	Design and implementation of the Soldiers Memorial Oval Community Hub.	⇒			Details design being finalised with commencement of ground works scheduled for early 2017
4.2.4	Deliver new programs to encourage healthy eating choices at Youth Arts and Recreation Centre.	⇒			A new 'café' cooking program successfully implemented.
4.2.4	Investigate opportunities to enhance the Light Up The Lane, National Youth Week event.	⇒			Planning underway for an enhanced event to be held in April 2017.
4.2.4	Work with Council Officers in Planning and Corporate Services to investigate and implement Creative Hobart residency opportunities using Council-owned space as short-term studios.	⇒			A residency program proposal currently being developed.
4.2.4	Investigate the opportunity to coordinate a large scale skate event in partnership with other local councils.	⇒			A large-scale national girl's skate event to be delivered in early November at the North Hobart Skate Park.
4.3.5	Complete Marieville Esplanade Coastal Adaptation Pathway Project.	⇒			Consultation to be undertaken in January 2017.
4.3.5	Engage with businesses undertaking high risk level 1 activities to discuss the regulation and monitoring of environmental relevant activities.	⇒			High risk level 1 activities have been identified. Assessment schedule being developed.

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
4.3.8	Deliver the secure taxi rank as part of the Street Teams Project in partnership with The Salvation Army and Tasmania Police.	⇒			Taxi rank successfully delivered with an evaluation underway.
4.3.8	Develop a Community Safety Strategy.	⇒			A draft strategy is nearing completion.
4.4.3	Support the delivery and promotion of 2017 Lunar New Year events.	⇒			Several meetings within the community have been held with planning well underway for the delivery and promotion of 2017 Lunar New Year events.

Goal Five—Governance

Leadership provides for informed decision-making for our capital city

FD3—is well governed at a regional and community level

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships with governments, the private sector and local communities in achieving significant regional, city and community goals will be created.

Strategic Objectives

- 5.1 The organisation is relevant to the community, and provides good governance and transparent decision-making
- 5.2 Opportunities are embraced and risks are recognised and managed
- 5.3 Quality services are delivered in the most safe, cost effective and efficient way
- 5.4 An engaged civic culture where people feel part of decision-making
- 5.5 Capital City leadership is provided

Key Function Areas

This will be delivered through the following Functions:

- Financial Management
- Rates and Commercial Services
- Central Procurement
- General Manager's Office
- City Marketing
- Human Resources
- Planning Policy and Heritage
- Cleansing and Solid Waste – Policy, Compliance and Customer Liaison
- City Government
- Asset Services
- Strategic Planning and Performance
- Development Appraisal
- Information, Communications & Technology
- Media and Community Relations
- Legal and Governance
- Information Management

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
5.1.2	Purchase and commence implementation of new integrated business systems.	⇒			A preferred supplier has been contracted. Phase one implementation including finance and payroll and a new website has commenced.
5.1.2	Review the structure and resourcing of the Information and Communication Technology services to support the new business systems environment.	⇒			A review is underway.
5.1.3	Implement the InfoCouncil system as a holistic tool to accommodate the preparation of Council and committee business papers and the management of Council and committee outcomes.	⇒			The InfoCouncil business papers management system has been implemented. The active use of the system for the control and management of Council and committee outcomes is now under investigation.
5.1.3	Continue to refine and enhance the use of the Hub software, as the means of presenting Council business documents to Aldermen.	⇒			The use of the Hub to meet the needs of Aldermen and internal staff continues to be refined, with the aim of maximising user capacity.
5.1.3	Undertake the twelve-month audit of the implementation of Council's policy in respect to <i>Aldermanic Development and Support</i> .	⇒			The Council's internal auditors have commenced the audit.
5.1.7	Review and update the Long-Term Financial Management Plan 2017–37.	⇒			The annual roll-over and inclusion of the 2016 financial year results is currently underway.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
5.1.8	Review and update the City of Hobart Rates and Charges Policy.	✓			The City of Hobart Rates and Charges Policy has been reviewed and updated. The Council approved revision is available from Council's website and in print from the Customer Service Centre.
5.1.8	Implement property value adjustment factors (indexation) for 2017–18 Council rates.	X			Indexation data from the Office of the Valuer-General is expected to be received in April/May 2017.
5.1.8	Investigate methods for the efficient and sustainable distribution of Rates Notices.	⇒			A campaign to promote email delivery of rate notices has been implemented and communicated to all ratepayers.
5.1.9	Develop a City of Hobart Procurement Strategy to complement the existing Code for Tenders and Contracts and Purchasing Policy.	⇒			A first draft of the City of Hobart Procurement Strategy is nearing completion.
5.1.9	Implement improvements to inventory and stock management.	⇒			Planning underway. In the interim, a dedicated Stores intranet area is being created for staff.
5.1.9	Continue to develop and deliver across Council a range of procurement best practice training modules, resources and support materials for employees.	⇒			New templates, flow charts and resources for Officers undertaking Request for Quote processes have been created and made available from Council's Procurement Portal. The Procurement Portal has been extensively reviewed, redesigned, launched and communicated to all employees. A new Contracts

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
					Register showing details of Council's sole provider and standing contract panel arrangements has been created and communicated to all employees. Training sessions for staff using Council's new consultancy services contracts have been conducted and included training on the new Contracts Register and Request for Quote resources.
5.2.1	Continued implementation of the City's Fire Management Plan.	⇒			Further review of the plans are pending finalisation of the Tasmania Fire Service guidelines. Finalisation of the management plans is in 2017–18.
5.3.1	Implement a new contracted tenancy management system.	✓			Complete.
5.3.1	Undertake penetration testing to assess the Council's cyber protection.	✓			Complete.
5.3.1	Undertake actions to further enhance resiliency of digital information.	✓			Systems have been upgraded to offer greater resilience and data recovery capability. Complete.
5.3.1	Continue implementation of electronic record keeping and information distribution, including specifically replacement of hard copy function files.	⇒			Significant progress toward electronic record keeping has been achieved corporately, in areas such as Health, Planning, Legal and City Government.

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
5.3.1	Ongoing digitisation of historical records.	⇒			The digitisation of historical records is ongoing.
5.3.1	Implement a web based lodgement and application assessment system for the online submission of statutory applications.	✓			Complete
5.3.2	Develop and implement a project management toolkit.	✓			Complete.
5.3.4	Revise Council's Asset Management Strategy to accord with State legislative requirements.	⇒			Revision commenced.
5.3.5	Undertake negotiations and finalise the Council's Enterprise Agreement with employees.	✓			Complete.
5.3.5	Implement Fitness for Work policy and procedures.	✓			Complete.
5.3.5	Implement the Alcohol and Other Drug policy, including workplace testing.	✓			Complete.
5.3.5	Review the Council's recruitment policy and processes.	X			Not yet commenced.
5.3.6	Implement actions arising from the 2015 employee Culture Survey.	⇒			An action plan has been developed and implementation commenced.
5.3.6	Deliver a code of conduct and ethical decision making training program to all employees.	⇒			Training for ethical decision making has been conducted.
5.3.7	Introduce the Interactive Voice Response (menu based) system to the Council's switchboard to	⇒			User testing is currently being finalised to ensure the best customer

✓ Completed

⇒ Underway

X Not commenced

2016–17 Actions/Initiatives					
Strategy Ref	Action/Initiative	31 Oct	28 Feb	Year End	Comments
	enhance customer services.				experience. It is anticipated that the system will be operational by the end of December 2016.
5.3.7	Undertake the relevant preparatory work for the expansion of Council's online services, following implementation of the new enterprise business systems.	⇒			A significant amount of work has been done in preparation for the introduction of online services preparatory to the implementation of the Council's new enterprise business systems.
5.4.4	Deliver an upgraded, contemporary corporate website and update associated procedures and guidelines.	⇒			The website upgrade has been included as part of Project Phoenix with a projected start date of January 2017.
5.4.4	Update communications policy and develop procedures and relevant guidelines.	X			This action will commence in the next reporting period.
5.5.2	Optimise shared service opportunities for the metropolitan area.	⇒			The Council continues to explore opportunities for shared service in the metropolitan area.
5.5.3	Actively participate in Council of Capital City Lord Mayors activities and support projects that will benefit the city.	✓			The Lord Mayor and General Manager attended the Annual General Meeting during October.

✓ Completed

⇒ Underway

X Not commenced