

City of Hobart Social Inclusion

Strategy 2014 - 2019



Everyone has their place

Foreword: Lord Mayor of Hobart

The City of Hobart is known for its friendly welcoming people and its well established communities. It is a wonderful, diverse contemporary city which every year is a destination of choice for a growing number of international and interstate visitors.

Like all cities, Hobart must respond effectively to key social issues and do our part to build capacity, strength and resilience in our community. This needs to be managed within a targeted strategic framework to ensure the best possible outcomes for the people of Hobart.

The development of the Hobart 2025 Strategic Vision identified the core community objectives to be achieved. To ensure that the City of Hobart continues to remain true to that community vision, we have developed our second five year Social Inclusion Strategy together with its annual action plan.

For the City of Hobart, the Social Inclusion Strategy focuses our actions so we can work most effectively with our wonderful people and communities to foster inclusiveness, diversity, tolerance, safety, access and opportunity for all.



Alderman Damon Thomas
Lord Mayor of Hobart

Social Inclusion - Definition

It is a fundamental right of every individual to have equal opportunity to participate socially, culturally, economically, physically, spiritually and politically in society. The exercise of these rights benefits everyone and is the fundamental building block for maintaining healthy and whole communities.

At its core, social inclusion acknowledges that every person has strengths and skills and when these are contributed to a community they add value, enhance resilience and exponentially benefit everyone. It presupposes that a society is less than it could be when parts of the community are excluded. It also acknowledges that all communities have strengths and resources that can be identified and can contribute to solutions.

Social exclusion occurs when disadvantages experienced by individuals, families and communities make it difficult for them to participate in community life – these can include unemployment, low income, intergenerational poverty, addiction, low literacy or numeracy, lack of access to services, homelessness, disability, poor health, mental health issues, discrimination and/or locational disadvantage.

At its optimum, social inclusion is about having access to opportunities, options and choices in life and having the resources and appropriate supports as well as the personal capacity, self confidence and individual resilience to make the most of them.

For an organisation, being socially inclusive is about the deliberate actions taken by that organisation to remove or reduce barriers to inclusion and to create opportunities that facilitate and encourage full participation.

Social Inclusion Policy - Guiding Principles

In recognition of the fundamental right of all citizens of Hobart to have the opportunity to participate fully socially, culturally, economically, physically and politically in the life of their community, the City of Hobart is committed to the following guiding principles:

- Recognising that diversity in the community is one of its greatest strengths
- Acknowledging that all individuals and communities have strengths, and building capacity through a whole-of-community approach
- Ensuring that the needs and aspirations of the most vulnerable and disadvantaged people in the community are addressed in partnership with other key stakeholders
- Understanding and being informed about all aspects of the community
- Engaging the community as identifiers of community needs and aspirations and participators in the responses
- Identifying and understanding the underlying causes of social exclusion and giving priority to supporting early intervention and prevention approaches
- Promoting and providing equity and access to all City of Hobart's activities, programs, facilities and services
- Ensuring the City of Hobart's practices, policies and procedures actively build social inclusion and do not contribute to social exclusion
- Utilising a whole-of-organisation approach to address the barriers that exclude people from full participation in community life through the implementation of the Social Inclusion Strategy

Demographic context

A snapshot of the Hobart community

Based on 2011 ABS census data for the Hobart Local Government Area (unless stated)

People

- 48,703 residents
- 646.8 people per km sq
- 49.7% male & 50.3% female
- Median age 38 years
- 14.6% are under 15 years, 31.5% are 15 to 34 years,
- 39.5% are 35 to 64 years and 14.5% are over 65 years
- Birth rate is 1.6
- 1.2% are indigenous
- 25.9% were born overseas & 12.6% speak a language other than English at home

Employment

- 46,100 people work in the Hobart Local Government Area (LGA)
- 29,050 (63%) travel into the LGA for work
- 17,050 (37%) of the working population live in the LGA
- 62.3% of Hobart LGA residents over 15 years are in the labour force
- 54.5% of those people are employed full-time
- 34.6% are employed part-time

Median Incomes

- Personal \$641 per week
- Household \$1,260 per week
- Family \$1,782 per week

Household Size

Of all occupied households:

- 34.5% Two Persons
- 32.6% One Person
- 14.3% Three Persons

- 12.9% Four Persons
- 4.1% Five Persons
- 1.5% Six Persons or more
- 21,698 Total Private Dwellings

Family Type

- 40.0% Couple family with children under 15
- 31.5% Couple family with no children
- 14.4% Couple family with no children under 15
- 6.8% One parent family with children under 15
- 5.8% One parent family with no children under 15
- 1.4% Other Family

Education

- 34% of residents are involved in some form of part-time or full-time study

International Students

International education has grown to become Australia's fourth largest export industry. In Greater Hobart there were 2,408 international higher education students in 2011.

Housing

- 33.3% properties are owned, 28.8% being purchased and 34.6% are rented
- Of all rented properties: 46% are rented privately, 45% from real estate agencies, and 9% from Housing Tasmania

Rent and Mortgage payments

- Median mortgage repayment \$1,700 per month
- Median rent \$260 per week

Housing Stress

Low-income households whose housing costs take up more than 30% of household income are regarded as experiencing housing stress.

- 12.9% Hobart LGA household rent payments are more than 30% of household income
- 5.6% of Hobart LGA household mortgage payments are more than 30% of household income

Ageing Population

Of the capital cities, Greater Hobart is expected to have the highest proportion of residents aged 65 and over in the next 40 years. The proportion of Greater Hobart's population aged 65 and over is predicted to almost double to between 24.9% and 28.2% in 2056.

Disability

In 2012, Tasmania had the highest prevalence of disability, with a quarter of the state's population living with a disability, compared with 16% in Western Australia or the Australian Capital Territory and 12% in the Northern Territory. The proportion of the population living with disability increases considerably with age. Tasmania also has the highest proportion of people aged 65 years and over with a disability (55%).

Core Activity Disability

Definition: People needing help or assistance in one or more of the three core activity areas of: self-care, mobility and communication, because of a disability long term health condition (lasting six months or more).

- 4.4% of Hobart LGA residents have a Core Activity Disability

Internet

- 79.5% of Hobart LGA residents have internet access

Active Travel

Active travel is an approach to travel and transport that focuses on physical activity (e.g. walking and cycling) as opposed to motorised means. Active travel can improve liveability in cities by improving health and wellbeing and reducing traffic congestion. In 2011, 7.7% of Greater Hobart commuters walked or cycled to work, one of the highest rates of active travel of all major Australian cities.

Issues

A snapshot of the social inclusion barriers and issues in Hobart

While the Hobart is the most advantaged municipal area in Tasmania according to the Australian Bureau of Statistics Socio-Economic Index for Areas, there are none-the-less clearly identified pockets of disadvantage, including specific areas in Hobart and specific groups of people, including some older people, people with a disability and culturally and linguistically diverse people.

The issues that have been identified are:

- Social isolation
- Lack of information
- Crime and discrimination of a racist nature
- Crime and discrimination based on sexuality, gender and / or unisex status
- Lack of accessibility
- Housing stress (especially for renters)
- Inadequate public transport
- Community safety
- Alcohol and other drugs
- Lack of employment opportunities

- Lack of service integration
- Intergenerational poverty
- Poor literacy and numeracy skills
- Increasingly sedentary and overweight population

Other contributing trends are:

- An ageing population
- Growth in lone-person households amongst older people
- Pattern of workers leaving the state
- Small number of children being born
- Growth in the number of international students

Strategic Context

Hobart 2025 - A 20 Year Strategic Framework

Hobart 2025 was an extensive community visioning process that produced a framework for the City of Hobart's long term strategic planning. It gives a solid picture of what the people of Hobart want the city to be like in 2025.

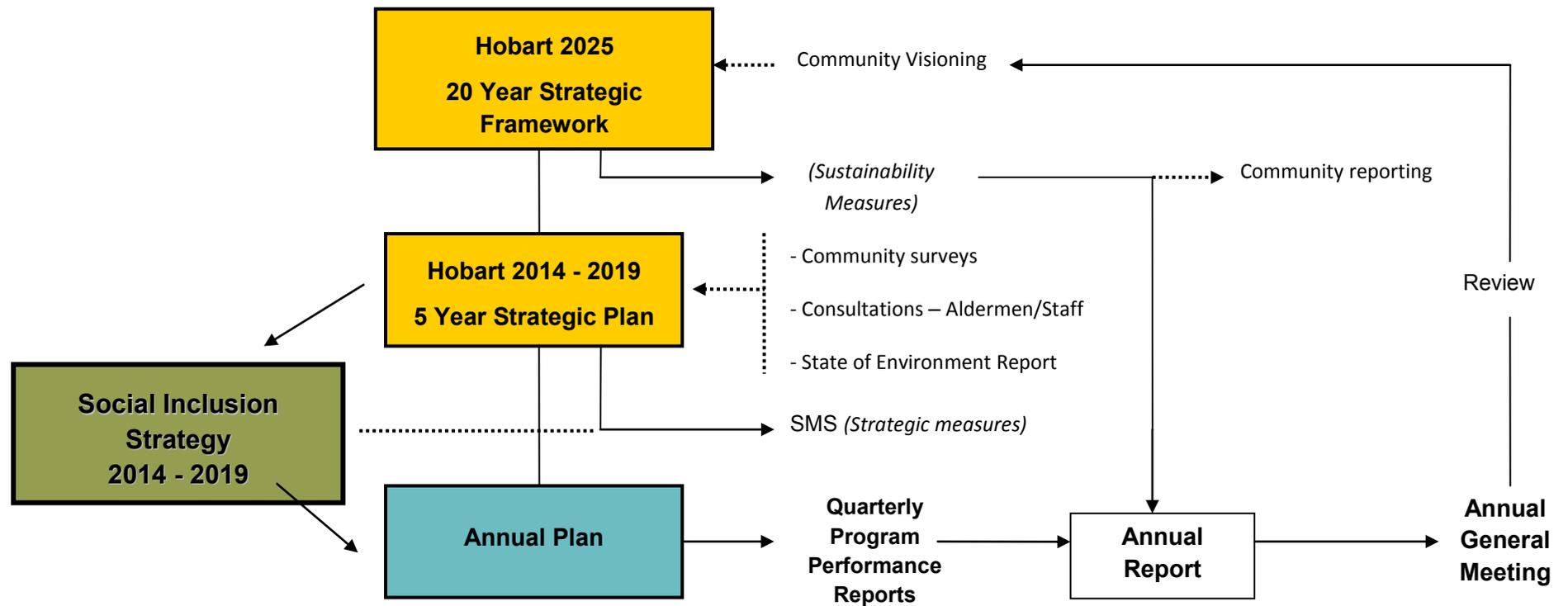
Key Future Direction Statements

This picture is expressed in seven Future Direction Statements, three of which specifically target social inclusion outcomes. They envisage a city that:

- *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.
- *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.
- *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 a way of life that is Hobart.

Strategic Plan

The City of Hobart's Strategic Plan 2014 - 2019 identifies the actions the City will take over the five year period to achieve the community's vision. The Social Inclusion Strategy specifically identifies the social outcomes. Both of these documents inform the Annual Plan produced each year by the City of Hobart.



Social Inclusion - City of Hobart's Roles

There is no single approach that will build social inclusion in the community. It is a complex task and everyone has a role to play. This includes all levels of government, the community sector, business and the community itself. Local government is however ideally placed to identify and respond to strengths and opportunities in the community and assist in addressing issues as it is the level of government closest to the community. With this in mind, City of Hobart's roles in social inclusion can be defined as:

Leadership

Hobart has a unique role as the capital city and regional hub. Many people who live outside the municipal area look to the City of Hobart as a key driver in addressing social issues

Advocacy

There are many issues and opportunities where the City of Hobart can use its voice to advocate for outcomes that will benefit all

Management

The City of Hobart has a key role in the strategic planning, development and management of land, infrastructure and facilities in order to benefit the community

Connection

The City of Hobart has a significant lead role in bringing people and organisations together and establishing relationships in order to achieve community outcomes

Informing

The City of Hobart as an organisation has access to a vast array of information, is a collector and source of information for the community and has a vital role in raising awareness on issues

Facilitation

The City of Hobart is in a unique position of being able to provide a broad range of support to facilitate innovative community-based initiatives that respond to local need, and may include delivery of services when there is a clear need and a lack of capacity in the community to provide the required service

Social Inclusion – Governance Structure

The following governance structure is utilised by the City of Hobart to ensure implementation of the social inclusion actions outlined in this document:

Internal Mechanisms

Social Inclusion Implementation Team

A team of relevant staff from across all Divisions in the organisation that meets quarterly to ensure that implementation of actions is occurring in accordance to agreed timeframes.

Current Reporting System

As all actions in the Social Inclusion Action Plan are recorded within the Annual Plan and in internal Unit Plans, the current reporting system as outlined indicates the reporting process page 12.

External Mechanisms

Community Sector Reference Group

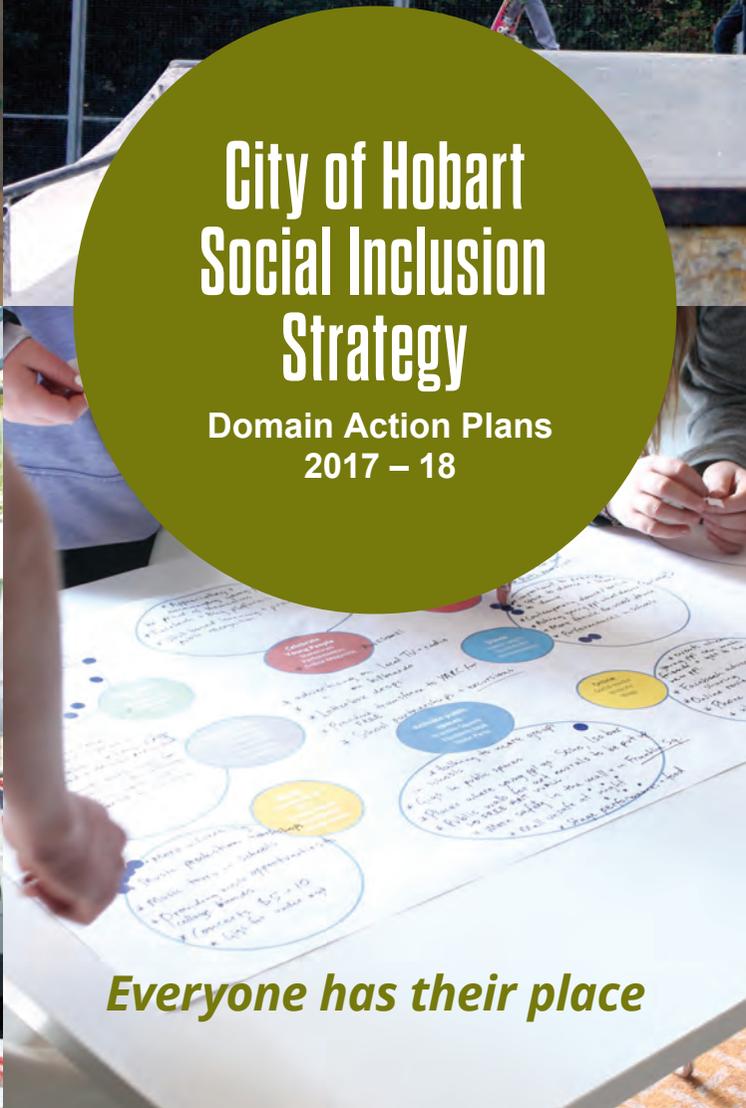
A group of community sector representatives, comprising of people from all major community organisations in Hobart and the sector peak bodies, meets with City of Hobart staff bi-annually to provide feedback on the City's performance in relation to the Social Inclusion Strategy Action Plan and to provide input into future actions, including identifying emerging issues and appropriate responses.

Social Inclusion Domain Framework

The aim of the Council's Social Inclusion Strategy is that Hobart becomes a more socially inclusive city. The Social Inclusion Strategy groups the City of Hobart's actions under seven outcome domains or areas of activity:

Community Engagement and Participation	encouraging community engagement and providing participation opportunities
Vibrant Places	providing spaces and linkages that support community interaction and enhance celebration of arts & culture
Affordable Living	encouraging a mix of housing, homelessness responses and food security
Effective Transport	supporting connected transport networks that enable people to be part of community life
Community Safety	ensuring our community is strong and safe
Economic Participation	supporting education and employment pathways for the whole community
Health and Wellbeing	encouraging healthy connected lifestyles

These domains sit together as a framework that produces an overall social inclusion outcome and as such they are interrelated and overlap. The scope of some actions sits across several domains; where this occurs; the actions are identified in the action plan under the lead domain.



Everyone has their place

Introduction:

An action plan is developed for each financial year covered by the City of Hobart Social Inclusion Strategy 2014 – 2019.

This action plan is for the 2017-18 financial year.

The action plan includes actions to be undertaken by the City of Hobart that have a social inclusion outcome.

The actions are grouped within each of the domains in the Social Inclusion Strategy:

- Community Engagement and participation
- Vibrant Places
- Affordable Living
- Effective Transport
- Community Safety
- Economic Participation
- Health and Wellbeing

Domain Action Plan: Community Engagement and Participation

Domain Descriptor

This domain is about engaging with the community and building community capacity by encouraging people to work with the Council and each other on responses to local aspirations and issues through activities, projects and consultative mechanisms. It is about civic participation, valuing the diversity of individuals, communities and cultures in Hobart.

Why is this important?

In communities where people's views are ignored or people are excluded because they are different, fear and isolation are often common experiences. When diversity and creativity are ignored, communities tend to narrow views and tried-and-true responses, often lacking in robust planning and innovative thinking. A society that includes everyone has the broadest possible base for recognising opportunities and developing creative and innovative responses.

Initiatives/Actions	Lead Division	Performance Measure
Co-create with the community a new city vision for Hobart.	Executive and Economic Development	Vision developed
Implement actions from a revised community engagement framework.	Community Development	Review actions implemented
Maintain online platform for the City's community engagement activities, <i>Your Say Hobart</i> .	Community Development	<i>Your Say Hobart</i> maintained
Develop a methodology for effective community engagement for children aged under 12 years.	Community Development	Methodology developed
Support programs and activities that encourage a livable, people friendly city with opportunity for civic participation by all.	Community Development	Ongoing and new programs supported
Develop and distribute a new residents' kit.	Community Development	Kit developed and distributed

Initiatives/Actions	Lead Division	Performance Measure
<p>In consultation with young people and the youth sector, implement the 2017-18 Youth Strategy Action Plan, with a particular focus on delivering:</p> <ul style="list-style-type: none"> • Art workshops; • Music workshops; • Art exhibitions; • Open Access Tuesday to Friday; • Creative workshops in partnership with schools and service providers; • Working with young people and sector to deliver music events; • Platform Online Magazine; Platform +; • Performances; Events; • Activation of public spaces; • Promoting Council wide opportunities; • Promoting and facilitating Bunker Music Studio Art Studio; Substation Gallery; • Coordinating and running a National Youth Week event. 	Community Development	<p>Youth Strategy 2017-18 Action Plan implemented, specifically:</p> <ul style="list-style-type: none"> Two magazines published Two events delivered Workshops delivered National Youth Week event delivered Open Access delivered
<p>Develop partnerships with organisations, high schools, colleges and the youth sector to create opportunities for young people to participate in creative programs and the life of the city. In 2017-18 the focus will be:</p> <ul style="list-style-type: none"> • Promoting opportunities to participate through the youth sector and the community; and • Developing and maintaining partnerships with Department of Education (Ed Zone); TasTAFE; Music Tasmania; High Schools and Colleges; University of Tasmania; Parkside Foundation; Mosaic Support Services; and TMAG. 	Community Development	Participation opportunities promoted and partnerships developed

Initiatives/Actions	Lead Division	Performance Measure
<p>In consultation with the Hobart Networking for Harmony Multicultural Advisory Group implement the 2017-18 Multicultural Strategy Action Plan, including:</p> <ul style="list-style-type: none"> Supporting the Hobart Language Day event; Continuing to assist multicultural communities to provide cultural festivals and celebrations and participation in the Hobart Christmas Pageant; Supporting multicultural communities with funding submissions and resources; Working with other City of Hobart staff to develop solutions to safety issues identified by multicultural communities; and Identifying opportunities for multicultural communities to gain skills within City of Hobart processes, such as encouraging stallholder applications for The Taste of Tasmania and Salamanca Market. 	Community Development	<p>Multicultural Strategy 2017-18 Action Plan implemented, specifically:</p> <ul style="list-style-type: none"> Assistance and support provided Event supported Liaison with City of Hobart staff undertaken Assistance with applications provided
Promote Hobart as a Refugee Welcome Zone (RWZ).	Community Development	RWZ promoted
Introduce a welcome pack for refugee arrivals to Hobart.	Community Development	Pack developed
Host a 20 th anniversary reception for the sister-city relationship between Hobart and L'Aquila in the Hobart Town Hall.	Executive and Economic Development	20 th anniversary reception held
Coordinate annual Yaizu students exchange in Hobart and Hobart students in Yaizu.	Executive and Economic Development	Exchanges undertaken
<p>In consultation with the Hobart Children and Families Network implement the 2017-18 Children and Families Strategy Action Plan, including:</p> <ul style="list-style-type: none"> Developing relationships with CBD and Salamanca Square businesses to encourage collaborative partnerships and promotion of activities for children and families; Exploring a model for a City of Hobart Children Reference Group; and Planning and delivering creative activities and exploration of playful public art opportunities for children and families in collaboration with Creative Hobart and City Activation group. 	Community Development	<p>Children and Families 2017-18 Action Plan implemented, specifically:</p> <ul style="list-style-type: none"> Relationships and partnerships developed, activities promoted Reference Model explored Activities delivered via school holidays programs and city activation projects

Initiatives/Actions	Lead Division	Performance Measure
Deliver a Positive Ageing program which provides opportunities for older people to meet over shared interests	Community Development	Positive Ageing program developed and delivered including lifelong learning, health and wellbeing and art and creativity programs.
<p>In consultation with the Hobart Older Persons' Reference Group implement the 2017-18 Positive Ageing Strategy Action Plan including:</p> <ul style="list-style-type: none"> • Deliver three events with the 'growing wilder' program in partnership with the Bush Adventures team; • Participate in and support the work of the Healthy Ageing Network - South including initiatives as appropriate including: <ul style="list-style-type: none"> – Sharing information about local transport; – Sharing information about the programs at Mathers House with small community groups; – Hosting an older persons' reference group with the greater Hobart councils advisory committees; – Hosting social activities such as a community quiz, a Melbourne Cup event and a Summer Bush Dance; – The delivery of a project to support 'social prescribing' to address isolation for older people and investigate the potential for Hobart to become an age-friendly city. – Strengthening and developing the Positive Ageing volunteer program. 	Community Development	<p>Positive Ageing 2017-18 Action Plan implemented, specifically:</p> <ul style="list-style-type: none"> Ongoing: life-long learning, health and wellbeing, history, art, creative activities delivered Four Growing Wilder programs delivered An Adult Learners Week events delivered Seniors Week Town Hall Concert delivered 'Social prescribing' project delivered Aged-friendly city opportunity investigated Positive Ageing volunteer program strengthened

Initiatives/Actions	Lead Division	Performance Measure
<p>In consultation with the Access Advisory Committee implement the 2017-18 Equal Access Strategy Action Plan including:</p> <ul style="list-style-type: none"> Facilitating community and sector participation through the Access Advisory Committee; Partnering with Glenorchy City Council, Clarence City Council and Tascare Society for Children to deliver the Access All Areas event to celebrate the International Day of People with Disability; Promoting participation opportunities and events through City of Hobart newsletters, the website and database; Ensuring participation opportunities for people with disabilities are included in Transforming Hobart projects; Developing targeted participation programs for people with a disability; Celebrating the work created through the shared ability art program at Mathers House with an exhibition, opening and display; and Celebrating the community 'Ability to Create' Exhibition at Waterside Pavilion. 	Community Development	<p>Equal Access Strategy 2017-18 Action Plan implemented, specifically:</p> <ul style="list-style-type: none"> International Day event supported Information promoted Officers participating on project teams Programs supported Exhibitions held
Provide equal access to City of Hobart's public facilities using best practice design principles.	Infrastructure Services	All new works include equal access best practice principles
Deliver accessibility upgrades at the Hobart Town Hall.	City Infrastructure	Accessibility upgrades in the Town Hall completed
Utilise assistive technology such as the FM Hearing System, CCTV reader and Customer Services hearing loop to facilitate participation.	Community Development	Assistive technology utilised
Advocate for all Council hard copy and electronic publications to be made available in formats that are accessible for the wider community including people with a disability; general low literacy and numeracy.	Community Development	50% of Community Development publications available in accessible formats

Initiatives/Actions	Lead Division	Performance Measure
Implement the Aboriginal Strategy as appropriate, in particular through: <ul style="list-style-type: none"> • Exploring a range of opportunities to acknowledge and celebrate NAIDOC Week (including installation of street banners) and National Reconciliation Week; • Facilitating the involvement of the Aboriginal community in the Council's programs, cultural events and venues as appropriate; and • Undertaking Aboriginal awareness training for all relevant staff. 	Community Development	Street banners installed Aboriginal community involved Training undertaken
Support the Gay, Lesbian, Bi-sexual Transgender and Intersex community to participate fully in the life of the community.	Community Development	Support provided to Hobart COPP Community Liaison Committee
Implement the <i>Creative Hobart</i> Strategy.	Community Development	Strategy actions for 2017-18 undertaken
Facilitate, deliver and contribute to the <i>Creative Hobart</i> e-Newsletter.	Community Development	Information provided and newsletter distributed
Host a curated series of <i>Creative Hobart</i> forums that engage the community and cultural sector.	Community Development	Forums held
Implement actions from the City of Hobart Art Prize review.	Community Development	Art Prize review actions implemented
Provide support for projects, individuals and organisations whose activities align with Creative Hobart objectives, particularly through the Community Development Grants Program.	Community Development	Number of projects supported and level of community participation
Investigate and implement Creative Hobart residency opportunities using City-owned space as short-term studios.	Community Development	Residency opportunities investigated
In line with the Graffiti Management Plan, complete Stage 4 of the Urban Art Walls Project at selected sites, including Bidencopes Lane.	Community Development	Stage 4 delivered
Continue to deliver the Soapbox public art project in collaboration with the Community Programs team, through changing artwork on the Soapbox billboards in Mathers Place.	Community Development	Soapbox billboards changed approximately every three months
Deliver Stage 3 of the Signal Box project, in collaboration with the Community Programs team and in partnership with DIER.	Community Development	Stage 3 delivered
Deliver the Community Development Grants Program and explore opportunities to work more closely with recipients.	Community Development	Grant program implemented

Initiatives/Actions	Lead Division	Performance Measure
Develop the Trackcare program to involve volunteers in the development and maintenance of the city's tracks and trails.	Parks and City Amenity	Program further developed
Continue to develop and deliver the Bushcare Volunteers Program, including expanding activities into parks areas and improving promotion.	Parks and City Amenity	Bushcare program further developed
Provide participation opportunities through volunteering in a range of city of Hobart programs in line with the City of Hobart Volunteer Management System.	Corporate Services	Opportunities provided
Administer Volunteer Recognition Program.	Community Development	Program delivered
Provide a recognition activity for Community and Cultural Programs volunteers.	Community Development	Activity provided
Deliver the Garage Sale Trail campaign.	Community Development	Participation numbers are sustained or improve throughout the city
Provide <i>Adopt-a-Waterways</i> Program. Provide education to schools adjacent to the city's waterways that participate in the program.	City Infrastructure	Planned program activities completed
Deliver the Dr Edward Hall Environment Grants to enable communities to undertake projects that increase and enhance Hobart's urban sustainability.	City Planning	2017 Dr Edward Hall Environmental Grants Round 6 implemented and acquittals for 2016 Grant Round 5 undertaken
Undertake consultation for a review of the Hobart climate change strategy.	City Planning	Consultation undertaken
Continue to convene the Resident Traffic Committees. Review the Resident Traffic Committees.	City Infrastructure	Meetings convened with all groups twice a year. Traffic committees reviewed.
Finalise action plan to address the issues identified in the audit of all on-street parking spaces for people with a disability.	City Infrastructure	Action Plan finalised
Provide and encourage the use of Council assets, parks and open spaces that enhance inner city living and ensure access to services and parking by all.	Parks and City Amenity	Parks and facilities provided and promoted
Work with UTAS to support and provide opportunities for international students residing in the new university accommodation in Melville Street to participate in community life.	Community Development	Relationship developed/ opportunities offered

Initiatives/Actions	Lead Division	Performance Measure
Ensure the development and review of all management and master plans consider social inclusion implications.	Parks and City Amenity	Master Plans include social inclusion implications
Support programs and activities that encourage a liveable, people friendly city with opportunity for civic participation by all.	Community Development	Ongoing and new programs supported
Provide and encourage the use of Council assets, parks and open spaces that enhance inner city living and ensure access to services and parking by all.	Parks and City Amenity	Parks and facilities provided and promoted
Where appropriate work with UTAS to support and provide opportunities for student engagement leaders who are residing in the new university accommodation in Melville Street, to participate in community life.	Community Development	Relationship developed/ opportunities offered
Ensure that the Council continues to be accessible to, and builds formal links and collaboration with the community housing and homelessness sector. (Including the nomination of a specific person as a first point of contact and coordinator for affordable housing.)	Community Development	Provide a staff point of contact for the community housing sector
Work with the community housing and homelessness sector to raise general community awareness about homelessness, including through continuing to participate in such initiatives as Homelessness Week.	Community Development	Participate in community awareness raising activity.
Ensure the development and review of all management and master plans consider social inclusion implications.	Parks and City Amenity	Master Plans include social inclusion implications
Provide equal access to City of Hobart's public facilities using best practice design principles.	Infrastructure Services	All new works include equal access best practice principles
Continue the activation and place-making role to benefit all, promoting inclusion, connectivity and liveability.	Community Development	Develop and Implement City Activation Framework
As part of the upgrading and development of the City, provide appropriate infrastructure for homeless people, in particular showers, water bubblers / refill station, recharge stations for mobile phones and Wi-Fi hot spots.	City Planning / City Infrastructure	Projects include appropriate infrastructure
Continue to provide Council training and awareness raising sessions for relevant City of Hobart staff.	Community Development	Training delivered

Domain Action Plan: Vibrant Places

Domain Descriptor

This domain is about provision of accessible public spaces and a variety of infrastructure that facilitates the celebration of arts and culture and supports community interaction. It is about linking the community to parks, bushland, halls, shops and local facilities, as well as enhancing access to Mount Wellington and the Derwent foreshore.

Why is this important?

For the community to come together it needs places to do so; neighbourhoods need places they see as shared space; communities need meeting points. The easier these places are to access and the more people are able to identify them as their 'own' places, the more likely they are to support community identity and cohesion.

Initiatives/Actions	Lead Division	Performance Measure
Finalise and implement an innovative whole-of-Council activation framework.	Community Development	Framework developed and implemented
Continue the translation of the Hobart Interim Planning Scheme 2015 and the Sullivans Cove Planning Scheme 1997 into the proposed Tasmanian Planning Scheme.	City Planning	Former Scheme translated
Complete a review of the Heritage Precincts for translation into the proposed Tasmanian Planning Scheme.	City Planning	Heritage precincts reviewed
Undertake 2017-18 Transforming Hobart projects, including completing the following projects: <ul style="list-style-type: none"> Liverpool Street (Argyle to Elizabeth) Bus shelter and seating; Murray Street (Liverpool to Collins) Widening of pedestrian crossing; Kemp Street Public, Parking and Cleansing Staff - new amenities building; and Collins Court - Stage 2. 	City Planning	Transforming Hobart projects completed
Seek endorsement from the Council for a preferred design for the second stage of the Collins Court revitalisation project, following appropriate stakeholder consultation. Oversee the construction of the approved plan.	City Planning	Design commenced
Develop a business plan for the City Hall site and undertake stage two of the building works.	Community Development	Business Plan developed
Install external façade lighting at the Hobart Town Hall.	City Infrastructure	Lighting installed

Initiatives/Actions	Lead Division	Performance Measure
Implement major actions identified in the Asset Management Strategy.	City Infrastructure	Actions implemented
Develop procedures to guide the management and booking of inner city spaces including Collins Court, Mathers Place, Elizabeth Mall, Wellington Court and Salamanca Square.	Community Development	Procedures developed
Develop a new interpretation strategy for Sullivans Cove.	City Planning	Strategy developed
Oversee the commencement and completion of the Brooker Avenue shared bridge.	City Planning	Substantially completed (full completion – October 2018)
Oversee the commencement and completion of the Tasman Highway shared bridge.	City Planning	Substantially completed (full completion – October 2018)
Support community custodians managing Council facilities.	Community Development	Performance based leased arrangements implemented
Monitor the usage and operation of the Sandy Bay Senior Citizens Club facility.	Community Development	Usage monitored
Partner with Skateboarding Australia and local skate community to deliver learn to skate clinics each month and one major event at North Hobart Cultural and Skate Park.	Community Development	Clinics and event delivered
Provide support for one-off projects that align with Creative Hobart objectives, through the provision of space, advice, or seed funding through the Community Development Grants Program.	Community Development	Projects supported
Provide new opportunities to promote and communicate creative activities in the City.	Community Development	Opportunities provided and activities promoted
Investigate and implement a broad range of public art projects; in particular, complete the installation of the Franklin Square public art project.	Community Development	Public art projects, including Franklin Square project, completed
Develop a public art master plan for Bidendopes Lane.	Community Development	Master Plan developed
Review the format of the 2016 Light Up The Lane event and deliver an expanded event to celebrate National Youth Week in 2018.	Community Development	Young people participating in programs and activities showcasing their talent and abilities
Deliver the 2017-18 The Taste of Tasmania, subject to Council approval.	Community Development	Event delivered
Deliver a range of events including the Commonwealth Games Queen's Baton Relay, the Christmas Pageant and annual floral shows.	Community Development	Events delivered

Initiatives/Actions	Lead Division	Performance Measure
<p>In alignment with the <i>Creative Hobart</i> Strategy and through the <i>Transforming Hobart</i> Activation of Public Spaces Project (ICAP-AP15), further develop arts, cultural and recreational opportunities for young people in Hobart's public spaces. In 2017-18 the focus will be:</p> <ul style="list-style-type: none"> • Delivery of outdoor performances in Elizabeth Mall and Franklin Square; and • Identifying other spaces to be activated through creation of youth events. 	Community Development	<p>Performances in Elizabeth Mall and Franklin Square</p> <p>Other spaces identified</p>
Continue to support events, festivals and activities that activate Hobart during the winter period through the Community Development Grants program.	Community Development	A range of winter events and activities supported
Continue to work in partnership with key event partners in delivering major events and festivals.	Community Development	Events supported
Deliver and support community events including Children and Families Week, National Youth Week, Harmony Day and Adult Learners' Week.	Community Development	Events supported
<p>Maintain Salamanca Market as an iconic event.</p> <ul style="list-style-type: none"> • Improve public accessibility to Market site through the continuation and ongoing improvement of the Salamanca Market Shuttle Bus and Info Booth. • Update and expand existing signage, including wayfinding, in line with the new brand and review of traffic management signage. • Initiate Market driven programming and booking of Salamanca Lawns. • Investigate, design, develop and install additional mobile temporary toilet facility design developed & installed at Salamanca Market. 	Community Development	<p>Ongoing bus service provided</p> <p>Site signage plan created and implementation commenced</p> <p>Market focused programming increased</p> <p>Investigation completed and considered by the Council and temporary toilet provision delivered to site</p>
Redesign booking and information provision infrastructure at the Tasmanian Travel and Information Centre to ensure employee safety and improved accessibility for the public.	Community Development	Booking and information provision redesigned
<p>In consultation with the Access Advisory Committee:</p> <ul style="list-style-type: none"> • Set priorities for 2018-19 budget, monitor Council buildings, including public toilets; parks and playgrounds; and streetscape upgrades at design stage and regularly monitor and review existing facilities which may include site audits as appropriate to identify barriers to access. 	Community Development	Planning meetings held annually and site visits undertaken if required

Initiatives/Actions	Lead Division	Performance Measure
Maintain the dedicated budget in the Council's Annual Plan for specific parks and playgrounds and streetscapes access improvements.	Community Development	Budget maintained
Continue to distribute the Hobart Mobility Map as widely as possible and where appropriate, consider opportunities to enhance the map with a digital solution.	Community Development	Hobart Mobility Map distributed
Provide equal access to City of Hobart public facilities using best practice design principles.	City Infrastructure	All new works include equal access best practice design principles
Ensure the development and review of all management and master plans consider social inclusion implications.	Parks and City Amenity	Ongoing
Continue to implement City of Hobart Public Toilet Strategy 2015.	Parks and City Amenity	Ongoing
Implement initiatives to ensure streets are cleaned and public toilets are maintained to a high standard.	Parks and City Amenity	Initiatives implemented
Ensure that event information is provided in an accessible format and assistive technology such as interpreters, signers and captioning is provided wherever possible.	Community Development	Events Team consulted
Subject to an EOI process and approval of the Wellington Park Management Trust, upgrade existing facilities at the Springs on kunanyi/Mt Wellington including pathways, signage, street furniture and public conveniences.	Parks and City Amenity	EOI process completed
Conduct rivulet and waterways restoration, including willow tree removal and vegetation works.	City Infrastructure	Ongoing
Refurbish the existing Elizabeth Mall Information Booth to provide for visitor information and booking services in the city centre delivered by the Tasmanian Travel and Information Centre.	City Infrastructure	Booth refurbished
Finalise and implement actions arising from the Civic Square master plan.	Corporate Services	Actions undertaken
Improve the southern gateway visitor experience at Hobart Airport and the MAC 2 cruise terminal.	Executive and Economic Development	Visitor experience improved
Complete the installation of the digital urban screen at the Elizabeth Street forecourt of the University of Tasmania's Hobart Apartments.	City Infrastructure?	Screen installed
Progress implementation of the Street Tree Strategy.	Parks and City Amenity	Ongoing

Initiatives/Actions	Lead Division	Performance Measure
Undertake consultation and progress design on the City to Gardens Way project as part of the Queens Domain Master Plan 2013-33.	Parks and City Amenity	Design progressed
Construct of the Soldiers Memorial oval Community Hub as part of the Queens Domain Master Plan 2013-33.	Parks and City Amenity	Community Hub constructed
Continue support of the Bushcare program to assist in maintaining and improving the bushland network.	Parks and City Amenity	Bushland network improved
Progress implementation of the Fern Tree Visitor Node Master Plan.	Parks and City Amenity	Master Plan developed
Continue the activation and place-making role to benefit all promotion connectivity and livability.	Community Development	Develop and Implement City Activation Framework
As part of the upgrading and development of the city, provide appropriate infrastructure for homeless people, in particular showers, water bubblers/refill stations, recharge stations for mobile phones and Wi-Fi spots.	City Planning/ City Infrastructure	Projects include appropriate infrastructure

Domain Action Plan: Affordable Living

Domain Descriptor

This domain is about encouragement of a diverse mix of sustainable housing options for the whole community, the support of responses to the issue of homelessness and promotion of food security.

Why is this important?

Where people live and how they are living has a significant effect on the nature of a city. When affordability forces many in the community out of a city there is often a rise in traffic congestion and associated greenhouse gas emissions. The absence of people in a city also results in a significant drop in economic prosperity and community safety. The opposite is a city full of a diverse range of people who work where they live and have close access to a broad range of food and recreational, cultural and social opportunities.

Initiatives/Actions	Lead Division	Performance Measure
Deliver the Housing and Homelessness Strategy 2016-19.	Community Development	Ongoing
Identifying site for feasibility study for demonstration affordable housing project.	City Planning	Site identified
Council facilitates a roundtable discussion with affordable housing and homelessness sector to identify gaps in the data to better understand the housing market, and to move forward in relation to visitor accommodation and the supply of housing.	Community Development	Round Table held
Lobby the Local Government Association of Tasmania and State Government for: <ul style="list-style-type: none"> Affordable housing provisions through the Land Use Planning Approval Act 1993 and the proposed State Planning Provisions; and Adaptable Housing Legislation, through the Building Act 2000. 	City Planning	LGAT and State Government lobbied
In response to specific proposals, assess and consider the potential to provide Council-owned land to affordable housing developments in strategic partnership arrangements.	Corporate Services	Proposals to Council assessed as required
Where appropriate, support the State Government to implement actions from the Tasmania's Affordable Housing Strategy 2015 - 2019.	Community Development	Support provided where appropriate

Initiatives/Actions	Lead Division	Performance Measure
Continue to liaise with the Macquarie Point Development Corporation to encourage the provision of affordable housing as part of new residential use and development at Macquarie Point.	City Planning	Liaison undertaken
Partner with Shelter Tas to approach Local Government Association of Tasmania to discuss the potential for a regional approach to addressing affordable housing and homelessness issues in Greater Hobart.	Community Development	Meeting held
<p>Implement initiatives relating to homelessness, which:</p> <ul style="list-style-type: none"> • Working in collaboration with the homelessness sector, continue to fund the distribution of resources to homeless people in Hobart; • Collaborate with other agencies and the homelessness sector to enhance the safety of the City's homeless people, including addressing issues relating to substance abuse, mental health; and domestic violence, ensuring these issues are included in the new City of Hobart Community Safety Strategy; • Actively participate with the CCCLM on activities relating to homelessness; and • Continue to provide training and awareness raising sessions for relevant City of Hobart staff. 		Homelessness initiatives implemented
Engage with the homelessness service provider sector, including the Homelessness Services South Forum to share information and to identify, develop and implement initiatives.	Community Development	Engagement undertaken and initiatives implemented
As part of the upgrading and development of the City, provide appropriate infrastructure for homeless people, in particular showers, water bubblers / refill station, recharge stations for mobile phones and Wi-Fi hot spots.	City Infrastructure	Appropriate infrastructure included in projects
Continue to be an active member of Shelter Tasmania and engage with the Community Housing Sector where appropriate.	Community Development	Shelter Tasmania membership maintained
Investigate financial assistance for the community housing sector.	Financial Services	Investigation undertaken
Investigate opportunities to work with the sector on a publicity campaign to change public perceptions and reduce the stigma often associated with affordable/social housing.	Community Development	Promotional campaign undertaken

Initiatives/Actions	Lead Division	Performance Measure
Research the Role of Local Government in Addressing Homelessness and specifically the “public housing stock transfer – impacts and implications for local government”, from the National Centre for Housing, Urban and Regional Development.	Community Development	Research undertaken
Research specialist housing - accessible/aged friendly.	Community Development	Research undertaken
Continue working with UTAS in investigating student housing needs, and where appropriate, assisting with the development of student housing	Executive and Economic Development	Student housing needs investigated
Where appropriate, support Queens Walk Apartments utilising a community development approach.	Community Development	Support where appropriate
Where appropriate, support the Trinity Hill complex utilising a community development approach.	Community Development	Support where appropriate
In response to specific proposals, assess and consider the potential to provide Council-owned land to affordable housing developments in strategic partnership arrangements.	Corporate Services	Proposals to Council assessed as required
Maintain and monitor borrowing of HEAT kits and coordinate development of media format on “how to use the kit”.	City Planning	Borrowing monitored and media developed
Monitor and review the role of the Council as the coordinating body for HEAT kits for other local government authorities in Tasmania.	City Planning	Review and update of HEAT kits Tasmania wide
Support community gardens on City of Hobart owned land where available and practicable and at other locations with community partners, in line with the Council’s Community Garden Guidelines.	Parks and City Amenity / Community Development	Gardens supported

Domain Action Plan: Effective Transport

Domain Descriptor

This domain is about supporting the development of multiple inter-connected transport networks, including walking, cycling, vehicle, river-based and public transport networks, to enable participation in community life.

Why is this important?

Isolation and an inability to get out and about is a key factor in excluding people from community life. Simply not being able to get to a destination often prevents people from being able to connect with friends and family, participate in recreational or cultural activities or engage in meaningful employment. The current transport system is seen by people as a major barrier to their participation in every aspect of community life.

Initiatives/Actions	Lead Division	Performance Measure
Review and create a new parking strategy that encompasses the introduction of the integrated parking system and the central control system for car parks, with links to the transport strategy as appropriate.	Financial Services	Strategy created
Install the integrated parking system.	Financial Services	System installed
Develop a transport strategy: <ul style="list-style-type: none"> • Undertake community engagement to identify transport issues; • Develop a draft strategy in response to the issues identified; • Undertake community engagement before adopting the transport strategy; and • Implement the strategy actions (once adopted). 	City Infrastructure	Strategy adopted and implementation commenced
Advocate for planning implementation of the Western Shore Public Transport Corridor.	City Infrastructure	Work with State Government undertaken, as required
Commence West Hobart pedestrian amenity improvements in Hill Street: <ul style="list-style-type: none"> • Conduct community engagement; • Complete median treatment design; and • Complete construction. 	City Infrastructure	Pedestrian amenity improvements completed
Consider design requirements of cyclists on any project on roads identified on the Principal Bicycle Network.	City Infrastructure	Project designs reviewed

Initiatives/Actions	Lead Division	Performance Measure
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. 	City Infrastructure	Construction commenced
Work with the developer of the proposed Hyatt Centric hotel to ensure that public transport services can continue to operate during major construction in the Elizabeth Street bus mall.	City Infrastructure	Ongoing liaison with developed undertaken
Plan, design and construct the shared path on Castray Esplanade from the Institute for Marine and Antarctic Studies to the Commonwealth Scientific and Industrial Research Organisation.	City Infrastructure	Design completed
Investigate options to improve traffic network capacity within the CBD.	City Infrastructure	Options investigated
Construct a new footpath at Cornelian Bay from Queens Walk to Stainforth Court.	City Infrastructure	Footpath constructed
Complete the annual road overlay program for specified sections of Macquarie, Collins and Bathurst Streets.	City Infrastructure	Annual road overlay programs completed
Prepare concept design for improved bicycle connections along Collins Street.	City Infrastructure	Concept design completed
Prepare a road network plan to provide guidance and direction in the future development of the road and access network.	City Infrastructure	Road network plan completed
As part of the Salamanca Place Precinct project, develop concept plans for the second stage of the Salamanca pedestrian works.	City Infrastructure	Second stage concept plans completed

Domain Action Plan: Community Safety

Domain Descriptor

This domain is about ensuring our community is more resilient and able to cope with potential emergencies. It is about developing effective initiatives that build community safety and the perceptions of safety, and responding to anti-social issues, including those relating to alcohol and other drugs.

Why is this important?

The sense of fear that comes from feeling vulnerable and unsafe creates isolation as people withdraw in order to feel safe and secure. For many people the sense of being vulnerable to community emergencies, criminal acts or anti-social behaviour can have just as much of an adverse affect as the actual threat. People who feel this way find it very difficult to participate in community life and quickly become excluded.

Initiatives/Actions	Lead Division	Performance Measure
Develop and implement a community safety strategy.	Community Development	Strategy developed and implementation commenced
Deliver a secure taxi rank as part of the Street Teams project in partnership with the Salvation Army and Tasmania Police.	Community Development	Youth Street Teams Project implemented
Maintain the new Community Recovery Plan in partnership with key stakeholders.	Community Development	Community Recovery Plan maintained
Support the Red Cross emergency management plan for vulnerable members of the community when responding to emergency and recovery planning, in particular for aged home care.	Community Development	Plan supported
Support a safe Christmas on the waterfront through management of alcohol permits and licences and signage for prescribed areas.	Community Development	Outcome of annual evaluation of Christmas events
Continue to deliver the Public Toilet Awareness Raising Campaign.	Community Development	Deliver 3 - 4 campaigns
Continue implementation of the Graffiti Management Plan.	Community Development	Ongoing
Work collaboratively with businesses and the community to implement a range of graffiti prevention measures, including the development of urban art walls.	Community Development	Business collaborations undertaken
Continue to partner with Crime Stoppers Tasmania.	Community Development	Partnership maintained including undertaking of collaborative communications activities and shared event at Crime Stoppers Week

Initiatives/Actions	Lead Division	Performance Measure
Actively participate in the National Local Government Drug and Alcohol Committee.	Community Development	Committee meetings attended
Support the determination of a consistent statewide approach to the disposal of sharps from non-commercial sources.	Parks and City Amenity	Consistent approach supported
Continue to participate on the "Racism. It stops with me" community awareness raising campaign.	Community Development	Support stall at Harmony Day event. Install posters in all public toilets. Stickers on Council vehicles, message on Council email signatures
Collaborate with other agencies and the homelessness sector to enhance the safety of the City's homeless residents, including addressing issues relating to substance abuse and mental health.	Community Development	Support the Safe Streets Teams
Participate on the Community Road Safety Partnership.	City Infrastructure	Initiatives developed and implemented with partners
Incorporate 'safety in design' for all City infrastructure projects.	City Planning	'Safety in Design' included in all CI projects
Implement the City of Hobart's Fire Management Strategy.	Parks and City Amenity	Fire Management Strategy progressed in line with milestones
Participate on Fire Management Strategy Implementation Team to ensure that issues for vulnerable community members are considered.	Community Development	Vulnerable community members are considered in planning.
Implement a multi-year works program to improve the City's asset protection zones (fire breaks) network, consistent with the new Tasmania Fire Service Fuel Break Guidelines.	Parks and City amenity	Multi-year works program commenced
Undertake year two of the City's fire trail renewal program.	Parks and City Amenity	Year 2 program undertaken
Develop and implement a Hobart coastal hazards strategy.	City Planning	Strategy developed and implementation commenced
Complete a stormwater plan for the urban portions of the New Town Rivulet catchment.	City Infrastructure	Stormwater plan completed
Complete a stormwater plan for the Maypole Rivulet catchment.	City Infrastructure	Stormwater plan completed
Complete the investigation for flood mitigation works associated with the lower reaches of the Maypole Rivulet and New Town Rivulet catchments.	City Infrastructure	Investigation completed

Initiatives/Actions	Lead Division	Performance Measure
Working in collaboration with the homelessness sector, continue to fund the distribution of resources to homeless residents in Hobart.	Community Development	Resources distributed
Collaborate with other agencies and the homelessness sector to enhance the safety of the City's homeless residents, including addressing issues relating to substance abuse and mental health.	Community Development	Support the Safe Streets Teams

Domain Action Plan: Economic Participation

Domain Descriptor

This domain is about supporting and encouraging multiple education and employment pathways for the whole community. It is about a good start for children, retaining young people in the state, lifelong learning opportunities and supporting the growth of vocational opportunities for all.

Why is this important?

Education and employment are intrinsically linked over the life of a person and have a significant impact on the individual's quality of life. Those who have minimal economic prospects find themselves excluded financially from all aspects of society. They have difficulty with accommodation, food, transport and often have little or no access to social, cultural or recreational opportunities.

Initiatives/Actions	Lead Division	Performance Measure
Develop a revised economic development strategy and commence implementation.	Executive and Economic Development	Strategy developed and implementation commenced
Support, where possible, local businesses through Council's procurement policy.	Financial Services	Local options explored in procurement
Deliver a business grants program.	Executive and Economic Development	Business Grants Program developed
Continue to support and facilitate significant developments in the City.	Executive and Economic Development	Developments supported as appropriate
Deliver the City of Hobart Mobile Food Truck Program.	Community Development	Ongoing
Work with proprietor and stakeholders to support delivery of Farm Gate Market.	Community Development	Farm Gate Market supported
In partnership with State Government continue to support the provision of alternative education options at Youth Arts and Recreation Centre.	Community Development	Programs supported
Support the lifelong learning of older people through facilitating learning opportunities at Mathers House.	Community Development	Lifelong learning opportunities offered
Continue to deliver against the Memorandum of Understanding 2015-18 between the University of Tasmania and the City of Hobart.	Executive and Economic Development	Actions implemented

Initiatives/Actions	Lead Division	Performance Measure
Actively support the University of Tasmania's business case for the science, technology, engineering and mathematics (STEM) development through our capacity as a community leader.	Executive and Economic Development	Support provided
Continue to deliver a range of operational improvements at Salamanca Market including the development of a business plan, communications plan, an entertainment program and a waste management strategy.	Community Development	Improvements completed
Continue to deliver against the International Relations Action Plan 2016.	Executive and Economic Development	Ongoing
Continue implementing the Action Plan with the Chinese City of Xi'an as part of the Sister City agreement.	Executive and Economic Development	Actions commenced and regular dialogue with Xi'an
Continue the cultural and economic exchange with the Chinese City of Fuzhou as the next step towards potential Sister City status following the signing of the letter of intent.	Executive and Economic Development	Regular communication with Fuzhou and agreement on key initiatives between the Cities
Consider the potential of relationships with Freiberg (Germany), Portland (Oregon/USA) and Katowice (Poland).	Executive and Economic Development	Relationships investigated
Implement the City Centre Marketing Strategy.	Community Development	Strategy implemented
Deliver the Super Sidewalk Saturday event in the city centre.	Community Development	Event delivered
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).	Community Development	Industry supported
Lead on the awareness and understanding of smart cities programs, initiatives, developments and related opportunities for Hobart.	Executive and Economic Development	Smart Cities Program opportunities investigated
Progress the Local Retail Precincts Plan: <ul style="list-style-type: none"> • Develop detailed designs for the Lenah Valley retail precinct; • Deliver the Lenah Valley retail precinct upgrade; • Undertake community engagement and develop concept plans for the New Town retail precinct. 	City Infrastructure	Plan progressed

Initiatives/Actions	Lead Division	Performance Measure
Complete the Sandy Bay shopping centre upgrade.	City Infrastructure	Upgrade completed
Continue to implement the City of Hobart internship program.	Corporate Services	The City of Hobart internship program implemented

Domain Action Plan: Health & Wellbeing

Domain Descriptor

This domain is about encouraging every part of the community to live healthy connected lifestyles including maintaining a reasonable level of public health and safety and the provision of opportunities for shared community experiences. It is about bringing people together around recreational, social or arts opportunities.

Why is this important?

As people we all desire to live healthy lives with some sense of connection to others. Whether it is a large group or an intimate group of friends, we want to have the health capacity to be involved and the knowledge that there is someone who knows who we are.

Initiatives/Actions	Lead Division	Performance Measure
Expand and promote accessible and affordable lifelong learning opportunities for older people.	Community Development	Opportunities expanded and promoted
Support the celebration of the cultures of Hobart's migrant and humanitarian entrant populations through capacity building and through the Community Development Grants Program.	Community Development	Number of events and activities supported
Involve young people in the delivery of the Open Access program at Youth Arts and Recreation Centre.	Community Development	Number of young people involved in Open Access delivery
Strengthen the relationship with schools through Youth Arts and Recreation Centre delivering a range of workshops in the community.	Community Development	Workshops delivered
Respond to queries relating to the establishment of community gardens.	Community Development	Community Gardens supported
Deliver a diverse range of activities and programs at Mathers and Criterion Houses.	Community Development	Number of activities and number of attendees
Enhance the general nutrition of older people through a diversity of food options at Mathers House.	Community Development	Activities to support nutrition developed
Enhance the general nutrition of young people through the delivery of a healthy food program with educational and nutritional outcomes at Youth ARC.	Community Development	Program developed
Deliver the <i>Still Gardening</i> program in accordance with the Department of Social Services funding agreement.	Community Development	Number of participants in <i>Still Gardening</i> programs
Support the partnership with other councils and Tascare for Children, to deliver an event to celebrate International Day of People with Disability.	Community Development	Event supported

Initiatives/Actions	Lead Division	Performance Measure
Encourage healthy use of parks by developing programs to encourage participation, including an outdoor fitness program and further activities for children.	Parks and City Amenity	Activities offered by Council in parks increased
Support recreation programs for people with disabilities held in City of Hobart facilities.	Community Development	Provide venue / support / promote
Implement the Doone Kennedy Hobart Aquatic Centre refurbishment in accordance with the approved master plan	Parks and City Amenity	
Deliver the Active Parks program. Developing and delivering an expanded program possibly involving partnerships with sporting clubs and associations.	Parks and City Amenity	Program redeveloped and delivered
Implement stage two of the Rejuvenating the Great Short Walk project.	Parks and City Amenity	Stage two implemented
Review and develop a new playground strategy.	Parks and City Amenity	New strategy developed
Refurbish the Tasmanian Cricket Association (TCA) Ground surface.	Parks and City Amenity	Surface refurbished
Develop a New Town sporting precinct master plan.	Parks and City Amenity	Master Plan developed
Continue to participate on the CCCLM Homelessness Committee, the National Local Government Safe Cities Committee, and other CCCLM health and wellbeing initiatives as required.	Community Development	Participation in meetings / teleconferences
Regulate food businesses for compliance with Food Safety Standards and meet monthly inspection targets.	City Planning	Monthly inspection targets are met
Monitor Council designated smoke free public places for patron compliance, provision and maintenance of adequate public signage and location of butt bins.	City Planning	Monitoring activities undertaken
Implement the Safety Circle work health and safety culture change program across Council.	Corporate Services	Program implemented
Examine the effectiveness of a phase-out and subsequent ban on non-compostable single-use food packaging and consider the findings of the plastic pollution impact statement for the feasible implementation of recommendations.	City Planning	All relevant actions undertaken

Initiatives/Actions	Lead Division	Performance Measure
Implement the revised Environment Management and Pollution Control (Smoke) Regulations due to be issued in 2017, specifically the regulation of smoke emissions from residential premises.	City Planning	Revised regulations implemented
Undertake a promotional program to raise community awareness of existing smoke-free areas declared under the Public Health Act 1997.	City Planning	Promotional program undertaken
Implement the new Meningococcal W immunisation program for older teenagers in response to an increased number of notifications in Tasmania.	City Planning	New program implemented
Implement the revised Guidelines for the Control of Legionella to be issued in 2017 under the Public Health Act 1997, specifically the regulation of warm-water systems.	City Planning	Revised guideline implemented
Continue implementation of the Waste Management Strategy 2015-30.	Parks and City Amenity	Ongoing
Progress implementation of the Environmental Management Plan for the McRobies Gully landfill.	Parks and City Amenity	Ongoing
Implement the revised Recreational Water Quality Guidelines to be issued in 2017 under the Public Health Act 1997, specifically beach and swimming/spa pool monitoring.	City Planning	Revised guidelines implemented
Continue to develop the City's relationship with the Hobart Hurricanes.	Community Development	Relationship developed
Support the North Melbourne Football Club community engagement program.	Community Development	Program developed