

City of Hobart
ANNUAL PLAN

Report for the period ending 31 October 2017



City of **HOBART**

CITY OF HOBART ANNUAL PLAN 2017–18

PROGRESS REPORT FOR PERIOD ENDED 31 OCTOBER 2017

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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 achieve 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 one—Economic development, vibrancy and culture
- Goal two—Urban management
- Goal three—Environment and natural resources
- Goal four—Strong, safe and healthy communities
- Goal five—Governance.

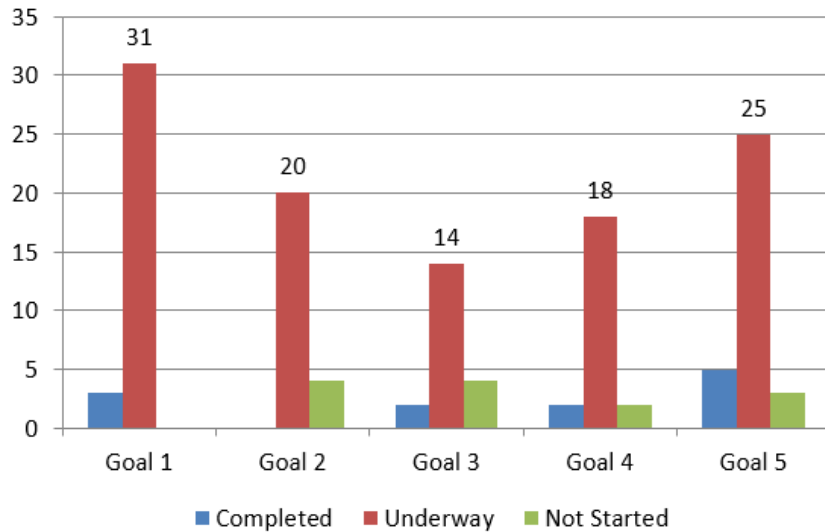
The Annual Plan sets out the major actions and initiatives for the 2017–18 financial year, the third year of the Strategic Plan.

This report details the status of all the major actions and initiatives undertaken for the period 1 July 2017 to 31 October 2017.

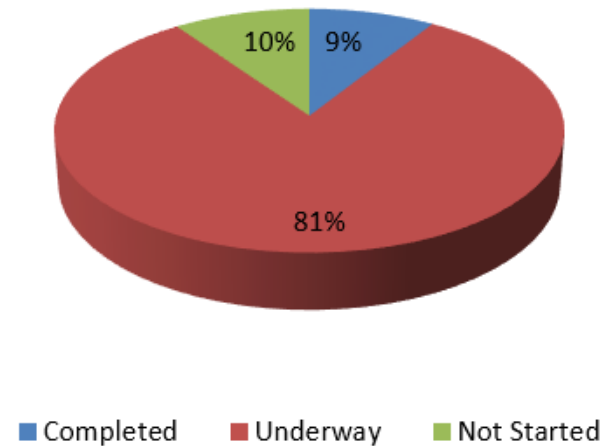
OVERVIEW OF RESULTS FOR PERIOD ENDED 31 OCTOBER 2017

The implementation of the Annual Plan for the period of 1 July to 31 October has seen the commencement of 90 percent of major actions and initiatives. As illustrated in the following graphs, 81 per cent are underway, 9 per cent are complete and 10 per cent not started.

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



OVERVIEW OF PROGRESS OF IMPLEMENTATION OF MAJOR ACTIONS AND 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 City of Hobart functions:

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

2017–18 Actions and initiatives

Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
1.1.1	Deliver a business grants program.	⇒			The first round of the new marketing grants program was delivered in August.
1.3.1 1.3.5	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.	⇒			The first waste management audit has been completed and signage for new bins has been developed to roll out. The second audit will take place on 11 November.



2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
1.1.2	Continue to deliver against the Memorandum of Understanding 2015–18 between the University of Tasmania and the City of Hobart.	⇒			Regular meetings were held between the Lord Mayor and the Vice-Chancellor; the General Manager, City of Hobart and the Chief Operating Officer, UTAS. A number of initiatives are being progressed at officer level including community partnerships, infrastructure development, connectivity and student engagement.
1.1.2	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.	⇒			The Lord Mayor along with leaders from the Southern Tasmanian Councils Authority have all advocated for the STEM precinct to be the number one infrastructure project for Tasmania. The Lord Mayor has also stressed the importance of the STEM proposal at the centre of a City Deal for Hobart in recent discussions with Assistant Minister for Cities, Angus Taylor. The General Manager has furthered City Deal discussions with senior Federal Government staff Furthermore the Council, in partnership with the University of Tasmania, held a community STEM information evening in September.
1.1.5	Develop a revised economic development strategy and commence implementation.	⇒			A draft economic development strategy was taken to the Economic Development and Communications Committee in March 2017. Feedback from Aldermen is being worked into a revised strategy.

2017–18 Actions and initiatives

Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
1.2.3	Continue to deliver against the International Relations Action Plan 2016.	⇒			<p>In July, the City received a visit from thirteen Yaizu students as part of the student exchange program between Hobart and Yaizu cities.</p> <p>In August the first ever delegation was received from a school in Fuzhou (Hobart's friendship city). Thirteen students were received and hosted in local schools for one week.</p> <p>Two very significant milestones were recently celebrated.</p> <p>The first was to commemorate 40 years of sister city friendship with a delegation of 19 travelling to Yaizu in August to take part in celebrations. The delegation included community representatives to deepen the connection between the two cities.</p> <p>The City also celebrated 20 years of sister city relationship with L'Aquila by hosting a reception in October 2017 in conjunction with the Abruzzese Association.</p> <p>In September Alderman Thomas and the Economic Development Project Officer attended the Euro Asia Economic Forum in Xi'an. Relationships with government officers in Xi'an were deepened and constructive conversations were had with representatives of many international cities about the nature of their international relationships and how they are measured. A visit was paid to a school in Xi'an with a view to establishing a Hobart / Xi'an sister school relationship. This is now advancing with</p>

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
					<p>a school to school meeting expected in May 2018 in Xi'an.</p> <p>In October 2017, the City hosted senior delegates from Fuzhou, facilitating meetings with the Department of State Growth, the University of Tasmania and a tour of the Institute for Marine and Antarctic Studies.</p> <p>A relationship with a town in Timor-Leste (Balibo) is currently being investigated. A potential collaboration on a waste and recycling project in this town is also being discussed.</p>
1.2.4	Host a 20th anniversary reception for the sister-city relationship between Hobart and L'Aquila in the Hobart Town Hall.	✓			The City in conjunction with the Abruzzese Association celebrated the 20 th anniversary by hosting a reception at the Town Hall on 13 October 2017.
1.2.4	Consider the potential of relationships with Freiberg (Germany), Portland (Oregon/USA) and Katowice (Poland).	⇒			<p>Freiberg hosted part of a study tour comprising the University of Tasmania and City representatives in May. Two Aldermen have visited Portland and officer to officer contact has been established.</p> <p>The City of Hobart, along with representatives from the University of Tasmania and the private (smart cities) sector, held meetings with the City of Katowice Poland as part of the European World Cities Project, in which the two cities are paired. The meetings were held in conjunction with the Cities and Regions Conference held in Brussels (Belgium) in October 2017. The meetings enabled the representatives to</p>

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
					build on officer level interchange and best practice in areas of urban innovation (smart city) and green technologies (energy efficiencies, low carbon development).
1.3.1	Deliver the annual opening of the Antarctic Season reception for a maximum of 150 attendees, plus 10 Institute for Marine and Antarctic Studies students.	✓			The 7 th annual City of Hobart reception was held at the Town Hall 19 October. The event was the largest to date and brought together expeditioners, politicians, business owners, scientists, students, academics and government officers.
1.3.1	Implement a vehicle identification system at the Salamanca Market	⇒			The project scope has been developed, and will be defined in conjunction with the security report outcomes.
1.3.1	Deliver the 2017–18 The Taste of Tasmania, subject to Council approval.	⇒			A new Festival Director has been appointed and work is progressing on the delivery of the event.
1.3.1	Deliver a range of events including the Commonwealth Games Queen's Baton Relay, the Christmas Pageant and annual floral shows.	⇒			Planning is well underway for the Queen's Baton Relay and Christmas Pageant to be held on 18 November. Annual floral shows are currently being held.
1.3.1	Provide support of events, festivals and activities that activate Hobart through the Community Development Grants Program.	⇒			A large number of events, festivals and activities continue to be funded through the Community Development Grants Program. In the project round announced in October 2017 there were 30 projects approved with funding of \$155,556.51 provided.
1.3.1	Continue to work in partnership with key event organisers to deliver major events and festivals.	⇒			Support is provided to the organisers of major events and festivals such as Festival of Voices that was held in July 2017.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
1.3.1 1.3.2 1.3.5	Deliver the Super Sidewalk Saturday event in the city centre.	✓			This event was successfully delivered on Saturday 26 August.
1.3.2	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. The booth accommodates an increase in demand for visitor services and supports the major retail and hospitality precincts.	⇒			Quotations have been received and a start date is being negotiated with the building contractor.
1.3.2	Implement the City Centre Marketing Strategy.	⇒			Midpoint evaluation is currently being undertaken.
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).	⇒			The Tasmanian Travel and Information Centre hosted a pre-season industry meeting in collaboration with Destination Southern Tasmania and Tasports. The Tourism Services Manager holds a position on the Cruise Tasmania Network with Tourism Tasmania.
1.3.2	Undertake master planning for the Battery Point slipyards site.	⇒			Stakeholder consultation including open days on-site completed. A draft masterplan is being prepared by the engaged consultant, which is expected prior to Christmas.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
1.3.2	Finalise and implement actions arising from the Civic Square master plan.	⇒			An expression of interest has been undertaken with proposals received and assessed. Due to be reported to Council in November.
1.3.3	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. 	⇒			<p>Lenah Valley Stage 1 detailed designs completed and construction commenced on 17 October 2017.</p> <p>New Town community consultation commenced with a community workshop held on 24 August 2017. A Project Action Team (PAT) has been established and concept plans are currently being developed.</p>
1.3.3	Complete the Sandy Bay shopping centre upgrade.	⇒			The Sandy Bay Shopping Centre upgrade will be completed by end of November 2017.
1.3.4 1.3.5	Finalise and implement an innovative whole-of-Council activation framework.	⇒			Work is underway on the development of the activation framework.
1.4.1	Implementation of initiatives to ensure streets are cleaned and public toilets are maintained to a high standard.	⇒			Updated service level specifications have been created and a program to clean newly refurbished areas has been developed.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
1.4.1	Deliver accessibility upgrades at the Hobart Town Hall.	⇒			A hearing assistance system has been installed in the Town Hall Ballroom, Lady Osborne Room and Council Chambers. Works are currently underway to install a fully accessible toilet adjacent to the Ballroom. A platform lift to provide equal access to the Town Hall stage has been purchased and will be delivered in early 2018.
1.4.1	Install external facade lighting at the Hobart Town Hall.	⇒			Several lighting options have been investigated but no preferred design has been resolved. Seeking Council approval to reallocate funding.
1.4.1 1.4.2	Improve the southern gateway visitor experience at Hobart Airport and the MAC 2 cruise terminal.	⇒			Hobart Airport and City of Hobart are partnering to deliver new information desks at the airport to grow the City's Meet and Greet Volunteer presence. The Tasmanian Travel and Information Centre and Salamanca Market promotional videos are showing at the airport. The City of Hobart is also partnering with Tasports to develop a new information desk at MAC2 cruise terminal, and to show promotional videos, and provide City of Hobart Meet and Greet Volunteers.
1.4.2 1.4.3	Develop a business plan for the Tasmanian Travel and Information Centre.	⇒			A new workforce Enterprise Agreement is currently being negotiated, as well as grant deed deliverables with the State Government.
1.5.1	Implement the Creative Hobart Strategy.	⇒			The Creative Hobart Strategy is being implemented.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
1.5.1	Host a curated series of Creative Hobart forums that engage the community and cultural sector.	⇒			An Inclusive Arts forum was held in October that attracted participation from many arts and access organisations with 130 audience members attending.
1.5.1	Implement actions from the City of Hobart Art Prize review.	⇒			Potential new models for the City of Hobart Art Prize are currently being investigated.
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.	⇒			Public art projects are currently underway that include iteration four of the Urban Art Walls project, and will also be included part of the Lenah Valley Precinct Upgrade. Franklin Square artwork is currently being fabricated.
1.5.3	Complete the installation of the digital urban screen at the Elizabeth Street forecourt of the University of Tasmania's Hobart Apartments.	⇒			Specification details for the digital screen are currently being developed.
1.5.3	Develop a public art master plan for Bidendopes Lane.	⇒			The Vibrance Festival to be held in Bidendopes Lane in early 2018 will include installation of public art. An ongoing graffiti management model for the space is also being developed.

GOAL TWO—URBAN MANAGEMENT

City Planning promotes our city's uniqueness, is people focused 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 continue 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, cycleways 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 a safe and efficient road network.

Strategic Objectives

- 2.1 A fully accessible and connected city environment.
- 2.2 A people-focused 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 City of Hobart functions:

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

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
2.1.1	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 – implement the strategy actions (once adopted). 	⇒			Community engagement on identifying issues has been completed. Proposed timeframes and a draft strategy table of contents have been reported to the project Steering Committee (Executive Leadership Team).
2.1.4	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.	X			Review is programed to commence following the installation of the Integrated Parking System.
2.1.4	Install the integrated parking system.	⇒			Currently underway and on schedule to be completed by early 2018.
2.1.5	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.	⇒			A report went to Council on 2 October 2017 supporting the issuing of an occupation licence in the Elizabeth Street bus mall to support the construction of the Hyatt Centric Hotel.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
2.1.6	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.	⇒			Project has been deferred to 2018-19. Planning and design works will still progress.
2.1.6	Prepare concept design for improved bicycle connections along Collins Street.	⇒			A project manager has been identified to progress the planning and approvals for this project. A project working group has also been established.
2.2.5	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.	⇒			Stakeholder consultation plan currently being developed and will be implemented in the first half of 2018.
2.2.1	Undertake consultation and progress design on the City to Gardens Way project, as part of the Queens Domain Master Plan 2013–33.	⇒			Draft design stage. Plan anticipated for Feb 2018 Council Review.
2.2.2	Construction of the Soldiers Memorial Oval Community Hub, as part of the Queens Domain Master Plan 2013–33.	⇒			Construction works have commenced.
2.2.2	Refurbishment of the Tasmanian Cricket Association (TCA) Ground surface.	⇒			Works in progress. 60% complete.

2017–18 Actions and initiatives

Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
2.2.2	Develop a New Town sporting precinct master plan.	⇒			A consultant has been engaged to prepare master plan.
2.2.2	Complete first stage design and commence reconstruction of Carlton Street, New Town.	X			Design will commence in January with potential for construction to begin late May early June.
2.2.2	Develop a business plan for the City Hall site and undertake stage two of the building works.	X			A consultant is to be engaged to develop a business plan, and stage two building works will commence in early 2018.
2.2.2	Continue implementation of the Public Toilet Strategy 2015–25.	⇒			Implementation of public toilet strategy is progressing.
2.2.5	Oversee the commencement and completion of the Brooker Avenue shared bridge.	⇒			Work due to commence on site during December 2017.
2.2.5	Oversee the commencement and completion of the Tasman Highway shared bridge.	⇒			Work due to commence on site during December 2017.
2.2.5	Lead on the awareness and understanding of smart cities programs, initiatives, developments and related opportunities for Hobart.	X			This action is on hold pending the appointment of a new Director Business Innovation and Digital Technology.
2.2.6	Continue implementation of the Graffiti Management Plan.	⇒			Graffiti removal continues and plans for the 2018 Vibrance Festival are progressing.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
2.2.6	Work collaboratively with businesses and the community to implement a range of graffiti prevention measures, including the development of urban art walls.	⇒			Stage four of the Urban Arts Walls program will be undertaken in Bidendopes Lane in early 2018.
2.3.2	Prepare a road network plan to provide guidance and direction in the future development of the road and access network.	⇒			Preliminary planning and 'research' work has commenced.
2.3.2	Progress implementation of a street tree strategy.	⇒			In progress, with street tree planting program completed for 2017.
2.3.3	As part of the Salamanca Place Precinct project, develop concept plans for the second stage of the Salamanca pedestrian works.	⇒			A project manager has been identified to progress the planning and approvals for this project. Traffic modelling has been undertaken to inform this work.
2.3.4	Continue the translation of the <i>Hobart Interim Planning Scheme 2015</i> and the <i>Sullivans Cove Planning Scheme 1997</i> into the proposed Tasmanian Planning Scheme.	⇒			80% of the Local Provisions Schedule has been drafted. Aldermanic workshops have commenced.
2.3.4	Complete a review of the Heritage Precincts for translation into the proposed Tasmanian Planning Scheme.	⇒			A total of 69 out of the 72 Heritage Precincts have been reviewed.

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 River Derwent, 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 City of Hobart functions:

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

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
3.1.1	Undertake consultation for a review of the Hobart climate change strategy.	⇒			The Hobart Climate Change Strategy will be finalised after the completion of the City's visioning exercise allowing for key concept to inform the Strategy.
3.1.3	Develop and implement a Hobart coastal hazards strategy.	⇒			The Hobart Climate Change Strategy will be finalised after the completion of the City's visioning exercise allowing for key concept to inform the Strategy.
3.2.1	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.	⇒			Dry eucalypt forest area completed. Community engagement on problematic wet forest underway.
3.2.1	Undertake year two of the City's fire trail renewal program.	⇒			Tender request issued. Works expected to be undertaken by March 2018.
3.2.2	Complete a stormwater plan for the urban portions of the New Town Rivulet catchment.	X			Awaiting finalisation of New Town Rivulet Flood Study Report.
3.2.2	Complete a stormwater plan for the Maypole Rivulet catchment.	X			Awaiting finalisation of New Town Rivulet Flood Study Report.
3.2.2	Undertake another stage of vegetation removal and rehabilitation of the banks of the New Town Rivulet.	⇒			Planning has commenced. Most works will be undertaken over the Summer/Autumn period.
3.2.3	Complete the investigation for flood mitigation works associated with the lower reaches of the Maypole Rivulet and New Town Rivulet catchments.	X			Awaiting finalisation of New Town Rivulet Flood Study Report.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
3.2.4	Complete and implement the audit schedule for the regulation of Level 1 activities, as defined under the <i>Environmental Management and Pollution Control Act 1994</i> , that may cause environmental harm and in respect of which a planning permit is required.	⇒			Audit schedule being implemented.
3.2.4	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.	✓			The Council, at its meeting 7 August 2017, resolved to explore amendments to the Environmental Health By-Law that restricts the use of single-use plastic takeaway food packaging as well as lobby the State Government to consider amendments to the <i>Plastic Shopping Bags Ban Act 2013</i> to broaden the scope of the legislation to include non-compostable single-use takeaway food packaging.
3.2.4	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.	X			Release of the revised Smoke Regulations by the State Government has been delayed.
3.2.5	Continue implementation of the Waste Management Strategy 2015–30.	⇒			Waste Strategy Actions for 2017-2018 are on track for delivery.
3.2.6	Progress implementation of the Environmental Management Plan for the McRobies Gully landfill.	⇒			Relevant actions are being progressed.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
3.2.7	Prepare a biodiversity policy that outlines the City's role and practices in biodiversity management and identifies conservation priorities and gaps in biodiversity data.	⇒			Scoping in progress.
3.3.1	Continue support of the Bushcare program to assist in maintaining and improving the bushland network.	⇒			Ongoing.
3.3.2	Progress implementation of the Fern Tree Visitor Node Master Plan.	⇒			Detailed design in progress.
3.3.2	Implement stage two of the Rejuvenating the Great Short Walk project.	⇒			Work has commenced.
3.4.4	Prepare an energy savings action plan for 2018–20.	✓			An Energy Savings Action Plan for 2018-20 was approved by the Council at its 2 October 2017 meeting.
3.4.4	Complete the Hobart Town Hall energy efficiency retrofit.	⇒			Several projects completed, further works underway.
3.4.4	Investigate the feasibility of installing an additional 140 kilowatts of solar power on the City's buildings.	⇒			Collection of background information has commenced.

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 City of Hobart functions:

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

2017–18 Actions and initiatives

Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
4.1.1 4.1.2 4.4.1	Implement the Social Inclusion Strategy 2017–18 Action Plan in conjunction with the Community Sector Reference Group, including 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.	⇒			The Action plan is being implemented. Research has commenced to consider the potential for Hobart to become an age-friendly city.
4.1.1	Implement the 2017–18 action plans for the Equal Access, Positive Ageing, Youth, Multicultural and Children and the Families strategies.	⇒			The Strategic Action Plans are being implemented including the production of a new edition of the youth program’s Platform magazine, development of new youth partnerships, creation of a new Access E-newsletter, commencement of a research project for early childhood, and delivery of a successful school holiday program was delivered for children and young people.
4.1.2	Deliver the Still Gardening program in accordance with the Department of Social Services funding agreement.	⇒			The Still Gardening Program is being delivered and exceeding program targets in terms of client and volunteer interactions.
4.1.3	Partner 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.	⇒			This event will be held on 3 December.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
4.1.4	Continue to develop the City's relationship with the Hobart Hurricanes.	⇒			Midpoint review has been undertaken with both parties keen to continue with year two of the three year goodwill agreement.
4.1.4	Support the North Melbourne Football Club community engagement program.	⇒			Support provided and the community engagement program continues to be developed.
4.1.4 4.1.7 4.2.4	Deliver and support community events including Children and Families Week, National Youth Week, Harmony Day and Adult Learners week.	⇒			Several community events were delivered for Seniors Week, Adult Learners' Week, Children's Week, Homelessness Week and Anti Poverty week that included a youth arts banner project, children's vision engagement workshop, educator's forum, and multiple public art projects.
4.1.5	Deliver the Community Development Grants Program and explore opportunities to work more closely with recipients.	⇒			The Grants Program is being successfully delivered and engagement processes for working with recipients are being developed.
4.1.6	Strengthen and develop the Positive Ageing volunteer program.	⇒			Training opportunities have been developed for volunteers.
4.2.1	Implement the Doone Kennedy Hobart Aquatic Centre refurbishment in accordance with the approved master plan.	⇒			The design and documentation phase of the refurbishment is underway and due for completion in June 2018. The construction phase of the refurbishment is subject to development approval and is scheduled to commence in July 2018.
4.2.2	Review and develop a new playground strategy.	⇒			Brief being finalised.

2017–18 Actions and initiatives					
Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
4.2.4	Investigate and implement Creative Hobart residency opportunities using City-owned space as short-term studios.	⇒			Investigations are underway with planning and occupancy issues being considered.
4.3.2	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.	✓			The Council hosted a Red Cross workshop with Aged Care service providers on 11 July.
4.3.5	Incorporate 'safety in design' for all City infrastructure projects.	⇒			The Design Services Unit (DSU) has developed a 'safety in design' template and all projects designed by the DSU will have safety in design documentation. 'Safety in design' will be introduced to all other City Infrastructure projects that are not designed by DSU.
4.3.5	Undertake a promotional program to raise community awareness of existing smoke-free areas declared under the <i>Public Health Act 1997</i> .	⇒			Program in draft.
4.3.5	Support the determination of a consistent statewide approach to the disposal of sharps from non-commercial sources.	⇒			The Local Government Association of Tasmania (LGAT) is leading the statewide consultation process and the development of a suitable guide.

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4.3.5	Implement the new Meningococcal W immunisation program for older teenagers in response to an increased number of notifications in Tasmania.	✓			Program delivered.
4.3.5	Implement the revised Guidelines for the Control of Legionella to be issued in 2017 under the <i>Public Health Act 1997</i> , specifically the regulation of warm-water systems.	X			Release of the revised Guidelines by the State Government has been delayed.
4.3.5	Implement the revised Recreational Water Quality Guidelines to be issued in 2017 under the <i>Public Health Act 1997</i> , specifically beach and swimming/spa pool monitoring.	X			Release of the revised Guidelines by the State Government has been delayed.
4.3.6	Review and update the Corporate Climate Adaptation Plan 2013–16.	⇒			The Hobart Climate Change Strategy will be finalised after the completion of the City's visioning exercise allowing for key concept to inform the Strategy.
4.3.8	Deliver a secure taxi rank as part of the Street Teams project in partnership with the Salvation Army and Tasmania Police	⇒			This project continues to be delivered.
4.3.8	Develop and implement a community safety strategy.	⇒			Initial draft strategy has been developed, with engagement to commence in 2018.

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 City of Hobart functions:

- Financial Management
- Rates and Commercial Services
- 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
- Economic Development
- Development Appraisal
- Information, Communications and Technology
- Records and Information
- Legal and Governance

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5.1.2	Progress the implementation of new integrated business systems throughout the organisation.	⇒			New website was implemented in July 2017. Payroll module in user acceptance testing. Configuration of Finance, Property and Rating, Customer Request Management and Planning and Compliance on track for implementation in 2018.
5.1.2	Review the structure and resourcing of the Information and Communication Technology Services unit to support the new business systems environment.	⇒			Resourcing and support structure is reviewed as implementation of new integrated business systems progresses. The final review can be completed when the end state of the new integrated business system is known.
5.1.2	Build capability to manage integration of business systems to enable more efficient interoperation with other in-house systems and external systems, including cloud and external agencies.	⇒			Integration Architect position has been completed.
5.1.2	Complete the plan for the decommissioning of replaced business systems.	✓			A project plan including sub-project templates for decommissioning legacy systems has been developed.
5.1.3	Undertake a review of proprietary software used to disseminate information to Aldermen.	⇒			An audit of the current arrangements for the Aldermanic Hub has been undertaken. Changes have been made to the format for publication to the Hub. A review of the software packages available will commence in the new year

2017–18 Actions and initiatives

Strategy ref	Actions and initiatives	31 Oct	28 Feb	Year end	Comments
5.1.4	Scope the planning and delivery of a new strategic measurement system to track annual and longitudinal performance.	X			This project is expected to commence in the first quarter of 2018 as the current visioning exercise starts to inform the City's longer-term strategic planning.
5.1.7	Update the City's financial model, and prepare a long-term financial management plan for 2019–39.	⇒			The financial model has been "rolled-over" (annual process) for the new financial year. Updates will be made throughout the year as required. In accordance with normal practice, the final updated plan will be adopted by Council in June with the annual budget.
5.1.8	Revise the Municipal Rating and Valuation Strategy in accordance with legislative amendments.	✓			Recent amendments to the <i>Local Government Act 1993</i> in respect to rating were reviewed by the City's rates team. The legislative amendments did not require any changes to the City's current rating and valuation strategy.
5.1.9	Implement actions from the City of Hobart Procurement Strategy 2017–19.	⇒			The City of Hobart Procurement Strategy 2017-19 has been drafted for approval by the City's Executive Leadership Team.
5.1.9	Develop and deliver training and awareness covering all aspects of procurement policy.	⇒			The City continues to provide procurement induction training for all new employees during their first month of employment and refresher training for any employee. A request for quotation training program has been developed and is being delivered upon demand. From 16-18 October 2017 the City in conjunction with the Department of State Growth delivered the Winning Local Government Tenders Workshop and Coaching Clinics to local suppliers.

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5.1.9	Develop and implement a contract management tool kit and training program for employees.	⇒			Following the review of contract management capability at the City of Hobart, a proposal for development and skill building has been approved in principal. A plan to deliver the proposal is currently under development.
5.2.7	Lead discussions about what the federal government's 'city deal' proposal should deliver for Hobart. Communicate this to state and federal governments.	⇒			Discussions have been held with Assistant Minister for Cities Angus Taylor, State Government Treasurer Peter Gutwein and Senator Eric Abetz with regard to elements of a Hobart City Deal. In addition the General Manager has had a number of high level officer meetings on this matter.
5.3.1	Review security management processes, skills and resourcing in the Information and Communication Technology Services unit.	⇒			Currently working with consultants to finalise scope of the review.
5.3.1	Develop framework for mobile device management.	⇒			Project consultation with stakeholders has commenced to build an envisioned future state around which requirements can be built.
5.3.1	Continue implementation of electronic record keeping and information distribution, specifically replacement of hard copy functions files.	⇒			Ongoing. No new hard copy files are created.
5.3.1	Ongoing digitisation of historical records.	⇒			Ongoing.

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5.3.2	Develop and implement a training program for project management skills across all six divisions.	✓			Two full day Project Management Fundamentals training courses, and one half day Managers session undertaken. The plan is to continue this annually.
5.3.3	Assess the impact of Transforming Hobart service-driven projects on the long-term financial management plan for asset-related expenditure.	⇒			Ongoing – adding and reviewing asset data associated with individual project budgets after discussions with Project Managers.
5.3.4	Implement major actions identified in the Asset Management Strategy.	⇒			Ongoing - with the main focus being implementing contemporary asset management principles and outputs within Project Phoenix.
5.3.5	Implement the outcomes of the review of the Human Resources unit.	⇒			New unit structure is complete, recruitment and training to implement the changes are underway. Responsibilities currently being negotiated with a business and three year work plan developed.
5.3.5	Deliver mental health training to supervisors and employees as an adjunct to organisational and systems change management.	✓			The OzHelp program has been delivered to all current City of Hobart employees.
5.3.5	Develop a revised employee Code of Conduct.	⇒			Work is well underway on a new City of Hobart Worker Code of Conduct, with consultation undertaken through the Managers Forum and with individual work teams. A workshop will be conducted on a draft Code at the next Managers Forum to be held on 14 November.
5.3.6	Continue the implementation of the Leadership Development Program	⇒			The Leadership Development Program continues to be delivered to the Executive Leadership Team.

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	following the 2015 employee culture survey.				A tender process has commenced to deliver a program to Managers.
5.3.7	Continue preparatory work for the expansion of online services, following implementation of the new enterprise business systems.	⇒			Ongoing.
5.4.1	Implement actions from a revised community engagement framework.	⇒			Draft engagement framework has been developed for discussion by the Executive Leadership Team.
5.4.3	Develop a methodology for effective community engagement for children aged under 12 years.	⇒			Several engagement processes have been undertaken with children including for the City Vision Project.
5.4.3	Co-create with the community a new city vision for Hobart.	⇒			<p>Community engagement began in September. ‘Talking to Hobart’, an interview-based approach, is underway. The major themes arising from the 180 one-to-one interviews are posted on a blog called ‘Only in Hobart’.</p> <p>A similar engagement survey will also be included in the December’s City News.</p> <p>Planning is underway for a major event, the City Forum, to be held at the end of November.</p> <p>The forum will look to create a shared picture of the long-term future for Hobart with practical ideas and plans for consideration by a Community Panel early next year.</p>
5.4.4	Update the communications policy and develop relevant guidelines.	X			This action has been deferred subject to the findings of the Communications Review.

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5.4.4	Deliver a social media business policy for the use of social media for the whole organisation.	⇒			A draft policy has been prepared. This will be reviewed and progressed following the appointment of the Senior Executive Communications and Marketing role.
5.4.4	Develop and distribute a new residents' kit.	✓			New residents' kit designed and distributed, together with relevant (timely) information on a regular basis.
5.4.4	Introduce a welcome pack for refugee arrivals to Hobart.	X			A welcome pack will be developed in 2018.
5.5.1	Actively participate with state government, other councils, regional and local partners to progress capital city growth.	⇒			Council representatives attended meetings of the Southern Tasmanian Councils Authority and Local Government Association of Tasmania. The Council continued to meet with surrounding councils to progress matters in relation to local government report.
5.5.3	Actively participate in the Council of Capital City Lord Mayors activities and support projects that will benefit Hobart.	⇒			The Council was represented at two Council of Capital City Lord Mayors (CCCLM) meetings during the reporting period. The August meeting included the CCCLM AGM and the October meeting involved meetings with Federal politicians.