



Community Strategy

2021–2030

A strategy for a welcoming, safe,
healthy and learning community.

Aboriginal Acknowledgment

Glenorchy City Council acknowledges the palawa community (Tasmanian Aboriginal community) as the original owners and continuing custodians of this island lutruwita (lu tru wee tah) Tasmania. palawa have a distinctive and age-old connection with their ancestral lands and waters. Glenorchy City Council respects and recognises the palawa's survival and continual connection with their country spanning more than 60,000 years.¹

Glenorchy City Council's Commitment to Aboriginal Australians November 1997

Glenorchy City Council acknowledges the traditional ownership of this area by Aboriginal people who were dispossessed by European invasion more than two hundred years ago.

The arrival of Europeans brought massive change to this land and to the Aboriginal Australians who occupied it.

For its part the City of Glenorchy grieves for the loss by Aboriginal people of their land, their children, their health, their culture, their language and their lives. We celebrate the survival of Aboriginal people following the devastating impact of European invasion and support the right for Aboriginal people to determine their own future.

We recognise the right of Aboriginal people to live according to their own values and customs, subject to the Australian legal system, and we commit ourselves to protecting, preserving, and respecting Aboriginal sacred sites and special places. We accept our responsibility to work with the Aboriginal community to develop awareness and appreciation of Aboriginal history and society in our community.

In doing so we acknowledge that Aboriginal culture continues to strengthen and enrich our community. The Glenorchy area is now occupied by people drawn from many different lands who share the values of tolerance and respect for one another.

The Glenorchy City Council encourages indigenous and non-indigenous people across the Nation to work to overcome their differences and to continue to go forward together.

Council supports Aboriginal and non-Aboriginal people working together for reconciliation.



View of kunanyi / Mt Wellington taken from Karadi Aboriginal Corporation 2019

Photo Credit: Glenorchy City Council

¹ Safer Communities Framework 2019-2029

Cover: Simon, David, Joe. Members of Councils Access Advisory Committee, International Day for People with Disability 2020

Photo Credit: Chris Kidd/NewsPix

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What is Community?

It's about people

“First and foremost, community is not a place, a building, or an organisation; nor is it an exchange of information over the Internet. Community is both a feeling and a set of relationships among people. People form and maintain communities to meet common needs.

Members of a community have a sense of trust, belonging, safety, and caring for each other. They have an individual and collective sense that they can, as part of that community, influence their environments and each other.

That treasured feeling of community comes from shared experiences and a sense of shared history. As a result, people know who is and isn't part of their community. This feeling is fundamental to human existence.²

Right: Paige (Cosgrove High School) and Luke (supporting artist), Piecing it Together Inter-generational Community Art Project 2021
Photo Credit: Glenorchy City Council

² David M. Chavis, Ph.D. & Kien Lee Ph.D extract from https://ssir.org/articles/entry/what_is_community_anyway#bio-footer





Our Community

The City of Glenorchy is a unique and special place. It's our people that make up the heart of our community and the community spirit that inspires the social, cultural and creative life of our City.

Our community's vision is captured in the City of Glenorchy Community Plan 2015-2040:

We are a participating, active, healthy and vibrant community. We have embraced our aboriginal and multicultural heritage and new arrivals. People in our community feel safe, connected, cared for and willing to give and share with others. We value being part of our communities. We are a proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.

“A culturally diverse, safe, vibrant place that encourages, supports and invites people to care for each other”.³

“Show Tasmania we are a dynamic and accepting community with spirit”.⁴

“I think what is special about our area is the people living in the multicultural environment, where people accept differences [are] really important and that is one of the things I like about Tasmania”.⁵

“Being receptive to people from different cultural backgrounds and accommodating people and their differences is really critical to a surviving community”.⁶

MTOTW Launch at the Multicultural Hub, Moonah 2020

Photo Credit: Glenorchy City Council

³ City of Glenorchy Community Plan 2015-2040

⁵ Moonah Taste of the World 2021

⁴ City of Glenorchy Community Plan 2015-2040

⁶ Moonah Taste of the World 2021

Our Community

Opportunities and strengths

Our community is shaped by many strengths that combine what we contribute as people and what we have as physical assets.

We value our people and the natural beauty and built spaces where we can relax, come together or celebrate.

We have a sense of place like no other. It arises from natural and accessible beauty around us – the River Derwent, Wellington Park, Tolosa Park, Myrtle Forest, the Montrose foreshore, the hills and parks.

It comes from the recreation we enjoy at parks, playgrounds, walking and bike tracks, sporting venues and open spaces, and the creative and cultural pursuits available in our community infrastructure.

It is created by our ‘can-do community’. We are resilient in embracing opportunity and coming together to respond to challenges and local issues.

People are welcomed and invited to make connections. We are working together in our diversity to create a hub of multiculturalism, arts and culture.

Our passionate community groups and volunteers come together to contribute to our wellbeing, and people are willing and ready to participate in our many opportunities for educational and creative pursuits. Our community is a place where we can thrive.

Zafira, Afghan Cooking Classes at Moonah Taste of the World 2021
Photo Credit: Glenorchy City Council



Challenges

Our community has told us about the challenges we face.

Like other areas in Tasmania, we experience lack of social housing, limited affordable transport options, social isolation, family violence, and problems caused by drugs, alcohol and gambling; family violence; and difficulties in accessing health and wellbeing services and mental health services, with incidence of suicide.

For our community, the challenges particularly include:

- Electronic gaming machines and online gaming, increasing the risk of disadvantage through economic loss or negative social effects and reduced quality of life.⁷
- Some people cannot access affordable and accessible housing, which limits their health, wellbeing and life choices.⁸
- The lack of affordable, accessible transport reduces ability to participate in daily life and achieve aspirations.
- People are increasingly living alone, which can lead to social disconnection and loneliness, which impair their sense of belonging and mental wellbeing.

- Not everyone can access healthy and fresh food options.
- People are experiencing or witnessing bullying, violence, antisocial behaviour and crime.
- Those with language barriers or low literacy have reduced ability to participate in community life.
- The increase in the number of residents aged over 50 years means more people need support due to disability or health issues, with associated challenges for our infrastructure, transport and access to services and social support.

Our community has pockets of generational disadvantage and family breakdown, contributing to people's sense of disempowerment and capacity to engage in community life.

Young people are experiencing particular pressures including mental health problems, family violence, drug and alcohol issues, and disengagement in education, employment and recreation. There is a lack of services and youth specific spaces to meet these needs.

With so many people vulnerable because of such life experiences, they are further disadvantaged by rapid digital and technological changes.

⁷Fourth Social and Economic Impact Study into Gambling Tasmania

⁸Housing ID and Council Report Housing Commitment Statement by .id (informed decisions)

Our Community

Who we are

The City of Glenorchy is home to almost 48,000 people with an additional estimated daily workforce of 11,179. We are a diverse community, with people of many cultures, backgrounds, household types, ages, beliefs, abilities, interests, education and professions, who come together to live, work and play.⁹ While the following is 2016 Census information, Council continually reviews it and uses research and talks with our community and other stakeholders to ensure it remains an accurate picture.

The City features urban and semi-rural areas and has a mix of industrial, commercial and residential development. The community is supported by a wide range of individuals, services and organisations who contribute to the livability and wellbeing of our City.

Our demographics continue to change and our services and supports must also change to keep pace. Some key trends are:



52 Are female
48 Are male

City of Glenorchy

Snapshot as 100 people

The City of Glenorchy has an estimated resident population of 47,636 people. On this scale it can be difficult to visualise how our community looks. To make it easier, let's imagine there are only 100 people in the Glenorchy municipality. Here is what our City would look like.



Figures extracted from the Australian Bureau of Statistics 2016 Census. For more information go to profile.id.com.au/glenorchy/home



15 People volunteer



10 (aged 15+)
Have a university qualification
6 have an advanced diploma or diploma
23 have a trade qualification (certificate)
30 completed year 10 or equivalent



55
People are available for work (aged 15+)
8 of the 55 are unemployed



5
Identify as Aboriginal or Torres Strait Islander



12
Were born overseas



10
Speak a language other than English



70
Households have an internet connection



15 Are aged 0–11
29 Are aged 12–34
32 Are aged 35–59
24 Are aged 60+

22

Households are made up of couples with children
14 Single Parents
21 Couples Without Children
32 Live Alone
11 Other



28

Own their own home
32 have a mortgage
32 are renting
8 other

⁹ All data is sourced by the ABS 2011 and 2016 and compiled by .id (informed decisions)

Our Community

Our people

Our cultural diversity, particularly in emerging cultures, and number of people identifying as Aboriginal and Torres Strait Islanders is growing. Our diversity brings many wonderful experiences and fresh ideas into our community. However, we need to provide the right engagement, services and supports so everyone feels they belong.

Our education and employment

Although more people are completing Years 11 and 12, our Year 12 completion rate and the number of people attending university and receiving a qualification remains lower than for Greater Hobart. Unemployment and underemployment, as well as youth disengagement, have implications for current and future wellbeing of individuals and groups.

How we live

Rental and house prices are rising and an increasing number of properties are unavailable to people on low incomes. The City has a rising number of people living alone, which increases the risk of social isolation.

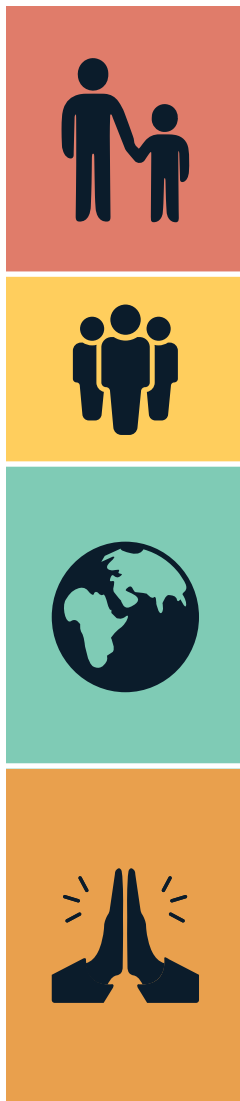
Nanda and Riri of KakiLima Indonesian Street Food at Moonah Taste of the World Festival 2021
Photo Credit: Glenorchy City Council



Our Community

A demographic snapshot

Further information on the City's demographics is outlined here and at <https://profile.id.com.au/glenorchy>



Age

The biggest percentage of our population is 35–49 years. We have a lower proportion of people over 60 than Greater Hobart, however, the number of people in our City who are 50+ years is growing. Our young workforce (25–34 years) is also increasing. We have a similar proportion of people 0–17 years as Greater Hobart.

Aboriginal and Torres Strait Islander People

The number of those who identify as Aboriginal or Torres Strait Islander has increased by 0.6% since 2011 to 4.9%.

Cultural Diversity

Within our population, 12.5% were born overseas (an increase of 17.8% since 2011) and 9.4% speak a language other than English at home. Of those born overseas, 25% arrived in Australia in the five years prior to 2016 – a higher proportion than for Greater Hobart. The dominant language other than English spoken at home is Nepali. Our population comes from 63 countries.

Beliefs

We have varying beliefs and 32 different religions are represented, with 50.6% of our population identifying as Christian and 35.5% as no religion. The remainder are non-Christian, non-classifiable or have not stated a religious belief. The number of people who nominated their religion as Anglican, Roman Catholic or Uniting Church has decreased and the number who identified themselves as Hindu has increased.

Our Community

A demographic snapshot



Household Arrangements and Affordable Social Housing

The number of us living alone is increasing. One person households are at 31.8%, followed by couples with children (22.3%), couples without children (21.5%), one parent families (14.3%), and group living (3.4%). The remaining 6.7% is made up of other families, visitor-only and households not classifiable. More of us are renting privately or through social housing than in Greater Hobart and an estimated 5.5% of households need affordable housing.



Volunteering

We like to volunteer – 15.4% of our population reported doing voluntary work, an increase of 1.4% since 2011.



Carers

Of those over 15 years, 12% provide unpaid assistance to a person with a disability, long-term illness or old age, which is higher than in Greater Hobart. Additionally, 27.3% of those 15+ years provided unpaid care to children and of these, 3,325 people were caring for children other than their own.



Disability

About 7.5% of our population reported needing help in their day-to-day lives due to disability, which is a higher proportion than in Greater Hobart.



Household Income

Our median weekly household income is growing but is lower than Greater Hobart. There was a smaller proportion (8.8%) of high-income households (those earning \$2,500 per week or more) and a higher proportion (26.2%) of low-income households (those earning less than \$650 per week) compared to Greater Hobart.

Our Community

A demographic snapshot



Physical Activity and Obesity

We have some health challenges, with self-reporting indicating that 15.1% of our population has insufficient moderate or vigorous activity and 72.3% insufficient muscle strengthening exercise. Also, 58% meet the criteria for being overweight to obese and 27.7% for obese. Overall, 27.7% of us assessed our health as excellent/very good and 23% as fair/poor.¹⁰



Education

More of us are gaining educational qualifications, whether a vocational qualification, Bachelor degree or diploma/advanced diploma. Figures show 22.9% of our population holds a vocational qualification and 10% a Bachelor or higher degree. Of those 15+ years, 35.4% had completed Year 12 or equivalent, which is increasing but is still less than for Greater Hobart. We have a higher level of youth disengagement from school and employment.¹¹



Employment

The industry sectors attracting highest participation are health care and social assistance, retail trade and public administration and safety. Overall, 39% of employed people live and work in our City. In the 2020 December quarter, our unemployment rate was 8.5% – a decrease of 1.7% since December 2019. Our unemployment rate remains higher than in Greater Hobart.



Transport

Car ownership is high, with 80.5% of us owning at least one car and the number of us with no cars decreasing. Only 28.1% of dwellings are within 400m of public transport with a regular 30-minute weekday service 7am–7pm¹²

¹⁰ Report on the Tasmanian Population Health Survey 2019

¹¹ GCC Children, Youth and Families Report 2021

¹² Australian Urban Observatory, Healthy Liveable Cities group, RMIT 2020

Our Council

We are a Community Council

Glenorchy City Council is committed to improving the wellbeing of everyone in our community. We work alongside our community, with organisations, businesses and State and Federal Government to create an accessible, inclusive, diverse, safe and healthy City and a community that values education and learning for life.

Community is at the heart of everything we do. It is therefore vital that Council has a clear strategy for the future so that our community and places remain inclusive, connected and cohesive.

Council is legislated by the powers and functions of *Tasmania's Local Government Act 1993* (the Act) to:

- provide for the health, safety and welfare of the community;
- represent the interests of the community; and
- provide for the peace, order and good government of the municipal area.

Council is guided and directed by other national and State legislation and policies such as the *Disability Discrimination Act*, Australian Children's Education and Care Authority, Tasmanian Government Multicultural Policy and Tasmanian Child and Youth Wellbeing Framework.

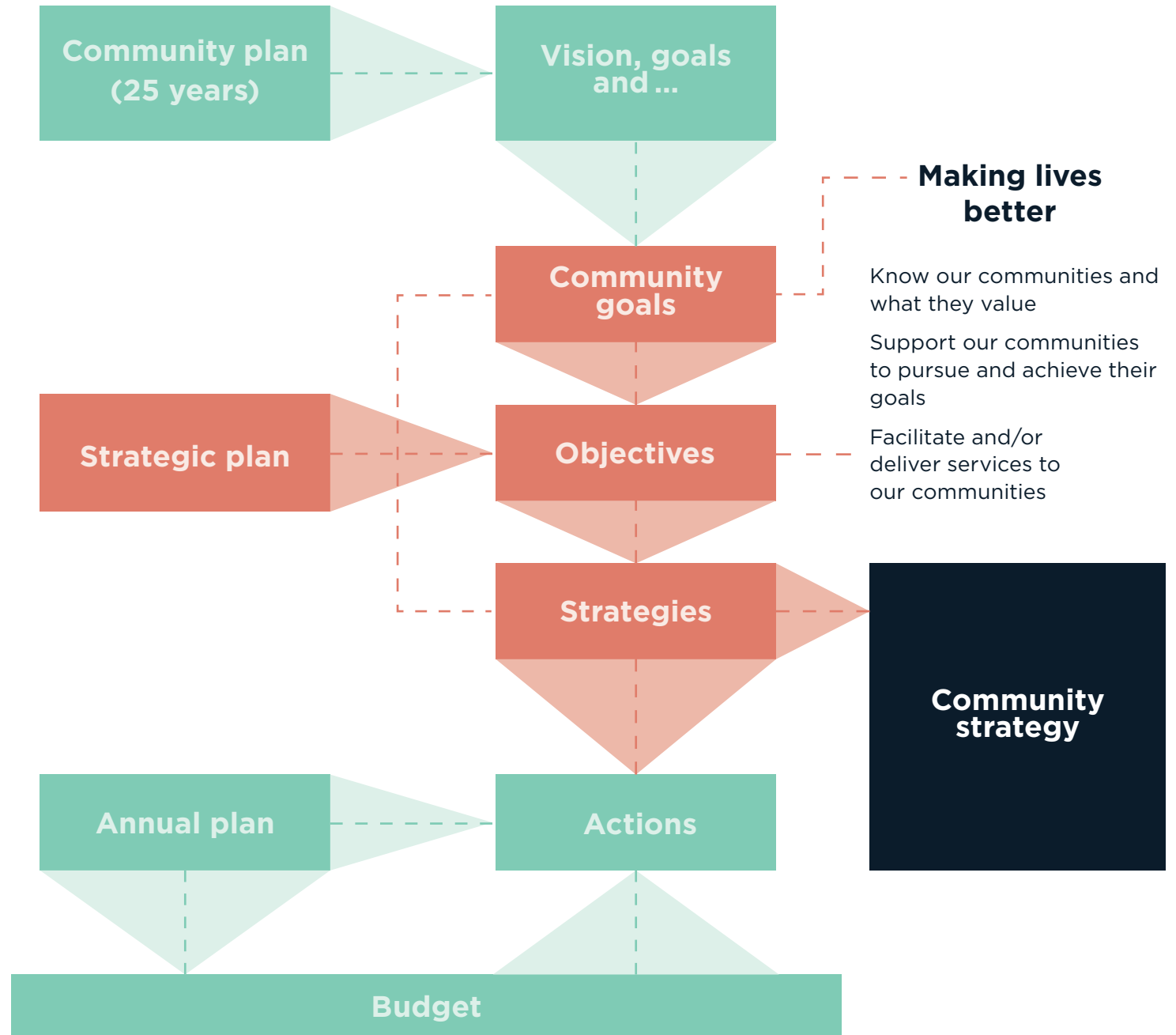
Austin's Ferry Primary School Students, Boomerang Bags Glenorchy 2021
Photo Credit: Glenorchy City Council



Our Council

Council's Strategic Framework:

Aligning with the
Community Strategy



Our Council

What is Council's role?

Council has varying responsibilities linked to the *Local Government Act*.

Level of Responsibility ¹³	
Manager/ Leader	Where Council has direct responsibility and capability to deliver the outcomes required, it manages, leads, delivers and communicates commitment, progress and outcomes to stakeholders.
Partner	Council may partner with others where it has a direct responsibility to deliver the outcome and a partnership approach is necessary to deliver or enhance outcomes.
Advocate	Council develops an informed position and influences others who have the responsibility to make the decision and act. Council is part of developing the solutions rather than just presenting the problems.
Facilitator	Council makes it easier and builds the capacity of others to deliver.
Supporter	Where a project is initiated externally to Council and the outcomes align with the Glenorchy Community Plan, Council may provide low level assistance to support the project.

¹³ City of Glenorchy Community Plan 2015-2040

Vision			
Goals and Objectives			
Accessible, inclusive and diverse	Safe	Healthy	Education and learning for life
Actions			
How we deliver will be outlined in Strategies / Plans / Policies / Frameworks			
Measuring Outcomes			

Our Community Strategy

Building a strong community together

Community planning and development is everybody's business so we have taken a collaborative and integrated approach in looking to the next ten years.

This Strategy sets expectations for our community and Council. It seeks to deliver on our community's goal of Making Lives Better¹⁴ and draws on the Glenorchy Community Plan 2015-2040, commitment statements, policies, research and consultations with community and stakeholders.

This Strategy will inform all areas of Council activity, from wide-ranging plans and policies already in place (see Appendix 1) or developed in the future, through to delivery. The Strategy goals and objectives are deliberately set at a high level to inform detailed actions in Council's operational plans.

Council works with people, businesses, community groups and organisations to build a welcoming, safe, healthy and learning community, and supports local action driven by

the community. Council works with community and stakeholders in a people-centred, strength-based and structured way to achieve positive change. Community development and planning build on individual and community strengths to support the community's aspirations. This also means adopting an approach that encourages empowerment, participation and self-determination.

Research and consultation with our community has resulted in four priority outcomes we aim to achieve:

- 1. Accessible, inclusive and diverse** – we are a welcoming, accessible and inclusive community, caring for all.
- 2. Safe** – we are a safe community with a strong sense of belonging, ownership, and pride.
- 3. Healthy** – we are a healthy, thriving, vibrant and strongly-connected community.
- 4. Education and learning for life** – we are a community that is engaged in diverse learning opportunities to achieve our aspirations.



Jasmine and Eleanor, Mental Health Week
Glenorchy Library
Photo Credit: Glenorchy City Council

Our Community Strategy

Priority outcome **Accessible, inclusive and diverse**

People of all abilities, ages and backgrounds feel like they belong in Glenorchy. Access to the built environment and information is available to everyone. People are respected for their differences and feel welcome in their community.

Priority outcome **Safe**

The environment is clean and welcoming and free from crime and antisocial behaviour. People are accepted and there are opportunities for everyone. People are connected and genuinely care for each other.

Glenorchy City Council takes a people and place-focused approach in being 'smart on crime' and 'tough on the causes of crime'. This approach has the potential to break cycles of crime and address the contributing factors that can lead to crime.

Priority outcome **Healthy**

Health is a whole state of physical, mental, spiritual and social wellbeing. The circumstances in which people grow, live, work and age, as well as the services in place to deal with illness, influence our chances of achieving good health. Wellbeing is determined by how you feel about life and your ability to control what happens and to contribute to your sense of wellbeing.

Priority outcome **Education and learning for life**

Learning is a way of life, in the home, community, school setting, at work and at play.

Building a learning community, where people work together, can help improve the social cohesion and economic wellbeing of our community.

Our Community Strategy

Priority Outcome Accessible, inclusive and diverse

We are a welcoming, accessible and inclusive community, caring for all

Goals	Objectives
A1. People from different social, language and cultural backgrounds are involved and included	1. Allow all residents, regardless of their cultural background, gender, age or ability to have equitable access to Council buildings, services, activities and information (Goal: A1, A2, A3, A4, A5, A6)
A2. People experience a strong sense of belonging and identity	2. Provide opportunities for everyone – including children, young people and families – to be listened to, heard and understood in decisions that affect them (Goal: A1, A2, A3, A4, A5)
A3. Our community understands and values the stories and aspirations of Aboriginal people	3. Maintain and care for Council-owned and operated spaces and places and encourage others to do likewise to ensure Glenorchy's built and natural assets are valued and shared (Goal: A1, A2, A3, A4, A5, A6)
A4. Everyone has an opportunity to have their say on issues that affect them	4. Nurture Council's relationships with Aboriginal people and groups in the Glenorchy community to foster mutual respect and build cultural awareness (Goal: A1, A2, A3, A6)
A5. Community groups and individuals are empowered and have the resources to contribute as active members of our community	5. Support cultural activity and celebrations that lead to deeper understanding and harmony within our community (Goal: A1, A2, A6)
A6. Everyone participates in a wide range of arts and cultural experiences as a vital component in the life and growth of community	6. Promote pride and inclusion of the LGBTQI community (Goal: A1, A2, A6)
	7. Provide and promote services, programs, events and activities which enable people of all ages and abilities to form meaningful social connections (Goal: A1, A2, A5, A6)
	8. Provide opportunities and information for those who are less advantaged to participate in our community life (Goal: A1, A4, A5, A6)
	9. Provide accessible information (including translations and plain and Easy English options) (Goal: A1, A2, A3, A4, A5, A6)

Our Community Strategy

Priority Outcome Safe

We are a safe community with a strong sense of belonging, ownership and pride

Goals	Objectives
S1. People, including our most vulnerable, are safe and connected in our community	10. Establish and implement crime prevention and community safety projects in collaboration with community, government, business, peak bodies and community organisations (Goal: S1, S2, S3, S4, S5)
S2. Public spaces provide for diverse activity and strengthen our social connections	11. Work with the community and other stakeholders to progress Council's Statement of Commitment on Housing to support residents at risk of homelessness to access safe and affordable housing options (Goal: S1, S2, S4, S5)
S3. People can connect safely with natural and built environments	12. Support the justice system, including police, to effectively engage with and be understood and valued by the community (Goal: S1, S2, S3, S4, S5)
S4. There is a sense of ownership and pride in our community	13. Work with the community and other stakeholders to progress Council's Statement of Commitment on Gambling to reduce the harmful impacts of gambling to individuals, families and the broader community (Goal: S1, S4, S5)
S5. Our community is resilient, especially in times of emergency	14. Create and enhance liveable environments through universal access and safe design principles (Goal: S1, S2, S3, S4)
	15. Support place-based, community-led initiatives that nurture creativity, shape and build pride and ownership in local communities (Goal: S1, S2, S3, S4, S5)
	16. Provide information, resources and opportunities for the community to respond and adapt well in times of emergency or when experiencing increased pressures (Goal: S1, S2, S3, S4, S5)

Our Community Strategy

Priority Outcome Healthy

We are a healthy, thriving, vibrant and strongly-connected community

Goals	Objectives
H1. People of all ages have improved personal health knowledge, practices and lifestyles	17. Support and facilitate affordable, accessible and locally driven preventative health events, programs and activities (Goal: H1, H2, H3, H4)
H2. Community health and wellbeing is improved, particularly mental health	18. Work with government, peak bodies and services to reduce stigma and discrimination of mental illness and to ensure population groups at high risk, particularly children and young people, can access support when they need it ¹⁵ (Goal: H1, H2, H3)
H3. A cohesive and inclusive community with well-developed social and community networks and assets	19. Support parents, families and the community to understand the importance of child development in the first 1000 days, from pregnancy and throughout the first two years of a child's life ¹⁶ (Goal: H1, H2, H3, H4)
H4. A natural and built environment that encourages active lifestyles	20. Recognise community groups as a primary contributor toward the social, health and wellbeing benefits of the community (Goal: H1, H2, H3)
	21. Provide health promotion messaging and information, including healthy eating, benefits of physical activity and the harms of alcohol, tobacco and other drugs at Council events (Goal: H1, H2, H3, H4)
	22. Work with organisations, government and businesses to increase accessible, affordable and nutritious food (i.e. community markets, community houses and gardens, schools) (Goal: H1, H2, H3, H4)
	23. Plan for and provide a safe and well-maintained network of roads, footpaths, tracks and trails to promote access, safety and health that connects our community (Goal: H1, H2, H3, H4)
	24. Work with community, sport and recreation groups to build capacity and to create opportunities to sustainably use community facilities and outdoor spaces (Goal: H1, H2, H3, H4)
	25. Deliver quality and diverse sport and recreation facilities and spaces that increase community participation (Goal: H1, H2, H3, H4)
	26. Increase public conversation and awareness of the changing climate and its impact to the health and wellbeing of the community ¹⁷ (Goal: H1, H2, H3, H4)

¹⁵ Rethink 2020: A state plan for mental health in Tasmania 2020–2025

¹⁶ Centre for Community Child Health

¹⁷ Framework for a National Strategy on climate, health and wellbeing for Australia 2017

Our Community Strategy

Priority Outcome Education and learning for life

We are a community that is engaged in diverse learning opportunities to achieve our aspirations

Goals	Objectives
E1. Community embraces learning for life	27. Provide our community with diverse, creative opportunities to continue learning for life (Goal: E1, E2, E3, E4, E5, E6)
E2. Community has equitable learning opportunities	28. Work with schools and other stakeholders to nourish a strong learning foundation for young people (E1, E2, E3, E4, E5, E6)
E3. Young people are engaged in learning	29. Support schools and learning institutions and those who work within them to be recognised and valued by the community (Goal: E1, E2, E3, E4, E5, E6)
E4. People have the skills and confidence to fully participate in community life	30. Work with the community and other stakeholders to implement the community's 26TEN Action Plan supporting adult literacy, learning and numeracy (Goal: E1, E2, E3, E4, E5, E6)
E5. Parents, carers and families are recognised as the developing child's first teacher	31. Provide and promote quality early learning environments that allow children to experience discovery and curiosity (Goal: E1, E2, E3, E4, E5)
E6. Everyone has access to learning that creates pathways to employment	32. Work with community and key organisations to understand and respond to the language, learning, literacy and cultural needs of people from diverse backgrounds (Goal: E1, E2, E3, E4, E5, E6)
	33. Work with community and other stakeholders to foster the confidence of parents, carers and families in supporting their children's learning and development (Goal: E3, E4, E5, E6)

Our Community Strategy

How the Strategy was developed

We value the insights you have shared with us through the development of Council's existing community plans and more recent consultations undertaken to develop this Strategy.

A clear story of our community has emerged and this has informed the development of priority outcomes, goals and objectives. Your contribution came through focus groups, online and face-to-face surveys and stakeholder forums, as well as internal and external stakeholder workshops, where we engaged in interactive and meaningful ways.

Evidence and research, including Tasmanian and Australian research and analysis of trends, have also informed this strategy.

Measuring Impacts and Outcomes

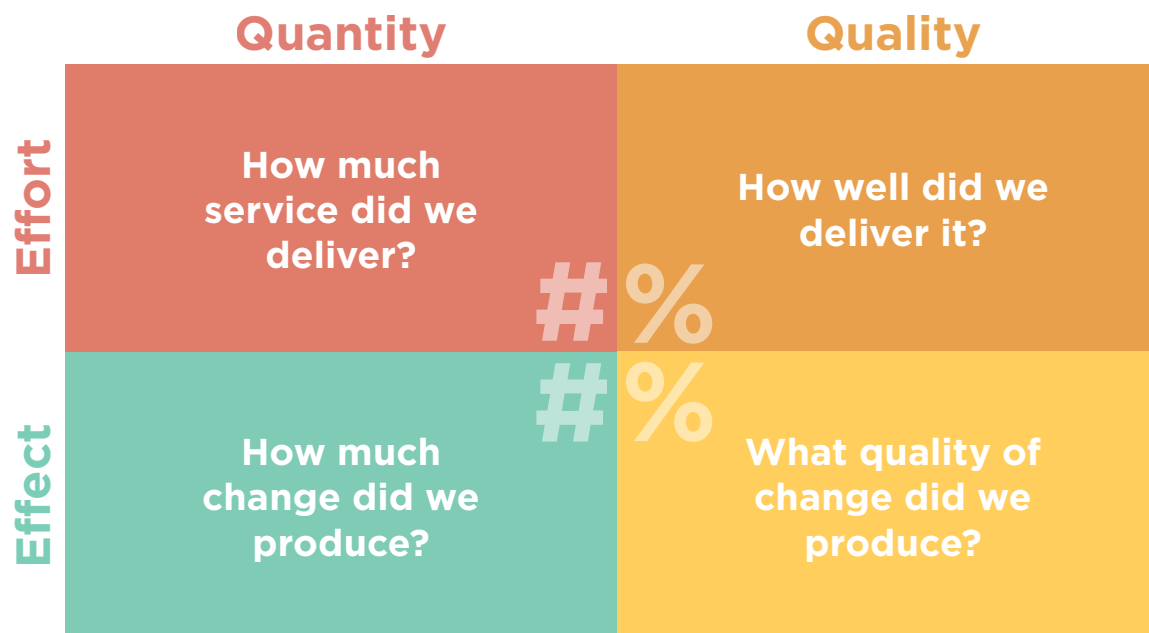
Measuring the community benefit of what we do is important. It means we can better understand efforts and outcomes, encourage involvement, and communicate opportunities and results more effectively.

Results Based Accountability (RBA) is a best practice way to ensure outcomes are tracked and achieved and we will use this method¹⁸. It takes a collective impact approach towards collaborating with local communities in making positive, sustainable change on complex social issues.

RBA (also known as outcomes-based methodology) is a quality improvement framework that asks:

- how much did we do?
- how well did we do it?
- is anybody better off?

RBA also emphasises the use of evidence and data. Over time, accumulated RBA results determine how much change we are making at a population level and informs decision-making processes.



¹⁸ Mark Friedman, 'Trying Hard is Not Good Enough' Trafford 2005

Our Community Strategy

Implementation

The Strategy sets a vision, four priority outcome areas, goals and objectives for how a welcoming, safe, healthy and learning community will be achieved. It will be implemented through action plans, which will then guide Council's annual operational planning. This strategy may inform future Council strategic plans.

Ongoing review

Our community's challenges and opportunities will inevitably shift over time, so the Strategy must be dynamic and versatile. It will therefore be evaluated in five years to ensure it remains relevant.

Measures of success

- Our community says we did what we set out to¹⁹.
- Method (RBA)
- What others say – social research (TasCOSS, Anglicare, Local Government Association of Tasmania, ShelterTAS, Mission Australia, Catholic Care), reporting and data from other levels of government (Census, Report on the Tasmanian Population Health Survey, Primary Health Tasmania – Community Health Check 2020).
- Liveability Census

- How we did against current reports (Safer Communities Framework, Healthy Communities Plan, Children, Youth and Families, Successful Aging, Access and Inclusion, Multicultural Spaces Plan, Glenorchy LEARN).
- Welcoming Cities Standards
- Local Government Association of Tasmania – Community Satisfaction Survey.
- Outcomes against other Glenorchy City Council strategies, such as the Economic Development Strategy.

Accessible, inclusive and diverse

- Our City is seen as inclusive and welcoming.
- We value our Aboriginal communities' arts, culture and heritage.
- We are recognised locally, nationally and internationally for our arts, celebrations, events and innovative ways of bringing arts and people together.
- Our ageing population, people with disabilities, and parents with young families can easily access all public areas and have public facilities that meet their needs.
- We continue to welcome new arrivals from all countries and work with them to build on multicultural traditions through arts, food, music, entertainment and shared experiences.
- Community services and programs will enable people of all ages and abilities to connect, support and make lives better.

¹⁹ City of Glenorchy Community Plan 2015–2040





Our Community Strategy

Safe

- Glenorchy is seen by other places as a strong, safe and connected community.
- Our lives will be improved by using good design to create safer, more welcoming public spaces.
- Community facilities and services are important to all of us, especially meeting places, parks and playgrounds.
- Our social, recreational and cultural facilities, events and experiences will attract and retain people in Glenorchy to share our wonderful way of life.
- We continue to be a safe, inclusive, active, healthy and vibrant community.

Healthy

- We improve personal health knowledge, practices and lifestyles.
- Our City is easy to get around, with a range of transport choices available to visit family or friends or to access services. The City is well-connected by extensive and well-maintained walking and bike paths, public transport and road networks.
- Young people will be listened to, involved and included in decision-making especially

about recreation, entertainment and support services.

- Older people have opportunities to participate in community life.
- Glenorchy City is a place where more people can age successfully by feeling confident and in control of their lives.
- Individuals and the broader community have a positive attitude towards getting older.

Education and learning for life

- Our young people are actively engaged in education and life-long learning opportunities are available for everyone.
- Young people and their families are encouraged to play an active part in their education and community.

International Day of People with Disability 2020

Photo Credit: Adam Knowles – Demon King Photography

Appendix

Priority areas	Strategy, Policy or Plan
Accessible, inclusive and diverse communities	Customer Services Strategy 2020-2025
	Community Engagement Framework and Policy 2017
	Multicultural Framework and Statement 2017
	Multicultural Spaces Plan 2016
	Access and Inclusion Report and Policy (under development)
Safe communities	Welcoming Cities Standards for Local Government
	Safer Communities Framework 2019-2029
	Playspace Strategy (under development)
	Statement of Commitment on Gambling (adopted 2020)
Healthy communities	Healthy Communities Plan 2014-2023
	Statement of Commitment on Housing (adopted 2020)
	Sport and Recreation Strategy (under development)
Education and learning for life communities	Arts and Culture Strategy
	- Glenorchy - A City of Arts 2040
	- A strategy towards creative communities
	Economic Development Strategy 2020-2025
	Successful Ageing Framework 2019-2024
	Australian Children's Education and Care Quality Authority (National Quality Framework)
	Children, Youth and Families Report (under development)

Note: Documents may overlap priority areas