

GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 26 SEPTEMBER 2016



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COMMUNITY

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Attachment 1 – Education and Care Services National Regulations Extract**168 Education and care service must have policies and procedures**

(1) The approved provider of an education and care service must ensure that the service has in place policies and procedures in relation to the matters set out in subregulation (2).

Penalty: \$1000.

Note. These may include policies and procedures prepared by the approved provider in accordance with an education law of the participating jurisdiction.

(2) Policies and procedures are required in relation to the following—

(a) health and safety, including matters relating to—

- (i) nutrition, food and beverages, dietary requirements; and
- (ii) sun protection; and
- (iii) water safety, including safety during any water-based activities; and
- (iv) the administration of first aid;

(b) incident, injury, trauma and illness procedures complying with regulation 85;

(c) dealing with infectious diseases, including procedures complying with regulation 88;

(d) dealing with medical conditions in children, including the matters set out in regulation 90;

(e) emergency and evacuation, including the matters set out in regulation 97;

(f) delivery of children to, and collection of children from, education and care service premises, including procedures complying with regulation 99;

(g) excursions, including procedures complying with regulations 100 to 102;

(h) providing a child safe environment;

(i) staffing, including—

- (i) a code of conduct for staff members; and
- (ii) determining the responsible person present at the service; and
- (iii) the participation of volunteers and students on practicum placements;

(j) interactions with children, including the matters set out in regulations 155 and 156;

(k) enrolment and orientation;

(l) governance and management of the service, including confidentiality of records;

(m) the acceptance and refusal of authorisations;

(n) payment of fees and provision of a statement of fees charged by the education and care service;

(o) dealing with complaints.

Note. A compliance direction may be issued for failure to comply with subregulation (1).

CHILD CARE CONNECTIONS



OPENING AND CLOSING EDUCATION AND CARE SERVICES PROCEDURE

Certified Supervisors responsible for opening the service must ensure that:

Opening of the Service (7.15am)

1. The alarm is disarmed. Any problems with deactivating the alarm call Golden Electronics phone number: 6231 1003.
2. The computers are turned on and the daily UV Alert graph is printed (4 copies) from the Hobart Bureau of Meteorology website. A copy must be displayed in all rooms, on the whiteboard in the staffroom and on the whiteboard/display board in the front foyer area.
3. The 'Indoor Safety Check' is completed for each room and the checklist is filled in appropriately. Any hazards identified, that cannot be immediately rectified safely, must be reported to the Child Care Delivery Coordinator or the Responsible Person in Charge.
4. The 'Fridge Temperature Checks' are completed for all rooms, kitchen and staffroom, and the registers filled in appropriately.
5. Photos of the educators who are in on that day are displayed on the whiteboard/display board in the foyer for families.
6. Computers and monitors are turned on.
7. The Certified Supervisor opening the service has signed the diary in the staffroom.
8. The indoor environments are set up ready for the children to play as they arrive – chairs are placed around tables, cushions etc. are on the floor, experiences are set out.
9. Laundry has been checked and any washing placed in the machine and turned on.
10. The service is open and ready for business at 7.30am.
11. If any task/s have not been finished the 7.30/7.45am educator must assist in ensuring they are completed as soon as possible.

Certified Supervisors responsible for closing the service must ensure that:

Closing of Service: (6.00pm)

1. The Certified Supervisor closing the Service has signed the diary in the staffroom.
2. All outdoor equipment is safely packed away in the outdoor sheds/storerooms and the doors are locked or secured.
3. Dishwashers have been unloaded and items returned to cupboards/ trolley.
4. All perimeter fence gates are closed and locked.
5. All windows and doors are closed and locked,
6. All portable heaters, wall heat pumps and electrical appliances are turned off.
7. Rooms are tidied, chairs are stacked (in stacks of 4), toys, cushions etc. have been picked up off the floor, and bench tops are free from clutter. Indoor environments have been set up ready for the next day.
8. Cameras and laptops are stored securely.
9. Computers are shut down and monitors are turned off.
10. Filing cabinets are locked.
11. The alarm is turned on. Any problems with activating the alarm call Golden Electronics phone number: 6231 1003
12. The front door is locked and the key is taken with the Certified Supervisor locking up.

Updated: June 2016

CHILD CARE CONNECTIONS



PRIVACY AND CONFIDENTIALITY POLICY

File Ref: Child Care Connections Policies
 Author: Child Care Connections Management
 Department: Community and Customer Service – Child Care Connections

Background

Glenorchy City Council and Child Care Connections are committed to complying with the National Privacy Principles and the Privacy Act 1988. www.privacy.gov.au. This privacy policy covers all personal information held, that is, information, or an opinion, about an individual, whose identity is apparent, or can be reasonably ascertained, from that information or opinion. This policy includes all personal information collected via any source.

Child Care Connections services require personal information from families to provide appropriate and responsive care. This information needs to be maintained and managed by the education and care service in a private and confidential manner. Child Care Connections must maintain private and confidential files for educators, children and their families. These records must be securely stored and maintained. The service must maintain records according to the National Privacy Principles.

Collecting information

1. Child Care Connections must not collect personal information unless the information is necessary for one or more of its functions or activities.
- 1.2 Child Care Connections must only collect personal information by lawful and fair means.
- 1.3 At or before the time (or, if that is not practicable, as soon as practicable after) the service collects personal information about an individual from the individual, the service must take reasonable steps to ensure that the individual is aware of:

- (a) The identity of the service and how to contact it; and
- (b) The fact that he or she is able to gain access to the information; and
- (c) The purposes for which the information is collected; and
- (d) The agencies (or the types of agencies) to which the service usually discloses information of that kind; and
- (e) Any law that requires the particular information to be collected; and
- (f) The main consequences (if any) for the individual if all or part of the information is not provided.

1.4 If it is reasonable and practicable to do so, Child Care Connections must collect personal information about an individual only from that individual.

1.5 If Child Care Connections collects personal information about an individual from someone else, we must take reasonable steps to ensure that the individual is or has been made aware of the matters listed in subclause 1.3 except to the extent that making the individual aware of the matters would pose a serious threat to the life or health of any individual.

Use and Disclosure

Child Care Connections must only disclose personal information in accordance with the Privacy Act.

Child Care Connections (CCC) must not use or disclose personal information about an individual for a purpose other than the following:

- for the purposes for which CCC have advised it is being collected, and for related purposes that the individual would reasonably expect,
- where CCC have the consent of the individual to do so,
- as required by law, or
- under other circumstances where permitted under the Act.

Unauthorised disclosure or access

Child Care Connections is committed to protecting the privacy of individuals and must protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure. CCC will view unauthorised disclosure of, or access to, personal information by our employees, contractors or agents, as a serious breach of this policy. Appropriate action will be taken in such cases.

Data Security

Child Care Connections must take reasonable steps to protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure. CCC must also take reasonable steps to destroy or permanently de-identify personal information if it is no longer required for any purpose for which the information may be used or disclosed.

Data Quality

Child Care Connections must take all reasonable steps to ensure that the data we collect, use or disclose is accurate, complete and up to date, and has been obtained directly from individuals or other reputable sources.

You have access to your Information

The *Tasmanian Right to Information Act 2009* gives people the right to be provided with information in the possession of Tasmanian Government Departments and local councils, unless the information is exempt from release under the *Right to Information Act 2009*. It outlines the categories of exempt information such as internal working information, information affecting legal proceedings, information affecting personal privacy and information relating to certain commercial persons.

The *Right to Information Act 2009* is available on-line at www.dpiw.tas.gov.au:

A request access to your information must be made by contacting the Nominated Supervisor or Senior Administration Officer. This service is free unless the information requested requires significant research or preparation time. The service must advise of any fee prior to actioning a request.

What to do if you think we've made an error

Child Care Connections is committed to the protection of privacy, and CCC policies, processes and systems have been developed with this intent. Child Care Connections must take reasonable steps to rectify any errors.

Our Privacy Policy may change from time to time

Child Care Connections consistently reviews all policies and procedures to keep up to date with changes in the law, technology and market practice.

Glenorchy City Council Children's services educators personal information

The privacy of Child Care Connections educators is very important and their private personal details will not be disclosed.

Concerns or request for access

Enquiries regarding the Privacy Policy or requests to access personal information can be done so through the Nominated Supervisor or the Senior Administration Officer.

Complaints regarding a breach of privacy?

Complaints regarding any breach of privacy should be directed to:

The Manager of Community and Customer Service
 Glenorchy City Council
 PO Box 103
 GLENORCHY TAS 7010
 Email: DRonaldson@gcc.tas.gov.au

Not satisfied with Child Care Connections response?

All complaints if not satisfied with Child Care Connections response can be referred to the Federal Privacy Commissioner.

Federal Privacy Commissioner,
 By telephoning: 1300 363 992
 By writing to Director of Complaints
 Office of the Federal Privacy Commissioner
 GPO box 5218
 SYDNEY NSW 1042

Source: Office of the Australian Information Commissioner –
www.privacy.gov.au
Early Childhood Australia – www.earlychildhoodaustralia.org.au
Australian Government Department of Education (AGDOE) Child Care Service Handbook 2012-2013
Education and Care Services National Regulations: Regulations 177-184
Community Child Care Co-operative (NSW)

Education and care Services National Regulations: Regulation 168 & 181

National Quality Area 7: Leadership and Service Management

Cross Reference – Governance and Administration of Records Policy

Review: 2 years

Status: **CURRENT**

CHILD CARE CONNECTIONS



PRIVACY AND CONFIDENTIALITY PROCEDURE

Purpose of Privacy and Confidentiality Requirement:

- To ensure that all information and documentation relating to Child Care Connections early education and care services is securely stored and treated appropriately at all times. This ensures the privacy of children, families and educators and the protection of their personal information.
- Child Care Connections can be exposed to significant risk through unauthorised or inappropriate use or release of information and / or through the accidental or deliberate loss of data or damage to equipment on which the information is stored.
- Confidential information includes names, details and information relating to children attending Child Care Connections services and their families, personal details and information of Child Care Connections educators, Child Care Connections documentation, including information pertaining to policies, procedures and practices.
- Educators must use confidential information solely for the purpose of performing their duties as a CCC educator and must keep confidential all information and documentation.
- Educator's obligations of maintaining confidentiality does not extend to confidential information that the law requires to be disclosed.
- The Approved Provider must ensure that private and confidential information is not divulged or communicated to another person other than the ways outlined in the Education and Care Services National Regulation, 181, which states information can be communicated:
 - To the extent necessary for the education, care or medical treatment of the child,
 - To the parent of the child whom the information relates,
 - To the regulatory authority or an authorised officer,
 - As authorised, permitted or required to be given by or under any act or law, and
 - With written consent of the person who provided the information
- The Nominated Supervisor must maintain up to date enrolment records, including information from families regarding immunisation updates, contact detail, emergency contact information and any medical or legal information required by the education and care service.

- The Nominated Supervisor must ensure that the education and care service records, personnel records, CCB information and children's information is stored according to policy and remains private and confidential within the education and care environment at all times.
- Parental or guardian consent must be provided before children are photographed or recorded. This must be obtained at enrolment. Separate permission must be sought for photographs or recordings to be used outside of the service.
- Photographs and recordings must only be taken using cameras and other devices provided by Child Care Connections and must not be removed from the premises at any time.
- To ensure secure storage of photographs and recording and to minimise the risk of them being inadvertently removed from the service, they must not be downloaded to personal devices or sent outside Child Care Connections for example, attached to an email, unless prior permission has been given by the child's parent/legal guardian.
- All educators must maintain children's information and store documentation according to policy at all times.
- Educators are not to share information about the education and care service, management information, other educators or children and families, without written permission or legislative authority.
- All information pertaining to the education and care service, educators and families is maintained in a private and confidential manner in accordance with the Commonwealth Privacy Act 1988 and the Education and Care Services National Regulations.



Child Care Connections Information Consent



Child Care Connections requires certain information for the purpose of providing a quality program for your child/ren. Information relevant to the Australian Government, Department of Education and National Regulations and Law is also gathered and may be passed on to the relevant Government Department/s as per the Commonwealth and or State legislation. Unless disclosure is lawfully required no other information will be released without your prior written consent and the information will only be used for the purpose in which it was gathered.

Access to your child/rens information in accordance with the Right to Information Act 2009 can be obtained by contacting the Nominated Supervisor or Senior Administration Officer. A copy of Child Care Connections Privacy and Confidentiality Policy is provided in enrolment packs and is available to access through Child Care Connections Policy and procedure manual at each service.

Failure to provide the required information could impact on the care provided or may even result in the service not being able to accept a child/ren into care

I/we.....agree to provide Glenorchy City Council /
Child Care Connections with all necessary information and consent to that
information being used for the purpose in which it has been provided.

Signature.....

Date.....

Witness.....

POLICY DOCUMENT CONTROL SHEET**Policy Name: Privacy and Confidentiality Policy****Department: Community and Customer Service – Child Care Connections**

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Child Care Connections Team	Changes in the Commonwealth Child Care Handbook 2007-2008. Information on how to obtain access to personal information.	28/04/2008
Child Care Connections Team	Changes to the Freedom of Information Act being replaced by the Right to Information Act 2009	August 2010
Child Care Connections Team, Management and Families	Update Source Changes in terminology and removal of FDC references. Included references to the National Quality Standard	July 2014
Child Care Connections Team, Management and Families	Updated Department name Updated Manager's contact details	June 2016

CHILD CARE CONNECTIONS



REPORTING CONCERNS ABOUT THE CARE AND PROTECTION OF CHILDREN - CHILD PROTECTION POLICY

File Ref: Child Care Connections Policies
Author: Child Care Connections Management
Department: Community and Customer Service – Child Care Connections

Background

The Children, Young Persons and Their Families Act has major implications for the community and service delivery response to the protection of children from abuse and neglect. Children and young people have the right to be emotionally and physically safe at all times. All adults share the responsibility for ensuring the safety and wellbeing of the children and young people in their community.

This concept of **shared responsibility** is enshrined in the *Children, Young Persons and Their Families Act 1997*. Caring for and protecting children in a way that increases their '...opportunity to grow up in a safe and stable environment' is the fundamental object of this legislation. The Principles of the Act reinforce the importance of offering support to families in crisis and working collaboratively with all concerned parties as the best means of reducing child abuse and neglect.

The Children, Young Persons and Their Families Act 1997 includes a list of persons in the community who are required or mandated by the Act to inform the appropriate authority of their knowledge, belief or suspicion that a child is suffering, has suffered or is likely to suffer abuse or neglect

This list includes:

- (1) a person who provides child care, or a child care service, for fee or reward; and
- (2) a person concerned in the management of an approved education and care service, within the meaning of the Education and Care Services National Law (Tasmania) or a child care service licensed under the Child Care Act 2001

Policy Statement

1. All Child Care Connections educators have a legal and moral responsibility for the welfare of children and must contact the appropriate body whenever they believe a child's need for care and protection is not being met.
2. When there is a conflict between the rights of the educator and the rights of the child, then the child's best interest, welfare and safety is paramount.

Source: Children, Young Persons and their Families Act 1997.

Education and Care Services National Regulations: Regulation 84

National Quality Area 2: Children's Health and Safety

Review 2 Years

Status: CURRENT

CHILD CARE CONNECTIONS



CHILD PROTECTION - REPORTING CONCERNS ABOUT THE CARE AND PROTECTION OF CHILDREN PROCEDURES

- Confidentiality and privacy are important but must not override the safety of children.
- Educators must work collaboratively with other professionals and families in a relationship of mutual trust and respect.
- Educators **are mandated** to report a concern and the grounds for any belief that abuse or neglect may exist
- Educators **are not mandated** to establish or prove that abuse or neglect has taken place.
- Reasonable grounds for making a report conveying concern can arise from either a child informing an educator that abuse is occurring, or educators own observation of the child.
- Educators must document facts, noting the date, times and reasons for concern about the child's wellbeing and/or signs of abuse.
- Educators must take action in the short term to ensure the immediate safety of the child if the abuse is extremely serious and the child has clearly suffered significant harm or appears to be at imminent risk.
- Educators must believe what a child has said, and trust in their own judgement.
- Educators must avoid questioning or interviewing the child in depth.
- Children must be reassured but no commitments or promises will be made that cannot be kept.
- Educators must consult and seek advice and clarification with someone experienced, e.g. Child Protection Services (CPS), Nominated Supervisor or Child Care Delivery Coordinator
- Service Coordinators must discuss their concerns, where appropriate, with the parent/legal guardian. This will be a matter of judgement in each individual case.

- Educators must understand that having discussed concerns about the safety and wellbeing of a child with other educators, that educator may decide to make a report to Child Protection Services (CPS), Department of Health and Human Services (DHHS), even if the original educator chooses not to do so.
- Educators may contact DHHS through the duty officer to seek advice about a situation that is causing them concern. Depending on the nature of the circumstances, the report will be classified and prioritised by the duty officer in consultation with their supervisor.
- Child Care Connections regularly discuss duty of care, mandatory reporting and protective behaviours at staff meetings. Information is also provided to new employees through the recruitment process. Relevant information is provided to all families who use Child Care Connections services, in relation to the recognition of child abuse and process followed should an educator have any concerns.
- Child Care Connections educators are trained in recognising child protection issues and compulsory refresher training is conducted bi-annually.
- Child Care Connections educators must follow the 'Reporting Concerns about the Care and Protection of Children' flow chart.



Child Care Connections



Child Protection Reporting Process



Form reasonable grounds to suspect that a child is at risk of harm



Contact Child Care Delivery Co-ordinator/Nominated Supervisor to seek advice and decide on the course of action to be taken.

If the matter is urgent and you are unable to contact the person above contact Manager Community & Customer Service David Ronaldson on 6216 6369 or 0439 545 211



Follow the advice provided by Child Care Delivery Coordinator Coordinator/Nominated Supervisor.

If advised ring **Child Protection Services (CPS)** on **1300 737 639** to report concern to a Helpline Caseworker.

- Document the name of the person you speak to
- Document any advice provided



Complete forms:

- Initial Concern Record
- Ongoing Concern Record



Provide feedback to Child Care Delivery Coordinator/Nominated Supervisor and discuss action/advice provided by CPS

All information provided to CPARS is received and handled in confidence. It is important to limit discussions about your concerns and/or report with educators not directly involved in the care of the child.

Child Care Connections



INITIAL CONCERN

Date: _____ Reporters Name: _____

Name of Child: _____

DOB: _____ Age: _____

Address _____

Mother's Name: _____ Address: (if different from above) _____ _____ Phone: _____	Father's Name: _____ Address: (if different from above) _____ _____ Phone: _____
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Details of observations or incident:

POLICY DOCUMENT CONTROL SHEET

Policy Name: Child Protection - Reporting concerns about the care and protection of children

Department: Child Care Connections

Date Policy Approved by Council 2/1/2004

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Child Care Connections Team	Reviewed June 2003	
		Date Child Care Connections Team Endorsed Amendment
Child Care Connections Team	Changes reflect new research findings, stakeholder views and input or issues in health and child development.	21/8/2008
Child Care Connections Team	Changes in terminology, contact phone numbers Updated terminology	February 2013
Child Care Connections team, management and families	Updated terminology, updated contact phone numbers & removal of FDC references Included reference to National Quality Standards	June 2014
Child Care Connections team, management and families	Updated Department name. Formatted document	June 2016

CHILD CARE CONNECTIONS



STUDENTS POLICY

File Ref: Child Care Connections Policies
Author: Child Care Connections Management
Department: Community and Customer Service – Child Care Connections

Background

As part of completing studies students may be required to undertake practical placements within early childhood education and care services. Depending on the course the student is studying the length of the practical placements may vary. Practical placements provide valuable on the job experiences in an actual work environment that support and enhance the theory learned in the class room environment.

So that the students achieve maximum learning outcomes from the practical placement it is important for the work place to make time to support, guide and teach each student.

Policy Statement

Child Care Connections will accept students on practical placement. Individual services must consider how many students they have on the premises at any one time. To limit the number of adults working with the children and to maximise outcomes of the practical placement there is to be only one student in each room at any time. The student must be supervised at all times by room educators.

Child Care Connections must give priority to those students studying an Early Childhood Degree, Diploma of Children's Services or Certificate 3 in Children's Services above high school students.

Child Care Connections may also give priority to UTAS and TasTAFE students over other Registered Training providers.

If over the age of 18 the student must be required to have a 'Working with Children Check'. All students must receive an induction prior to the commencement of their placement.

Families must be notified that there is to be a student on practical placement and the student must provide a photograph and a short biography to be displayed at the service.

In consultation with the registered training supervisor, the workplace supervisor, the Child Care Delivery Coordinator and the student the service can terminate the practical placement at any time should it be determined necessary.

Source: National Quality Framework Resource Kit

Education and Care Services National Regulations: Regulation 168

National Quality Area 7: Leadership and Management

Cross reference: Volunteer Policy

Review: 2 years

Status: Current

CHILD CARE CONNECTIONS



STUDENTS PROCEDURE

- Once the service receives an enquiry to take a student on practical placement the Child Care Delivery Coordinator must determine whether the service can accept the student and confirm the placement.
- Relevant paperwork from the registered training provider must be received prior to the student commencing the placement. It must state the duration of the placement, the dates and times the student will be in attendance, who the student supervising teacher will be and any other relevant information.
- Prior to the commencement of the placement the student must to be provided with the relevant student information and complete a student induction. At this time the roles and responsibilities of students are to be made clear (Refer to the 'Student Handbook').
- The student must also provide any health or medical information and emergency contact information to the service.
- The service must ensure the student satisfies the necessary insurance requirements prior to placement commencement and receive all related workers compensation/insurance documents prior to the student commencing.
- If over the age of 18 a copy of the student's 'Working with Children Check' must be obtained prior the commencement of the placement and placed on file.
- The service must establish any tasks the student has to undertake in order to fulfil the requirements of the placement and provide them with opportunity to complete these.
- It is the responsibility of the student to communicate with the workplace supervisor what tasks they are required to complete whilst on placement.
- Educators must provide on-going feedback, supervision and support to the student and must complete any associated paper work.
- Students must be directly supervised at all times, especially if assisting with nappy changing or toileting children.

- Students must not be permitted to perform the following tasks:
 - Administration of medication,
 - First aid treatment to an injured child
 - Give information or receive information from parents/family members, other than information about what the child has participated in during the day.

POLICY DOCUMENT CONTROL SHEET

Policy Name: Students
 Policy No:
 Department: Child Care Connections

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Child Care Connections Team Endorsed Amendment
Child Care Connections Team	Reviewed	March 2012
Child Care Connection team, management and families	Updated source and terminology. Removal of FDC references. Included references to National Quality Standards	June 2014
Child Care Connection team, management and families	Updated Department name Updated procedure to reflect current practice.	June 2016

CHILD CARE CONNECTIONS



VISITING RIGHTS OF NON-RESIDENTIAL PARENTS POLICY

File Ref: Child Care Connections Policies
Author: Child Care Connections Management
Department: Community and Customer Service – Child Care Connections

Background

Families are of primary importance in the development of any child. As families and education and care services have a common interest in the well being of individual children it is important to encourage cooperation between the education and care service and the family in ways that enhance the child's development.

Sometimes children in care are from families where there is only one residential parent/legal guardian. In these situations it is possible that the non-residential parent may seek to visit or have verbal communication with their child via the telephone whilst the child is in attendance at the education and care service.

Policy Statement

Child Care Connections recognises that it is in the best interests of children to have positive interactions with both parents/legal guardians and must facilitate this wherever possible. Child Care Connections also recognises that situations involving non-residential parents can sometimes be difficult. In these difficult situations educators must follow any Court Orders that have been issued by the Federal Magistrates Court of Australia under the Family Law Act 1975, refer to and seek the advice of other agencies and if necessary Council Solicitors .

The Nominated Supervisor in consultation with the appropriate parties and the family involved must negotiate arrangements in relation to any requests made for the visiting of children by non-residential parents whilst the children are in attendance at the education and care service.

At all times the best interest of the child must be paramount.

Source: Education and Care Services National Law Act 2010 and National Regulations

Education and Care Services National Regulations: Regulation 99, 157

National Quality Area 2: Children's Health and Safety

National Quality Area 6: Collaborative Partnerships with Families and Communities

National Quality Area 7: Leadership and Management

Cross Reference: Enrolment and Orientation Policy, Collaborative Partnerships
with Families and Communities Policy

Review: 2 years

Status: CURRENT

CHILD CARE CONNECTIONS



VISITING RIGHTS OF NON-RESIDENTIAL PARENTS PROCEDURE

1. Copies of Family Law Court documentation pertaining to the child and the arrangement must be kept at the service.
2. In difficult or sensitive situations the Nominated Supervisor must be informed and, if necessary, must seek advice from Council Solicitors.
3. The Nominated Supervisor must negotiate appropriate times dates, length and frequency of the visits with the non-residential parent to suit both the service and the needs of the parent/legal guardian.
4. The Nominated Supervisor or Responsible Person must terminate a visit if the best interests of the child are not being met.
5. Where difficulties arise referrals must be made to appropriate agencies e.g. Children's Contact Service.
6. Services must keep a copy of any Court Order that prevents a person from having contact with a child in a secure and confidential manner.
7. Individual/s who attempt to have contact or collect a child who is prohibited by law to do so, and there is documentation on file, must be denied access.
8. Where a parent/legal guardian has indicated that the child's other parent/legal guardian is not to have contact or collect the child from the education and care service then the parent/legal guardian must be made aware that where there is proof that the person is the child's parent/legal guardian they cannot be refused access unless a copy of any Court Order has been sighted and is on file.
9. If a non-residential parent wishes to remove the child from the service without prior consent from the custodial parent/legal guardian the educators must:
 - Remain calm
 - Discuss the matter in a calm and rational manner.
 - Use delaying tactics such as suggesting he/she speak to the Coordinator or to take the person to another area of the service away from the children.
 - Compromise and negotiate where possible.
 - If practical, inform the custodial parent of the situation.

- Educators are not to place themselves or the other children at risk; and should release the child as requested.
- If possible, the details of the time, car registration number, a description of the person or any suggestion as to where the child may have been taken should be recorded.
- Contact police and custodial parent and all relevant information provided to them.
- Write a full report of the incident.

POLICY DOCUMENT CONTROL SHEET

Policy Name: Visiting Rights Non-Residential Parents

Department: Community and Customer Service - Child Care Connections

Date Policy Approved by Council: 2/1/2004

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Child Care Connections Team	Reviewed August 2003	
Child Care Connections Team	Changes reflect new research findings, stakeholder views and input or issues in health and child development.	21/8/2006
		Date Child Care Connections Team Endorsed Amendment
Child Care Connections Team	Changes reflect the requirements of the Tasmanian Child Care Licensing Guidelines 2003. Included reference to Federal Magistrates Court of Australia orders.	30/11/2008
Child Care Connections Staff, families & carers	Changes reflect the requirements of the Tasmanian Child Care Guidelines 2009. Including new research findings.	01/09/2010
Child Care Connections team, Management & families	Update source & terminology Removal of FDC references Included references to Education and Care Services National Law Act 2010, National Regulations and National Quality Standards	July 2014
Child Care Connections team, Management & families	Updated Department name	June 2016

CHILD CARE CONNECTIONS



VOLUNTEERS POLICY

File Ref: Child Care Connections Policies
 Author: Child Care Connections Management
 Department: Community and Customer Service – Child Care Connections

Background

Volunteering provides many rewards for the volunteer, the recipients and for the wider community. Volunteering occurs at the volunteers own free will and there is no financial payment. Volunteers bring their own skills, talents, interests and enthusiasm and in the education and care service this enhances the quality and diversity of the education and care program being provided. People choose to volunteer for a variety of reasons, it could be to gain skills in order to secure future employment, to share skills and knowledge or as a form of increasing social interaction.

Policy Statement

Child Care Connections will accept volunteers into a service only after a service has carefully assessed the applicant's:

- need and motivation;
- suitability to perform tasks within the service;
- status as a fit and proper person;
- gained a 'Working with Children Check;' and
- also assessing the service's needs and the potential extra workload on educators.

Child Care Connections believes that volunteering can be either formal or informal. Formal volunteering would be when someone engages in regular volunteering activities over a prolonged period of time. For this form of volunteering a selection and orientation process needs to be completed and the volunteer would need to be assessed as a fit and proper person. If over the age of 18 they must have a Working with Children Check.

Informal volunteering would be when a child's parent or family member engages in an experience with the service to share a skill, talent or interest with the children infrequently and for short periods of time. For this form of volunteering it is not necessary to undertake the selection and orientation process or for the volunteer to hold a 'Working with Children Check'.

At all times the volunteer (both formal and informal) must be supervised by educators.

Under a formal volunteer arrangement the volunteer must be provided with a position description and a description of roles and responsibilities as part of their orientation.

Child Care Connections will not financially reward the volunteer but must recognise the volunteers' contributions through providing opportunity to be involved in service activities and through recognition activities as determined by the service.

Source: Volunteering Australia www.volunteeringaustralia.org

Education and Care Services National Regulations: Regulation 168

National Quality Area 4: Staffing Arrangements

National Quality Area 7: Leadership and Management

Cross reference: Students Policy

Review: 2 years

Status: **CURRENT**

CHILD CARE CONNECTIONS



VOLUNTEERS PROCEDURE

- The Child Care Delivery Coordinator must obtain a current 'Working with Children Check' from the volunteer, if 18 years old or over, before commencement. Parents and family members who volunteer their services (occasionally) are not required to have a 'Working with Children Check'.
- The volunteer must not receive payment and must not be guaranteed employment with Child Care Connections.
- The volunteer must not be used to replace an educator.
- The volunteer must be directly supervised by an educator at all times.
- The volunteer must not be permitted to perform the following tasks:
 - medication administration;
 - first aid treatment to an injured child;
 - giving information to or receiving information from parents/family members.
- The Child Care Delivery Coordinator has the discretion to decide the number of hours and the duration of the placement of a volunteer. The services of a volunteer can be terminated at any time.
- Volunteers must receive an induction into the service before they commence
- A review conducted by the Child Care Delivery Coordinator must take place after the fifth and the tenth visit by the volunteer and thereafter on a regular basis.
- All educators to be made aware of the status of the volunteer and the limitations on the tasks that can be performed.
- References must not be written if requested by volunteers although a written statement indicating the period of volunteering and duties undertaken can be provided.
- Parents and family members who assist on a regular basis will be considered volunteers.
- Volunteers must be required to sign in and out on arrival and departure.

POLICY DOCUMENT CONTROL SHEET

Policy Name: Volunteers Policy

Department: Community and Customer Service - Child Care Connections

Date Policy Approved by Council: 2/1/2004

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Child Care Connections Team	Reviewed June 2003	
		Date Child Care Connections Team Endorsed Amendment
Child Care Connections Management	Reviewed March/April 2009 No changes identified as necessary	16/4/2009
Child Care Connections	Reviewed January 2012 changes made to background and policy statement include formal and informal volunteering	March 2012
Child Care Connections team, management & families	Updated source & terminology Removal of FDC references Included references to National Quality Standards	May 2014
Child Care Connections team, management & families	Updated Department name	June 2016

CHILD CARE CONNECTIONS



EDUCATIONAL PROGRAM AND PRACTICE POLICY

File Ref: Child Care Connections Policies
Author: Child Care Connections Management
Department: Community and Customer Service – Child Care Connections

Background

An education and care service must ensure that an educational program is delivered to all children being educated and cared for by the service. It must be based on an approved learning Framework and is delivered in a manner that accords with the approved learning framework and is based on the developmental needs, interests and experiences of each child. It must be designed to take into account the individual differences of each child. (Education and Care Services National Law Act 2010)

The Early Years Learning Framework aims to extend and enrich children's learning from birth to five years and through the transition to school.

Early childhood educators guided by the Framework must reinforce in their daily practice the principles laid out in the United Nations Convention on the Rights of the Child (the Convention). The Convention states that all children have the right to an education that lays a foundation for the rest of their lives, maximises their ability, and respects their family, cultural and other identities and languages. The Convention also recognises children's rights to play and be active participants in all matters affecting their lives. (Belonging, Being & Becoming: The Early Years Learning Framework for Australia)

Policy Statement

Child Care Connections believes that the Early Years Learning Framework forms the foundation for ensuring that children in its early childhood education and care settings experience quality teaching and learning. The Framework has a specific emphasis on play-based learning and recognises the importance of all forms of communication and social and emotional development.

Child Care Connections believes that the design of the Framework allows early childhood educators to work in partnership with families, children's first and most influential educators.

Child Care Connections Vision and services' philosophies and goals along with the Early Years Learning Framework must guide the educational program and practice.

Child Care Connections must designate, in writing, a suitably qualified and experienced educator as educational leader in its services to lead the development and implementation of the educational program in the services.

Source: Education and Care Services National Law Act 2010
Education and Care Services National Regulations
Belonging, Being & Becoming: The Early Years Learning Framework for Australia

Education and Care Services National Law Act: section 168

Education and Care Services National Regulations: Regulation 73, 74, 75, 76 & 118

National Quality Area 1: Educational Program and Practice

Review: 2 years

Status: **CURRENT**

CHILD CARE CONNECTIONS



EDUCATIONAL PROGRAM AND PRACTICE PROCEDURE

- The educational program and practice must reflect Child Care Connections Vision and each service's philosophy.
- Educators must ensure that information about the educational program be available and displayed at a place accessible to parents/guardians of children being educated and care for by the service. Copies must be made available on request.
- Educators must ensure that a parent/guardian is provided with information about the content and operation of the educational program so far as it relates to his/her child; information about the child's participation in the program and copies of the documentation is kept under *Regulation 74* in respect to the child.
- Refer to 'Documentation Procedure' below in relation to requirements in *Regulation 74*.
- Educators respect children as individuals and provide play environments that are inclusive for all children.
- Children must have access to a wide variety of play experiences including imaginative, creative, sensory and physical play.
- Children must not be expected to produce art/craft work with a specified end product, instead they must be encouraged to explore the materials available and the focus must be on the process of learning.
- Educators must ensure that children have opportunities to play on their own, alongside or with, other children, recognising the developmental stages that children experience.
- Educators must ensure that children have opportunities to play in a variety of environments.
- The basis for play in child-centred and educators must ensure that they consider the needs and interests of each child in the group.
- Educators must recognise the impact of children's physical and emotional wellbeing on their capacity to play.
- Educators must be aware of the safety aspects of inappropriate play and endeavour to distract and redirect children.
- Educators must ensure that assessments of each child's developmental needs, interests, experiences and participation in the educational program are documented and that the assessments of each child's progress against the outcomes of the educational program are also documented.
- Curriculum decision making maximises each child's learning and development opportunities.
- Each child's current knowledge, ideas, culture, abilities and interests are consistently incorporated and actively drive all aspects of the program.

- The program, including routines and transitions, must be organised in ways that maximises each child's involvement and engagement in learning.
- The documentation about each child's program is available in an accessible format and opportunities are provided for discussion with families.
- Every child is actively and consistently supported to engage in the program.
- Each child's agency is consistently considered and promoted, enabling them to make a range of choices and decisions to influence events and their world.
- Assessment of each child's learning and development is part of an ongoing cycle of planning, documenting and evaluation. It is an interactive process that drives the development of the program.
- Educators consistently respond to the children's ideas and play and intentional teaching is embedded within the program to scaffold and extend each child's learning.
- Critical reflection on children's learning and development, both as individuals and in groups, is consistently used to implement, review and revise the program.

CHILD CARE CONNECTIONS



Documentation Procedure

In accordance to the Education and Care Services National Regulations (Regs 73-76) Child Care Connections educators must ensure that there is documentation and assessments for each child's developmental needs, interests, experiences and participation in the educational program and assessments of the child's progress is linked to the outcomes of the educational program.

In preparing the documentation CCC educators must consider the period of time that each child is being educated and cared for by the service and how the documentation is prepared so that it is readily understandable by the educators of the service and the parents of the child.

- **Vision & Philosophy** – Child Care Connections Vision and Service Philosophy must be clearly documented and used to guide the educational program.
- **Planning Cycle** – educators must refer to the 'CCC Planning Cycle' to ensure consistency within the implementation of the educational program. Each child's learning and development must be assessed as part of an ongoing cycle of planning, documenting and evaluation.
- **Aim of documentation** –
 - a. Is to make each child's learning and development visible and to identify each child's current knowledge, ideas, culture, abilities and interests.
 - b. Each child must have his/her own individual journal where assessments of his/her individual developmental needs, interests, experiences and participation in the educational program are compiled.
 - c. Each child must have at least 1 form of documentation/observation per month. This must be recorded on each room's 'Individual Planning Record'.
 - d. Every 3 months each child must have a 'Mind Map' completed.
 - e. Journals must be located in each room so that each child has the opportunity to look at and contribute to his/her own journal.
 - f. Journals must be available for families to look at whenever they choose.
 - g. Journals must be sent home 2 to 3 times throughout the year for families to look at and to provide feedback about the educational program being offered to their child. A 'Journal Feedback form' is to be sent home with the journal for families to complete, if they choose to.

- **Types of documentation -** (but not limited to)

- | | | | |
|---------------------------|-----------------------------|--------------------------|--------------------------|
| ○ Photos | ○ Morning Minutes | ○ Charts | ○ Magical Moments |
| ○ Mind Maps (ind & group) | ○ Afternoon Minutes | ○ Sequence of Photos | ○ Telling Our News |
| ○ Observation of Learning | ○ Surveys | ○ Assessment of Learning | ○ Reflective Questions |
| ○ Displays | ○ Projects/Units of Enquiry | ○ Provocations | ○ Anecdotal observation: |

Educators may use a variety of strategies to collect, organise, combine and Interpret the information they gather.

Photos must be taken at the child's level and be meaningful. They must show the learning that is taking place and support the observation of the experience the child or children are engaged in.

- **Projects/Units of Enquiry** – Child Care Connections expect a variety of projects, both short and long term, to form a part of each room's educational program. These must be documented to demonstrate continuity of learning and intentional teaching practices.

Suggested format for projects

1. "What do we know about...?" – document children's responses (quotes and/or photos)
2. Research topic using a variety of media – books, internet, play-based learning, etc.
3. Implement experiences.
4. Display evidence of research and experiences
5. "What have we learnt about..." or "What we now know about..." – document children's response (quotes and/or photos)

- **Displays** – when displays are created the following elements must be included;

1. Title – link 'title' to EYLF (Learning Outcome, Principle or Practice) or Service Philosophy
2. Children's voices – photos and/or quotes
3. Educator's voice – narration of the experience
4. Analysis of Learning
5. Theorist

- **Critical Reflection** – educators must reflect on the educational program and practice on a daily basis using the 'Daily Educator Reflection' form.

At each program planning session educators must

- review the 'Daily Educator Reflection' forms, discuss what has been written and develop strategies to implement for continuous improvement.

- Write down what has been discussed on a 'Program Evaluation and Planning Record' as well as any other relevant child and room information. This must then be placed in the room's program planning folder.
 - Review and update 'QIP Work Plans' as required (these plans identify any long term goals for the room)
 - Review and update room 'Action Plan' (identify tasks that need to be done prior to the next planning session.
 - Complete any evaluations from the Day Book or children's journals.
- **Self-Assessment** – in conjunction with the Educational Coordinator each educator must take part in a self-assessment in relation to educational program and practice.

Every 3 months (Feb, May, August, November) the Educational Coordinator must review individual journals, each room's Day Book, projects and displays and then provide each educator with feedback.

Child Care Connections Educator Self-Assessment Educational Program and Practice.

Educator's Name: _____ Date: _____

3 things that I am doing well / I am proud of.

-
-
-

3 things that I need to focus on:

-
-
-

What would I like further support with?

-

Something I would like to try.

-

Educational Coordinator notes/follow up:



Child Care Connections Program Evaluation & Planning Record

Date:

Educators:

Individual Children's Belonging, Being & Becoming – family info, routines/transitions & other relevant information:	Follow up: (who & by when)	Quality Area

Room Routines, Transitions, Procedures & Room Roles: (reflect on current practices)	Follow up: (who & by when)	Quality Area

Family Communication: (forms returned, feedback, planning possibilities)	Follow up: (who & by when)	Quality Area

Day Book What's Next?/ Follow up: (spontaneous/unplanned experiences written in Day Book)	Resources/Experiences:	Quality Area

Other Room Issues – National Quality Standard, sector info/training, room procedures/roles, housekeeping etc.	Follow up: (who & by when)	Quality Area

Week beginning:

What is working well?				
Areas to focus on:				
Family & Community Input:				
Evidence of planned physical activity:				
Projects/Unit of Inquiry/Children's Interests:				
'What's next?' follow up experiences:				
Monday	Tuesday	Wednesday	Thursday	Friday

QIP Work Plans:**Room:**

Areas to be included within the work plan: long term goals, challenges, areas identified for improvement and any additional items raised or discussed at staff meetings or program planning sessions.

All educators are to be included within the work plan and will be responsible for the agreed items. Where an individual educator is allocated a specific task this means they are responsible for ensuring it is completed by the due date, this does not mean that educator cannot engage or request others for assistance to complete their task. The work plan is an agreed set of items by which the team can work together to achieve.

<u>What</u> (Improvement or challenge)	<u>How</u> (How is the improvement or challenge going to be met, what is required / resources)	<u>Who</u> (Educators involved, educational leader, consultant, management)	<u>By When</u> (Time frame in which the improvement or challenge is realistically achievable)	<u>Comments</u> (Any additional information)

[illegible]



DATE: _____

[illegible]



Child Care
Connections

Date:

[illegible]

POLICY DOCUMENT CONTROL SHEET

Policy Name: Educational Program and Practice

Department: Community and Customer Service - Child Care Connections

Date Policy Approved by Council 2/1/2004

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Child Care Connections Team	Reviewed June 2003	
Child Care Connections Team	Changes reflect new research findings, stakeholder views and input or issues in health and child development.	21/8/2006
Child Care Connections Team and Policy Focus Group	Reviewed July 2007 Changes include documentation of children's program.	20/8/2007
		Date Child Care Connections Team Endorsed Amendment
Child Care Connections Management Team	Reviewed March/April 2009 Changes include change to source and minor change to procedure to recognise children who like to produce an 'end product'	16/4/2009
Child Care Connections team, Management & families	Updated source & terminology Removal of FDC references Included references to National Quality Standards.	APRIL 2014
Child Care Connections team, Management & families	Included Documentation Procedure and Self-Assessment form Changes to wording Updated department name	JANUARY 2016
Child Care Connections team, Management & families	Updated procedure to reflect current practice. Included program templates.	JULY 2016

CHILD CARE CONNECTIONS



TOBACCO, DRUG AND ALCOHOL- FREE ENVIRONMENT POLICY

File Ref: Child Care Connections Policies
Author: Child Care Connections Management
Department: Community and Customer Service – Child Care Connections

Background

The Education and Care Services National Law (section 167) states that the approved provider and nominated supervisor must ensure that every reasonable precaution is taken to protect children being educated and care for by the service from harm and from any hazard likely to cause injury.

The Education and Care Services National Regulations (Regulation 82) states the approved provider of an education and care service must ensure that children being educated and cared for by the service are provided with an environment that is free from the use of tobacco, illicit drugs and alcohol.

Policy Statement

Child Care Connections has a duty of care to provide an environment for children being educated and cared for by the service that is free from the use of tobacco, illicit drugs and alcohol. This protects children and educators from health risks associated with environmental tobacco smoke.

- Child Care Connections does not permit the smoking of any substance in any areas it utilises for education and care requirements or employment of persons.
- The 'environment' refers to: Child Care Connections buildings and outdoor areas located at Benjafield and Berriedale, including the service and car park/drive way.

Source: www.cancertas.org.au 'A Guide to Smoke-Free Areas in Tasmania from March 2012 (retrieved May 2014)
Workplace Health and Safety Act 2011

Education and Care Services National Law: section 167

Education and Care Services National Regulations: Regulation 82

National Quality Area 2: Children Health and Safety
National Quality area 3: Physical Environment

Cross Reference: Glenorchy City Council Drugs & Alcohol Policy

Review	2 years
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Status: **CURRENT**

CHILD CARE CONNECTIONS



TOBACCO, DRUG AND ALOCOHOL- FREE ENVIRONMENT PROCEDURE

It is important that educators (including students, volunteers and visitors) responsible for children model positive and healthy behaviours as children often learn and emulate the actions of adults.

Child Care Connections educators (including students, volunteers and visitors) must be made aware that that the service is a “smoke free” environment. They must be advised of the designated area outside, away from the presence and sight of children, where smoking is permitted.

Smoking is prohibited:

- Areas within 3 metres of a doorway to a Child Care Connections building. Additional areas may be made smoke-free voluntarily by the Nominated Supervisor. (Public Health Act 1997). *Source: A Guide to Smoke-Free Areas in Tasmania, from March 2012;*
- on a service excursion;
- Whenever or wherever an educator (including students, volunteers and visitors) is in sight of the children during service hours, social and fundraising events.

Smoke free areas must include indoor and outdoor play environments as well as work vehicles used to transport children or educators. Any adult who wishes to smoke during work hours must leave the premises during a rostered break.

All service buildings must display ‘No Smoking’ signs in suitable locations

Information must be provided to educators (including students, volunteers and visitors) relating to the “Quit Smoke Program” at induction.

Relevant current information in relation to the negative health effects of smoking around infants and children will be sourced from recognised authorities such as *SIDS and kids* and *Cancer Council Tas* and provided to educators and families through newsletters, noticeboards and other resources.

Alcohol must not be consumed on the premises of the service at any time when children are being educated and cared for. Illicit drugs are not allowed on the premises at any time and are an unlawful act.

Educators (including students, volunteers and visitors) must not be affected by alcohol or drugs when engaging at the service at any time children are being educated and cared for. Drugs include prescription medication which may impair the educator's (including students, volunteers and visitors) capacity to supervise or provide education and care to children

It is the responsibility of each individual to ensure they are 'fit and proper' in his/her capacity to supervise or provide education and care to the children. The Nominated Supervisor may seek a medical clearance before the educator is permitted to return to work.

In regards to the educational program where children initiate discussions or play experiences incorporating the topic of smoking, drugs or alcohol educators must:

- Promote healthy life choices in simple language while being respectful of decisions which individual adults may make.
- Re-direct inappropriate play experiences.

POLICY DOCUMENT CONTROL SHEET

Policy Name: Tobacco, Drugs and Alcohol-Free Environment

Department: Community and Customer Service - Child Care Connections

Date Policy Approved by Council:

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Child Care Connections Team And Policy Focus Group	New Policy developed June 2007	20/8/2007
		Date Child Care Connections Team Endorsed Amendment
Child Care Connections Management	Reviewed March/April 2009 Changes include updating source Inclusion of FDC/Admin Unit Offices to dot point referring to CCC buildings	16/4/2009
Child Care Connections team, Management & families	Updated source & terminology Removal of FDC references Included references to Education and Care Services National Law, National Regulations & National Quality Standards	June 2014
Child Care Connections team, Management & families	Updated Department name	June 2016

CHILD CARE CONNECTIONS



MEDIA POLICY

File Ref: Child Care Connections Policies
Author: Child Care Connections Management
Department: Community & Customer Service- Child Care Connections

Background

Social Media

Websites and social media sites can provide information to potential clients on what an organisation offers. A website maintained by the education and care service can support families to make informed decisions about education and care. Families are also able to gain contact information or request further information through emails. Social media may be utilised to support enrolled families to communicate and share information.

Multi Media

Child Care Connections recognises that movies, children's television programs, music/radio and console games and Internet (multimedia), can provide both entertainment and education to children, provided that the material viewed or heard is age appropriate and supervised.

Policy Statement

Social Media

The education and care services website is maintained by the ICT Department of the Glenorchy City Council to inform families about the activities and the services provided by the organisation. The service respects the privacy of educators, children and families. The service seeks to keep all records private and confidential and maintains records according to the National Privacy Principles and the Education and Care Services Law & National Regulations.

Multi Media

Child Care Connections must ensure that the use of multimedia in its services, will be age appropriate, supervised and used as a small percentage of the overall program offered. Child Care Connections must not offer any form of multimedia over 'G' rating, without the written permission of parents, and must not exceed a 'PG' rating under any circumstance. Child Care Connections must be guided by The Australian Classification Board. This body provides the national classification scheme guidelines; whereby 'G' is very mild and 'PG' is

mild. The classification takes account of the context and impact of each of the following elements:

- Themes
- Violence
- Sex
- Language
- Drug use
- and Nudity

'G' is an advisory classification

The content is very mild in impact.

G films are for general viewing. While many 'G' films are for children, not all will be of interest to them.

'PG' is an advisory classification

The content is mild in impact.

'PG' films contain material that a parent or educator might need to explain to younger children.

Source: Privacy Act 1988 – www.privacy.gov.au/law/act
Office of the Australian Information Commissioner – www.privacy.gov.au
Early childhood Australia – www.earlychildhoodaustralia.org.au
Education and Care Services National Regulations

www.classification.gov.au

Education and Care Services National Regulations: Regulation 73, 168 & 181

National Quality Area 1: Educational Program and Practice

National Quality Framework Quality Area 7: Leadership and Service Management

Cross Reference: Privacy and Confidentiality Policy
Code of Conduct Policy

Review: 2 years

Status: New

CHILD CARE CONNECTIONS



MEDIA PROCEDURE

Social Media

Social Media is any form of electronic communication (Web sites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content.

When using social media and internet sites the service applies the same conditions to the actions of educators in general as covered by the service code of conduct and therefore draws no distinction between the conduct online and conduct offline.

- The Nominated Supervisor must ensure that no confidential information can be gained from the services website. Individuals and the service are not obliged to give personal information through the website.
- The Nominated Supervisor must ensure that information gained via email can only be used by the administration officer or management to contact a person, offer or send information about the service and to request feedback.
- Families / users must be encouraged to provide feedback on the website and how it can be improved to meet the needs of the community.
- The service must not disclose or publish any information without written consent from that individual or their family.
- Educators must adhere to procedures regarding their participation with families currently connected with the service on social media sites
- When using social networking sites and the internet educators must ensure that this does not damage the reputation of the service or themselves.
- Educators are personally responsible for the content they publish on social media sites and the internet and must be mindful that this information will be in the public domain.
- It is recognised that the line between professional and personal business can sometimes be blurred. It is vital that individuals are thoughtful about the content and potential audiences for anything contributed to a social media site or the internet.
- Educators must ensure that posted material does not disclose privileged or confidential information.
- Educators must be aware that any activities in or outside of work involving the internet are prohibited if they affect or could affect the services reputation or service delivery or affect another educator.
- Educators may face disciplinary action if they harass, intimidate or demean other employees or stakeholders within the service on a social networking site.

Multi Media

- Television viewing must be programmed for and must not be used for more than 1 hour per day, (1/2 hour per morning or afternoon session) and must be of a 'G' rating. An exception to this will be if viewing a movie as a 'special treat'.
- Some movies may run for longer than the recommended viewing time, and for the children to fully benefit from watching the complete movie, will be permitted to watch the duration of the movie.
- Educators must supervise television viewing and must encourage active participation in television that lends itself to activity. (i.e. – dancing, singing, hand rhymes, conversation / challenging stereotypes or topic content.)
- For 'PG' rated multimedia, parents/legal guardians will be informed in writing as to what the movie/show is, what the consumer advice is, what the content is about and the purpose of watching the movie/show. Parents/ legal guardians must sign written permission in advance for their child to view a 'PG' rated movie/show.
- Children who are not given permission to watch the offered movie/show must be offered an alternative experience.
- Pirated movies/multimedia must not be shown.
- Internet use must be supervised, related to the program and child/ren's area of interest and appropriate filters applied for the protection of children.

POLICY DOCUMENT CONTROL SHEET

Policy Name: Media Policy

Department: Community & Customer Service – Child Care Connections

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Child Care Connections Team, Management, Families	Created Considerations, Privacy Act 1988 www.privacy.gov.au/law/act National Law Education and Care Services National Regulations	July 2014
Child Care Connections Team, Management, Families	Combined Social Media / Privacy Online and Multimedia Policy Updated Terminology Grammatical and format changes Updated Department Name	July 2016

REVIEWING TASMANIA'S EDUCATION ACT

Education, Lift Tasmania



FACT SHEET: EARLY YEARS EDUCATION IN TASMANIA

Minister for Education and Training



WHAT WILL HAPPEN NOW AND WHY?

The Government proposal to lower the school starting age for Prep by six months, to four years and six months, will no longer be compulsory. This decision has been made in response to the wide range of views across the community. The Government has listened and adjusted its proposal accordingly.

Further, the government has committed additional resources of up to \$22 million per year from 2020 into the early years, and up to \$18 Million in infrastructure funding. This will ensure more teachers, teacher assistants in the Prep year, other support staff and infrastructure upgrades where required are available from 2020 to support this change.

In recognition that parents and carers are best placed to decide when their child should start school, the Government has agreed that, although the age at which a child can commence in Prep will be lowered to four and a half, the compulsory school starting age will remain at five. This will provide access to quality early learning sooner for all children in Tasmania and at the same time, provides parents with choice.

This is not just about lowering the starting age. It's about a new approach to the early years of education – building on what we already have in Kindergartens, Child and Family Centres and the *Launching into Learning* and *Learning in Families Together* (LIFT) programs.

WHY IS THIS CHANGE IMPORTANT?

Evidence shows that quality early learning has significant benefits for our children that flow throughout their schooling years and later life.

While the research is clear that all children benefit from quality early learning experiences, this is especially so for those from a low socio-economic background. Providing more options for families in rural and remote areas who currently may have limited or no access to early learning or education is also important.

Simply – this change is about equity in education and creating more options and choice for families by offering every Tasmanian child access to quality early learning sooner.

WHAT CHOICES WILL BE AVAILABLE FOR MY CHILD IN THE YEAR BEFORE PREP?

Changes to the school starting age will provide you with greater choice for early learning options for your children. You may choose for your child to be enrolled in Kindergarten or remain in an education and care setting/service or remain at home, or a combination. These changes result in an optional Kindergarten starting age of 3 years and 6 months, but you can decide on what suits your child best. Many families find that participating in Kindergarten helps their child with the transition to school.

The Early Years Learning Framework is the main approved framework used across the nation in both education and care (child care) and early learning settings in Kindergarten for this age group.

"Inequality in early childhood experiences and learning produces inequality in ability, achievement, health, and adult success."

Heckman, Spring 2011, American Educator, *The Economics of Inequality: The Value of Early Childhood Education*

WHAT IS TASMANIA'S LEVEL OF DISADVANTAGE COMPARED TO AUSTRALIA?

Tasmania has the highest levels of disadvantage among pre-school aged children in Australia.

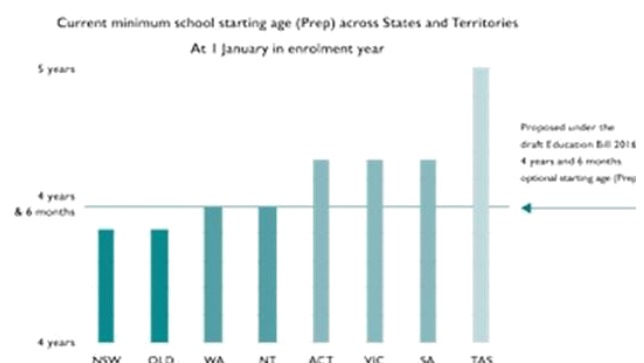


Percentage of children in most disadvantaged cohorts
(Source: ABS, *Preschool Australia*, Table 8, 2015).

WHAT DO OTHER STATES AND TERRITORIES DO?

We know that the minimum age in which a child can be enrolled in Prep across Australia ranges from 4 years and 5 months to 5 years.

Tasmanian children should have the same opportunities to participate as children in other States and Territories. Lowering the minimum school starting age will bring Tasmania closer to the average of other States and Territories.





"Research shows that children benefit from participating in sustained, quality, early education in the two years before formal schooling, establishing a strong basis for further policy development in this area."

Australian Institute of Health and Welfare (AIHW), 2015

"All children benefit from attending an early learning program from age three, if it is a quality program."

State of Early Learning in Australia Report, 2016



WHAT IS KINDERGARTEN?

Pre-school arrangements are different across Australia. In 1968, a decision was made to attach pre-schools to schools in Tasmania and these were called Kindergartens.

Kindergartens today use play-based learning. They are dynamic, interesting and fun places for children to discover the world around them. We know that it's really important for very young minds to learn through play and play-based experiences, not through formal instruction.

Children are born ready to learn. In the first 5 years of life the brain develops more and faster than at any other time.

ARE SCHOOLS ABLE TO PROVIDE FOR CHILDREN UP TO 6 MONTHS YOUNGER?

Schools already have a range of early learning experiences for children from birth to four years with teachers supporting children at different points in their learning and development. *Launching into Learning* (LiL) provides an opportunity for children and families to begin interacting with school from birth and facilitates a positive transition into Kindergarten.

The Department will continue working with schools to ensure they are able to support all children in Kindergarten and Prep. For example, continuing working with schools to assist any teachers who may need to upgrade their early childhood qualifications, or to allow for any facility modifications. If Tasmania lowers the minimum prep starting age, we have until 2020, when the first group of children will be eligible for Kindergarten, to make sure schools and families are ready for the change.

WILL TEACHERS BE ABLE TO SUPPORT MY CHILD AND THEIR SPECIFIC NEEDS?

Teachers are highly qualified and are equipped to support and nurture children throughout their many, and varied, levels of development. They will continue to be well supported with teacher assistant/s in Kindergarten. Children learn and develop at different rates and teachers and other staff will continue working with families to make sure all children are cared for and supported. This includes providing assistance with going to the toilet, comforting a child who is sick or upset and ensuring children get a rest should they need it.

The National Quality Standards will continue to be our guide. A commitment that, from 2020, all government Kindergartens will be formally assessed against the standards has been made. The Department will immediately commence working with regulatory bodies to give effect to this commitment.

In addition to this, the Government will commit an additional \$4.9 million per year to provide additional teacher assistants to support Prep teachers across the government and non-government sectors.

WHY AREN'T WE DOING WHAT FINLAND DOES AND START SCHOOL LATER?

Most Finnish children attend early learning programs between the ages of 1-5 prior to starting formal schooling.

While some countries with a later starting age do better than Australia in high stakes testing, such as Finland and Estonia, other countries with a later starting age do less well than Australia, such as Sweden, Hungary and Bulgaria.

There are many things to learn from other places in the world, including Finland. However it is not always beneficial to look at communities which do not have the same base community make-up and assume what works there will work here. For instance, the Finnish education system, and Finnish society more broadly, is very different to Tasmania. We need to promote ideas which will work best for children growing up in Tasmania.

HOW ARE WE WORKING WITH THE CHILD CARE SECTOR ON THESE CHANGES?

Lowering the minimum Prep starting age will have an impact on the child care sector in Tasmania. We are working with the sector to firstly understand the impact, then to ensure the impact is minimised in this important change for families.

CAN A CHILD CARE BUSINESS PROVIDE KINDERGARTEN?

Yes. Long day care centres can seek registration as a non-government school (through the Schools Registration Board, which registers non-government schools) in order to deliver Kindergarten.

A for-profit Long Day Care (LDC) that is approved to deliver Kindergarten as a non-government school would be eligible for funding under the National Partnership Agreement on Universal Access to Early Childhood Education (NP UAECE). It would not be eligible for State Government funding as funding is provided to not-for-profit schools only (as per the Education Act).

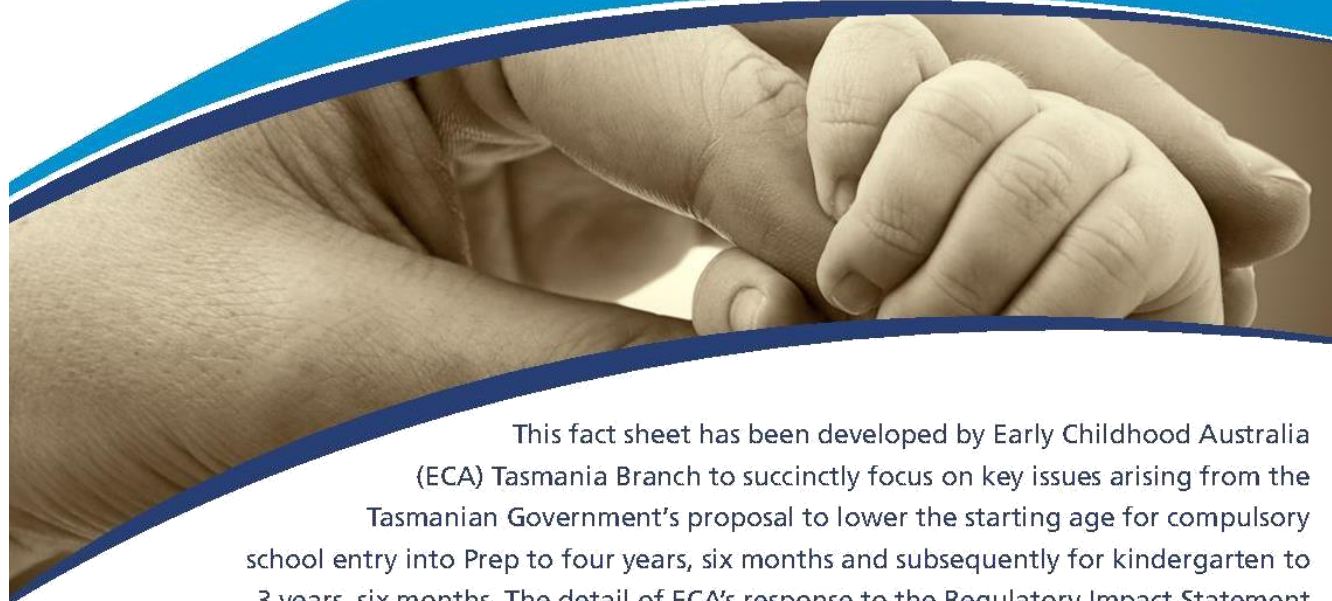
A non-for-profit LDC that is approved to deliver Kindergarten as a non-government school would be eligible for State Government funding and for funding under the NP UAECE.



**Early Childhood
Australia**
Tasmania Branch

FACTSHEET

JULY 2016



This fact sheet has been developed by Early Childhood Australia (ECA) Tasmania Branch to succinctly focus on key issues arising from the Tasmanian Government's proposal to lower the starting age for compulsory school entry into Prep to four years, six months and subsequently for kindergarten to 3 years, six months. The detail of ECA's response to the Regulatory Impact Statement regarding the proposed Education Bill 2016 can be found at: www.premier.tas.gov.au/releases/education_act_review_submissions_online

FACT 1: LEARNING BEGINS IN THE HOME

International research strongly confirms that the home environment impacts significantly on a child's language development and their capacity to self-regulate – the ability to control your emotions and actions and ability to sustain attention and participate in a group (Melhuish, 2016).

These areas of development are essential foundations for successful learning in school.

Australian research shows that programs that target children's social and emotional development ...and those associated with parental support and engagement for disadvantaged families show both short and long term benefits, including those for children 0-3 (Harrison et al, 2012).

The Launching into Learning program (LIL) does not engage hard-to-reach families (Department of Education Annual Report, 2015). Recent initiatives such as the LIFT program are in their infancy and their impact has yet to be demonstrated. LIFT aims to engage families with children in the first years of school, but does not reach families with children 0-3.

The proposed changes to the Education Act do not deal with the key issues of:

- How to add value to the home learning experiences provided for children in the first three years of life; and
- How to encourage parents to engage with their child's education and motivate and support them throughout schooling.

FACT 2: HIGH QUALITY CARE BEFORE SCHOOL BOOSTS CHILDREN'S DEVELOPMENT

Children's development is strongly related to the quality of care in the first three years of life.

In an early childhood education and care (ECEC; 'child care') setting, children and families come to know educators over several years. Children participate in a familiar, safe, unpressured learning environment where their needs are met and their family can be advised about their role in fostering the child's wellbeing and learning.

Educators in ECEC settings have the specialised early childhood knowledge and skill required to maximise young children's learning and wellbeing and the adult: child ratio to facilitate individual and small group learning interactions.

The proposed changes devalue the excellent early education provision in the non-school sector. The best interests of the child would be served most effectively by strengthening, not diminishing the quality of the ECEC sector in line with the national early childhood agenda.

FACT 3: THE INSTITUTIONAL SETTING OF A SCHOOL IS NOT THE BEST CONTEXT TO FOSTER YOUNG CHILDREN'S LEARNING

The highly scheduled nature of the school setting is not conducive to providing the flexible program that is responsive to individual children's needs in the 3-5 age range.

In school, class sizes tend to be higher and adult: child ratios lower (e.g. less adults per child) than those provided for the 3-5 age group in non-school settings.

Kindergarten and Prep teachers are not required to hold a specialised degree qualification in early childhood development and learning as required under the National Quality Framework.

It is not good enough to say that kindergartens in Tasmania are 'working towards mirroring the requirements of the National Quality Framework for Early Childhood Education and Care' (Department of Education FAQ, accessed 16/07/16). The non-school ECEC sector is required to meet those standards.

FACT 4: THERE ARE SIGNIFICANT RISKS TO A CHILD'S LONG TERM MENTAL HEALTH FROM EARLY ENTRY TO SCHOOL AND NO PROVEN BENEFITS IN EDUCATIONAL OUTCOMES

Young children develop at vastly different rates within the same age group. A child who is less mature than their peers, or who has a delay or disability in relation to emotional control and social skills, will struggle to conform to the requirements of a school setting.

Inappropriate expectations for a child to operate above their level of development in social and cognitive areas often result in anxiety and can lead to lasting behavioural and mental health issues. The dangers of starting children in school too early and of inappropriate pedagogies are detailed in scholarly research undertaken by Stanford University: https://www.teachermagazine.com.au/article/delaying-kindergarten-the-impact-on-mental-health?utm_source=bulletin&utm_medium=Campaign%20Monitor&utm_campaign=July%2012%202016

International evidence strongly indicates that formal instruction does not result in lasting learning outcomes. In a New Zealand study, for example (Early Childhood Research Quarterly 28, 2013), initial gains made by students who received decoding instruction at age 5, disappeared by age 11; whereas students who entered a structured program at age 7 maintained learning gains and had positive attitudes to reading.

ECA would be very concerned if only kindergarten programs were to remain play-based, with Prep gradually becoming more formal to get children equipped for later learning.

Three, four and five year olds all benefit from an informal, relaxed, nurturing program based on the Early Years Learning Framework (EYLF). Perhaps we should change the title from 'Preparatory' to 'Reception' to demonstrate that the first year of full time school should be a joyful experience that sets positive dispositions for future learning, not a 'preparation for formal instruction'.

The proposed legislation is unlikely to improve Tasmania's NAPLAN results through putting undue pressure on teachers and students in the first years of school.

FACT 5: A YOUNG CHILD WILL EXPERIENCE A HIGHLY UNDESIRABLE 'PATCHWORK' OF CARE AND EDUCATION

With the offer of 15 hours kinder per week for children from 3 years 6 months, many children will experience some school, some child care, some family/friends care and some out-of-school-hours and holiday care programs.

Vulnerable children will be subjected to a patchwork experience that has the potential to be distressing and even harmful emotionally, socially and cognitively. The involvement of these very young children in outside-school-hours-care is deeply concerning.

FACT 6: THERE IS NO CAUSAL LINK BETWEEN STARTING CHILDREN EARLIER IN SCHOOL AND RETAINING THEM LATER THROUGH SENIOR SECONDARY EDUCATION.

Early childhood is a period of critical learning and development that should be considered in its own right.

The Government should closely examine the complex factors that are driving young people to leave education too early, rather than assume that 'an early start will lead to retention and learning success'.

FACT 7: THE LEGISLATIVE CHANGES TO SCHOOL ENTRY WILL HAVE A DRAMATIC NEGATIVE IMPACT ON THE TASMANIAN COMMUNITY

It is estimated that non-school early childhood services would lose 48% of their enrolments under the proposed legislation.

54 services will be at high risk of complete closure; all services will be forced to downsize, negatively affecting access for working families across the state.

Many services will be forced to increase fees to survive.

Between 480 and 720 individual jobs will be lost from the sector and local businesses supplying goods and services will lose income.

FACT 8: THE ISSUE OF SOCIO-ECONOMIC AND EDUCATIONAL DISADVANTAGE WILL NOT BE ADDRESSED SIMPLY BY LOWERING THE STARTING AGE

Tasmania currently has the highest proportion of children aged 0-5, including those from disadvantaged backgrounds, accessing a form of early education before full time schooling in Australia.

Tasmanian children already start full time, compulsory education at 5, a younger age than in other states, except for Western Australia.

Under the proposed legislation, disadvantaged children will enter school earlier – with a cohort of similarly disadvantaged peers in the school catchment area. Privileged children will also enter school earlier, setting the learning gap in stone. Without strategic intervention based on best practice worldwide, there will be no relative gains for children who start 'behind the eight ball'.

A coordinated system of 'wrap-around-care' for a child in the ecology of their family and community from birth is the proven strategy for overcoming disadvantage.

FACT 9: ANY SYSTEM THAT IMPLEMENTS A 'ONE-SIZE-FITS-ALL' MODEL IS DESTINED TO FAIL IN ITS INTENTIONS

Michael White (Mercury, 18/07/16) picks up on the problems faced by children and by families when the model requires movement from one form of education and care setting to another, across a day and across a week, as families seek quality provision for their children while they work.

ECA therefore suggests that the focus should be on creating collaborative clusters of family centres, child care, playgroups and schools to offer seamless education, care and family support.



GLENORCHY CITY COUNCIL MULTICULTURAL COMMUNITY SPACES PLAN



Public Summary Version

Version Control

Version	Date	Author	Description
FINAL	07/09/2016	Plan C and Pearler	Submitted for GCC Adoption.

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Plan C



FOR:



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Acronyms

Abbreviation /acronym	Explanation
AFL	Australian Football Club
CBD	Central Business District
CPTED	Crime prevention through environmental design
DSS	Department of Social Services (Commonwealth Government)
GCC	Glenorchy City Council
HSS	Humanitarian Settlement Services
KGV	King George V Precinct
LGA	Local Government Area
LINC	Libraries in Tasmania
MAC	Moonah Arts Centre
MCC	Moonah Community Centre
MCOT	Multicultural Council of Tasmania
MONA	Museum of Old and New Art
MRC	Migrant Resource Centre
N/A	Not applicable
Old MAC	Old Moonah Arts Centre, also known as the Hopkins Street Centre.

Acronyms continued...

PA	Public address system
PCYC	Police Citizens Youth Club
State	Tasmania
Study Area	Glenorchy City Council LGA
Target group 1	Emerging and newly arrived multicultural groups
Target group 2	Young people from multicultural groups
Target group 3	Established multicultural groups
TBC	Too be confirmed
WIFI	Wireless internet access
YMCA	Young Men's Christian Association

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Executive Summary

Project Background

Glenorchy City, located in the northern part of the greater Hobart region, is characterised by its high representation of multicultural communities arising from historic and recent waves of migration. The Tasmanian Government provided funding to Glenorchy City Council (GCC) to develop the *Multicultural Community Spaces Plan* (*Plan*). The *Plan*'s purpose is to identify solutions to meet the varying needs of different multicultural groups for spaces and facilities in Glenorchy that will support their community, cultural and religious activities.

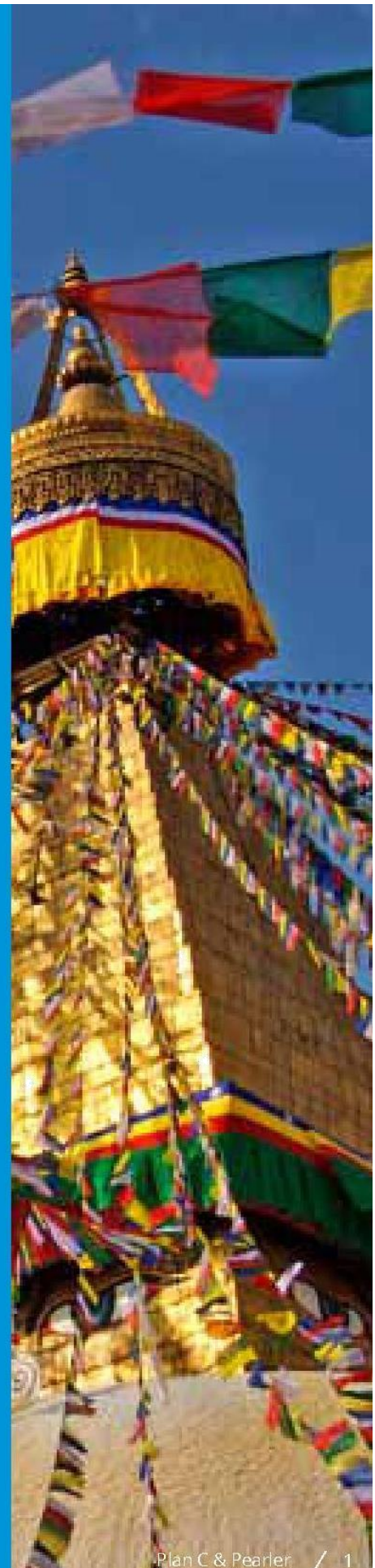
Multiculturalism is a very broad concept that describes differences in languages, ancestry, culture and religion (City of Hobart, 2014). Retention of migrants through better access to and provision of spaces also plays a strategic role in encouraging groups to continue to reside in Hobart, which in turn supports state population growth and diversity objectives, as well as providing other community benefits.

Current Reality - Where are We Now?

Migration to Glenorchy

Glenorchy City and the greater Hobart region has long been a destination for overseas migrants, with high levels of European migrants arriving since the 1950's. Recently a rise in migrants from South East Asia, Central and West Asia, and Africa, representing almost one third of arrivals in the greater Hobart region, have settled in the Glenorchy LGA.

Glenorchy's high levels of cultural diversity is not evenly distributed across the LGA, with so-called "Beacons of Cultural Diversity" – suburbs with high representations of multicultural communities, including West Moonah, Moonah, Glenorchy, Lutana-Derwent Park, Montrose, and Chigwell.



Overseas migrants settle in Australia through the skilled, family and humanitarian migration programs. A large number of arrivals settled in Glenorchy and the greater Hobart region between January 2010 and December 2014 were from humanitarian programs.

Multicultural Services

Services to support humanitarian entrants on arrival, and throughout their initial settlement period (generally for the first 6 to 12 months), are funded under the Federal Government's Humanitarian Settlement Services (HSS) program and delivered by external service providers including CatholicCare Tasmania, Migrant Resource Centre (Southern Tasmania) (MRC), and Red Cross Tasmania.

Multicultural Council of Tasmania (MCOT), a peak body run as a voluntary not-for-profit, also advocates for the rights and interests of multicultural groups in Tasmania.

Target Groups

Target groups were established to focus planning and consultation activities for the *Plan* most effectively under available project resources as directed by the project steering committee, and include:

- **Target Group 1** — Emerging and newly arrived multicultural groups with high levels of need for spaces and facilities to support their resettlement, who have generally been in the local area for less than five years.
- **Target Group 2** — Young people (aged 13 – 25 years of age) from multicultural backgrounds with high levels of need for spaces and facilities to support their social, recreational and educational development.
- **Target Group 3** — Established multicultural groups with varying levels of needs for spaces and facilities to support community, cultural, religious and faith-based activities, including groups generally settled for five years or longer, some groups that own and manage their own spaces and those seeking to develop facilities. It is important to note that individuals from some groups included in Target Group 3 continue to arrive to the present day



Image courtesy of d-olwen-dee



Current Use and Provision

A high level assessment identified how target groups' space and facility needs are currently being accommodated. The following spectrum of spaces was identified:

1. Community accommodated spaces (e.g. people's homes, rental houses)
2. Service sector supported spaces and facilities
3. GCC owned / controlled community facilities
4. Non-GCC community facilities, such as schools and other State-owned/controlled assets, privately owned spaces, and sporting, recreation, cultural, and religious clubs and facilities
5. Spaces owned by multicultural groups

Not all target group needs are currently being met, with varying barriers to participation between groups.

Facility Audit

Audits were conducted on seven GCC-owned and five non-GCC owned facilities in the Glenorchy LGA. Audit criteria were informed by the project Steering Committee to supplement standard community planning and architectural criteria. Key findings indicated:

- Five (5) GCC facilities were considered **suitable**, with immediate capacity to support multicultural groups, including Moonah Community Centre (MCC), Old MAC, Cresswell Beakley Stand (Level 3), Berriedale Hall and Chigwell Barn.
- Four (4) non-GCC owned facilities were identified as **potentially suitable** to meet needs, included Glenorchy Masonic Hall, Cosgrove High School, Glenorchy Primary School and German Club.

A number of additional spaces and facilities were identified that could not be audited within the scope of the study, or sat outside of the study area, but could accommodate the needs of multicultural groups. Additional guidance on these is provided in project recommendations.

Desired Future – Where Do We Want To Be?

Community Engagement

The three Target Groups were engaged through five separate but linked consultation programs that engaged 91 participants in total, representing approximately 24 different multicultural groups. There were an additional 14 groups contacted several times by the project team who did not participate in engagement.

Outcomes of the engagement program for each target group are summarised in the table below.

Target Groups	Key Consultation Outcomes
Target Group 1: Emerging and Newly Arrived Multicultural Groups	• Old MAC is the preferred space for development of a potential Multicultural Hub for smaller scale events and activities (up to 200 people) • Other GCC-owned spaces and facilities (e.g. MCC) would also be required to meet the likely demand for cultural and faith based activities, particularly on weekends, afternoons and evenings • Non-GCC owned spaces and facilities are also needed to meet the potential demand for larger scale (above 200 people) activities, include Royal Hobart Showgrounds, School facilities (i.e. Cosgrove High School) and potentially facilities owned and leased by other multicultural groups (e.g. German and Polish Clubs)
Target Group 2: Young People	• Level 3, Cresswell – Beakley Stand was identified as the preferred location for a drop-in youth facility offering after school, weekend and holiday programming, supported by MRC (as a tenant in KGV), and GCCs youth team • YMCA Glenorchy have expressed interest in providing programs for young people from multicultural backgrounds, which will be further explored in the implementation of the Plan • Sports clubs in the KGV Precinct could also deliver sports activities programming for young people with multicultural backgrounds
Target Group 3: Established Communities	• Other GCC-owned spaces and facilities (e.g. MCC) could meet some of the potential demand for cultural or faith based activities, particularly on weekends, afternoons and evenings. • Facilities owned / leased by other multicultural groups potentially including Italian Club, German Club, Polish Club, and Australian Croatian Club which may have excess capacity for similar purposes. • There is a range of barriers that prevent multicultural communities accessing appropriate spaces including: cost to hire, insurance, awareness of spaces, literacy and capacity challenges within some communities. • Specific groups are interested in developing their own facilities for religious and faith-based purposes including Sikh and Hindu groups.

Action Planning – How Do We Get There?

Recommendations

Target Groups	Recommendations
Target Group 1: Emerging and Newly Arrived Multicultural Groups	• GCC to provide use of the existing Old MAC building to become a dedicated Multicultural Hub for the next five years as a transitional space for Target Group 1 – Emerging and Newly Arrived Migrants and other multicultural groups use, at the lowest cost possible, provide maintenance, and potentially minor capital works • Identify a provider from the multicultural service sector to manage and operate the facility through an Expression of Interest (EOI) process, including dedicated human resources (on a part-time or casual basis) • GCC and the sector to broker access for groups to larger scale facilities (for events above 200 people) through a dedicated community development program • Funding to support implementation will be sought from all levels of government
Target Group 2: Young People	• Provide the Cresswell-Beakley Stand (Level 3) as a supported, part time youth space to meet the needs of young people from multicultural backgrounds for after school and weekend drop-in activities and services, managed by MRC • Continue engagement with sports groups and service sector (i.e. multicultural and youth) regarding the delivery of a multicultural youth space in KGV precinct • Undertake master planning for the whole KGV Precinct to address needs for various user groups, including safety and CPTED considerations, connectivity to Glenorchy CBD and to address other relevant planning, design and management issues
Target Group 3: Established Communities	• Develop strategies and solutions that reduce the barriers to entry and increase access to community spaces and facilities for all multicultural groups, through: - Service providers brokering outcomes between groups and space providers through the community development program described in the Plan Appendices - Providing GCC-owned facilities for as low a cost as possible - Cost effective insurance cover, possibly held by the sector or by GCC, to enable increased ad hoc usage by target groups - Communications and information materials to promote opportunities - Development of a website for information and/or online / digital (application based) booking system • Establish a forum with relevant stakeholder groups to explore the issues and barriers to the development of places of worship for faith-based communities • Support the establishment of a whole of government approach to facilitate the development of places of worship in the greater Hobart region that clarifies a preferred development approach and manages community concern

1. Introduction

1.1 Project Background

Glenorchy City Council's (GCC) Local Government Area (LGA) is located in the northern part of greater Hobart region. Historically, multicultural groups and migrants have chosen to live in Glenorchy since European settlement in the 1870's, with further waves of migration since the 1950s.

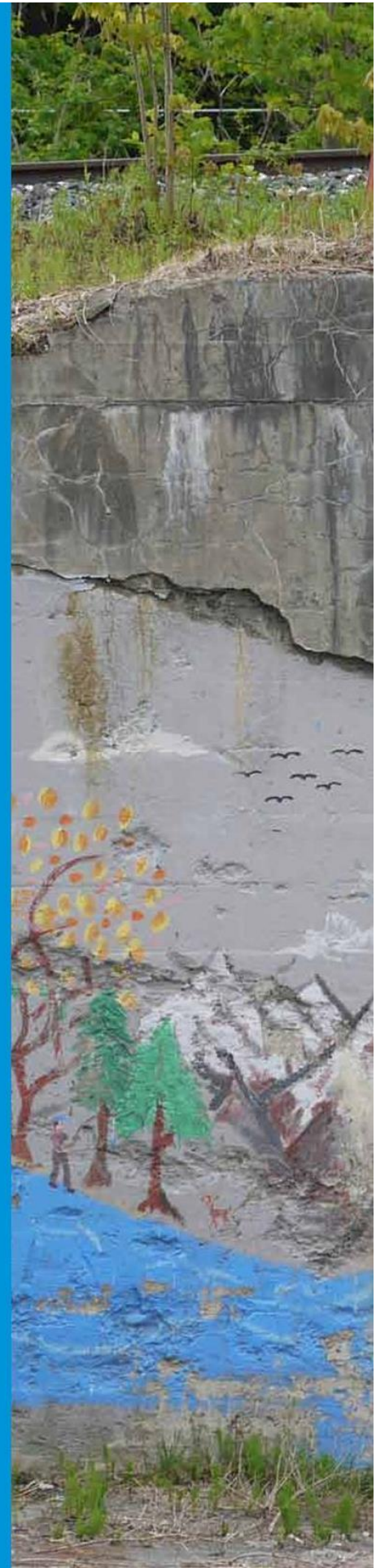
Glenorchy continues to be a popular destination for multicultural groups to the present day, with a number of humanitarian and other migrant entrant groups settling in the local area over the last ten years.

In February 2014, the Tasmanian Government announced the release of funding for GCC to develop the Multicultural Community Spaces Plan (*Plan*). The *Plan* aims to identify solutions to meet the varying needs of different multicultural groups for spaces and facilities to support community, cultural and religious activities.

Funding for the development of the *Plan* followed an unsuccessful bid to develop a Sikh Temple in the local area after a series of meetings with local community groups and politicians. This encouraged local and state governments and the sector to look more closely at the spatial community space needs and barriers facing local multicultural groups.

At a state level, the retention of multicultural groups within Tasmania is supported as a key objective to growing the State's population and diversity.

GCC commissioned Plan C and Pearler, Community Planners and Architects, to prepare the Plan.



1.2 Project Methodology

1.2.1 Planning Process

Data was gathered from a variety of sources in preparation of the *Plan*, both primary and secondary, through the activities listed below:

1. Review of background information
2. Audit of facilities in the existing network
3. Engagement with internal and external stakeholder groups, including:
 - Elected representatives and GCC officers
 - Steering Committee Members comprising multicultural service sector and representatives from three levels of government
 - Representatives from local multicultural community groups
4. Drafting of Action and Implementation Plans
5. Plan review and adoption

1.3 Plan Structure

The Plan is structured to reflect the four stages of community planning, and includes the following sections:

Section 2: Current Reality – Where are we now?

Section 3: Desired Future – Where do we want to be?

Section 4: Action Planning – How do we get there?

Section 5: Implementation Plan – Are we getting there?

Detailed outcomes and other resources arising from the project are provided as appendices in a separate volume to further support the Plan's recommendations, and include:

- **Appendix A:** Background to the Multicultural Services Sector
- **Appendix B:** Facilities Audit
- **Appendix C:** Community Engagement
- **Appendix D:** Facilities Upgrades and Approaches
- **Appendix E:** Places of Worship
- **Appendix F:** Brokering Access to Spaces
- **Appendix G:** Stakeholder Database



Image courtesy of Rebecca Siegel

2. Current Reality

Where are we now?

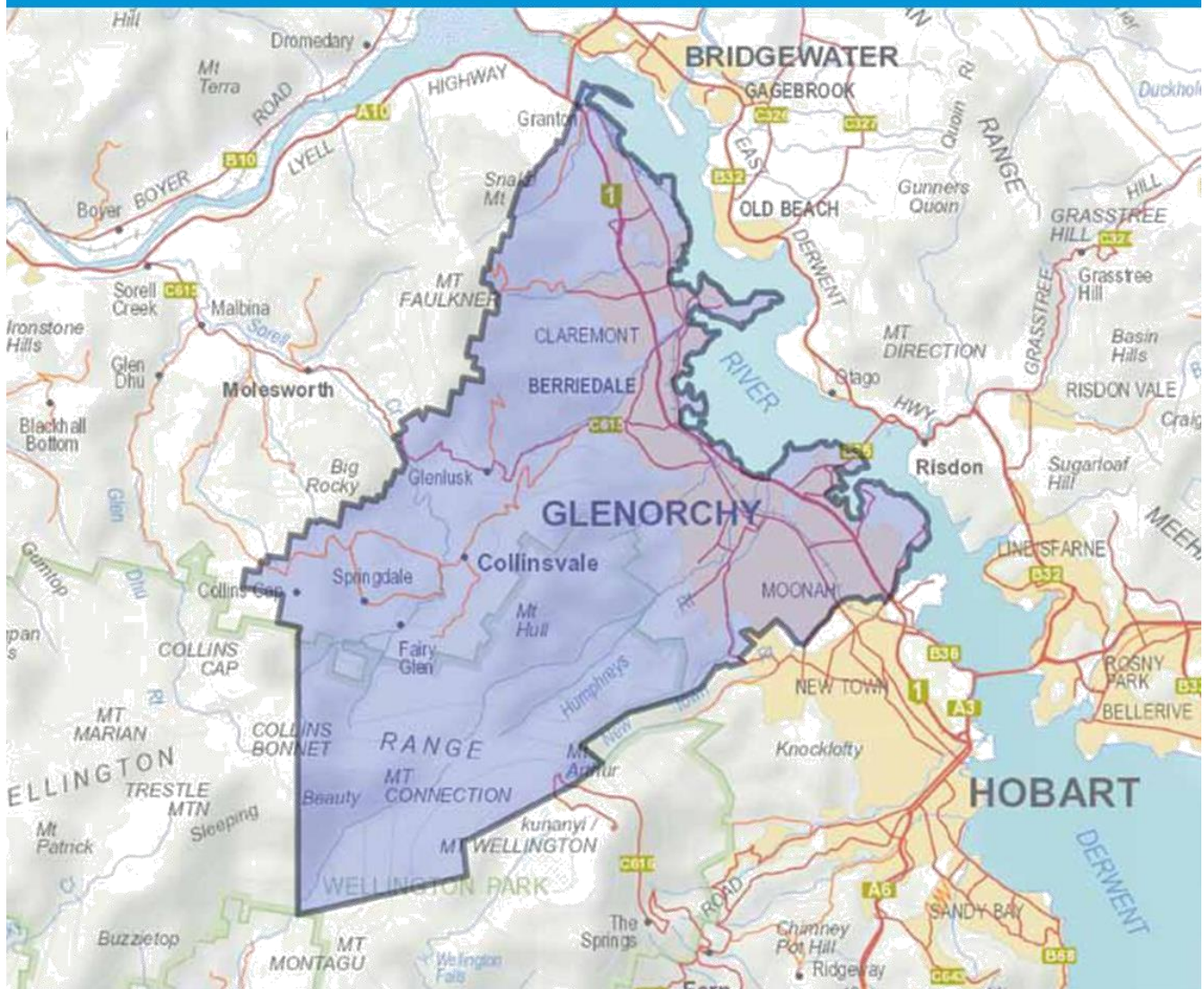


Figure 2.1: Glenorchy City Council Area

2.1 Study Area

Glenorchy LGA has the third largest population in the greater Hobart region, with an estimated residential population of 45,622 people at June 2014 (ABS, 2015), covering a total area of 120.9 km².

GCC's jurisdictional area includes the suburbs of Glenorchy, West Moonah, Moonah, Berriedale, Chigwell, Collinsville, Rosetta, Claremont, Lutana, Derwent Park, Goodwood, Collinsvale, Granton, Austin's Ferry, Montrose and sections of Wellington Park.

The Glenorchy LGA area is depicted in **Figure 2.1**.



2.2 Multicultural Communities

2.2.1 Cultural Diversity in Glenorchy

Glenorchy's community is characterised by high levels of multiculturalism¹, measured within this project by residents that speak a language other than English at home (LOTE), representing 7.4 % of the LGA population in June 2011, which was higher than the Greater Hobart region (6.4%), and Tasmania as a whole (4.5%) (Profile Id, 2015).

However, cultural diversity is not evenly distributed across Glenorchy LGA, with so-called "Beacons of Cultural Diversity" – suburbs with high representations of multicultural communities. These include the suburbs of West Moonah (17.8%), Moonah (15.6%), Glenorchy (14.5%), Lutana-Derwent Park (10.7%), Montrose (10.5%), and Chigwell (10.3%) (GCC 2015a).

GCC celebrates multiculturalism through a number of programs and events such as the popular Moonah Taste of the World Festival, which has been held for the last five years in Benjafield Park in Moonah.

2.2.2 Migration to Glenorchy

Glenorchy City and the broader Hobart region has long been a destination for overseas migrants since European settlement in the 1870's and high levels of European migrants arriving since the 1950s.

In the past ten years, a rapid rise in migrants settling has been experienced, with 31.3% of overseas born people arriving between 2001 and 2011 (GCC, 2015b). A total of 1,199 migrants settled in the Glenorchy LGA between 2010 and 2015, representing 29.7% of arrivals in the greater Hobart region from regions and countries outlined below (DSS, 2015) (see **Table 2.1** and **Figure 2.1**).

Table 2.1: Migrant Arrivals – Regions, Countries and Ethnic and Cultural groups

Region	Countries	Additional Ethnic and Cultural Minority Groups Identified
South East Asia	Thailand	
	Bhutan	
	Nepal	
	Burma	Karen Community from Southern Burma
Central and West Asia	Iran	
	Afghanistan	Afghan-Hazara Community
	Pakistan	
Africa	Ethiopia	
	Eritrea	
	Democratic Republic of Congo	
	South Sudan	

¹ Multiculturalism is a very broad concept that describes differences in languages, ancestry, culture and religion (City of Hobart, 2014).

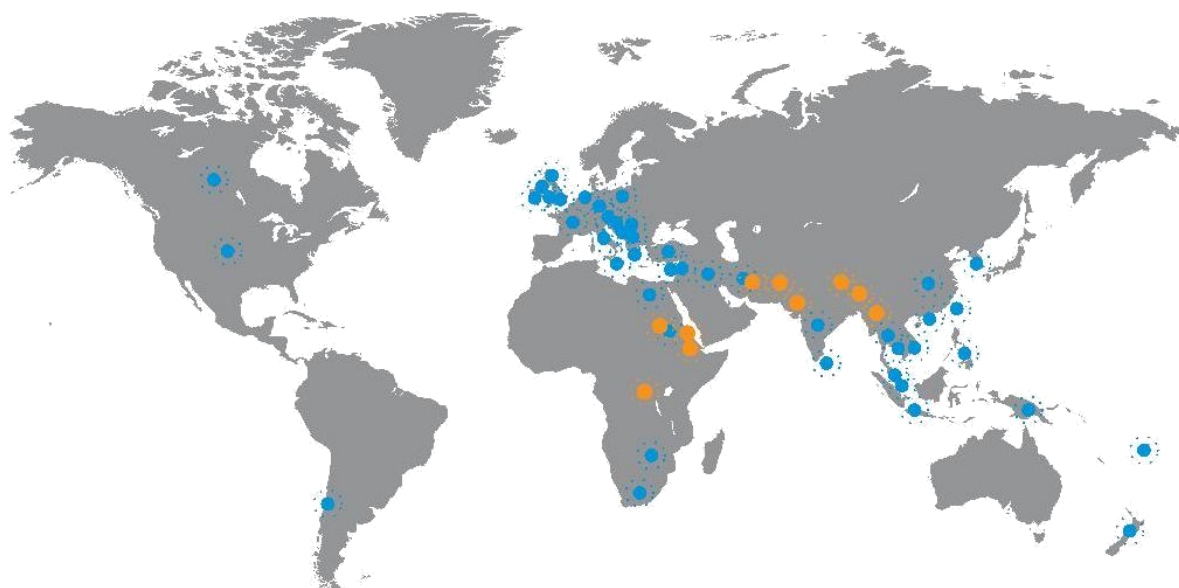


Figure 2.2: Origins of Multicultural Communities in Glenorchy LGA

Established Communities

Countries of origin for multicultural groups who have been **settled in Glenorchy for sometime**, generally more than 5-10 years, with ongoing migration being experienced within some communities.

Emerging & Arriving Communities

Countries of origin for the most **recently arrived groups**, generally within the last five years, who are a current focus for settlement services provided by the sector.

2.2.3 Humanitarian Migration

A number of pathways exist for settlement in Australia, which include skilled and family migration as well as the Australian government's refugee and humanitarian programme.

Refugee and humanitarian entrant programme visas include:

- Refugee Visa (Subclass 200)
- In-country Special Humanitarian (Subclass 201)
- Emergency Rescue Visa (Subclass 203)
- Woman at Risk (Subclass 204).

Special Humanitarian Programme Visas (Subclass 202) are also available for people proposed by a family member living in Australia. In Tasmania, 2,038 humanitarian arrivals settled between January 2010 and December 2014, with the Greater Hobart region receiving 53.6% of those settled across the State (DSS, 2015).

2.2.4 Multicultural Services Sector

Services to support humanitarian entrants on arrival, and throughout their initial settlement period (generally for the first 6 to 12 months), are funded under the Federal Government's Humanitarian Settlement Services (HSS) program. External providers deliver services under the HSS Program on behalf of the Federal Government (via Department of Social Services – DSS).

CatholicCare Tasmania is currently the HSS service provider for Southern Tasmania.

The Migrant Resource Centre (MRC) and CatholicCare Tasmania provide longer-term post HSS settlement support (for up to five years from arrival) under separate DSS grant funded services.

Red Cross Tasmania provide services for people that are affected by migration providing health and mental health, and financial support for clients, as well as for other members of the broader community.

The Multicultural Council of Tasmania (MCOT) is a peak advocacy body for migrant led community cultural organisations with more than 50 member organisations state-wide.

To find out more about the multicultural services sector in Glenorchy and Greater Hobart region see **Appendix A**.

2.3 Target Groups

A broad range of multicultural groups have been identified in the study area ranging from groups that have settled for longer periods of time, to those newly arrived. The following target groups were established to focus planning and consultation activities most effectively, based on advice from the Steering Committee:

- **Target Group 1** — Emerging and newly arrived multicultural groups with high levels of need for spaces and facilities to support their resettlement, who have generally been represented in the local area for less than five years
- **Target Group 2** — Young people (13 – 25 years of age) from multicultural backgrounds with high levels of need for spaces and facilities to support their social, recreational and educational development
- **Target Group 3** — Established multicultural groups with varying levels of needs for spaces and facilities to support cultural, religious and faith-based activities, including groups settled for five years or longer, some groups that own and manage their own spaces, and those seeking to develop facilities. It is important to note that individuals from some groups included in target group 3 continue to arrive to the present day

A community engagement approach was devised and implemented for each Target Group following identification of high-level space opportunities to frame the engagement approaches for each group.

The steering committee made clear the need to identify real space opportunities to present for community consideration during engagement.

2.4 Existing Spaces and Facilities

2.4.1 Current Use and Provision

Table 2.2 provides a high-level assessment of how the needs of project target groups are **currently being accommodated** across a spectrum of spaces. This includes private and public spaces that meet some groups' community, cultural, or religious needs. The spectrum of spaces includes:

1. Community accommodated spaces (e.g. people's homes, rental houses)
2. Key service sector supported spaces and facilities
3. GCC owned / controlled community facilities
4. Non-GCC community facilities, including:
 - Schools and other State-owned/controlled assets
 - Privately owned and vacant commercial spaces
 - Sporting, recreation, cultural, and religious clubs and facilities
5. Spaces owned by multicultural groups

Not all community group needs are currently being met. There are barriers to participation that vary between groups. This is discussed further in **Section 3.0**.

2.4.2 Planning Districts

For the purposes of this project community facilities in Glenorchy have been categorised into three planning districts including (see **Figure 2.1**):

- **Southern District** concentrated around the suburb of Moonah
- **Central District** concentrated around Glenorchy CBD
- **Northern District** including the suburbs of Chigwell and Berriedale

Figure 2.3 shows the location of existing Council and non-Council facilities and other important points of interest within these districts.

Table 2.3 lists existing facilities and services within each planning district and how this provision relates the spectrum of spaces currently used by multicultural groups.

Table 2.2: Spaces and Facilities currently used by Multicultural Groups

Target Group	Spectrum of Spaces and Facilities				
	1. Community accommodated (resident's houses)	2. Key Service sector supported	3. GCC-owned	4. Other Non-GCC	5. Owned by community groups
Target Group 1 Emerging and newly arrived multicultural groups	▪ Karen (Burmese) ▪ Bhutanese ▪ Nepali ▪ Iraqi ▪ Iranian ▪ Afghan Hazara ▪ Afghan communities ▪ Sudanese ▪ Ethiopian.	▪ Needs catered for by multicultural services sector	▪ MCC ▪ Old MAC ▪ New MAC ▪ Chigwell Barn ▪ Berrisdale Hall.	▪ Cosgrove High School ▪ Glenorchy Primary School ▪ Royal Hobart Showgrounds ▪ Other facilities.	
Target Group 2 Young people from multicultural backgrounds		▪ Needs catered for by multicultural and youth services sector		▪ Cosgrove High School ▪ Glenorchy Primary School ▪ LINC Building.	
Target Group 3 Established multicultural groups	▪ Sikh ▪ Hindu ▪ African communities ▪ Others.	▪ Some of the needs catered for by the multicultural services sector	▪ MCC ▪ Old MAC ▪ Chigwell Barn ▪ Berrisdale Hall.	▪ YMCA, Glenorchy.	▪ Polish Club ▪ Chinese Club ▪ Italian Club ▪ Hellenic Club Hobart ▪ Australian Croatian Club ▪ Australian German Club.

Figure 2.3: Distribution of Facilities and Services across Planning Districts

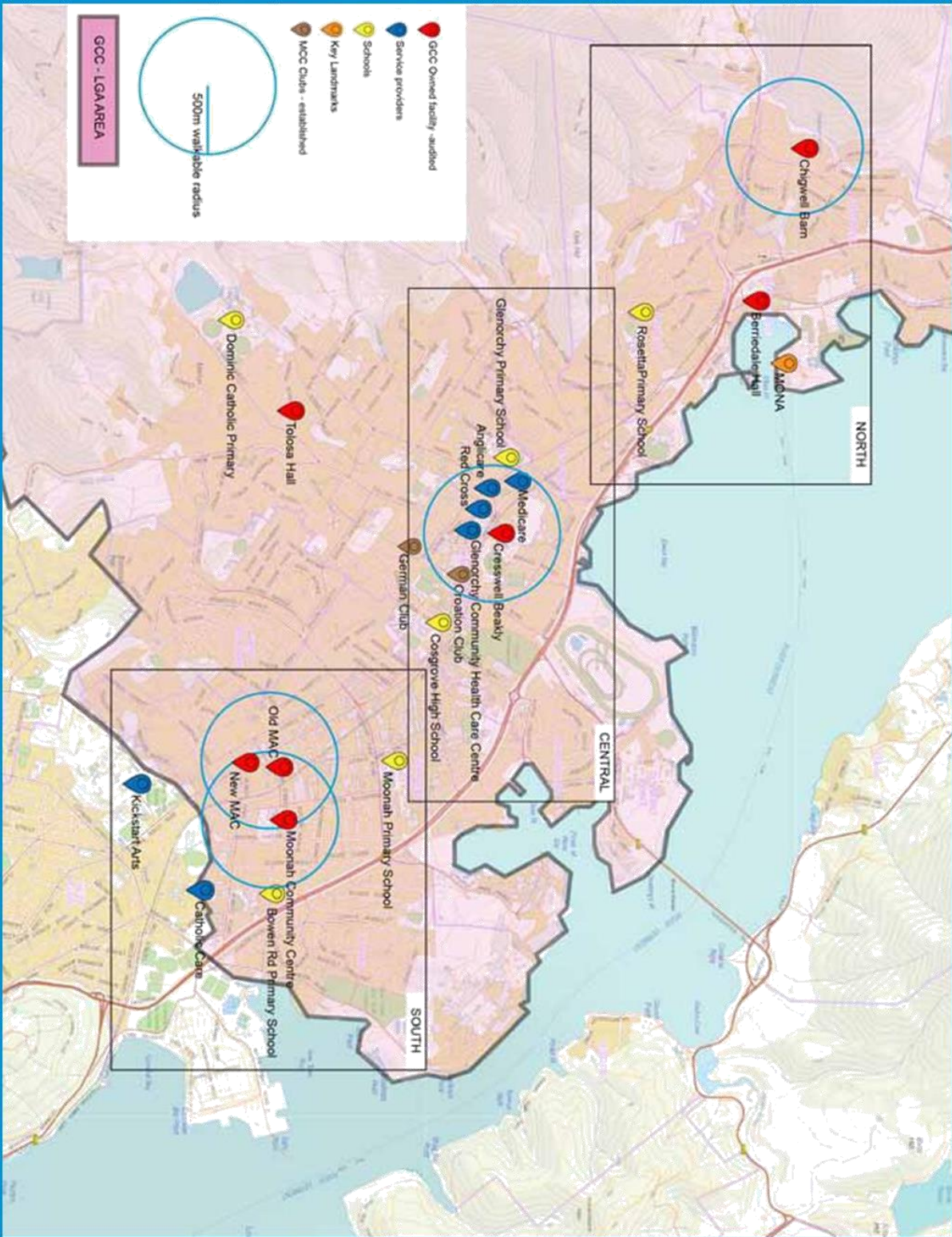


Table 2.3: Existing Facility Provision based on Planning Districts and Typologies

No.	Name	Suburb	Spectrum				
			1. Community accommodated	2. Service Sector Supported	3. GCC owned	4. Other Non-GCC	5. Owned by community groups
1. Southern District							
1.1	Moonah Community Centre	Moonah					
1.2	Old Moonah Arts Centre (MAC) ¹	Moonah					
1.3	New MAC	Moonah					
1.4	Catholic Care	New Town					
1.5	Kickstart Arts Centre	New Town					
1.6	Moonah Primary School	Moonah					
1.7	Bowen Road Primary School	Moonah					
1.8	West Moonah Community House	Moonah					
2. Central District							
2.1	Cresswell – Beakley Stand (Level 3)	Glenorchy					
2.2	Tolosa Hal	Tolosa					
2.3	Anglicare	Glenorchy					
2.4	Medicare	Glenorchy					
2.5	Redcross	Glenorchy					
2.6	Glenorchy Primary School	Glenorchy					
2.7	Cosgrove High School	Glenorchy					
2.8	Glenorchy Community Health Centre	Glenorchy					
2.9	Linc Building Tasmania	Glenorchy					
2.10	Derwent Entertainment Centre	Glenorchy					
2.11	Glenorchy Masonic Hall	Glenorchy					
2.12	German Club	Glenorchy					
2.13	Golden Years	Glenorchy					
2.14	Ukrainian Hall	Glenorchy					
2.15	Australian Croatian Club	Glenorchy					
2.16	Royal Hobart Showgrounds	Glenorchy					
3. Northern District							
3.1	Berriedale Hall	Berriedale					
3.2	Chigwell Barn	Chigwell					
3.3	Bucaan Community House	Chigwell					
3.4	Rosetta Primary School	Rosetta					
3.5	Mt Faulkner Primary School	Chigwell					

² **Note:** Old MAC is also known internally to GCC as the Hopkin's Street Centre.

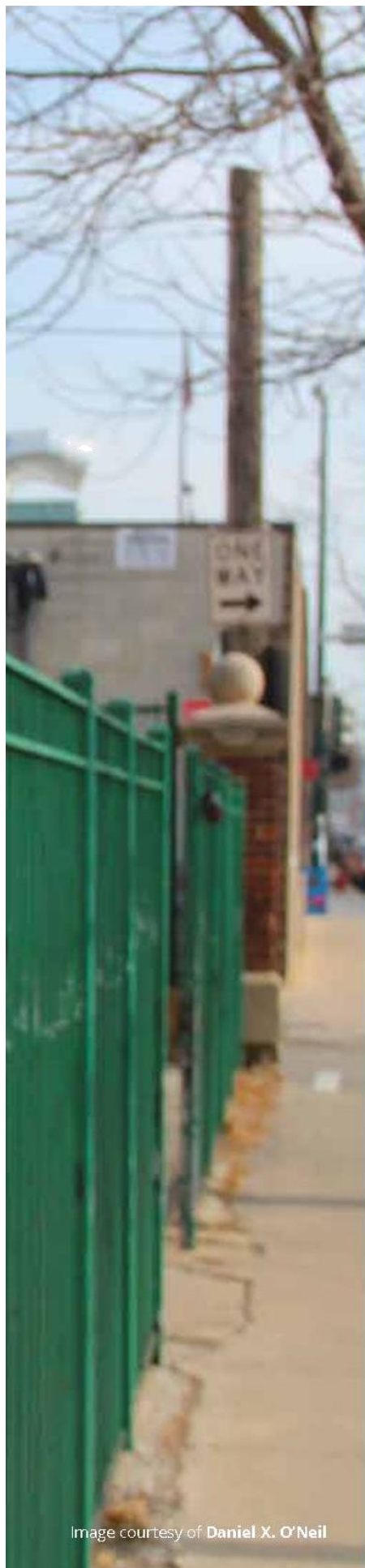


Image courtesy of Daniel X. O'Neil

2.4.3 Facilities Audit

An audit of community facilities was conducted to develop an initial baseline of community space opportunities, understand barriers to access, and the suitability of spaces for use by project Target Groups. More information about the audit findings is provided in **Appendix B**.

In summary, audits were conducted on seven GCC-owned and five non-GCC owned facilities in the Glenorchy LGA.

Key findings include:

- Five GCC facilities were considered appropriate with immediate capacity to support multicultural groups, including:
 - Moonah Community Centre (MCC)
 - Old MAC (Hopkin's Street Centre)
 - Cresswell Beakley Stand (Level 3)
 - Berriedale Hall
 - Chigwell Barn
- Four Non-GCC owned facilities were identified as potentially suitable to meet community needs, including:
 - Glenorchy Masonic Hall
 - Cosgrove High School
 - Glenorchy Primary School
 - German Club.

A number of additional spaces and facilities were identified but could not be audited within the scope of the study, or sat outside of the study area, but could potentially accommodate the needs of multicultural groups. Recommendations provided in this Plan include longer-term consideration of these spaces through inter-LGA collaborations and information sharing as outlined in the appendices.



3. Desired Future

Where Do We Want to Be?

3.1 Community Engagement

3.1.1 Program

GCC, Plan C, Pearler and MRC engaged with Target Groups to identify their current and future needs to gather, meet and participate in cultural and religious practice, with the detailed outcomes of engagement presented in **Appendix C**.

The consultation program incorporated:

- Five separate consultation streams, where data was collected through a number of different tools and techniques

- At least 91 participants across all consultation activities

- Representation from approximately 24 different multicultural groups from the Study Area.

- An additional 14 groups were contacted several times by the project team but did not participate in engagement.

For more information about the consultation program and activities see **Table C.1** in **Appendix C**.



3.1.2 Findings

Target Group 1 – Emerging and Newly Arrived Multicultural Groups

Of all facilities available, stakeholders within this group indicated their preference to use the existing Old MAC facility for smaller-scale (less than 200 people) community, cultural, faith based, and other activities (e.g. language and computer classes, educational and governance).

Potential upgrades to the Old MAC Facility to improve the space for use by this group are provided in **Appendix D**. The demand is such that Old MAC could be allocated solely for the use by this group, multicultural young people and more established communities full time, and form a dedicated Multicultural Hub for Glenorchy.

Moonah is also the preferred location for a Multicultural Hub, given increased feelings of safety from participants, increased levels of diversity and a supportive local business sector in this local area.

Newly arrived migrant groups also identified that they need to access larger scale (above 200 people) cultural and faith-based activity spaces, which could be accommodated within non-GCC owned spaces and facilities, including the Royal Hobart Showgrounds, school facilities in the existing network (i.e. Cosgrove High School), and potentially facilities owned and leased by other multicultural groups (e.g. German and Polish Clubs).

Other GCC-owned spaces (such as MCC, Chigwell Barn and Berriedale Hall) are also likely to be required to meet the demand generated by this group, particularly on weekends, afternoons and evenings.

Target Group 2 – Multicultural Young People

Young people want an inclusive drop-in activity space held afterschool, on weekends and holidays with some activity segregation between genders and some shared activity times. Many multicultural young people live around Glenorchy. Existing youth environments including local schools, hangout spaces and shopping areas are also located in this local area and MRC a peak service provider has recently relocated to the KGV precinct. Creating a youth space in Glenorchy is therefore the preferred location, given these factors.



An opportunity to develop a facility at Level 3 of the Cresswell – Beakley Stand at the KGV precinct is being explored between GCC, the AFL Club and MRC, which is supported by GCC's Youth Services. MRC now operates from KGV and has some access to the Cresswell – Beakley Stand for 15 hours per week.

There is also potential to deliver programming through the YMCA and existing sports clubs in the KGV Precinct in further support of a multicultural youth facility at this location. Potential upgrades to the Cresswell-Beakley Stand to improve the provision of spaces and facilities, based on outcomes of consultation with Target Group 2, are provided in **Appendix D**.

Target Group 3 – Established communities

Facilities owned / leased by established multicultural groups including the German, Polish, Chinese, Croatian, Greek and Italian communities, accommodate the majority of their community events and activities, except for large scale events (up to 1,500 people). Some of these spaces and facilities could also support the needs of other multicultural groups if there is excess capacity.

Detailed space and facility needs and potential opportunities for individual multicultural groups identified through engagement activities are outlined in **Table C.2** in **Appendix C**.

An indicative calendar of religious holidays and events for emerging and established multicultural communities, illustrating likely high demand periods, is also presented in **Figure C.1** and **C.2** in **Appendix C**. The calendar was established via research and engagement with community representatives to indicate peak times of demand and usage.

Places of Worship

Faith-based communities continue to settle in Glenorchy LGA and Greater Hobart region and some of these groups seek to develop their own places of worship with capacities to accommodate between 300 – 1,000 people.

Direct engagement with representatives of the Sikh and Hindu communities identified need for dedicated places of worship in Glenorchy LGA or the Greater Hobart region as follows:

- The Sikh community requires a temple with a capacity of 600 – 1,000 people, a separate space to share food, a kitchen to prepare food, 100 car parks, a residence for Akal Takht (Sikh Clergy), and supporting amenities and facilities.

- The Hindu community requires a temple with a capacity of 150 – 300 people, including a hall of approximately 20 m by 15 m, with a kitchen to prepare food, and supporting amenities and facilities.

Currently, the Sikh community's needs are being partly met through a residence and shed on a 5 acre block that is situated in Roches Beach in Clarence LGA that is leased, however the community aspires to develop a facility in the Glenorchy or surrounding area as many community members live in this area.

The Hindu community owns a parcel of land earmarked for development for their purposes situated in Bridgewater, Brighton LGA.

There are a range of other smaller multicultural communities who are not currently seeking to develop their own places of worship but are addressing these needs through private spaces or the temporary use of GCC and non-GCC community facilities, as outlined in the appendices.

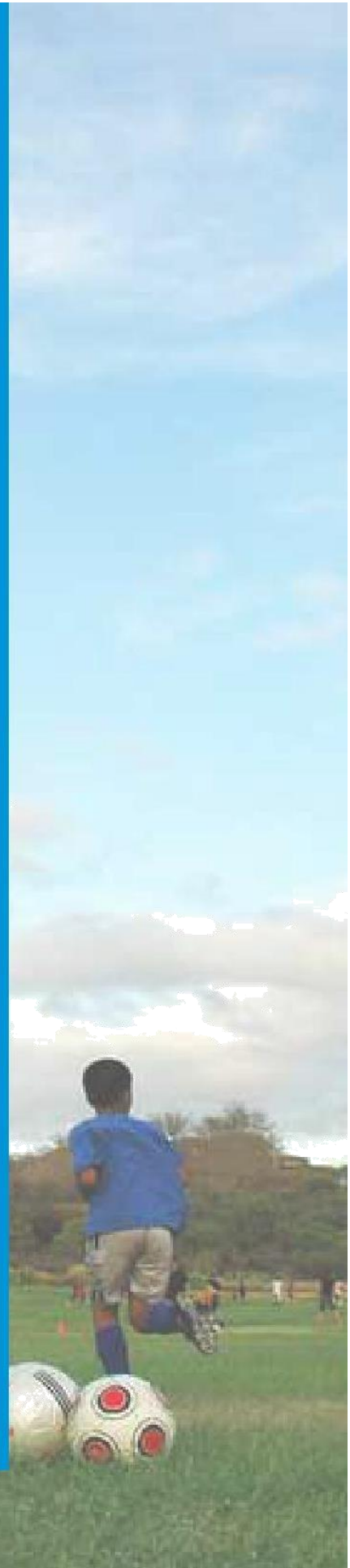
Establishing dedicated places of worship and associated facilities is challenging from a number of perspectives including:

- Planning and development expertise and financial resources available to multicultural groups wishing to develop a place of worship
- The lack of current forward planning guidance on appropriate locations for these facilities from state and local government
- A current lack of coordination between local governments comprising the greater Hobart metropolitan area and the state government to plan for appropriate sites
- Managing potential community opposition
- Lack of an existing process that addresses the above issues

Barriers to Entry

Engagement activities with multicultural groups, both emerging and established groups, identified barriers for entry to access community spaces that include costs of hire, insurance considerations, security systems and cleaning requirements.

Other barriers include the level of organisational capacity within some multicultural groups and associations, availability of children's activities, transport and car parking at community spaces and facilities.



4. Action Plan

How do we get there?

4.1 Key Recommendations

Key recommendations to support the provision of space and facilities to meet the needs of multicultural groups in the Glenorchy and broader Hobart region include:

Target Group 1 – Emerging and Newly Arrived Multicultural Groups

1. GCC to provide use of the existing Old MAC to become a Multicultural Hub for the city for a minimum of five years. The Hub will act as a dedicated and transitional space focusing on the needs of Target Group 1 and other multicultural groups use via GCC contributions that include:

- Minimal fees to a service provider to lease and operate
- Providing ongoing maintenance costs
- Undertaking small-scale capital works, should they be needed (subject to negotiation)

2. Identify a service provider from the multicultural service sector to manage and operate the facility for the first two years of operations through an Expression of Interest (EOI) process, including a requirement for dedicated human resources (on a part-time or casual basis) to:

- Provide ongoing management and assistance to groups and individuals using the Hub
- Establish and facilitate an Advisory Committee (or other structure) with representatives of emerging multicultural groups to ensure effective governance and operations
- Establish and implement a booking system that will be negotiated in advance (three months) for scheduled and casual bookings
- Build capacity of representatives and members of multicultural groups to be able to access and use other facilities and spaces
- Where appropriate, facilitate connections with local groups, residents and businesses to build awareness and support the Hub

3. GCC and the sector to broker access for groups to larger scale facilities (for events above 200 people) by continuing to manage ad hoc requests and ultimately via a dedicated Community Development Program. For more information about brokering spaces please see **Appendix F**.

The existing Old MAC Facility is intended to primarily support Target Group 1 as a priority user group, but other groups can be accommodated as well if capacity exists. An affordable fee structure needs to be established that provides preference to Targeted Groups that increases for other community groups similar to the pricing structure for New MAC.

It is expected that the first year of operations at Old MAC will be exploratory and firmer governance and operational guidelines established as more resources are available and knowledge about usage preferences are more defined.

Target Group 2 – Young People

1. Provide the Cresswell-Beakley Stand (Level 3) to be used and managed part time as a youth facility for young people from multicultural backgrounds for after school and drop-in activities and services. MRC is the preferred operator of this facility given its operations run from the adjacent and connected KGV facility.
2. Continue ongoing engagement with sports groups and service sector (i.e. multicultural and youth) regarding the delivery of a multicultural youth space in KGV precinct.
3. Undertake master planning for the whole KGV Precinct to address needs for various user groups, including safety and CPTED and improved connectivity to the Glenorchy CBD.

Target Group 3 – Established Groups

1. Develop strategies and solutions that reduce the barriers to entry to increase multicultural groups access to community spaces and facilities, via:
 - Service providers brokering outcomes and connecting groups to spaces based on the spatial opportunities outlined in Appendix C and process outlined in Appendix F
 - Providing GCC-owned facilities at lowest cost possible to multicultural groups to hire for events and activities, which can be approved by GCC's General Manager on a one-off basis
 - Potentially providing insurance cover to multicultural groups through a group policy potentially managed by a Service Provider
 - Developing communications and marketing materials in appropriate languages, using materials from this study, to be distributed by the sector to inform multicultural communities representatives about the spaces and facilities available, booking process and facility management requirements
 - Development of an online / digital (application based) booking system that provides multicultural communities with current information about availability
2. Establish a forum with relevant stakeholders from State agencies, local governments, the sector and relevant community leaders to explore the constraints and opportunities around the development of places of worship for faith-based communities.
3. Support the development for a preferred approach to facilitate the development of places of worship for faith-based communities in Glenorchy and greater Hobart region that manages potential community concern. Preferred approaches for facilitating the development of places of worship are provided in Appendix E.



4.2 Key Principles

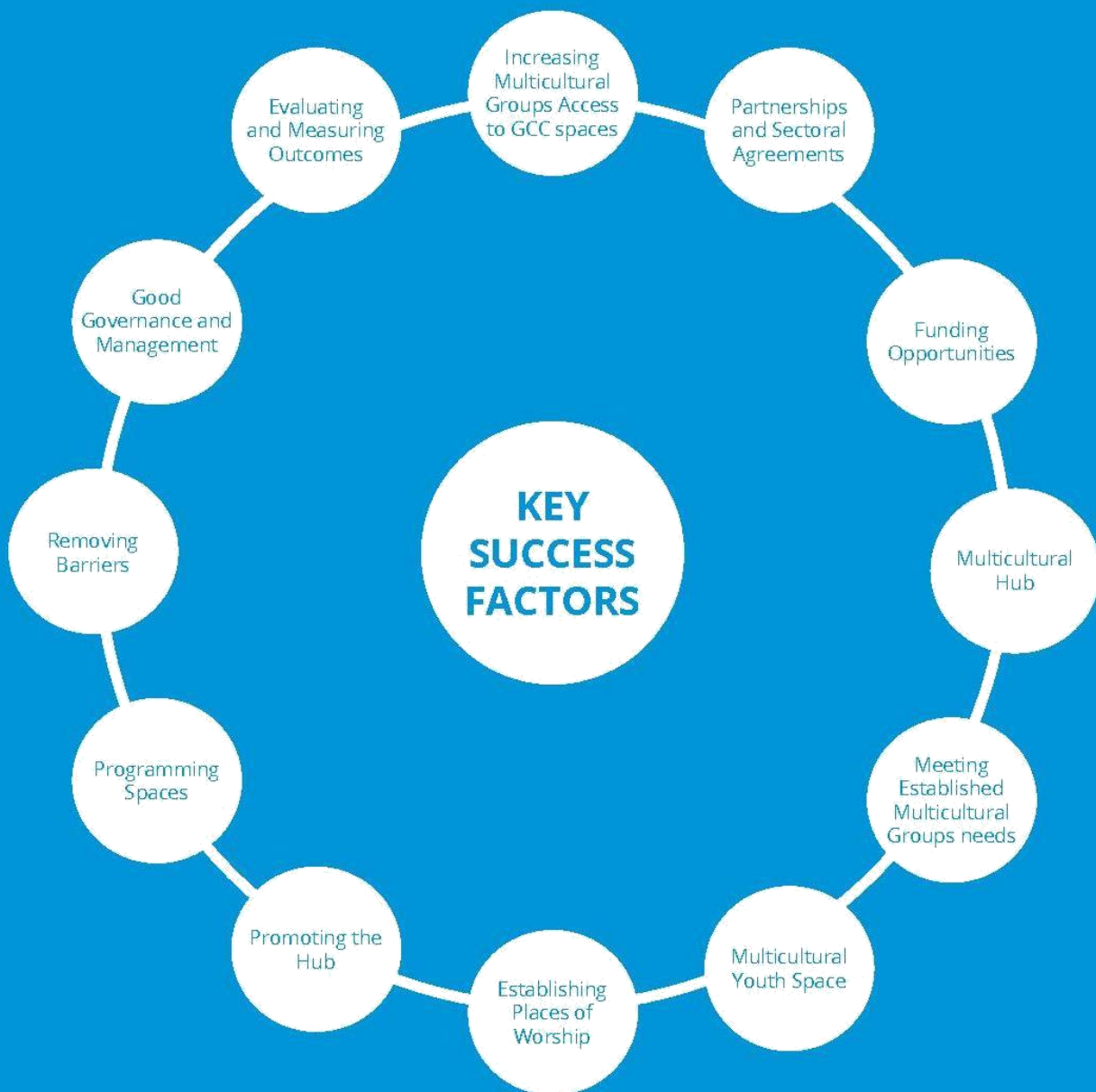
The key principles required to underpin the achievement of the Plan's recommendations include the following approaches.

Table 4.1: Key Principles

Key Principle	Description
Partnerships approach	High levels of complexity for the delivery of spaces and facilities to meet the needs of multicultural groups, and therefore the delivery of solutions to increase access and provision requires the involvement and resources from all stakeholder groups working in partnership, including: GCC, other Hobart metropolitan LGAs, State and Federal Governments, Multicultural services sector and broader community in Glenorchy LGA.
Maximising Outcomes	Outcomes can be maximised via: ▪ Provision of spaces, maintenance and capital works at the lowest cost possible ▪ Utilising human resources from existing funded programs to assist in the delivery of outcomes ▪ Partnerships with external groups and philanthropic groups where possible e.g. Welcoming Cities Australia ▪ Use of volunteers ▪ Supporting multicultural community members through increased capacity to deliver outcomes for themselves and provide support to other groups ▪ Maximising future funding opportunities to attract more resources
Addressing highest levels of need first	Prioritising the highest levels of need first to associate, gather and participate in cultural, religious and education activities, via: ▪ Creating a supported space for emerging and newly arrived migrant communities and multicultural young people who have the least resources ▪ Brokering improved space outcomes for established groups by matching up needs with opportunities and removing barriers
Incrementalism	The <i>Plan</i> includes guidance on roles, programs and projects that can be implemented when funding does become available to the sector or within GCC as outlined in appendices. An incrementalist approach to implementation is recommended using these materials when resourcing is available.

4.3 What Success Looks Like

Figure 4.1: Key Success Factors



4.4 Action Plan

Funding and Implementation

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
1. Increasing Multicultural Groups Access to GCC spaces						
1.1	Provide use of the existing Old Moonah Arts Centre (Old MAC) to become a dedicated Multicultural Hub over the next five years as a transitional space for newly arrived migrants and other multicultural groups use. GCC provides the facility at lowest cost possible, provide maintenance, some security measures and includes improvements into the capital works program where possible.	- GCC				
1.2	Appoint a Hub Operator for the first two years of operations via an EOI process with providers from the sector.	- GCC				
1.3	Provide additional capacity and space for multicultural groups to deliver events and activities at the Moonah Community Centre (MCC), via an appropriate and affordable fee structure and preferential bookings for emerging and established multicultural community groups.	- GCC - Sector				
1.4	Progress the development of a youth facility in the KGV precinct to meet the needs of children and young people from multicultural backgrounds in Glenorchy CBD.	- GCC				
2. Develop Partnerships and Sectoral Agreements						
2.1	Develop a Sector Partnership Agreement outlining the roles and contributions of various members of the sector to assist implementation of the Plan. Roles include facility provision (GCC), management and operations (multicultural services), funding (whole of government), volunteering and contribution to outcomes (multicultural groups) participation and awareness (broader community).	- GCC - All levels of Government - Sector - Community Groups				
2.2	Review GCC's existing structures and internal committees that work with multicultural groups. Develop a GCC multicultural framework to guide Council in relation to priorities and actions within the Glenorchy community. The framework will build on the concepts recommended in this Plan.	- GCC				

		Timeframes			
		Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
No.	Actions and Tasks	Who?			
3. Identify Funding Opportunities to Support Implementation					
3.1	Identify and seek funding opportunities from local, State and Federal Governments, philanthropic groups and other sources.	- Sector - GCC - State Government - Federal Government			
3.2	Develop proposals and grant funding applications individually or in partnership (refer Action 2.1). Discuss and allocate resources from organisations to support application drafting and development.	- GCC with relevant stakeholders			
3.3	Continue to lobby with stakeholders and elected representatives from the State and Federal Governments to lobby for funding on an ongoing basis.	- GCC with relevant stakeholders			
4. Planning and Design for the Multicultural Hub					
4.1	Identify any relevant planning controls and restrictions in the <i>Glenorchy Interim Planning Scheme</i> (2015) that may apply to potential uses and upgrades identified in Appendix E for the proposed <i>Multicultural Hub</i> at Old MAC.	- GCC			
4.2	Review design and cost estimates for the potential upgrades of spaces and facilities in the proposed <i>Multicultural Hub</i> in appendices. Build these upgrades into GCC's capital works program.	- GCC			
4.3	Develop proposals and grant funding applications to deliver potential upgrades of spaces and facilities not included in GCC's capital works program for the <i>Multicultural Hub</i> .	- GCC - Service provider			
4.4	Undertake upgrades to spaces and facilities in the <i>Multicultural Hub</i> .	- GCC - Service provider			
5. Planning for the Needs of Established Groups					
5.1	Seek funding and resources to broker outcomes and opportunities via a dedicated community development program described in Appendix F .	- GCC - Service Provider - Whole of government			
5.2	Identify and broker opportunities for co-sharing arrangements of existing facilities owned / leased by established groups (eg. Croatian Club) with other multicultural groups in the Glenorchy LGA and the broader Hobart region, via Community Development Program in Appendix F .	- GCC - Service Provider - Community Groups - Whole of government			
5.3	Partner with the YMCA to determine which groups they can accommodate at their facility based on information provided in this Plan.	- Sector			
5.4	Provide established groups with information and resources (online and hardcopy) in appropriate language to raise awareness about the availability of community facilities for hire, booking system and other requirements.	- Sector - GCC/Greater Hobart Councils			

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
6. Planning and Design for Multicultural Youth Space						
6.1	Further progress negotiations around part-time use of the Cresswell-Beakley Stand (Level 3) and broker an appropriate agreement to meet the needs of young people from multicultural backgrounds for after school and weekend drop-in activities and services.	- MRC - GCC - Sports groups				
6.2	Develop a youth program for a worker based in the space to meet the needs of young people and undertake community development activities with surrounding user groups. Refer to appendices for further detail.	- MRC				
6.3	Ensure the master planning process for the KGV Precinct addresses the needs for various user groups, safety and CPTED issues, and improved connectivity with Glenorchy CBD.	- GCC				
7. Planning and Development of Places of Worship						
7.1	Establish a planning and development process for places of worship to meet the needs of faith-based multicultural groups (e.g. Sikh, Hindu and other communities) by firstly facilitating the stakeholder forum as outlined in Appendix E .	- State Government - Greater Hobart Councils - GCC - Multicultural groups				
7.2	Work with stakeholders from the Tasmanian State Government to include places of worship within zoning of planning schemes in Tasmania (if necessary), so that development applications can be appropriately assessed. If appropriate, develop and approve new provisions in the Tasmanian planning system to include zoning for places of worship. Refer Appendix E .	- GCC - State Government - Greater Hobart Councils				
7.3	Determine if planning restrictions apply for the development of places of worship in commercial or industrial zones in Moonah, given it is a location with high levels of support to migrants.	- GCC				
7.4	Develop criteria and undertake a site investigation process to identify potential sites and parcels of land appropriate for places of worship within the Glenorchy LGA and broader Hobart region.	- GCC - Greater Hobart Councils				
7.5	Negotiate with representatives from Sikh and Hindu communities about potential sites appropriate for places of worship under the new provisions. Encourage communities to arrange funding from locally based and mainland groups to finance development costs.	- GCC - Community Groups - Greater Hobart Councils				
7.6	For promising sites, require preparation a Development Plan from proponents to better understand likely impacts and opportunities. The Development Plan should include a communications and engagement approach that considers immediate neighbours, surrounding community and peak local business groups.	- Multicultural - Community Groups				

			Timeframes			
No.	Actions and Tasks	Who?	Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
8. Promoting the Multicultural Hub						
8.1	Develop a Communication Strategy to increase awareness of the implementation of the <i>Plan</i> , especially the <i>Multicultural Hub</i> , including a press release with key messages and via other avenues such as the Glenorchy Gazette, Moonah Business Association meetings and via networks.	- Plan C - GCC				
8.2	Deliver a welcome event for the <i>Multicultural Hub</i> that will launch the re-branded facility to newly arrived migrants, multicultural groups and the broader community.	- GCC - Service Provider				
8.3	Promote involvement and participation of <i>Multicultural Hub</i> stakeholders within existing programming and events (e.g. Moonah Taste of the World).	- GCC - Hub user groups - Multicultural services				
8.4	Use traditional and online communications and marketing materials and tools to promote programming and services, and events and activities at the Hub to the broader community.	- GCC - Hub user groups - Multicultural services				
9. Programming Spaces						
9.1	Connect with other Old MAC users such as the local Sunday market operator to increase participation opportunities in the <i>Hub</i> for the broader community.	- Hub operator				
9.2	Develop partnerships with local not-for profit groups (e.g. Lions and Church groups) and surrounding businesses via the Moonah Business Association to increase their involvement and participation in the events and activities delivered at the <i>Multicultural Hub</i> .	- Hub operator				
9.3	Integrate children's spaces into the upgrade of the <i>Multicultural Hub</i> and other facilities (e.g. MCC) to enable increased participation of parents from multicultural communities who might otherwise be unable to attend.	- GCC - Hub operator				
9.4	Develop an initial program of youth activities and services that will be delivered by MRC's youth workers with support from GCC, and other sports clubs at the Cresswell-Beakley stand.	- MRC				
Governance and Management						
10. Governance Model for the Multicultural Hub						
10.1	Develop appropriate governance approaches and models for the <i>Multicultural Hub</i> with the aim of building capacity of multicultural groups, promoting use by the sector and increased awareness and involvement by the broader community. Consider inclusion of a Community Advisory Committee with representation from GCC, Service Providers and Target Group 1 representatives.	- GCC - Hub operator				
10.2	Develop and implement an evaluation process for the <i>Multicultural Hub</i> and provide an outcomes report following the first 12 months of operations to better understand future needs or challenges.	- GCC - Hub operator				
10.3	Develop a GCC plan for the operational components of the <i>Multicultural Hub</i> over the next financial year.	- GCC				

Governance and Management

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
11. Removing Barriers to Multicultural Communities Access to Community Facilities						
11.1	Work with specialist insurance brokers and firms to determine the most cost effective ways of reducing public liability burdens to groups wanting to use community spaces, including: • Coverage held by peak groups, incorporated not for profit groups or service providers • Changes to GCC's policies to reduce these barriers • Access to micro grants for communities to cover insurance costs	- GCC - Service Providers - Hub operator				
11.2	Develop traditional and online communications and information materials and tools to inform members of multicultural groups about the available facilities and booking system, which can be translated into the appropriate languages.	- GCC - Multicultural services				
11.3	Investigate online and digital platforms (e.g. app-based) for the booking system to support multicultural groups using the Multicultural Hub and hiring other facilities, with opportunities for the program and availability to be updated automatically or remotely.	- GCC - Hub operator				
11.4	Deliver training and education programs to community representatives and customer service staff within GCC (where necessary) to improve understanding and build capacity and ultimately increase access to community facilities.	- GCC - Multicultural Services - Hub operator				
11.5	Provide ongoing support for multicultural groups to book and hire community facilities.	- Hub operator - Part-time or Volunteer Settlement Workers - Hub Community Advisory Committee				
12. Evaluate and Measure Outcomes						
12.1	Undertake an annual review of KPIs to evaluate and measure the outcomes for multicultural communities delivered by the Plans implementation.	- GCC				

5. Implementation Plan

Are we getting there?

5.1 Overview

Effective, efficient and coordinated implementation of the Plan will be evaluated and measured through key performance indicators (KPIs) (see **Table 5.1**) that identify measurable outcomes for the priority actions and projects that have been identified in **Section 4**.

Annual measurement of outcomes is recommended as a key requirement for a steering committee or other structure established to implement this *Plan*.

Table 5.1: KPIs to Measure and Evaluate Implementation of the Plan

		Timeframes			
		Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
No.	Key Performance Indicators (KPIs)	Who?			
Strategy 1 – Funding and Implementation					
1.1	Old MAC (Hopkins Street Centre) provided by GCC for use as Multicultural Hub at lowest cost possible, reasonable maintenance provided, some security measures, and small scale improvements included into the capital works program.	- GCC			
1.2	Multicultural Hub operator appointed from sector following EOJ	- GCC - Sector			
1.3	Affordable fee structure and preferential bookings provided at the Moornah Community Centre (MCC) for emerging and established multicultural community groups.	- GCC			
1.4	Multicultural Youth Space established and operational at Cresswell-Breakley stand	- GCC - MRC			
Strategy 2 – Sector Partnership Agreement					
2.1	Partnership Agreement established	- GCC			
		- Whole of Government - Sector - Community Groups			
2.2	GCC Multicultural Framework established	- GCC			
Strategy 3 – Funding					
3.1	Adequate funding provided to project to support implementation of recommendations	- GCC - Whole of Government - Sector - Community Groups			
Strategy 4 – Hub Planning					
4.1	Identification of any relevant planning controls and restrictions that may apply to potential uses and upgrades for the proposed <i>Multicultural Hub</i> at Old MAC.	- GCC			
4.2	Design and cost estimates reviewed and built into the GCC's capital works program.	- GCC			
4.3	Old MAC improvements completed and ready for use.	- Hub Operator			

		Timeframes			
		Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
No.	Key Performance Indicators (KPIs)	Who?			
Strategy 5 – Planning for Established Groups					
5.1	Community development program to broker outcomes between groups and spaces delivered.	- GCC - Hub Operator			
5.2	YMCA working with some of the established multicultural groups to provide space for activities.	- GCC - YMCA			
5.3	Online and hardcopy communications and information materials developed in appropriate languages.	- GCC - Service Providers			
5.4	Increased access to existing community spaces for all target groups.	- GCC - Sector - Whole Government			
Strategy 6 – Multicultural Youth Space					
6.1	Multicultural Youth drop in space delivered in the Cresswell-Beakly Stand (Level 3).	- MRC			
6.2	Master planning process for the KGV precinct completed.	- GCC			
Strategy 7 – Places of Worship					
7.1	Planning and development process established for places of worship.	- GCC			
7.2	Forum for Greater Hobart LGAs, State Government, Sector and Community Representatives established.	- Greater Hobart LGAs - State Government			
7.3	Planning gaps or restrictions removed.	- Multicultural groups			
7.4	Appropriate sites identified.				
7.5	Community representatives understand planning and development requirements.				
7.6	Development plans in progress or completed.				
Strategy 8 – Promoting the Hub and Plan					
8.1	Communications delivered to increase community awareness of the implementation of the Plan, including key messages around the <i>Multicultural Hub</i> .	- GCC - Hub user groups			
8.2	Welcome event at the <i>Multicultural Hub</i> delivered.	- Multicultural services			
8.3	Broader community involvement in the <i>Multicultural Hub</i> .				

No.	Key Performance Indicators (KPIs)	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
Strategy 9 – Programming						
9.1	Partnerships with local not-for profit groups and surrounding <i>Hub</i> businesses developed.	- Hub Operator				
9.2	Traditional and online communications and information delivered to promote <i>Hub</i> programming.	- GCC - Multicultural services				
9.3	Children's space integrated into the upgrade of the <i>Multicultural Hub</i> and MCC.	- GCC - Hub Operator				
9.4	Initial youth activities program developed and delivered after school and on weekends at Cresswell-Beakley Stand.	- MRC				
Strategy 10 – Governance						
10.1	Governance model developed for the management of the <i>Multicultural Hub</i> .	- GCC - Hub Operator				
10.2	Evaluation process for the <i>Multicultural Hub</i> undertaken after 12 months of operation.	- Hub Operator - GCC				
10.3	GCC Operational Plan developed for the <i>Multicultural Hub</i> following first year of operations.	- GCC				
Strategy 11 – Governance						
11.1	Best and most cost effective ways of reducing public liability burdens to groups implemented.	- GCC - Sector				
11.2	Online and hardcopy communications and information materials developed and distributed to multicultural communities and sector.	- GCC - Sector				
11.3	Web and apps based platform re: space information, availability and bookings investigated and progressed.	- GCC - Sector				
11.4	Training and education programs with community representatives and GCC staff delivered.	- GCC - Sector				
Strategy 12 – Evaluation						
12.1	Annual review of KPIs	- GCC - Sector				

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Plan C

Pearler
another peculiar idea



GLENORCHY CITY COUNCIL MULTICULTURAL COMMUNITY SPACES PLAN



Appendices

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Glenorchy Multicultural Community Spaces Plan Appendices

Version Control

Version	Date	Author	Description
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Glenorchy Multicultural Community Spaces Plan Appendices

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Acronyms

Abbreviation /acronym	Explanation
AFL	Australian Football Club
CBD	Central Business District
CPTED	Crime Prevention Through Environmental Design
DPC	Department of Premiers and Cabinet (Tasmanian Government)
DSS	Department of Social Services (Commonwealth Government)
GCC	Glenorchy City Council
HSS	Humanitarian Settlement Services
KGV	King George V Precinct
LGA	Local Government Area
LINC	Learning and Information Network
MAC	Moonah Arts Centre
MCC	Moonah Community Centre
MCOT	Multicultural Council of Tasmania
MONA	Museum of Old and New Art
MRC	Migrant Resource Centre
N/A	Not applicable
Old MAC	Old Moonah Arts Centre, also known as the Hopkins Street Centre.
PA	Public address system
PCYC	Police Citizens Youth Club
State	Tasmania
Study Area	Glenorchy City Council LGA
Target group 1	Emerging and newly arrived multicultural groups
Target group 2	Young People from multicultural groups
Target group 3	Established multicultural groups
TBC	To be confirmed
WIFI	Wireless internet access
YMCA	Young Men's Christian Association

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Appendix A: Background to the Hobart Multicultural Services Sector

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Background

Services to support humanitarian entrants on arrival, and throughout their initial settlement period (mostly for the first 6 to 12 months), are funded under the Federal Government's Humanitarian Settlement Services (HSS) program.

External providers deliver services under the HSS Program on behalf of the Federal Government (via Department of Social Services – DSS). CatholicCare Tasmania is currently the HSS service provider for Southern Tasmania.

The Migrant Resource Centre (MRC) and CatholicCare Tasmania provide longer-term post HSS settlement support (for up to five years from arrival) under separate DSS grant funded services.

Red Cross Tasmania provides services for migrants including health and mental health, and financial support, as well as for other members of the broader community.

The Multicultural Council of Tasmania (MCOT) is the peak advocacy body for migrant led community cultural organisations with more than 50 members organisations statewide.

The services provided by the sector are outlined in **Table A.1**.

Table A.1: Multicultural Service Providers Consulted through the Project.

Name	Type	Key Services
1. MRC	Service provider (provides services for humanitarian entrants for ongoing resettlement))	- Provides services for humanitarian entrants, including: - Torture and trauma counseling services - Case management services - Community development services - Capacity building services such as driving and English language lessons - Migration advice - Youth programs - Provides other services for multicultural communities, including: - Employment - Mental health and - Aged care services
2. CatholicCare Tasmania	Service provider (early and ongoing resettlement)	- Provides services for humanitarian entrants from arrival (HSS), including: - High intensity and complex case management - Ongoing support for long-term resettlement, including case management services.
3. Red Cross	Service provider (provides services for people affected by migration).	- Provides services for people affected by migration, including: - Emergency financial services - Trafficked people services - Bi-cultural health services.

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Name	Type	Key Services
4. MCOT	Peak advocacy body for a multicultural Tasmania	- Provides services for multicultural groups in Tasmania, including: - Empowers people from diverse and multicultural backgrounds to have a voice in Tasmanian society - Advocates for human rights, social justice, equality and dignity for multicultural communities. Lobbying for equitable participation and access to services - Informs, raises awareness and promote cultures, languages and multicultural issues in the community - Supports migrant-led community cultural organisations in the work they undertake to support their communities

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Appendix B: Facilities Audit

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Methodology

Facilities and spaces were audited against assessment criteria (see Table B.1) that included strategic context, facility management, specific building outcomes, and priorities for multicultural communities.

Data was collected and catalogued using a variety of methods that included in situ site visits, review of facility information and data sets, consultation and mapping. A summary of findings from the audit of Council-owned facilities in the existing network is presented in Table B.2.

Table B.1: Assessment Criteria for the Facilities Audit

Considerations	Criteria
1. Strategic context	- Geographic location - Access to public transport (500 m walking distance) - Co-location of community services and other facilities.
2. Facility management	- Ownership and management arrangements - Management model - Current availability calculated from frequency of use on a daily basis - Affordability identified by fees and charges for facility hire.
3. Specific building outcomes	- Building type, scale, capacity and state of repair - Room size and scales - Amenities and services (e.g. toilets and kitchens) - Access and accessibility (e.g. car parking and disabled access).
4. Priorities for emerging communities	- Privacy, safety and security - Storage space - Other improvements required.

Findings

Full audits were conducted on a number of different facilities, including:

- Seven Council-owned facilities in the Glenorchy City
- Four non-Council facilities in the Glenorchy City.

A summary of findings from the audit of Council-owned facilities in the existing network is presented in Table B.2.

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Table B.2: Summary of Facility Audit Findings

		Management		Building Outcomes						Specific Built Form Outcomes					
No.	Name	Model	Fees (excl. GST, per hour)	Avail.	Room Capacity (Persons)					Total (people)	Cond. (1-5)	Kitchen	Privacy	Storage	Notes
					≤20	≤50	100	200	≥500						
1. Southern District															
1.1	MCC	GCC — for hire	\$29	Medium	1	1	0	1	0	300	4	Small	Good	Limited	Suitable for place of worship. Car park is unfenced to road. Safety and lighting is good in park.
1.2	Old MAC	GCC — for hire	\$29	High	2	0	0	1	0	250	4	Small	Good	Store room	Spill onto street for waiting area. No child safe areas co-located. Facility is currently vacant that can be programmed for multicultural groups small-scale activities and events.
1.3	New MAC	GCC — for hire	\$45 - \$320	Low	2	0	1	1	0	20 avail.	5	Commercial kitchen	Average	None	Low availability due to high levels of programming. A preference for arts programming rather than community.
2. Central District															
2.1	Cresswell – Beakley Stand (Level 3)	GCC — leased to AFL Club.	\$30	Medium	0	0	1	0	0	150	4	Small	Poor	Limited	AFL Club currently lease this facility from GCC, but MRC have requested that they can have use 1 day per week. This is to be clarified in further consultation activities.
2.2	Tolosa Hall	GCC — for hire	\$22	Low	0	1	0	1	0	200	4	Small	Average privacy	Under building	High levels of programming were observed. Remote location with limited accessibility to public transport.
2.3	Glenorchy Masonic Hall	Private — for hire	Under review	Low	1	0	1	0	0	120	3	Large	No data	None	Suitable as a place of worship with a large kitchen available to support small to medium events, and larger meetings.
2.4	Cosgrove High School	State — for hire	\$25	Low	0	1	1	1	0	300	4	Commercial kitchen	Good	Possible storage	Suitable as a place of worship, weddings and receptions, and larger gatherings / event. Some lockable storage. Low safety at night with CPTED upgrades needed. Potential

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Management							Building Outcomes					Specific Built Form Outcomes			Notes
No.	Name	Model	Fees (excl. GST, per hour)	Avail.	Room Capacity (Persons)					Total (people)	Cond. (1-5)	Kitchen	Privacy	Storage	
					20	50	100	200	500						
2.5	Glenorchy Primary School	State — for hire	TBC		0	0	1	1	0	300	3.5	Commercial kitchen	Good privacy	None	need for translated materials. Suitable for place of worship, large gatherings, weddings, receptions, with interest in working with multicultural groups.
2.6	German Club	Private — for hire	\$50	Low	0	0	2	0	0	150	4	Commercial kitchen	No data	None	Suitable for mid-week meetings, small gatherings, and larger groups accommodated outdoors. Potential temporary leases available for multicultural community to celebrate cultural and religious festivals.
3. Northern District															
3.1	Bernedale Hall	GCC — for hire	\$22	Low	0	0	1	0	0	70	4	Small	Medium	No data	Low availability due to high levels of programming and difficult to access. Facility could be a suitable place of worship. Provide storage for users, if multicultural groups use the facility.
3.2	Chigwell Barn	GCC — for hire	\$22	Medium	1	0	0	1	0	150	4	Small	Medium	None	

Note: Under review – data was not available due to the facilities having their fee structures under review at the time of audit.

Note: Fees correct at the time of reporting and subject to change.

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Council Facilities:

Five Council facilities were identified as appropriate with immediate capacity to support multicultural groups, including:

- Moonah Community Centre (MCC)
- Old MAC
- Cresswell-Beakley Stand (level 3)
- Berriedale Hall
- Chigwell Barn

Non-Council Facilities

Non-Council owned facilities identified as potentially suitable from the audits included:

- Glenorchy Masonic Hall
- Cosgrove High School
- Glenorchy Primary School
- German Club

There are a number of additional spaces and facilities that could not be audited within the scope of the study, or sat outside of the study area, but could accommodate the needs of multicultural groups, subject to further enquiry, including:

- YMCA, Glenorchy
- Royal Hobart Showgrounds (which has a variety of spaces provided for hire ranging in capacity from small spaces (less than 100 people) to larger scale spaces (up to 1,500 people))
- Australian Croatian Club, Glenorchy
- Australian Italian Club, North Hobart
- Polish Club, New Town
- Hellenic Club Hobart, North Hobart
- Ukrainian Hall, Glenorchy.

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Appendix C: Community Engagement

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Engagement Approach

GCC, Plan C, Pearler and MRC engaged with different multicultural target groups to identify their current and future needs to gather, meet and participate in cultural and religious practice, through investigation of the following lines of enquiry:

- Current events and activities
- Current provision of spaces and facilities
- Cultural, gender or religious considerations
- Potential barriers of entry
- Priorities
- Consideration of spaces and facilities identified in the audit process.

The broader community was also engaged to raise awareness about the Project.

Activities

A range of consultation activities were delivered to inform the development of the plan-making process, which are presented in **Table C.1**.

At a high level, the consultation program incorporated:

- Five separate consultation streams, where data was collected through a number of different engagement tools and techniques
- At least 91 participants across all consultation activities
- Representation from approximately 24 different multicultural groups from the Study Area.
- An additional 14 groups were contacted several times by the project team but did not participate in engagement.

Consultation activities engaged with different target groups and stakeholders, including:

- Target Group 1: Emerging and Newly Arrived Multicultural Groups;
- Target Group 2: Young People;
- Target Group 3: Established Multicultural Groups;
- Internal Stakeholder Groups, including:
 - Elected representatives; and
 - Council Officers.
- Broader community.

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Table C. 1: Consultation Activities Delivered to Engage Different Multicultural Groups and the Broader Community

Activity	Description	Groups engaged				Estimated No.	Groups represented
		Target Group 1	Target Group 2.	Target Group 3	Target Group 4		
1. Media release	Prepared a media release for Glenorchy Gazette (April 2016) to raise awareness of the Project.					N/A	N/A
2. Engagement brief	Developed for service providers to engage with multicultural communities through existing programming.					N/A	N/A
3. Service based engagement	Service providers engaged with newly arrived migrants and young people through outreach work, telephone and phone surveys, and follow-ups.					9 groups 32 young people.	Karen (Burmese), Bhutanese, Nepali, Iraqi, Iranian, Afghan Hazara, Afghani communities, Sudanese, and Ethiopian.
4. Representatives engagement	Engagement with the representatives of established multicultural groups through phone and online surveys.					14 groups.	African communities (all), Congolese Zimbabwean, Sierra Leonean, Croatian, Czech and Slovakian, Italian, Polish, Chinese, Indonesian, Vietnamese, Indian communities (all), Hindu and Sikh.
5. Enquiry-by-design process	Facilitated two workshops with newly arrived migrants and young people to present potential options and upgrades for available spaces and facilities.					19 adults 17 young people.	Karen (Burmese), Bhutanese, Afghan Hazara, Afghani communities, Congolese, Sudanese, and Ethiopian.
6. Moonah Businesses	Engagement with immediately surrounding businesses and peak business group in Moonah.					10 adults.	Moonah Business Association and individual businesses closest to Old MAC building.
7. Steering Committee Meeting	Key stakeholders from the sector and three levels of government					4 meetings.	All groups. Providing project direction, support, contacts and advice.

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Target Group 1: Emerging and Newly Arrived Multicultural Groups

Consultation activities were undertaken with Target Group 1 - Emerging and Newly Arrived Multicultural Groups in March 2016, and facilitated by Migrant Resource Centre (South Tasmania) (MRC) utilising bi-cultural workers.

Engagement tools included:

- Telephone interviews
- Outreach work
- Written surveys
- Follow-ups

Nine (9) different emerging and newly arrived migrant groups were engaged through these consultation activities (see **Table C.1** below).

There were also two (2) mixed groups that were engaged through these consultation activities, which included:

- Multicultural Friends of Parliament; and
- Hobart United Football Club.

Table C.2: Target Group 1 Participants

Target Group 1: Emerging and recently arrived groups	
Sudanese	Iranian
Ethiopian	Iraqi
Nepal	Afghan-Hazara
Karen (Burmese)	Afghani communities
Bhutanese	

Emerging and newly arrived multicultural groups identified their needs for spaces and facilities by providing answers to a number of different questions (based on the lines of enquiry), including:

- Potential activities and events for these community groups held throughout the year, in terms of type, estimated numbers of participants and likely timing of use (i.e. time of year and weekday)
- Preferred spaces and facilities for these community groups engaged from the sites for consideration
- Future space and facilities to meet the needs of these community groups
- Potential barriers for entry for these community groups to access spaces

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Target Group 2: Young People

Over the same period, Migrant Resource Centre (South Tasmania) (MRC) also delivered consultation activities with Target Group 2 – Young people from multicultural backgrounds utilising members of their youth team, via:

- Outreach work
- Written surveys
- Face-to-face discussions

There were 32 young people engaged in these consultation activities, with a higher representation of females compared to males comprising 59.3% and 40.6% of responses respectively.

Respondent's ages ranged from 13 to 25 years of age, with the average age for being 19 years of age. Seven (7) different emerging and newly arrived migrant groups were engaged through these consultation activities (see **Table C.2** below).

Table C.3: Youth Participants

Target Group 2: Young people from multicultural backgrounds	
Hazara	Iraqi
Bhutanese	Afghani
Nepali	Sudanese
Ethiopian	

Young people engaged identified their preferred activities and events, with consideration made for gender and cross-cultural groups for reporting purposes.

Target Group 3: Established Multicultural Groups

Daniel Pirie, Plan C, delivered consultation activities with Target Group 3 – Established Multicultural Groups, by engaging representatives from community groups and organisations either through telephone interviews or online surveys, with contact information provided by MRC and Council.

The consultation activities were delivered over three week period from Wednesday 20 April and Wednesday 11 April 2016.

During this period, there were 14 different established community groups engaged through consultation activities with 15 different representatives (see **Table C.3** below), with two (2) representatives from the Sierra Leone community being engaged through the process.

Table C.4: Target Group 3 Participants

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Target Group 3: Established multicultural groups	
Chinese	Congolese
Croatian	Czechs and Slovaks
Filipino	Hindu
Italian	Indonesian
Sierra Leone (2 representatives)	Lithuanian
Polish	Sikh
Vietnamese	Zimbabwean

Target Group 3 participants identified their needs for spaces and facilities by providing answers to a number of different questions (based on the lines of enquiry), including:

- Potential activities and events for these community groups held throughout the year, in terms of type, estimated numbers of participants and likely timing of use (i.e. time of year and weekday);
- Existing facilities and amenities currently used by these community groups;
- Future provision of future facilities and amenities to meet the need of these groups;
- Additional cultural considerations (e.g. cultural and religious);
- Potential barriers of entry that reduce access for these community groups to spaces; and
- Priorities for these community groups in terms of cultural and community spaces.

Internal Stakeholder Groups

Engagement with internal stakeholders from Council were delivered through face-to-face meetings conducted by the Consultant (Jim Gleeson –Plan C) and Council's Project Manager (David Ronaldson) on:

- Friday 15 April 2016
- Thursday 18 May 2016

A total of 13 different internal stakeholders were engaged through these consultation activities (see **Table C.5**), including:

- Nine (9) elected representatives (i.e. Alderman and Mayor); and
- Six (6) Council Officers from the Property, Planning and Youth Teams.

Table C.5: Internal Stakeholders

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#	Title	Name
1. Elected Representatives		
1.1	Alderman	Stuart Slade
1.2	Alderman	Jan Dunsby
1.3	Mayor	Kristie Johnston
1.4	Alderman	Harry Quick
1.5	Alderman	Steven King
1.6	Alderman	Christine Lucas
1.7	Alderman	Jenny Branch-Allen
1.8	Alderman	Haydyn Nielsen
1.9	Alderman	David Pearce
2. Council Officers		
2.1	Acting Property Coordinator	Richard Blackwell
2.2	Manager City Strategy	Tony McMullen
2.3	Manager Legal and Property	Kim Hudson
2.4	Acting Property Coordinator	Richard Blackwell
2.5	Youth Participation Officer	Willie Joseph
2.6	Youth Coordinator	Eliza Ryan

Internal stakeholders provided feedback on the provision of space and facility for multicultural groups, which included:

- Current provision and future demand for community facilities the study area
- Issues and opportunities for the provision of facilities to meet the needs of multicultural groups
- Priorities for the delivery of facilities that will meet the needs of multicultural groups
- Key success factors for the Project

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Additional Internal and External Stakeholder Meetings

Additional engagement with internal and external stakeholders to identify opportunities to support the delivery of priority actions in the Plan, which were delivered through face-to-face meetings conducted by the Consultant (Jim Gleeson – Managing Director of Plan C) held on a Thursday 18 May 2016.

A total of three different external stakeholders were engaged in this trip to the Study Area, including:

- Department of Social Services (DSS) represented by Barnaby Smith and Richard Potts
- Department of Premiers and Cabinets (DPAC) represented by Suzanne Mallick
- YMCA Glenorchy represented by Melissa Carlton (Facility Manager).

External stakeholder groups identified potential opportunities to support the implementation of the Plan in terms of:

- Funding
- Resources and capacity
- Governance and management

Enquiry by Design

Enquiry by Design (EbD) workshops were arranged and facilitated by the Consultant (Jim Gleeson, Plan C and Birdy Bird, Pearler), Council Officers (David Ronaldson and Jill Sleiters), and MRC's team, which were held on:

- Wednesday 18 May 2016 at the Old MAC Facility with representatives of Target Group 1 – Emerging and Newly Arrived Multicultural Groups;
- Thursday 19 May 2016 at the TAFE College in Hobart CBD with representative of Target Group 2 – Young People.

These workshops engaged a total of 27 people representing multicultural groups (see **Table C.6**) originating from:

- South East Asia, including Karen, Bhutanese, Thailand and Nepalese communities;
- Central and West Asia, including Afghanistan, Afghan-Hazara and Iraqi communities;
- African, including South Sudanese, Ethiopian, Eritrean, Congolese communities; and
- Other facilities, including Russian communities.

Representatives of multicultural groups identified potential upgrades and management considerations for Council-owned facilities including Old MAC facility and Cresswell-Beakley Stand (level 3).

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Table C.6: Multicultural Groups – Engaged in Enquiry by Design Workshops

#	Multicultural Groups	Number of Participants
Target Group 1 – Emerging and Newly Arrived Multicultural Groups		
1.1	Afghan-Hazara community	3 people
1.2	South Sudanese community	2 people
1.3	Karen community	1 person
1.4	Ethiopian community	1 person
1.5	Eritrean community	2 people
1.6	Bhutanese community	5 people
1.7	Congolese community	1 people
Total		15 people
Target Group 2 – Young People		
2.1	Afghan community	6 people
2.2	Thai community	2 people
2.3	Nepalese community	4 people
2.4	Iraqi community	1 person
2.5	Russian community	1 person
Total		14 people

Findings

Space and facility needs and potential opportunities for individual multicultural groups are outlined in **Table C.7**.

Figure C.1 and **C.2** provides indicative calendar of events and activities for emerging and established multicultural communities respectively, which was informed by a desktop research,

The purpose of these calendars was to identify if clashes are likely to occur if an appropriate single space for religious celebrations, for use by multiple groups, was identified in the *Plan*.

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Table C.7: Space and Facility Needs for Different Multicultural Communities Identified Through Consultation Activities

Groups	Estimated Population	Events and Activities	Potential Spaces and Facilities
1. Target Group 1 — Emerging Communities			
1.1 Bhutanese	Approx. 300 people	- Multiple events that occur over periods of time throughout the calendar year, that occur: - Mid-February to mid-April (up to 300 people) - Early to mid-October (up to 300 people) - Early to mid-November (up to 300 people) - Early December (up to 300 people).	All emerging and newly arrived multicultural groups needs could be met through the spaces and facilities in the existing network, including: - Old MAC is the preferred space for newly-arrived migrants as a potential Multicultural Hub to program for smaller scale events and activities (up to 250 people), including: - Cultural and faith-based activities; - Private events and activities; - Cultural and language education activities; - Governance and group meetings, and - Youth activities. - Other Council-owned spaces and facilities to meet the potential demand for cultural faith based activities, particularly on weekends, afternoons and evenings, including: - MCC; - Chigwell Barn; and - Bernedale Hall. - Non-council owned spaces and facilities likely to be needed to meet the potential demand for larger scale (above 250 people) cultural and faith-based activities, including: - Royal Hobart Showgrounds, Glenorchy with a variety of meeting spaces that can hold from 50–1,000 people; - School facilities in the existing network (i.e. Cosgrove High School); - Facilities owned and leased by other multicultural groups (e.g. German and Polish Clubs).
1.2 Nepalese	Approx. 400 people.	- Nepalese New Year, April (up to 400 people) - Buddha's Birthday, May (up to 400 people) - National Day, May (up to 400 people) - Multiple events from early to late August (up to 400 people) - Multiple events from early to late September (up to 400 people)	
1.3 Karen (Burmese)	Approx. 100 people.	- Karen New Year, January (100 people) - Martyr's Day, mid-April (100 people) - Lar Ko Kee Su, August (up to 100 people) - Karen Revolution Day, August (100 people).	
1.4 Iranian	Approx. 150 people.	Multiple historic, religious and cultural dates (up to 150 people)	
1.5 Afghan-Hazara	Approx. 50–80 families, based on estimates provided by the members of the Steering Committee.	Events in the Muslim calendar (Approx. 50–80 families).	
1.6 Afghanistan communities	Approx. 100 people.	Events in the Muslim calendar (up to 100 people).	
1.7 Sudanese	Approx. 30 people.	- National Day, early January (up to 50 people) - Independence Day, South Sudan, early July (up to 50 people).	
1.8 Ethiopian	Approx. 50 people.	National Day, early January (up to 50 people).	

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Groups	Estimated Population	Events and Activities	Potential Spaces and Facilities
2. Target Group 2 – Young People			
2.1 Young people		- Inclusive, drop-in activities held after-school, weekends and during school holiday for young people from multicultural backgrounds and the broader community. - Creation of a safe space within and surrounding - Safe drop off and pick up area and pedestrian link to Glenorchy CBD - Different programming and times of use based on gender - Informal recreational activities - Sporting activities - Educational activities such as homework support/ computer labs / access to photocopier and scanner.	- Level 3, Cresswell – Beakley Stand as a drop-in youth facility for after school programming, with the delivery supported by MRC and Council's youth team. - YMCA, Glenorchy to provide programming for young people from multicultural backgrounds, which will be further explored in the implementation of the Plan. - Sports clubs that exist in the KGV Precinct, which could deliver sports activities programming for young people with multicultural backgrounds.
3. Target Group 3 – Established Communities			
3.1 African communities (all)	300–500 people.	Easter and Christmas (100–300 people).	- Non-council owned spaces and facilities with larger capacity (above 300 people), including: - School facilities - Multicultural club owned / leased facilities - Royal Hobart Showgrounds - Other faith-based facilities.
3.2 Indian community (all)	More than 1,000 people.	- Holi – 'Festival of Colours' (600 people) - April Harvest (600 people) - Diwali – Festival of lights (600 people).	
3.3 Congolese community	50 people.	Independence Day (20 people).	- Other Council-owned facilities with spaces and facilities with small capacities, which could include: - MCC - Chigwell Barn - Bernedale Hall.
3.4 Zimbabwean community	50 people.	- Quarterly meetings (50–60 people) - Christmas and Easter (50–60 people)	
3.5 Sierra Leonean	150 people.	- Independence Day (100–150 people) - Childbirth ceremonies (100–150 people)	- Facilities owned / leased by other multicultural groups: - Italian Club - German Club - Polish Club - Australian Croatian Club.
3.6 Indonesian community	60–70 people.	- Indonesian Independence Day (70 people) - Muslim New Year (70 people) - Other social events (70 people).	
3.7 Vietnamese community	60 people.	- Chinese New Year (100–200 people) - Lantern Festival (100–200 people) - Monthly community meetings and BBQs (100–200 people).	- Other open space areas, including: - Tolosa Park

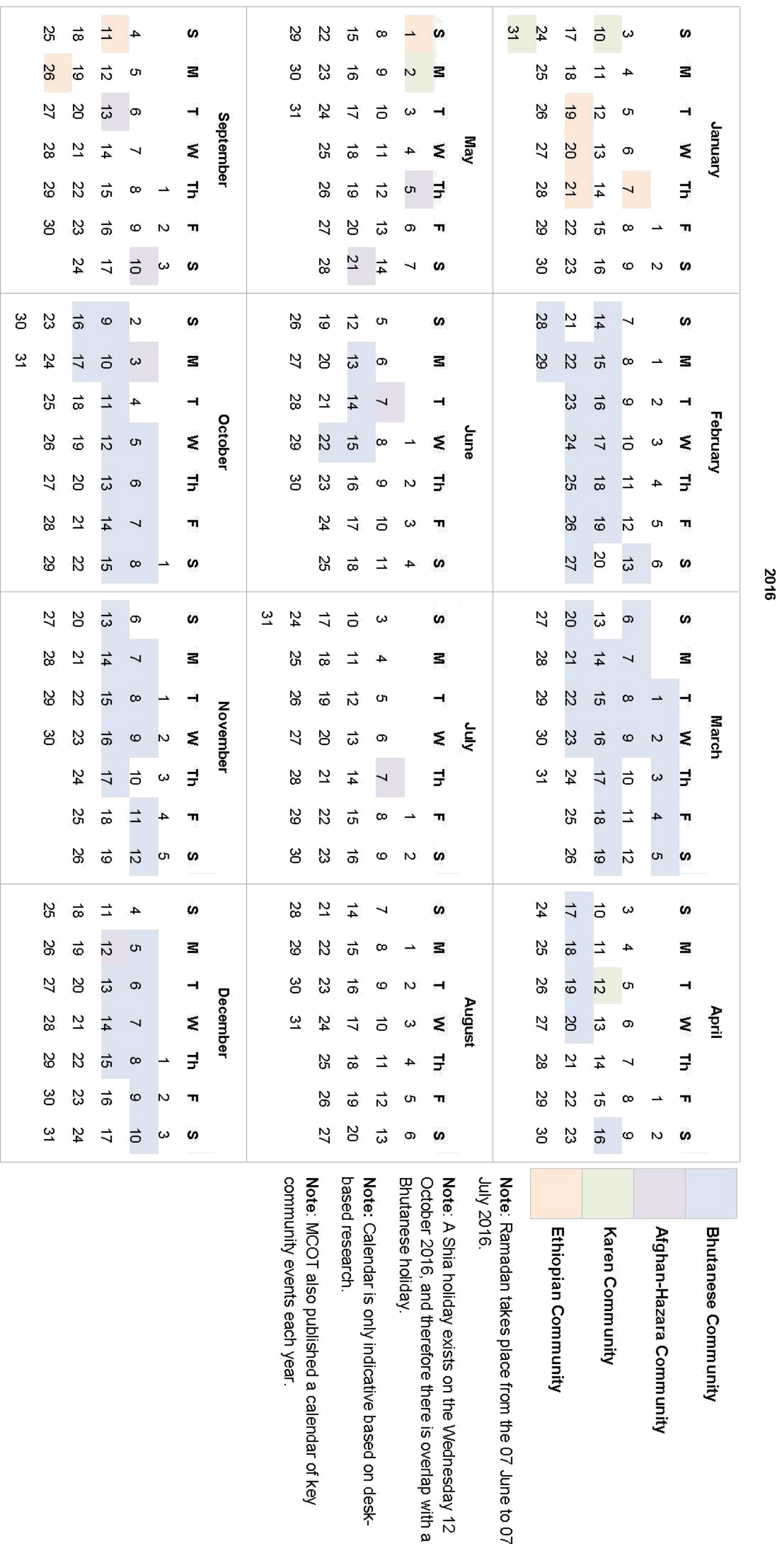
Glenorchy Multicultural Community Spaces Plan Appendices

Groups	Estimated Population	Events and Activities	Potential Spaces and Facilities
3.6 Czech and Slovakian	100 people.	- Mother's day celebration (30 people) - Christmas in July (30 people) - National Day (30 people) - National Day (combined) (30 people) - Remembrance Day (30 people) - European Christmas Fair (1,000 people).	- Berriafled Park - Parliament Street Park, Hobart CBD.
3.8 Italian community	3,000 people.	- Italian National Day (50–200 people) - San Carlo Borromeo Street (50–200 people) - Italian Fest (Festa Italia) (15,000 people).	All activities held at Italian Club, North Hobart.
3.5 Croatian community	50 people.	- Fortnightly Dance and Pensioners Club (50 people) - Independence Day (50 people) - Saint Day (50 people) - Easter and Christmas (50 people)	All activities held at Croatian Club, Glenorchy.
3.8 Polish community	300 people.	- Australia Day (25–100 people) - ANZAC Day (25–100 people) - Polish Constitution Day (25–100 people) - Annual General Meeting (25–100 people) - Polish Independence Day (25–100 people) - Christmas and Oplatek (25–100 people)	All activities held at Polish Club, New Town.
3.9 Chinese community	300 people.	- Mid-Autumn Festival (100 people) - Christmas and Easter (100 people) - Chinese New Year (5,000 people) - Dragon Boat Festival (100 people).	- Held at Chinese Club, Glenorchy - Chinese New Year, Lawns of Parliament House, Hobart CBD and - Dragon Boat Festival held at North Esk Rowing Club, Launceston.
3.10 Hindu community	300 people.	Musical, cultural, dance and yoga events and activities (300 people).	- Non-council owned spaces and facilities with larger capacity (above 300 people), including: - School facilities - Multicultural club owned / leased facilities - Royal Hobart Showgrounds - Other faith-based facilities.
3.11 Sikh community	600 people.	- Vaisakhi in April (600 people) - Guru Govind Singh (600 people).	Dedicated faith based facilities are likely to be needed to meet the needs of Sikh, Hindu and other faith based communities, with large numbers of people in the community residing in the Study Area.

Note: Iranian community has been considered as an emerging multicultural group with humanitarian arrivals continuing to arrive, whilst still being considered an established group with community members settling in Tasmania since the 1980s.

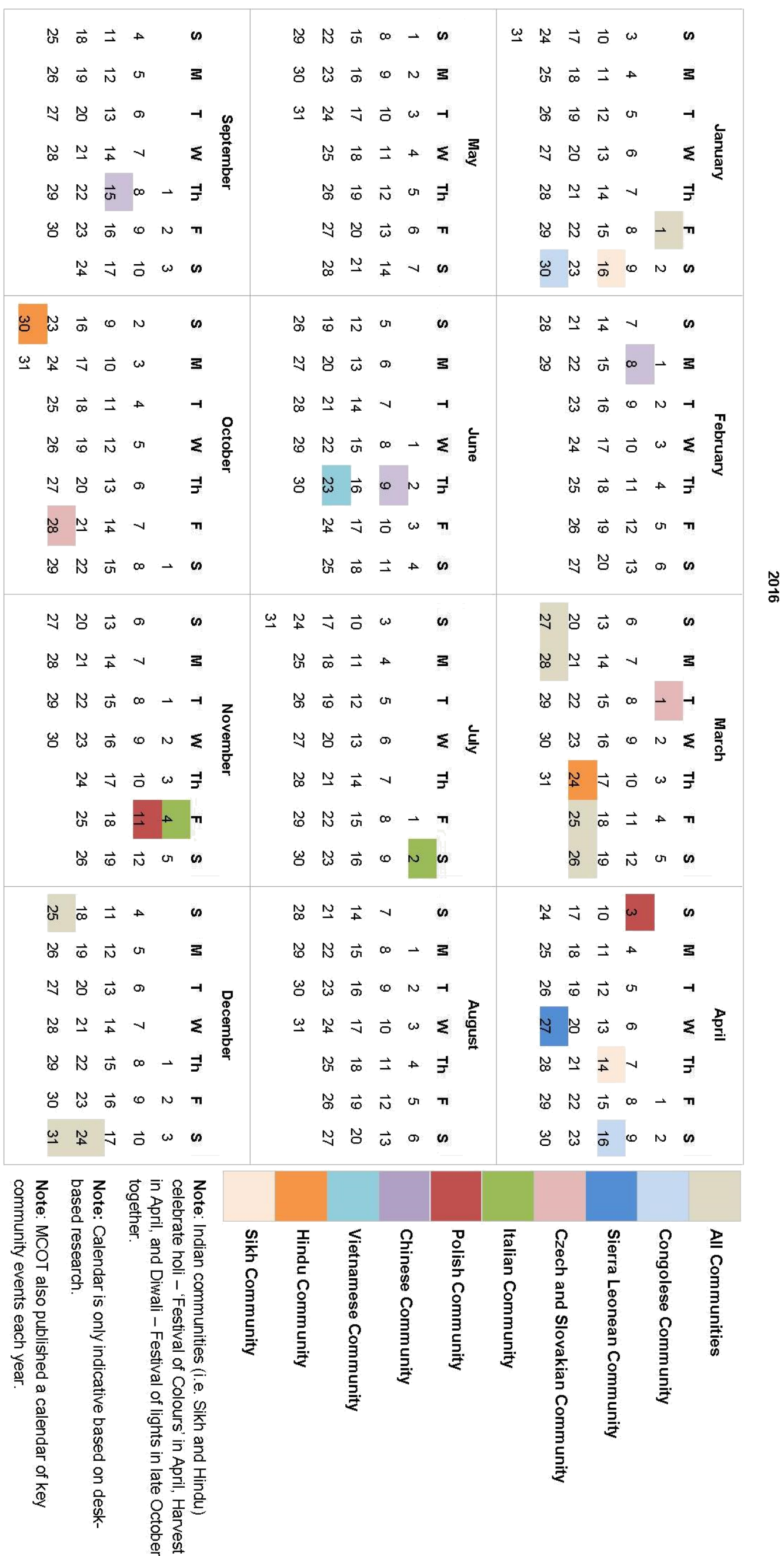
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Figure C.1: Indicative Calendar of Events and Festivals – Emerging Multicultural Groups.



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Figure C.2: Indicative Calendar of Events and Festivals – Established Multicultural Groups.



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Appendix D: Potential Upgrades and Approaches

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Background

The following section outlines the potential upgrades and approaches to the Old MAC and Cresswell-Beakly Stand.

Floor plans have been annotated with recommendations based on community engagement feedback. Rough budget estimates have also been provided based on some assumptions and available information.

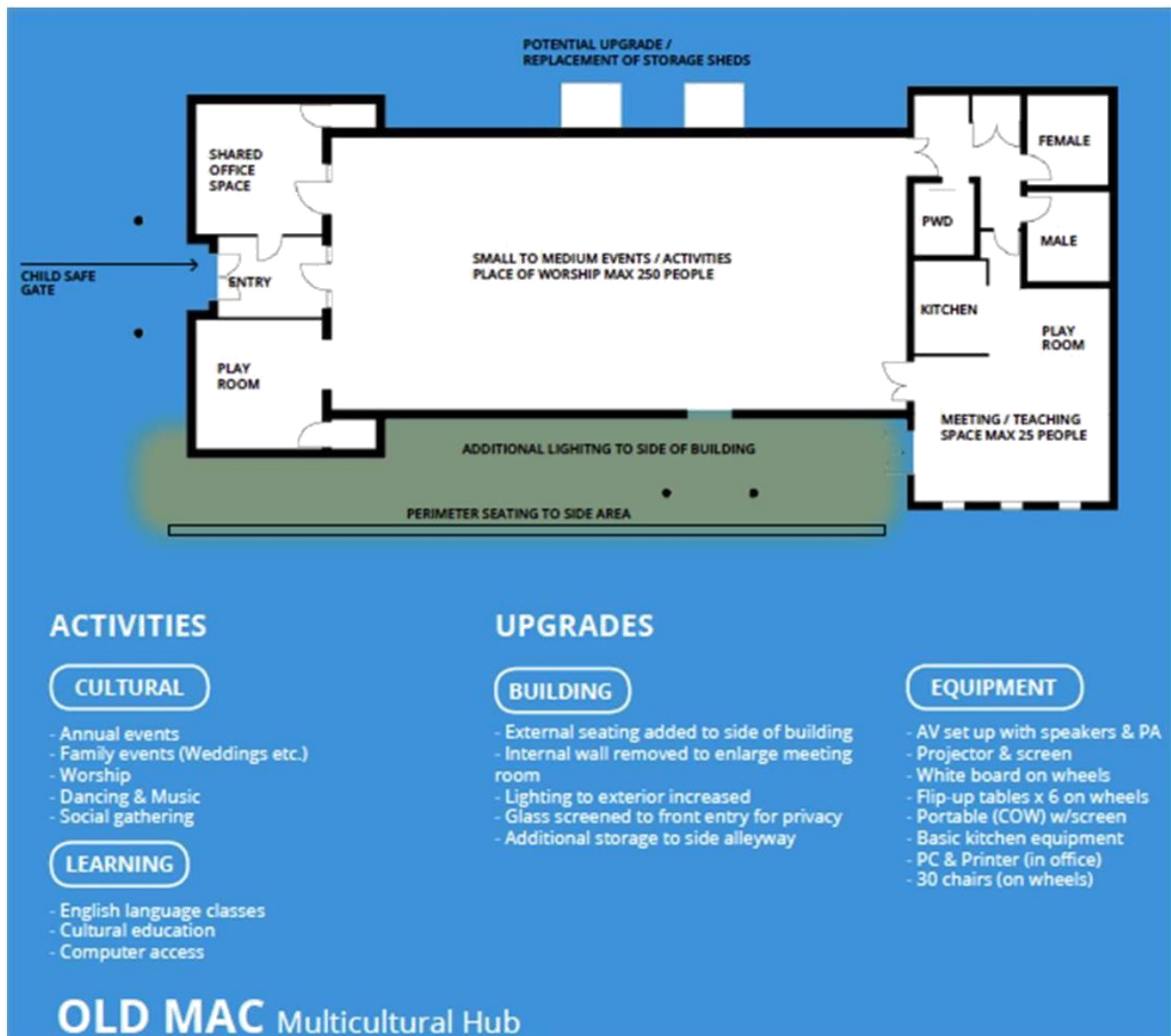
While emerging communities have highlighted the need for larger spaces (200-1000 person capacity), it has also been accepted the available facilities (primarily the Old MAC) can cover many of their other desired uses. Childcare, and child safety were the major issues raised and as such the OLD MAC concept plan explores the two smaller spaces as multi-use meeting rooms/ children's spaces. The Cresswell Beakly stand has been identified as ideal for a Multi-cultural youth space. Co-located with major sporting facilities, YMCA, MRC and close to the CBD.

It is proposed to start with minimal upgrades and a pilot or trial period to test the space during afternoons and on weekends with a Youth worker present. The space needs to provide for study and play and some gender segregated programmed activity.

Other GCC facilities with available space are the New MAC, Chigwell Barn and Berriedale Hall. It is proposed that these accommodate any 'spill-over' from the Old MAC. No upgrades to these spaces have been included in this report.

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Old MAC: Multicultural Hub



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Old MAC

Recommendations

The existing OLD MAC facility has been identified as the preferred location for Target Group 1 (Emerging and newly arrived communities). The existing conditions require small upgrades and some additional equipment to make ready.

The previous page outlines the community identified activities, the building upgrades and additional equipment required to enable these activities.

In addition to these it has been recognised that security system features may need to be upgraded to allow for time stamped user data capture on entry and exit.

It has been identified that an acoustic report and remediation may be required due to excessive reverberations/echo inside the main hall, the figure is included below but is not deemed as immediately necessary.

Old MAC is listed on the Tasmanian Heritage Register that is administered by Tasmanian Heritage Council under *Historic Cultural Heritage Act (1995)*. Potential upgrades to Old MAC will be delivered with consideration for the building's heritage status and consultation with the relevant stakeholder groups, including the all the relevant statutory bodies such as the Heritage Council.

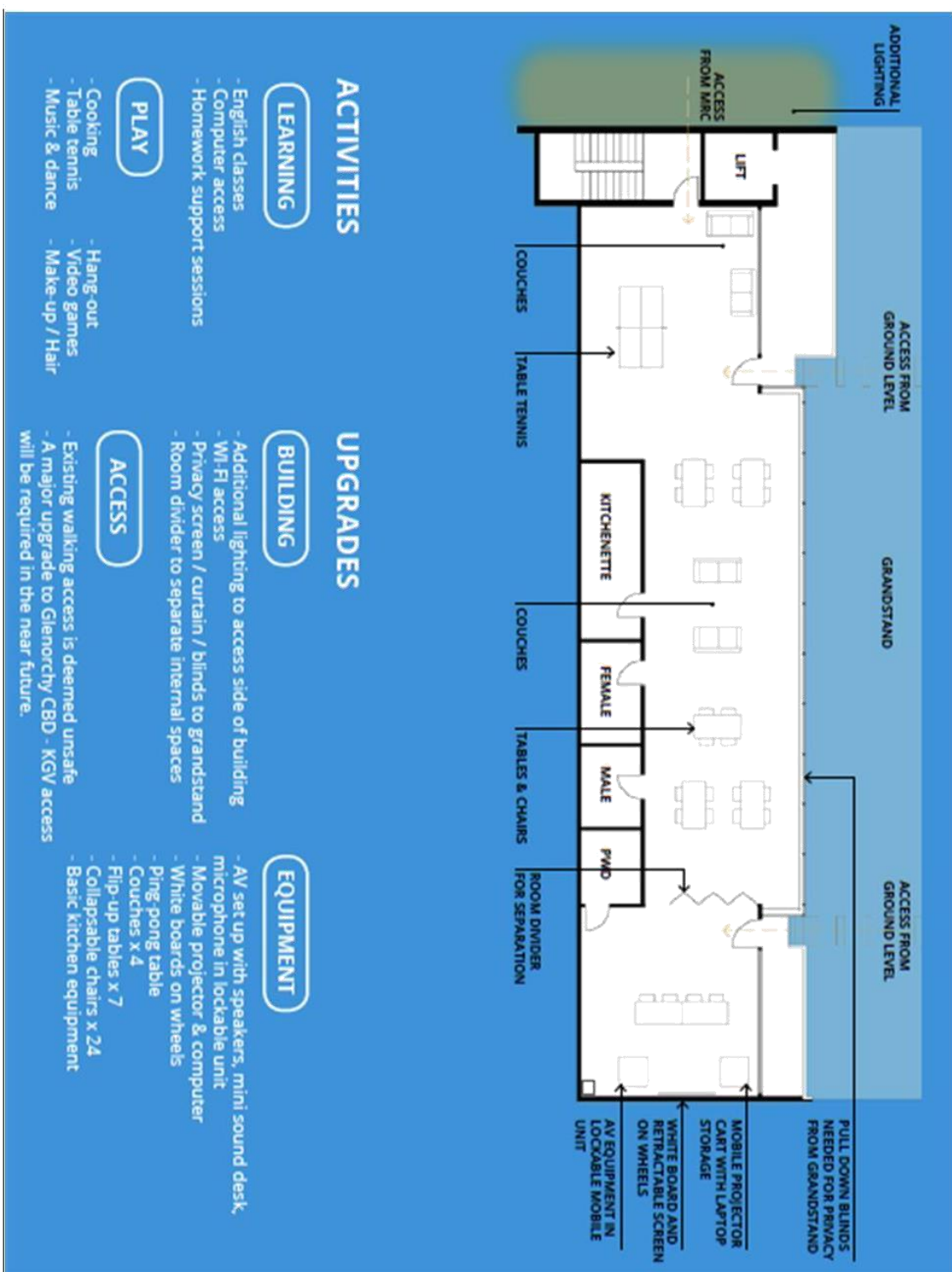
Budget Estimation:

- Building upgrades = \$3,000
- Additional storage = \$1,000
- Signage & privacy = \$2,800
- Lighting & Seating (exterior) = \$9,000
- Furniture = \$3,000
- AV Equipment = \$7,000
- Computer equipment = \$2,000
- Child safety on all exits = \$2,000
- Possible security upgrade = \$10,000
- Possible Acoustics work = \$20,000

Total = \$59,800

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KGV Cresswell Beakley Stand: Youth Space



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Cresswell Beakly Stand**Recommendations**

The existing Cresswell-Beakly Stand has been identified as the ideal space for Target Group 2 (Multicultural Youth). The existing conditions require small internal changes primarily for privacy and room separation.

Although an ideal co-location with sporting facilities and walkable distance to Glenorchy CBD, the walkable access is a major safety concern. Streetscape and lighting design with CPTED assessment should be considered urgently to allow walking access from the CBD, across the railway lines to the new KGV precinct (see photo to left of floor plan). Assumptions have been made around the football club removal of all existing furniture.

Other budget items address the equipment needs for the space to meet needs for learning and play as identified by youth and youth worker consultation.

Budget Estimation:

- Signage and privacy = \$5,800
- Lighting (exterior) = \$2,000
- Recreation equipment = \$4,000
- AV Equipment = \$3,000
- Computer equipment = \$10,000
- Furniture = \$4,000
- Room divider = \$6,000

Total = \$34,800

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Appendix E: Places of Worship

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Overview

Establishing dedicated places of worship and associated facilities is challenging from a number of perspectives including:

- Planning and development expertise and financial resources available to multicultural groups wishing to develop a place of worship
- The lack of current forward planning guidance on appropriate locations for these facilities from state and local government
- A current lack of coordination between local governments comprising the broader Hobart metropolitan area and the state government to find appropriate sites
- Managing potential community opposition
- Lack of an existing process that addresses the above issues

Sikh and Hindu Communities

Direct engagement with representatives of the Sikh and Hindu communities identified a need for dedicated places of worship to cater for their cultural and religious needs in Glenorchy LGA or the broader Hobart region, as follows:

- The Sikh community requires a temple with a capacity of 600– 1,000 people, a separate space to share food, a kitchen to prepare food, 100 car parks, a residence for Akal Takht (Sikh Clergy), and supporting amenities and facilities;
- The Hindu community requires a temple with a capacity of 150 – 300 people, including a hall of approximately 20 m by 15 m, with a kitchen to prepare food, and supporting amenities and facilities.

Currently, the Sikh community's needs are met through a residence and shed on a 5 acre block that is situated in Roches Beach in Clarence LGA, that is leased by the community, however the community aspires to develop a facility in the Glenorchy or surrounding area as many community members live in this area.

The Hindu community owns a parcel of land earmarked for the development of facilities that is situated in Bridgewater LGA.

There are a range of other smaller multicultural communities who are not seeking to currently develop places of worship but are addressing these needs through private spaces or the temporary use of council and non-council community facilities, as outlined in the Plan.

Current and Future Planning Provisions

The Current Planning provisions under the Glenorchy Interim Planning Scheme 2015 (GIPS) controls the areas in which multicultural spaces (MC) may be developed.

Under the GIPS a MC would be considered under the *Community Meeting and Entertainment* Use Class which means:

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“use of land for social, religious and cultural activities, entertainment and meetings. Examples include an art and craft centre, church, [cinema](#), civic centre, [function centre](#), library, [museum](#), [public art gallery](#), public hall and theatre.” (Table 8.2 GIPS 2015).

The Use Class of Community use and Entertainment is discretionary in the residential zones, with some qualifications in particular zones and is also discretionary in a range of other zones such as Recreation, Open Space, and Commercial. The Use class is also permitted in the Business zones and in the Community Use zone under the current planning Scheme provisions.

The current version of the draft Tasmanian Planning Scheme (available for public comment earlier this year and dated March 2016) also specifically defines place of worship for multicultural groups under the Use Class of *Community Meeting and Entertainment*. A Community Meeting and Entertainment Use, (which includes the term Church is discretionary in residential zones, but will be considered by Council a discretionary use in other zones (i.e. commercial and business), which may provide better locations for these facilities in terms of reduced impacts and traffic management and improved community perception or reduced opposition.

Applications for a planning permit for such uses would be considered on their merits according to the requirements of the Scheme. Applications could create some levels of community concern as submissions (for discretionary developments) can be made in the statutory advertising process and appeals can be made to the Resource Management and Planning Appeals Tribunal.

Existing definitions in the planning scheme and the appeals process for development applications could be seen as restricting the development of dedicated place of worship. However long term project planning and discussions with Planning Authorities could assist in a strategic approach such as the consideration of a Planning Scheme amendment for any particular site.

Large-scale facility development will be required to meet the existing needs of the Sikh community.

Opportunities

The team has identified a number of opportunities to enable development of places of worship over the course of the study including:

- Purchase of excess government land with existing community uses when available, including schools or other excess local or state government land. This approach would reduce potential planning constraints given continuation of a community use
- Repurposing existing sites with buildings of appropriate scale in commercial or industrial areas with lower levels of surrounding residential uses, particularly where local business is supportive of increased diversity (i.e. Moonah area)
- Repurposing of existing churches or halls
- Seeking advice from other established faith based developments on planning and development approaches used to achieve approval (e.g. C3 Church)

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- Using a locally based planning consultant to identify sites where planning approval is most likely to be achieved under current planning frameworks
- Undertaking a joint venture development with land developers or larger scale NGOs from the community sector who are developing sites in the future

Preferred Approach

Opportunities identified above may lead to successful outcomes, however, it is recommended that a proactive, rather than reactive approach is required to create the desired outcomes for faith-based communities through the facilitation of a forum, with relevant stakeholders, including State and local governments, sector, and representatives of communities.

Some of the specific issues and opportunities to be considered in this forum include:

- State Government and Tasmanian Planning Commission in consultation with relevant Local Governments, and the community provides improved planning certainty and guidance, identify areas suitable for these developments and/or increases use definitions to potentially permit these land uses within an increased range of zones
- State Government to indicate any funding or loans available to support these developments, if available, and any expertise that can be provided to community representatives to facilitate development
- Local Governments take an active role in facilitating these developments where sites appropriate to groups, community and Council are available or land/facilities potentially being disposed are appropriate and the community is informed about these opportunities
- Multicultural groups are provided with clear guidance on the planning and development process required, and guidance on creating an Initial Development Plan that outlines times of use, number of participants, spatial requirements and other relevant information to enable improved site selection processes and then development applications and
- Key representatives from the Sikh community seek planning and development expertise to develop an Initial Development Concept that will inform site requirements in greenfield areas or for a repurposed venue. In addition, advice is sought on likely development costs for a new build or refurbishment from a quantity survey and community representatives commence process of raising finance to complete the project.

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Appendix F: Brokering Access to Spaces

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Context

A range of established and emerging groups require spaces for cultural, recreation and religious needs and require access to Council and non-Council facilities for these purposes. The audit indicated there are a number of facilities with capacity to potentially meet these needs, however, a brokering role is required to connect space providers with user groups to match these groups and broker space access. This brokering role applies to emerging and established groups.

Brokering can occur through two streams a) direct request of Council or the Sector by community group representatives or b) a proactive Community Development program that actively seeks to match up groups with spaces, and work with groups to overcome the barriers to entry including cost, insurance, cleaning, access and security.

In the case of direct request, Council's Community Development team already undertakes this role on an as needed basis. Ideally, a community development program of brokering, matching up needs with spaces, and building capacity for groups to undertake this process without assistance in the future is required to fully address needs when resources become available to the project. It is recommended that this role be taken on by the Sector, as an extension of existing community development services for newly arrived groups, with a worker employed for this role based within the Old MAC facility. Further support can be provided by the Sector in promoting opportunities to clients and distributing information about opportunities.

Over the longer-term, co-sharing agreements could be negotiated in facilities that already have regular programming by multicultural groups to fulfill this end goal for certain groups.

The Glenorchy YMCA has offered to actively work with groups whose needs may be met at their facility and assist groups with fundraising and overcoming other obstacles to accessing the space.

It is likely that this brokering role will need additional funding and resources to support the Service provider managing the proposed Multicultural Hub. In addition, sharing information about available spaces and needs through the four local authorities comprising the Hobart area is another opportunity to match groups to spaces.

Some of the initial considerations and directions to be considered in this community development program are outlined in **Table F.1** below.

Table F.1: Brokering Access to Spaces.

Issue / Role	Description	Outcomes	Potential roles and responsibility
1. Small grants or negotiated fee reductions	Identify small grant funding to support multicultural groups to hire space. GCC can reduce or waive fees for hire at the discretion	Reduced cost barriers to use	GCC Service

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Issue / Role	Description	Outcomes	Potential roles and responsibility
	of the GM. It is recommended that first time hire groups are provided with discounted hire rates, with subsequent hire fees applying for future use.		provider
2. Insurance	Negotiating and obtaining a group insurance cover for all multicultural groups hiring facilities in the existing network to reduce this barrier of entry.	Group insurance cover.	Service provider managing the Multicultural Hub.
3. Raising awareness	Provide established groups with hardcopy and online communications and marketing materials to raise awareness about the availability of other facilities in the existing network, booking system and other requirements.	Increased awareness of available spaces and hire requirements.	Service provider managing the Multicultural Hub; and MCOT.
3. Changing needs	Using information in the <i>Plan</i> as a starting point actively engagement with established and emerging multicultural groups to continue to build understanding of the needs for spaces and facilities based on the findings of the <i>Plan</i> .	Increased understanding of needs.	Service provider managing the Multicultural Hub.
4. Build Capacity of Multicultural Group Representatives	GCC and the Sector often receive requests at the last minute for spaces for events, making it more difficult to find solutions. As part of the community development program capacity building with community representatives is required so that communities are better prepared in planning for events, raising funds, organizing insurance cover and other arrangements.	Increased capacity within communities	Service provider managing the Multicultural Hub.
4. Building relationships with facility providers	Build relationships with providers of non-Council facilities to increase the potential access to community spaces and facilities.	Increased access to spaces	Service provider managing the Multicultural Hub; and Council and other facility providers.
5. Matching needs	Matching the needs of established and emerging multicultural groups to the community spaces and facilities provided in the existing network.	Matching up needs	Service provider managing the Multicultural Hub; and Council and other facility providers.
6. Negotiating with providers	On behalf of multicultural groups, engage with facility providers (i.e. Council and non-Council) providers to negotiate fees and bookings for community spaces and facilities	Negotiate fees and bookings for multicultural	Service provider managing the Multicultural

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Issue / Role	Description	Outcomes	Potential roles and responsibility
	for initial programming and activities.	groups.	Hub; and Council and other facility providers.
8. Co-sharing agreements	In the long-term, engage with facility providers (i.e. Council and non-Council) to negotiate a co-sharing agreement(s) with certain groups where they will provide affordable solutions for multicultural groups and ongoing sustainability of the facility.	Negotiate a co-sharing agreement(s)	Service provider managing the Multicultural Hub; and Council and other facility providers.

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Appendix G: Stakeholder Database

Glenorchy Multicultural Community Spaces Plan **Appendices****Table G.1:** Stakeholder Database

#	Name	Description
1, Internal Stakeholders		
1.1	David Ronaldson	Manager of Community and Customer Services
1.2	Jill Sleiters	Community Development Coordinator
1.3	Adrian Weedon	Community Planning and Project Officer
1.4	Cathrynne McLean	Administration Officer.
1.5	Antonietta Churchill	Administration Officer
1.6	Richard Blackwell	Acting Property Coordinator
1.7	Tony McMullen	Manager Acting Director Community, Economic Development and Business
1.8	Kim Hudson	Manager Legal and Property
1.9	Willie Joseph	Youth Participation Officer
1.10	Elisa Ryan	Youth Coordinator
1.9	Kristie Johnson	Mayor
1.11	Stuart Slade	Alderman
1.12	Jan Dunsby	Alderman
1.13	Harry Quick	Alderman
1.14	Steven King	Alderman
1.15	Christine Lucas	Alderman
1.16	Steven King	Alderman
1.17	Jenny Branch-Allen	Alderman
1.18	Haydyn Nielsen	Alderman
1.19	David Pearce	Alderman
2. Steering Committee		
2.1	Suzanne Mallick	Department of Premier and Cabinet
2.2	Richard Potts	Department of Social Services
2.3	Alison O'Neill	Migrant Resource Centre, South Tasmania
2.4	Yaboo Thompson	Migrant Resource Centre, South Tasmania
2.5	Gillian Long	Migrant Resource Centre, South Tasmania
2.6	James Norman	CatholicCare Tasmania
2.7	Dean Baker	Red Cross
2.8	Anna Reynolds	Multicultural Council of Tasmania
2.9	Jaffar Taheri	Multicultural Council of Tasmania
3. Space and Facility Providers		
3.1	No data	Moonah Primary School
3.2	Susan Richardson	Bowen Road Primary School
3.3	Wendy Potter	Glenorchy Primary School
3.4	Michael Park	Cosgrove High School
3.5	Deirdre Arendt	Rosetta Primary School
3.6	Kathleen Jones	Golden Years Club
3.7	Edith Bauermeister	German Australian Club
3.8	Adam Grabek	Polish Club Hobart
3.9	Jim Doxia	Hellenic Club Hobart
3.10	Liberatore Allocca	Australian-Italian Club Hobart
3.11	Marina Ladaniwskyj	Ukrainian Club
4. Representatives of Target Group 3: Established Multicultural Groups Engaged		
4.1	Patrick Ochaya	Achioli Association (Angola-Kapuk)

Glenorchy Multicultural Community Spaces Plan **Appendices**

#	Name	Description
4.2	Cris Marunda	African communities Council Tasmania
4.3	Dennis Zheng	Chinese community
4.4	Lily Chan	Chinese community
4.5	Frans Sakul	Australian Indonesian Society
4.6	Aloysiane Misumba	Congolese community
4.7	Alphonse Toussaint T. Mulumba	Congolese Association of Hobart
4.8	Lopez	Congolese community
4.9	Celeste	Congolese community
4.10	Alan	Congolese community
4.11	Frank Hesman	Croatian community
4.12	Emelie Schneider	Filipino community
4.13	Florence Parker	Filipino Community Council of Tasmania
4.14	Michael Rowe	German Australian Association of Tasmania
4.15	Jim Patiniotis	Greek communities
4.16	Sandor Levente Hegyi	Hungarian Association Of Tasmania
4.17	Ramesh Narayana	Hindu community
4.18	Stefano Lufi	Italian community
4.19	Gopal Neupane	Bhutanese community
4.20	Adam Abdul-Hakim Usse	Oromo community
4.21	Sonia Parra	Spanish
4.22	Junisia Bangura	Sierra Leone/Liberian Union communities
4.23	Isaiah Lahai	Sierra Leone community
4.24	John Kamara	Sierra Leone community
4.25	Naridar Gill	Sikh community
4.26	Vlasta Collins	Czech and Slovak Association Tasmania
4.27	Quang Thinh	Vietnamese community
4.28	Cris Marunda	Zimbabwe Tasmanian Association
5. Target Group 1: Emerging and Newly Arrived Multicultural Groups Engaged by MRC		
5.1	Najibeh Jafari	Afghani community
5.2	Paw Htoo Lei	AKO-TAS (Karen-Burmese community)
5.3	Indra Khadka	Bhutanese community
5.4	Gopal Neupane	Bhutanese community
5.5	Belai Tesfaldet	Eritrean community
5.6	Hirut Woldemichael-Seboka	Ethiopian community
5.7	Amin Safa	Hazara Association
5.8	David Kweul	South Sudan (Madi)
5.9	Sylvio Opira	Sudanese
5.10	Lowilla Okello	Sudanese Community Association
5.11	Yai Mario Ring	Sudanese Youth Association
5.12	Adam Abdul-Hakim Usse	Tasmanian Ethiopian Association
6. Target Group 1: Emerging and Newly Arrived Multicultural Groups in Enquiry by Design		
6.1	Aminsafa	Afghan-Hazara community
6.2	Abdulaziz Akbari	Afghan-Hazara community
6.3	Suraya Bostan Ali	Afghan-Hazara community
6.4	Bishnu Neupane	Bhutanese community
6.5	Dillinam Thapa	Bhutanese community
6.6	Bhim Neupane	Bhutanese community
6.7	Indra Khadka	Bhutanese community
6.8	Ayela Dessie Assefa	Ethiopian community
6.9	Ousman Auld	Eritrean community

Glenorchy Multicultural Community Spaces Plan Appendices

#	Name	Description
6.10	Than Myina	Karen community
6.11	Daniel Geng	South Sudanese community
6.12	Mark Odwogo	Sudanese community
7. Target Group 2: Young People in Enquiry by Design		
7.1	Hossein Yaghoubi	Afghanistan community
7.2	Tahereh Fazeli	Afghanistan community
7.3	Masoumeh Yaghoubi	Afghanistan community
7.4	Atefeh Barbari	Afghanistan community
7.5	Mohammad Fazeli	Afghanistan community
7.6	Manab	Nepalese community
7.7	Buddha Raj Magar	Nepalese community
7.8	Tara Rai	Nepalese community
7.9	Deepa Karki	Nepalese community
7.10	PJ Chomchom	Thai community
7.11	Oat Wanasuree	Thai community
7.12	Wasan	Iraqi community

Attachment 1: Moonah Taste of the World Festival 2015/2016 Income and Expenditure and 2016/2017 anticipated Income and Expenditure

2015/2016 Income and Expenditure

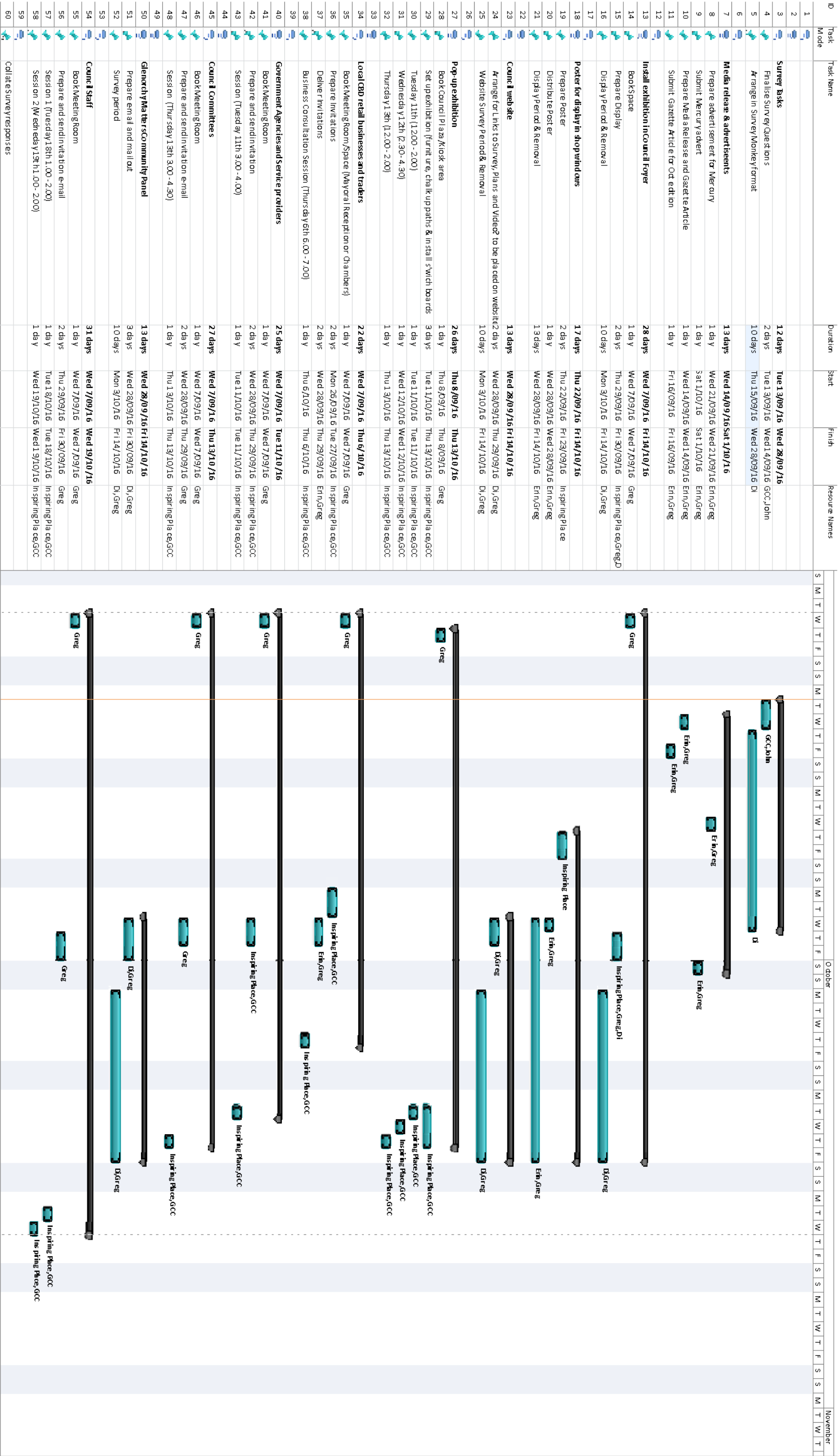
Expenditure	Income	Income Source
\$70,000	\$30,000	GCC Contribution
	\$8000	Fees
	\$4,500	Federal Government
	\$8000	State Government
	\$5000	Nyrstar
	\$14,500	Healthy Communities Grant
	Total: \$70,000	

2016/2017 Anticipated Income and Expenditure

Expenditure	Income	Income Source
\$70,000	\$30,000	GCC
	\$8000	Fees
	\$2000	RACT
	<i>\$8000</i>	<i>State Government (unconfirmed)</i>
	\$5000	Nyrstar
	Total: \$53,000	
	Total Shortfall: \$17,000	

Attachment 2: 2015/2016 Expenditure Breakdown

Area:	Cost:
Equipment Hire/Set Up	\$31,500
Contractors	\$10,000
Entertainment Program	\$10,000
Advertising/Promotion	\$6,000
Security	\$5,000
Miscellaneous	\$5,000
Waste Services	\$1,500
Licences	\$1,000
	\$70,000



Task

Split

Milestone

Summary

Project Summary

External Tasks

External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration only

Manual Summary

Manual Summary Rollup

Start only

Finish only

Deadline

Progress



Glenorchy City Council

Glenorchy City Council Corporate Performance Indicators

August 2016



Profit & Loss

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• Total Expenditure	12
• City Services and Infrastructure	13
• Community Economic Development & Business	14
• Corporate Governance	15

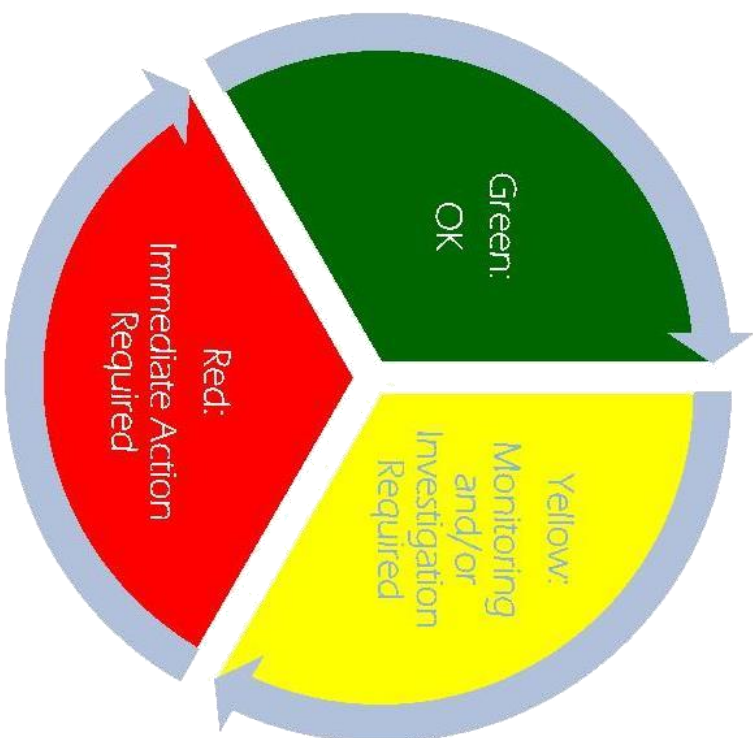
OH & S

• Salaries & Wages including on-cost – Operational	24
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Corporate Performance Indicator Legend



Considerations when reviewing performance statistics:

- » Indicators for previous months may change in the future as adjustments are made to the accounting system after that month's reporting period.
- » Scales on the charts vary within indicator groups



Glenorchy City Council

Profit and Loss

Corporate Performance Indicators

August 2016

Monthly Profit and Loss Summary								
Revenue \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance	
Rates Income (includes SFL)	106	100	6	34,204	34,059	145	0%	
Statutory Charges	197	171	26	688	642	46	7%	
User Charges	349	357	(8)	4,300	4,391	(91)	-2%	
Grants Subsidies	766	888	(122)	825	945	(121)	-13%	
Investment Income	118	116	3	235	218	17	8%	
Water Wastewater Charges	23	36	(13)	45	72	(27)	-38%	
Reimbursements	18	14	4	115	120	(5)	-4%	
Other Income	108	8	100	192	149	42	28%	
Total Revenue	1,685	1,689	(4)	40,603	40,596	7	0%	

**REVENUE - COMMENTS FOR MONTHLY VARIANCE:
(\$'000)**

Rates - \$6 over budget

Penalty charges were more than budgeted due to increased incidence of rates outstanding.

Statutory Charges - \$26 over budget

Primarily due to animal charges fees being received earlier due to improved reminder process and receiving greater than anticipated development application fees.

User Charges – \$8 under budget

Primarily due to under budget tonnages received at landfill during the month.

Grants Subsidies - \$22 under budget

State Grants Commission determination for 2016 / 2017 year is less than GCC budget.

Investment Income - \$3 over budget

Interest income was greater than budget due to higher than budgeted cash balances on hand.

Water Wastewater Charges - \$13 under budget

Primarily due to lower than budgeted sales in the month due to no Stage 2 sales.

Reimbursements - \$4 over budget

Primarily due to Derwent Entertainment Centre recoveries related to a late July event, partially offset by electricity recoveries from KGV tenancies which are yet to commence.

Other Income - \$100 over budget

Primarily due to \$64 TicketMaster contribution which was budgeted to be received in July and \$23 proceeds from sale of fleet budgeted for in September but received in August.

(\$'000)

Rates - \$145 over budget

Primarily due to an increase in rateable properties after the budget was finalised.

Statutory Charges - \$46 over budget

Animal charges fees received earlier due to improved reminder process.

User Charges – \$91 under budget

Primarily due to under budget tonnages received at landfill and lower income from Childcare operations.

Grants Subsidies - \$121 under budget

The Roads to Recovery grant income was \$100K less than budget due to timing differences on spending estimates provided to the Federal Government.

Investment Income - \$17 over budget

Interest income was greater than budget due to higher than budgeted cash balances on hand.

Water Wastewater Charges - \$27 under budget

Primarily due to lower than budgeted sales in the month due to no Stage 2 sales.

Reimbursements - \$5 under budget

Electricity recoveries from KGV tenancies are yet to commence.

Other Income - \$42 over budget

Received Royalties \$14 and insurance refund \$13 were not budgeted for.

Monthly Profit and Loss Summary								
Expenditure \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance	
Finance Charges	32	31	(1)	66	62	(3)	-5%	
Employee Costs	1,555	1,571	17	3,136	3,043	(93)	-3%	
Admin Office Costs	386	403	17	1,437	1,488	51	3%	
Materials, Contractors & Other	667	821	155	1,282	1,626	344	21%	
Depreciation	1,153	1,217	64	2,308	2,466	158	6%	
Rates Expenses	-	-	-	-	-	-	0%	
Total Expenditure	3,793	4,043	250	8,229	8,685	456	5%	
Total Surplus (Deficit)	(2,107)	(2,354)	246	32,374	31,911	463	-1%	

(\$'000)

Finance Charges – \$1 over budget
Consistent with budget.

Employee Costs – \$17 under budget
Primarily due to delays in recruiting employees up to FTE budget levels.

Admin Office Costs – \$17 under budget.
Primarily due to underspends in IT software support, which was partially offset by contributions (some of which was budgeted in July (\$31) and in September (\$19))

Materials, Contractors & Other – \$155 under budget
Primarily due to delays in spending against budget in external contractors as well as underspends in motor vehicle costs (leases and fuel), partially offset by additional contract labour.

Depreciation and asset write-off – \$64 under budget
Primarily due to lower than budget depreciation on IT Systems \$41 due to delays in project implementation and costs related to the sale or disposal of fleet assets which have been delayed.

Rates Expenses – \$0 on budget

**EXPENDITURE - COMMITMENTS FOR YTD VARIANCE:
(\$'000)**

Finance Charges – \$3 over budget
Consistent with budget.

Employee Costs – \$93 over budget

Primarily due to delays in the implementation of savings strategies outlined in the CT Management Report, as well as overspends in a small number of areas as a result of seasonal activity or uneven work patterns partially offset by underspends in other areas.

Admin Office Costs – \$51 under budget

Primarily due to underspends in IT software support and electricity, which was partially offset by catering costs at the Derwent Entertainment Centre for events held in late June.

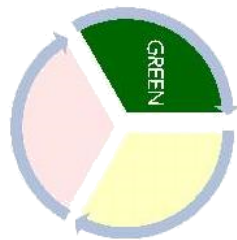
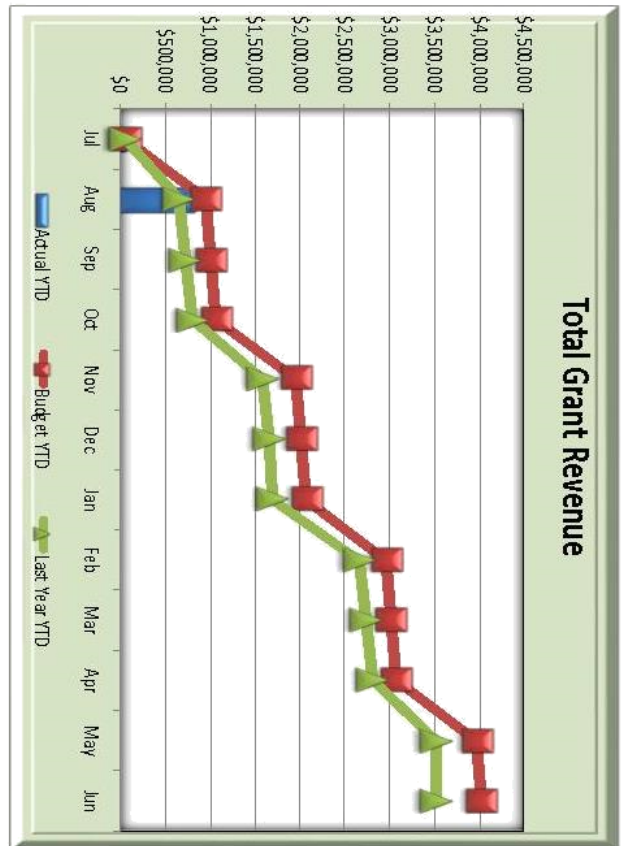
Materials, Contractors & Other – \$344 under budget

Primarily due to underspends in contractors and motor vehicle costs (leases and fuel) and property rental, and the deferral of some expenses (waste mulching and Waste Transfer site rental).

Depreciation and asset write-off – \$158 under budget

Primarily due to lower than budget depreciation on IT Systems \$82 due to delays in project implementation and budgeted costs of \$60 related to the sale or disposal of fleet assets which have been delayed.

Rates Expenses – \$0 on budget
On budget.



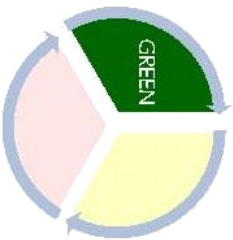
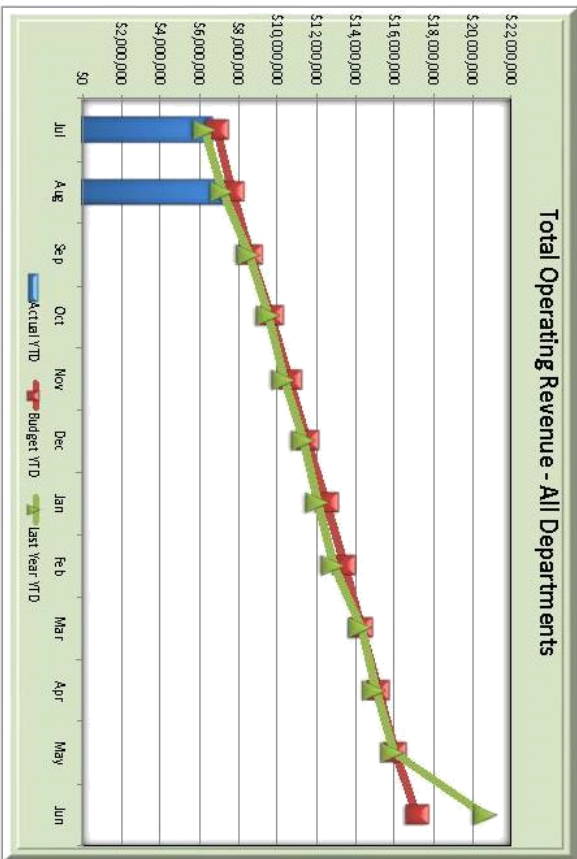
Grants Revenue for All Departments – Graph 1

The total of grants revenue received from Government bodies.

Responsible: Executive Leadership Team

- Actual YTD:	\$ 825
- Budget YTD:	\$ 945
Under Budget:	\$ 120

Refer to comments on pages 6-7



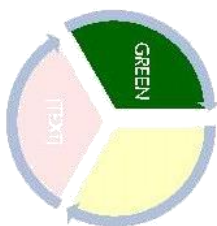
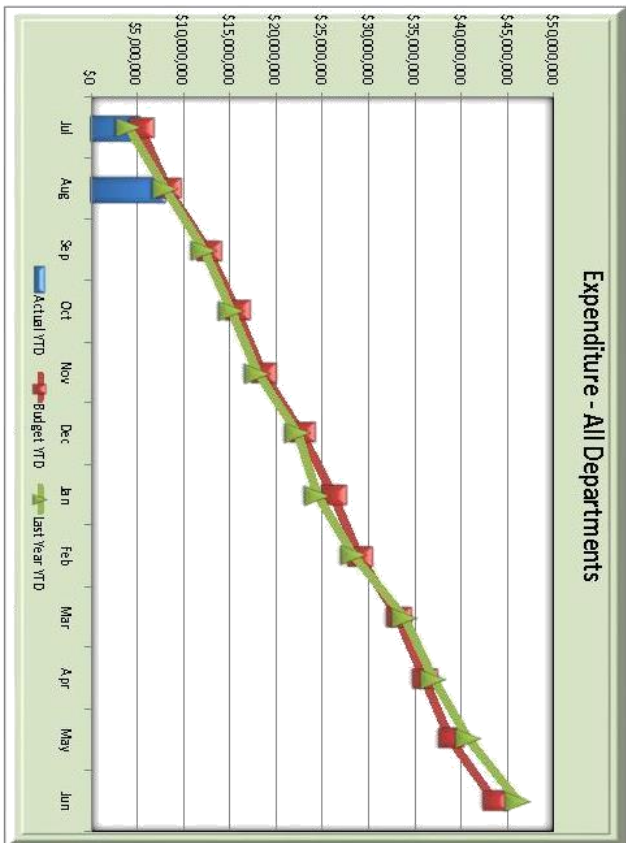
Total Operating Revenue (excluding rates, grants, Tas/Water income) – Graph 2

Total revenue earned by all areas of the council through fees, charges and fines compared to budget.

Responsible: Executive Leadership Team

- Actual YTD	\$7,619
- Budget YTD	\$7,664
Under Budget	\$ 45

Refer to comments on pages 6-7



Total Operating Expenditure (excludes depreciation) – Graph 3

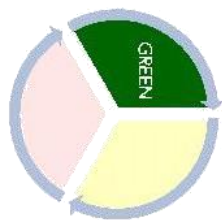
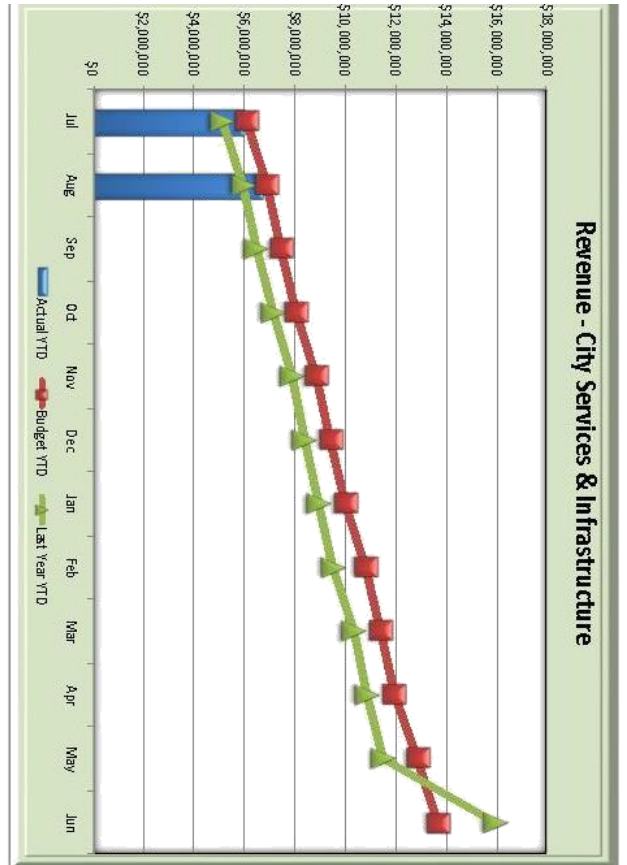
Total op. expenditure for all areas of the council compared to budget.

Responsible: Executive Leadership Team

-	Actual YTD	\$,000
-	Budget YTD	\$8,375
-	Under Budget	\$ 317

Refer to comments on pages 6-10

Note: Variance to Consolidated Profit & Loss is result of removing Internal Income and Internal Expenditure



City Services and Infrastructure Revenue - Graph 4

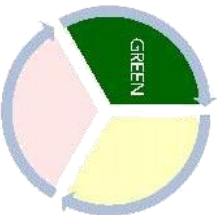
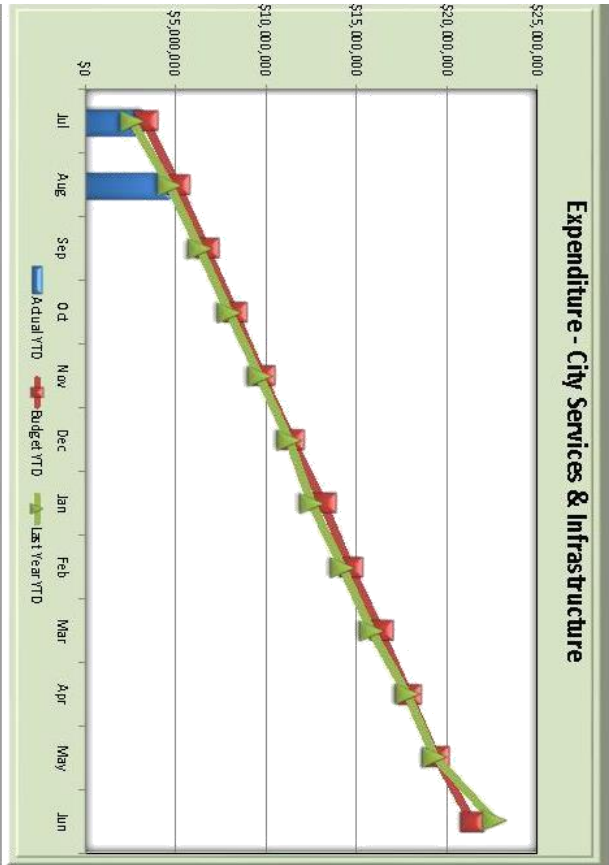
Total revenue for City Services and Infrastructure for fees, charges and grants compared to budget.

Responsible: *Director City Services and Infrastructure*

\$'000

- Actual YTD \$ 6,719
- Budget YTD \$ 6,871
- Under Budget \$ 152

Landfill revenue is \$58 below budget due to less tonnages received.



City Services and Infrastructure Expenditure - Graph 5

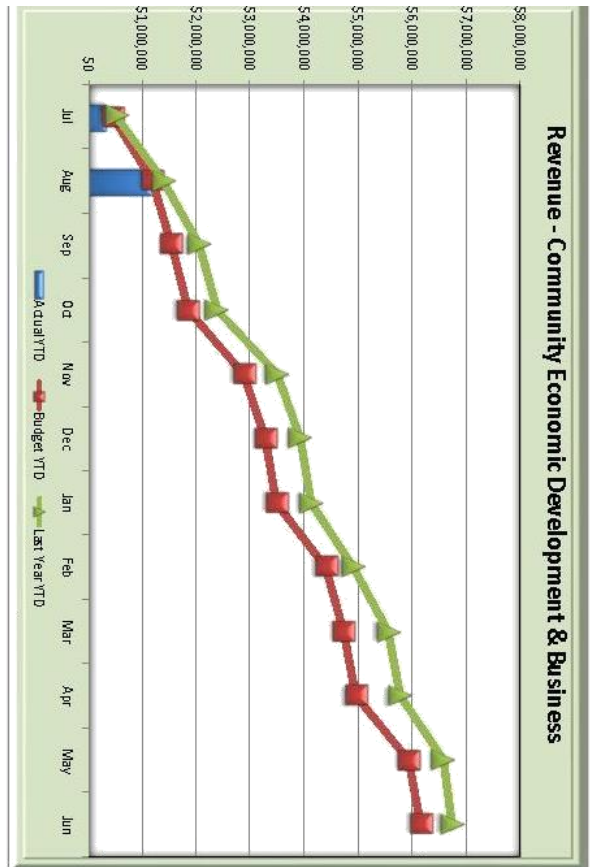
Total expense for City Services and Infrastructure compared to Budget, less depreciation.

Responsible: *Director City Services and Infrastructure*

\$'000

- Actual YTD \$ 4,763
- Budget YTD \$ 5,086
- Under Budget \$ 324

Some budgeted spends have been deferred to later in the year..



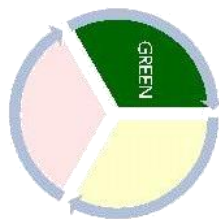
Community Economic Development and Business Revenue – Graph 6

Total revenue of Community Economic Development and Business, for fees, charges and grants.

Responsible: Director Community Economic Development and Business

\$'000		
- Actual YTD	\$	1,178
- Budget YTD	\$	1,196
- Over Budget	\$	18

Refer to Comments on Page 6-7.



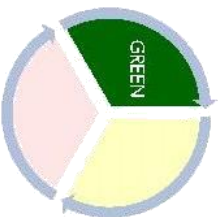
Community Economic Development and Business Expenditure – Graph 7

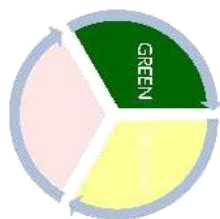
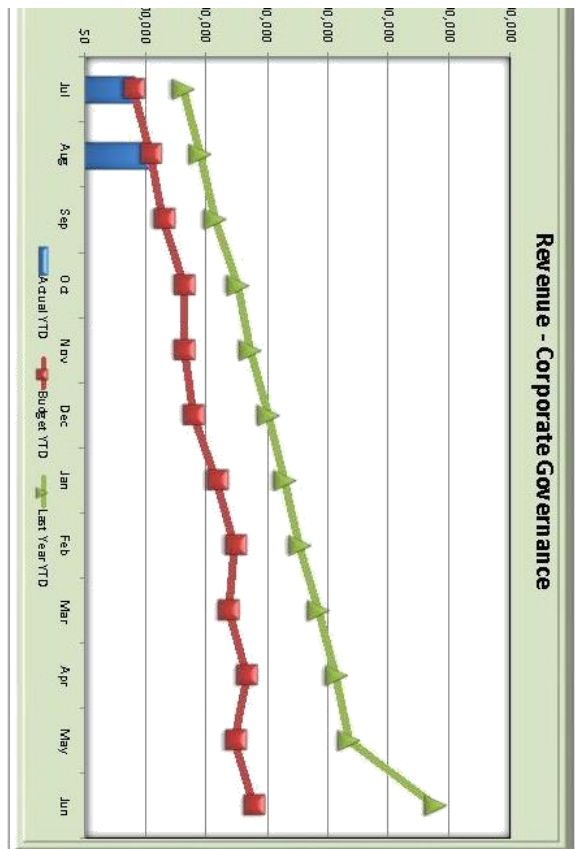
Total expense for Community Economic Development and Business.

Responsible: Director Community Economic Development and Business

\$'000		
- Actual YTD	\$	1,827
- Budget YTD	\$	1,745
- Over Budget	\$	82

Insurance premium for Derwent Entertainment Centre was paid in July but budgeted for in September.





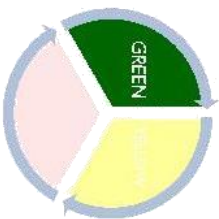
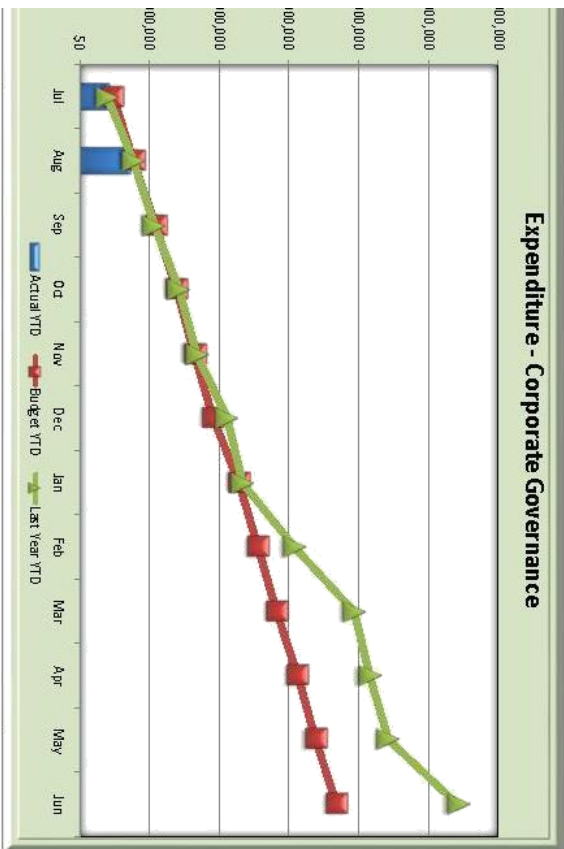
Corporate Governance Revenue - Graph 7

Total revenue for Corporate Governance.

Responsible: *Director Corporate Governance*

-	Actual YTD	\$ 547
-	Budget YTD	\$ 541
=	Over Budget	\$ 5

Animal charges fees received earlier due to improved reminder process.



Corporate Governance Expenditure - Graph 8

Total expense for Corporate Governance compared to budget (exc. depreciation).

Responsible: *Director Corporate Governance*

-	Actual YTD	\$ 1,469
-	Budget YTD	\$ 1,543
	Under Budget	\$ 75

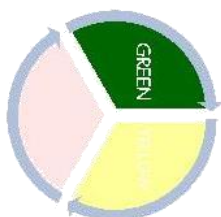
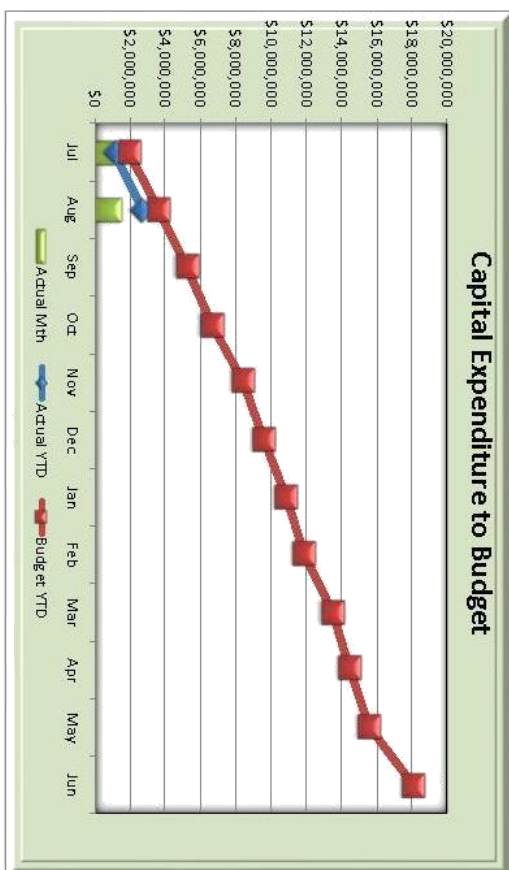
Annual insurance premiums were less than budget and some budgeted expenditure items were deferred until later in the year.



Balance Sheet

Corporate Performance Indicators

August 2016



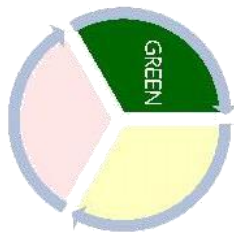
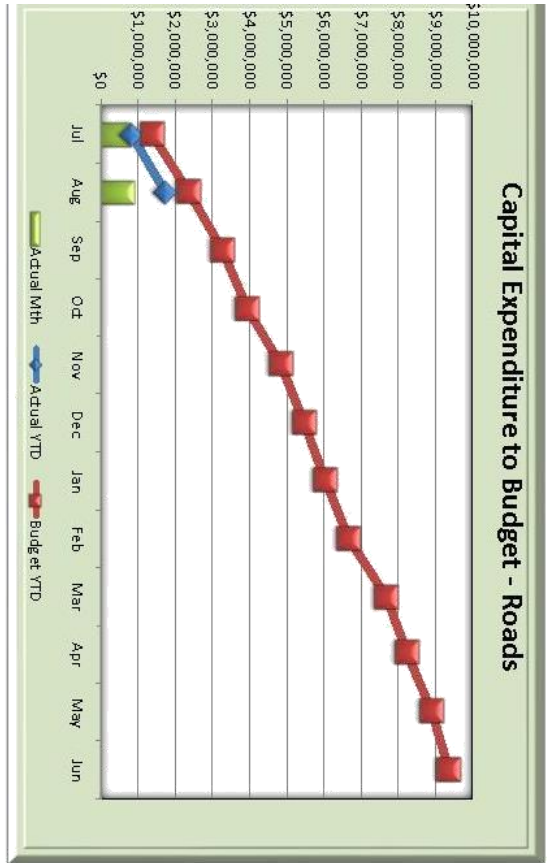
Total Capital Expenditure – Graph 14

Total Capital expenditure compared to budget.

Responsible: Executive Leadership Team

	\$'000
- Actual YTD	\$2,689
- Budget YTD	\$3,605
Under Budget	\$ 916

Refer pages 18-19. Additional information regarding capital variances is contained in Appendix B.

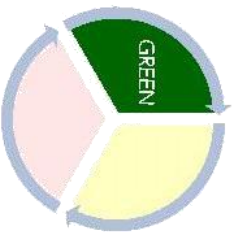
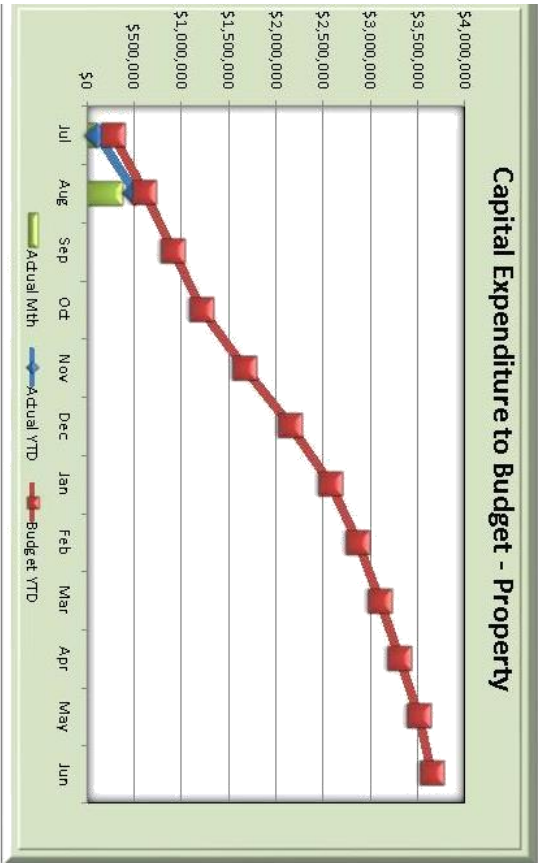


Capital Expenditure - Roads – Graph 15

Total expenditure for roads compared to budget.
Responsible: Director City Services and Infrastructure

-	Actual YTD	\$1,721
-	Budget YTD	\$2,344
	Under Budget	\$ 624

Additional information regarding capital variances is contained in Appendix B.

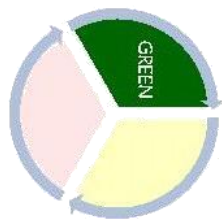
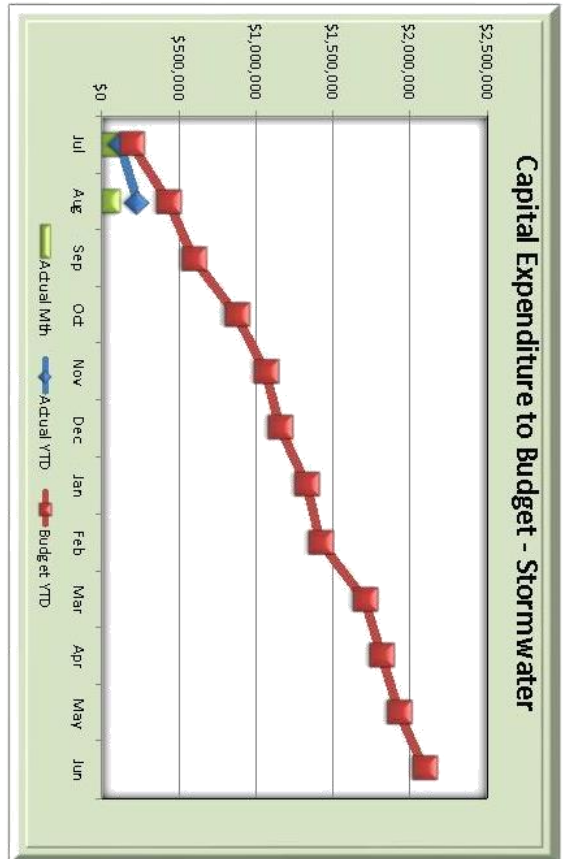


Capital Expenditure – Property – Graph 16

Total expenditure for property compared to budget.
Responsible: Director Corporate Governance

-	Actual YTD	\$ 508
-	Budget YTD	\$ 618
	Under Budget	\$ 110

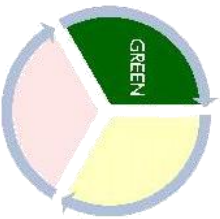
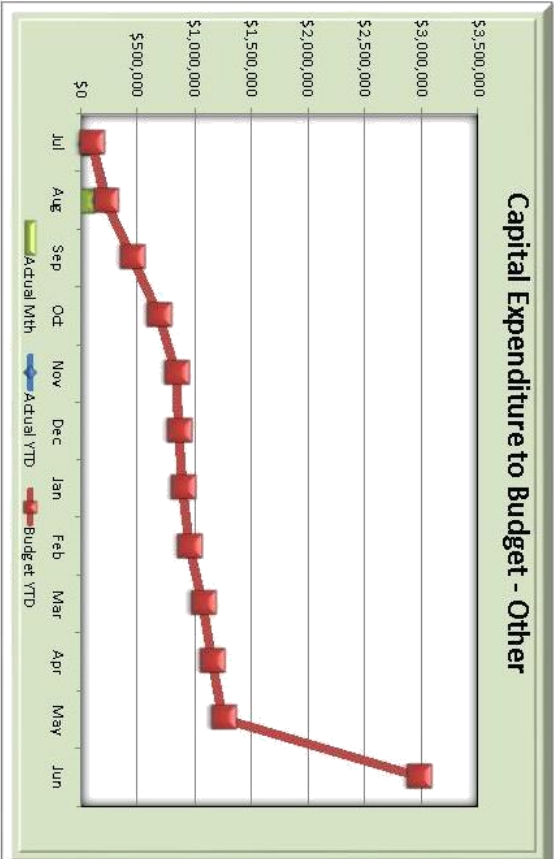
Additional information regarding capital variances is contained in Appendix B.



Capital Expenditure – Stormwater (excluding stormwater property connections) – Graph 17
Total expenditure for stormwater compared to budget
Responsible: Director City Services and Infrastructure

\$'000	
- Actual YTD	\$ 235
- Budget YTD	\$ 434
- Under Budget	\$ 199

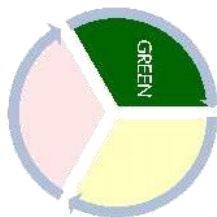
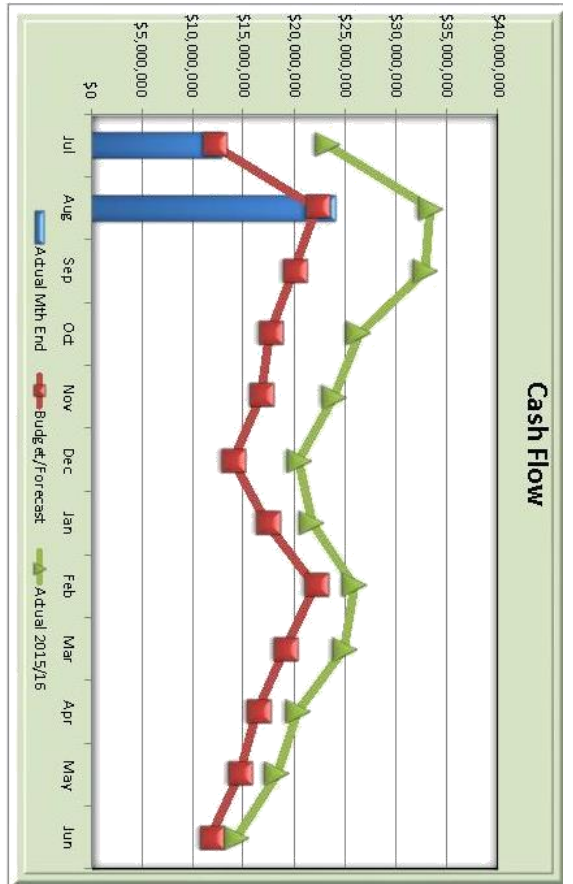
Additional information regarding capital variances is contained in Appendix B.



Capital Expenditure – Other (e.g. capital grants, technology, plant and equipment etc.) – Graph 18
Total expenditure for other capital compared to budget
Responsible: Director Community Economic Development and Business

\$'000	
- Actual YTD	\$ 225
- Budget YTD	\$ 209
- Over Budget	\$ 16

Additional information regarding capital variances is contained in Appendix B.



Cash Flow Movement - Graph 19

Total cash assets available (cheque account, cash floats and short term deposits), compared to budget and last year.

Responsible: Director Community Economic Development and

Business

-	Actual Cash	\$24,122
-	Budget	\$22,119
-	Variance	\$ 2,003

\$'000

Interest Earned – Graph 20

Total interest earned (accrued and received) compared to budget

Responsible: Director Community Economic Development and Business

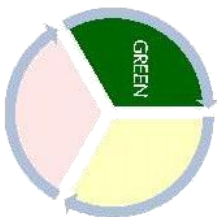
-	Actual YTD	\$ 66
-	Budget YTD	\$ 49
-	Over Budget	\$ 17

\$'000

Effective Interest Rate: 2.54%

Benchmark:

RBA Cash Rate (currently 1.50%) + 0.50% = 2.00%



Investment Profile		
Maturity	Total Amount	Average Rate
Cash on hand	\$ 112,776	0.00%
At call	\$ 4,979,561	1.80%
30 - 60 days	\$ 5,530,083	2.37%
61 - 90 days	\$ 7,000,000	2.67%
91 - 120 days	\$ 500,000	2.92%
120+ days	\$ 6,000,000	3.17%
Total	\$ 24,122,420	2.54%

Loan Profile		
Maturity Date	Rate	Loan Balance YTD
15-Jun-21	4.84%	\$ 779,552
15-Jun-22	6.76%	\$ 727,909
15-Jun-24	3.49%	\$ 269,544
15-Jun-25	4.78%	\$ 447,758
15-Jun-27	4.75%	\$ 261,759
30-Jun-22	5.01%	\$ 3,113,173
Total		\$ 5,599,695



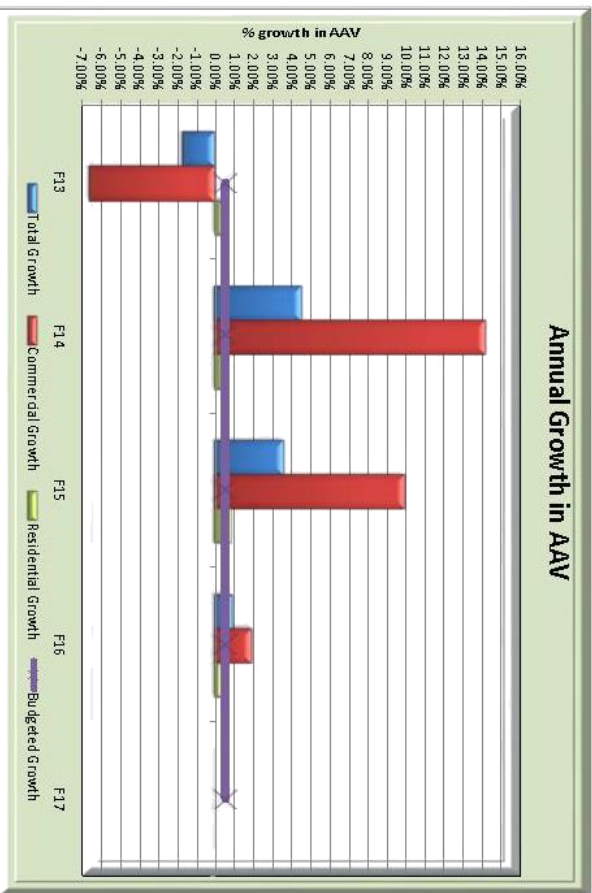
Interest Expense – Graph 21

Total interest expense (accrued and paid) compared to budget

Responsible: Director Community Economic Development and Business

	\$'000
- Actual YTD	\$ 54
- Budget YTD	\$ 50
Variance	\$ 4

Comment: Total loan repayments due during year ending 2016/17 is \$1,145.



Annual Growth in AAV – Graph 22

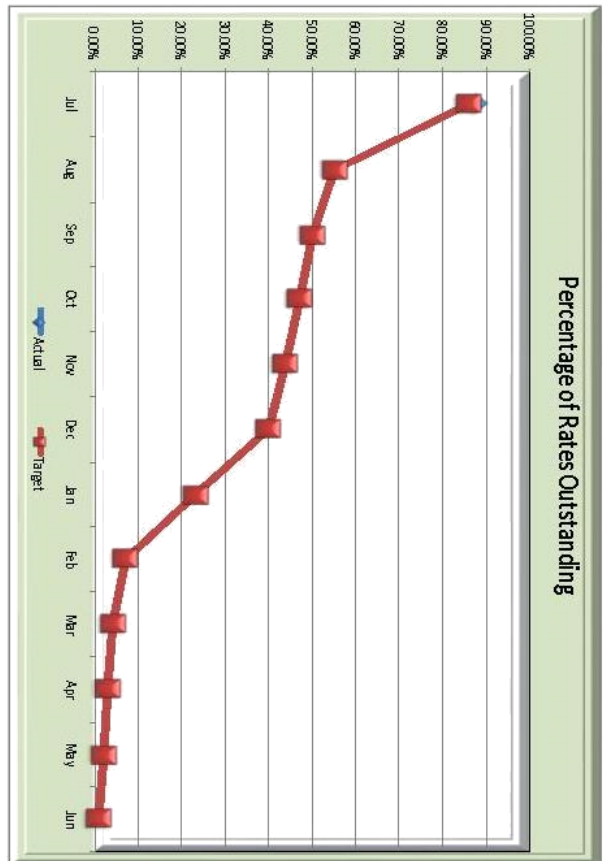
A comparison of the annual growth in the Assessed Annual Value (AAV) for Commercial, Residential and Overall Total.

Responsible: Director Community Economic Development and Business

AAV growth 2016/17 on July 1st 2016 Base

- Commercial 0.0% (being 68% of the total AAV growth)
- Residential 0.00% (being 32% of the total AAV growth)
- Total AAV growth 0.0%

Target 0.50% AAV growth compared to previous year



Percentage of Invoiced Rates Outstanding – Graph 23

Shows the percentage amount of invoiced rates not paid.

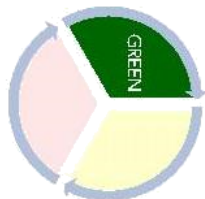
Responsible: Director Community Economic Development and

Business

- Actual 31 August 2016: 53.5%
- Target 31 August 2016: **55.00%**
- Variance: 1.50%

Total outstanding 31 August 2016: \$19,547
\$'000

Arrears as at	this month	last month	Movement
2016:	\$272	\$333	\$61
2015:	\$68	\$71	\$3
2014:	\$15	\$17	\$2
2013:	\$5	\$6	\$1
2012 +:	\$0	\$0	\$0
TOTAL	\$360	\$427	\$67



Accounts Receivable (AR) – Graph 24

A monthly summary of the level of money owing to council for non rate income.

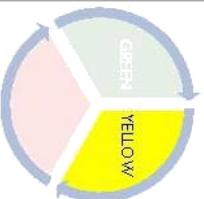
Responsible: Director Community Economic Development and Business

- Total 31 August 2016: \$1,797
\$'000
- % of AR 61 days & over: 93.0 %

Target <25% of AR 61 days and over (excluding property debts)

Comment:

Major component is \$1.6M contractor debt relating to Derwent Park Re-use scheme in the process of being written off. Other debts are being managed in accord with policy.

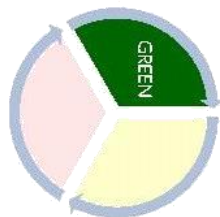
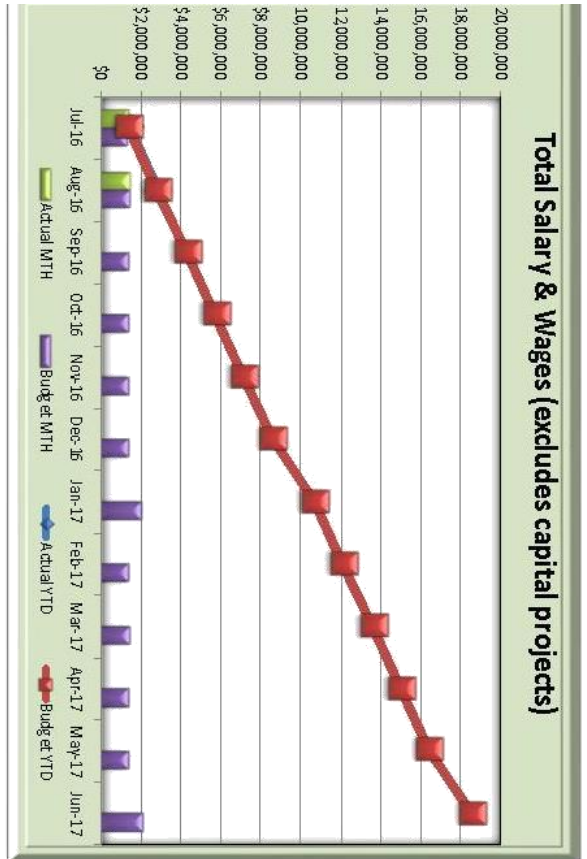




Glenorchy City Council

HR and OH & S Corporate Performance Indicators

August 2016

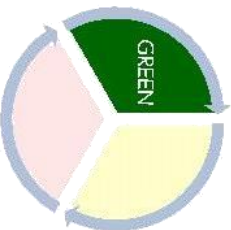
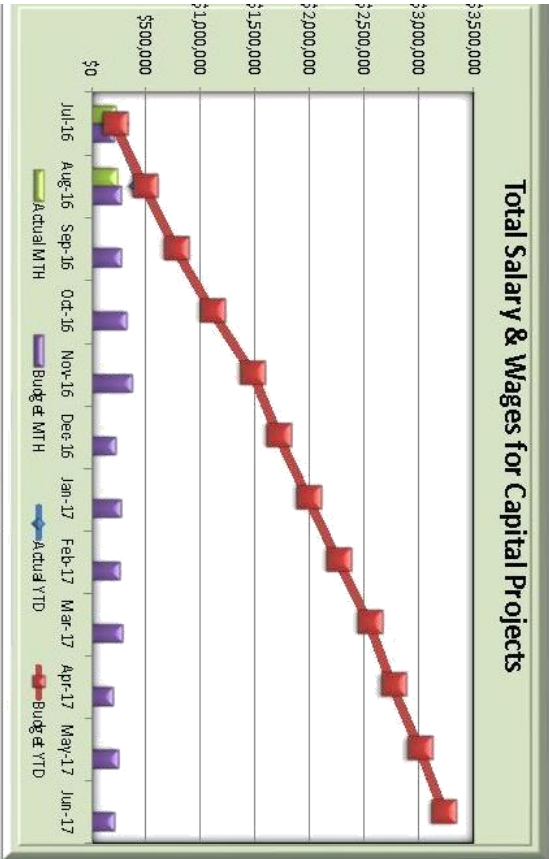


Salaries & Wages including on-costs – Operational (excludes capital projects) – Graph 25

Total operational salary costs compared to budget

Responsible: Executive Leadership Team

- Actual YTD	\$2,889
- Budget YTD	\$2,830
Over Budget	\$ 59

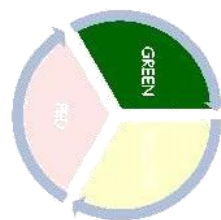
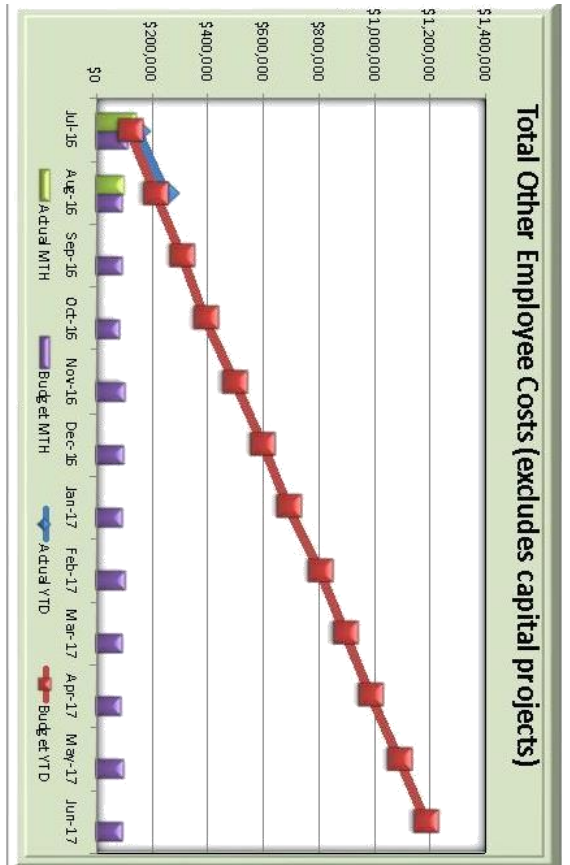


Salaries & Wages including on-costs – Capital Projects – Graph 26

Total salary costs for capital projects compared to budget

Responsible: Executive Leadership Team

- Actual YTD	\$ 471
- Budget YTD	\$ 494
Under Budget	\$ 23

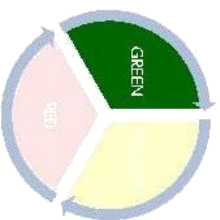
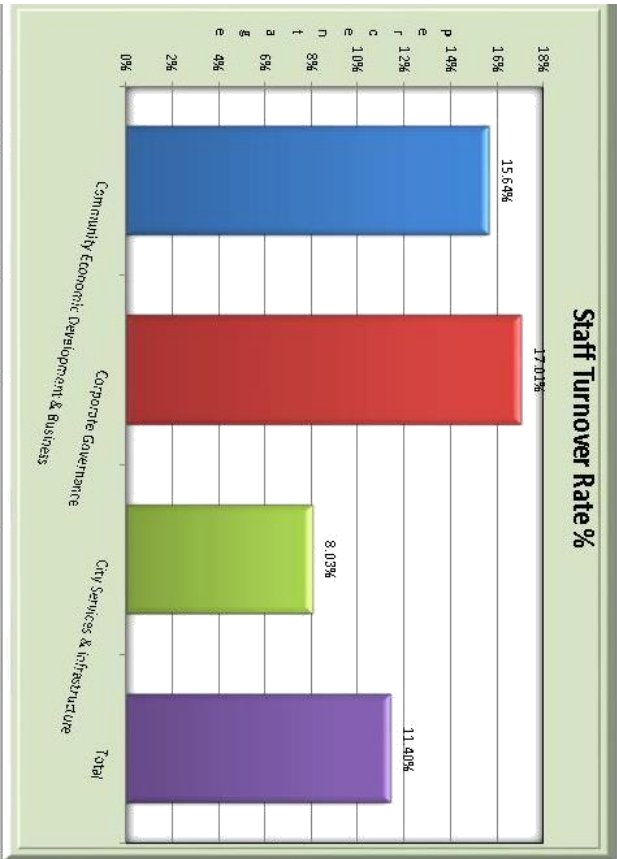


Other Employment Costs – Operational (excludes capital projects) – Graph 27

Total operational other employment costs compared to budget (i.e. relief/casuals, overtime, medical expenses, FBT etc).

Responsible: Executive Leadership Team

	\$'000
- Actual YTD	\$ 247
- Budget YTD	\$ 213
Over Budget	\$ 35



Permanent Staff Turnover Rate – Graph 28

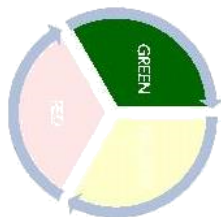
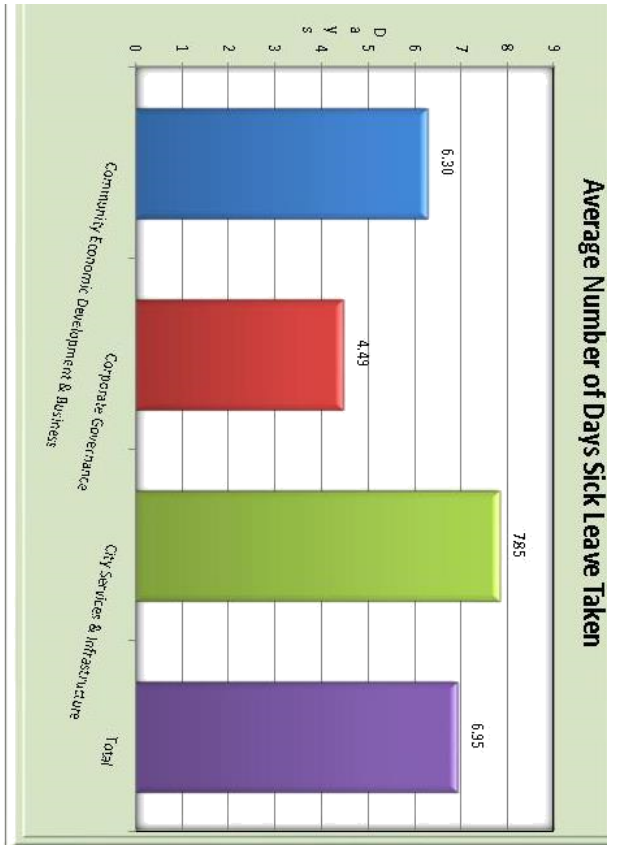
Total staff turnover is the total number of terminations over the last twelve months divided by the number of staff As at the last day of the month. This ratio represents the percentage of our total workforce who leave the council.

Responsible: Executive Leadership Team

Rolling 12 month av. turnover rate calculations used

	2016	2015
Rolling 12 month turnover rate	11.40%	10.74%

Benchmark: LGAT All Tasmanian Councils Group Average (2007/08) recorded: 15.20%



Average Number of Days Sick Leave Taken

– Graph 29

For each department Total number of days sick taken divided by number of staff for previous 12 months. This ratio represents the number of sick days taken per person on average.

Responsible: *Executive Leadership Team*

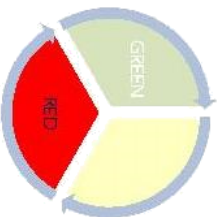
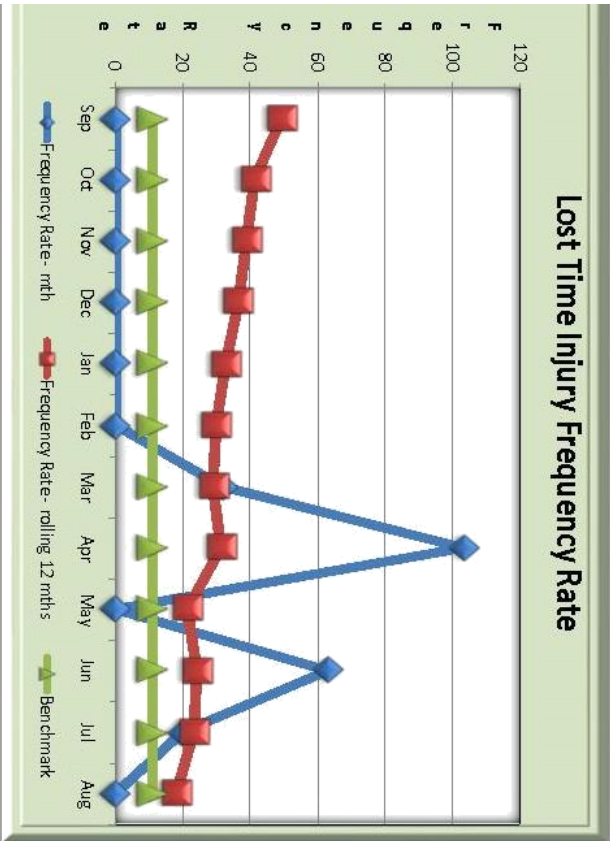
- Total average sick leave days taken last 12 months:

Last 12 mths: 6.95 Days

Prev. 12 mths: 7.10 Days

Benchmark: LGAT All Tasmanian Councils Group

Average (2007/08) recorded: 6.80 days



Lost Time Injury Frequency Rate - Graph 30

The Lost Time Injury Frequency Rate is the number of lost time claims per one million hours worked for permanent, casual and overtime staff.

Responsible: *Executive Leadership Team*

- Claims per 1 million hours worked:

• Rolling 12 month average 18.17

• Current month 0.0

Benchmark: Work Cover Tasmania All Industries (2010/11) recorded: 10.80 claims.

Capital Expenditure Summary (\$'000)		31/08/2016
2016/17 Capital Budget Year to Date		3,605
2016/17 Capital Year to Date Expenditure		2,689
Total Over/(Under) Spend		(916)
Total Over/(Under) Spend Comments		
Roads Capital - Under Budget \$624		
Primarily under budget due to:		
11918 - Maroni Road \$162 - project now completed, awaiting invoice		
12019 - Moreton Cres \$150 - project delayed.		
11953 - Collinsvale Road \$107 - design delayed due to review of Gabion Wall		
12101 - Battersby Drive \$81 - project delayed due to other works.		
11855 - Browning Road \$71 - project still in design phase		
Property Capital - Under Budget \$110		
Primarily under budget due to:		
3031 - KGV Redevelopment \$30 - project close to completion		
11994 - GCC Office accommodation strategy \$31 - project delayed due to resourcing		
Stormwater Capital - Under Budget \$199		
Primarily under budget due to:		
12156 - Cavendish Road \$57 - project delayed by one month		
300* - Denwent Park Reuse Scheme \$54 - invoices delayed		
12163 - Adelphi Court \$30 - project delayed by one month		
11956 - Tolosa Street \$29 - project delayed. Works commenced April 18th.		
Other Capital - Over Budget \$16		
Primarily over budget due to:		
2891 - Recycle Bins - \$16 - purchased earlier than budgeted		

Emergency/Unforeseen Projects Commenced (No budget allocated in 2016/17 Funded from SAMG Reserve \$400,000)			
Project Number	Description	Budget Approved	Comments
3296	GCC Website	\$117,690	Approved IMG 28/7/16
Total		\$117,690	

Emergency/Unforeseen Projects Commenced (No budget allocated in 2016/17) Funded from savings within Program			
Project Number	Description	Estimated Full Cost of Project	Comments
Total		0	

Budgeted 2015/16 projects that will not be undertaken this Financial Year			
Project Number	Description	Annual Budget	Comments
Total		0	

Outstanding Actions List - Open Council Meeting

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
0/06/2014	22.3	Notice of Motion - Alderman C. Lucas - 2 Car Parking Strategy	Council provide a report on current Car parking strategy in the City commercial precincts including: 1. The present parking strategy for the future of the city, and any proposed changes. 2. Details Cash-In-Lieu payments in Commercial areas, Glenorchy Precinct, Moonah and Claremont – including total fees collected and numbers of spaces-in-lieu by year since the year 2000. 3. Any feedback received from developers. 4. How application of this policy and fee levels relate to the Regional Planning scheme. 5. A schedule of fee rates for all Southern councils.	City Services and Infrastructure	Council's Parking Strategy Working Group has been re-established and its Terms of Reference have been endorsed by Council. Meetings of the working group are now underway. A project plan has been agreed by the Group, which targets completion of the review by mid-2017.	31-Jul-17
1/09/2014	13.4	Question on Notice - Alderman K. Johnston (Relates to Notice of Motion - Alderman K. Johnston - CCTV Evaluation (12 February 2013))	That a report be prepared by the Director Community, Economic Development & Business following consultation with Tasmania Police with respect to the Closed Circuit TV system. That the CCTV system be evaluated every six months and a report produced with a range of identified KPIs. That Council as a priority develop and adopt CCTV system operating procedures and protocols. (refer to Question On Notice for specific details)	Community, Economic Development and Business Development	An audit of the location and condition of existing security cameras has been undertaken using a new contractor. An estimate of the cost involved with rectifying a range of identified issues has been provided. A report will be presented to Council at its October meeting. A Protocol (including a testing schedule) is also being investigated with other LGAs. The matter is now on the monthly agenda of the Council's Safer Communities Special Committee for regular monitoring and reporting. A Council officer has been tasked with investigating naming rights approaches at other LGAs. At the DEC Manager's presentation to the Council workshop on 15 August 2016, feedback was obtained from potential sponsors to the effect that there is insufficient guaranteed content at this stage to attract sponsorship funding. The quoted cost of valuing potential naming rights for the DEC was \$16,000.	Ongoing
3/10/2014	7.1	Notice of Motion 7 - Alderman M. Stevenson Develop an 'expression of interest' process	That Council develop an 'expression of interest' process that could be implemented to help find a naming rights sponsor for the Derwent Entertainment Centre and other Council facilities.	Community, Economic Development and Business Development		Dec 2016
9/06/2015	13.3	Notice of Motion Alderman M. Stevenson	That a brief projects and major operational items summary be provided at each Council meeting.	Corporate Governance	A Council workshop to be conducted by an external consultant to outline reporting options was scheduled for 5 September 2016, however was required to be rescheduled to 10 October 2016.	31-Oct-16
3/08/2015	8	Community Garden - Kenbrae Avenue and Pitcairn Street	That Council acknowledges that the Legal and Property Department will negotiate a lease under section 179 of the Local Government Act with the Glenorchy Precinct Group for the portion of land between Kenbrae Avenue and Pitcairn Street on either side of the footpath to develop a community garden for the benefit of our community.	Corporate Governance	Given that the Greater Glenorchy Precinct Group is no longer associated with Council, the Community Garden project will need to find a new auspicing group. The final completion date is dependent on how long that process takes. A meeting between Council officers and the Community Garden Group was held on 31 August 2016 to identify ways to assist the group. The next working group meeting is scheduled for 6 October 2016.	TBA
3/08/2015	15.1	Notice of Motion - Alderman D. Pearce	That Council re-examines its consultation processes and methods.	Community, Economic Development and Business Development	A review of Council's community engagement strategy is underway, with a view to developing a community engagement manual. Council's new Co-ordinator Community Planning who commenced work on 29 July 2016 is overseeing this action, and is currently preparing a project plan.	30-Jun-17
3/08/2015	15.2	Notice of Motion - Alderman J. Branch-Allen	1. Glenorchy City Council plan to facilitate a community forum in 2016 to talk about community food security. 2. We invite Professor David Adams (leader in this area) to talk at the forum.	Community, Economic Development and Business Development	Council officers are researching potential forum options and partnerships.	31-Dec-16
31/08/2015	10	Community and Multi-Cultural feasibility Study - Election Commitment Grant Deed	a) Council call for expressions of interest in developing a feasibility plan to meet the needs of the community for a Multi-Cultural Centre/ Community Spaces Plan. b) Confirm with the Department of Premier and Cabinet that the proposed grant timelines are acceptable - expenditure within the 2015/16 financial year.	Community, Economic Development and Business Development	A Council workshop was conducted on 25 July 2016. The Department of Premier and Cabinet has approved the extension of the grant term. A report is to be presented to Council for consideration at its meeting on 26 September 2016.	30-Sep-16

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
13/11/2015	9	Notice of Motion - Proposing the replacement of all speed limit signs and 'No Stopping' signs with pavement marking and the change of road markings from white to yellow.	(c) That Council ENDORSES a database associated with all traffic signs and road markings within Glenorchy municipality be developed. (d) That Council ENDORSES a review of existing speed limit signs within the Glenorchy municipality so that the number of speed limit signs is minimised following the development of the proposed street sign database. (e) That Council ENDORSES a procedure for the 'No Stopping' restrictions be developed to determine where to use signage and/or line marking in terms of full-time 'No Stopping' parking restrictions with the consideration of minimising installation and maintenance costs. (f) That Council ENDORSES that the existing 'No Stopping' signs also be reviewed subsequent to the development of the proposed database. (g) That Council ENDORSES a long term plan for line marking maintenance to be developed subsequent to the development of the proposed database.	City Services and Infrastructure	A Council Transport Engineer has commenced work on the development of the traffic signs and linemarking database. Additional resources are required to collect and process the data. A 'trial' of a suburb or similar area is needed to clarify the time needed to complete the database. The process was delayed as a result of the asset officer being on extended leave.	Estimated time to be advised following completion of a 'trial' area to assess resource needs.
13/11/2015	10	Bushfire Management	2. That Council APPROVES the implementation of an improved, on-going bushfire management program (stages 1-3) to meet statutory responsibilities that is expected to cost, on average, \$343,000 per year over the first 10 years and thereafter have an on-going cost of \$273,000. 3. That Council APPROVES a budget variation of \$45,000 for the 15/16 financial year to commence stage 1 of the bushfire management program for policy and strategy development.	City Services and Infrastructure	2. Council Policy, Strategy and Bushfire Management Plan to be developed by new position holder. 3. Interviews have been held for this New Position.	2. 30 Dec 2016 3. Recruitment complete. Start date Mon 03 Oct 2016
11/12/2015	9	Main Road Transit (Public Transport) Corridor, Bus Priority and Bus Stop Optimisation Measures	3. Requires a further report be provided to Council on completion of detailed design and prior to the implementation of bus priority measures at the intersection of Main Road and Derwent Park Road/Springfield Avenue That Council (b) subject to the matched support of Hobart City Council : (i) INITIATE a Public Transit Corridor Urban Utilisation and Economic Benefit project for the current rail corridor, based on that Project Proposal, in partnership with Hobart City Council; (ii) EXCHANGE Memoranda of Agreement to proceed with the project on terms and conditions agreed by the General Managers of the respective Councils; (iii) PREPARE a brief requesting expressions of interest from suitably qualified and experienced public transport and urban development consultants demonstrating their capacity to fully develop a report and recommendations satisfying the combined requirements of the two Councils. (iv) AGREE to requesting submissions from consultants that have demonstrated through their expressions of interest submissions that they have the capacity to provide a report capable of satisfying the requirements of the brief; (v) ALLOCATE up to \$75,000 as Glenorchy City Council's contribution to the cost of engaging a consultant, subject to Hobart City Council agreeing to allocate \$75,000 with the total fee for the consultancy not exceeding \$150,000.	City Services and Infrastructure	The General Manager and Director City Services met with the Deputy Secretary of the Department of State Growth in early September 2016, at which they were advised that detailed design drawings currently being prepared by the State would likely be provided by 31 December 2016. The timeline for the completion of the project will be dictated by the content of those drawings.	Subject to a review of detailed design drawings to be provided by the State
15/01/2016	9	Development Opportunities along the Potential Public Transit Corridor	(v) AGREE to requesting submissions from consultants that have demonstrated through their expressions of interest submissions that they have the capacity to provide a report capable of satisfying the requirements of the brief; (v) ALLOCATE up to \$75,000 as Glenorchy City Council's contribution to the cost of engaging a consultant, subject to Hobart City Council agreeing to allocate \$75,000 with the total fee for the consultancy not exceeding \$150,000.	Community, Economic Development and Business Development	GHD have now submitted a draft Final Report for review. The Joint Working Group met on 12 September 2016 to review and consider the draft report. Officers' detailed comments on the draft report and draft Funding Analysis were forwarded to GHD on 15 September and 19 September, respectively. HCC and GCC officers are scheduled to meet on 21 September to confirm that the draft final report addresses all of the deliverables contained in the Project Brief.	31-Oct-16
15/01/2016	11	Actions List - Update Report	Corporate Performance Reporting • Management to provide a framework at February workshop. • Clarification as to reporting requirements of the Council.	Community, Economic Development and Business Development	A Council Workshop to be delivered by an external consultant which will outline potential reporting options was due to be held in September, but was re-scheduled and will now be held on 10 October 2016.	31-Oct-16
15/02/2016	10	KGV Skate Park	That Council: RECEIVES and notes the update on the relocation and construction of the Skate Park and that there be extended community consultation about the location of the Skate Park and further report come back to Council, giving consideration to Council's strategic plan and projects, before the final location is determined by Council.	Corporate Governance	Since the Council workshop was held on 26 April 2016, various presentations have been made to Special Committees, and other stakeholders. Information was also displayed in the foyer of Council chambers and various preliminary feedback obtained. Moving to Community Consultation is a priority, and will be able to be actioned now that Council's new Coordinator, Community Planning and Inclusion has commenced work.	31-Mar-17
15/03/2016	9	Intercity Cycleway Proposed Chicane Gate Changes at Road Intersections	That Council remove one of the existing "paired" chicane gates, to replicate what the Hobart City Council has completed, at all road crossings along the Intercity cycleway.	City Services & Infrastructure	Project planning has commenced. The project was reliant on funding being made available from savings from other projects. The savings which were previously identified were unable to be carried forward to the 2016-17 budget, meaning that new savings need to be identified before the project can progress. Completion is now estimated for 31 March 2017, in order to allow time for savings measures to be identified and works to be completed.	31-Mar-17
13/04/2016	10	Smoking Ban Along the Intercity Shared Pathway	That this item lay on the table for further information and consideration of this item at a future Council Workshop.	City Services and Infrastructure	A Council workshop was held on 20 June 2016. Council is liaising with HCC and other bodies such as Quit Tasmania, the Heart Foundation, the Cancer Council and the AMA to request their support for the initiative. Once support is confirmed, the State Government will be lobbied with the aim of having the Shared Pathway declared a smoke free site.	Dec 2016

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
9/05/2016	11	Proposed Environmental Amenity By-law	That Council: DECLARES its intention to make the Environmental Amenity By-law No. 1 2016 pursuant to s156 of the Local Government Act 1993; and APPROVES the initiation of the statutory process required under Part 11 of the Local Government Act 1993 for making the proposed Environmental Amenity By-law No. 1 of 2016.	City Services and Infrastructure	A draft Regulatory Impact Statement was developed and sent to DPAC for approval on 8 May 2016. DPAC's feedback was received in early September 2016. Council is considering a number of recommendations made by DPAC and will consult further with a number of stakeholders before considering what amendments, if any, will be made to the draft law and the RIS. Advertising for public consultation will commence after DPAC approval of the RIS is provided.	Dec 2016
6/06/2016	17	Question without Notice -Alderman Lucas	What is the time cost of the harassment of senior staff or senior management to answer the questions put to them before every Council Meeting?	General Manager	This is being considered by Management and will be dealt with in due course.	31-Oct-16
4/07/2016	9	Request to Join Coalition of Community Organisations Concerned About Gambling	That Council: AGREE to join the Coalition of Community Organisations Concerned About Gambling; and AUTHORISE the General Manager to provide a submission on Council's behalf to the State Government expressing its concern over the high number of EGMs in Glenorchy's Clubs and Hotels and the consequent impact on the Glenorchy Community. The submitst on also strongly urge, that if the State Government choose to make change to the industry, transitional arrangements be put in place to manage any potential impact on the industry and employment	General Manager	1. The Mayor and Council staff continue to work with Anglicare on this issue. 2. The Legislative Council has now extended the deadline for submissions to 9 December 2016. 3. Council is currently awaiting the release of the State government's terms of reference for the inquiry into Gambling before finalising its submission. 4. It is anticipated that a report will be put before Council for consideration in November. It is currently proposed that Council will make separate submissions to the Coalition, and to the inquiry. It is proposed that any submissions will be informed by prior engagement with the Glenorchy community.	2017
4/07/2016	11	Acquisition and Disposal of Land - Bosco Drive AND Dalmada Place	That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 2/1 Dalmada Place for the purpose of allowing Council to formalise and maintain a public walkway through Dalmada Place to Bosco Drive APPROVE Council Officers to continue negotiations to dispose of part of the public land at 23 Bosco Drive for the purpose of extending the private rear yard of 19 Bosco Drive, subject to the compliance of the requirements of section 178 of the Local Government Act 1993 (noting the investigation of the possibility of a similar sale to the owners of 21 Bosco Drive, to establish a safe, easily maintained and monitored piece of land which will comprise part of the public walk way). APPROVES the advertising of Council's intention to dispose of any part of the public land at 23 Bosco Drive under section 178 of the Local Government Act 1993.	Corporate Governance	The owners of 19 Bosco and 2/1 Dalmada Place have been notified of Council's decision. Discussions with the owners of 21 Boscoe Drive regarding a potential sale of part of the public land on 23 Bosco Drive are ongoing.	30-Jun-17
4/07/2016	14	Greater Hobart Traffic Congestion Summit Meeting 2	That Council: ... ENDORSE in-principle support for a budget contribution for a Greater Hobart transport model for an estimated amount of \$37,500, which is to be confirmed and approved as a budget variation when the exact amount is established, contingent on: (a) budget assessment (b) that all Councils contribute as expected.	City Services & Infrastructure	The Minister and Department of State Growth was advised of Council's decision on or about 17 August 2016. Traffic modelling will now be progressed, subject to final costings and commitment from other Councils involved.	Subject to final traffic modelling costings and commitment from all Councils involved
4/07/2016	19.1	Notice of Motion - Alderman M. Stevenson	That Council: REFER the budget development process to the Audit Panel for their review and request that a report on their findings be presented to Council for consideration	Corporate Governance	This request was considered by the Audit Panel at its meeting on 19 July 2016 at which it was noted that the matter would form part of the internal audit plan for the 2017 financial year. The Audit Panel's Annual Work Plan was considered at its meeting on 21 September 2016. The review of the annual budget process was part of that plan and is targeted for action in April/May 2017.	31-May-17
1/08/2016	13.3	Notice of Motion - Alderman D. Pearce	That Council ends its formal relationship with the Community Predict Consultation System. That Council re-direct the money used to support the predicts to provide small one-off grants to facilitate community based initiatives on merit.	Community, Economic Development and Business Development	Council officers are actively working through a transition plan with the former predict convenors to address: * the transition of Committees * the au spicing of programs, projects and events, and * interim public liability/insurance coverage Council will is in the process of writing to predict members to advise them of the transition arrangements. A thank you event is also proposed to thank predict members for their contribution to the Program.	31-Oct-17
29/08/2016	11	Council Policy - Dog Management Policy	That Council notes that the revised draft Dog Management Policy 2016 will go out to public consultation with the view of submitting the Policy at a future Council meeting for consideration and adoption.	Corporate Governance	Advertisements notifying the public of the draft policy and inviting submissions are currently being prepared and will soon be placed in the Glenorchy Gazette and the Mercury. Notification in the same or a similar form will also appear on Council's website.	30-Nov-16
29/08/2016	17.1	Notice of Motion - Alderman J Branch-Allen	1. That Aldermen be on a rotating roster system at Council once a month to meet with the community. 2. Appointment could be pre arranged for members of the community who wanted to book or a drop-in system. 3. Advertising to be put in the Glenorchy Gazette each month of who is on duty and day and time they will be at Council. 4. That the office down stairs used by the JP on duty be used with similar signage outside the door, and 5. That this be conducted on a 3 month trial.	Community, Economic Development and Business Development	Planning is underway to implement this process in the first quarter of 2017.	1-Jun-17

Council Meeting Date	Clause Number	Subject/Issue	Council Adopted Action	Department Responsible	Comments/Update	Estimated Completion Date
19/08/2016	17.2	Notice of Motion - Alderman J Branch-Allen	{a) The Glenorchy City Council investigates establishing a similar program for free weekend entry to Jackson Street Waste Management site as has Hobart City Council. (b) That a report be brought back to Council at the December meeting.	City Services and Infrastructure	In accordance with Council's resolution, Waste Services are currently preparing a report on the feasibility of this proposal. The report will be presented to Council for consideration at the council meeting on 19 December 2016.	30-Dec-16
19/08/2016	17.3	Notice of Motion - Alderman M. Stevenson	That Council writes to all State owned utilities and departments requesting they adequately resource graffiti management in our municipality and ensure that graffiti is removed promptly to improve the amenity of our city.	City Services and Infrastructure	Draft letters to State and Federal agencies requesting that they act to ensure graffiti is removed in a timely manner have been prepared and will be finalised and sent soon. The process of identifying all of the owners of utilities and other agencies has been a significant exercise.	31-Oct-16



Nominations and Appointments to Committees and other Bodies

Title	Nominations and Appointments to Committees and other Bodies
Council Resolution	Item XX (DD MMM YYYY) as per Council minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council resolution date
Strategic Plan Reference	Leading our Community 4.1.1 Provide leadership and advocacy to address issues facing our communities. 4.1.2 Ensure Council is open and transparent in its communication and dealings with our communities
ECM	Council policies

PURPOSE

This policy sets out the procedures that will be followed by Council when it nominates or appoints Aldermen or independent persons to council bodies and external bodies.

SCOPE

This policy applies to:

- (a) Council management and elected Aldermen in facilitating appointments and nominations; and
- (b) Aldermen and independent persons seeking nomination or appointment by Council to council bodies and external bodies.

STATUTORY REQUIREMENTS

Section 20 of the *Local Government Act 1993* (the Act) provides that one of the functions of a Council is to represent and promote the interests of the community.

Section 23 of the Act provides that Council may establish council committees to assist it in carrying out its functions under the Act or any other Act, and that a committee consists of councillors appointed by the Council.

Section 24 of the Act provides that a council may establish special committees, which consist of such persons appointed by the Council as the Council considers appropriate.

Acts	<i>Local Government Act 1993</i>
Regulations	<i>Local Government (Meeting Procedures) Regulations 2015</i>
Australian/International Standards	Not applicable

DEFINITIONS

ballot	means a ballot conducted in accordance with Part 4 of this policy.
chair	means the person chairing a council meeting in accordance with the Regulations.
council body	means any committee or other body established by Council over which Council has control, whether comprised of Aldermen, independent persons, or both, and includes, but is not limited to— (a) a council committee established under section 23 of the Act; (b) a special committee established under section 24 of the Act; (c) an audit panel established under section 85 of the Act; (d) a steering committee;



Nominations and Appointments to Committees and other Bodies

	(e) a working group; or (f) a taskforce.
council election	means an election held under Part 15 of the Act.
council meeting	means an ordinary council meeting or a special council meeting, unless expressly specified otherwise.
external body	means a committee or other body established by an organisation other than Council on which Council may be represented by persons either appointed by Council or nominated for appointment by Council and includes, but is not limited to— (a) a panel; (b) a board; (c) a steering committee; (d) a working group; or (e) a task force.
General Manager	means the General Manager of Council, or delegate.
Regulation	means the <i>Local Government (Meeting Procedures) Regulations 2015</i>

POLICY STATEMENT

From time to time, Council is required to appoint Aldermen and independent persons to various committees, boards, working groups, steering committees, taskforces or other bodies. Council is also occasionally required to make appointments or nominations for appointment of Council representatives to external bodies.

This policy sets out the procedures which Council will follow when making an appointment or nomination to a council body or external body. The policy aims to ensure that nominations and appointments are fair, democratic and transparent.

PART 1 – NOMINATION AND APPOINTMENT TO EXTERNAL BODIES

1. Application

This part applies where Council has received a request from an external body to—

- (a) appoint Aldermen or independent persons (or both) to represent Council on an external body; or
- (b) nominate Aldermen or independent persons (or both) for appointment by the external body.

2. Procedure

- (1) Following the receipt of a request for nominations or appointments from an external body, the General Manager will circulate a notice, which—
 - (a) identifies—
 - (i) the external body;
 - (ii) the position available;
 - (iii) whether the request is for an appointment or a nomination;
 - (iv) the nature of the duties to be undertaken;
 - (v) the proposed term of the appointment; and
 - (vi) any other information the General Manager considers relevant; and



- (b) calls for expressions of interest for nomination or appointment includes
- (2) The notice required under clause 2(1) is to be circulated—
 - (a) if the request calls for the nomination of Aldermen, to all Aldermen by email; or
 - (b) if the request calls for the nomination of independent persons, by—
 - (i) publishing the notice on Council's website;
 - (ii) sending an email to all Council staff; and
 - (iii) if the General Manager considers it necessary, publishing the notice in local newspapers.
- (3) The General Manager will circulate the notice under clause 2(1) within the later of—
 - (a) The day that is a week before nominations close; or
 - (b) as soon as practicable after the General Manager receives the request.
- (4) The General Manager will accept expressions of interest until close of business on the day before the day on which the agenda for the relevant council meeting is required to be provided to Aldermen under section 8 of the Regulations.
- (5) Expressions of interest may be accompanied by—
 - (a) a statement of no more than 150 words in support of the person's nomination; and
 - (b) if the nominee is not an Alderman, a further statement, of no more than two typed A4 pages, listing the nominee's qualifications relevant to the position.
- (6) Following the close of nominations, the General Manager will present a report to Council for consideration at the relevant council meeting, which must include—
 - (a) particulars of the position to which nomination or appointment has been requested; and
 - (b) a list of the nominations received and the documentation provided in support of each.
- (7) Where the number of nominees for a position does not exceed the number of positions available, the Council will decide the nominees or appointees (as applicable) in accordance with its ordinary meeting procedures.
- (8) If the number of nominees for a position exceeds the number of positions available—
 - (a) a ballot will be held to select the appointee or nominee; and
 - (b) once the result of the ballot is determined, the chair will call for the nomination to be confirmed in accordance with Council's ordinary meeting procedures.
- (9) The General Manager will inform the external body of Council's appointment or nomination (as applicable) as soon as practicable after the conclusion of the council meeting.

3. Exceptions to procedure

- (1) Where a request for nomination or appointment calls for a separate nominations or appointments of Aldermen and independent persons, separate processed (including ballots) will be held to select Aldermen and independent persons.
- (2) Where a request for nomination does not place a limit on the number of nominees that may be received from Council, the General Manager may, at the General Manager's discretion, circulate a notice (in accordance with clause 2(2), above), notifying that nominations are to be made directly to the external body.



PART 2 – NOMINATION AND APPOINTMENT TO COUNCIL AND EXTERNAL BODIES FOLLOWING A COUNCIL ELECTION

4. Application

This part applies to appointments, re-appointments and nominations for appointment of Aldermen to council bodies and external bodies following a council election.

5. Procedure

- (1) Council will appoint and re-appoint (and, where necessary, nominate or re-nominate) Aldermen to council bodies and external bodies at the first ordinary meeting of council following a council election.
- (2) As soon as practicable after the publication of a copy of the certificate of election under section 304(2) of the Act, the General Manager will circulate a notice to Aldermen which—
 - (a) notifies Aldermen that appointments, re-appointments and nominations for appointment to council bodies and external bodies are to be made at the first ordinary meeting of Council following a council election; and
 - (b) lists the appointments and nominations to be made, and, for each, identifies—
 - (i) the council body or external body;
 - (ii) the position available (including, for an external body, whether Council will be making a nomination only);
 - (iii) the nature of the duties to be undertaken;
 - (iv) the proposed term of the appointment;
 - (v) whether the position has been held ex-officio by the mayor or deputy mayor; and
 - (vi) any other information the General Manager considers relevant.
 - (c) requests that Aldermen submit nominations for the available positions by no later than the close of business on the date that is 1 week before the next council meeting.
- (3) The notice is to be circulated to all Aldermen by email.
- (4) Nominations may contain a statement in support of the nomination, to a maximum of 150 words.
- (5) Nominations may be for a position or a proxy position.
- (6) the General Manager will present a report to Council for consideration at the relevant council meeting which will contain, for each available position—
 - (a) the information specified in clause 5(2)(b); and
 - (b) a list of the nominations received and the documentation provided in support of each.
- (7) Where the number of nominees for a position does not exceed the number of positions available, the Council will decide the nominees in accordance with its ordinary meeting procedures.
- (8) If the number of nominees for a position exceeds the number of positions available—
 - (c) a ballot will be held to select the nominee or nominees; and
 - (d) once the result of the ballot is determined, the chair will call for the nomination to be confirmed in accordance with Council's ordinary meeting procedures.



PART 3- NOMINATION AND APPOINTMENT TO COUNCIL BODIES OTHER THAN FOLLOWING A COUNCIL ELECTION

6. Application

This part applies where Council is required to appoint Aldermen or independent persons (or both) to council bodies, other than at the first ordinary council meeting after a council election.

7. Procedure

- (1) Where the appointment is—
 - (a) To a new council body, the General Manager will submit a report to Council for consideration at a council meeting—
 - (i) identifying—
 - (A) the council body; and
 - (B) the position available; and
 - (C) the nature of the duties to be undertaken; and
 - (D) the proposed term of the appointment; and
 - (E) any other information the General Manager considers relevant; and
 - (ii) recommending that Council resolves to call for expressions of interest from Aldermen or independent persons (as applicable), to be considered at a future council meeting.
 - (b) To an existing council body, General Manager will circulate a notice calling for expressions of interest for appointment, containing the information specified in subclause 1(a)(i), above.
- (2) If clause 7(1)(b) applies, the notice is to be circulated—
 - (a) if the request calls for the nomination of Aldermen, to all Aldermen by email; or
 - (b) if the request calls for the nomination of independent persons, by—
 - (i) publishing the notice on Council's website;
 - (ii) sending an email to all Council staff; and
 - (iii) if the General Manager considers it necessary, publishing the notice in local newspapers.
- (3) The General Manager must circulate the notice under 7(1)(b) no later than one week before nominations close.
- (4) Thereafter, the procedure to be followed is the procedure outlined in clauses 2(4) to (8) (above) as if those clauses applied to an appointment to a council body.

PART 4 - BALLOTS

8. Application

Where the provisions of this policy require that a ballot is held, the ballot is to be conducted in accordance with this part.

9. Rules for ballots

- (1) Upon determining that it is required under this policy, the chair of the council meeting will call a ballot.



- (2) Ballots are to be secret unless Council resolves otherwise.
- (3) Votes are to be cast on ballot papers distributed to Aldermen by the General Manager. Ballot papers may be distributed either prior to or at the relevant council meeting.
- (4) Aldermen are to place completed ballot papers in a ballot box displayed in a prominent and visible position in Council's chambers (or which may be passed around to Aldermen by a Council officer).
- (5) The ballot box must not be opened until all Aldermen who are present have cast their votes.
- (6) Votes will be counted by a council officer nominated by the General Manager, with another council officer acting as a scrutineer.
- (7) Where there are—
 - (a) two or more candidates for a single position, the candidate with the most votes will be the appointee; or
 - (b) more than two candidates for multiple positions (for example, two member spots on a council committee), the successful candidates will be the candidates with the most votes, in descending order until the number of positions have been filled (e.g. if there are 2 positions and 4 candidates, the successful candidates will be those with the highest and second highest number of votes).
- (8) The officer who counts the votes will advise the chair of the council meeting by writing the name of the successful candidate on a piece of paper and delivering it to the chair.
- (9) In the event of a tie, the winner will be determined by toss of a coin (conducted by the chair).
- (10) All ballot papers and other ballot material are to be destroyed as soon as practicable after the conclusion of the ballot.

10. Proxies

- (1) Where proxy positions for council bodies or external bodies are available, unsuccessful candidates will be offered the position of proxy in the order in which they placed in the ballot.
- (2) Where a proxy is required but there are not sufficient candidates for a proxy after positions have been filled, or if all unsuccessful candidates decline the proxy appointment, the chair may call for nominations for proxy positions.
- (3) Where the chair has called for nominations in accordance with subclause (2), the selection of the nominees is to be determined in accordance with Council's ordinary meeting procedures.

PART 5 – MISCELLANEOUS

11. Vacation of positions upon leaving office

Where a position held by an Alderman's on a council body or external body is required to be held by an Alderman, the Alderman's appointment to that position will cease immediately upon the person ceasing, for any reason, to be an Alderman.

12. Nominations need not be personal

To avoid any doubt, a person may nominate another person for a position the subject of this policy, and the nomination need not be made by the person seeking nomination.

**13. Refusal of nominations or appointments**

- (1) An Alderman or independent person may refuse any nomination or appointment made under this policy, including nomination or appointment as a proxy.
- (2) Council may refuse to appoint or nominate a person (including an Alderman) to a position if it considers that the person is not suitably qualified for or is otherwise unable to provide satisfactory representation on the council body or external body.

14. Inconsistency with meeting procedures regulations

In the event that a provision of this policy is inconsistent with the Regulations, the latter will prevail to the extent of the inconsistency.

15. Attendance and performance

- (1) Reports are to be provided quarterly to Council detailing the attendance record of Aldermen at meetings of council bodies and external bodies to which they have been appointed.
- (2) If an Alderman's attendance record at a Council body or an external body (where Council has appointed the Alderman) is deemed unsatisfactory, or if Council receives a written report from a council body that the council body is not satisfied that the Alderman is properly discharging the duties required of the position, Council may resolve to withdraw the Alderman's appointment and appoint another Alderman as a replacement.

BACKGROUND

Council, in the discharge of its functions and powers under section 20 of the Act, has established and maintains control over a number of committees, special committees, working groups, steering committees, task forces and other bodies. Council is also, from time to time, required to appoint persons (or nominate persons for appointment) to external bodies which carry out functions relevant to Councils functions and powers.

In making any nomination or appointment, Council must ensure that the process for determining appointees and nominees is fair, democratic and transparent.

NOMINATION AND APPOINTMENT OF ALDERMEN TO COMMITTEES)

Policy Manual Number: 05-1

Council Minutes Ref: Council Meeting 2nd April 2007
Council Meeting 21st July 2003
Council Meeting 4th June 2001
Council Meeting 4th September 2000
Council Meeting 21st February 2000
File Ref: 01550

Background

There are three categories of appointment of Aldermen to Committees:

1. Council nominations to an outside body

In this case a request will have been made by a body such as the Local Government Association of Tasmania with which the Council is associated, that names of persons who wish to have their names included in a list of candidates for appointment to an office be provided. In such cases the nomination is requested of the Council, appointment however is made by the outside body. Examples of this category include a request that the Council provide people to be considered for appointment by the L.G.A.T. to the Board of Quadrant Superannuation, or the Southern Regional Library Advisory Board.

Nominations in this category may take a number of forms:

- a) Council may be asked to nominate a specific number of Glenorchy Aldermen
- b) Council may be asked to nominate a specific number of persons - in this instance Council's nominations need not be restricted to Glenorchy Aldermen – they may be Council staff, Glenorchy citizens or other municipalities' councillors
- c) Any number of Glenorchy Aldermen may be nominated

It is often the case that there is only a short time between the receipt of the request and the next Council meeting. There are also occasions when the closing date for nominations is before the next Council meeting.

2. Council appointment to an outside body

In this case the Council will have been invited to provide a person (or persons) to serve on an outside body, a situation where the person nominated will be automatically appointed since the Council has the right to have a representation on the outside body. Examples of this category include membership of the Hobart Water Joint Authority, the Southern Waste Management Strategy Board or the Southern Regional Cemetery Trust.

3. Appointment to a Council Committee, Special Committee or Council Working Group

In this case appointment is made by the Council to a Committee which it has set up and over which it has control. Examples include appointment of Aldermen to serve on a Precinct committee or a Working Group to Review the Parking Strategy.

Policy Statement

1. Nominations

(a) *Where Council has been asked to nominate a specific number of Aldermen the following procedure will be implemented:*

- (I) A memo will be sent to Aldermen seeking their expression of interest. Relevant details of the proposed appointment will be included.
- (II) Expressions of interest will be accepted up until 24 hours before the close of the Council agenda (this would usually be noon on Monday the week before the Council meeting).
- (III) The expression of interest from an Alderman may contain a statement in support of nomination to the position of no more than 100 words.
- (IV) If one or more nominations is received from Aldermen:
 - i. a report will be made to the next Ordinary Meeting of the Council with a list of Aldermen who have expressed interest including any supporting statements which will be transcribed exactly as provided. If necessary a ballot will be held at that meeting to select the required number of nominations. The results of a ballot will be put to Council in the form of a motion so that a formal decision can be made.
 - ii. the outside body will be informed of Council's resolution.
- (V) If no nominations are received from Aldermen the General Manager may advise the outside body that there is no nomination from Glenonorchy.

(b) *Where Council has been asked to nominate a specific number of persons*

- (I) A memo will be sent to Aldermen seeking their nomination or expression of interest. Relevant details of the proposed appointment will be included. If the General Manager wishes Council to consider the nomination of Council staff, relevant details will be included in the memo.
- (II) Nominations and expressions of interest will be accepted up until 24 hours before the close of the Council agenda (this would usually be noon on Monday the week before the Council meeting).
- (III) The expression of interest from an Alderman may contain a statement in support of appointment to the position of no more than 100 words.
- (IV) A report will be made to the next Ordinary Meeting of the Council with a list of nominations, including any supporting statements which will be transcribed exactly as provided. If necessary a ballot or ballots will be held at that meeting to select the required number of nominations. The results of a ballot will be put to Council in the form of a motion so that a formal decision can be made.
- (V) The outside body will be informed of Council's resolution.

- (c) *Where any number of Glenorchy Aldermen may be nominated*
- (I) A memo will be sent to Aldermen providing details of the proposed appointment.
 - (II) Aldermen will be advised to submit their nomination directly to the body seeking the nomination.

2. **Appointments**

Where appointment is to be made to an outside body or to an internal committee, working party, steering committee etc. by the Council the following procedures will be followed:

- (a) If the appointment is to a proposed new internal committee or working party a report will be provided to the Council outlining the purpose of the appointment, its term and the nature of the duties to be undertaken. Such a report will conclude with a recommendation that expressions of interest be called from Aldermen wishing to serve on the committee.
- (b) If the appointment is to an outside body or to an existing internal committee or working group a memo will be sent to Aldermen seeking their expression of interest. Relevant details of the proposed appointment will be included.
- (c) The expression of interest from an Alderman may contain a statement in support of appointment to the position of no more than 100 words.
- (d) Expressions of interest will be accepted up until 24 hours before the close of the Council agenda (this would usually be noon on Monday the week before the Council meeting).
- (e) A report will be made to the next Ordinary Meeting of the Council with a list of Aldermen who have expressed interest including any supporting statements which will be transcribed exactly as provided. If necessary a ballot or ballots will be held at that meeting to select the required number of nominations. The results of a ballot will be put to Council in the form of a motion so that a formal decision can be made.
- (f) For internal appointments Council may resolve to increase the number of Aldermen to be appointed to the internal committee or working group.
- (g) If the appointment is to an outside body it will be informed of Council's resolution.

3. **Appointments or re-appointments following a Council Election.**

Appointment or re-appointment to outside bodies and to internal committees, working parties, steering committees etc. will be made by the Council at the first possible ordinary meeting of the Council following a Council Election. The following procedures will be followed:

- (a) As soon as possible after the declaration of the Poll each newly-elected and existing Alderman will be provided with a memorandum which indicates that appointment or re-appointment of Aldermen to outside bodies and internal committees, working parties, steering committees etc. will be made at the next possible ordinary meeting of the Council. The memorandum will outline the

purpose of each appointment, its term, the nature of the duties to be undertaken and the name of the incumbent prior to the election. It will in addition indicate whether the position has been held ex officio by the Mayor or Deputy Mayor or whether the appointment has been made by an outside body. The memorandum will request Aldermen to lodge an expression of interest in any appointment with the General Manager.

- (b) Expressions of interest will be accepted up until 24 hours before the close of the agenda of the Council meeting at which the report will be presented (this would usually be noon on Monday the week before the Council meeting).
- (c) The expression of interest from an Alderman may contain a statement in support of appointment to the position of no more than 100 words.
- (d) The report to the first possible Ordinary Meeting of the Council will contain all of the information described in (a) above and will provide a list of Aldermen who have expressed interest in each position and provide copies of supporting statements.
- (e) An Alderman may nominate or be nominated for a position, or a proxy position, at the meeting if no or an insufficient number of expressions of interest have been lodged
- (f) Where the number of expressions of interest exceeds the number of appointments a ballot will be held to determine appointment(s). For internal committees or working groups Council may resolve to increase the number of Aldermen to be appointed.

4. Review of Aldermanic Appointments to Precinct Committees.

- (a) A review of the assignment of Aldermen to Precinct Committees will be undertaken in November of each year.

5. Conduct of a Ballot

- (a) Whenever possible, ballot papers and an envelope will be prepared and distributed to Aldermen prior to the meeting in the event that a ballot may be required.
- (b) The envelopes containing each Alderman's vote will be collected, and the results calculated, at the meeting when the item is being considered by Council.
- (c) If an Alderman forgets to bring the ballot paper to the Council meeting, or if the timeframe for nominations prevents distribution of ballot papers prior to the Council meeting, ballot papers and envelopes will be provided when the item is discussed.
- (d) Only Aldermen who are present may vote.
- (e) If an election is held and if there is one appointment to be made and only two candidates have been nominated, voting will be by each Alderman marking the box beside the name of the preferred candidate (preferably with an "X") to clearly indicate that this is their preference (eg "1" or "✓" will be accepted). If both boxes are marked, with one box marked "1" and the other marked "2", the box marked with a "1" will be taken as the voter's preferred candidate. If both boxes are marked other than with a "1"

and a “2”, unless the voter’s preference is not clear the vote will be accepted.

- (f) If an election is held, if there is more than one appointment to be made or if there are three or more candidates, voting will be by a preferential system. Under such a system the voting Alderman places the number 1 in the box next to the name of the most preferred candidate, a number 2 next to the name of the next most preferred candidate and so on. A number must be placed in the box next to the name of every candidate.
- (g) The votes will be counted by a Council officer with another officer acting as a scrutineer. In the case of the method of election described in (e) the name of the person obtaining the majority of the votes will be appointed. In the case of the method of election described in (f) the name/s of candidates receiving the **least** number of votes will be appointed.
- (h) The officer counting the votes will write the name of the successful candidate/s on a piece of paper and hand it to the Mayor or the Alderman chairing the meeting who will read the name/s to the Council.
- (i) If the vote is tied the Mayor or Chairman will be told and selection made by the toss of a coin.
- (j) For committees that require a proxy:
 - i. If a ballot is held for appointment as Council’s representative to a committee, the unsuccessful candidates will be offered the position as proxy representative to that committee in order of preference according to their position in the ballot. That is:

The person who is next in the ballot will be offered the position of proxy first. If the person who is next in the ballot declines the appointment as proxy the person who follows in the ballot will be offered the position, as proxy and so on.
 - ii. An Alderman may nominate as proxy for that committee but will only be considered if all unsuccessful candidates decline the proxy appointment.
- (k) A recommendation will then be put to the meeting that the successful candidate/s be appointed and that all ballot papers and other election material be destroyed.
- (l) The election and scrutiny will be confidential.

6. **Refusal of Nomination or Appointment**

- (a) An Alderman may refuse nomination or appointment to a committee, including nomination or appointment as a proxy to that committee.
- (b) Council, may refuse to appoint an Alderman to a committee if it is considered that the Alderman may be unable to provide satisfactory representation on the committee (eg excessive workload, other commitments etc).

7. **Reporting Requirements for Appointments to External Committees**

- (a) If minutes of committee meetings are not routinely provided to the Council by the secretary, chairperson or other source, Aldermen should provide the General Manager with a copy of the minutes of every “external”

committee meeting as soon as possible after the date of the meeting but preferably no later than the date of the following meeting.

- (b) Aldermen should present a written briefing report to Council outlining major issues and activities addressed by each “external” committee to which they have been appointed.
- (c) If more than one Alderman is appointed to a committee, only one report from either Aldermen is required. Aldermen may choose to collaborate in the production of the report.
- (d) A separate briefing report for each committee is to be provided on the proforma used for this purpose.
- (e) Briefing reports should be presented in July each year and will cover the period during the financial year that the Alderman has been Council’s representative on the committee.

8. Aldermen’s attendance and performance

- (a) A briefing report will be provided on a quarterly basis detailing the attendance record of Aldermen at committees to which they have been appointed.
- (b) If an Alderman’s attendance at a committee is deemed unsatisfactory, or if a committee reports, in writing, that it is dissatisfied with an Alderman’s performance on a committee, Council may withdraw the Alderman’s appointment to that committee and appoint another Alderman as a replacement.

Review **2nd April 2010**

Status: *Current*

POLICY DOCUMENT CONTROL SHEET

Policy Name: NOMINATION AND APPOINTMENT OF ALDERMEN
TO COMMITTEES

Policy Manual Number: 05-1

Department: Governance and Performance

Date Policy Approved by Council: 4th September 2000

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Trevor Jones Manager, Governance & Performance	Periodic Review – changes made to nomination process to allow request via memo; Changes to ballot process to allow acceptance of votes where voter's intention clear (for selection of 1 from 2 Aldermen) Improved mode of appointment as proxy when required, Removed prescriptive requirements for annual review of appointment to Precinct Committees	2 nd April 2007
Trevor Jones Manager, Governance & Performance	Review policy – included provision to enable Council or Alderman to refuse nomination. Included requirement for Alderman to provide minutes of external committees and to produce annual report. Included provision to withdraw appointment if performance unsatisfactory.	21 st July 2003
Frank Pearce General Manager	Inclusion of clause enabling ballot paper distribution prior to meeting.	23 rd September 2002
Trevor Jones Manager, Governance & performance	Procedural matter enabling distribution of ballot papers prior to the meeting – actual policy not amended at this time.	4 th June 2001
David Lovell General Manager	Review Policy	4 th September 2000
David Lovell General Manager		21 st February 2000



Fire Hazard Abatement Notices

Title	Fire Hazard Abatement Notices
Council Resolution	Item XX (DD MMM YYYY) as per Council minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council resolution date
Strategic Plan Reference	Valuing our Environment 3.1.1 Set priorities for management of our natural and built environments in partnership with our communities 3.1.2 Deliver services that sustainably manage our natural environments Leading our Community 4.2.4 Maintain fair systems and processes that result in high levels of regulatory compliance in Council and the community
ECM	Council Policy

PURPOSE

This policy provides direction as to the circumstances under which Council will issue Fire Hazard Abatement Notices to owners of private property and take enforcement action against property owners for non-compliance.

SCOPE

This policy applies to private property within the Glenorchy local government area on which something has been identified which is, or is likely to be a fire risk.

STATUTORY REQUIREMENTS

Section 199 of the *Local Government Act 1993* (the Act) provides that a 'nuisance' includes anything that is, or is likely to be a fire risk.

Section 200 of the Act provides that if a Council is satisfied that a nuisance exists, the General Manager may serve an abatement notice on a person which specifies, amongst other things, the nature of the nuisance, any reasonably necessary action to be taken to abate the nuisance, and the time in which the action must be taken.

Section 200(3) of the Act provides that a person served with an abatement notice must comply with the notice, unless they choose to appeal it.

Acts	<i>Local Government Act 1993</i> <i>Fire Service Act 1979</i>
Regulations	Not applicable
Australian/International Standards	Not applicable

DEFINITIONS

fire risk	Means anything that a council officer is satisfied may pose a risk or causing or exacerbating the effects of a fire. This may include (but is not limited to) overgrown grass, vegetation, weeds or scrub, the presence of rubbish or flammable material on a property or the proximity of a property to bushland.
Fire Hazard Abatement Notice	Means an Abatement Notice issued under section 200 of the <i>Local Government Act 1993</i> .



POLICY STATEMENT

One of the Council's functions under the Act is to provide for the health, safety and welfare of the community. Council is also required by the Act to take action to abate nuisances, which include anything that is or is likely to be a fire risk.

Council will actively work with the community and the Tasmanian Fire Service to reduce fire hazards in the Glenorchy local government area. Measures that Council will take will include:

- notifying residential land owners of potential fire risks
- issuing Fire Hazard Abatement Notices where fire risks are identified
- taking enforcement action against land owners where fire risks are not abated, and
- educating the community about proper fire management practices.

The circumstances under which Council will take the above measures are outlined below:

1. General principles

Council will only take action to abate a fire risk or issue an infringement notice where a property owner has been given notice of the risk and has been given the opportunity to take action to abate it.

However, nothing in this policy prevents Council officers from taking enforcement action in accordance with the provisions of the Act or any other act if they consider it necessary.

2. Notification of Fire Hazards

Prior to the beginning of the summer bushfire season Council will issue "Fire Hazard General Notices" (**General Notice**) to owners of all properties which, due to their location or other characteristics, cause Council to be satisfied that they pose a fire risk. General Notices will typically be issued in or about mid-October, or alternatively upon the declaration of the beginning of the bushfire season by the TFS, whichever is earlier.

The purpose of a General Notice is to draw property owners' attention to potential fire risks on their property and give them the opportunity to take action to identify and abate the risk prior to inspections by Council and the subsequent issue of a Fire Hazard Abatement Notice.

3. Inspections

Council will conduct routine inspections of properties to which a General Notice has been issued to determine whether a fire risk exists.

4. Fire Hazard Abatement Notices

Council will issue a Fire Hazard Abatement Notice to the owner of any property on which it is satisfied that a fire risk exists as a result of an inspection.

A Fire Hazard Abatement Notice will comply with the requirements of section 200 of the Act, and will give the owner 14 days to take the action specified in the notice to abate the fire risk.

5. Enforcement action

Where a property owner fails to comply with a Fire Hazard Abatement Notice, Council may take enforcement action. Enforcement action includes:

- taking action to abate a nuisance under section 201 of the Act (in which case Council will recover the cost of any action taken from the owner)
- issuing an infringement notice under section 204A of the Act
- applying to a Court for a nuisance order under section 203 of the Act, and/or
- taking any other enforcement action that Council may be entitled to take under the Act or any other act.



6. Education program

Council supports the view that the most effective way of controlling fire hazards is to ensure that they do not develop into serious threats. Council is committed to both:

- taking its own measures to educate and work with the community, and
- working with and supporting the TFS or other agencies to raise awareness.

Wherever possible, Council will identify and action opportunities to provide education to property owners and the community about proper fire hazard management practices. Such measures may include:

- the provision of information or fact sheets
- holding seminars or information evenings, and
- participating and supporting any community education measures organised by the TFS, including the provision of facilities, where available.

7. Inconsistency with legislation

In the event of an inconsistency between this policy and the provision of the Act (or another act), the latter will prevail to the extent of the inconsistency.

BACKGROUND

Council is responsible for (among other things) providing for the health, safety and welfare of the community.

Part of Council's ordinary responsibilities are identifying and taking steps to mitigate any danger to the community posed by fire. To discharge that responsibility, Council conducts routine inspections of properties in its municipal area to identify potential fire risks, and notifies property owners accordingly so that action can be taken to remove any fire hazard which exists. One means by which Council can notify owners of the risk is through the issue of an Abatement Notice under section 200 of the Act.

From time to time, it may be necessary for Council to take formal enforcement action to ensure that risks are properly mitigated, and to safeguard the community from the risks posed by fire as much as possible.

Fire Hazard Abatement Notices - Private Property

Policy Manual Number: 08-4

Council Minutes Ref: 20th July 2009 Item 10
File Ref: Fire Hazards

Background

Pursuant to the nuisance provisions of the Local Government Act 1993, Council is required to abate any matter that is, or is likely to be a fire risk. This risk includes anything that causes, or is likely to cause danger or harm to the health, safety or welfare of any person, or property.

The City Inspector is charged with ensuring that Council's responsibilities are met on privately owned land.

Hazards fall into three main categories, these being:

1. Rural areas consisting of broad acre grass, scrub and bushland.
2. Fringe areas where bush, scrub and grasslands adjoin residential areas.
3. Residential land with hazards consisting of grass, weeds, rubbish etc.

Each of these categories need to be assessed according to the threat that they pose to the community. As a general rule category one hazards (above) are best dealt with pursuant to the local fire authorities fire management plan and may include fuel reduction burns carried out over a pre-determined cycle.

Category two hazards may be dealt with in the same way as category one. However it is important that a buffer area (fire break) be maintained between residential premises and bushland, etc. Category three hazards are best dealt with by the removal of the combustible material.

In attempting to reduce the threat of fire to the community it is not possible to simply rely upon the enforcement provision of legislation. Rather, the community needs to be educated and encouraged in adopting appropriate fire management practises in meeting their obligations as owners and occupiers of property.

The most effective means of controlling hazards is to ensure that potential hazards do not develop into serious threats.

Policy Statement

1. Council supports and assists the implementation of initiatives of the Tasmania Fire Service in the management of fire through the Community Fireguard Program and local fire management plans.
2. Council ensures that all hazards on land under its control in residential areas, or areas abutting residential land are abated

3. Owners or occupiers of land where a potential hazard is identified will be served with a Fire Hazard Removal Notice prior to the end of October of each year.
4. Council officers will exercise their discretion as to serve either a Fire Hazard Removal Notice or a Fire Hazard Abatement Notice on the owners or occupiers of land where a hazard is identified during the fire permit period. This discretion will largely depend on the seasonal weather conditions at the time.
5. Council will maintain a close working relationship with the Tasmania Fire Service for the purpose of detecting and abating fire hazards in an efficient and cost effective manner.

Review: 3 Years

Reviewed July 2009

<i>Status:</i> <i>Current</i>

POLICY DOCUMENT CONTROL SHEET

Policy Name: Fire Hazard Abatement Notices - Private Property

Policy Manual Number: 08-4

Department: Environment Planning and Development

Date Policy Approved by Council: 8th October 2001

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Steve Rigby City Inspector	Review	8 th October 2001
Steve Rigby City Inspector	Review	13 th October 2003
G French (MEPD)	Amended policy to provide flexibility in application dependant on seasonal weather conditions.	20 th July 2009 Item 10

**Various Items Discussed at Council Workshops (including Major Projects)
June 2015 to September 2016**

Workshop Date *	Major Project Discussed
22 June 2015	CBD Master Plan and Streetscape
14 September 2015	KGV and Derwent Park Reuse Projects Strategic Planning Framework
12 October 2015	Updates on Council Policies Review; Audio Recording of Meetings; and Meeting Procedures Policy
9 November 2015	Department of State Growth - Transit Corridor Glenorchy Interim Planning Scheme
11 January 2016	City Buildings and Urban Renewal Strategy
1 February 2016	Tasmanian Fire Service – Bushfire Mapping
29 February 2016	Major Strategic and Operational Projects Update by General Manager
21 March 2016	Update on Draft Capital Budget and Asset Management Plans
26 April 2016	Update on Strategic Plan Strategies and Measures Annual Plan Discussions and Operational Budgets KGV Skate Park Discussions
20 June 2016	Smoke free Cycleway discussions
18 July 2016	CBD Revitalisation project Access Plan 2016-2021

* Not all workshops held since June 2015 are listed in this table.