

ATTACHMENTS



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Aboriginal Acknowledgment

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

Glenorchy City Council's Commitment to Aboriginal Australians November 1997

Glenorchy City Council acknowledges the traditional ownership of this area by Aboriginal people who were dispossessed by European invasion more than two hundred years ago. The arrival of Europeans brought massive change to this land and to the Aboriginal Australians who occupied it.



View of Kunanyi / Mt Wellington taken from Karadi Aboriginal Corporation 2019
Photo Credit: Glenorchy City Council

¹ Safer Communities Framework 2019-2029

Glenorchy City Council Community Strategy 2021-2030

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

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

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

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

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

Cover: Simon, David, Joe, Members of Council's Access Advisory Committee, International Day for People with Disability 2020
Photo Credit: Chris Kidd/Newspix

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What is Community?

It's about people

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

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

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

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

² David M. Chavez, Ph.D. & Klen Lee Ph.D extract from https://saii.org/articles/entry/what_is_community_anyway#bio-footer

Glenorchy City Council Community Strategy 2021-2030





Glenorchy City Council Community Strategy 2021-2030

Our Community

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

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

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

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

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

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

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

MTOTW Launch at the Multicultural Hub, Moonah 2020
Photo Credit: Glenorchy City Council

³ City of Glenorchy Community Plan 2015-2040 ⁴ Moonah Taste of the World 2021
⁵ City of Glenorchy Community Plan 2015-2040 ⁶ Moonah Taste of the World 2021

Our Community

Opportunities and strengths

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

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

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

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

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

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

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

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



Our Community

Challenges

Our community has told us about the challenges we face.

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

For our community, the challenges particularly include:

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

- Not everyone can access healthy and fresh food options.

- People are experiencing or witnessing bullying, violence, antisocial behaviour and crime.

- Those with language barriers or low literacy have reduced ability to participate in community life.

- The increase in the number of residents aged over 50 years means more people need support due to disability or health issues, with associated challenges for our infrastructure, transport and access to services and social support.

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

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

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

⁷Fourth Social and Economic Impact Study into Gambling Tasmania
⁸Housing ID and Council Report Housing Commitment Statement by Jd (informed decisions)

Our Community

Who we are

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

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

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



52 Are female
48 Are male

City of Glenorchy

Snapshot as 100 people

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

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



15 People volunteer



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



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



5 Identify as Aboriginal or Torres Strait Islander



12 Were born overseas



10 Speak a language other than English



70 Households have an internet connection



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

22

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



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

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

Our Community

Our people

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

Our education and employment

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

How we live

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

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

Glenorchy City Council Community Strategy 2021-2030



Our Community

A demographic snapshot

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



Age

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

Aboriginal and Torres Strait Islander People

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

Cultural Diversity

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

Beliefs

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

Our Community

A demographic snapshot



Household Arrangements and Affordable Social Housing

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

Volunteering

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

Carers

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

Disability

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

Household Income

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

Our Community

A demographic snapshot



Physical Activity and Obesity

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



Education

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



Employment

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



Transport

Car ownership is high, with 80.5% of us owning at least one car and the number of us with no cars decreasing. Only 28.1% of dwellings are within 400m of public transport with a regular 30-minute weekday service 7am-7pm.¹²

¹⁰ Report on the Tasmanian Population Health Survey 2019

¹¹ GCC Children, Youth and Families Report 2021

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

Our Council

We are a Community Council

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

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

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

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

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

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

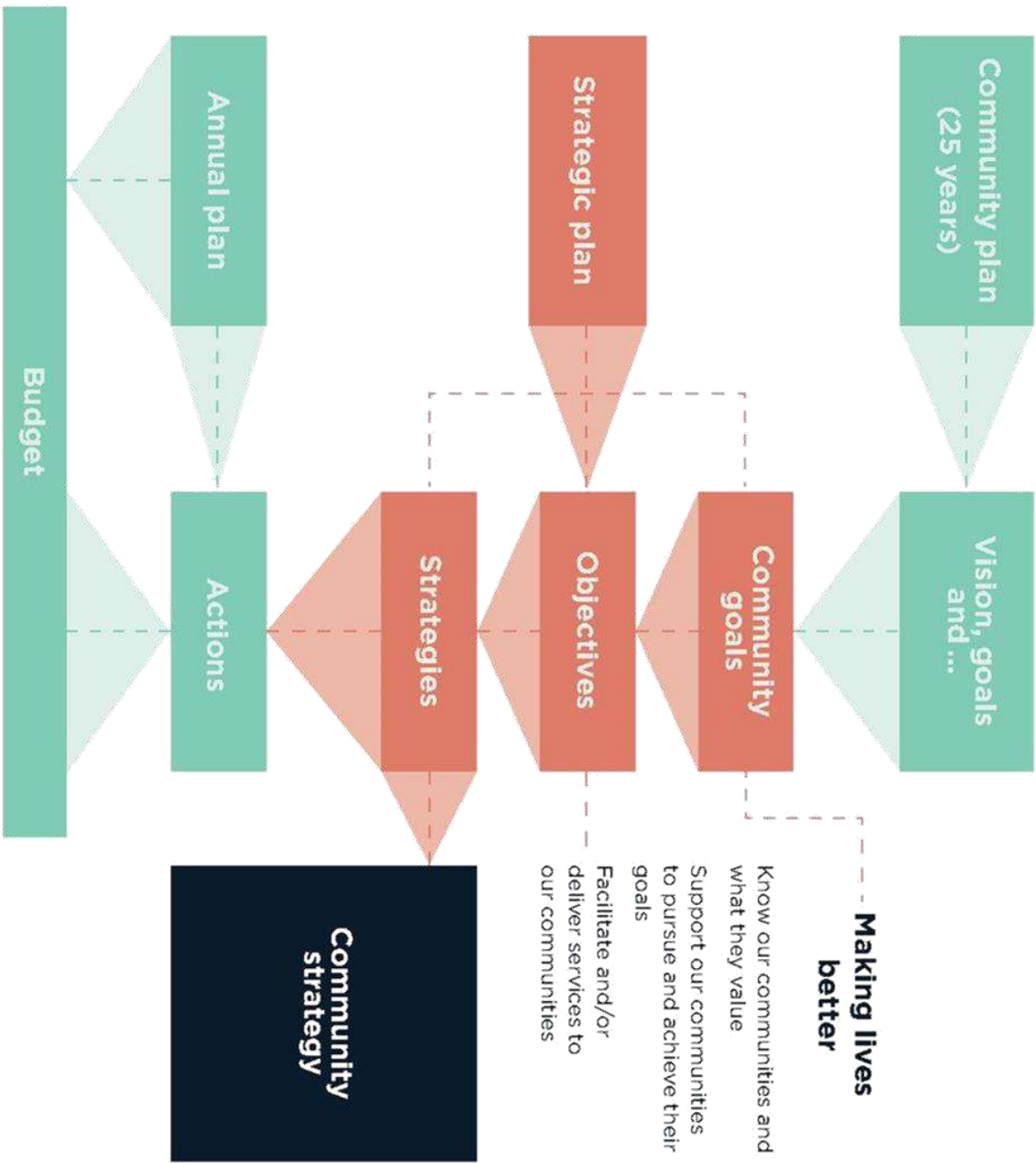
Glenorchy City Council Community Strategy 2021-2030



Our Council

Council’s Strategic Framework:

Aligning with the Community Strategy

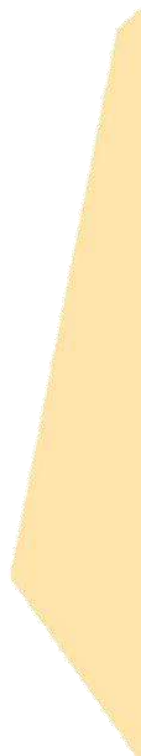


Our Council

What is Council's role?

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

Level of Responsibility ¹⁵	
Manager/ Leader	Where Council has direct responsibility and capability to deliver the outcomes required, it manages, leads, delivers and communicates commitment, progress and outcomes to stakeholders.
Partner	Council may partner with others where it has a direct responsibility to deliver the outcome and a partnership approach is necessary to deliver or enhance outcomes.
Advocate	Council develops an informed position and influences others who have the responsibility to make the decision and act. Council is part of developing the solutions rather than just presenting the problems.
Facilitator	Council makes it easier and builds the capacity of others to deliver.
Supporter	Where a project is initiated externally to Council and the outcomes align with the Glenorchy Community Plan, Council may provide low level assistance to support the project.



Vision

Goals and Objectives

Accessible, inclusive and diverse	Safe	Healthy	Education and learning for life
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Actions

How we deliver will be outlined in
Strategies / Plans / Policies / Frameworks

Measuring Outcomes

¹⁵ City of Glenorchy Community Plan 2015-2040

Our Community Strategy

Building a strong community together

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

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

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

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

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

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

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



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

¹⁴ City of Glenorchy Community Plan 2015-2040

Our Community Strategy

Priority outcome Accessible, inclusive and diverse

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

Priority outcome Healthy

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

Priority outcome Safe

The environment is clean and welcoming and free from crime and antisocial behaviour. People are accepted and there are opportunities for everyone. People are connected and genuinely care for each other. Glenorchy City Council takes a people and place-focused approach in being 'smart on crime' and 'tough on the causes of crime'. This approach has the potential to break cycles of crime and address the contributing factors that can lead to crime.

Priority outcome Education and learning for life

Learning is a way of life, in the home, community, school setting, at work and at play. Building a learning community, where people work together, can help improve the social cohesion and economic wellbeing of our community.

Our Community Strategy

Priority Outcome Accessible, inclusive and diverse

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

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

Our Community Strategy

Priority Outcome
Safe

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

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

Our Community Strategy

Priority Outcome

Healthy

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

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

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

¹⁶Centre for Community Child Health

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

Our Community Strategy

Priority Outcome Education and learning for life

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

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

Our Community Strategy

How the Strategy was developed

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

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

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

Measuring Impacts and Outcomes

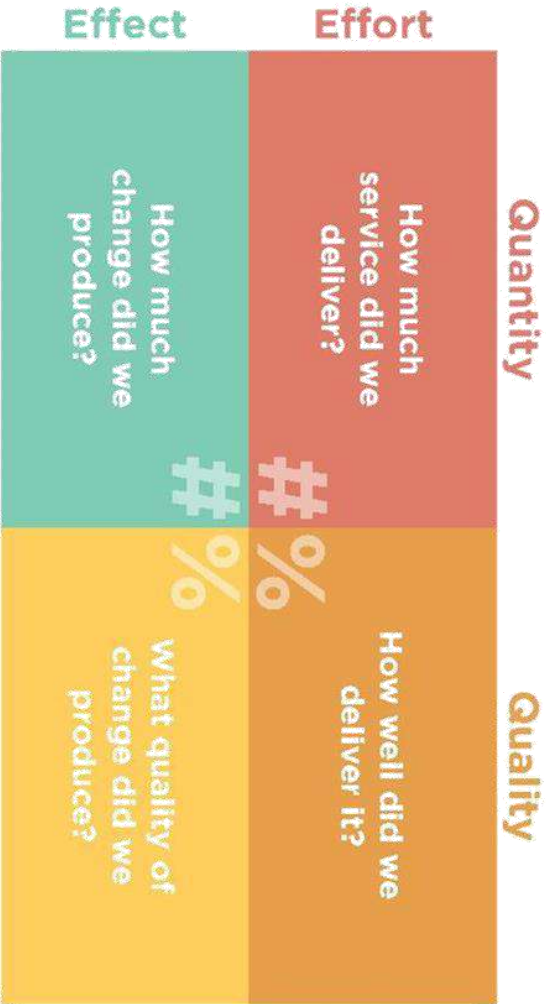
Measuring the community benefit of what we do is important. It means we can better understand efforts and outcomes, encourage involvement, and communicate opportunities and results more effectively.

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

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

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

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



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

Our Community Strategy

Implementation

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

Ongoing review

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

Measures of success

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

¹⁹ City of Glenorchy Community Plan 2015-2040

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

Accessible, inclusive and diverse

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

Monique Brumby, I See You Mantra at Mental Health Week 2019
Photo Credit: Glenorchy City Council





Our Community Strategy

Safe

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

Healthy

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

about recreation, entertainment and support services.

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

Education and learning for life

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

International Day of People with Disability 2020

Photo Credit: Adam Knowles – Damon King Photography

Appendix

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

Note: Documents may overlap priority areas



Aboriginal Acknowledgment

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

Glenorchy City Council's Commitment to Aboriginal Australians November 1997

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

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



View of Kunanyi / Mt Wellington taken from Karadi Aboriginal Corporation 2019
Photo Credit: Glenorchy City Council

¹ Safer Communities Framework 2019-2029

Glenorchy City Council Community Strategy 2021-2030

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

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

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

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

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

Cover: Simon, David, Joe, Members of Council's Access Advisory Committee, International Day for People with Disability 2020
Photo Credit: Chris Kidd/Newspix

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What is Community?

It's about people

"First and foremost, community is not a place, a building, or an organisation; nor is it an exchange of information over the Internet..

Community is both a feeling and a set of relationships among people. People form and maintain communities to meet common needs.

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

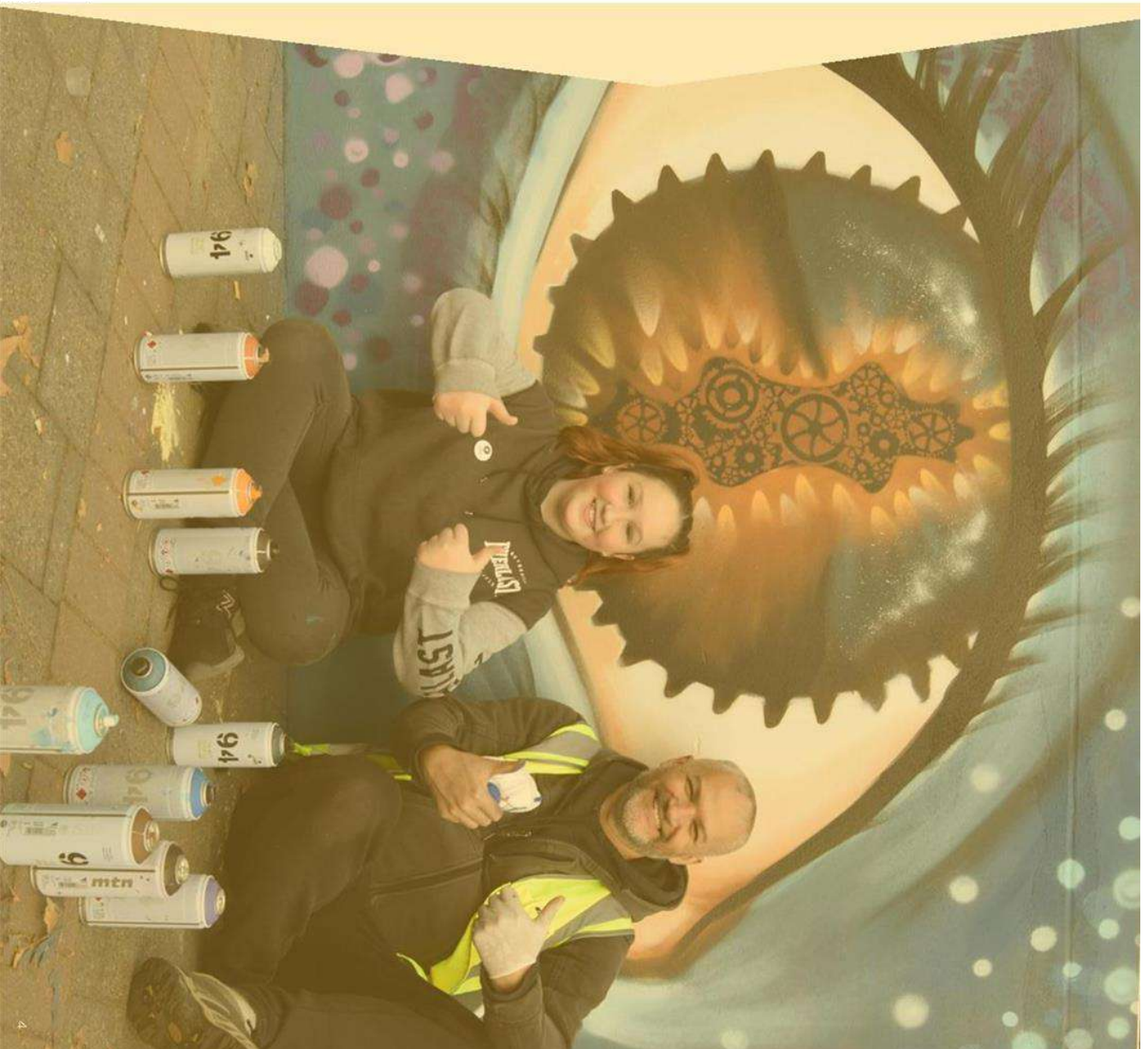
That treasured feeling of community comes from shared experiences and a sense of shared history. As a result, people know who is and isn't part of their community. This feeling is fundamental to human existence.²

Right: Paige (Cosgrove High School) and Luke (supporting artist), piecing it together inter-generational Community Art Project 2021

Photo Credit: Glenorchy City Council

² David M. Chavez, Ph.D. & Klen Lee Ph.D extract from https://saii.org/articles/entry/what_is_community_anyway#bio-footer

Glenorchy City Council Community Strategy 2021-2030





Glenorchy City Council Community Strategy 2021-2030

Our Community

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

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

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

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

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

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

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

MTOTW Launch at the Multicultural Hub, Moonah 2020
Photo Credit: Glenorchy City Council

³City of Glenorchy Community Plan 2015-2040 ⁴Moonah Taste of the World 2021
⁵City of Glenorchy Community Plan 2015-2040 ⁶Moonah Taste of the World 2021

Our Community

Opportunities and strengths

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

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

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

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

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

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

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



Our Community

Challenges

Our community has told us about the challenges we face.

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

For our community, the challenges particularly include:

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

- Not everyone can access healthy and fresh food options.

- People are experiencing or witnessing bullying, violence, antisocial behaviour and crime.

- Those with language barriers or low literacy have reduced ability to participate in community life.

- The increase in the number of residents aged over 50 years means more people need support due to disability or health issues, with associated challenges for our infrastructure, transport and access to services and social support.

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

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

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

⁷Fourth Social and Economic Impact Study into Gambling Tasmania
⁸Housing ID and Council Report Housing Commitment Statement by i.d (informed decisions)

Our Community

Who we are

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

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

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



52 Are female
48 Are male

City of Glenorchy

Snapshot as 100 people

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



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



15 People volunteer



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



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



5 Identify as Aboriginal or Torres Strait Islander



12 Were born overseas



10 Speak a language other than English



70 Households have an internet connection



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

22

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



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

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

Our Community

Our people

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

Our education and employment

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

How we live

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

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

Glenorchy City Council Community Strategy 2021-2030



Our Community

A demographic snapshot

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



Age

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

Aboriginal and Torres Strait Islander People

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

Cultural Diversity

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

Beliefs

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

Our Community

A demographic snapshot



Household Arrangements and Affordable Social Housing

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

Volunteering

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

Carers

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

Disability

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

Household Income

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

Our Community

A demographic snapshot



Physical Activity and Obesity

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



Education

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



Employment

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



Transport

Car ownership is high, with 80.5% of us owning at least one car and the number of us with no cars decreasing. Only 28.1% of dwellings are within 400m of public transport with a regular 30-minute weekday service 7am-7pm.¹²

¹⁰ Report on the Tasmanian Population Health Survey 2019

¹¹ GCC Children, Youth and Families Report 2021

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

Our Council

We are a Community Council

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

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

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

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

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

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

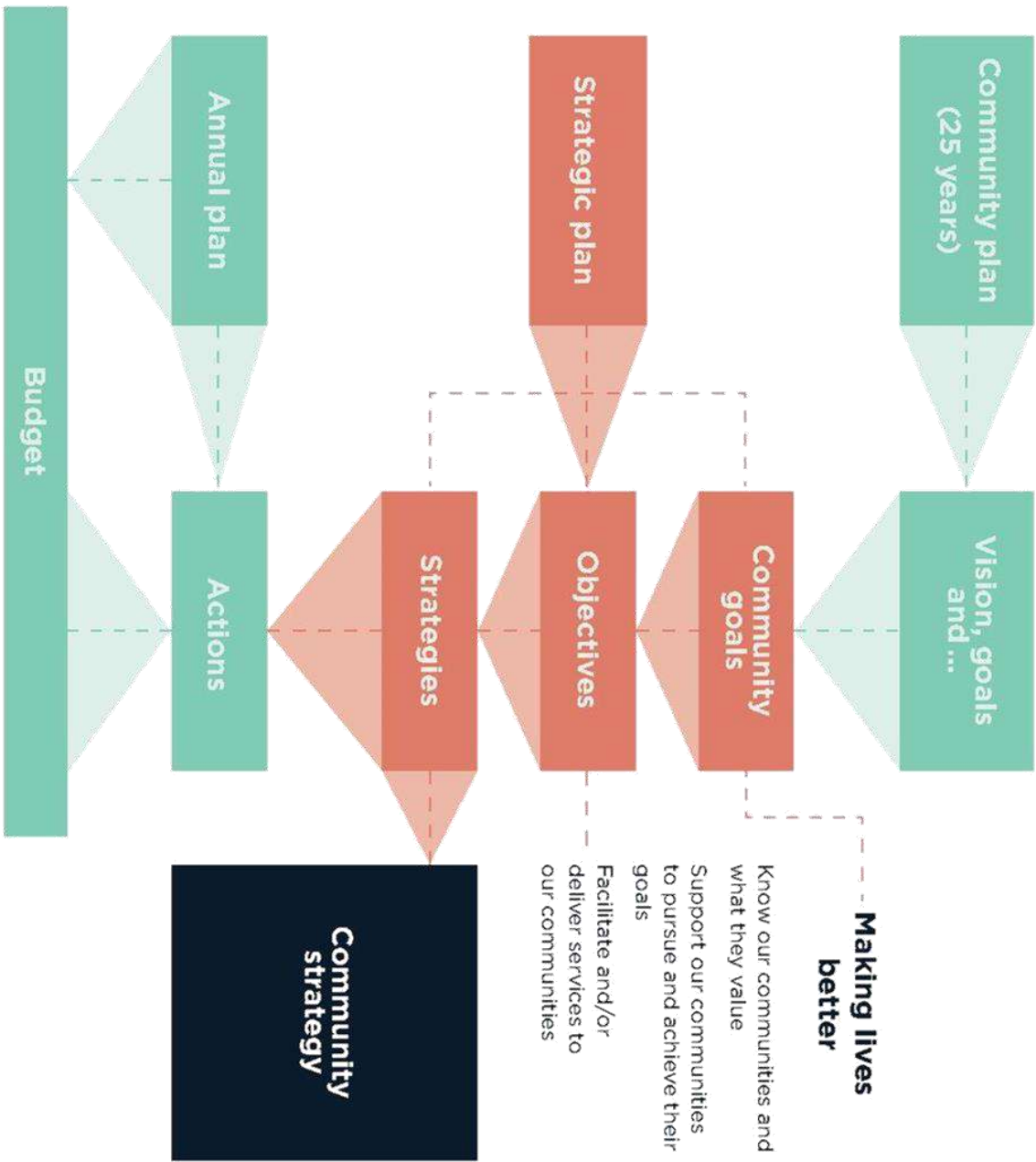
Glenorchy City Council Community Strategy 2021-2030



Our Council

Council's Strategic Framework:

Aligning with the Community Strategy

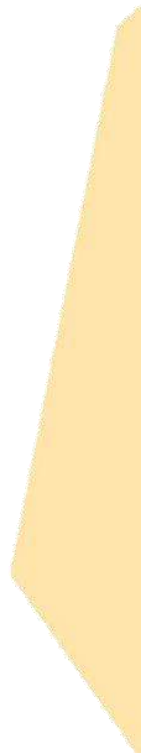


Our Council

What is Council's role?

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

Level of Responsibility ¹⁵	
Manager/ Leader	Where Council has direct responsibility and capability to deliver the outcomes required, it manages, leads, delivers and communicates commitment, progress and outcomes to stakeholders.
Partner	Council may partner with others where it has a direct responsibility to deliver the outcome and a partnership approach is necessary to deliver or enhance outcomes.
Advocate	Council develops an informed position and influences others who have the responsibility to make the decision and act. Council is part of developing the solutions rather than just presenting the problems.
Facilitator	Council makes it easier and builds the capacity of others to deliver.
Supporter	Where a project is initiated externally to Council and the outcomes align with the Glenorchy Community Plan, Council may provide low level assistance to support the project.



¹⁵ City of Glenorchy Community Plan 2015-2040

Our Community Strategy

Building a strong community together

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

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

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

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

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

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

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



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

¹⁴ City of Glenorchy Community Plan 2015-2040

Our Community Strategy

Priority outcome Accessible, inclusive and diverse

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

Priority outcome Healthy

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

Priority outcome Safe

The environment is clean and welcoming and free from crime and antisocial behaviour. People are accepted and there are opportunities for everyone. People are connected and genuinely care for each other. Glenorchy City Council takes a people and place-focused approach in being 'smart on crime' and 'tough on the causes of crime'. This approach has the potential to break cycles of crime and address the contributing factors that can lead to crime.

Priority outcome Education and learning for life

Learning is a way of life, in the home, community, school setting, at work and at play. Building a learning community, where people work together, can help improve the social cohesion and economic wellbeing of our community.

Our Community Strategy

Priority Outcome Accessible, inclusive and diverse

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

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

Our Community Strategy

Priority Outcome
Safe

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

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

Our Community Strategy

Priority Outcome

Healthy

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

Goals	Objectives
H1 People of all ages have improved personal health knowledge, practices and lifestyles H2 Community health and wellbeing is improved, particularly mental health H3 A cohesive and inclusive community with well-developed social and community networks and assets H4 A natural and built environment that encourages active lifestyles	17  Support and facilitate affordable, accessible and local  driven preventative health events, programs and activities (Goal: H1, H2, H3, H4) 18  Work with government, peak bodies and services to reduce stigma and discrimination of mental illness and to ensure population groups at high risk, particularly children and young people, can access support when they need it¹⁵ (Goal: H1, H2, H3) 19  Support parents, families and the community to understand the importance of child development in the first 1000 days, from pregnancy and throughout the first two years of a child's life¹⁶ (Goal: H1, H2, H3, H4) 20  Recognise community groups as a primary contributor toward the social, health and wellbeing benefits of the community (Goal: H1, H2, H3) 21  Provide health promotion messaging and information, including healthy eating, benefits of physical activity and the harms of alcohol, tobacco and other drugs at Council events (Goal: H1, H2, H3, H4) 22  Work with organisations, government and businesses to increase accessible, affordable and nutritious food (i.e. community markets, community houses and gardens, schools) (Goal: H1, H2, H3, H4) 23  Plan for and provide a safe and well-maintained network of roads, footpaths, tracks and trails to promote access, safety and health that connects our community (Goal: H1, H2, H3, H4) 24  Work with community, sport and recreation groups to build capacity and to create opportunities to sustainably use community facilities and outdoor spaces (Goal: H1, H2, H3, H4) 25  Deliver quality and diverse sport and recreation facilities and spaces that increase community participation (Goal: H1, H2, H3, H4) 26  Increase public conversation and awareness of the changing climate and its impact to the health and wellbeing of the community¹⁷ (Goal: H1, H2, H3, H4) 

¹⁵ Rethink2020: A state plan for mental health in Tasmania 2020–2025

¹⁶ Centre for Community Child Health v Framework for a National Strategy on climate, health and wellbeing for Australia 2017

Our Community Strategy

Priority Outcome Education and learning for life

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

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

Our Community Strategy

How the Strategy was developed

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

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

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

Measuring Impacts and Outcomes

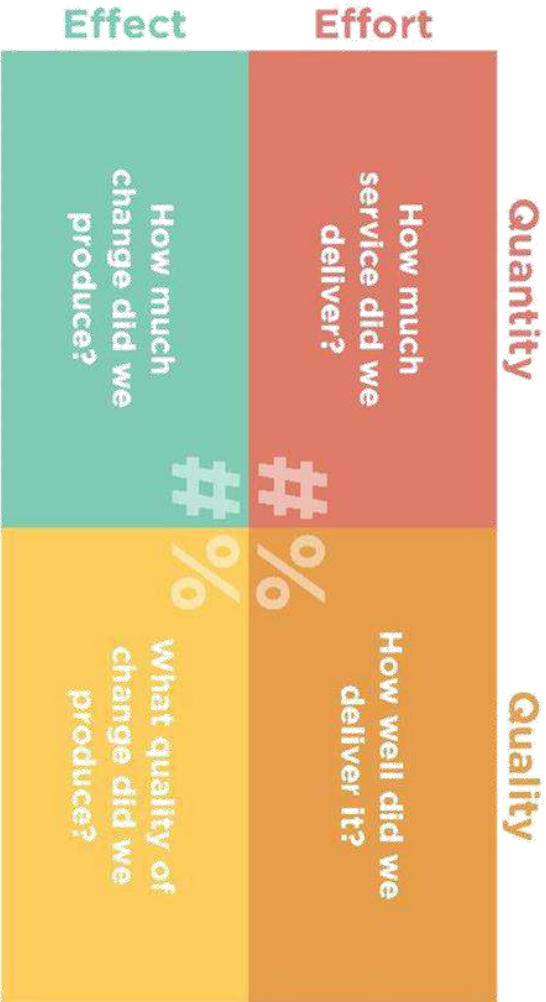
Measuring the community benefit of what we do is important. It means we can better understand efforts and outcomes, encourage involvement, and communicate opportunities and results more effectively.

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

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

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

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



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

Our Community Strategy

Implementation

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

Ongoing review

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

Measures of success

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

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

Accessible, inclusive and diverse

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

¹⁹ City of Glenorchy Community Plan 2015-2040





Our Community Strategy

Safe

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

Healthy

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

about recreation, entertainment and support services.

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

Education and learning for life

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

International Day of People with Disability 2020

Photo Credit: Adam Knowles – Damon King Photography

Appendix

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

Note: Documents may overlap priority areas

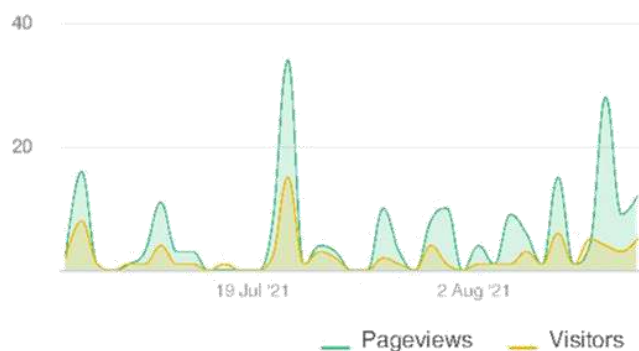
Project Report

06 July 2021 - 11 August 2021

Let's Talk, Glenorchy Draft Community Strategy 2021-2030



Visitors Summary



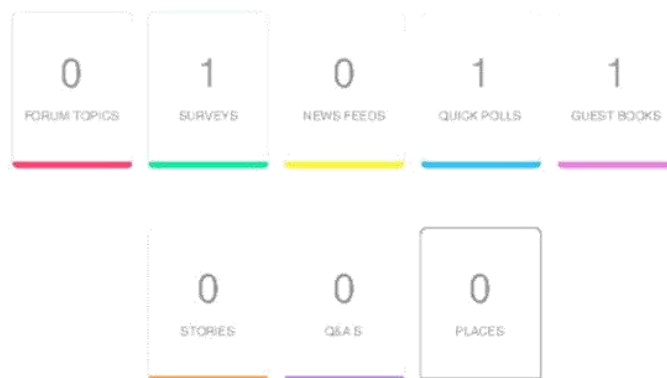
Highlights

TOTAL VISITS	MAX VISITORS PER DAY	
101	15	
NEW REGISTRATIONS		
0		
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
15	53	81

Aware Participants	81	Engaged Participants	15		
Aware Actions Performed	Participants	Engaged Actions Performed	Registered	Unverified	Anonymous
Visited a Project or Tool Page	81	Contributed on Forums	0	0	0
Informed Participants	53	Participated in Surveys	7	0	0
Informed Actions Performed	Participants	Contributed to Newsfeeds	0	0	0
Viewed a video	0	Participated in Quick Polls	4	0	6
Viewed a photo	0	Posted on Guestbooks	1	0	0
Downloaded a document	36	Contributed to Stories	0	0	0
Visited the Key Dates page	0	Asked Questions	0	0	0
Visited an FAQ list Page	0	Placed Pins on Places	0	0	0
Visited Instagram Page	0	Contributed to Ideas	0	0	0
Visited Multiple Project Pages	22				
Contributed to a tool (engaged)	15				

Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021

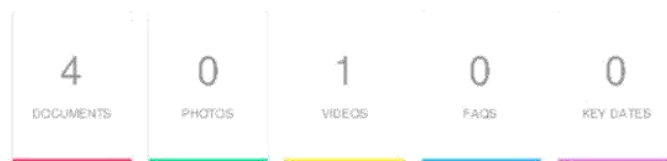
ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Guest Book	Share your thoughts about the draft Community Strategy	Archived	2	1	0	0
Survey Tool	Draft Community Strategy Survey	Archived	17	7	0	0
Quick Poll	Do you support the draft Community Strategy?	Archived	10	4	0	6

Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Draft Community Strategy doc Landscape V6 06072021.pdf	31	48
Document	Community Strategy Engagement Summary Stage 1.pdf	7	11
Document	Community Strategy Summary.pdf	4	4
Document	Community Strategy Engagement Summary Stage 1.pdf	0	0
Video	Invitation to have your say	0	0

Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021

GUEST BOOK

Share your thoughts about the draft Community Strategy

Visitors 2	Contributors 1	CONTRIBUTIONS 1
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21 July 21			I can see that a lot of work has gone into this document and it's great that the council is trying to streamline their strategies however the document itself is not tangible. Rather than have the broad objectives, it may be a more worthwhile document if it linked to all the relevant strategies that different parts intersected with. Furthermore, I think it lacks examples of where the community have involved in the process, some evidence/ demonstration of this would be good if it is meant to be a forward facing document for the community. It may also be worth combining the "our community" and "who we are". They are talking about the same thing (the community) but the way it reads, you wonder if it's talking about who the council is and who the community is. Thanks
AGREES	DISAGREES	REPLIES	
0	0	0	

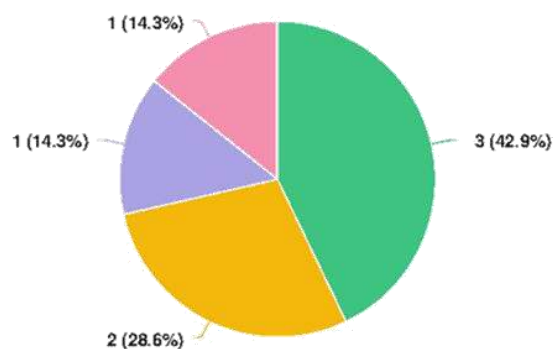
Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021

ENGAGEMENT TOOL: SURVEY TOOL

Draft Community Strategy Survey

Visitors 17	Contributors 7	CONTRIBUTIONS 7
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Do you support the draft Community Strategy?



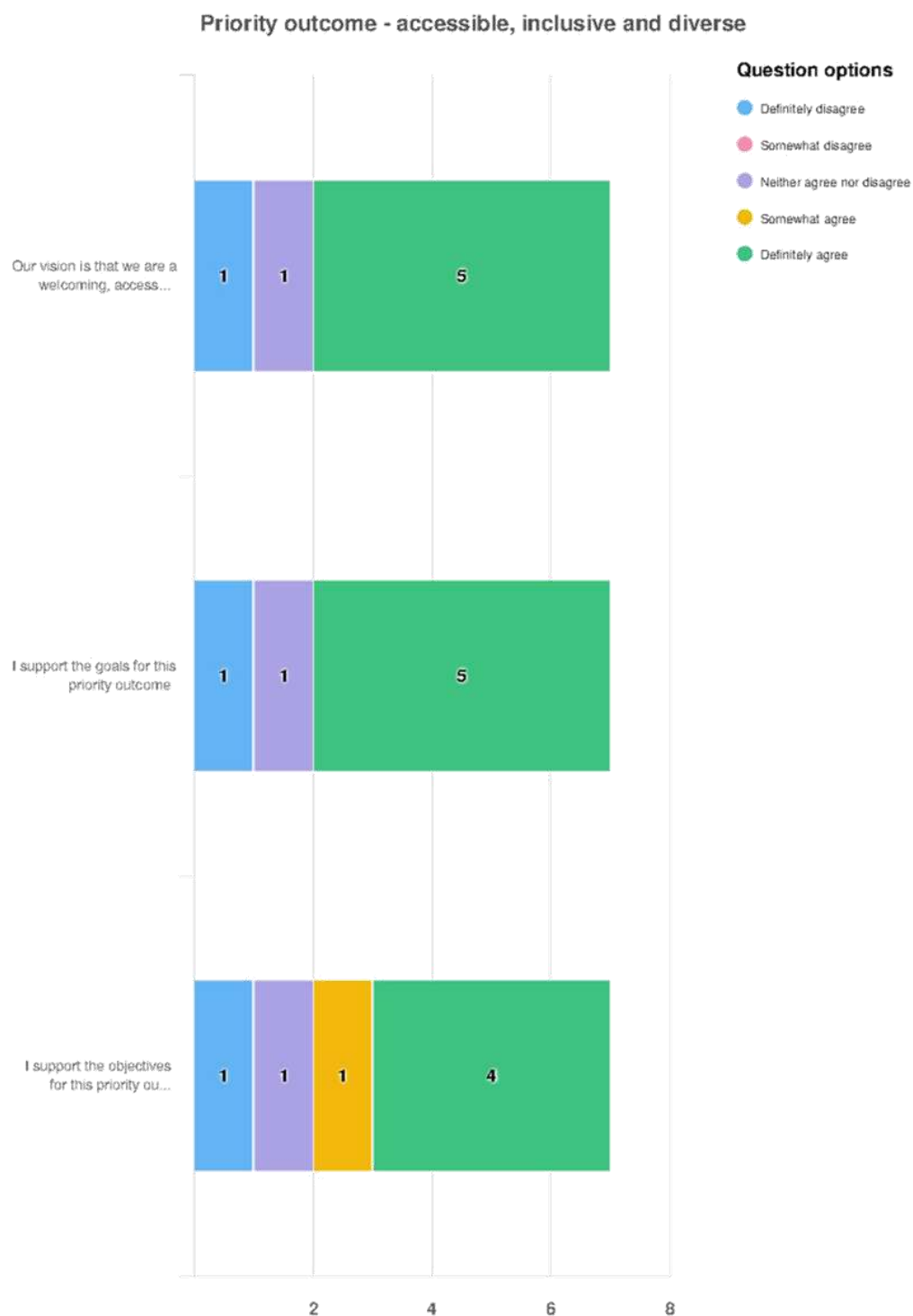
Question options

- I strongly support it ● I support most aspects of it ● I neither support or don't support it
- I don't support most aspects of it

Mandatory Question (7 response(s))

Question type: Radio Button Question

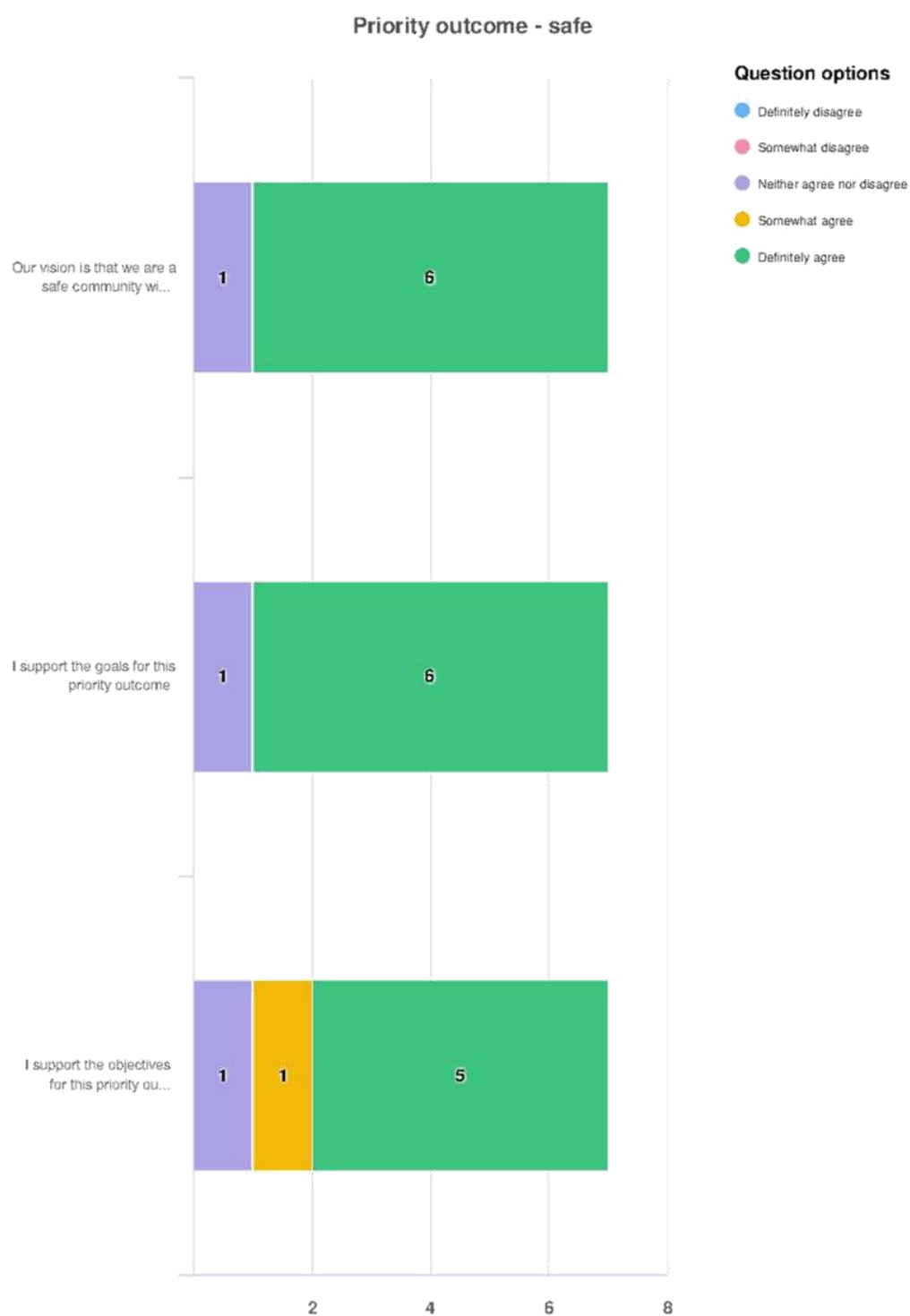
Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021



Mandatory Question (7 response(s))

Question type: Likert Question

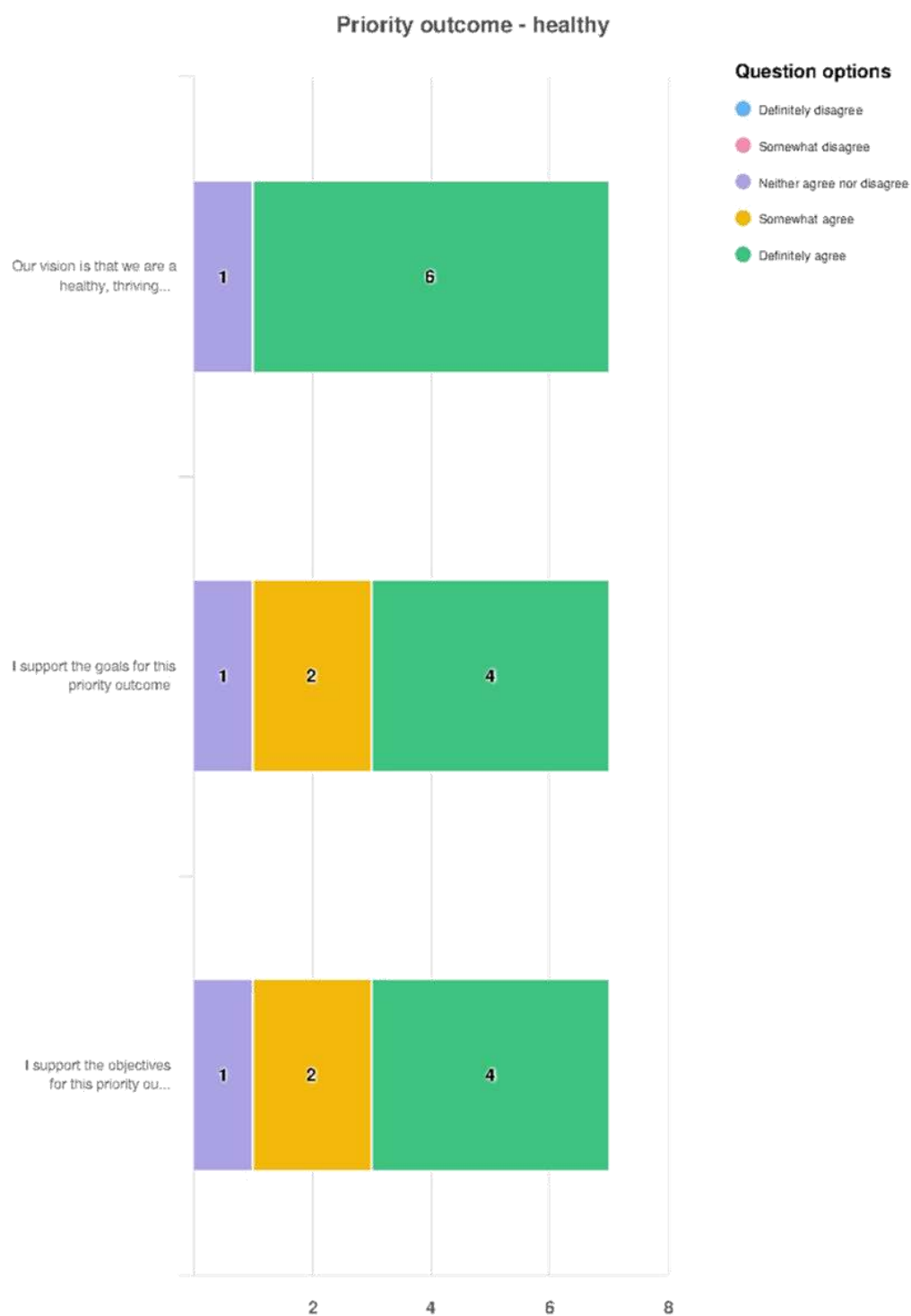
Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021



Mandatory Question (7 response(s))

Question type: Likert Question

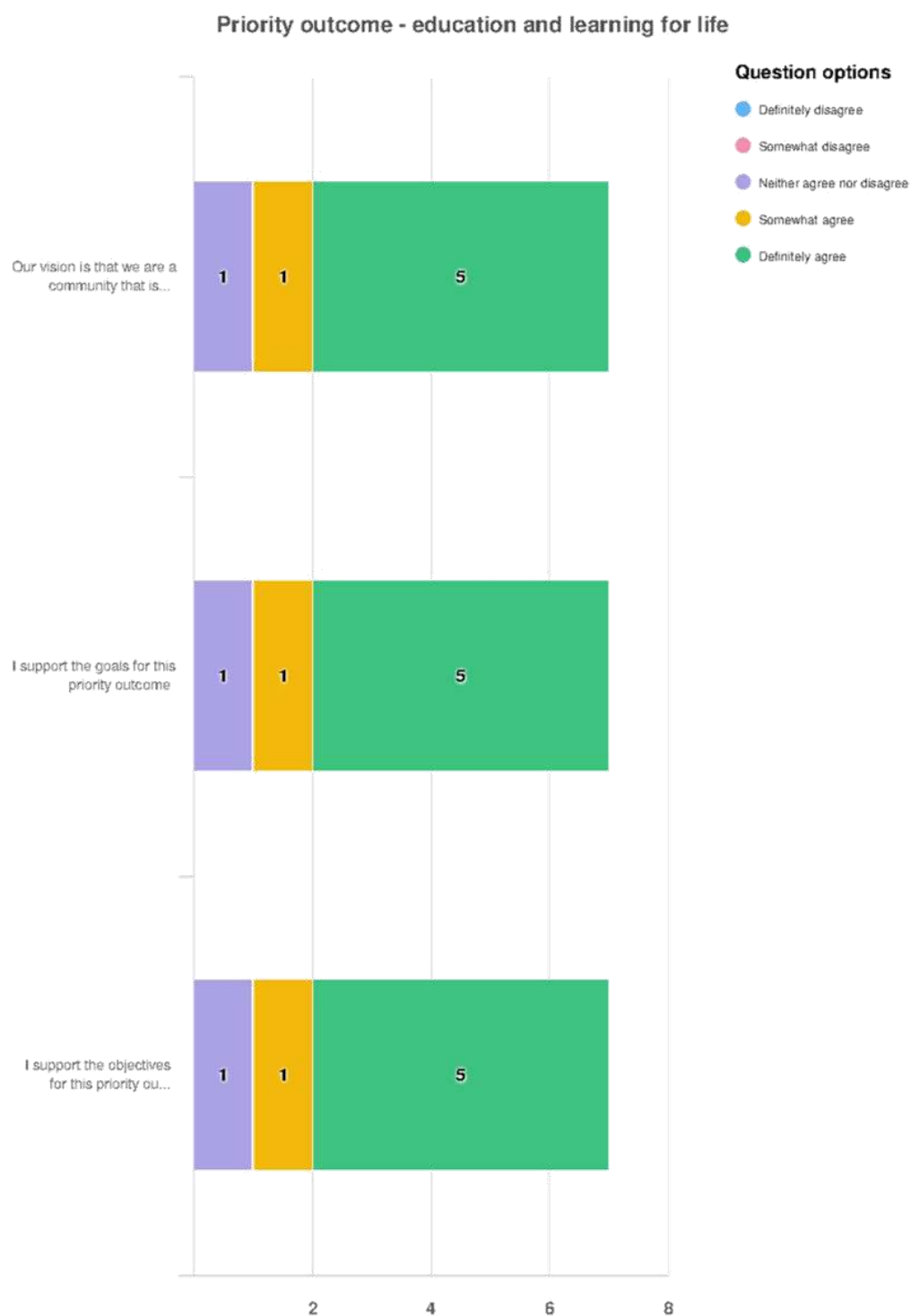
Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021



Mandatory Question (7 response(s))

Question type: Likert Question

Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021



Mandatory Question (7 response(s))

Question type: Likert Question

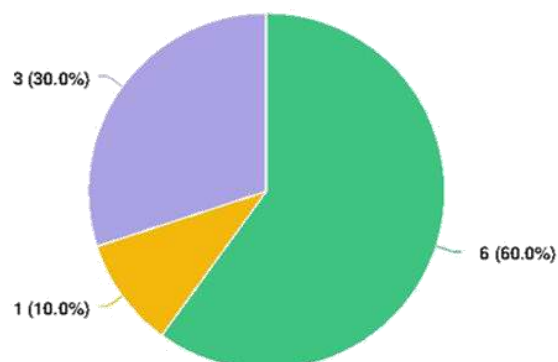
Let's Talk, Glenorchy : Summary Report for 06 July 2021 to 11 August 2021

ENGAGEMENT TOOL: QUICK POLL

Do you support the draft Community Strategy?

Visitors	10	Contributors	10	CONTRIBUTIONS	10
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Do you support the draft Community Strategy?



Question options

☐ Neutral, I neither support nor don't support it ☐ I support most aspects of it ☒ I strongly support it

Mandatory Question (10 response(s))

Question type: Radio Button Question

Survey Responses

06 July 2021 - 11 August 2021

Draft Community Strategy Survey

Let's Talk, Glenorchy

Project: Draft Community Strategy 2021-2030





Respondent No: 1
Login: Registered

Responded At: Jul 16, 2021 06:44:41 am
Last Seen: Aug 06, 2021 19:26:21 pm

Q1. **Do you support the draft Community Strategy?** I neither support or don't support it

Q2. **Please explain why you do or do not support the draft Community Strategy**

mainly i dont know enough about it and i dont think i would benefit from it myself

Q3. **Priority outcome - accessible, inclusive and diverse**

Our vision is that we are a welcoming, accessible and inclusive community, caring for all Neither agree nor disagree

I support the goals for this priority outcome Neither agree nor disagree

I support the objectives for this priority outcome Neither agree nor disagree

Q4. **Please explain why you agree or disagree with the vision and/or the goals and objectives**

i dont think it would benefit me

Q5. **Priority outcome - safe**

Our vision is that we are a safe community with a strong sense of belonging, ownership and pride Neither agree nor disagree

I support the objectives for this priority outcome Neither agree nor disagree

I support the goals for this priority outcome Neither agree nor disagree

Q6. **Please explain why you agree or disagree with the vision and/or the goals and objectives**

dont think it will benefit me

Q7. **Priority outcome - healthy**

Our vision is that we are a healthy, thriving, vibrant and strongly-connected community Neither agree nor disagree

I support the goals for this priority outcome Neither agree nor disagree

I support the objectives for this priority outcome Neither agree nor disagree

Q8. **Please explain why you agree or disagree with the vision and/or the goals and objectives**

dont think it will benefit me

Q9. **Priority outcome - education and learning for life**

Our vision is that we are a community that is engaged in diverse learning opportunities to achieve our aspirations Neither agree nor disagree

I support the goals for this priority outcome Neither agree nor disagree

I support the objectives for this priority outcome Neither agree nor disagree

Q10. Please explain why you agree or disagree with the vision and/or the goals and objectives

as before i cant see it benefit me

Q11. Is there anything we missed in the draft Community Strategy?

dont know

Q12. Is there anything else you would like to tell us about the draft Community Strategy?

naaaa



Respondent No: 2

Login: Registered

Responded At: Jul 29, 2021 15:07:31 pm

Last Seen: Jul 29, 2021 05:02:58 am

Q1. Do you support the draft Community Strategy? I support most aspects of it

Q2. Please explain why you do or do not support the draft Community Strategy

Objectives makes sense and are realistic

Q3. Priority outcome - accessible, inclusive and diverse

Our vision is that we are a welcoming, accessible and inclusive community, caring for all Definitely agree

I support the goals for this priority outcome Definitely agree

I support the objectives for this priority outcome Definitely agree

Q4. Please explain why you agree or disagree with the vision and/or the goals and objectives

Goals are objective and achievable

Q5. Priority outcome - safe

Our vision is that we are a safe community with a strong sense of belonging, ownership and pride Definitely agree

I support the objectives for this priority outcome Definitely agree

I support the goals for this priority outcome Definitely agree

Q6. Please explain why you agree or disagree with the vision and/or the goals and objectives

Everyone wants to feel safe and secure

Q7. Priority outcome - healthy

Our vision is that we are a healthy, thriving, vibrant and strongly-connected community Definitely agree

I support the goals for this priority outcome Definitely agree

I support the objectives for this priority outcome Definitely agree

Q8. Please explain why you agree or disagree with the vision and/or the goals and objectives

Both physical health and mental health is of utmost importance to the community

Q9. Priority outcome - education and learning for life

Our vision is that we are a community that is engaged in diverse learning opportunities to achieve our aspirations Definitely agree

I support the goals for this priority outcome Definitely agree

I support the objectives for this priority outcome Definitely agree

Q10. Please explain why you agree or disagree with the vision and/or the goals and objectives

Education is the best way and perhaps the only way to make improvements in our lives.

Q11. Is there anything we missed in the draft Community Strategy?

Not at this moment

Q12. Is there anything else you would like to tell us about the draft Community Strategy?

Retry good



Respondent No: 3
Login: Registered

Responded At: Aug 02, 2021 20:53:04 pm
Last Seen: Aug 11, 2021 09:50:28 am

Q1. Do you support the draft Community Strategy? I support most aspects of it

Q2. Please explain why you do or do not support the draft Community Strategy

I support the strategy in theory but it would be good to understand more about what steps will be taken to address the issues raised. For example how will council activate areas to ensure the safety is promoted and that people wish to recreate in cbd areas?

Q3. Priority outcome - accessible, inclusive and diverse

Our vision is that we are a welcoming, accessible and inclusive community, caring for all **Definitely agree**

I support the goals for this priority outcome **Definitely agree**

I support the objectives for this priority outcome **Definitely agree**

Q4. Please explain why you agree or disagree with the vision and/or the goals and objectives

It is important to be inclusive and celebrate the diversity of the area. to promote the diversity as a strength and a point of difference. Food and culture coming together makes for an exciting and interesting place to be.

Q5. Priority outcome - safe

Our vision is that we are a safe community with a strong sense of belonging, ownership and pride **Definitely agree**

I support the objectives for this priority outcome **Definitely agree**

I support the goals for this priority outcome **Definitely agree**

Q6. Please explain why you agree or disagree with the vision and/or the goals and objectives

Perceptions of safety are important. Making an area look good promotes people wanting to be there which creates a sense of safety. If you beautify the parks and recreation areas with nice spaces to use then this creates a sense of safety. Having community activities regularly activates areas and makes them safe. Having places for teenagers to go and things for them to be involved and connected in makes an area safer.

Q7. Priority outcome - healthy

Our vision is that we are a healthy, thriving, vibrant and strongly-connected community **Definitely agree**

I support the goals for this priority outcome **Definitely agree**

I support the objectives for this priority outcome **Definitely agree**

Q8. Please explain why you agree or disagree with the vision and/or the goals and objectives

Having exercise equipment in parks, good walking and cycling tracks promotes health. Also running free classes in parks like yoga or tai chi creates community and safety as well as promoting health. Having veggie gardens/community gardens promotes health.

Q9. Priority outcome - education and learning for life

Our vision is that we are a community that is engaged in diverse learning opportunities to achieve our aspirations

Definitely agree

I support the goals for this priority outcome

Definitely agree

I support the objectives for this priority outcome

Definitely agree

Q10. Please explain why you agree or disagree with the vision and/or the goals and objectives

Having learning opportunities creates a sense of community and brings people together.

Q11. Is there anything we missed in the draft Community Strategy?

More trees, make the area beautiful, have more community events!! Make the city of Glenorchy stand out for what it is an amazing cultural melting pot of ideas, creativity and culture.

Q12. Is there anything else you would like to tell us about the draft Community Strategy?

I look forward to seeing it implemented!!



Respondent No: 4
Login: Registered

Responded At: Aug 03, 2021 10:44:45 am
Last Seen: Aug 03, 2021 00:36:24 am

Q1. Do you support the draft Community Strategy? I strongly support it

Q2. Please explain why you do or do not support the draft Community Strategy

It is clear and has achievable, relevant and Glenorchy oriented vision, direction, and strategies.

Q3. Priority outcome - accessible, inclusive and diverse

Our vision is that we are a welcoming, accessible and inclusive community, caring for all **Definitely agree**

I support the goals for this priority outcome **Definitely agree**

I support the objectives for this priority outcome **Definitely agree**

Q4. Please explain why you agree or disagree with the vision and/or the goals and objectives

These three words, accessible, inclusive, and caring summarize what we want in communities. They are clear and anyone can relate to them (easy English version noted).

Q5. Priority outcome - safe

Our vision is that we are a safe community with a strong sense of belonging, ownership and pride **Definitely agree**

I support the objectives for this priority outcome **Definitely agree**

I support the goals for this priority outcome **Definitely agree**

Q6. Please explain why you agree or disagree with the vision and/or the goals and objectives

When community feels that they 'own' their space, both physically and with pride and commitment, then we truly have engagement. This is a solid goal area and one to work on i.e. engagement opportunities and continuous co design of projects with community.

Q7. Priority outcome - healthy

Our vision is that we are a healthy, thriving, vibrant and strongly-connected community **Definitely agree**

I support the goals for this priority outcome **Definitely agree**

I support the objectives for this priority outcome **Definitely agree**

Q8. Please explain why you agree or disagree with the vision and/or the goals and objectives

Glenorchy has poor health outcomes, and we need to focus on this area, Council can be a leader in health promotion and health access and information opportunities. This builds a better future, so this is indeed a central goal and I like the strategies for achieving long term change in our health profile.

Q9. Priority outcome - education and learning for life

Our vision is that we are a community that is engaged in diverse learning opportunities to achieve our aspirations

Definitely agree

I support the goals for this priority outcome

Definitely agree

I support the objectives for this priority outcome

Definitely agree

Q10. Please explain why you agree or disagree with the vision and/or the goals and objectives

Alongside health, building learning futures for our young people and pathways for our diverse community members is crucial to achieving the other key goals in this strategy. It provides a solid base for better health, wellbeing, engagement, and growth of our wonderful city. This is an underpinning and long-term goal we must support and resource with our partners and networks across government and the private and community sector.

Q11. Is there anything we missed in the draft Community Strategy?

This is a well-constructed strategy, easy to read, follow and understand. The goals are meaningful and achievable if we all work together and if we resource and support the strategies.

Q12. Is there anything else you would like to tell us about the draft Community Strategy?

You have a truly dedicated and innovative team in community development and that makes engagement work. Keep up the fantastic work.



Respondent No: 5

Login: Registered

Responded At: Aug 09, 2021 14:33:57 pm

Last Seen: Aug 09, 2021 03:43:40 am

Q1. Do you support the draft Community Strategy? I strongly support it

Q2. Please explain why you do or do not support the draft Community Strategy

The 4 key priorities are essential for us to build to a healthy, connected and engaged community that leaves no one behind.

Q3. Priority outcome - accessible, inclusive and diverse

Our vision is that we are a welcoming, accessible and inclusive community, caring for all

Definitely agree

I support the goals for this priority outcome

Definitely agree

I support the objectives for this priority outcome

Somewhat agree

Q4. Please explain why you agree or disagree with the vision and/or the goals and objectives

I want to be included and feel connected. Loneliness is experienced across the community and we have a strong need to offer integrated experiences by age, culture, education and employment. We have access already to migrant groups, employment support for unemployed, women's groups, men's sheds, engaging events for older and retired and early years activities and spaces. How does someone who is educated, works full time, is middle aged and not a new migrant - find a space for their loneliness and isolation to be addressed? Rather than particular group/experience targeted spaces and experiences we need holistic cross group/age/context experiences that invite and welcome all of us.

Q5. Priority outcome - safe

Our vision is that we are a safe community with a strong sense of belonging, ownership and pride

Definitely agree

I support the objectives for this priority outcome

Somewhat agree

I support the goals for this priority outcome

Definitely agree

Q6. Please explain why you agree or disagree with the vision and/or the goals and objectives

I want to state my opposition to use of surveillance in policing. Council should avoid and discourage CCTV uptake as this simply moves antisocial behaviour and does not deal with causes. Focusing on prevention and early intervention rather than prosecution. Council should lobby state government and state our own support for raising the age of criminal responsibility and actively support community engagement and diversion projects for young people. We need a strategy to fix footpaths and remove power poles and other obstacles, including a campaign to encourage parking off verges and footpaths. Wheel chair and other mobility support users struggle to move through our community. We should establish precinct level community spaces for gathering, art projects, connection, emergency support and information. Housing needs should be raised to a crisis/emergency level response. What council buildings or community land can be transformed temporarily or more long term to support homeless and housing stressed community members? We need genuine community centers across the breadth of our city.

Q7. Priority outcome - healthy

Our vision is that we are a healthy, thriving, vibrant and strongly-connected community Definitely agree

I support the goals for this priority outcome Somewhat agree

I support the objectives for this priority outcome Somewhat agree

Q8. Please explain why you agree or disagree with the vision and/or the goals and objectives

What does 'improvement' look like? By how much, in concrete terms? - closing the gap, achieving a majority proportion participation in physical activity, access to GPs, Dentists, Mental health support.... Our footpaths are atrocious and require a focused strategy to remove hazards, poles, parked cars, crumbling structure... Every precinct needs a community house/centre, garden, exercise park for all ages, and little library. We need high visibility of safety messages and planning for emergencies in our local area without raising anxiety, but building for preparedness. (Eg - floods, fires, COVID outbreak,) Recognizing that there are many Glenorchy residents who rarely leave the LGA and are not exposed to greater Hobart or state health messaging. More people access their news and info via online sources which may bypass local messages. How will we reach them?

Q9. Priority outcome - education and learning for life

Our vision is that we are a community that is engaged in diverse learning opportunities to achieve our aspirations Definitely agree

I support the goals for this priority outcome Definitely agree

I support the objectives for this priority outcome Definitely agree

Q10. Please explain why you agree or disagree with the vision and/or the goals and objectives

Education is the foundation of all the other goals. Getting this right, especially for adult learning will have the possibility to transform our community. We should fund strategies to connect schools, Libraries, (new) community centres, Early learning centres, Aged care facilities, TAFE and trade training providers, community groups like U3A and Probus... to actively offer rich learning opportunities for adults that reduces stigma of poor literacy and numeracy. Everyone learns. Everyone has more to learn. Opening the doors of schools and colleges for evenings and weekends to offer learning spaces is a vital and appropriate use of wasted resources.

Q11. Is there anything we missed in the draft Community Strategy?

Perhaps build in an opportunity for volunteer and philanthropic contributions from businesses?

Q12. Is there anything else you would like to tell us about the draft Community Strategy?

Currently many of us are lonely, isolated, disconnected from Glenorchy as our home community, and unsettled by global uncertainty. We do not see ourselves in this place. Open the doors and reach out more collectively to build connection. That's what we need.



Respondent No: 6
Login: Registered

Responded At: Aug 09, 2021 20:23:06 pm
Last Seen: Aug 09, 2021 10:18:08 am

Q1. Do you support the draft Community Strategy? I don't support most aspects of it

Q2. Please explain why you do or do not support the draft Community Strategy

The push for multicultural spaces and diversity. Australia is a white country

Q3. Priority outcome - accessible, inclusive and diverse

Our vision is that we are a welcoming, accessible and inclusive community, caring for all

Definitely disagree

I support the goals for this priority outcome

Definitely disagree

I support the objectives for this priority outcome

Definitely disagree

Q4. Please explain why you agree or disagree with the vision and/or the goals and objectives

We should not be diverse. Diverse is a code for less white people.

Q5. Priority outcome - safe

Our vision is that we are a safe community with a strong sense of belonging, ownership and pride

Definitely agree

I support the objectives for this priority outcome

Definitely agree

I support the goals for this priority outcome

Definitely agree

Q6. Please explain why you agree or disagree with the vision and/or the goals and objectives

Strong community is a positive

Q7. Priority outcome - healthy

Our vision is that we are a healthy, thriving, vibrant and strongly-connected community

Definitely agree

I support the goals for this priority outcome

Somewhat agree

I support the objectives for this priority outcome

Somewhat agree

Q8. Please explain why you agree or disagree with the vision and/or the goals and objectives

Health is important

Q9. Priority outcome - education and learning for life

Our vision is that we are a community that is engaged in diverse learning opportunities to achieve our aspirations

Somewhat agree

I support the goals for this priority outcome

Somewhat agree

I support the objectives for this priority outcome

Somewhat agree

Q10. Please explain why you agree or disagree with the vision and/or the goals and objectives

A lot of Glenorchy residents don't have many opportunities for further learning

Q11. Is there anything we missed in the draft Community Strategy?

A recognition of the real Australians who built this state. Australian cultural centres rather than multicultural spaces.

Q12. Is there anything else you would like to tell us about the draft Community Strategy?

not answered



Respondent No: 7

Login: Admin

Responded At: Aug 11, 2021 13:38:17 pm

Last Seen: Aug 23, 2021 04:12:49 am

Q1. Do you support the draft Community Strategy? I strongly support it

Q2. Please explain why you do or do not support the draft Community Strategy

Aboriginal Acknowledgement p2 What is community? p4 Challenges - Gaming p7

Q3. Priority outcome - accessible, inclusive and diverse

Our vision is that we are a welcoming, accessible and inclusive community, caring for all Definitely agree

I support the goals for this priority outcome Definitely agree

I support the objectives for this priority outcome Definitely agree

Q4. Please explain why you agree or disagree with the vision and/or the goals and objectives

Accessible, inclusive and diverse. Access to the built environment (no reference to the natural environment)

Q5. Priority outcome - safe

Our vision is that we are a safe community with a strong sense of belonging, ownership and pride Definitely agree

I support the objectives for this priority outcome Definitely agree

I support the goals for this priority outcome Definitely agree

Q6. Please explain why you agree or disagree with the vision and/or the goals and objectives

Hard copy - No comment

Q7. Priority outcome - healthy

Our vision is that we are a healthy, thriving, vibrant and strongly-connected community Definitely agree

I support the goals for this priority outcome Definitely agree

I support the objectives for this priority outcome Definitely agree

Q8. Please explain why you agree or disagree with the vision and/or the goals and objectives

hard copy -no comment

Q9. Priority outcome - education and learning for life

Our vision is that we are a community that is engaged in diverse learning opportunities to achieve our aspirations Definitely agree

I support the goals for this priority outcome Definitely agree

I support the objectives for this priority outcome Definitely agree

Q10. Please explain why you agree or disagree with the vision and/or the goals and objectives

hard copy -no comment

Q11. Is there anything we missed in the draft Community Strategy?

Page 8 - the city features urban, semi-rural areas AND NATURAL SPACES INCLUDING HABITAT

Q12. Is there anything else you would like to tell us about the draft Community Strategy?

P23 Measures of success What others say - no reference to community groups other than G.O.s or N.G.O.s HARDCOPY
RECEIVED 090821

Stage 1 Engagement Summary

**Community
Strategy**
2021-2030



In 2020 Glenorchy City Council (GCC) identified the need for a long-term strategy to address the priority issues for our community in order to make lives better.

Using feedback gathered during the development of other existing strategies and frameworks we began developing a draft Community Strategy.

In addition we engaged with over 600 people, focusing on the gaps identified from previous engagements, and gaps in our understanding of community need.



600+
People provided
feedback

How people provided feedback...



Meetings
with key stakeholder groups

**Workshops &
Forums**
with community interest
groups and service providers.



Surveys
People completed surveys
and postcards

**Other
activities**

Face-to-face, pop
ups.....drawings,
scavenger hunts



Some of the people we talked to...

Let's Talk Community Strategy Survey
(18)

Community Exchange (52 people from 31
services)

Access and Inclusion Report (246
community members, 31 GCC staff, 8
Aldermen, 76 service providers)

Children, Youth and Families Report (over
200 young people, Thrive to 25,
Community Services Exchange.
Community Development network.
Discussions with local school principals,
support services, Youth Beat, Salvos,
Playgroup and as part of groups as the
Glenorchy Child & Family Learning
Centre development and membership
of the Child & Family Centre Chigwell,
as well as school students, parents,
Migrant Resource Centre and TAFE's
Young Adult Migrant English
Program)

Karadi Aboriginal Corporation focus
group

Alderman workshop

Collinsvale Community Yarn

CBD Roundtable discussions

**Community
Strategy
2021-2030**



- Community Plan – Making Lives Better 2015-2040
- Safer Communities Framework
- Healthy Communities Plan
- Successful Ageing Framework
- Multicultural Space Plan
- Sport and Recreation and Play Spaces engagement
- Glenorchy LEARNS Strategy
- 26TEN Community of Practice

Community Services Exchange.

- Education, lifelong learning and Literacy
- Safety and Crime Prevention
- Employment
- Housing and Homelessness
- Social Isolation and Loneliness
- Disability and Access
- Access to quality and suitable health services

18 people completed the survey.
Issues raised

- Transport
- Education
- Childcare
- Youth services and opportunities
- Safety

Accessible,
inclusive and
diverse

Healthy

Education and
learning for life

...a welcoming, safe, healthy and learning community.

Stage 2 Engagement Summary

Community Strategy 2021-2030



From 6 July – 10 August 2021 (Stage 2 of the consultation), Council invited community members to view and comment on the draft Community Strategy.

The opportunity to engage was promoted on Council's Facebook page and website, through the Let's talk, Glenorchy online engagement site and by email and mail to the Glenorchy Matters Community Panel and other stakeholder groups. Pop-ups were also held at the Glenorchy Library.

People could comment online by doing a survey, taking a quick poll or using the guestbook. Hard copy surveys were also available. Other comments were received at meetings and by email.



100 +

People visited the online project page
81 visited at least one page
22 visited multiple pages

Draft strategy

48 people downloaded a copy of the strategy.
30+ hard copies were given out.



Surveys etc

7 people completed the survey
10 people took the quick poll
One person made an entry in the guestbook
One person made a submission



Meetings

The draft strategy was presented at 7 stakeholder group meetings and by email to other groups



Who provided feedback on the draft strategy?

Community members provided informal feedback at three pop-ups at the Glenorchy Library

The following stakeholder groups

- Chigwell Child and Family Centre
- Collinsvale Community Association
- Glenorchy Youth Task Force
- Glenorchy LEARN
- Thrive to 25
- Council staff

Council Special Committees

- Safer Communities
- Healthy Communities
- Access and Inclusion
- Glenorchy Art and Culture



What you told us...

About the format and presentation of the document

- Overall feedback was positive
- Ease of reading
- Clear and easy to follow and understand
- Goals meaningful and achievable if we work together
- Reflects City of Glenorchy

You asked about

- How the strategy will be implemented?
- Steps to address issues raised
- How individuals will benefit?
- Whether document is tangible
- Examples of how community have been involved in the process

The priority outcomes, goals and objectives of the strategy were generally supported.

What you also told us...



Spaces & Places

Links between making an area look good, activating our parks, spaces and recreational areas and creating a sense of safety

Parks, tracks and trails promote mental and physical health and well being

Local community houses and gardens
- places where people can come together to connect



Opportunities

Promote and support opportunities and pathways for learning and employment

Working together to support and share resources



Events and Activities

Community activities and events connect people

Activities in parks activate areas, make them safe, create a sense of community, and promote health

Art, food, and cultural activities and gathering spaces help people feel supported

Spaces and activities for young people are important



Safety

Safety in the Glenorchy bus mall was raised in both stages of the engagement

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

Glenorchy Arts and Culture Reference Group

Terms of Reference: Core Reference Group

Name of Core Reference Group	Glenorchy Arts and Culture Reference Group
Date of Formation	
Resolution Details	TBC
Strategic Reference	Community Plan - Making Lives Better Strategic Plan - Know our communities and what they value - Support our communities to pursue and achieve their goals - Facilitate and/or deliver services to our communities Community Strategy Priority outcomes - <u>Accessible, Inclusive and Diverse</u> - We are a welcoming, accessible and inclusive community caring for all - <u>Education and learning for life</u> - Promote creative expression and participation of and life-long learning as priorities for our communities - <u>Healthy</u> – We are a healthy, thriving, vibrant and strongly-connected community Arts and Culture Strategy - A community that contributes - A community that is stimulated - A community that is connected - A community that is always developing
Responsible Officer	Coordinator Arts and Culture
Reference Group Review Date (if prior to next LG election)	(Insert date – maximum of 4 years) NOTE: All core reference groups will be subject to Council review and possible amendment or cessation after the Local Government elections and Council mandated review of its strategic plans (s. 70E Local Government Act 1993).

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

1.0 Principles

Core Reference Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

2.0 Purpose

2.1 Purpose of Core Reference Group and Area of Focus¹

To actively contribute to the development of arts and culture in Glenorchy as outlined in the Art and Culture and Community Strategy

2.2 Specific Terms of Reference ² (objectives) as approved by Council

Terms of reference 1

(a) To inform and provide insight and expertise

- Council Arts and Culture program initiatives
- Policies and procedure
- Council initiatives and projects
- Council reports and plans

Terms of reference 2

(b) To promote and champion

Terms of reference 3

(c) To support and facilitate engagement

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Core Reference Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

¹ To be derived from the situation analysis and community assessment (profile of likely community stakeholders, assets and benefit)

² Detailed objectives to be addressed by this reference group

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media channels, Council website, print media and posters.

- Staff (Committee's Officer and other relevant roles - Chair, Convenor, minute taker, etc)
- 8-10 Core members (community, subject matter experts, representatives of key stakeholders, etc)
- Aldermanic representation (to enable Council to understand the views presented and provide insight into Council's strategic direction)
- Remaining persons

Who has overall control of the Group to direct its outcomes?

Coordinator Arts and Culture (Committee's Officer)

Who has day to day management of the Group?

Coordinator Arts and Culture (Committee's Officer)

Are communications a key role of this group?

No – invited as required.

3.2 Current Members

Meg Keating, Matt Stolp, Kelly Eijdenberg, Josie Chapman, Aldermen Gaye Richardson and Aldermen Kelly Sims

Coordinator Arts and Culture – Chair

3.3 Term of Appointment

Appointment will be invited for the term of the Council.

4.0 Meetings

4.1 Frequency

4 meetings a year.

Extra meetings can be called if the need arises.

4.2 Quorum (non-voting function)

A minimum number of 50% of core members are required for meetings to proceed to enable representative participation

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

4.3 Meeting Procedures

- Meetings are conducted in accordance with GCC's Code of Conduct and also refer to 'What makes a good meeting' GCC guide.
- Meetings are to be held at an accessible room and space with the allowance for wheelchairs and hearing loops to be utilised.
- GCC's accessible meeting procedures are to be followed.
- Auslan interpreters are to be provided upon request.
- Meeting correspondence and documents are to be provided in alternate formats where possible and required.
- Meeting agendas and minutes must include apologies, confirm minutes of previous meeting and deal with each item of business separately.
- Agendas to the meeting are to be circulated to all members at least 3 days prior to the meeting.
- Items not on the Agenda may be brought up in general business.

4.4 Conflict Resolution

- The Reference Group is not a decision-making group, however if a vote is required to seek the opinion of the group on a particular issue then the majority vote will be taken as the group's position. This may be done informally.
- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, overall responsibility for all decisions for Glenorchy City Council's adopted strategy and action plans strategy remains with the Council.
- It is acknowledged that parties will at times differ in their views and may agree to disagree. While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).
- The member should feel comfortable to inform the Chair if they have any concerns.
- If the member does not feel comfortable expressing their concerns to the Chair, they should know their options for expressing their concerns.
- The member has the option to contact the Manager or Director, relevant to the officer's role, to express their concerns.

4.5 Minutes

- Minutes of the meeting will be recorded by the Committee's Officer or a core member of the reference group.
- Minutes are required to be in a particular format as contained in Appendix 1.
- Draft minutes are to be circulated to all members within 10 working days of a meeting.
- Minutes, once adopted, will be placed on Council's website.

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

5.0 Reporting Requirements

5.1 Frequency of Reports

Meeting reports are written by the chair of the reference group and provided to:

- the Manager Community as requested
- the General Manager on an annual basis or as requested

5.2 Content of Reports

The report, at a minimum, is to provide:

A one-page report from the Chairperson of the Reference group summarising:

- attendance;
- the key outcomes of the year;
- any recommendations for the following year;
- an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
- details of any budgetary requirements for the following financial year and reasons for each request.

6.0 Other Information

N/A

7.0 Version History

Version	Date	Adoption	Amendments Made
1.0	30 August 2021	Council Meeting	Council approval of Reference Group creation and TOR

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

Appendix 1. Reference Group Minutes Template

(Name of group) MINUTES OF MEETING (DD Month YYYY)		 GLENORCHY CITY COUNCIL	
Venue:		Time:	

In attendance:	Present	Apology	Absent
Chairperson	✓		
Members			
Staff			

Item	Action
1	Acknowledgement of Country
2	Minutes (approve / changes) and actions from previous meeting:
3	Correspondence: 3.1 3.2 etc
4	Business arising:
5	Update on projects:
6	Other Business:
7	Agenda items for next meeting:
Next Meeting:	

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

Appendix 2. Reference Group Toolkit

GCC Reference and Working Groups Toolkit

Purpose:

To assist Council staff in choosing an appropriate reference group or working group (including steering committee) where community engagement is likely to be required for the formulation or review of Council policy, advocacy and/or strategy.

Application:

This Toolkit applies to all committees, reference groups and working groups where an Alderman is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background:

Council, in undertaking community engagement has an option of three differing types of “groups”. These are:

1. Core Reference Group:

This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *collaboration*³. “Collaboration” is a partnering with a broad spectrum of the community in exploring all facets of the Group’s objectives. The community adds to Council’s existing knowledge and assists Council in achieving innovative solutions to the issues at hand.

2. Targeted Reference Group:

This group has a life of up to one year and is commissioned to achieve a particular purpose with targeted community engagement. Targeted Reference Groups are likely to be relevant to a narrower segment of the Glenorchy community than core reference groups. The nature of the community engagement is also likely to be targeted and relevant to a specific strategy, framework of policy of Council. Specific reference groups will also have a core membership responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *involvement*⁴. “Involvement” is including the community in a defined process to ensure that community concerns and aspirations are understood and considered.

³ IAP2 Public Participation Spectrum

⁴ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

3. Working Group:

A working group is also a short term vehicle for task or project oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The likely level of community participation is *consultation and information*⁵. “Consultation and information” are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council’s activities.

All Core and Targeted Reference Groups are to be approved by Council. This approval is to include a draft terms of reference as per the attached formats. Working groups are to be approved by the relevant Director where an Alderman is not being appointed to the Group.

Pre-planning:

Prior to drafting a terms of reference or approaching Council /ELT / Director for approval, the Council Officer must undertake a situation assessment. The situation assessment must detail:

1. Current situation:**a. What is the drive for change?**

The Committee advises Council on arts and cultural development and provides input into the development of Council services and activities such as the Moonah Arts Centre, community cultural development projects, public art, festivals and events.

With the development of the Glenorchy – A City of the Arts 2040 A Strategy towards Creative Communities working towards a vitality of arts and culture in Glenorchy to which all can contribute. The Committee will work towards raising the status, ensuring a clearer purpose in delivering the Strategy with a broad reach, diversity and composition. Involvement of artists, arts organisations, peak bodies. With a recognition that culture is not static and changes over time with the community. Council as facilitators, supporting, engaging and providing opportunities for community to participate, create and be involved.

b. What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?

Glenorchy - A City of Arts 2040; Community Strategy 2021 - 2031; Glenorchy Community Plan 2015 - 2040; GCC Economic Development Strategy 2020-2025; GCC's Strategic Plan and Annual Plan, Public Art Policy and Cultural Development Policy.

⁵ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

c. How complex or simple is the issue(s) to address?

This is part of a long-term strategy to 2040, culture is ever evolving and never static, changing over time with the community.

d. Can they be segmented and addressed in a logical order?

There are communities of interest, geographical locations, age segments, cultural backgrounds, art form interests and community organisations etc. Can be segmented – diverse, first nations. There could be several priorities and these may change – i.e. youth, disadvantage etc. In line with council priorities, but groups should inform and be part of the process. Contribution AND collaboration.

2. Core competencies:**a. What core competencies are required?**

Art form expertise, professional sector expertise (health, education etc), community representation, cultural diversity, disability and first nations, community diversity etc. Experience, knowledge, networks; a willingness to work collaboratively, transparently and with a dedication to contribute to, and support, positive change in the community.

b. Where will they be sourced?

Community and specialty areas – peak bodies represented. Art form, peak bodies, industry. An open call out will be promoted widely.

c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?

Making sure have diverse representatives attending, with a connection to Glenorchy.

3. Obstacles to be overcome:**a. What resources are required?**

GCC Officer, from Arts and Culture team (Coordinator Arts & Culture) to facilitate the meetings, set agendas, minute taking, chair meetings and support committee members.

b. Are these resources available within the current budget?

Consider role of Chair and Minute taker within the core. Current staffing provides challenges for Coordinator Arts & Culture to facilitate existing Committee structure.

c. How will these resources be engaged (internal and external)?

During transition internal resources may be utilised to take minutes if this assistance is required. An alternative option is that meetings could be digitally recorded. Develop a minute template, clarify what needs to be recorded.

d. How will the relevant persons forming the core membership be engaged in the group?

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

The facilitator and chair of meetings is responsible for ensuring that all members have the opportunity to engage in discussions and decision-making processes. This will be done by ensuring that all members feel able (and comfortable) to contribute; that their opinions are valued - and that they have been heard and their contributions are noted in the minutes of the meetings. Members of the group will have the opportunity to submit agenda items for meetings.

e. Have the relevant persons endorsed their involvement?

All current committee members have submitted an expression of interest/application and undergone the selection processes to be involved in the current Arts and Culture Advisory Committee; this membership has been endorsed by Council. Current members have not raised any concerns in relation to the recently presented potential changes to the structure of the committee.

f. What timeframe is achievable to address this issue?

It is suggested that the current members of the Arts and Culture Advisory Committee have the opportunity to indicate an interest in re-selection - so that they can easily transition from the current committee format to the newly proposed arrangement. This will reduce the timeframe as it does not require the whole process of selecting a totally new committee.

g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and Obstacles as described above.

This committee was involved in the development of the Glenorchy - A City of Arts 2040 A Strategy towards Creative Communities and will continue to be informed by and seek direction from the Strategy, along with Council's Community Strategy and other relevant strategies and policies. The current committee members all have the relevant core competencies to contribute to successful outcomes.

4. Scenarios:

a. What scenarios are applicable to address the above?

If the above suggestions and directions are followed, then it is envisaged that there should be minimal negative scenarios to address. However, if a member is unhappy with a process or direction within this new reference structure there should be an identified pathway for them to express their grievances/concerns.

Suggested process:

- *The member should feel comfortable to inform the Chair if they have any concerns.*

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

- *If the member does not feel comfortable expressing their concerns to the Chair, they should know their options for expressing their concerns.*
- *These options should be included in the reference group's Terms of Reference. i.e., The member has the option to contact the Manager or Director, relevant to the officer's role, to express their concerns.*

b. How likely are these scenarios?

Given the current membership of the Committee and their experience in Council's committees it is envisaged that these scenarios are unlikely to occur. Should an alternative staff member fill the role of Chair it should be ensured that they are competent in the role of convening and chairing committee meetings.

c. Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?

The process of completing this pre-planning section of the GCC Reference Groups Toolkit is the means for ascertaining internal endorsement of what is required to address the identified scenarios.

If the items, identified in 4a, are included in the new Terms of Reference (ToR) and the members of the committee understand these the potential scenarios will be addressed.

5. Expectations and Outcomes:

a. What are the detailed outcomes required for success?

The Community Strategy as well as the ongoing achievement of the goals, objectives and strategies of the Glenorchy - A City of Arts 2040 A Strategy towards Creative Communities provide the priority outcomes. The achievement of the following: working towards raising the status of arts and culture in Council and the community, ensuring a clearer purpose in delivering the Strategy and with a broad reach, diversity and composition.

b. How will success be measured and reported?

Objective 4.3 of Glenorchy - A City of Arts 2040 A Strategy towards Creative Communities describes measuring the community benefit of actions so that we can understand and communicate the impact, also encouraging others to support the arts and culture. It details the following Strategies – Review and improve how we achieve our aspirations by:

- 4.3.1 Evaluating and communicating the qualitative and quantitative benefits of Council-led and supported arts and cultural activities.*
- 4.3.2 Further to 2.2.1, undertaking regular qualitative measurement of whole-of-council activities that engage with this strategy.*
- 4.3.3 Utilising the measured outputs and outcomes against the four goals of this strategy so as to inform and shape the annual implementation of Glenorchy – City of Arts 2040.*

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

- c. **Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements and timeframe(s)?**
Focused agenda and understanding of input being sought from the reference group and an understanding how it fits together. Opportunity for external contributors.
- d. **Which Group type best fits with this assessment?**
Core Reference Group

If the group is not able to be resourced within current budget, a Point of Entry will need to be completed and submitted to ELT for approval.

Council /ELT Report:

The report to ELT requesting a group be initiated must include the above situation assessment as an attachment. This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.

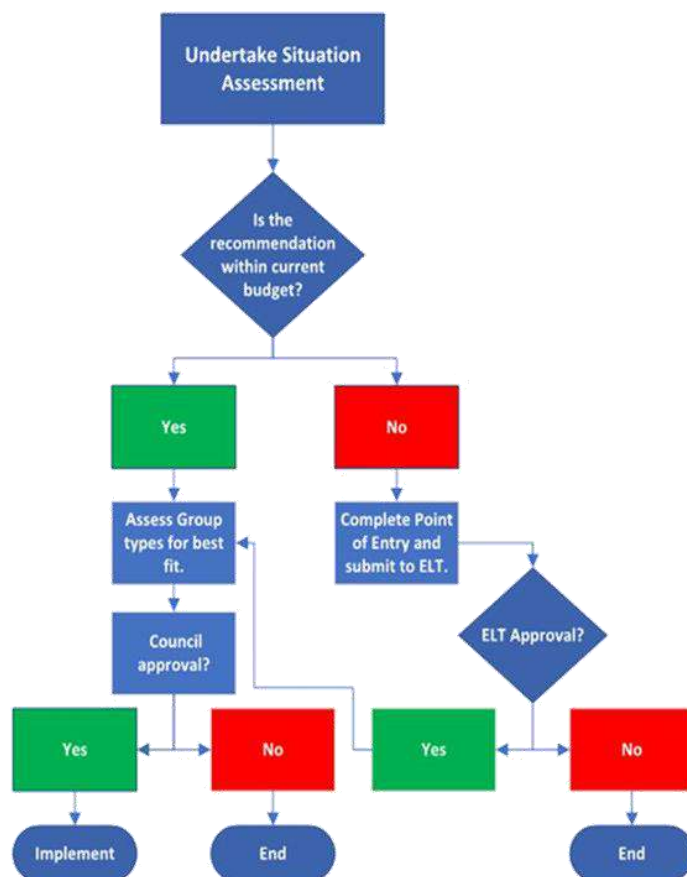
The following flowchart details the above process and aligns each stage with relevant Council reference documents to assist the assessment and initiation of a Group.

Additional Reporting:

- **Core Reference Groups** – Given the extensive nature and longevity of Core Reference Groups it is recommended, but not mandated, that quarterly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal meeting agenda.

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

Decision Flowchart:



Assisting Documentation & Guides

[Change Management Toolkit](#)

[Council's budget](#)

[Point of Entry Document](#)

Reference Group Terms of Reference Appendices 1 &2)

[Community Engagement Resources](#)

Choosing the appropriate type of Reference Group

It is important the form and function of the reference group is suitable to achieve the desired outcomes and an appropriate level of community engagement.

To assist in this decision making the following matrix should be used.

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

Selecting a Group:

Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential?
<i>A large proportion of community engage in arts and culture, interests are as diverse as the community, access and involvement in creative pursuits and spaces (natural and built) to participate contributes to learning for life.</i>	<i>In a healthy community access to cultural participation is integral to health and wellbeing.</i>	<i>Long term consequences because of health and wellbeing, economic wellbeing and creative. Opportunity to build relationships and share – a stronger community.</i>	<i>Participation – observing learning and making, business / economic opportunity, building a diverse culture, opportunities for sharing/belonging Ever-changing – basic component of people's lives that we are changing – continuing to 'make roads'. Complex because community development, improving opportunities.</i>	<i>Yes – Art form expertise, professional sector expertise (health, education), communities representati on, cultural diversity and first nations, community diversity.</i>	<i>Yes – Education sectors, local organisations i.e. TSO.</i>	<i>Yes – Group will have the ability to invite peak body organisations and subject matter experts. Focus on community representatives.</i>

⁵ Refer to Council's Community Engagement Procedure

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

Selecting a Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered “yes” to this question and many of your selections in the matrix above were a Targeted Reference Group, then a Working Group is likely to be the most suitable option.

GCC Reference and Working Group Toolkit: Glenorchy Arts and Culture

GCC Reference and Working Group Toolkit: Healthy Communities

Healthy Communities Reference Group

Terms of Reference: Core Reference Group

Name of Core Reference Group	Healthy Communities Reference Group
Date of Formation	
Resolution Details	TBC
Strategic Reference	Community Plan - Making Lives Better Strategic Plan - Know our communities and what they value - Support our communities to pursue and achieve their goals - Facilitate and/or deliver services to our communities Community Strategy Priority outcomes - <u>Accessible, Inclusive and Diverse</u> - We are a welcoming, accessible and inclusive community caring for all - <u>Healthy</u> - We are a healthy, thriving, vibrant and strongly-connected community
Responsible Officer	Community Development Officer – Healthy Communities
Reference Group Review Date (if prior to next LG election)	(Insert date – maximum of 4 years) NOTE: All core reference groups will be subject to Council review and possible amendment or cessation after the Local Government elections and Council mandated review of its strategic plans (s. 70E Local Government Act 1993).

1.0 Principles

Core Reference Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

GCC Reference and Working Group Toolkit: Healthy Communities

2.0 Purpose

2.1 Purpose of Core Reference Group and Area of Focus¹

To actively contribute to the development of a healthy, thriving, vibrant and strongly connected community as described in the priority outcome/s of the Community Strategy

2.2 Specific Terms of Reference ² (objectives) as approved by Council

Terms of reference 1

(a) To advise:

Provide advice to Glenorchy City Council on matters related to health and wellbeing:

- policies and procedures
- Council initiatives and projects
- Council reports and plans

Terms of reference 2

(a) To promote and champion:

- active lifestyles, improve personal health knowledge and practices
- programs that improve health and wellbeing (nutrition, physical activity, mental health and social connections).

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Core Reference Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media channels, Council website, print media and posters.

- Staff (Committee's Officer and other relevant staff)
- 8-10 Core members (community, subject matter experts, representatives of key stakeholders, etc)
- Aldermanic representation (to enable Council to understand the views presented and provide insight into Council's strategic direction)

Who has overall control of the Group to direct its outcomes?

Community Development Officer (Committee's Officer)

Who has day to day management of the Group?

Community Development Officer (Committee's Officer)

Are communications a key role of this group?

No – invited as required.

¹ To be derived from the situation analysis and community assessment (profile of likely community stakeholders, assets and benefit)

² Detailed objectives to be addressed by this reference group

GCC Reference and Working Group Toolkit: Healthy Communities

3.2 Current Members

Leon Carr
 Tracy Burn
 Brittany Szlezak
 Peter Bradley
 Mayor, Aldermen Bec Thomas
 Aldermen Sims
 Community Development Officer - Chair

3.3 Term of Appointment

Appointment will be invited for the term of the Council.

4.0 Meetings**4.1 Frequency**

4 meetings a year
 Extra meetings can be called if the need arises.

4.2 Quorum

A minimum number of 50% of core members are required for meetings to proceed.

4.3 Meeting Procedures

- Meetings are conducted in accordance with GCC's Code of Conduct and also refer to 'What makes a good meeting' GCC guide.
- Meetings are to be held at an accessible room and space with the allowance for wheelchairs and hearing loops to be utilised.
- Auslan interpreters are to be provided upon request.
- GCC's accessible meeting procedures are to be followed.
- Meeting correspondence and documents are to be provided in alternate formats where possible and required.
- Meetings agendas and minutes must include apologies, confirm minutes of previous meeting and deal with each item of business separately.
- Agendas to the meeting are to be circulated to all members at least 3 days prior to the meeting.
- Items not on the Agenda may be brought up in general business.
- Access issues of an individual nature are to be identified and reported through Councils Customer Service and not through and Access and Inclusion Reference Group meetings.

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4.4 Conflict Resolution

- The Reference Group is not a decision making group, however if a vote is required to seek the opinion of the group on a particular issue then the majority vote will be taken as the group's position. This may be done informally (show of hands) or formally (ballot box voting) depending upon the issue.
- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, overall responsibility for all decisions for Glenorchy City Council's adopted strategy and action plans strategy remains with the Council.
- It is acknowledged that parties will at times differ in their views and may agree to disagree. While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).

4.5 Minutes

- Minutes of the meeting will be recorded by the Committee's Officer or a core member of the reference group.
- Minutes are required to be in a particular format as contained in Appendix 1.
- Draft Minutes are to be circulated to members within 10 working days of a meeting.
- Minutes, once adopted, will be placed on Councils website.

5.0 Reporting Requirements**5.1 Frequency of Reports**

Meeting reports are written by the chair of the reference group and provided to:

- the Manager Community as requested
- the General Manager on an annual basis or as requested

5.2 Content of Reports

The report, at a minimum, is to provide:

A one page report from the Chairperson of the Reference group summarising:

- attendance;
- the key outcomes of the year;
- any recommendations for the following year;
- an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
- details of any budgetary requirements for the following financial year and reasons for each request.

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6.0 Other Information

N/A

7.0 Version History

Version	Date	Adoption	Amendments Made
1.0	30 August 2021	Council Meeting	Council approval of Reference Group creation and TOR

GCC Reference and Working Group Toolkit: Healthy Communities

Appendix 1. Reference Group Minutes Template

(Name of group) MINUTES OF MEETING (DD Month YYYY)		 GLENORCHY CITY COUNCIL		
Venue:		Time:		

In attendance:		Present	Apology	Absent
Chairperson		✓		
Members				
Staff				

Item		Action
1	Acknowledgement of Country	-
2	Minutes (approve / changes) and actions from previous meeting:	
3	Correspondence: 3.1 3.2 etc	
4	Business arising:	
5	Update on projects:	
6	Other Business:	
7	Agenda items for next meeting:	
Next Meeting:		

GCC Reference and Working Group Toolkit: Healthy Communities

Appendix 2. Reference Group Toolkit

GCC Reference and Working Groups Toolkit

Purpose:

To assist Council staff in choosing and appropriate reference group or working group (including steering committee) where community engagement is likely to be required for the formulation or review of Council policy, advocacy and/or strategy.

Application:

This Toolkit applies to all committees, reference groups and working groups where an Alderman is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background:

Council, in undertaking community engagement has an option of three differing types of "groups". These are:

1. Core Reference Group:

This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *collaboration*³. "Collaboration" is a partnering with a broad spectrum of the community in exploring all facets of the Group's objectives. The community adds to Council's existing knowledge and assists Council in achieving innovative solutions to the issues at hand.

2. Targeted Reference Group:

This group has a life of up to one year and is commissioned to achieve a particular purpose with targeted community engagement. Targeted Reference Groups are likely to be relevant to a narrower segment of the Glenorchy community than core reference groups. The nature of the community engagement is also likely to be targeted and relevant to a specific strategy, framework of policy of Council. Specific reference groups will also have a core membership responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *involvement*⁴. "Involvement" is including the community in a defined process to ensure that community concerns and aspirations are understood and considered.

³ IAP2 Public Participation Spectrum

⁴ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Healthy Communities

3. Working Group:

A working group is also a short-term vehicle for task or project-oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The likely level of community participation is *consultation and information*⁵. “Consultation and information” are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council’s activities.

All Core and Targeted Reference Groups are to be approved by Council. This approval is to include a draft term of reference as per the attached formats. Working groups are to be approved by the relevant Director where an Alderman is not being appointed to the Group.

Pre-planning:

Prior to drafting a term of reference or approaching Council /ELT / Director for approval, the Council Officer must undertake a situation assessment. The situation assessment must detail:

1. Current situation:**a. What is the drive for change?**

Improve the health and wellbeing outcomes for the community. And to focus on providing access to healthy food options and free or low-cost exercise activities that promote healthy living.

b. What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?

Already in Place are the Healthy Communities Plan 2014- 2023, Community Strategy 2021-2031, Glenorchy Community Plan 2015-2040, Glenorchy a City of Arts 2040, GCC Economic Development Strategy 2020 – 2025, GCC’s Strategic and Annual Plan.

c. How complex or simple is the issue(s) to address?

The issue is complex – trying to address the health and wellbeing of the community can include multiple, and adverse social, economic, cultural, community, health, and family situations.

Implementing projects and opportunities will help to contribute to a better health outcome for the community and it requires skills and networks and an insight into asset-based community development processes and the ability to work alongside community members to achieve positive local outcomes.

d. Can they be segmented and addressed in a logical order?

Yes, by following the Community Strategy, Community Development Strategy and Healthy Communities Report.

⁵ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Healthy Communities

2. Core competencies:

a. What core competencies are required?

Experience, knowledge, networks, and a willingness to work collaboratively, transparently and with dedication to contribute to, and support positive change to the Health and wellbeing in the community.

b. Where will they be sourced?

Community (individuals and organisations), education, peak body, sporting bodies.

c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?

We work in partnership, using a collaborative model to achieve outcomes, such as with LGAT, ADF, Health Promotion South and other working groups and sporting organisations.

3. Obstacles to be overcome:

a. What resources are required?

Community Development Officer- Healthy Communities to convene the committee, set the Agenda, chair the meeting, take minutes, and support all committee members. If there is a larger meeting, then a minute taker may be required to allow the Chair to keep the meeting flowing.

b. Are these resources available within the current budget?

Yes there is budget within the Community Development Program.

c. How will these resources be engaged (internal and external)?

The use of technology can help with the taking of minutes i.e.: digitally recorded the meeting, has been done with one of the other reference groups and been successful.

d. How will the relevant persons forming the core membership be engaged in the group?

The Convenor will keep members engaged by giving members roles, i.e. chair by proxy, writing notes, minutes, topic experts running workshops. Members of the group will have the opportunity to submit agenda items for meetings.

e. Have the relevant persons endorsed their involvement?

The existing members are committed to the change and the move forward. All current committee members have submitted an expression of interest/application and undergone the selection processes to be involved in the Committee; this membership has been endorsed by Council.

f. What timeframe is achievable to address this issue?

It is suggested that the recently appointed members, have the opportunity to indicate an interest in re-selection - so that they can easily transpose for the current committee format to the newly proposed arrangement. This will reduce the timeframe as it does not require the whole process of selecting a totally new committee.

GCC Reference and Working Group Toolkit: Healthy Communities

- g. **Consider undertaking a SWOT analysis to assist in assessing the core competencies and Obstacles as described above.**

The Healthy Communities Advisory Committee was established in 2014 but new members appointed 2018. Due to the impacts of COVID-19 the committee has only had the opportunity to conduct approximately five meetings (2 via teams) so a SWOT analysis is not considered necessary. This committee currently responds to, and seeks direction from, the Healthy Communities Plan 2014-2023 along with Council's other relevant strategies and policies. The current committee members all have the relevant core competencies to contribute to successful outcomes.

4. Scenarios:

- a. **What scenarios are applicable to address the above?**

If the above suggestions and directions are followed, then it is envisaged that there should be minimal negative scenarios to address. However, if a committee member is unhappy with a process or direction within this new committee structure there should be an identified pathway for them to express their grievances/concerns.

Suggested process:

- *The committee member should feel comfortable to inform the Chair of the committee if they have any concerns.*
- *If the committee member does not feel comfortable expressing their concerns to the Chair of the committee, they should know their options for expressing their concerns.*
- *These options should be included in the Committees' Terms of Reference. i.e., The Committee member has the option to contact the Manager or Director, relevant to the Community Development Office's position, to express their concerns.*

- b. **How likely are these scenarios?**

With Alderman appointed to the reference group as a member it will involve ongoing connection to the community and an understanding of issues.

- c. **Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?**

The process of completing this pre-planning section of the GCC Reference Groups Toolkit is the means for ascertaining internal endorsement of what is required to address the identified scenarios. If the items, identified in 4a, are included in the new Terms of Reference (ToR) and the members of the committee agree to sign the new ToR then this will indicate that they endorse the methods identified to address potential scenarios.

5. Expectations and Outcomes:

- a. **What are the detailed outcomes required for success?**

Community members feel engaged and that their input is valued.

GCC Reference and Working Group Toolkit: Healthy Communities

- b. **How will success be measured and reported?**
Focused, relevant discussion and input into Health and Wellbeing for the Glenorchy community. Measures will also be through results based accountability.
- c. **Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements, and timeframe(s)?**
Focused agenda and understanding of input being sought from the reference group and an understanding how it fits together. Opportunity for external contributors.
- d. **Which Group type best fits with this assessment?**
Core Reference Group

If the group is not able to be resourced within current budget, a Point of Entry will need to be completed and submitted to ELT for approval.

Council /ELT Report:

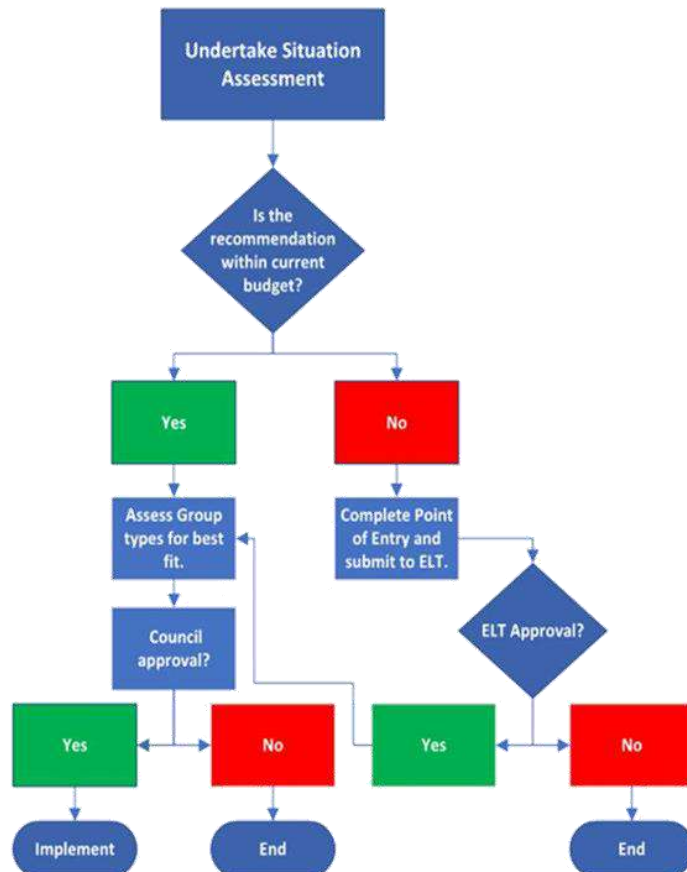
The report to ELT requesting a group be initiated must include the above situation assessment as an attachment. This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.

The following flowchart details the above process and aligns each stage with relevant Council reference documents to assist the assessment and initiation of a Group.

Additional Reporting:

- **Core Reference Groups** – Given the extensive nature and longevity of Core Reference Groups it is recommended, but not mandated, that quarterly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal meeting agenda.

GCC Reference and Working Group Toolkit: Healthy Communities

Decision Flowchart:

Assisting Documentation & Guides

[Change Management Toolkit](#)

[Council's budget](#)

[Point of Entry Document](#)

Reference Group Terms of Reference Appendices 1 &2)

[Community Engagement Resources](#)

Choosing the appropriate type of Reference Group

It is important the form and function of the reference group is suitable to achieve the desired outcomes and an appropriate level of community engagement.

To assist in this decision making the following matrix should be used.

GCC Reference and Working Group Toolkit: Healthy Communities

Selecting a Group:

	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential?
Core Reference Group	<i>The health and wellbeing of the whole community, i.e. access to free/affordable exercise, healthy eating, health promotion, mental services.</i>	<i>The health and wellbeing of individuals impact on the welfare of the whole community.</i>	<i>Long term consequences because of an aging population and infrastructure. Access to affordable and appropriate health and wellbeing services.</i>	<i>Physical, mental, social and economic.</i>	<i>Requires various lived and community experience, and organisational expertise so that the broad knowledge of expertise can be represented.</i>	<i>The health and wellbeing outcomes of Glenorchy community will change, and it is important to keep informed of these changes and to be able to respond.</i>	<i>Group will have the ability to invite peak body organisations and subject matter experts.</i>

Selecting a Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question and many of your selections in the matrix above were a Targeted Reference Group, then a Working Group is likely to be the most suitable option.

⁶ Refer to Council's Community Engagement Procedure

GCC Reference and Working Group Toolkit: Healthy Communities

GCC Reference and Working Group Toolkit Safer Communities

Safer Communities Core Reference Group

Terms of Reference: Core Reference Group

Name of Core Reference Group	Safer Communities Reference Group
Date of Formation	2021
Resolution Details	
Strategic Reference	Community Plan - Making Lives Better Strategic Plan - Know our communities and what they value - Support our communities to pursue and achieve their goals - Facilitate and/or deliver services to our communities Community Strategy Priority outcomes <u>Safe</u> (We are a safe community with a strong sense of belonging, ownership and pride) <u>Accessible, Inclusive and Diverse</u> (We are a welcoming, accessible and inclusive community caring for all)
Responsible Officer	Community Development Officer – Safer Communities
Reference Group Review Date (if prior to next LG election)	After next GCC Aldermen election (2022) NOTE: All core reference groups will be subject to Council review and possible amendment or cessation after the Local Government elections and Council mandated review of its strategic plans (s. 70E Local Government Act 1993).

1.0 Principles

Core Reference Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

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Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

2.0 Purpose

2.1 Purpose of Core Reference Group and Area of Focus¹

To actively contribute to the development of a safe community with a strong sense of belonging, ownership and pride as described in the priority outcome/s of the Community Strategy

2.2 Specific Terms of Reference ² (objectives) as approved by Council

Terms of reference 1

(a) To advise:

Provide advice to Glenorchy City Council on matters related to a safe community:

- policies and procedures
- Council initiatives and projects
- Council reports and plans

Terms of reference 2

(a) To promote and champion:

- Creating Connected Communities
- Community Cultural Development
- Building a Welcoming City
- Local Area Renewal
- Addressing Social Injustice

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Core Reference Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

² Detailed objectives to be addressed by this reference group

GCC Reference and Working Group Toolkit Safer Communities

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media channels, Council website, print media and posters.

- Staff (Committee's Officer and other relevant staff)
- 8-10 Core members (community, subject matter experts, representatives of key stakeholders, etc)
- Aldermanic representation (to enable Council to understand the views presented and provide insight into Council's strategic direction)

Who has overall control of the Group to direct its outcomes?

Community Development Officer (Committee's Officer)

Who has day to day management of the Group?

Community Development Officer (Committee's Officer)

Are communications a key role of this group?

No – invited as required.

3.2 Current Members

Inspector John Ward – Glenorchy Police
 Captain Jeff Milkins – Glenorchy Salvation Army
 Don McCrae – Streets to Home Initiative
 Jeff Bendall – Bethlehem House
 Kylie Murphy & M'Lynda Stubbs – Chigwell Child and Family Centre
 Amin Shoushtari – Community Representative
 Edward Gearman – Community Representative
 Community Development Officer - Chair

3.3 Term of Appointment

Appointment will be invited for the term of the Council.

4.0 Meetings

4.1 Frequency

4 meetings a year
 Extra meetings can be called if the need arises

4.2 Quorum

A minimum number of 50% of core members are required for meetings to proceed.

GCC Reference and Working Group Toolkit Safer Communities

4.3 Meeting Procedures

- Meetings are conducted in accordance with GCC's Code of Conduct and also refer to 'What makes a good meeting' GCC guide.
- Meetings are to be held at an accessible room and space with the allowance for wheelchairs and hearing loops to be utilised.
- Auslan interpreters are to be provided upon request.
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- Items not on the Agenda may be brought up in general business.
- Access issues of an individual nature are to be identified and reported through Councils Customer Service and not through and Access and Inclusion Reference Group meetings.

4.4 Conflict Resolution

- The Reference Group is not a decision-making group.
- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, overall responsibility for all decisions for Glenorchy City Council's adopted strategy and action plans strategy remains with the Council.
- It is acknowledged that parties will at times differ in their views and may agree to disagree. While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).

4.5 Minutes

- Minutes are to be recorded.
- Minutes are required to be in a particular format as contained in Appendix 1.
- Draft Minutes are to be circulated to members within 10 working days of a meeting.
- Minutes are to be taken by the Chair (or another GCC staff member) and can be in dot point format.

5.0 Reporting Requirements**5.1 Frequency of Reports**

Meeting reports are written by the chair of the working group and provided to:

- the Manager Community as requested
- the General Manager on an annual basis or as requested

GCC Reference and Working Group Toolkit Safer Communities

5.2 Content of Reports

The report, at a minimum, is to provide:

A one page report from the Chairperson of the Reference group summarising:

- attendance;
- the key outcomes of the year;
- any recommendations for the following year;
- an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
- details of any budgetary requirements for the following financial year and reasons for each request.

6.0 Other Information

N/A

7.0 Version History

Version	Date	Adoption	Amendments Made
1.0	30 August 2021	Council Meeting	Council approval of Reference Group creation and TOR

GCC Reference and Working Group Toolkit Safer Communities

Appendix 1. Reference Group Minutes Template

(Name of group) MINUTES OF MEETING (DD Month YYYY)		 GLENORCHY CITY COUNCIL	
Venue:		Time:	

In attendance:	Present	Apology	Absent
Chairperson	✓		
Members			
Staff			

Item	Action
1	Acknowledgement of Country
2	Minutes (approve / changes) and actions from previous meeting:
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5	Update on projects:
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Next Meeting:	

GCC Reference and Working Group Toolkit Safer Communities

Appendix 2. Reference Group Toolkit

GCC Reference and Working Groups Toolkit

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To assist Council staff in choosing and appropriate reference group or working group (including steering committee) where community engagement is likely to be required for the formulation or review of Council policy, advocacy and/or strategy.

Application:

This Toolkit applies to all committees, reference groups and working groups where an Alderman is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background:

Council, in undertaking community engagement has an option of three differing types of "groups". These are:

1. Core Reference Group:

This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *collaboration*³. "Collaboration" is a partnering with a broad spectrum of the community in exploring all facets of the Group's objectives. The community adds to Council's existing knowledge and assists Council in achieving innovative solutions to the issues at hand.

2. Targeted Reference Group:

This group has a life of up to one year and is commissioned to achieve a particular purpose with targeted community engagement. Targeted Reference Groups are likely to be relevant to a narrower segment of the Glenorchy community than core reference groups. The nature of the community engagement is also likely to be targeted and relevant to a specific strategy, framework of policy of Council. Specific reference groups will also have a core membership responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *involvement*⁴. "Involvement" is including the community in a defined process to ensure that community concerns and aspirations are understood and considered.

3. Working Group:

³ IAP2 Public Participation Spectrum

⁴ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit Safer Communities

A working group is also a short term vehicle for task or project oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The likely level of community participation is *consultation and information*⁵. "Consultation and information" are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council's activities.

All Core and Targeted Reference Groups are to be approved by Council. This approval is to include a draft terms of reference as per the attached formats. Working groups are to be approved by the relevant Director where an Alderman is not being appointed to the Group.

Pre-planning:

Prior to drafting a terms of reference or approaching Council /ELT / Director for approval, the Council Officer must undertake a situation assessment. The situation assessment must detail:

1. Current situation:**a. What is the drive for change?**

Acknowledging that safety is not measured purely by the presence or absence of crime and understanding that community connectedness, pride of place, cultural interaction, equity, social justice, and inclusion have the power to build safer communities.

To focus on the causes of crime; understanding that behind nearly every crime there is often trauma that has led to the acts of unlawfulness.

To identify, develop and implement initiatives, projects and activities that contribute towards the building of safer communities; and to have in place a Council committee that supports and enhances these processes.

b. What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?

Already in place and supporting this drive for change are the: The Safer Communities Framework 2019 - 2029; Community Strategy 2021 - 2030; Glenorchy Community Plan 2015 - 2040; Glenorchy - A City of Arts 2040; GCC Economic Development Strategy 2020-2025; GCC's Strategic Plan and Annual Plan.

c. How complex or simple is the issue(s) to address?

Addressing the causes of crime is a complex issue that can include multiple, and adverse, social, economic, cultural, community, health, and family situations. Implementing projects and initiatives that contribute to building safe communities requires skills, networks, an insight into asset-based community development processes and the ability to work alongside community members to achieve positive local outcomes.

⁵ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit Safer Communities

d. Can they be segmented and addressed in a logical order?

The identified segments/issues, in relation to the causes of crime, include: trauma; family disruption and parental neglect; poverty (unemployment); inter-generational crime; public tolerance (acceptance) of crime; alcohol and drug abuse; acquired brain injury; homelessness; low self-esteem; being a victim of crime; lack of support for people after release from prison; criminal opportunity; depression (or a mental disorder) and social exclusion.

Community members identified these elements (segments) - that represent a safe community in the City of Glenorchy:

- *Respect, acceptance and understanding*
- *Knowing your neighbours*
- *Community connectedness*
- *Gatherings, celebrations, events and activities*
- *Education and employment*
- *Opportunities for young people*
- *Safe, clean, welcoming spaces free from crime and anti-social behaviour*
- *Police presence - engaging in the community*
- *Fun and creativity*
- *A place where people genuinely care for each other*

2. Core competencies:**a. What core competencies are required?**

Experience, knowledge, networks; a willingness to work collaboratively, transparently and with a dedication to contribute to, and support, positive change in the community.

b. Where will they be sourced?

The current Safer Communities Advisory Committee members already have these competencies; they are members of the committee as it forms part of their core work or interests.

c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?

External competencies contribute to, enhance, and build on positive outcomes – however, achieving the desired outcomes is not dependent on external competencies but more reliant on collaboration and cooperation.

3. Obstacles to be overcome:**a. What resources are required?**

Community Development Officer – Safer Communities; to convene the committee, set agendas, chair meetings, take minutes, and support committee members. In the event of a larger meeting, or focus meeting, a minute taker may be required to enable the chair to concentrate on the flow and content of the meeting.

b. Are these resources available within the current budget?

Community Development Officer is resourced; a minute taker has not been budgeted for.

c. How will these resources be engaged (internal and external)?

Internal resources could be utilised to take minutes if this assistance is required. An alternative option is that meetings could be digitally recorded (Safer Communities has successfully utilised this process in the past).

GCC Reference and Working Group Toolkit Safer Communities

d. How will the relevant persons forming the core membership be engaged in the group?

The convenor and chair of meetings is responsible for ensuring that all members have the opportunity to engage in discussions and decision-making processes. This will be done by ensuring that all members feel able (and comfortable) to contribute; that their opinions are valued - and that they have been heard and their contributions are noted in the minutes of the meetings. Members of the group will have the opportunity to submit agenda items for meetings.

e. Have the relevant persons endorsed their involvement?

All current committee members have submitted an expression of interest/application and undergone the selection processes to be involved in the current Safer Communities Advisory Committee; this membership has been endorsed by Council. Current members have not raised any concerns in relation to the recently presented potential changes to the structure of the committee.

f. What timeframe is achievable to address this issue?

It is suggested that the recently appointed members of the Safer Communities Advisory Committee have the opportunity to indicate an interest in re-selection - so that they can easily transpose for the current committee format to the newly proposed arrangement. This will reduce the timeframe as it does not require the whole process of selecting a totally new committee (this committee has only had the opportunity to participate in 6 meetings – due to the impacts of COVID19).

g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and obstacles as described above.

The Safer Communities Advisory Committee has only recently been established (and due to the impacts of COVID-19 has only had the opportunity to conduct approximately six meetings) a SWOT analysis is not considered necessary. This committee currently responds to, and seeks direction from, the Safer Communities Framework 2019 -2029 along with Council's other relevant strategies and policies. The current committee members all have the relevant core competencies to contribute to successful outcomes.

4. Scenarios:**a. What scenarios are applicable to address the above?**

If the above suggestions and directions are followed, then it is envisaged that there should be minimal negative scenarios to address. However, if a committee member is unhappy with a process or direction within this new committee structure there should be an identified pathway for them to express their grievances/concerns.

Suggested process:

- *The committee member should feel comfortable to inform the Chair of the committee if they have any concerns.*
- *If the committee member does not feel comfortable expressing their concerns to the Chair of the committee, they should know their options for expressing their concerns.*
- *These options should be included in the Committees' Terms of Reference. i.e., The Committee member has the option to contact the Manager or Director, relevant to the Community Development Office's position, to express their concerns.*

GCC Reference and Working Group Toolkit Safer Communities

b. How likely are these scenarios?

Considering that the Safer Communities Officer has, in the past, taken responsibility for Chairing this committee (during a period when there were no Alderman present at Council), and no issues were identified or raised during this period - it is envisaged that these scenarios are unlikely to occur.

Should an alternative staff member fill the role of Chair it should be ensured that they are competent in the role of convening and chairing committee meetings.

c. Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?

The process of completing this pre-planning section of the GCC Reference Groups Toolkit is the means for ascertaining internal endorsement of what is required to address the identified scenarios.

If the items, identified in 4a, are included in the new Terms of Reference (ToR) and the members of the committee agree to sign the new ToR then this will indicate that they endorse the methods identified to address potential scenarios.

5. Expectations and Outcomes:**a. What are the detailed outcomes required for success?**

In line with the Safer Communities Framework 2019-2029, the committee aims to:

Provide advice and feedback on matters that relate to the implementation of the Safer Communities Framework. Particularly in relation to addressing the five key elements identified as contributing to safer communities that include:

- 1) Creating Connected Communities*
- 2) Community Cultural Development*
- 3) Building a Welcoming City*
- 4) Local Area Renewal*
- 5) Addressing Social Injustice*

Provide advice and feedback on matters that relate to the Community Strategy goals relevant to the Safer Communities Framework:

- 1. People, including our most vulnerable, are safe and connected in their community.*
- 2. Public spaces provide for diverse activity and strengthen our social connections.*
- 3. People can connect safely with natural and built environments.*
- 4. There is a sense of ownership and pride in community.*
- 5. Communities are resilient, especially in times of emergency.*

b. How will success be measured and reported?

As outlined in the Community Strategy, Safer Communities projects and initiatives will be assessed using the processes of Results Based Accountability (RBA) to measure results.

GCC Reference and Working Group Toolkit Safer Communities



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

In addition to this method storytelling and capturing projects in creative and innovative ways has the potential to provide reports and feedback that are informative and insightful.

- c. **Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements and timeframe(s)?**
The Safer Communities Implementation Plan is developing a process so that each month of the year (between February and November) has a core focus on the key issues identified in 1d and 5a of this report - this will provide a regular ongoing yearly timeframe. This establishment of ongoing monthly focus areas/themes will assist in ensuring that Council staff, community and external organisations/businesses are aware of upcoming opportunities making it easier for the pooling of resources and increasing opportunities for engagement.
- d. **Which Group type best fits with this assessment?**
Core Reference Group

If the group is not able to be resourced within current budget, a Point of Entry will need to be completed and submitted to ELT for approval.

Council /ELT Report:

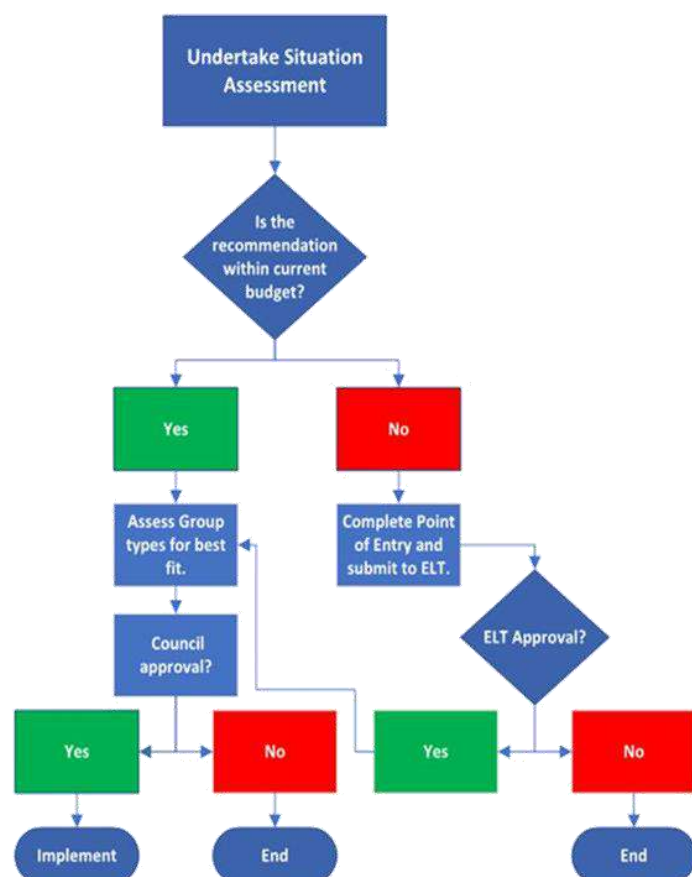
The report to ELT requesting a group be initiated must include the above situation assessment as an attachment. This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.

The following flowchart details the above process and aligns each stage with relevant Council reference documents to assist the assessment and initiation of a Group.

Additional Reporting:

- **Core Reference Groups** – Given the extensive nature and longevity of Core Reference Groups it is recommended, but not mandated, that quarterly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal meeting agenda.

GCC Reference and Working Group Toolkit Safer Communities

Decision Flowchart:

Assisting Documentation & Guides

[Change Management Toolkit](#)

[Council's budget](#)

[Point of Entry Document](#)

Reference Group Terms of Reference Appendices 1 &2)

[Community Engagement Resources](#)

Choosing the appropriate type of Reference Group

It is important the form and function of the reference group is suitable to achieve the desired outcomes and an appropriate level of community engagement.

To assist in this decision making the following matrix should be used.

GCC Reference and Working Group Toolkit Safer Communities

Selecting a Core Reference Group:

	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential ⁶ ?
Core Reference Group	Everybody deserves the opportunity to live in a community where they are safe and feel connected to people and place	The safety of individuals impacts on the wellbeing of the whole community.	Long term solutions and initiatives will be required to ensure the ongoing safety and wellbeing of the community	Addressing the causes of crime is a complex matter that can include multiple, and adverse, social, economic, cultural, community, health, and family situations.	Requires various lived and community experience; also, organisational expertise, knowledge and networks - to support positive outcomes.	Different areas of expertise may be required as new issues and needs emerge in the community. It is important to keep informed of changes, and be flexible, so as to be able to respond to issues and opportunities in a timely and efficient manner.	The Safer Communities Core Reference Group will have the ability to invite peak body organisations and subject matter experts to engage in discussions and initiatives.
						Issues and opportunities may arise that affect specific target groups.	

⁶ Refer to Council's Community Engagement Procedure

GCC Reference and Working Group Toolkit Safer Communities

Selecting a Core Reference

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question and many of your selections in the matrix above were a Targeted Reference Group, then a Working Group is likely to be the most suitable option.

GCC Reference and Working Group Toolkit Safer Communities

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

Access and Inclusion Reference Group

Terms of Reference: Core Reference Group

Name of Core Reference Group	Access and Inclusion Reference Group
Date of Formation	July 2021
Resolution Details	TBC
Strategic Reference	Community Plan - Making Lives Better Strategic Plan - Know our communities and what they value - Support our communities to pursue and achieve their goals - Facilitate and/or deliver services to our communities Community Strategy Priority outcome <u>Accessible, Inclusive and Diverse</u> (We are a welcoming, accessible and inclusive community caring for all)
Responsible Officer	Community Development Officer - Access and Inclusion
Reference Group Review Date (if prior to next LG election)	October 2022 NOTE: All core reference groups will be subject to Council review and possible amendment or cessation after the Local Government elections and Council mandated review of its strategic plans (s. 70E Local Government Act 1993).

1.0 Principles

Core Reference Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

2.0 Purpose

2.1 Purpose of Core Reference Group and Area of Focus¹

To actively contribute to the development of a welcoming, accessible and inclusive community, caring for all, as described in the priority outcome of the Community Strategy

2.2 Specific Terms of Reference ² (objectives) as approved by Council

Terms of reference 1

(a) To advise:

Provide advice to Glenorchy City Council on matters related to access and inclusion:

- policies and procedures
- Council initiatives and projects
- Council reports and plans

Terms of reference 2

(a) To promote and champion:

- the right of people with a disability to be treated in a manner that enhances dignity, independence and equity of service
- organisation of events celebrating the achievements of people with disability
- access concerns and ideas related to Council's roles and functions.

Terms of reference 3

(a) To educate (lived experience):

- the provision of Disability Awareness sessions to Council Officers and other identified groups

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Core Reference Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

¹ To be derived from the situation analysis and community assessment (profile of likely community stakeholders, assets and benefit)

² Detailed objectives to be addressed by this reference group

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media channels, Council website, print media and posters.

- Staff (Committee's Officer and other relevant staff)
- 8-10 Core members (community, subject matter experts, representatives of key stakeholders, etc)
- Aldermanic representation (to enable Council to understand the views presented and provide insight into Council's strategic direction)

Who has overall control of the Group to direct its outcomes?

Community Development Officer (Committee's Officer)

Who has day to day management of the Group?

Community Development Officer (Committee's Officer)

Are communications a key role of this group?

No – invited as required.

3.2 Current Members

*Darren Frost
Simon Modrijan
David Smith
Chris Tunks
Pamela Sutton
Tim Monks
Aldermen Jan Dunsby and Aldermen Melissa Carlton
Community Development Officer - Chair*

3.3 Term of Appointment

Appointment will be invited for the term of the Council.

4.0 Meetings

4.1 Frequency

4 meetings a year.

Extra meetings can be called if the need arises.

4.2 Quorum

A minimum number of 50% of core members are required for meetings to proceed.

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

4.3 Meeting Procedures

- Meetings are conducted in accordance with GCC's Code of Conduct and also refer to 'What makes a good meeting' GCC guide.
- Meetings are to be held at an accessible room and space with the allowance for wheelchairs and hearing loops to be utilised.
- Auslan interpreters are to be provided upon request.
- GCC's accessible meeting procedures are to be followed.
- Meeting correspondence and documents are to be provided in alternate formats where possible and required.
- Meetings agendas and minutes must include apologies, confirm minutes of previous meeting and deal with each item of business separately.
- Agendas to the meeting are to be circulated to all members at least 3 days prior to the meeting.
- Items not on the Agenda may be brought up in general business.
- Access issues of an individual nature are to be identified and reported through Councils Customer Service and not through and Access and Inclusion Reference Group meetings.

4.4 Conflict Resolution

- The Reference Group is not a decision making group, however if a vote is required to seek the opinion of the group on a particular issue then the majority vote will be taken as the group's position. This may be done informally.
- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, overall responsibility for all decisions for Glenorchy City Council's adopted strategy and action plans strategy remains with the Council.
- It is acknowledged that parties will at times differ in their views and may agree to disagree. While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).

4.5 Minutes

- Minutes of the meeting will be recorded by the Committee's Officer or a core member of the reference group.
- Minutes are required to be recorded in Councils minute template (see Appendix 1) however may be written in Easy English or plain text for accessible purposes where required.
- Draft minutes are to be circulated to all members within 10 working days of a meeting.
- Minutes, once adopted, will be placed on Councils website.

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

5.0 Reporting Requirements

5.1 Frequency of Reports

Meeting reports are written by the chair of the working group and provided to:

- the Manager Community as requested
- the General Manager on an annual basis or as requested

5.2 Content of Reports

The report, at a minimum, is to provide:

A one page report from the Chairperson of the Reference group summarising:

- attendance;
- the key outcomes of the year;
- any recommendations for the following year;
- an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
- details of any budgetary requirements for the following financial year and reasons for each request.

Details of access projects completed within the financial year.

6.0 Other Information

N/A

7.0 Version History

Version	Date	Adoption	Amendments Made
1.0	30 August 2021	Council Meeting	Council approval of Reference Group creation and TOR

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

Appendix 1. Reference Group Minutes Template

(Name of group) MINUTES OF MEETING (DD Month YYYY)		 GLENORCHY CITY COUNCIL	
Venue:		Time:	

In attendance:	Present	Apology	Absent
Chairperson	✓		
Members			
Staff			

Item	Action
1	Acknowledgement of Country
2	Minutes (approve / changes) and actions from previous meeting:
3	Correspondence: 3.1 3.2 etc
4	Business arising:
5	Update on projects:
6	Other Business:
7	Agenda items for next meeting:
Next Meeting:	

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

Appendix 2. Reference Group Toolkit

GCC Reference and Working Groups Toolkit

Purpose:

To assist Council staff in choosing and appropriate reference group or working group (including steering committee) where community engagement is likely to be required for the formulation or review of Council policy, advocacy and/or strategy.

Application:

This Toolkit applies to all committees, reference groups and working groups where an Alderman is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background:

Council, in undertaking community engagement has an option of three differing types of "groups". These are:

1. Core Reference Group:

This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *collaboration*³. "Collaboration" is a partnering with a broad spectrum of the community in exploring all facets of the Group's objectives. The community adds to Council's existing knowledge and assists Council in achieving innovative solutions to the issues at hand.

2. Targeted Reference Group:

This group has a life of up to one year and is commissioned to achieve a particular purpose with targeted community engagement. Targeted Reference Groups are likely to be relevant to a narrower segment of the Glenorchy community than core reference groups. The nature of the community engagement is also likely to be targeted and relevant to a specific strategy, framework of policy of Council. Specific reference groups will also have a core membership responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *involvement*⁴. "Involvement" is including the community in a defined process to ensure that community concerns and aspirations are understood and considered.

3. Working Group:

³ IAP2 Public Participation Spectrum

⁴ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

A working group is also a short-term vehicle for task or project oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The likely level of community participation is *consultation and information*⁵. “Consultation and information” are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council’s activities.

All Core and Targeted Reference Groups are to be approved by Council. This approval is to include a draft terms of reference as per the attached formats. Working groups are to be approved by the relevant Director where an Alderman is not being appointed to the Group.

Pre-planning:

Prior to drafting a terms of reference or approaching Council /ELT / Director for approval, the Council Officer must undertake a situation assessment. The situation assessment must detail:

1. Current situation:

- a. What is the drive for change?
For people to value and understand the needs, desires and aspirations, and create a more accessible, equitable and inclusive community.
- b. What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?
Community plan, community strategy, Community Development Plan, and Access and Inclusion Report and Policy.
- c. How complex or simple is the issue(s) to address?
Complex in that it requires a mix of financial resources and skills and knowledge.
- d. Can they be segmented and addressed in a logical order?
Yes. Through the Access and Inclusion report, a list of priorities have been identified (which align with the Community Development Plan).

2. Core competencies:

- a. What core competencies are required?
Experience, knowledge, networks; a willingness to work collaboratively, transparently and with a dedication to contribute to, and support, positive change in the community.
- b. Where will they be sourced?
(From October 2022) Service organisations, peak bodies and community.
- c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?

⁵ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

Yes, if the particular experience or knowledge is not available within the reference group then an external consultant may be contacted e.g. Autism Tas, Expressions Australia (Deaf Tasmania).

3. Obstacles to be overcome:

- a. What resources are required?
Transport for members, additional resources, i.e. document reader, alternative formats, easy English, larger print documents. Ditto Lisa
- b. Are these resources available within the current budget?
Community Development Officer is resourced; a minute taker has not been budgeted for. Existing resources required as above.
- c. How will these resources be engaged (internal and external)?
Technological engaged through advice sought through external providers.
- d. How will the relevant persons forming the core membership be engaged in the group?
Management of relationships, building trust and recognising input and contributions. Consider nomination of role, i.e. taking minutes, operating dictaphone. Valuing the individual, personal contact, informal group meals (whole group).
- e. Have the relevant persons endorsed their involvement?
All current committee members have submitted an expression of interest/application and undergone the selection processes to be involved in the Committee; this membership has been endorsed by Council. Current members have not raised any concerns in relation to the recently presented potential changes to the structure of the committee.
- f. What timeframe is achievable to address this issue?
Appointed members have the opportunity to indicate an interest in re-selection - so that they can easily transpose for the current committee format to the newly proposed arrangement. This will reduce the timeframe as it does not require the whole process of selecting a totally new committee.
- g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and Obstacles as described above.
The current committee members all have the relevant core competencies to contribute to successful outcomes.

4. Scenarios:

- a. What scenarios are applicable to address the above?
If the above suggestions and directions are followed, then it is envisaged that there should be minimal negative scenarios to address. However, if a committee member is unhappy with a process or direction within this new committee structure there should be an identified pathway for them to express their grievances/concerns.
Suggested process:

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

- *The committee member should feel comfortable to inform the Chair of the committee if they have any concerns.*
- *If the committee member does not feel comfortable expressing their concerns to the Chair of the committee, they should know their options for expressing their concerns.*
- *These options should be included in the Committee's Terms of Reference. i.e., The Committee member has the option to contact the Manager or Director, relevant to the Community Development Office's position, to express their concerns.*

b. **How likely are these scenarios?**

With Alderman appointed to the reference group as a member it will involve ongoing connection to the community and an understanding of issues.

c. **Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?**

The process of completing this pre-planning section of the GCC Reference Groups Toolkit is the means for ascertaining internal endorsement of what is required to address the identified scenarios. If the items, identified in 4a, are included in the new Terms of Reference (ToR) and the members of the committee agree to sign the new ToR then this will indicate that they endorse the methods identified to address potential scenarios.

5. **Expectations and Outcomes:**a. **What are the detailed outcomes required for success?**

Community members feel engaged and that their input is valued.

b. **How will success be measured and reported?**

Focused, relevant discussion and input into accessibility, diversity and inclusion for the Glenorchy community. Measures will also be through results based accountability.

c. **Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements, and timeframe(s)?**

Focused agenda and understanding of input being sought from the reference group and an understanding how it fits together. Opportunity for external contributors.

d. **Which Group type best fits with this assessment?**

Core Reference Group

If the group is not able to be resourced within current budget, a Point of Entry will need to be completed and submitted to ELT for approval.

Council /ELT Report:

The report to ELT requesting a group be initiated must include the above situation assessment as an attachment. This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.

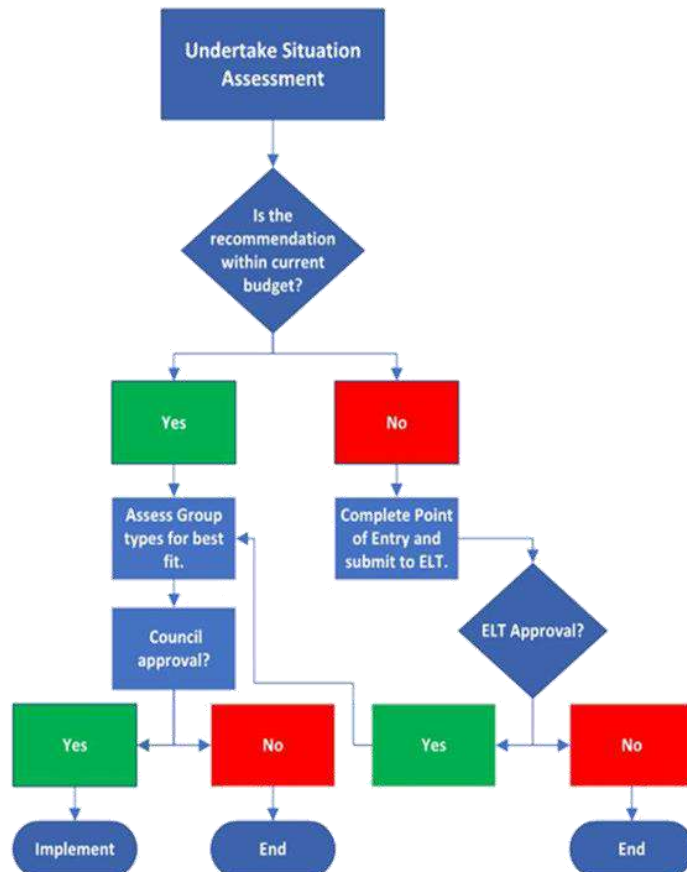
The following flowchart details the above process and aligns each stage with relevant Council reference documents to assist the assessment and initiation of a Group.

Additional Reporting:

- **Core Reference Groups** – Given the extensive nature and longevity of Core Reference Groups it is recommended, but not mandated, that quarterly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal meeting agenda.

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

Decision Flowchart:



Assisting Documentation & Guides

[Change Management Toolkit](#)

[Council's budget](#)

[Point of Entry Document](#)

Reference Group Terms of Reference Appendices 1 & 2)

[Community Engagement Resources](#)

Choosing the appropriate type of Reference Group

It is important the form and function of the reference group is suitable to achieve the desired outcomes and an appropriate level of community engagement.

To assist in this decision making the following matrix should be used.

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

Selecting a Reference Group:

	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential ⁶ ?
Core Reference Group	The health and welfare of the community over the next 5 years 26% of Tasmanians have a disability. Glenorchy has the highest popn... (ER)	Access and inclusion issues impact the welfare of the whole community	Long term consequences because of an aging population and infrastructure. Changing national funding environment, i.e. NDIS.	Physical, mental, around capacity, social and economic	Requires various lived experience and organisational expertise so that the broad knowledge of expertise can be represented.	The social and economic landscape of Glenorchy will evolve, and it is important to keep informed of these changes Issues may arise that affect specific target groups	Group will have the ability to invite peak body organisations and subject matter experts.

Selecting a Reference Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question and many of your selections in the matrix above were a Targeted Reference Group, then a Working Group is likely to be the most suitable option.

⁶ Refer to Council's Community Engagement Procedure

GCC Reference and Working Group Toolkit: Glenorchy Access and Inclusion

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

Glenorchy Community Awards

Terms of Reference: Working Group

Name of Working Group	Community Awards
Date of Formation	
Resolution Details	TBC
Strategic Reference	Community Plan - Making Lives Better Strategic Plan - Know our communities and what they value - Support our communities to pursue and achieve their goals - Facilitate and/or deliver services to our communities Community Strategy Priority outcomes - <u>Healthy</u> – We are a healthy, thriving, vibrant and strongly-connected community - <u>Accessible, Inclusive and Diverse</u> - We are a welcoming, accessible and inclusive community caring for all
Responsible Officer	Major Events Officer
Working Group Review Date (if prior to next LG election)	October 2022

1.0 Principles

Working Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

2.0 Purpose

2.1 Purpose of Working Group and Area of Focus¹

To actively contribute to the selection process of Glenorchy Community Awards.

2.2 Specific Terms of Reference ² (objectives) as approved by Council

Terms of Reference 1

(a) To endorse nomination, eligibility, and selection process

(b) To undertake selection process

(c) To promote and champion:

- Community participation opportunities including individuals and organisations

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Working Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

The group is authorised to select the Award recipients through the endorsed selection process.

Council's Major Events Officer is responsible for the project management and coordination of the of Community Awards event and oversees the operational aspects of the event's delivery.

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council.

- Staff (Committees Officers and other relevant roles Chair, Convenor, minute taker, etc)
- Aldermanic representation

Who has overall control of the Group to direct its outcomes?

Major Events Officer (Committee's Officer)

Who has day to day management of the Group?

Major Events Officer (Committee's Officer)

Are communications a key role of this group?

No – invited as required.

¹ To be derived from the situation analysis and community assessment (profile of likely community stakeholders, assets and benefit)

² Detailed objectives to be addressed by this group

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

3.2 Current members

- Mayor, Alderman Bec Thomas, Alderman Jan Dunsby and Alderman Peter Bull
- Chair – Major Events Officer
- Minute Taker - Events Support Officer

3.3 Term of Appointment

Appointment will be invited for the term of the Council.

4.0 Meetings

4.1 Frequency

Two meetings per year and others as required. There may be other information provided to the group via email throughout the year.

4.2 Quorum

A minimum number of 50% of core members are required for meetings to proceed.

4.3 Meeting Procedures

- Meetings are to be conducted respectfully.
- Meeting agenda and minutes must include apologies, deal with each item of business separately, and take formal votes about any resolution
- Agenda and papers for the meeting to be circulated to members at least 3 days in advance of the meeting.
- Items not on the agenda may be considered with the consent of the Chair.

4.4 Conflict Resolution

- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred.
- It is acknowledged that parties will at times differ in their views however members are required to follow the endorsed selection process to ensure that Award recipients are selected based on merit. The member should feel comfortable to inform the Chair if they have any concerns.
- If the member does not feel comfortable expressing their concerns to the Chair, they should know their options for expressing their concerns.
- The member has the option to contact the Manager or Director, relevant to the officer's role, to express their concerns.

4.5 Minutes

- Minutes are to be recorded using the template contained in Appendix 1.
- Draft Minutes are to be circulated to members within 10 working days of a meeting.
- Minutes are provided to Aldermen

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

5.0 Reporting Requirements

5.1 Frequency of Reports

Meeting reports are written by the chair of the working group and provided to:

- the Manager Community as requested
- the General Manager on an annual basis or as requested

5.2 Content of Reports

The report, at a minimum, is to provide:

- A one-page report from the Chairperson of the Working group summarising:
 - attendance
 - the key outcomes of the year
 - any recommendations for the following year
 - an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
 - details of any budgetary requirements for the following financial year and reasons for each request

6.0 Other Information

N/A

7.0 Version History

Version	Date	Adoption	Amendments Made
1.0	30 August 2021	Council Meeting	Council approval of Working Group creation and TOR

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

Appendix 1. Working Group Minutes Template

(Name of group) MINUTES OF MEETING (DD Month YYYY)		 GLENORCHY CITY COUNCIL	
Venue:		Time:	

In attendance:	Present	Apology	Absent
Chairperson	✓		
Members			
Staff			

Item	Action	Action
1	Acknowledgement of Country	-
2	Minutes (approve / changes) and actions from previous meeting:	
3	Correspondence: 3.1 3.2 etc	
4	Business arising:	
5	Update on projects:	
6	Other Business:	
7	Agenda items for next meeting:	
Next Meeting:		

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

Appendix 2. Working Group Toolkit

GCC Reference and Working Groups Toolkit

Purpose:

To assist Council staff in choosing an appropriate reference group or working group (including steering committee) where community engagement is likely to be required for the formulation or review of Council policy, advocacy and/or strategy.

Application:

This Toolkit applies to all committees, reference groups and working groups where an Alderman is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background:

Council, in undertaking community engagement has an option of three differing types of “groups”. These are:

1. Core Reference Group:

This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *collaboration*³. “Collaboration” is a partnering with a broad spectrum of the community in exploring all facets of the Group’s objectives. The community adds to Council’s existing knowledge and assists Council in achieving innovative solutions to the issues at hand.

2. Targeted Reference Group:

This group has a life of up to one year and is commissioned to achieve a particular purpose with targeted community engagement. Targeted Reference Groups are likely to be relevant to a narrower segment of the Glenorchy community than core reference groups. The nature of the community engagement is also likely to be targeted and relevant to a specific strategy, framework of policy of Council. Specific reference groups will also have a core membership responsible for the nature of community engagement, reporting and content management. The likely level of community participation is *involvement*⁴. “Involvement” is including the community in a defined process to ensure that community concerns and aspirations are understood and considered.

3. Working Group:

³ IAP2 Public Participation Spectrum

⁴ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

A working group is also a short term vehicle for task or project oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The likely level of community participation is *consultation and information*⁵. “Consultation and information” are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council’s activities.

All Core and Targeted Reference Groups are to be approved by Council. This approval is to include a draft terms of reference as per the attached formats. Working groups are to be approved by the relevant Director where an Alderman is not being appointed to the Group.

Pre-planning:

Prior to drafting a terms of reference or approaching Council /ELT / Director for approval, the Council Officer must undertake a situation assessment. The situation assessment must detail:

1. Current situation:

- a. what is the drive for change?
For Council staff to deliver the Community Awards, officers require a clear process for selecting Community Award recipients.
- b. What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?
Community Strategy 2021-2031, Community Plan
- c. How complex or simple is the issue(s) to address?
Delivery of the event is straightforward. There is also a comprehensive and transparent selection process.
- d. Can they be segmented and addressed in a logical order?
N/A, see above response

2. Core competencies:

- a. What core competencies are required?
The only requirement is for selectors to be neutral and make selection based on information received through the nomination process.
- b. Where will they be sourced?
Internally.
- c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?
No

3. Obstacles to be overcome:

- a. What resources are required?

⁵ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

*Major Events Officer and Events Support Officer – co-ordinate nomination process, convene meeting(s), set agenda, chair meeting(s) and take minutes.
For the selection process – small group to select recipients.*

- b. Are these resources available within the current budget?
Yes.
- c. How will these resources be engaged (internal and external)?
Aldermen selected to group based on Aldermanic selection process. Other representatives are from the Community Department, specifically Community Planning and Engagement (note – staff members do not vote).
- d. How will the relevant persons forming the core membership be engaged in the group?
As per above – staff members to co-ordinate selection process (collect nominations and present to selectors); Aldermen to determine Award recipients.
- e. Have the relevant persons endorsed their involvement?
Yes, through aldermanic selection process. The group has also previously endorsed Award guidelines and categories.
- f. What timeframe is achievable to address this issue?
Group required to meet once per year to select Award recipients (end November/early December).
- g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and Obstacles as described above.
Not required.

4. Scenarios:

- a. What scenarios are applicable to address the above?
A possible negative scenario is the endorsed selection process is not followed.
- b. How likely are these scenarios?
Unlikely as there is an endorsed selection process and guidelines that the group has already agreed to.
- c. Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?
Yes.

5. Expectations and Outcomes:

- a. What are the detailed outcomes required for success?
*Members understand the selection process and feel that they have contributed to Council recognising community members achievements.
Members also understand that all categories may not receive nominations despite the nomination process being followed to the highest standard.*
- b. How will success be measured and reported?
Recipients selected where nominations received and Community Awards held.
- c. Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements and timeframe(s)?

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

To establish a working group for the selection process for the 2022 Community Awards.

d. Which Group type best fits with this assessment?

Working group with Aldermen representation.

If the group is not able to be resourced within current budget, a Point of Entry will need to be completed and submitted to ELT for approval.

Council /ELT Report:

The report to ELT requesting a group be initiated must include the above situation assessment as an attachment. This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.

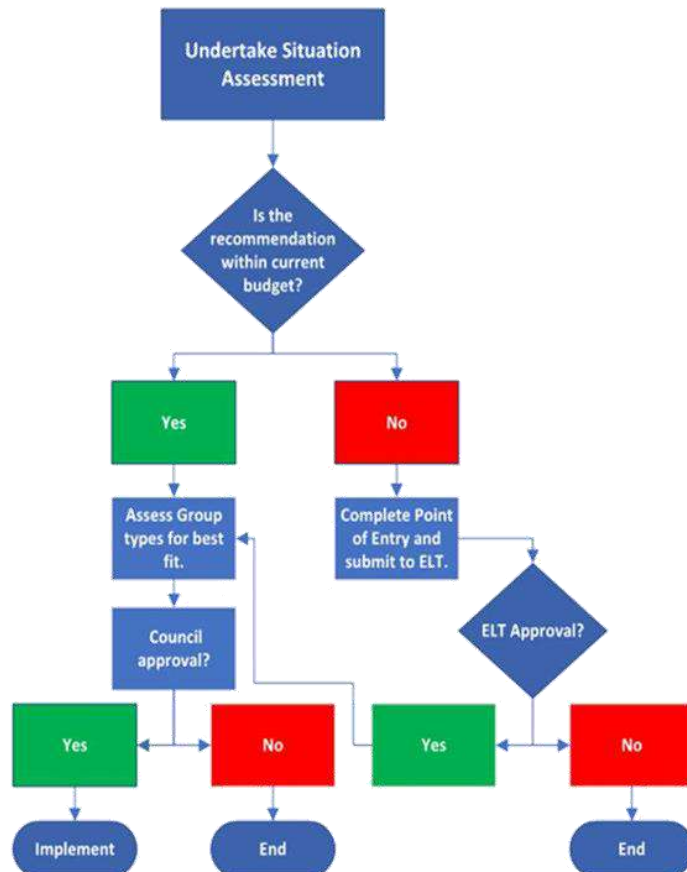
The following flowchart details the above process and aligns each stage with relevant Council reference documents to assist the assessment and initiation of a Group.

Additional Reporting:

- **Core Reference Groups** – Given the extensive nature and longevity of Core Reference Groups it is recommended, but not mandated, that quarterly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal meeting agenda.

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

Decision Flowchart:



Assisting Documentation & Guides

Change Management Toolkit

Council's budget

Point of Entry Document

Reference Group Terms of Reference Appendices 1 & 2)

Community Engagement Resources

Choosing the appropriate type of Reference Group

It is important the form and function of the reference group is suitable to achieve the desired outcomes and an appropriate level of community engagement.

To assist in this decision making the following matrix should be used.

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

Selecting a Group:

	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential? ⁵
Working Group	Nominations are open to the general public. Awards ceremony is not relatable to all areas of the community.	Subject is very specific.	One off annual awards ceremony.	The subject matter is specific.	No.	No.	There is specific community engagement.

Selecting a Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question and many of your selections in the matrix above were a Targeted Reference Group, then a Working Group is likely to be the most suitable option.

⁵ Refer to Council's Community Engagement Procedure

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

GCC Reference and Working Group Toolkit: Glenorchy Carols

Glenorchy Carols

Terms of Reference: Working Group

Name of Working Group	Glenorchy Carols
Date of Formation	
Resolution Details	TBC
Strategic Reference	Community Plan - Making Lives Better Strategic Plan - Know our communities and what they value - Support our communities to pursue and achieve their goals - Facilitate and/or deliver services to our communities Community Strategy Priority outcomes - <u>Accessible, Inclusive and Diverse</u> - We are a welcoming, accessible and inclusive community caring for all - <u>Education and learning for life</u> - Promote creative expression and participation of and life-long learning as priorities for our communities
Responsible Officer	Major Events Officer
Working Group Review Date (if prior to next LG election)	October 2022

1.0 Principles

Working Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

GCC Reference and Working Group Toolkit: Glenorchy Carols

2.0 Purpose

2.1 Purpose of Working Group and Area of Focus¹

To provide expert input and promote and champion the annual Glenorchy Carols event.

2.2 Detailed Terms of Reference ² (objectives) as approved by Council

Terms of reference 1

(a) To provide expert input:

Provide input on the technical aspects of the event, this could include:

- WHS
- Traffic Guidance
- Urban services
- Pandemic requirements
- Programming

Terms of reference 2

(b) To promote and champion:

- community development opportunities within schools
- community participation opportunities including individuals and organisations
- the Glenorchy Carols event.

(c) To support an event evaluation:

- Encourage community and stakeholders to participate in an evaluation to provide feedback following the event.

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Working Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

Council's Major Events Officer is responsible for the project management and coordination of the event and oversees the operational aspects of the event's delivery. Council's Cultural Programs Officer is responsible for the on-stage programming of the event. Other members of the Committee have specific technical expertise that will assist in the delivery of the event.

¹ Describe the outcomes derived from the situation assessment

² Include the detailed objectives designed as a result of the situation assessment

GCC Reference and Working Group Toolkit: Glenorchy Carols

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council.

- Staff (Chair, Convenor, minute taker, etc)
- Core members (subject matter experts, representatives of key stakeholders, etc)
- Aldermanic representation

Who has overall control of the Group to direct its outcomes?

- Major Events Officer (Committee's Officer)

Who has day to day management of the Group?

- Major Events Officer (Committee's Officer)

Are communications a key role of this group?

- No – Invited as required.

3.2 Current Members

- Alderman Gaye Richardson and Alderman Steven King
- Major Events Officer - Chair
- Events Support Officer - Minute Taker

3.3 Term of Appointment

Appointment will be invited for the term of the Council.

4.0 Meetings

4.1 Frequency

Meetings to be held as required in the lead up to the event, between July – December.

Initial event meeting to be held in July of each year, pre-event meeting 4-6 weeks prior and then a follow up/review meeting post-event. Other meetings can be called by the Chair as required.

4.2 Quorum

A minimum number of 50% of core members are required for meetings to proceed.

4.3 Meeting Procedures

- Meetings are to be conducted respectfully.
- Meeting agendas and minutes must include apologies, confirm minutes of previous meeting and deal with each item of business separately.
- Agendas for the meetings are to be circulated to members at least 24 hours in advance of the meeting.
- Items not on the agenda may be considered with the consent of the Chair.

GCC Reference and Working Group Toolkit: Glenorchy Carols

4.4 Conflict Resolution

- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, responsibility for event remains with Council.
- It is acknowledged that parties will at times differ in their views and may agree to disagree.
- While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).

4.5 Minutes

- Minutes are to be recorded using the template contained in Appendix 1
- Draft Minutes are to be circulated to members within 10 working days of a meeting
- Minutes are provided to Aldermen

5.0 Reporting Requirements**5.1 Frequency of Reports**

Meeting reports are written by the chair of the working group and provided to:

- the Manager Community as requested
- the General Manager on an annual basis or as requested

5.2 Content of Reports

The report is to provide:

one page report from the Chair of the Working Group summarising:

- attendance
- the key outcomes and achievements of the Group
- an outline of how the outcomes have been communicated to stakeholders in the formulation of related strategies, frameworks and plans
- any recommendations for future considerations; and
- other information as identified by the Working Group or requested by the General Manager

6.0 Other Information

N/A

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GCC Reference and Working Group Toolkit: Glenorchy Carols

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All Core and Targeted Reference Groups are to be approved by Council. This approval is to include a draft terms of reference as per the attached formats. Working groups are to be approved by the relevant Director where an Alderman is not being appointed to the Group.

Pre-planning:

Prior to drafting a terms of reference or approaching Council /ELT / Director for approval, the Council Officer must undertake a situation assessment. The situation assessment must detail:

1. Current situation:

- a. What is the drive for change?
For Council staff to deliver the event, Council requires subject matter experts to provide specific technical (sound and lighting) and risk management advice.
- b. What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?
Community Strategy 2021-2031, Glenorchy Community Plan
- c. How complex or simple is the issue(s) to address?
Delivery of the event is straightforward. Council officers follow event management processes.
- d. Can they be segmented and addressed in a logical order?
N/A, see above response.

2. Core competencies:

- a. What core competencies are required?
Council event and WHS area expertise.
- b. Where will they be sourced?
Internal and contract, where required.
- c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?
Yes, particularly regarding event risk management and logistics.

⁵ IAP2 Public Participation Spectrum

GCC Reference and Working Group Toolkit: Glenorchy Carols

3. Obstacles to be overcome:

- a. What resources are required?
Major Events Officer and Events Support Officer – to convene, set agenda, chair meetings and take minutes. Other internal staff members may be required to provide advice on specific areas of the event.
- b. Are these resources available within the current budget?
Yes, internal resources can be utilised.
- c. How will these resources be engaged (internal and external)?
People to be invited to participate based on skills required.
- d. How will the relevant persons forming the core membership (working group) be engaged in the group?
Members to be invited based on specific skill sets – i.e. Operations and Maintenance area re: venue, WHS Advisor etc. Not all members may need to attend each meeting.
- e. Have the relevant persons endorsed their involvement?
Other than Aldermen, there are no members currently appointed.
- f. What timeframe is achievable to address this issue?
Planning for the event commences July each year.
- g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and obstacles as described above.
A SWOT analysis for the group is not considered necessary at this time.

4. Scenarios:

- a. What scenarios are applicable to address the above?
A possible negative scenario is that community members are appointed to the group and have no specific role, so therefore feel undervalued. It is recommended that members be selected based on skillsets required to run the event (as listed above).
- b. How likely are these scenarios?
Possible – has been identified within the existing committee structure that Aldermen and community members have been unclear of their role on the group.
- c. Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?
Yes – as noted by Aldermen appointed to the committee.

5. Expectations and Outcomes:

- a. What are the detailed outcomes required for success?
Members know their roles and feel that they have contributed to the success of the event. The event is held in accordance with the event management plan, i.e. safely, no incidents.
- b. How will success be measured and reported?
Event plans executed successfully. Reporting of major events provided to Council annually or as required.

GCC Reference and Working Group Toolkit: Glenorchy Carols

- c. Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements and timeframe(s)?
To establish a working group that has specific membership needed to support the Major Events Officer and Cultural Programs Officer to run the event.
- d. Which Group type best fits with this assessment?
Working group with staff and Aldermen with contractors invited as needed.

If the group is not able to be resourced within current budget, a Point of Entry will need to be completed and submitted to ELT for approval.

Council /ELT Report:

The report to ELT requesting a group be initiated must include the above situation assessment as an attachment. This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.

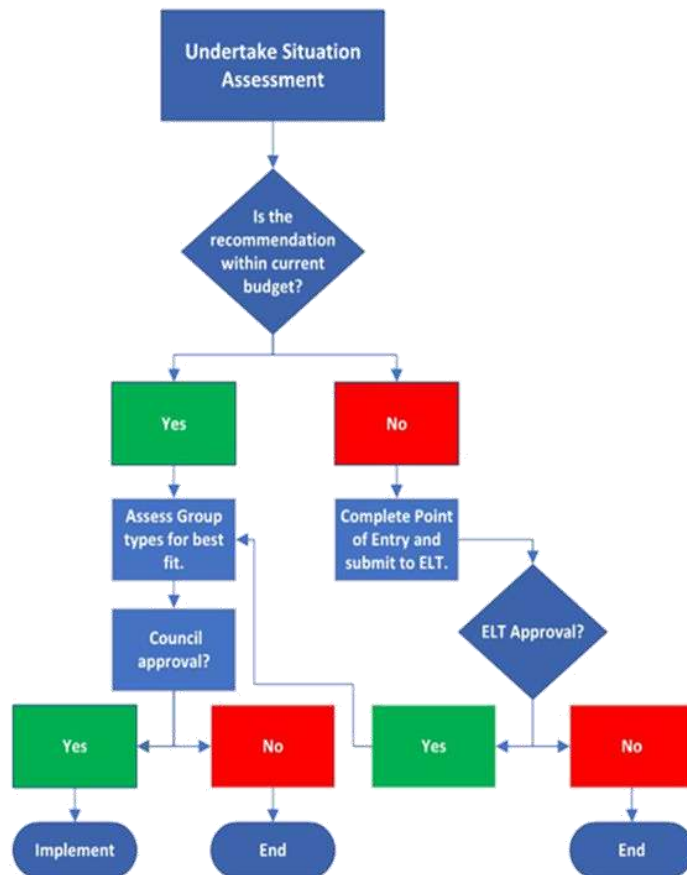
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GCC Reference and Working Group Toolkit: Glenorchy Carols

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GCC Reference and Working Group Toolkit: Glenorchy Carols

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	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential?
Working Group	Event is open to the general public. The event is not relevant to all areas of the community.	Subject is very specific.	One off annual event with ongoing community development opportunities, in particular for young people and artists.	The subject matter is defined as a community event with community development opportunities.	The subject matter expertise is provided by staff and contracted expertise where necessary.	The subject matter expertise is provided by staff and contracted expertise where necessary.	The event has specific community engagement related to the event.

Selecting a Working Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question and many of your selections in the matrix above were a Targeted Reference Group, then a Working Group is likely to be the most suitable option.

⁶ Refer to Council's Community Engagement Procedure

GCC Reference and Working Group Toolkit: Glenorchy Carols



Statement of Commitment on Gambling

Recognising that gambling, and specifically electronic gaming machines, can cause significant harm to individuals, families and the broader community, and that the strongest risk factor for gambling harm is electronic gaming machine play, Glenorchy City Council will work closely with our residents, government, community organisations and businesses to implement the following commitment:

Glenorchy City Council will

Advocate for the removal of electronic gaming machines from hotels and clubs in the City through a managed reduction over time.

Partner with organisations and/or service providers to advocate for increased harm minimisation and consumer protection measures, including reducing hours of operation, reducing the maximum bet to \$1 and greater targeting of social programs for the community.

Engage with community, community organisations, service providers, businesses, government and social researchers to gather and share information about the use and impact of electronic gaming machines.

FURTHER INFORMATION

Phone: 6216 6800

Email: gccmail@gcc.tas.gov.au

Web: gcc.tas.gov.au



P: 6216 6800
www.gcc.tas.gov.au

Glenorchy City Council – Submission to Future Gaming in Tasmania

Stage Two Public Consultation

Executive Summary

In the Glenorchy City Council area, community members sustain losses of more than \$20 Million per year on electronic gaming machines – the highest losses in the State. These losses cause untold damage to our community in terms of financial hardship, personal stress and relationship breakdown, not to mention the opportunity cost to the local economy.

It is Council's view that, any new regime must responsibly regulate the gaming industry to appropriately redress the super-normal rate of corporate profits derived at the expense of personal and community misery.

Council's submission is summarised as follows:

1. Ensure there are increased harm minimisation measures, enshrined in legislation, to reduce the potential addiction and losses experienced by problem gamblers, while still enabling recreational gambling.
2. Demonstrate how the proposed model responds to issues raised by the Tasmanian Liquor and Gaming Commission's 2017 submission and the 68 submitters to the stage one consultation on the future of gaming.
3. Support the continuation and broadening of the community support levy, with transparent mechanisms put in place to ensure that contribution rates are rational and applied in a proportionate and effective way to reduce social harm.
4. Ensure that the frequency of studies into the social and economic impact of gambling is sufficient to appropriately monitor the harmful impacts of the industry – and that any savings derived are applied to reduce social harm.
5. Oppose the conferring of licences for electronic gaming machines on existing operators without a transparent and competitive process.
6. Oppose the entrenchment of a 20+20 year licence, which bears no relationship to the life of machines (7 years), with flexibility for licensees to even further concentrate their machines in socio-economically disadvantaged local government areas.
7. Oppose privatising regulatory responsibility to a Licensed Monitoring Operator, with potential for a poacher-gamekeeper relationship to arise with the attendant potential conflicts of interest
8. Lack of clarity as to the regulation of high-roller casinos, particularly given the potential governance risks evidenced by money-laundering issues experienced by casino operators elsewhere in the country.

Background

Glenorchy City Council (Council) welcomes the opportunity to contribute to the stage two consultation into Future Gaming in Tasmania. Council has a long-standing position on gaming and its impact in the community and has previously made submissions to the Joint Select Committee on Future Gaming Markets in Tasmania, stage one public consultation on Future Gaming in Tasmania and the fifth Social and Economic Impact Study of Gambling in Tasmania.

The *Local Government Act 1993* (section 20) states that it is a function of councils to provide for the health, safety and welfare of the community, and to represent and promote the interests of the community. Council has a role in advocating on behalf of its residents to other levels of Government

if it believes there is a significant issue that impacts the community such as gambling. As part of this advocacy, Council has adopted a Statement of Commitment on Gambling and is in the process of developing and implementing a gambling action plan.

Whilst gambling is a legal activity enjoyed by many, for some people and their families it can cause financial, social, health and legal hardships.

Council has particular concern regarding the number of electronic gaming machines (EGMs) in the community, specifically in the Glenorchy local government area, and is a strong advocate for increased consumer protection and harm minimisation measures.

With 240 EGMs across eight venues (approximately one machine for every 156 adults) the City of Glenorchy has the unenviable distinction of being known as the “pokies golden mile”. The City also leads the way in expenditure on EGMs, with figures from the Department of Treasury and Finance showing that a significant amount of money is lost each month.

In both 2017/18 and 2018/19 losses on EGMs in the City was just under \$20M, with an average spend per machine of almost \$71,000. This figure dropped in 2019/20 to \$14,714,510.35, noting that venues were closed for nearly three months due to COVID 19. In the 2020/2021 financial year the City had the highest expenditure on EGMs across the State (as was the case in the over the last three financial years) with a spend of \$21,442,157.¹ Given the magnitude of losses sustained by its community members, Council believes that the City of Glenorchy is an important stakeholder in relation to the proposed future gaming changes.

As this is a complete remodeling of the gaming industry in Tasmania, there is clearly a need for the proposal to provide the best results for the State and local communities socially and economically. Council does not believe there is currently enough information available to determine whether this is the case and is concerned that the model does not include any additional harm minimisation measures. Council asks that:

- there is further scrutiny relating to several areas of the Future of Gaming in Tasmania Policy (the Policy) as outlined in Council’s submission, and
- increased harm minimisation measures be considered as part of the Policy and included in legislation.

In this submission, Council comments on the following matters relevant to the Policy:

- Results of previous consultation and modelling information
- Harm minimisation
- Community Support Levy
- Electronic gaming machine authorities and licensing and the application of the Community Interest Test
- Compliance
- High roller casinos

Results of Previous Consultation and Modelling Information

Council is unaware of any publicly released modelling to demonstrate the Policy is the best model for Tasmania, or what the future impact of the changes will be. The proposed model will change the

¹ Department of Treasury and Finance

shape of the industry; but without alternatives for comparison or future modelling it is difficult for stakeholders to make informed comment.

As part of the Joint Select Committee on future gaming markets in 2017, the Tasmanian Liquor and Gaming Commission (TLGC) made a submission that raised several concerns that seem to have been left unaddressed. This includes that the proposed model is not the result of a competitive market-based mechanism (such as a tender) and does not provide any enhanced harm minimisation initiatives². As the TLGC is an independent body responsible for the regulation of gaming in Tasmania, it is reasonable to assume that its concerns ought to hold significant weight when formulating the proposed model. However as there is no public modelling available, these issues remain unaddressed.

Council made a submission to stage one consultation into Future Gaming in Tasmania, along with 67 other organisations and individuals. Council is unaware of any documentation detailing how any of these submissions (either supportive or not supportive of the proposed model) were used to inform stage two of the process. This approach appears somewhat irregular. As per the research to develop the proposed model, without this information it is very difficult for stakeholders to comment as there is no understanding of whether any concerns previously raised have been addressed.

In summary:

- What modelling (including comparative modelling) was used to develop the proposed future gaming model and to look at the future impact of the model?
- How were issues raised through the Joint Select Committee addressed, including those raised by the TLGC?
- How were submissions from stage one consultation used to inform the proposed model?
- Will there be a report released by the State Government after stage two consultation detailing how this consultation was used to inform the Policy?

Harm minimisation

In the Government's initial fact sheet regarding the Policy in 2020, it was stated: *"While the Government's Future Gaming Market policy does not propose any specific changes to the harm minimisation framework, harm minimisation has continued to be front of mind during the development of the changes to be introduced under the new arrangements."*³ As the Policy provides a completely new framework for gaming in Tasmania and has many changes to the current model, this is a critical time to review harm minimisation and consumer protection measures.

Council believes that harm minimisation measures are a fundamental component in any gaming framework and that it is imperative that these measures are as strong as possible. There should also be a clear understanding of this across the sector.

The fifth Social and Economic Impact Study into Tasmania notes that of the submissions received, *"There was also substantial agreement from across the community/gambling help sector as to further preventative strategies they would like to see implemented. These included support for reducing the maximum bet limit from \$5 to \$1, increasing the spin-rate from 3.5 seconds to 6*

² Joint Select Committee on Future Gaming Markets Final Report, p202

³ Future of Gaming in Tasmania – Public Consultation Paper 2020

seconds, the introduction of a card-based pre-commitment system and reducing the number of hours open to gambling to a maximum of 12 hours a day.”⁴

The TLGC in their submission to the Joint Select Committee said: *“Despite words to the contrary, there is no argument as to how the proposal would strengthen Tasmania’s player protection and harm minimisation framework.”⁵*

Given the importance placed on harm minimisation from both the Government, community and gambling support services, it is not understood why this was not included in the Policy.

As well as no new harm minimisation initiatives there is also detail on whether the savings from increasing the time between the Social and Economic Impact studies or increases to the Community Support Levy will be put towards further harm minimisation strategies.

Electronic gaming machines can easily be made safer in Tasmania with no negative impact on recreational use or jobs and Council urges action on this before any legislation is passed. Evidence based programming features that can reduce harm include:

- \$1 maximum bet limits instead of \$5
- Set spin speeds to 6 seconds instead of 3 seconds
- Set the maximum jackpot to \$1000 instead of \$25,000
- Prohibit losses disguised as wins (no celebratory lights for a net loss)
- Prohibit near misses (currently programmed)

Harm minimisation and consumer protection measures should also include improved management and intervention by gambling venues to support consumers. NSW, for example, is currently investigating a Gaming Machines Amendment (Gambling Harm Minimisation Bill) which includes measures such as advanced responsible conduct of gaming training and increased penalties for breaches. Reducing opening hours of gaming rooms to midday to midnight would be another way for venues to protect players more actively.

Whilst the above measures would not adversely affect employment, it is worth noting that the Fifth Social and Economic Impact Study of Gaming in Tasmania studied the hypothetical economic impacts of the cessation of problem gambling in Tasmania. The report states: “Employment losses associated with eliminated problem gambling are small in the context of likely future gains in economy-wide employment...That is, the jobs lost due to a permanent downturn in gambling activity due to cessation of problem gambling would be very small in comparison with the underlying employment growth trend.”⁶

Given this, there would appear to be no reason why the Policy should not be including harm minimisation and consumer protection measures to provide health and social benefits to the community.

In summary:

- As this is a completely new model, with no obligations to any party once the current Deed of Agreement with the current licensee, Federal Group ends, why is harm minimisation and consumer protection not included in legislation?

⁴ Fifth SEIS Volume 1 – Industry Trends and Impacts – Executive Summary p v

⁵ Include Reference

⁶ Fifth SEIS Volume 2 – Industry Trends and Impacts Executive Summary p iv-v

- How have the concerns of the community, gambling help sector and the TLGC regarding harm minimisation been addressed?
- Considering that they will have no impact on recreational gamblers or jobs, will the State Government consider legislating harm minimisation measures such as reducing the maximum bet limit, slowing spin speeds, reducing the number of hours open to gambling and reducing jackpot amounts? If not, what is the reasoning behind this?
- How are venues being required to protect consumers more actively under the Policy?

Community Support Levy (CSL)

Stage one consultation documentation stated that the Government was committed to double the amount of funds to the CSL, extend its application to casino EGMs and introduce new CSL rates on EGM gross profits. It was also noted *"The provisions that control how the CSL funds are spent will be reviewed with the aim of improving outcomes and promoting flexibility. Any new provisions will take into account feedback from stakeholders."*⁷

In the current consultation, the Government's fact sheet on the proposed changes states: *"To provide greater flexibility and responsiveness, the distribution of CSL will change from the current model of distribution percentages set in legislation, to a model that is prescribed in Regulations. This model will be developed with relevant stakeholder input."*⁸

Council supports an increase to the CSL but believes more information needs to be made available about the proposal for the distribution of CSL funds, and queries why CSL changes aren't included in the proposed legislation. As with harm minimisation measures, inclusion in legislation would provide a stronger mechanism for demonstrating intent and ensuring effective implementation.

Currently 50% of the CSL goes towards harm minimisation measures (research into gambling; services for the prevention, treatment and rehabilitation of compulsive gamblers; community education concerning gambling; and other health services), with 25% each for sport and recreation clubs and charitable organisations.⁹

Council advocates that any additional funding to the CSL should be entirely used for the purpose of harm minimisation, particularly given that the CSL is funded through people's losses on EGMs. Funds should be used where they will have the most benefit i.e. on vulnerable problem gamblers.

Glenorchy is identified as a low socio-economic area, and in the last financial year had the highest losses across the State on EGMs outside of casinos¹⁰. When looking at the allocation of funds from the CSL however, community organisations and services in the City of Glenorchy receive a comparatively low amount from the CSL which is out of all proportion to the losses sustained by our community. Whilst community activities in other areas are no doubt worthy of funding, this should not come at the expense of Glenorchy residents who are subsidising these initiatives.

Council supports an independent, evidence-based allocation of the CSL such as through the TLGC rather than the current method of being at the government of the day's discretion. As noted, as the

⁷ Future of Gaming in Tasmania – Public Consultation Paper 2020

⁸ Future of Gaming in Tasmania Paper 2 – proposed Future Gaming Market legislative provisions – hotel and club

⁹ Section 151, *Gaming Control Act 1993* (Tas)

¹⁰ Department of Treasury and Finance

CSL is coming from the people being harmed a more transparent approach should be ensured through legislation.

Council supports the proposed introduction of the CSL to EGMs in casinos, however no rationale has been provided for the variance in the CSL rate between casinos, hotels and clubs. Money is spent (and lost) by players on EGMs no matter where they are located. It seems likely that there will be large profits across the sector, and that the Government could be receiving a better economic benefit for the State.

There is also no information regarding data being available from specific venues in the future. Under the new individual venue operator model, there is no reason not to have breakdowns of spending on EGMs for each venue. This would be beneficial when distributing the CSL as there would be a better understanding of how regions are faring and where funds should be targeted.

In summary:

- Why are the changes to the CSL not included in the legislation?
- Will the whole increase to the CSL be allocated to harm minimisation and consumer protection where it is most needed?
- Will the new distribution of the CSL be distributed to areas proportionate to EGMs losses? As the municipality with the highest EGM losses, will the City of Glenorchy receive a greater share of the CSL (preferably through harm minimisation programs or initiatives)?
- Who will determine the “relevant stakeholder input” into the new CSL distribution? Will the City of Glenorchy, with the highest EGM losses, be deemed a relevant stakeholder?
- Will an independent, evidence-based allocation for distribution of the CSL be adopted?
- Why are there variances in the tax rates (including CSL) across EGMs depending on where they are located, with casinos receiving a concessional tax rate?
- Will data of EGM losses from individual venues be available in the future to assist with CSL targeting?

Social and Economic Impact Study (SEIS)

The timing for the independent review of the social and economic impact of gambling in Tasmania will be prolonged from every three years to every five years.¹¹

While Council did not support this in our stage one submission, it is understood that due to the cost of study (approximately \$1 million) there will be savings made with the extension to five years.

Given this, there is a question to be answered regarding what the savings will be used for. Currently the SEIS is the only research undertaken to support policy. There is no information available as to whether the savings will be used for additional research and, if so, who would be best placed to determine what research would be beneficial.

Another reason being provided for the extension of the SEIS is that the current three-year period is “...too frequent to allow meaningful consideration of findings and implement potential changes.”¹²

¹¹ Future of Gaming in Tasmania Paper 1 – proposed future Gaming Market legislative provisions – general amendments

¹² Future of Gaming in Tasmania Paper 1 – proposed future Gaming Market legislative provisions – general amendments

If the SEIS is extended, Council also advocates for a requirement for an accompanying implementation plan following each SEIS that sets out clear and funded harm minimisation and strengthened regulatory measures.

In summary:

- What will the savings being made from moving the SEIS from three to five years be used for?
- Will there be additional gambling research undertaken?
- If additional research is to be undertaken, will this be locally targeted?
- If additional research is to be undertaken, would this be determined by the State Government as is the current situation (through the SEIS), or would other stakeholders such as the TLGC be able to make recommendations?
- Will each SEIS be accompanied by an implementation plan?

Electronic Gaming Machine Authorities and Licensing and Application of the Community Interest Test

Under the proposed model, current venue operators will not need to apply for an EGM authority, as one authority will be endorsed for each EGM the venue currently operates. Venue licences will be issued for up to 20 years and can subsequently be renewed for a further 20 years. It is also noted that EGM authorities can be transferred between venues under common ownership.¹³

Council is concerned over the proposed length of licences granted for EGM operators. A licence period of 20 years seems excessively long given that venue owners will not be paying an up-front fee for the licences. Given that there is no obligation to any party at the end of the current Deed of Agreement, Council considers there should be further examination into why the licences are being locked in for such a long period of time and how this is the best economic outcome for the State.

This was also raised as an issue by the TLGC in their submission to the Joint Select Committee, where they state: *"The TLGC's view is that the duration of licences should align more closely to machine turnover times of around seven years."* The submission also states: *"Without a market-based process there is no opportunity for any stakeholder – community, regulator or other industry players – to influence the shape of EGM location into the future."*¹⁴

The Hodgman Liberal Government Post-2023 Gaming Structural Framework also stated in relation to EGMs that *"The rights to operate these machines post 2023 will be allocated and priced by a market-based mechanism, such as a tender."*¹⁵

Further to this, there is no doubt that licences over time will change hands meaning that licences will expire at different times for venue operators. Therefore, there will never be a single date in the future when all licences expire together or another opportunity (like the one we have at present) to make changes.

The length of licences and the fact that they are automatically being transferred to current venue operators also leads to questions around the application of the Community Interest Test (CIT). The venues with EGMs in the City of Glenorchy (and elsewhere) were not subject to the CIT as this was not introduced until 2017. Given that the proposed new Deed would create new arrangements

¹³ Future of Gaming in Tasmania Consultation Fact Sheets – Hotel and Club Changes and Electronic Gaming Machine Authorities

¹⁴ Joint Select Committee Report, p202-203

¹⁵ Joint Select Committee on Future Gaming Markets, Appendix B: Hodgman Liberal Government Post-2023 Gaming Structural Framework, p 173

going forward, it would be appropriate for the CIT to apply and give the community a voice regarding EGM location and density.

Venues under common ownership will be able to move their EGM authorities between venues if they do not exceed venue caps¹⁶, which allows for a concentration of machines. This could have a large impact on community and is also not subject to a CIT test.

The application of the CIT is particularly relevant given that we know that EGMs are specifically located in low socio-economic areas. The fifth Social and Economic Impact Study confirms this: *"Sixty per cent of hotel and club EGMs are located in the 13 most socio-economically disadvantaged LGAs which contain just under 44 per cent of Tasmania's 20-and-over population."*¹⁷ The SEIS also notes that the majority of EGM gamblers had played EGMs in hotels¹⁸. The new Policy provides an opportunity to reconsider EGM location to lessen the impact of problem gambling.

In the Joint Select Committee Report, recommendation four is that: *"The Government work actively with communities that are concerned with the density of EGMs in their local area to enable voluntary mechanisms to reduce the number of EGMs."*¹⁹ Applying the CIT at the end of the current Deed would demonstrate how this recommendation is being met.

It is also noted that the number of EGM authorities held by a venue owner or ownership group will be capped at 25%. This may result in single venue EGM operators struggling against large, multi-venue businesses further driving consolidation of ownership of EGMs throughout the State. Whilst this has benefits for multi-venue businesses as they will have an economy of scale and a larger market share, it is unsure what the impact will be on smaller businesses. There is also a risk of venues having to compete for market share and thus providing incentives for players to go to their venues and play EGMs, which could lead to increased gambling harm.

In summary:

- Given there is no obligation to any party at the end of the current Deed, why are the EGM authorities being distributed for 20 years?
- Why isn't a market-based process being used at the end of the current Deed as indicated by the Hodgman Liberal Government Post-2023 Gaming Structural Framework and as recommended by the TLGC?
- Does the length of licensing provide the best economic benefit to the State, or only to some parts of the gaming industry?
- Given there is new licensing from 2023, why does the CIT not apply?
- Why will venues under common ownership be able to change ECM density by moving EGM authorities between venues without the CIT applying?
- Under the proposed model, how is the Government working with communities that are concerned about the density of EGMs in their local area as recommended by the Joint Select Committee?

¹⁶ Future of Gaming in Tasmania Consultation Fact Sheet –Electronic Gaming Machine Authorities

¹⁷ Fifth SEIS Volume 1 – Industry Trends and Impacts Executive Summary page iii

¹⁸ Fifth SEIS Volume 1 – Industry Trends and Impacts Executive Summary page ix

¹⁹ Joint Select Committee on Future Gaming Markets Final Report, p21

Compliance

As noted, under the Policy the operation of Keno and EGMs in hotels and clubs will move from the current single Gaming Operator model to an individual venue operator model, with a Licensed Monitoring Operator (LMO) to monitor the Statewide EGM network²⁰.

A 20-year Monitoring Operator's Licence will be put out to public tender, with the LMO monitoring the network of EGMs in hotels and clubs and providing information for regulator and taxation purposes. It is not clear how the proposed model responds to and plans for the new responsibilities of LMO and there is concern that the LMO will also be allowed to own EGM venues, which could lead to an unfair advantage and a conflict of interest given that the LMO will have access to specific individual venue data.

With venue operators being responsible for almost all aspects of EGM operations in their venue, there is no information in the Policy regarding what support operators will receive and how they will be able to effectively manage compliance on top of their other functions.

In the TLGC's submission to the Joint Select Committee, they said: *"The TLGC has a long record of dealing with licence breaches by individual venue operators despite the strong harm minimisation contained in Commission Rules and the Responsible Gambling Mandatory Code of Practice. For example, there are significant self-exclusion issues in venues. The compliance issues particularly for small venues that would become owner/operators of EGMs remain a concern for the TLGC and there (sic) nothing in the proposal that addresses this concern."*²¹

In summary:

- How does the new model plan for the new responsibilities of the LMO?
- Is there a conflict of interest in the LMO also being able to own EGM venues?
- How does the new model address and support increased responsibilities for venue owners?
- How are the TLGC's concerns re: compliance issues being addressed?

High Roller Casinos

It is noted that from 1 July 2023, there will be two general casino licences issued to Federal Group. There will also be legislative amendments that provide for the operation of two non-resident high-roller casinos, one in the Northern Division of the State and one in the Southern Division of the State which will be offered to MONA. Only non-residents of Tasmania will be allowed to gamble in the high-roller casinos.²²

While the introduction of the high roller casinos has no direct impact on City of Glenorchy residents (other than that they will not be allowed to use the casinos) Council questions the lack of a transparent public assessment process of the casinos, and also a lack of detail as to the proposed regulatory arrangements.

There is widespread publicity currently regarding breaches of money laundering laws, with owners of casinos in five cities in Australia under investigation. While Council is not suggesting that this is an issue in Tasmania it is certainly a governance risk, and we would support further discussion around what capacity the State currently has to regulate those risks.

²⁰ Future of Gaming in Tasmania Consultation Fact Sheet – Licensed Monitoring Operator

²¹ Joint Select Committee Report, TLGA submission, p 202

²² Paper 2 – Proposed Future Gaming Market Legislative Provisions – General Casino and High Roller Casino

There are also questions around the lack of any public assessment regarding the new casinos. Council believes that the broader community should have the opportunity to be consulted specifically around such a major change. Given the CIT applies to EGMs, we would consider that there should be an extension of this to the new casinos.

In summary:

- What regulatory mechanisms are currently in place to regulate risks for the new high roller casinos?
- Why has there been no public assessment of the high roller casinos and their location?

Conclusion

In the Government's introduction to the current consultation, it is stated that the aim of the Policy is to *"Create a sustainable industry; provide the highest standards of probity; ensure returns from the gaming industry are shared appropriately among the industry, players and the Government representing the community; and continue to minimise harm caused by problem gambling."*²³

To achieve these aims, Council believes that there is more that can be done. Before any legislation is passed, we ask that further consideration is given to the Policy, particularly in relation to harm minimisation and consumer protection. There is currently a unique situation to ensure the best health, social and economic outcomes for the Tasmanian community, and we urge the Government and all members of Parliament to consider what is best for the State long term and make the most of the current opportunity before them.

²³Stage 2 Future Gaming Market Public Consultation – Submission Process

Special Committee Annual Report: Glenorchy Access Advisory Committee

Special Committee Annual Report 1 July 2020 – 30 June 2021

Glenorchy Access Advisory Committee



Purpose

The Glenorchy Access Advisory Committee purpose is to make Glenorchy a more accessible and inclusive community. The Committee is guided by Councils Access Action Plan 2016 -2021

Committee Members

Darren Frost, Simon Modrijan, Pamela Sutton, Christopher Tunks, David Smith, Aldermen Jan Dunsby (Chair) and Aldermen Melissa Carlton

Organisation Representatives

Tas Amputee Society, Tim Marks, APM, Maxima, NDIS

Glenorchy City Council Staff

Community Development Officer, Elisa Ryan
Coordinator Community Development, Jill Sleiters
Engineering Projects Officer, Mark Thorp

Community Plan Reference

Making lives better

Strategic or Annual Plan Reference

Making lives better

Objective 1.2 Support our communities to pursue and achieve goals

Strategy 1.2.1 Encourage and support communities to express and achieve their aspirations

Strategy 1.2.2 Build relationships and networks that create opportunities for our community

Number of meetings held: 10

Aldermen attendance record:

- Jan Dunsby attended 10 out of 10 meetings
- Melissa Carlton attended 3 out of 10 meetings

Special Committee Annual Report: Glenorchy Access Advisory Committee

Summary of the committee's activities and outcomes 1 July 2020 – 30 June 2021:

Activity	Outcome
Provided advice to Council in regard to accessible events	Information was included in the Council events guide.
Attended Special Committee training	Members who attended were more informed regarding their role as a special committee member.
Provided Input to Council on: • Main Road Parking limits • Draft Glenorchy Mountain Bike Master Plan • Berriedale Peninsula Masterplan • Community Strategy • Moonah Toilet Block project • Special Committee review • Play spaces strategy, Sport and Rec strategy, Mill Lane Disposal.	Advice and feedback from Access Committee considered in the development of the projects.
Planned and delivered an IDPWD event in 2020.	Approximately 200 people attended the event on 3 December 2020 – positive feedback from attendees and positive community engagement.
Provided input and advice for Access Projects for the 20/21 financial year.	All access projects undertaken and completed within budget.
Advocated and supported Luke Mayes memorial at Chapel Street Dog park.	Memorial approved and ready to be installed in August/September 2021.
Participated in public and staff consultations for the Access and inclusion report 2021 and review of Access Policy.	Directly consulted with over 300 people with a disability, staff and services. Draft Access and Inclusion Report and Policy completed.
Attended the Mental Health Expo in 2020.	Promoted work of Access Advisory Committee and promoted disability awareness.
Met and discussed transport issues with Metro Tasmania	Metro more aware of access issues faced in the community. Opportunity for future two-way information and communication to occur.
Met and discussed access issues with Northgate (Vicinity)	Vicinity more aware of access issues faced in the community and the needs identified through the committee and public consultations.
Supported addition of all abilities award into the Community Awards in 2021.	The first all abilities award presented to Joe Chivers in 2021.

Special Committee Annual Report: Glenorchy Access Advisory Committee

Met with Councils Public Compliance Coordinator and discussed accessible parking in Glenorchy.	Council more aware of access issues faced in the community and the needs identified through the committee and public consultations.
Prepared a support letter for accessible standards to be adopted into the National Construction Code (NCC) review.	Support provide to Disability Voices Tasmania. Awaiting outcome of Tasmanian adoption of the accessible standards into the NCC.
The committee championed changes to accessible parking in the CBD.	Support toward accessible parking at the front of Northgate and extended times on the dedicated accessible parking.

Summary of the committee's aims and objectives for the next 6 months 1 July – 31 Dec 2021, and the strategies to be employed to meet them:

Aim/objective	How will this be achieved? (strategy)
Launch the Access and Inclusion report and finalise Easy English and video versions.	Report to be updated with all comments from community and provided to management for approval.
Plan IDPWD event for 2021	Co design event with Access Committee and disability and community services.
Transition into reference group model and promote opportunities for community members to get involved in the Access and Inclusion reference Group e.g. Northgate stall.	- Use the reference and working group toolkit to set the Terms of Reference for the Access and Inclusion group. - Promote the meetings to encourage community engagement. - Provide information to all members in relation to the transition including change of roles and processes.
Draft an Inclusive Induction package to encourage organisations to use inclusive practices when recruiting volunteers.	- Consult with community volunteers of all abilities to ensure induction is accessible and inclusive. - Promote to local community organisations to trial and provide feedback for improvement.
Meet with external and internal stakeholders that relate to goal areas of the Access and Inclusion report.	Reach out and engage with teams and external disability and non-disability organisations and groups to present the findings of the report and build partnerships for future projects.

Details of funds received and/or spent during 1 July 2020 – 30 June 2021: *this is special purpose funding which does not include operation budget*

Funds received		Funds spent	
Amount	Description	Amount	Description
\$	0	\$	0

Special Committee Annual Report: Glenorchy Access Advisory Committee

Approximate number of hours spent working on administration matters related to this special committee during 1 July 2020 – 30 June 2021 *Responsible Officers approx. administration hours*

- Elisa Ryan spent 180 hours

Special Committee Annual Report: Glenorchy Arts and Culture Advisory Committee

Special Committee Annual Report 1 July 2020 – 30 June 2021

Glenorchy Arts & Culture Advisory Committee



Purpose

The Glenorchy Arts & Culture Advisory Committee advises the Glenorchy City Council on arts and cultural development and provides input into the development of Council services and activities such as the Moonah Arts Centre, community cultural development projects, public art, festivals and events.

Committee Members

Megan Keating, Josie Chapman, Kelly Eijdenberg, Natalie Holtsbaum (until September), Joshua Langford, Sandesh Pariyar, Matthew Stolp, Belinda Vernon, Timothy Webb, Aldermen Gaye Richardson (Chair) and Aldermen Kelly Sims

Organisation Representatives - nil

Glenorchy City Council Staff

Coordinator Art and Culture, Eleanor Downes
Visual Arts Program Officer, Rebecca Holmes

Community Plan Reference

Making Lives Better

Valuing our Environment

Building Image and Pride

Strategic or Annual Plan Reference

Making Lives Better

- | | |
|-------------------|--|
| Objective 1.1 | Know our communities and what they value |
| Strategy 1.1.1 | Guide decision making through continued community engagement based on our community plan |
| Strategy 1.1.1.02 | Support the operation of Council's approved Special Committees |
| Objective 1.2 | Support our communities to pursue and achieve goals |
| Strategy 1.2.1 | Encourage and support communities to express and achieve their aspirations |
| Strategy 1.2.2 | Promote creative expression and participation and life-long learning as priorities for our communities |

Valuing our Environment

- | | |
|----------------|---|
| Objective 3.1 | Create a liveable and desirable city |
| Strategy 3.1.2 | Enhance our parks and public spaces with public art and contemporary design |

Building Image and Pride

- | | |
|----------------|---|
| Objective 5.1 | We will show our pride as a city and others will see it |
| Strategy 5.1.1 | Commence developing an Arts and Culture Strategy |

Special Committee Annual Report: Glenorchy Arts and Culture Advisory Committee

Number of meetings held: 8

Aldermen attendance record:

- Gaye Richardson attended 8 out of 8 meetings
- Kelly Sims attended 4 out of 8 meetings

Summary of the committee's activities and outcomes 1 July 2020 – 30 June 2021:

Activity	Outcome
Consultation on programming and activities of Arts & Culture including the Moonah Arts Centre, school holiday activities, Friday Nights Live, public programs, events etc.	The Committee provided feedback, ideas, contacts etc which had a positive impact on programming choices and directions.
Culture Workshop	Workshop was held with members of the committee in which they examined 'culture' in terms of the Committee's role in the city.
Towards 2040: A City of Arts - Arts & Culture Strategy Development Project Working Group	Two members of the Committee and two Aldermen were part of the Project Working Group who assisted with the development of this project.
Towards 2040: A City of Arts - Arts & Culture Strategy Development Project	The Committee formed the Project Reference Group for the development of the Arts & Culture Strategy.
2021 MAC Visual Arts Program Expressions of Interest	A working group involving a member of the Committee met to review the expressions of interests from artist/s to exhibit at Moonah Arts Centre in 2021. This process led to the development of the annual Visual Arts Program. The panel met in late 2020.
Glenorchy Carols	The Committee offered input and advice on the planning for a variety of pop up performances and family activities held as part of a COVID safe Carols in 2020.
Moonah Taste of the World	The Committee offered input and advice on the programming of Moonah Taste of the World online films in 2020 and the event planning for 2021. Due to COVID-19 restrictions the 2021 event was held over a week in a variety of venues including the MAC.
Corridor of Modern Art Mural Project	The Committee provided advice to Council regarding the naming of this project. A member of Committee was part of the artist selection process for this project.
Special Committee Structure Review	The members of the Committee provided input and feedback on the Special Committee Structure Review.
Advice and input into Council plans and projects	Provided input into the Draft Glenorchy Mountain Bike Master Plan Glenorchy Access & Inclusion Report 2021 – 26 Glenorchy Sport & Recreation Strategy

Special Committee Annual Report: Glenorchy Arts and Culture Advisory Committee

Summary of the committee's aims and objectives for the next 6 months 1 July – 31 Dec 2021, and the strategies to be employed to meet them:

Aim/objective	How will this be achieved? (strategy)
Transition into reference group model and promote opportunities for community members to get involved in the Arts and Culture Reference Group	• Use the reference and working group toolkit to set the Terms of Reference for the Arts and Culture Reference Group • Promote the meetings to encourage community engagement. • Provide information to all members in relation to the transition including change of roles and processes.
Continue to provide feedback, ideas and contacts for the programming and activities of Arts & Culture including the Moonah Arts Centre, school holiday activities, Friday Nights Live, Moonah Taste of the World, Glenorchy Carols public programs, events etc.	This will be achieved through agenda items at meetings and discussion by Arts and Culture team members with members of the Committee.
2021 MAC Visual Arts Program Expressions of Interest	A member of the Committee will be appointed to a working group who will review the expressions of interests from artist/s to exhibit at Moonah Arts Centre in 2022.
Provide input into the implementation of the Glenorchy – A City of the Arts 2040 Strategy towards Creative Communities	This will be achieved through agenda items at meetings and discussion by Arts and Culture team members with members of the Committee.

Details of funds received and/or spent during 1 July 2020 – 30 June 2021: this is special purpose funding which does not include operation budget

Funds received		Funds spent	
Amount	Description	Amount	Description
\$		\$	

Approximate number of hours spent working on administration matters related to this special committee during 1 July 2020 – 30 June 2021 Responsible Officers approx. administration hours

- Eleanor Downes spent 175 hours

Special Committee Annual Report: Healthy Communities Advisory Committee

Special Committee Annual Report 1 July 2020 – 30 June 2021

Healthy Communities Advisory Committee



Purpose

In line with the *Glenorchy Healthy Communities Plan 2014-2023*, the Healthy Communities Advisory Committee aims to:

- improve health and wellbeing of the people of Glenorchy through increased awareness of, and participation in, physical and wellness activities; and
- contribute to the three specific goals in the *Glenorchy Healthy Communities Plan 2014 -2023*:
 1. a natural and built environment that encourages active lifestyles and healthy eating
 2. a cohesive and inclusive community with well-developed social and community assets and networks, and
 3. improved health knowledge, practices, and lifestyles.

In addition, the committee may undertake additional activities in response to community need and/or at Council's request. The actions of the committee are listed in an annual action plan

Committee Members

Leon Carr, Tracey Burn, Brittany Szlezak, Peter Bradley, Brendan Wilson, Alderman Bec Thomas (Chair) and Alderman Kelly Sims

Organisation Representatives - Nil

Glenorchy City Council Staff

Coordinator Community Development, Jill Sleiters
Community Development Officer, Willie Joseph

Community Plan Reference

Making lives better

Strategic or Annual Plan Reference

Making lives better

Objective 1.1	Know our communities and what they value
Strategy 1.1.1	Guide decision making through continued community engagement based on our community plan
Strategy 1.1.1.02	Support the operation of Council's approved Special Committees
Objective 1.2	Support our communities to pursue and achieve goals
Strategy 1.2.1	Encourage and support communities to express and achieve their aspirations

Special Committee Annual Report: Healthy Communities Advisory Committee

Number of meetings held: 5

Aldermen attendance record:

- Alderman Bec Thomas attended 5 out of 5 meetings
- Alderman Kelly Sims attended 0 out of 5 meetings

Summary of the committee's activities and outcomes 1 July 2020 – 30 June 2021:

Activity	Outcome
Capital Works and Property updates are standard agenda items and include reports on major developments, such as the Play Spaces Strategy, Sport and Recreation Strategy, Urban Tree Strategy, Eady Street Club Rooms, disposal of Council land, grants for specific sport and recreation developments and Community Development health and wellbeing activities.	The committee has provided comment on these projects at meetings throughout the year.
An update from the Healthy Communities Officer is also a standard agenda item, relating to projects and initiatives that address outcomes in the Healthy Communities Plan, including: • Glenorchy on the Go Ambassador program • Live Well Live Long Health and Wellbeing program for Seniors • Local drug Action Team – HAPPY Youth Mentor program	The committee has contributed ideas towards delivery and promotion of these programs
Planning workshop - 4 August 2020	• Discussed Glenorchy specific health and wellbeing data, including information from the Community Development Prevention Tracker project with the Sax Institute and details around health and wellbeing programs in Glenorchy. • Reviewed the current workplan against the Healthy Communities Plan goals and agreed on direction for the 2020-2021 action plan.
Meeting - 22 September 2020	• Provided feedback on the Sport and Recreation Strategy proposal and Play Space Strategy. • Received information on the local Heart Foundation Walking groups and Health Promotion South Forum. • Invited committee members to be involved in the Mental Health Week expo at the Library in October. • Discussed issues of smoking in public spaces and cigarette butt litter on the ground.
Meeting - 20 October 2020	• Presentation and further feedback on the Play Space Strategy. • Discussed Council's Commitments on Gambling and Housing.

Special Committee Annual Report: Healthy Communities Advisory Committee

	Agreed to provide a letter of support for Community Development's submission to the Healthy Tasmania Fund for Mental Health First Aid and health and wellbeing sessions.
Letter - November 2021	Provided support letter for the Healthy Tasmania Fund submission
Meeting - 17 February 2021	- Invitation extended to the Committee to attend the Community Exchange consultation to inform the new Community Strategy, priority areas: Safe; Healthy; Inclusive, Accessible, Diverse; and Education and Learning for Life. - Received information on the changes to Council's committee structures.
Meeting - 11 May 2021	- Provided input into the Access and Inclusion report. - Provided advice and feedback on the proposed changes to Special committee structures.

Summary of the committee's aims and objectives for the next 6 months 1 July – 31 Dec 2021, and the strategies to be employed to meet them:

Aim/objective	How will this be achieved? (strategy)
The Committee will continue to contribute towards the development of Council initiatives, projects, reports and plans specific to health and wellbeing in the community as described in the Community Strategy.	- By providing advice on specific plans, projects and strategies, relating to Council's Healthy Communities implementation plans and other relevant strategies, such as the Sport and Recreation and Play Spaces strategy. - By helping to promote and champion initiatives that encourage active lifestyles and improved personal health knowledge and practices. - By promoting and sharing information about programs that improve people's health and wellbeing (nutrition, physical activity, mental health and social connections).
Transition into the core reference group model and promote opportunities for community members to get involved in the Healthy Communities Reference Group	- Use the reference and working group toolkit to set the Terms of Reference for the Healthy Communities Reference group. - Promote the meetings to encourage community engagement. - Provide information to all members in relation to the transition including change of roles and processes.

Special Committee Annual Report: Healthy Communities Advisory Committee

Details of funds received and/or spent during 1 July 2020 – 30 June 2021: *this is special purpose funding which does not include operation budget*

Funds received		Funds spent	
Amount	Description	Amount	Description
\$	N/A	\$	N/A

Approximate number of hours spent working on administration matters related to this special committee during 1 July 2020 – 30 June 2021 *Responsible Officers approx. administration hours*

- Willie Joseph and Jill Sleifers spent 40 hours

Special Committee Annual Report: Safer Communities Advisory Committee

Special Committee Annual Report 1 July 2020 – 30 June 2021



Safer Communities Advisory Committee

Purpose

In line with the Council approved Safer Communities Framework 2019-2029, the committee aims to:

Provide advice and feedback to Council on matters that relate to the implementation of the Safer Communities Framework. Particularly in relation to addressing the five key elements identified as contributing to safer communities that include:

- 1) Creating Connected Communities
- 2) Community Cultural Development
- 3) Building a Welcoming City
- 4) Local Area Renewal
- 5) Addressing Social Injustice

In addition, the committee may undertake additional activities in response to community need and/or at Council's request. The actions of the committee are listed in an annual action plan.

Committee Members

Dr Amin Shoustari, Edward Gearman, Aldermen Kristie Johnston (Chair) and Aldermen Jan Dunsby

Organisation Representatives

Salvation Army, Don McCrae

Bethlehem House, Jeff Bendall

Salvation Army, Jeff Milkins

Child and Family Centre Chigwell, Kylie Murphy and M'Lynda Stubbs

Glenorchy City Council Staff

Community Development Officer, Lisa Rudd

Community Plan Reference

Making lives better Building Image and Pride

Making lives better

Strategic or Annual Plan Reference

Leading Our Community

Objective 4.3 Build strong relationships to deliver our communities goals.

Strategy 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes.

Special Committee Annual Report: Safer Communities Advisory Committee

Number of meetings held: 4**Aldermen attendance record:**

- Mayor Kristie Johnston attended 2 out of 4 meetings
- Alderman Jan Dunsby attended 3 out of 4 meetings

Summary of the committee's activities and outcomes 1 July 2020 – 30 June 2021:

Activity	Outcome
Meeting – 30 July 2020	10 in attendance Focus areas: • Homelessness Kindness Cards • Homelessness Week • Family Violence Z-CARDS • You Good Mental Health Forum
Meeting – 26 November 2020	7 in attendance Focus areas: • Family Violence Z-CARDS • ONE VOICE film and "16 Days – 16 Ways" Family Violence Initiative • Mental Health Week 2020
Meeting – 25 February 2021	9 in attendance Focus areas: • Space activation in the CBD • Community Exchange Forum • CBD Round Table update • Street Teams in Glenorchy to address anti-social behaviour and crime in the CBD.
Meeting – 29 April 2021	Meeting started but no quorum – meeting did not proceed

Summary of the committee's aims and objectives for the next 6 months 1 July – 31 Dec 2021, and the strategies to be employed to meet them:

Aim/objective	How will this be achieved? (strategy)
Provide advice and feedback to Council on matters that relate to the implementation of the Safer Communities Framework (SCF) and the Community Strategy.	• Meeting agendas will include the five key focus elements of the SCF: 1)Creating Connected Communities 2)Community Cultural Development 3)Building a Welcoming City 4)Local Area Renewal 5)Addressing Social Injustice
Request Council action on matters relating to the Safer Communities Framework.	• If matters are identified that require action by Council a request will be made for the matter to be addressed.
Respond to Council requests on matters relating to the SCF.	• Committee members will collectively devise a response to matters if requested by Council

Special Committee Annual Report: Safer Communities Advisory Committee

Committee members are to be points of contact for the community in relation to the SCF.	Committee Members will be familiar with the SCF and Community Strategy and be willing to engage with members of the public in relation to the Framework.
Gather and disseminate information related to the SCF.	Committee members will provide information that is relevant to support the SCF and also share information about SCAC and the SCF with their networks, partners and other relevant target audiences.
Promote the five key elements of the SCF	Promotional opportunities will be identified during meetings and implemented by committee members
Transition into the core reference group model and promote opportunities for community members to get involved in the Safer Communities Reference Group	- Use the reference and working group toolkit to set the Terms of Reference for the Safer Communities Reference group. - Promote the meetings to encourage community engagement. - Provide information to all members in relation to the transition including change of roles and processes.

Details of funds received and/or spent during 1 July 2020 – 30 June 2021: this is special purpose funding which does not include operation budget

Funds received		Funds spent	
Amount	Description	Amount	Description
\$	N/A	\$	N/A

Approximate number of hours spent working on administration matters related to this special committee during 1 July 2020 – 30 June 2021 *Responsible Officers approx. administration hours*

- Lisa Rudd spent 30 hours

Special Committee Annual Report: Glenorchy Citizen and Young Citizen of the Year Committee

Special Committee Annual Report 1 July 2020 – 30 June 2021



Glenorchy Citizen and Young Citizen of the Year Committee

Purpose

Although there is no approved Terms of Reference existing for the Glenorchy Citizen and Young Citizen of the Year Committee the purpose of the Committee is understood as: performing the role of selecting award recipients as per the determined guidelines.

Committee Members

Mayor Kristie Johnston (Chair), Alderman Jan Dunsby, Alderman Peter Bull

Organisation Representatives nil

Glenorchy City Council Staff

Major Events Officer, Kirilly Crawford

Events Support Officer, Jos Binns

Community Plan Reference

Making lives better

Strategic or Annual Plan Reference

Making lives better

Objective 1.1	Know our communities and what they value
Strategy 1.1.1	Guide decision making through continued community engagement based on our community plan
Strategy 1.1.1.02	
Objective 1.2	Support our communities to pursue and achieve goals
Strategy 1.2.1	Encourage and support communities to express and achieve their aspirations
Strategy 1.2.2	Build relationships and networks that create opportunities for our community

Number of meetings held: 2

Aldermen attendance record:

- Mayor Kristie Johnston attended 2 out of 2 meetings
- Alderman Jan Dunsby attended 2 out of 2 meetings
- Alderman Peter Bull attended 0 of 2 meetings

Special Committee Annual Report: Glenorchy Citizen and Young Citizen of the Year Committee

Summary of the committee's activities and outcomes 1 July 2020 – 30 June 2021:

Activity	Outcome
Reviewed nomination guidelines and processes	Decided on new categories for nomination: - Glenorchy Community Group of the Year - Glenorchy Sporting Achievement of the Year - Glenorchy All Abilities Award - Glenorchy School Group of the Year
Discussed awards name and date of awards presentations	Renamed Citizenship Awards to Glenorchy Community Awards
Selected 2021 Community Award recipients	Affirmed the ceremony would be held on a separate day to the 26 January Citizenship Ceremony
	Successful Community Awards event held with winners selected for each Awards category.

Summary of the committee's aims and objectives for the next 6 months 1 July – 31 Dec 2021, and the strategies to be employed to meet them:

Aim/objective	How will this be achieved? (strategy)
- To be clarified with new Terms of Reference, however the intent is for the group to continue to review the nomination processes and select Community Award recipients. - Transition into Working Group model.	- Use the reference and working group toolkit to set the Terms of Reference for the Glenorchy Community Awards Working Group. - Provide information to all members in relation to the transition including change of roles and processes.

Details of funds received and/or spent during 1 July 2020 – 30 June 2021:

Funds received		Funds spent	
Amount	Description	Amount	Description
\$	0	\$	0

Approximate number of hours spent working on administration matters related to this special committee during 1 July 2020 – 30 June 2021

- Kirilly Crawford spent 20 hours
- Jos Binns spent 10 hours

Special Committee Annual Report: Glenorchy Carols Committee

Special Committee Annual Report 1 July 2020 – 30 June 2021



Glenorchy Carols Committee

Purpose

Although there is no approved Terms of Reference document existing for Glenorchy Carols Committee the purpose of the Committee is understood to be:

- oversee the development and staging of the annual Glenorchy Carols by Candlelight event;
- advocate on behalf of the event to potential sponsors, partners and the general community; and
- oversee and advise on key partnerships with service organisations engaged with the event.

Committee Members

Alderman Gaye Richardson (Co-chair) and Alderman Steven King (Co-chair)

Organisation Representatives – Nil

Glenorchy City Council Staff

Major Events Officer, Kirilly Crawford

Events Support Officer, Jos Binns

Community Plan Reference

Making lives better

Strategic or Annual Plan Reference

Making lives better

Objective 1.1	Know our communities and what they value
Strategy 1.1.1	Guide decision making through continued community engagement based on our community plan
Strategy 1.1.1.02	Support the operation of Council's approved Special Committees
Objective 1.2	Support our communities to pursue and achieve goals
Strategy 1.2.1	Encourage and support communities to express and achieve their aspirations
Strategy 1.2.2	Build relationships and networks that create opportunities for our community

Number of meetings held: 2

Aldermen attendance record:

- Alderman Gaye Richardson attended 1 out of 2 meetings
- Alderman Steven King attended 2 out of 2 meetings

Special Committee Annual Report: Glenorchy Carols Committee

Summary of the committee's activities and outcomes 1 July 2020 – 30 June 2021:

Activity	Outcome
- Glenorchy 2020 Christmas Giving Tree Appeal charity selection - Updates provided on event planning for 2020 pop-up events	- Developed a system for deciding which charities are selected for the donations each year - Altered pop-up style carols events held

Summary of the committee's aims and objectives for the next 6 months 1 July – 31 Dec 2021, and the strategies to be employed to meet them:

Aim/objective	How will this be achieved? (strategy)
To be clarified with new Terms of Reference Transition into Working Group model	- Use the reference and working group toolkit to set the Terms of Reference for the Carols Working Group - Provide information to all members in relation to the transition including change of roles and processes.

Details of funds received and/or spent during 1 July 2020 – 30 June 2021: this is special purpose funding which does not include operation budget

Funds received		Funds spent	
Amount	Description	Amount	Description
\$	0	\$	0

Approximate number of hours spent working on administration matters related to this special committee during 1 July 2020 – 30 June 2021 *Responsible Officers approx. administration hours*

- Kirilly Crawford spent 20 hours
- Jos Binns spent 5 hours



Nominations and Appointments to Committees and other Bodies

Policy Title	Committee Nominations and Appointments
Council Resolution	Item 16 (30 July 2018) as per Council minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council resolution date
Strategic Plan Reference	<u>Leading our Community</u> 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 to be followed by Council when it nominates or appoints Aldermen or independent persons to committees and external bodies.

SCOPE

This policy applies to all nominations and appointments to committees and external bodies, other than the appointment of independent persons to Council's Audit Panel (the procedure for which is as set out in the Audit Panel Charter).

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	a ballot conducted in accordance with Part 3 of this policy.
chair	the person chairing a council meeting in accordance with the Regulations.
committee	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 (b) a Special Committee



Nominations and Appointments to Committees and other Bodies

	(c) an Internal Committee, and (d) an audit panel established under section 85 of the Act.
Council Committee	Committees established by a Council resolution made under section 23 of the Act. Council Committees assist Council in carrying out its functions under the Act or any other Act. Council Committees are constituted by Aldermen only.
council election	an election held under Part 15 of the Act.
council meeting	an ordinary council meeting or a special council meeting, unless expressly specified otherwise.
external body	Committees or other bodies that are established and administered by an external organisation to which representatives of Council have been appointed and with which Council has a formal and ongoing relationship.
Internal Committee	Committees or other bodies established by Council over which Council has control. An Internal Committee is formed to oversee and implement a project, plan, strategy or event, but do not necessarily align with a strategic objective. Internal Committees may be working groups, steering groups, organising committees, taskforces and other groups. Internal Committees can be constituted by Aldermen, Council staff and external representatives.
General Manager	the General Manager of Council, or delegate.
Regulations	the <i>Local Government (Meeting Procedures) Regulations 2015</i>
Special Committee	Committees established by a Council resolution made under section 24 of the Act. A Special Committee is established to oversee or implement a project, plan, strategy or event, and will ordinarily be directly aligned with a strategic objective of Council. Special Committees can be constituted by anyone, including Aldermen.

POLICY STATEMENT

From time to time, Council is required to appoint Aldermen and independent persons to committees and external bodies. Council is also occasionally required to nominate or appoint representatives to external bodies.

This policy sets out the procedures which Council will follow when making nominations and appointments to a committees and external bodies.

It aims to ensure that nominations and appointments are fair, democratic and transparent.

PART 1 – NOMINATIONS AND APPOINTMENTS OF ALDERMEN

1. Appointments following Council election

Council will appoint and re-appoint (and, where necessary, nominate or re-nominate) Aldermen to committees and external bodies at the first ordinary meeting of council following a council election (or at a special meeting of Council if a special meeting for that purpose is called).



2. Procedure

- (1) Where it is necessary to appoint Aldermen to committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Aldermen which—
 - (a) notifies Aldermen that appointments, re-appointments and nominations for appointment to committees and external bodies are to be made at the relevant meeting, and
 - (b) lists the appointments and nominations to be made, and, for each, identifies—
 - (i) the committee 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 is to be 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 one (1) week before the next council meeting.
- (2) The notice is to be circulated to all Aldermen by email no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close), and
- (3) Nominations may contain a statement in support of the nomination, to a maximum of 150 words.
- (4) Nominations may be for a position or a proxy position.
- (5) 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 2(1)(b), and
 - (b) a list of the nominations received and the documentation provided in support of each.
- (6) Where the number of nominees for a position does not exceed the number of positions available, the Council will determine the appointment in accordance with its ordinary meeting procedures.
- (7) 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 appointees (or nominees for a position on an external body, if applicable), and
 - (b) once the result of the ballot is determined, the chair will call for the appointment to be confirmed in accordance with Council's ordinary meeting procedures.
- (8) Where Council's nominee for a position on an external body is required to be confirmed by the external body, the General Manager is to write to the external body advising it of Council's decision.
- (9) For the avoidance of doubt, where a committee detail sheet that has previously been adopted by Council provides for a position to be held ex officio by the Mayor or the Deputy Mayor, the appointment of the Mayor or Deputy Mayor to that position is automatic, and no other Aldermen are entitled to nominate for that position.

**PART 2 – NOMINATIONS AND APPOINTMENTS OF INDEPENDENT PERSONS****3. Procedure**

- (1) Where there is a vacancy for the position of an independent person on a committee or external body, the General Manager is to circulate a notice calling for expressions of interest for appointment, containing the information specified in clause 2(1)(b)—
- (2) The notice is to be circulated by—
 - (a) publishing the notice on Council's website
 - (b) sending an email to all Council staff, and
 - (c) if the General Manager considers it necessary, publishing the notice in a local newspaper.
- (3) The General Manager must circulate the notice under 3(1) no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close).
- (4) Following the receipt of nominations, the appointment of the independent person is to be determined in accordance with the procedure set out in the committee's Terms of Reference.
- (5) For nominations or appointments to external bodies, or if no procedure is specified in the committee detail sheet, the General Manager will assess each nomination on its merits and will make a recommendation to Council seeking Council's endorsement and nomination or appointment (as applicable) of the preferred nominee.

PART 3 – BALLOTS**4. Application**

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

5. Rules for ballots

- (1) When a ballot 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 which is to be visible to all attendees of the Council meeting during the process of casting the ballots.
- (5) The ballot box must not be opened until all Aldermen who intend to vote 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



Nominations and Appointments to Committees and other Bodies

- (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. For example, 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/s on a piece of paper and delivering it to the chair.
 - (9) In the event of a tie, the chair (at their discretion) may determine the winner by:
 - (a) the toss of a coin (conducted by the chair), or
 - (b) a further ballot, in which the only candidates are those which were tied in the first ballot.
 - (10) All ballot papers and other ballot material are to be destroyed as soon as practicable after the conclusion of the ballot.
- 6. Proxies**
- (1) Where proxy positions for committees 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 4 – MISCELLANEOUS

7. Vacation of positions on leaving office

An Alderman's appointment to a committee or external body will cease immediately upon the person ceasing, for any reason, to be an Alderman.

8. 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.

9. 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 committee or external body.

10. Inconsistency with meeting procedures regulations

If a provision of this policy is inconsistent with the Regulations, the Regulations will prevail to the extent of the inconsistency.

**11. Attendance and performance**

If an Alderman's attendance record at committee or external body meetings is unsatisfactory, or if Council receives notification from a committee or external body that the Alderman is not 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 has established and maintains control over a number of committees, special committees, working groups, steering committees, task forces and other bodies to assist in discharging its role and functions. Council is also, required to appoint (or nominate) representatives to external bodies.

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



Notice of Nominations Committees and Targeted Reference Group

Committee Nominations and Appointments Policy

Background

1. Due to the resignation of Alderman and former Mayor Kristie Johnston, positions have become vacant on the following committees:
 - (a) Glenorchy Planning Authority
 - (b) General Manager's Performance Review Committee, and
 - (c) Safer Communities Advisory Committee.
2. At the Council meeting on 26 July 2021, Council resolved to establish a Targeted Reference Group (TRG) for the upcoming review of its Dog Management Policy. The Terms of Reference for the TRG provide for one Aldermanic representative on the group. The Aldermanic position on the TRG is also vacant.

Call for Nominations

3. This notice is issued under clause 2 of Council's Committee Nominations and Appointments Policy (Policy).
4. In accordance with clause 2 of the Policy:
 - (a) Aldermen are invited to nominate for positions identified below on the following committees and the TRG
 - i) General Manager's Performance Review Committee
 - ii) Glenorchy Planning Authority
 - iii) Safer Communities Advisory Committee, and
 - iv) Dog Management Policy Review Targeted Reference Group.
 - (b) Nominations must be submitted by 12:00 noon on Tuesday, 24 August 2021 for consideration at the ordinary Council meeting on Monday, 30 August 2021.
 - (c) Candidates may provide a statement in support of their nomination, to a maximum of 150 words.
 - (d) Nominations may be for a position or for a proxy position.
 - (e) Where the number of nominees for a position does not exceed the number of positions, the Council will decide the nominees in accordance with its ordinary meeting procedures.
 - (f) If the number of nominees for a position exceeds the number of positions available, a ballot will be held in accordance with the procedure set out in the policy.

Details of Vacant Positions

5. Details of each vacant position are provided in Attachment 1.

Submission of Nominations

6. Please submit your nominations using the Nomination Form circulated with this notice.
7. Nominations forms are to be submitted to the General Manager through Council's Executive Officer, Bryn Hannan, and may be submitted in person or by email.

Signed:

Date: 18 August 2021



Tony McMullen
General Manager



ATTACHMENT 1

Details of Vacant Positions

Glenorchy Planning Authority	
Committee type	Council Committee (s. 23, <i>Local Government Act 1993</i>)
Committee composition	Mayor, 3 Aldermen
No. of Aldermanic positions available	1 committee member. By Council resolution of 1 December 2014, the proxy positions are to be rotated among the remaining Aldermen.
Meeting frequency	Once a month
Ex-officio appointments	Mayor (Chairperson)
Proposed term of appointment	End of current Council term
Role and purpose of Committee	The Glenorchy Planning Authority is a Council Committee established to review applications and make determinations on statutory land use planning matters under the <i>Land Use Planning and Approvals Act 1993</i> and in accordance with various planning instruments, including the <i>Glenorchy Interim Planning Scheme 2015</i> .
Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): • attending meetings of the committee, and • discharging the roles and functions of the committee Members of the Glenorchy Planning Authority discharge a critical function of Council in assessing and determining planning and development applications for the municipality in accordance with statutory requirements.
Extent of delegated authority	Delegated power to determine those statutory land use planning matters listed on the Glenorchy Planning Authority meeting agenda.

General Manager's Performance Review Committee

Committee type	Council Committee (s. 23, <i>Local Government Act 1993</i>)
Committee composition	Mayor, 2 Aldermen
No. of Aldermanic positions available	1 committee member
Meeting frequency	On at least an annual basis
Ex-officio appointments	Mayor (Chairperson)
Proposed term of appointment	End of current Council term
Role and functions of Committee	To co-ordinate the conduct of performance review of the General Manager and prepare Key Performance Indicators on at least an annual basis and make recommendations to Council for their consideration.
Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): • attending meetings of the committee, and • discharging the roles and functions of the committee
Extent of delegated authority	Authorised to engage and coordinate with a Council approved independent and external consultant in the performance of their professional services and within the budget parameters determined by Council.

Safer Communities Advisory Committee

Committee type	Special Committee
Committee composition	• 2 Aldermen • 6 appropriately skilled community representatives • 2 Council officers, to be appointed by the General Manger – Officer positions are ex officio
No. of Aldermanic positions available	1 committee member
Meeting frequency	Meetings are held every 2 months.
Ex-officio appointments	n/a (no Aldermanic ex officio appointments)
Proposed term of appointment	Term of Council appointment
Role and functions of Committee	In line with the Safer Communities Framework 2019-2029, the committee aims to provide advice and feedback to Council on matters that relate to the implementation of the Safer Communities Framework. Particularly in relation to addressing the five key elements identified as contributing to safer communities that include: 1) Creating Connected Communities 2) Community Cultural Development 3) Building a Welcoming City 4) Local Area Renewal 5) Addressing Social Injustice In addition, the committee may undertake additional activities in response to community need and/or at Council's request. The actions of the committee are listed in an annual action plan.
Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): • attending meetings of the committee, and • discharging the roles and functions of the committee.
Extent of delegated authority	None.

Dog Management Policy Review Targeted Reference Group

Committee type	Targeted Reference Group
Committee composition	• One Aldermanic Representative • Dogs' Home of Tasmania • Tasmanian Canine Defence League • RSPCA Tasmania • Dogs Tasmania (Formerly Tasmanian Canine Association) • Hobart Dog Walkers' Association • Australian Veterinary Association (Tasmanian District) • GCC Property Representative • GCC Environmental Representative • Three (3) Glenorchy City Council Residents (One from each of the following three areas: Glenorchy, Moonah, Claremont) • Other relevant participants as identified
No. of Aldermanic positions available	1 committee member
Meeting frequency	The planned review of the current 2012 GCC Dog Management Policy will occur from August 2021 to February 2022 when a report will be forwarded to Council seeking adoption of the new policy document. The TRG will meet at specific times for involvement in the process, not less than three times for the duration of the project.
Ex-officio appointments	None
Proposed term of appointment	For the duration of the term of the Targeted Reference Group
Role and functions of Committee	Under Section 7 of the <i>Dog Control Act 2000</i>, Council is required to develop and implement a policy relating to dog management in the municipal area. The Policy is required to include: • A code relating to responsible ownership of dogs • The provision of declared areas – on / off leash, prohibited and restricted areas. • A fee structure – for registration and licensing. • And any other relevant matter. Glenorchy City Council is about to undertake a review of its existing 2017 Dog Management Policy. As part of the Community consultation process in relation to this renewed policy it has been established that a Targeted Reference Group comprising subject matter experts and interested community members will aid Council review the policy and outline the future policy position for Council to consider and endorse. The targeted Reference group will guide Council with its consultation process, advise on items for consideration and guide the working group on structure of the reviewed policy position.
Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): • attending meetings of the Targeted Reference Group, and • discharging the roles and functions of the Targeted Reference Group, and

Dog Management Policy Review Targeted Reference Group

Extent of delegated
authority

None.

COUNCIL POLICY

TRAFFIC CALMING DEVICES



PURPOSE

This policy provides clarity and consistency around the installation of traffic calming devices on roads under the care, control or management of Council, and reinforces the requirement to comply with the relevant Acts and guidelines.

SCOPE

This policy applies to any installation (or proposed installation) of traffic calming devices on roads under the care, control or management of Council in the Glenorchy municipality, and when, where, and what need to be installed.

STRATEGIC PLAN ALIGNMENT

Valuing our Environment

3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport.

STATUTORY REQUIREMENTS

Acts	<i>Traffic Act 1925</i> <i>Local Government (Highways) Act 1982 Local Government Act 1993</i>
Regulations	<i>N/A</i>
Australian/International Standards	<i>Austroads Guide to Traffic Management – Part 8: Local Area Traffic Management</i> <i>Australian Standard AS1742.13: Local Area Traffic management</i>

DEFINITIONS

Traffic Calming means the use of physical design and other measures to improve safety for motorists, pedestrians and cyclists. It aims to encourage safer, more responsible driving and potentially reduce traffic flow. Many traffic calming devices have been developed and implemented for traffic calming, including raised pedestrian crossing and road humps.

Raised Pedestrian Crossing means raised pedestrian crossing (also known as pedestrian table top or wombat crossing) is a type of traffic calming devices, where the road ramps up to meet the level of footpath for the purpose of lowering vehicle speeds and providing level access for pedestrians. Raised pedestrian crossings are most commonly used in high pedestrian low speed traffic areas.

Road Humps means A section of raised pavement constructed or placed in or on, and across or partly across, a road to restrict the speed of vehicles along that road defined under Section 49(1) of the Traffic Act 1925. In generally, road hump (also known as speed hump), is a speed reduction device in the form of a raised curved or raised flat top profile extending across the roadway. Note that it is primarily intended to lower average traffic speeds, reduce the number and severity of crashes and, in some cases, lower the volume of through traffic.

Hooning means Hoon-like behaviour or Hooning includes reckless or dangerous driving, street racing or time trials, making unnecessary and unreasonable noise, an exhibition of speed, acceleration or loss of traction, speed at or in excess of 45km/h over the speed limit, driving while disqualified, evading police under the Police Powers Act 2000, trespassing on the property of another with a vehicle or refusing to leave an area or returning to an area after being told by police officers to leave.



DD Month 20##

POLICY STATEMENT

1. 1. To create a safe, inclusive, active, healthy and vibrant place for Glenorchy residents to live and work, Council is committed to providing a safe road environment that is suitable for all road users and endeavouring to ensure that any traffic-related complaints or concerns are properly assessed and addressed wherever feasible and practical.
2. 2. Council will develop and use an investigation procedure to identify whether traffic calming devices, such as road humps or raised pedestrian crossings, are required, in accordance with the requirements set out in this policy.
3. 3. Council will investigate whether the installation of traffic calming devices (e.g. road humps, speed cushions, raised pedestrian crossing, etc) on a street is desirable in the following circumstances:
 - (a) where a preliminary investigation by Council officers indicates traffic calming devices may improve road safety on the street (e.g. speed reduction, likely accident reduction)
 - (b) where, over an extended period, a number of residents from the same street have requested that traffic calming devices be installed or have complained about speeding related issues, or
 - (c) where a letter or petition² is submitted to Council and signed by the majority of the residents of the same street requesting that traffic calming devices be installed. A letter or petition requesting the installation of traffic calming devices should state clearly and concisely that the residents, who agree with the installation of traffic calming devices on the street, understand the purpose of the request and in the knowledge that a traffic calming device may be placed on the road adjacent to their residence once the request or the petition is accepted by Council.
4. Council will proceed with an investigation in accordance with relevant Acts and Australian Standards. However, where any of the following conditions exist, Council will not be required to undertake an investigation:
 - (a) the road is classified either as a collector or arterial road
 - (b) the road is less than 160m in length
 - (c) the speed limit is more than 50km/h
 - ~~(d) the road carries traffic volumes of between 500 and 3,000 vehicles per day, with a heavy vehicle volume (4.5 tonne GVM or greater) less than 50 vehicles per day.~~
 - ~~(e)~~(d) the road has an average grade of more than 5%
 - ~~(f)~~(e) the 85th percentile speed is within 10km/hr of the posted speed limit, or
 - ~~(g)~~(f) the issue is related to hoon-like behaviours or hooning which is a police-matter and as such will be referred to the Tasmanian Police.
5. Council officers make exceptions to the exemptions listed in paragraph 4 where:
 - (a) sites are within defined CBD areas, including Glenorchy, Moonah and Claremont CBDs, where large volume of pedestrian traffic is observed
 - (b) crash data for the site suggests a history of crashes that may be reduced by the installation of road humps or raised pedestrian crossing, or
 - (c) the subject road has a higher than normal incidence of unprotected road users such as pedestrians, cyclists or school children or the street width and/or proximity of dwellings to street frontage are such that there may be substantial benefit from the installation of road humps or raised pedestrian crossings.
6. The investigation will assess the social, technical, and cost implications of any installation and alternatives to manage concerns raised by the community. Together with the feedback received during the community



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engagement period, a business case will be presented at a Council meeting for a decision. The agenda item will include any budget requirements and a time frame for installation. All residents in the street will be notified of Council's decision.

7. The General Manager or Council may request a business case be presented to Council where a section of road may not meet the criteria set out in paragraph 4, but may deem that it is in the public interest to do so.
8. Council is of the view that hoon-like behaviours or hooning is a police matter, and will not consider the installation of traffic calming devices where the primary issue is to eliminate hoon-like behaviour or hooning.

PROCEDURES

This Policy will be supported by a traffic calming devices procedure, which will document the processes that Council officers will follow to assess whether the installation of traffic calming devices (such as road humps) at a particular location is appropriate, and to obtain the necessary approvals for installation to commence.

BACKGROUND

Our community demands and deserves a safe, inclusive, active, healthy and vibrant place where they can live and work. Having a safe road environment that is suitable for all the road users is very important to achieve this goal.

Council receives numerous customer requests complaining speeding, hooning or other dangerous and antisocial driving behaviour on our roads every year (average 40-50 complaints/requests received each year). It is common for residents to request that Council installs road humps, or other types of traffic calming devices, to deter such behaviours.

Traffic calming devices such as road humps are designed to lower average traffic speeds, reduce the number and severity of crashes and, in some cases, lower the volume of through traffic. Council installed a number of road humps across the municipality in the past and received mixed feedbacks from residents and road users.

Feedback received in the past from these residents who complained about speeding or requested road humps was suggesting that Council need to form a policy position and to develop a consistent and practical approach in the management of road humps and other traffic calming devices.

Despite road humps having the advantage of being largely self-enforcing and creating a visual impression that an area is not intended for speeding, it is a common misconception across Australia that road humps would eliminate individual inappropriate driving behaviour and create a better road environment.

Traffic calming devices, and particularly road humps are also the most complained about devices currently used in Australia due to the impacts experienced in areas where these devices are installed³. These unpleasant impacts experienced include:

- loss of on-street parking
- increase in noise and fumes (due to accelerating/decelerating) next to the road humps
- increased glare at night from car lights and additional street lighting
- increased maintenance costs to Council due to pavement damage and line marking renewal costs
- increase in traffic volumes in neighbouring streets
- slower access for emergency vehicles



DD Month 20##

- incompatibility with bus traffic and heavy vehicle traffic, and
- transfer of the problem elsewhere.

In fact, road humps are not designed to address individual inappropriate driving behaviour. In some cases, they may encourage dangers or antisocial driving behaviours and even lead to a more serious consequence (e.g. a hooning car losing control when encountering a road hump and crashed into nearby properties).

Based on the above, careful consideration must be given by Council when investigating if the installation of traffic calming devices, including road humps, are appropriate.

This policy outlines Council's position in terms of when, where and what to investigate and install traffic calming devices on roads under the care, control or management of Council in the Glenorchy municipality. The policy also requested a procedure to be formed to guide the investigation of whether the installation of road humps is desirable.

DOCUMENT CONTROL

Version:	23_0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v 1.0 adopted 19 December 2016 (Council meeting, Item 17) v 2.0 adopted 29 April 2019, Item 12				
Responsible Directorate	Community and Customer Services Infrastructure and Works		Controller:	Manager Customer Services Manager Engineering, Infrastructure and Design	
ECM Document No.:	#####				

COUNCIL POLICY

TRAFFIC CALMING DEVICES



PURPOSE

This policy provides clarity and consistency around the installation of traffic calming devices on roads under the care, control or management of Council, and reinforces the requirement to comply with the relevant Acts and guidelines.

SCOPE

This policy applies to any installation (or proposed installation) of traffic calming devices on roads under the care, control or management of Council in the Glenorchy municipality, and when, where, and what need to be installed.

STRATEGIC PLAN ALIGNMENT

Valuing our Environment

3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport.

STATUTORY REQUIREMENTS

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DD Month 20##

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DOCUMENT CONTROL

Version:	3.0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v 1.0 adopted 19 December 2016 (Council meeting, Item 17) v 2.0 adopted 29 April 2019 (Council meeting, Item 12)				
Responsible Directorate	Infrastructure and Works		Controller:	Manager Engineering, Infrastructure and Design	
ECM Document No.:	#####				

Schedule of Fees and Charges 2021/22

Glenorchy City Council



Charge Category	Description	Additional Info	Definition	Amount 2021/22 (exc GST)	GST Treatment (Taxable or Exempt)	Amount 2021/22 (inc GST)	Amount 2020/21 (inc GST)
	Extension of time on existing permit (Section 53(5A) application)			175.00	Exempt	175.00	159.00
	Subdivision Asset Data Collection	Number of Blocks: 1 to 5	per block	280.00	Exempt	280.00	263.00
		Number of Blocks: 6 to 20	per block	240.00	Exempt	240.00	225.00
		Number of Blocks: 20 plus	per block	220.00	Exempt	220.00	200.00
	Cash in lieu of public open space	See Part 3, Division 8 of the Local Government (Building and Miscellaneous Provisions) Act 1993		5% of the unimproved value of the land	Exempt	5% of the unimproved value of the land	5% of the unimproved value of the land
Plumbing	Cash in lieu of car parking		per space	17,478.18	Taxable	19,226.00	18,665.90
	Building Works under \$10,000 - All classes	Application for Certificate of Likely Compliance - Notice of Work, Application for Permit - Plumbing Work, assessment and Certificate of Completion for all classes. Also includes additions, alterations and amendments	per application	230.00	Exempt	230.00	222.00
	Building Works between \$10,000 and \$19,999 - All classes	Application for Certificate of Likely Compliance - Notice of Work, Application for Permit - Plumbing Work, assessment, and Certificate of Completion for all classes. Also includes additions, alterations and amendments	per application	345.00	Exempt	345.00	332.00
	Building Works \$20,000 and over (Classes 1, 10 and multi unit development)	Class 10 - Application for Certificate of Likely Compliance - Notice of Work, Application for Permit - Plumbing Work, assessment, and Certificate of Completion for all classes. Also includes additions, alterations and amendments Where work associated with a Class 10 development is commercial in nature or consists of civil hydraulic works assessment, plumbing fees will be aligned to the Classes 2 to 9 fee schedule	per application	710.00	Exempt	710.00	683.00
		Class 1 or Classes 1 and 10 - Application for Certificate of Likely Compliance - Notice of Work, Application for Permit - Plumbing Work, assessment, and Certificate of Completion for all classes. Also includes additions, alterations and amendments	per application	1,725.00	Exempt	1,725.00	1,664.00

All Charges are compliant with GST legislation and rounded to the nearest 10 cents.

Fees and Charges approved May 2021

Schedule of Fees and Charges 2021/22

Glenorchy City Council



Charge Category	Description	Additional Info	Definition	Amount 2021/22 (exc GST)	GST Treatment (Taxable or Exempt)	Amount 2021/22 (inc GST)	Amount 2020/21 (inc GST)
TO BE MODIFIED	Minor Plumbing Work where value of Building Work is over \$20,000. Applies to all building classes and categories of work	Class 1 or Classes 1 and 10 with an Onsite Waste Water Management System - Application for Certificate of Likely Compliance - Notice of Work, Application for Permit - Plumbing Work, assessment, and Certificate of Completion for all classes. Also includes additions, alterations and amendments	per application	1,980.00	Exempt	1,980.00	1,911.00
		Multi unit development	2 units	3,160.00	Exempt	3,160.00	3,061.00
			3rd and subsequent units / per unit	1,450.00	Exempt	1,450.00	1,398.00
			per application	370.00 \$600	Exempt	370.00	359.00
		Plumbing work minor in nature, could include additional fixtures in an existing building. Maximum of 3 fixtures.					
TO BE MODIFIED	Building Works \$20,000 and over (Classes 2 to 9 and demolition)	Application for Certificate of Likely Compliance - Notice of Work, Application for Permit - Plumbing Work, assessment, and Certificate of Completion for all classes. Also includes additions, alterations and amendments		\$20,000 to \$50,000	Exempt	1,450.00	1,387.00
				\$50,000 to under \$500,000	Exempt	3,050.00	2,915.00
				\$500,000 to under \$5,000,000	Exempt	6,350.00	6,150.00
				\$5,000,000 and above. ** Fee includes a minimum of 10 plumbing inspections. Any additional inspections will be charged at \$200.00 each	Exempt	13,950.00	13,530.00
TO BE REMOVED	Category 2B Plumbing Work - Post Notification	Notification plumbing work has been completed, as constructed plans received		Fee as per normal charges, but determined by difference between the original and new value of works	Exempt	Fee as per normal charges, but determined by difference between the original and new value of works	Fee as per normal charges, but determined by difference between the original and new value of works
	Amended Plans	Difference in Cost of Works = Relevant Fee		Normal application fees apply based on total project cost	Exempt	Normal application fees apply based on total project cost	Fee as per normal charges, but determined by difference between the original and new value of works

Schedule of Fees and Charges 2021/22

Glenorchy City Council

Normal application fees apply based on total project cost



Charge Category	Description	Additional Info	Definition	Amount 2021/22 (exc GST)	GST Treatment (Taxable or Exempt)	Amount 2021/22 (inc GST)	Amount 2020/21 (inc GST)
TO BE MODIFIED	Staged Plumbing Permits	1st stage		250.00	Exempt	250.00	229.00
		Each subsequent stage		190.00	Exempt	190.00	178.00
	Automatic Control Device	Approval and registration. Includes Testable Backflow Prevention Devices	assessment and registration of 1 device	130.00	Exempt	130.00	-
		Permit and registration. Administration of testable backflow prevention devices will be subject to this fee structure whether subject to an existing Special Plumbing Permit or future Plumbing Permit	assessment and registration of 2 - 5 devices	200.00	Exempt	200.00	-
TO BE MODIFIED			assessment and registration of 6 - 10 devices	450.00	Exempt	450.00	-
			assessment and registration of 11+ devices	700.00	Exempt	700.00	-
	Finalising existing Plumbing Permits	Includes inspections and issue of documentation for works (applications) not completed within 2 years	per permit	216.00	Exempt	216.00	216.00
	Work without a Plumbing Permit	If work NOT undertaken by current owner (signed Statutory Declaration required)			Taxable	Refer to the above normal application fees for plumbing permits under each classes	Refer to the above normal application fees for plumbing permits under each classes
Property Assets		Work undertaken by current owner			Taxable	Refer to the above normal application fees for plumbing permits under each classes	Refer to the above normal application fees for plumbing permits under each classes
	Road Opening Permits	Long Term	weekly permits	400.00	Exempt	400.00	350.00
		Short Term	per service connection	200.00	Exempt	200.00	160.00
	Abbotsfield Park		per hour	30.90	Taxable	34.00	32.30
	Cadbury's 1 and 2 Ground		per hour	30.90	Taxable	34.00	32.30
	Early Street Reserve - No 1 Ground		per hour	35.45	Taxable	39.00	37.70
	Early Street Reserve - No 2 Ground		per hour	30.90	Taxable	34.00	32.30
	KGV		per hour	55.45	Taxable	61.00	59.20
	Prince of Wales Bay - No 1, 2 and 3 Ground		per hour	30.90	Taxable	34.00	32.30
	Shoobridge Park		per hour	30.90	Taxable	34.00	32.30
	North Chigwell Oval		per hour	30.90	Taxable	34.00	32.30
	Collinsvale Oval		per hour	30.90	Taxable	34.00	32.30
	Cadbury Tennis Courts		per hour	5.45	Taxable	6.00	5.40
	Montrose Tennis Courts		plus refundable key deposit	61.81	Taxable	68.00	65.30
TO BE ADDED TO PLUMBING		Daylight hours	per hour	5.45	Taxable	6.00	5.30
		All other hours	per hour	9.09	Taxable	10.00	9.70
	Bootcamp / PT / Fitness Activities	Reserves	per hour	11.81	Taxable	13.00	11.90

TO BE ADDED TO PLUMBING

Extension of time for Plumbing Permit after 24 months from issue of Permit

Administration

per year thereafter

190.00

Exempt

190.00

178.00

Schedule of Fees and Charges 2021/22

Glenorchy City Council



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		Number of Blocks: 20 plus	per block	220.00	Exempt	220.00	200.00
	Cash in lieu of public open space	See Part 3, Division 8 of the Local Government (Building and Miscellaneous Provisions) Act 1993		5% of the unimproved value of the land	Exempt	5% of the unimproved value of the land	5% of the unimproved value of the land
Plumbing	Cash in lieu of car parking		per space	17,478.18	Taxable	19,226.00	18,665.90
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			3rd and subsequent units / per unit	1,450.00	Exempt	1,450.00	1,398.00
			Multi unit development				
	Minor Plumbing Work where value of Building Work is over \$20,000. Applies to all building classes and categories of work	Plumbing work minor in nature, could include additional fixtures in an existing building - maximum of 3 fixtures	per application	600.00	Exempt	600.00	359.00
	Building Works \$20,000 and over (Classes 2 to 9 and demolition)	Application for Certificate of Likely Compliance - Notice of Work, Application for Permit - Plumbing Work, assessment, and Certificate of Completion for all classes. Also includes additions, alterations and amendments					
				1,450.00	Exempt	1,450.00	1,387.00
				3,050.00	Exempt	3,050.00	2,915.00
				6,350.00	Exempt	6,350.00	6,150.00
		\$5,000,000 and above: ** Fee includes a minimum of 10 plumbing inspections. Any additional inspections will be charged at \$200.00 each		13,950.00	Exempt	13,950.00	13,530.00
Amended Plans		Difference in Cost of Works = Relevant Fee		Normal application fees apply based on total project cost	Exempt	Normal application fees apply based on total project cost	Fee as per normal charges, but determined by difference between the original and new value of works

Schedule of Fees and Charges 2021/22

Glenorchy City Council



Charge Category	Description	Additional Info	Definition	Amount 2021/22 (exc GST)	GST Treatment (Taxable or Exempt)	Amount 2021/22 (inc GST)	Amount 2020/21 (inc GST)
Property Assets	Staged Plumbing Permits	1st stage		Normal application fees apply based on total project cost	Exempt	#VALUE!	229.00
		Each subsequent stage		190.00	Exempt	190.00	178.00
	Automatic Control Device	Approval and registration. Includes Testable Backflow Prevention Devices	assessment and registration of 1 device	130.00	Exempt	130.00	-
		Permit and registration. Administration of testable backflow prevention devices will be subject to this fee structure whether subject to an existing Special Plumbing Permit or future Plumbing Permit	assessment and registration of 2 - 5 devices	200.00	Exempt	200.00	-
			assessment and registration of 6 - 10 devices	450.00	Exempt	450.00	-
			assessment and registration of 11 + devices	700.00	Exempt	700.00	-
	Finalising existing Plumbing Permits	Includes inspections and issue of documentation for works (applications) not completed within 2 years	per permit	216.00	Exempt	216.00	216.00
	Work without a Plumbing Permit	If work NOT undertaken by current owner (signed Statutory Declaration required)		Refer to the above normal application fees for plumbing permits under each classes	Taxable	Refer to the above normal application fees for plumbing permits under each classes	Refer to the above normal application fees for plumbing permits under each classes
		Work undertaken by current owner		Double of the above normal application fees for plumbing permits under each classes	Taxable	Double of the above normal application fees for plumbing permits under each classes	Double of the above normal application fees for plumbing permits under each classes
	Extension of time for Plumbing Permit after 24 months from issue of Permit	Administration	per year thereafter	190.00	Exempt	190.00	178.00
Reserves - casual hire only (Junior casual hire half of stated rate)	Road Opening Permits	Long Term	weekly permits	400.00	Exempt	400.00	350.00
		Short Term	per service connection	200.00	Exempt	200.00	160.00
	Abbotsfield Park		per hour	30.90	Taxable	34.00	32.30
	Cadbury's 1 and 2 Ground		per hour	30.90	Taxable	34.00	32.30
	Early Street Reserve - No 1 Ground		per hour	35.45	Taxable	39.00	37.70
	Early Street Reserve - No 2 Ground		per hour	30.90	Taxable	34.00	32.30
	KGV		per hour	55.45	Taxable	61.00	59.20
	Prince of Wales Bay - No 1, 2 and 3 Ground		per hour	30.90	Taxable	34.00	32.30
	Shoobridge Park		per hour	30.90	Taxable	34.00	32.30
	North Chigwell Oval		per hour	30.90	Taxable	34.00	32.30
Reserves	Collinsvale Oval		per hour	30.90	Taxable	34.00	32.30
	Cadbury Tennis Courts		per hour	5.45	Taxable	6.00	5.40
			plus refundable key deposit	61.81	Taxable	68.00	65.30
	Montrose Tennis Courts	Daylight hours	per hour	5.45	Taxable	6.00	5.30
		All other hours	per hour	9.09	Taxable	10.00	9.70
	Bootcamp / PT / Fitness Activities	Reserves	per hour	11.81	Taxable	13.00	11.90

Attachment 1



Monthly Financial Performance Report

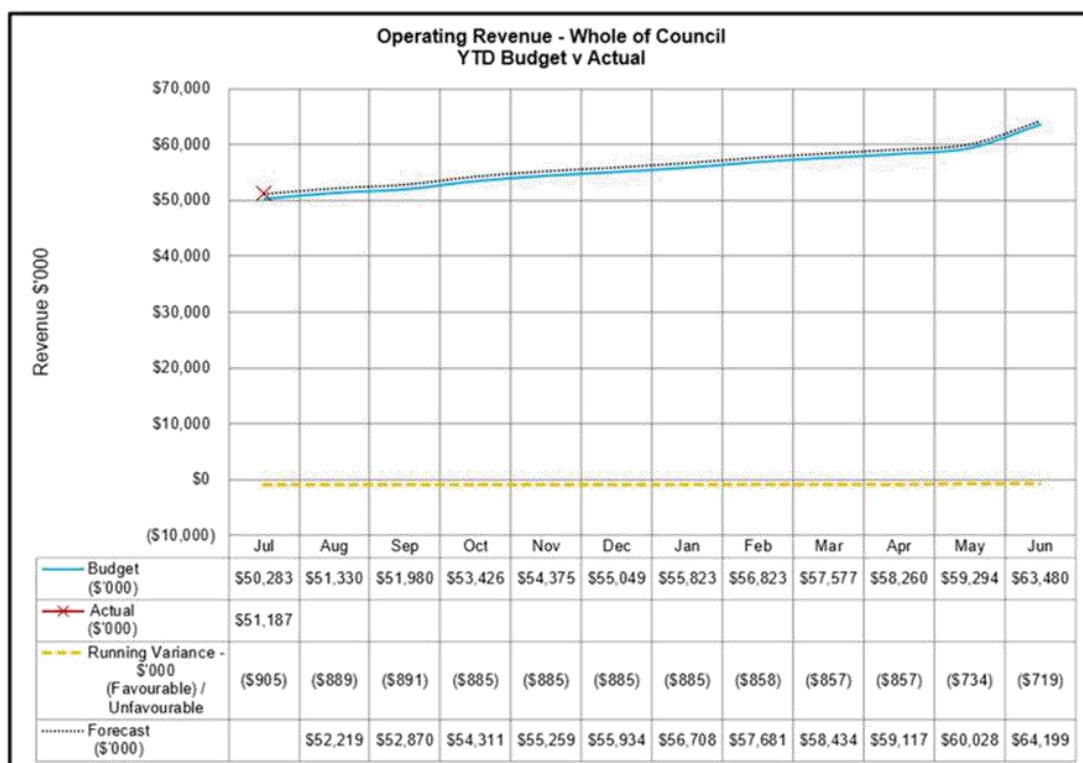
For the year-to-date ending 31 July 2021

Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 31 July 2021					
Year-to-Date (YTD)	Note	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000	2022 Variance Actual to Budget
Operating Revenue					
Rates	1	42,777	43,143	39,893	↑
User charges and licences	2	6,732	7,071	6,504	↑
Interest	3	4	(2)	8	↓
Grants	4	755	958	335	↑
Contributions - cash	5	3	-	4	↑
Investment income from TasWater	6	-	-	-	↔
Other income	7	12	18	4	↓
Total Operating Revenue		50,283	51,187	46,748	↑
Operating Expenditure					
Employment costs	8	1,714	1,660	1,655	↓
Materials and services	9	2,006	1,722	1,223	↓
Depreciation and amortisation	10	1,360	1,367	1,163	↑
Finance costs	11	10	(5)	-	↓
Assets written off	12	-	-	-	↔
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	58	112	209	↑
Total Operating Expenditure		5,149	4,855	4,250	↓
Total Operating Surplus/(Deficit)		45,134	46,332	42,498	↑
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	-	-	↔
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(19)	28	9	↑
Capital grants received specifically for new or upgraded assets	17	800	2,217	500	↑
Total Non-Operating Revenue		781	2,245	509	↑
Total Surplus/(Deficit)		45,915	48,578	43,007	
Capital Budget					
Economic Stimulus		157	(72)		
Transport		360	203		
Property		908	552		
Plant & Equipment		6	-		
Fleet		-	-		
Stormwater		74	70		
ICT & Other					
Total Capital Budget	18	1,505	753		↓

Attachment 1

Operating Revenue – Whole of Council – \$ YTD Accumulative by Month

**Note 1 – Rates Revenue**

Favourable to budget as revenue includes full year rates revenue with a small allowance for supplementary valuation movement during the year

Note 2 – User Charges and Licences Revenue

Favourable to budget by \$339k due to ongoing increased activity in Building and Development (\$58k), Waste charges (\$191k) and the timing of Food Licences (\$117k) offset by reductions in animal registration fees (\$35k) and landfill charges (\$55k)

Note 3 – Interest on Investments

Materially in line with budget for the period

Note 4 – Operating Grants

Favourable to budget by \$203k as a result of the carryover of unspent grants from the prior financial year

Note 5 – Contributions

Nil to date

Note 6 – TasWater Income

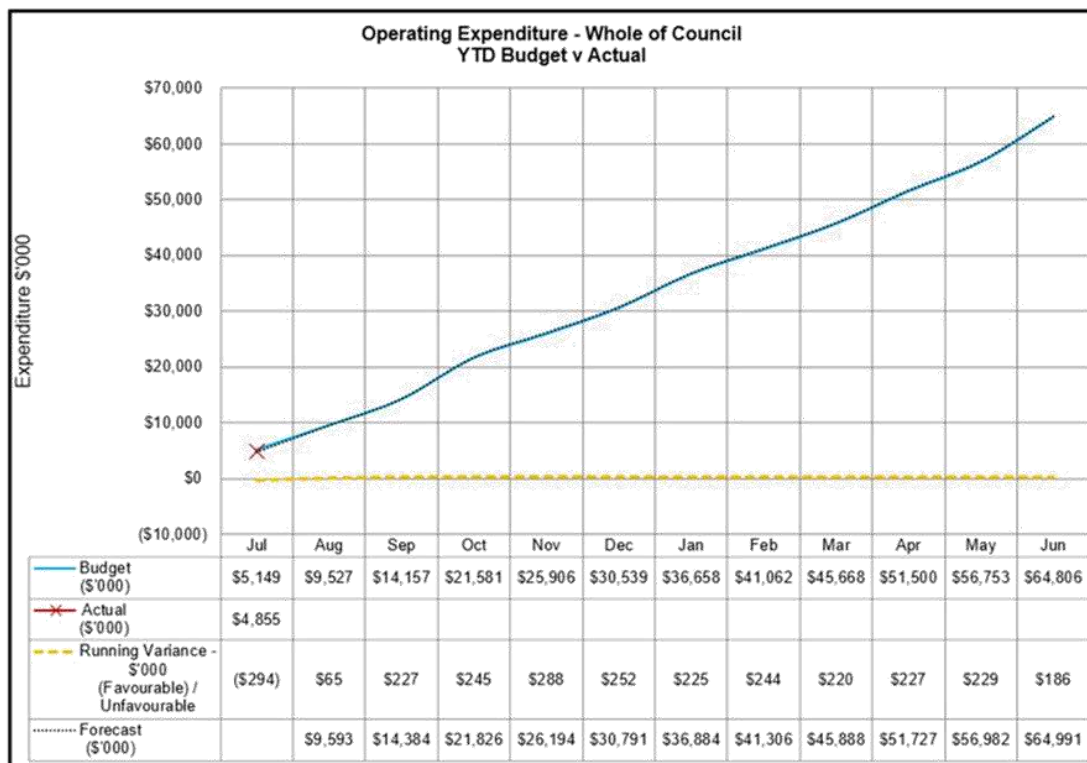
Nil to date

Note 7 – Other Income

Materially in line with budget for the period

Attachment 1

Operating Expenditure – Whole of Council – \$ YTD Accumulative by Month

**Note 8 – Employment Costs**

Favourable to budget by \$54k as a result of unfilled vacancies during the month, together with accrual movement.

Note 9 – Materials and Services Expenditure

Favourable to budget by \$284k due to the timing of actual expenditure versus accrual reversals

Note 10 – Depreciation and Amortisation

Materially in line with budget for the period

Note 11 – Finance Costs

Materially in line with budget for the period

Note 12 – Assets Written Off

Nil to date

Note 13 – Bad and Doubtful Debts

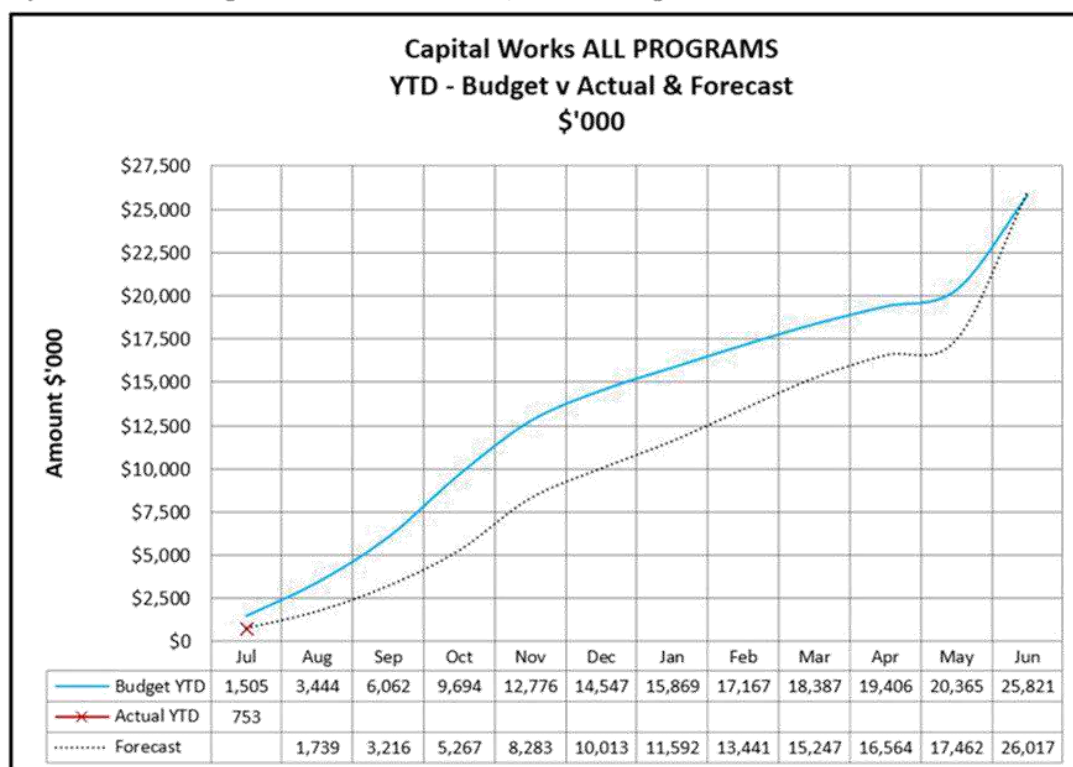
Nil to date

Note 14 – Other Expenses

Unfavourable to budget by \$54k due to the timing of actual expenditure versus accrual reversals

Attachment 1

Capital Works - Budget v Actual v Forecast - \$ YTD All Programs

**Note 15 – Contributions – Non Monetary Assets**

Nil to date

Note 16 – Gain or Loss on Disposal of Fixed Assets

Materially in line with budget to date

Note 17– Capital Grants

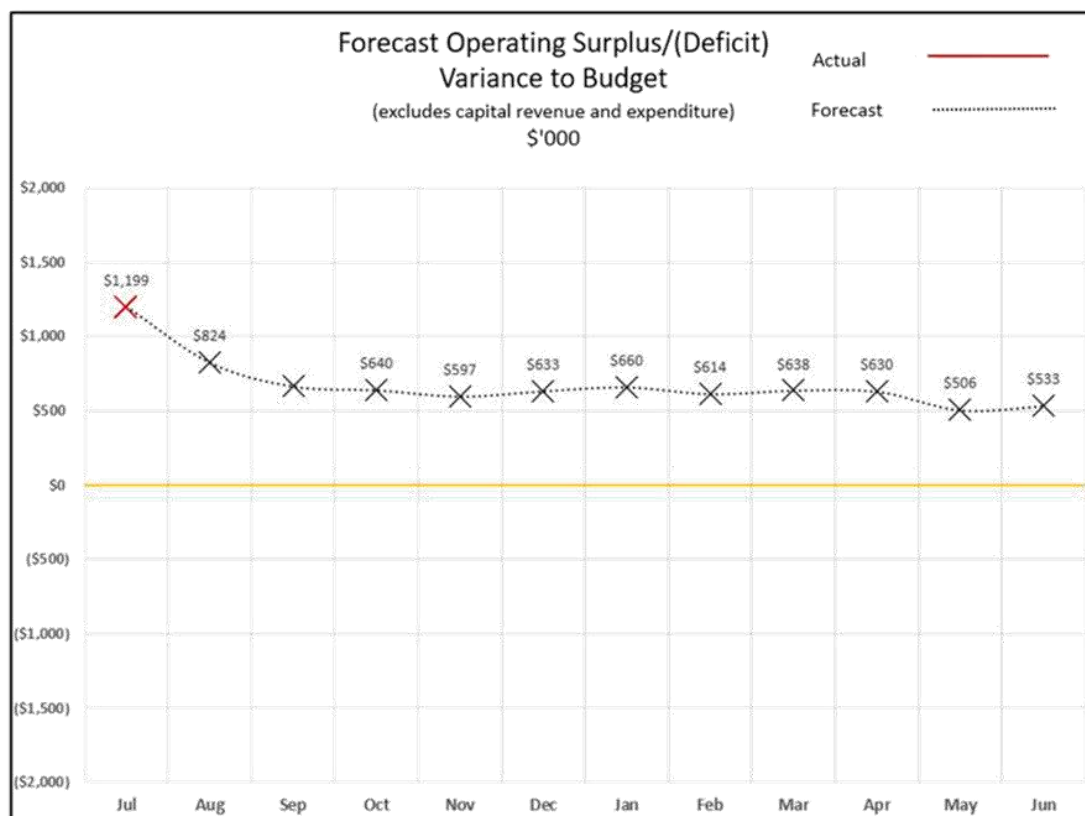
Favourable to budget by \$1.4m as a result of unspent capital grants from the prior financial year carried forward.

Note 18 – Capital Works Program

Unfavourable to budget by \$752k due to timing of expenditure in the first month of the financial year

Attachment 1

Operating Forecast to 30 June 2022



Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Councils financial position which may result in differences to previously reported charts.

Adjustments to amounts previously reported

There are instances where ledger adjustments are required in respect of amounts reported in prior months. Any adjustments will be visible when comparing current versus previous "Whole of Council Revenue and Expenditure" reports.