

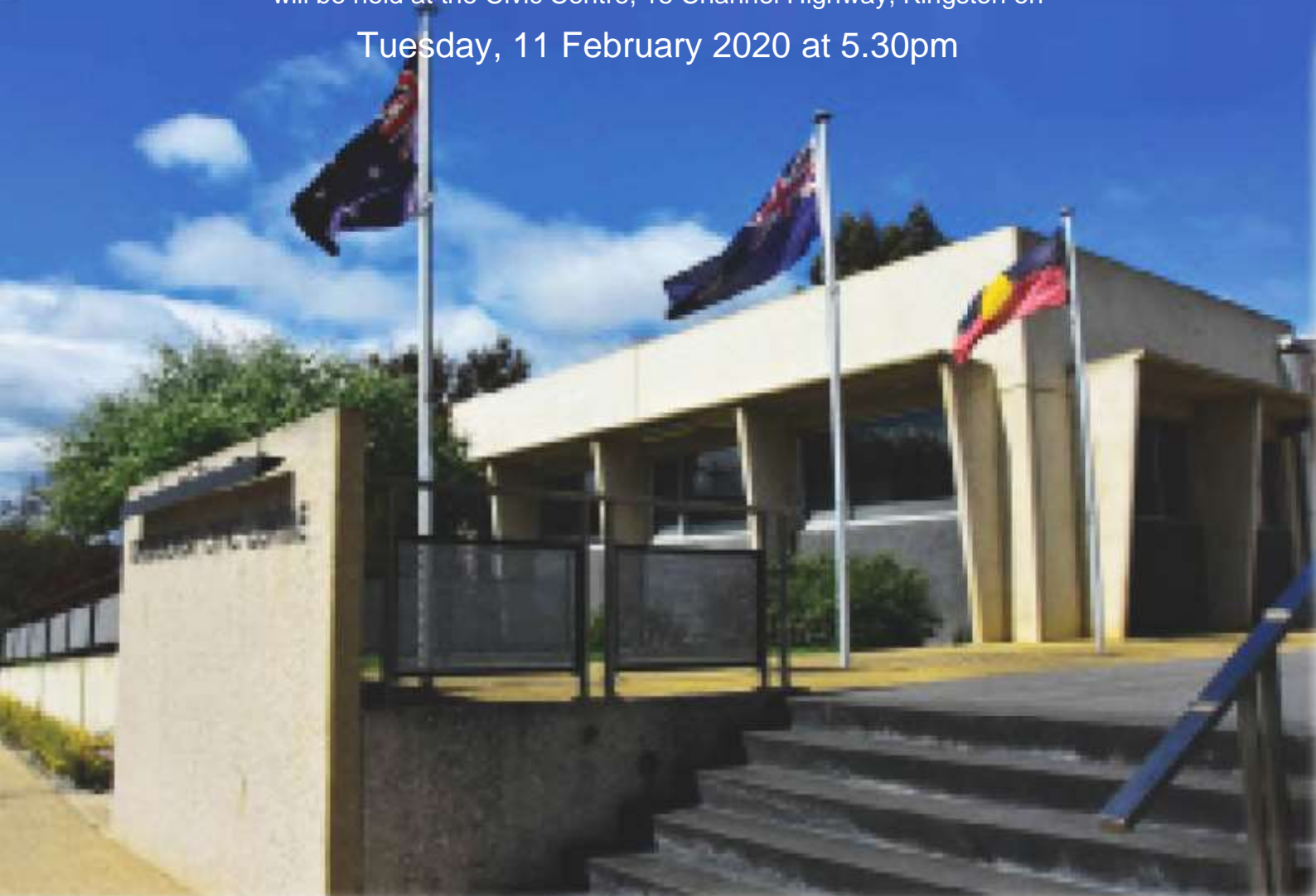


PUBLIC AGENDA

This Agenda is provided for the
assistance and information of members
of the public.

COUNCIL MEETING AGENDA

NOTICE is hereby given that an Ordinary meeting of the Kingborough Council
will be held at the Civic Centre, 15 Channel Highway, Kingston on
Tuesday, 11 February 2020 at 5.30pm



Kingborough Councillors 2018 - 2022



Mayor
Councillor Dean Winter



Deputy Mayor
Councillor Jo Westwood



Councillor Sue Bastone



Councillor Gideon Cordover



Councillor Flora Fox



Councillor David Grace



Councillor Amanda Midgley



Councillor Christian Street



Councillor Steve Wass



Councillor Paula Wriedt

QUALIFIED PERSONS

In accordance with Section 65 of the *Local Government Act 1993*, I confirm that the reports contained in Council Meeting Agenda No. 3 to be held on Tuesday, 11 February 2020 contain advice, information and recommendations given by a person who has the qualifications or experience necessary to give such advice, information or recommendations.

A handwritten signature in dark ink, appearing to read 'Gary Arnold', is positioned above the printed name.

Gary Arnold
GENERAL MANAGER

Wednesday, 5 February 2020

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GUIDELINES FOR PUBLIC QUESTIONS

Section 31 of the *Local Government (Meeting Procedures) Regulations 2015*

Questions from the public may either be submitted to the General Manager in writing or asked verbally at an Ordinary Council meeting. Any question asked must only relate to the activities of Council [Section 31(2)(b)].

This guideline is provided to assist the public with the requirements of Public Question Time as set out in the *Local Government (Meeting Procedures) Regulations 2015* as well as determinations made by Council. You are reminded that the public question forum is designed to accommodate questions only and neither the questions nor answers will be debated.

Questions on Notice

Written questions on notice must be received at least seven (7) days before an Ordinary Council meeting [Section 31(1)] and must be clearly headed 'Question/s on Notice'. The period of 7 days includes Saturdays, Sundays and statutory holidays but does not include the day on which notice is given or the day of the Ordinary Council meeting [Section 31(8)].

Questions Without Notice

The Chairperson of an Ordinary Council meeting must ensure that, if required, at least 15 minutes is made available for public questions without notice [Section 31(3)]. A question without notice must not relate to any matter that is listed on the agenda for that meeting.

A question by any member of the public and an answer to that question is not to be debated at the meeting [Section 31(4)]. If a response to a question cannot be provided at the meeting, the question will be taken on notice and will be included in the following Ordinary Council meeting agenda, or as soon as practicable, together with the response to that question.

There is to be no discussion, preamble or embellishment of any question asked without notice, and the Chairperson may require that a member of the public immediately put the question.

The Chairperson can determine whether a question without notice will not be accepted but must provide reasons for refusing to accept the said question [Section 31 (6)]. The Chairperson may require a question without notice to be put on notice and in writing.

The Chairperson may rule a question inappropriate, and thus inadmissible if in his or her opinion it has already been asked, is unclear, irrelevant, offensive or relates to any matter which would normally be considered in Closed Session. The Chairperson may require that a member of the public immediately put the question.

AGENDA of an Ordinary Meeting of Council
Kingborough Civic Centre, 15 Channel Highway, Kingston
Tuesday, 11 February 2020 at 5.30pm

1 AUDIO RECORDING

THE CHAIRPERSON WILL DECLARE THE MEETING OPEN, WELCOME ALL IN ATTENDANCE AND ADVISE THAT COUNCIL MEETINGS ARE RECORDED AND MADE PUBLICALLY AVAILABLE ON ITS WEBSITE. IN ACCORDANCE WITH COUNCIL'S POLICY THE CHAIRPERSON WILL REQUEST CONFIRMATION THAT THE AUDIO RECORDING HAS COMMENCED.

2 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

THE CHAIRPERSON WILL ACKNOWLEDGE THE TRADITIONAL CUSTODIANS OF THIS LAND, PAY RESPECTS TO ELDERS PAST AND PRESENT, AND ACKNOWLEDGE TODAY'S TASMANIAN ABORIGINAL COMMUNITY.

3 ATTENDEES

Councillors:

Mayor Councillor D Winter
Deputy Mayor Councillor J Westwood
Councillor S Bastone
Councillor G Cordover
Councillor D Grace
Councillor F Fox
Councillor A Midgley
Councillor C Street
Councillor S Wass
Councillor P Wriedt

Staff:

4 APOLOGIES

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the open session of the Council Meeting No. 2 held on 28 January 2020 be confirmed as a true record.

6 WORKSHOPS HELD SINCE LAST COUNCIL MEETING

3 February - Playground Strategy

7 DECLARATIONS OF INTEREST

In accordance with Regulation 8 of the *Local Government (Meeting Procedures) Regulations 2015* and Council's adopted Code of Conduct, the Mayor requests Councillors to indicate whether they have, or are likely to have, a pecuniary interest (any pecuniary benefits or pecuniary detriment) or conflict of interest in any item on the Agenda.

8 TRANSFER OF AGENDA ITEMS

Are there any items, which the meeting believes, should be transferred from open session to the closed session of this agenda or from closed session to the open session of this agenda, in accordance with the procedures allowed under Section 15 of the *Local Government (Meeting Procedures) Regulations 2015*.

9 QUESTIONS WITHOUT NOTICE FROM THE PUBLIC

10 QUESTIONS ON NOTICE FROM THE PUBLIC

10.1 Ember Attack Strategy

Ms Clare Corrigan submitted the following question on notice:

Will Kingborough Council commission a report on the value of developing an ember attack strategy for residents, given that even urban areas of Kingborough are vulnerable to ember attack in the event of a catastrophic bushfire?

Officer's Response:

Ember attack is the main cause of house loss during bushfires and is known to be responsible for over 85% of house losses during a bushfire.

Ember attack occurs when burning grass, twigs and leaves (embers) from a bushfire become airborne and set fire to items on, in and around houses that they land on. Ember attack can happen before, during and after a bushfire impacts an area.

On bad fire weather days strong winds can blow thousands of embers into and around homes and cause spot fires to ignite over distances up to 10km ahead of the main bushfire. Ember attack can occur for up to 30 minutes before the main bushfire front impacts a given house.

The greater Hobart area, including the Kingborough Municipality has long been known to be one of the most bushfire prone areas of the world. Although the risk may vary from one location to another, due to the generally steep nature of the terrain and the presence of heavily vegetated hillsides surrounding most suburbs all areas should be considered as being high risk.

Commissioning a report on the value of developing an ember attack strategy is likely to be an unnecessary duplication of existing information. The Tasmania Fire Service has conducted extensive Bushfire Risk Assessment Modelling for the whole of Tasmania, including Hobart City and the Kingborough area. High bushfire risk areas have already been identified and Community Bushfire Protection Plans and Response Plans have been developed for the highest risk communities. In addition, mapping to identify Bushfire prone areas in the Kingborough Municipality has been completed for incorporation into the Tasmanian Planning Scheme. As a result of the mapping process, the majority of land within Kingborough (more than 90%) has been identified as meeting the definition of being bushfire-prone.

Kingborough Council has also completed Bushfire Risk Modelling for Council owned land which in addition to identifying Councils highest risk locations also identifies likely fire corridors into the Municipality and the location of roads at the highest risk from bushfire.

A report on the value of developing an ember attack strategy for residents is unlikely to add much new information. Residents of Kingborough should be aware that the entire municipality is potentially at risk from ember attack and formulate their Bushfire Survival Plan. The safest plan is always to leave high risk areas early (preferably the evening before or on the morning that bad fire weather is forecast).

Money spent on commissioning a report on the value of developing an ember attack strategy would be better spent resourcing on ground bushfire mitigation actions in the municipality, conducting a roadside bushfire risk assessment or employing an additional officer to implement the actions identified in Councils Bushfire Risk Reduction Strategy.

Meg Lorang, Bushfire Management Officer

10.2 Biodiversity Offset Policy

Mr Ray Westwood submitted the following question on notice:

1. *Could Council advise of proposed or finalised amendments to the Kingborough Interim Planning Scheme 2015 that legitimises incorporated documents under the scheme such as E10 Biodiversity Code and Biodiversity Policy 6.10?*
2. *Could Council advise of any specific wording under the Scheme that legitimises application of Part 5 Agreements as specified in sections 71n and 72 of the Land Use and Planning Appeals Act 1993 as authority for cash payments for Biodiversity Offsets?*

Officer's Response:

- 1 Council officers have previously answered similar questions on this matter at Council meetings held on 11 June 2019, 12 August 2019 and 26 August 2019.

Council has legal advice that confirms that the policies and other external documents located within the Kingborough Interim Planning Scheme 2015 are all considered Incorporated Documents.

Notwithstanding, Council has commenced a house keeping amendment to the Interim Planning Scheme with respect to all incorporated documents.

The aim of the house keeping exercise is to review all Incorporated Documents to ensure they are clearly referenced, and to simplify the use and interpretation of the Scheme.

- 2 Council has legal advice that confirms that the policies and other external documents located within the Kingborough Interim Planning Scheme 2015 are all considered Incorporated Documents.

Council's legal advice applies to S3, S10, S71 and S72 of the *Land Use Planning and Approvals Act 1993* in referencing the Planning Scheme.

Tasha Tyler-Moore, Manager Development Services

11 QUESTIONS WITHOUT NOTICE FROM COUNCILLORS

12 QUESTIONS ON NOTICE FROM COUNCILLORS

12.1 Lack of Lighting near the Middleton Hall

At the Council meeting on 28 January 2020, **Cr Bastone** asked the following questions without notice to the General Manager, with a response that the questions would be taken on notice:

At the Middleton Hall there is a carpark and from the carpark there is a path that leads up to the hall. In Winter this is particularly dark and I'm wondering if the Council will be able to see it's way clear to putting some sort of lighting on this path. It is used regularly by the South Channel Garden Club which has 40 regular attendees and a membership of 140 people and it's quite dangerous at night.

Officer's Response:

The option of improved lighting will be investigated further.

David Reeve, Executive Manager Engineering Services

12.2 Sculptures

In a report from the Urban Design Officer, he says that the placement of Council acquired art works, including from the Birch's Bay Farm Sculpture Trail within the public domain across Kingborough, they will shortly be installed in the streetscapes adjacent to the Kingborough Hub. I noticed that one of the sculptures has been taken from the waste transfer station where it has greatly admired, it is now outside the Hub. But I'm more concerned with, where is the one that the Mayor bought last July, the fish?

Officer's Response:

The Tin Tuna sculpture is housed at the Kingborough Community Hub awaiting its future location. Council paid for the sculpture in June 2019.

Scott Basham, Manager Compliance & Community Development

At the Council meeting on 28 January 2020, **Cr Grace** asked the following questions without notice to the General Manager, with a response that the questions would be taken on notice:

12.3 Longley Park

The grounds were mowed quite good but I noticed these weeds and I don't know whether they are poppies or what they were but they are obviously a weed. What control is Council taking on their own reserves?

Officer's Response:

Within reserves, many weeds can be managed by regular mowing and so our control efforts focus on containing the spread of the weeds around the edge of the reserve beyond the reach of the mower. Council has dedicated Weed Officers that focus on declared weeds and environmental weeds that are capable invaders and can have a detrimental impact on the natural values of Kingborough.

In the context of Longley Reserve, it is likely the "poppies" are actually oxeye daisy. It is a non-declared weed and is widespread in the area. Council staff have focussed on spraying Californian Thistle, a high priority in the Weed Management Strategy, and other high priority weeds such as Darwin's Barberry, Holly, and Seeding Willow.

David Reeve, Executive Manager Engineering Services

12.4 Sealing of Harvey Road

There was a sub-division of lots lodged for that particular road some years ago. It was part of that request that the sub-divider seal the road up to his sub-division. I understood that the same condition applied to these units that have been built some 12 months ago and I've not yet seen any sealing of the road. Was it part of their condition when they lodged for the units?

Officer's Response:

I believe that Councillor Grace meant to refer to 'William Carte Drive' (not Harvey Road), as that is the road that the new cabin development behind the Bruny Island Hotel is accessed from. The planning permit referred to (DA-2017-369) that allowed the cabin development did not include a requirement for the road to be sealed by the developer.

Tasha Tyler-Moore, Manager Development Services

12.5 Caravans at Bruny Island Hotel

Was the hotel prosecuted for having caravans on the site and can we have a report on that?

Officer's Response:

Council has not prosecuted Bruny Island Hotel for any Planning non-compliance matters, including in relation to allegations about caravans parking on the site.

Tasha Tyler-Moore, Manager Development Services

12.6 Fencing at the Playground, Kettering

As regards the question raised about the panel fence at Kettering football ground, it must have cost money to build it in the first place, at what cost and who paid for the fence? We need to know that before it's all of a sudden demolished.

Officer's Response:

The cost of the original fence was \$760, however, there is no intention to demolish this fence but rather to modify the fence to improve visibility to the playground.

David Reeve, Executive Manager Engineering Services

Cr Cordover submitted the following question on notice:

12.7 Kingborough Youth NEET

What is the estimated number of young people (aged 15-24) living in Kingborough who are not currently in education, employment or training?

Officer's Response:

Current data specific to Kingborough pertaining to the number of young people not in education, employment or training is not available (this has been confirmed by the Youth Network of Tasmania).

The most recent ABS data for Australia from 2018 indicates that 9.4% of females and 8.6% of males aged 15–24 were NEET. The rate of NEET youth increases with age—in 2018, 5.5% of people aged 15–19 were NEET, compared with 12% of those aged 20–24 (ABS 2019). Youth NEET rates also differ by remoteness, with higher rates observed in more remote areas. Reasons for these regional differences include the concentration of education or employment opportunities and higher mobility in major cities (OECD 2016). In 2018:

- 7.8% of youth in *Major cities* were NEET
- 11.6% of youth in *Inner regional* areas were NEET
- 14.3% of youth in *Outer regional* areas were NEET
- 9% of youth in *Remote and very remote* areas were NEET (ABS 2018).

Extrapolating from the above figures suggests that there could be around 500 young people in Kingborough who are currently not in education, employment or training but this is a very rough estimate.

Daniel Smee, Executive Manager Governance & Community Services

PLANNING AUTHORITY IN SESSION

13 OFFICERS REPORTS TO PLANNING AUTHORITY

13.1 DELEGATED AUTHORITY FOR THE PERIOD 15 JANUARY 2020 TO 28 JANUARY 2020

File Number: 17.170

Author: Tasha Tyler-Moore, Manager Development Services

The following are matters that have received delegated approval from the Manager – Development Services for the period 15 January 2020 to 28 January 2020.

DEVELOPMENT APPLICATIONS FOR PERMITTED DEVELOPMENT/USE		
DA-2018-580	Mr G & Mrs R Pepper Unit 6/30 Caladium Place BLACKMANS BAY	Extension to dwelling (roof over existing deck)
DA-2019-689	Mrs K & Mr R Gorman 22 Cleveland Rise LUNAWANNA	Change of use from residential to visitor accommodation
DEVELOPMENT APPLICATIONS FOR DISCRETIONARY DEVELOPMENT/USE		
DA-2017-427	Ronald Young & Co Builders P/L 54 Wootten Drive BONNET HILL	Dwelling
DA-2019-54	Mr E Brightman Lot 2/3956 Channel Highway FLOWERPOT	Dwelling and outbuilding (shed), and access
DA-2019-332	MCE Building Design 243 Lighthouse Road SOUTH BRUNY	Access road upgrade
DA-2019-340	Mr M E Way 5 Simpsons Bay Road SOUTH BRUNY	Animal petting farm
DA-2019-393	Wilson Homes Tasmania P/L 86A Ferry Road KETTERING	Dwelling at 86A Ferry Road and access works over 86B Ferry Road
DA-2019-596	Mr A Gifford 32 McKenzies Road LESLIE VALE	Extension to existing dwelling (verandah) and outbuilding (shed)
DA-2019-608	Mr M Proctor & Ms M Armsby Unit 1/78 Davies Road LOWER SNUG	Extension to dwelling
DA-2019-612	Ireneinc Planning 117 Wingara Road HOWDEN	Use of existing building for dwelling and visitor accommodation

DA-2019-614	Designful 200 Bruny Island Main Road NORTH BRUNY	Alteration and extension to dwelling and installation of new water tanks
DA-2019-616	G Hills & Partners Architects 28-30 Graham Street ELECTRONA	Extension to dwelling (patio roof)
DA-2019-622	Ms R & Mr J Boucher 95 Frosts Road MARGATE	Extension and alteration to dwelling
DA-2019-628	Mr D & Mrs J Halton 76A Ferry Road KETTERING	Dwelling, outbuilding (shed) and visitor accommodation
DA-2019-641	Cunic Homes 33 Apolline Drive KINGSTON	Dwelling
DA-2019-644	Mr S R Cuthbertson 73 Redwood Road KINGSTON	Two multiple dwellings (one existing)
DA-2019-659	University of Tasmania 'Tas Aquaculture and Fisheries Institute', 41 Nubeena Crescent TAROONA	New roof over existing building (fish tank level)
DA-2019-663	Another Perspective 35 Hillview Drive MARGATE	Dwelling
DA-2019-666	Ms K Oates 16 Open Drive SNUG	Extension and alterations to dwelling
DA-2019-670	Systembuilt Homes 2 Dollery Drive KINGSTON	Construction of an ancillary unit and demolition of existing outbuilding (shed)
DA-2019-672	Ronald Young & Co Builders P/L 46 Eldridge Drive KINGSTON	Dwelling
DA-2019-677	Mr D & Mrs P Stratton 24 Beach Road MIDDLETON	Outbuilding (carport)
DA-2019-685	Mr N Smith 15 Endeavour Place ADVENTURE BAY	Outbuilding (garage), 2000 litre water tank and driveway extensions
DA-2019-697	Henry Design & Consulting P552 Cloudy Bay Road CLOUDY BAY	Outbuilding (shed)
DA-2019-704	Wilson Homes Tasmania P/L 5 Homestead Place KINGSTON	Dwelling

DEVELOPMENT APPLICATIONS FOR SUBDIVISION		
DAS-2019-10	PDA Surveyors 24 Beach Road SNUG	Subdivision of one lot and balance
DEVELOPMENT APPLICATIONS FOR STAGED DEVELOPMENT SCHEME		
STG-2019-36	Mr T I Butler 233 Roslyn Avenue BLACKMANS BAY	Staged development scheme – two stages
DEVELOPMENT APPLICATIONS FOR MINOR AMENDMENTS TO PERMIT		
DA-2016-253	Mr F H Triffitt 16 Matthew Flinders Drive ALONNAH	Amendment to change orientation of building by 180°
DA-2018-44	Sally Fracalossi 17 Caladium Place BLACKMANS BAY	Amendment to undertake additional excavation to enable stairs adjacent to alfresco area and larger area of flat open space

RECOMMENDATION

That the report be noted.

ATTACHMENTS

Nil

13.2 KINGBOROUGH DRAFT LOCAL PROVISIONS SCHEDULE

File Number: 17.228

Author: Tony Ferrier, Deputy General Manager

Authoriser: Gary Arnold, General Manager

Strategic Plan Reference

Key Priority Area: 3 Sustaining the natural environment whilst facilitating development for our future.

Strategic Outcome: 3.4 Best practice land use planning systems are in place to manage the current and future impacts of development.

1. PURPOSE

- 1.1 The purpose of this report is to seek Council's endorsement of the revised zoning maps in the Kingborough draft Local Provisions Schedule (LPS) for submission to the Tasmanian Planning Commission (TPC).

2. BACKGROUND

- 2.1 At the Council meeting held on 9 December 2019, Council endorsed the draft LPS in accordance with section 35(1) of the *Land Use Planning and Approvals Act 1993* (LUPAA) – Minute C796/24-19 refers.

3. STATUTORY REQUIREMENTS

- 3.1 The preparation of the Kingborough draft LPS is being undertaken in accordance with the process within Part 3A of LUPAA – as described in the previous report to Council.

4. DISCUSSION

- 4.1 Following the Council decision, the draft LPS was forwarded to the TPC for review. In discussion with the Commission, Council staff identified that there had been a computer error in the translation of the zoning data to the coloured maps. This mainly related to land parcels which should have been zoned as Landscape Conservation. There is no clear explanation as to what happened with the database, though most of the affected parcels were zoned as Environmental Living in the current Kingborough Interim Planning Scheme.
- 4.2 That said, there were some others that were zoned as Rural Living or Rural Resource and the land parcels themselves were a mix of small slithers of land (mainly split road casements) and some larger parcels. It appeared that there was some form of programming error that resulted in these parcels being coloured incorrectly on the printed maps, despite the database itself showing the correct zone. There are about 350 land parcels affected and they have now all been individually rectified.
- 4.3 While the TPC has the correct data set and can reproduce the correct plans, it is clear that the PDF version that Council previously endorsed is wrong in this particular regard. This has been a technical correction is technical and does not involve any changes to the supporting report or the original zoning maps as intended. It is only the hard copy zoning maps that needed to be corrected. The

Code overlay maps are quite suitable for public exhibition. An updated version of the zoning maps now accompanies this report..

- 4.4 In making these corrections, Council suggested to the TPC that it might also be an opportunity to update the base cadastre on which the zoning maps are based. The TPC's normal requirement is that Council use the latest version and the one that had been used dated back to March 2019. The cadastre is the state-based GIS layer that shows all of the property boundaries and is constantly changing – a new version is issued by the government every week.
- 4.5 This updating of the cadastre has required many very small changes involving minute slithers of land. They are essentially geometric issues in the GIS involving small title overlaps, gaps or other anomalies that need to be corrected. These corrections are not changing the zoning of any substantial parcels of land or the original intent for how the land was zoned. A similar updating of the cadastre and zoning maps will be required later in the LPS's statutory process before the final approval.
- 4.6 As a result of these many small corrections, the TPC has required that a new set of maps in PDF format be provided and that they be endorsed by Council in accordance with section 35(1) of LUPAA. The legislation requires the "planning authority" to submit the draft LPS and so it was necessary that the revised zoning maps be endorsed by way of a formal decision by the Council.

5. FINANCE

- 5.1 There are no financial implications associated with the current proposal to endorse the revised LPS zoning maps.

6. ENVIRONMENT

- 6.1 There are no environmental implications associated with the current proposal to endorse the revised LPS zoning maps

7. COMMUNICATION AND CONSULTATION

- 7.1 Councils are required to submit their draft LPS to the TPC for consideration prior to the public exhibition and assessment process. Following this initial assessment by the TPC, the Kingborough draft LPS will be placed on public exhibition for a 60 day period and members of the public will have the opportunity to make written representations.

8. RISK

- 8.1 There are no specific risks in proceeding with this particular matter. The endorsement of the revised zoning maps is being done to correct mapping errors.

9. CONCLUSION

- 9.1 A number of mapping errors have been identified as a result of how the zoning data was translated within the GIS and because of the need to update the underlying cadastre. It is now necessary for the new zoning maps to be endorsed in accordance with the legislative requirements.

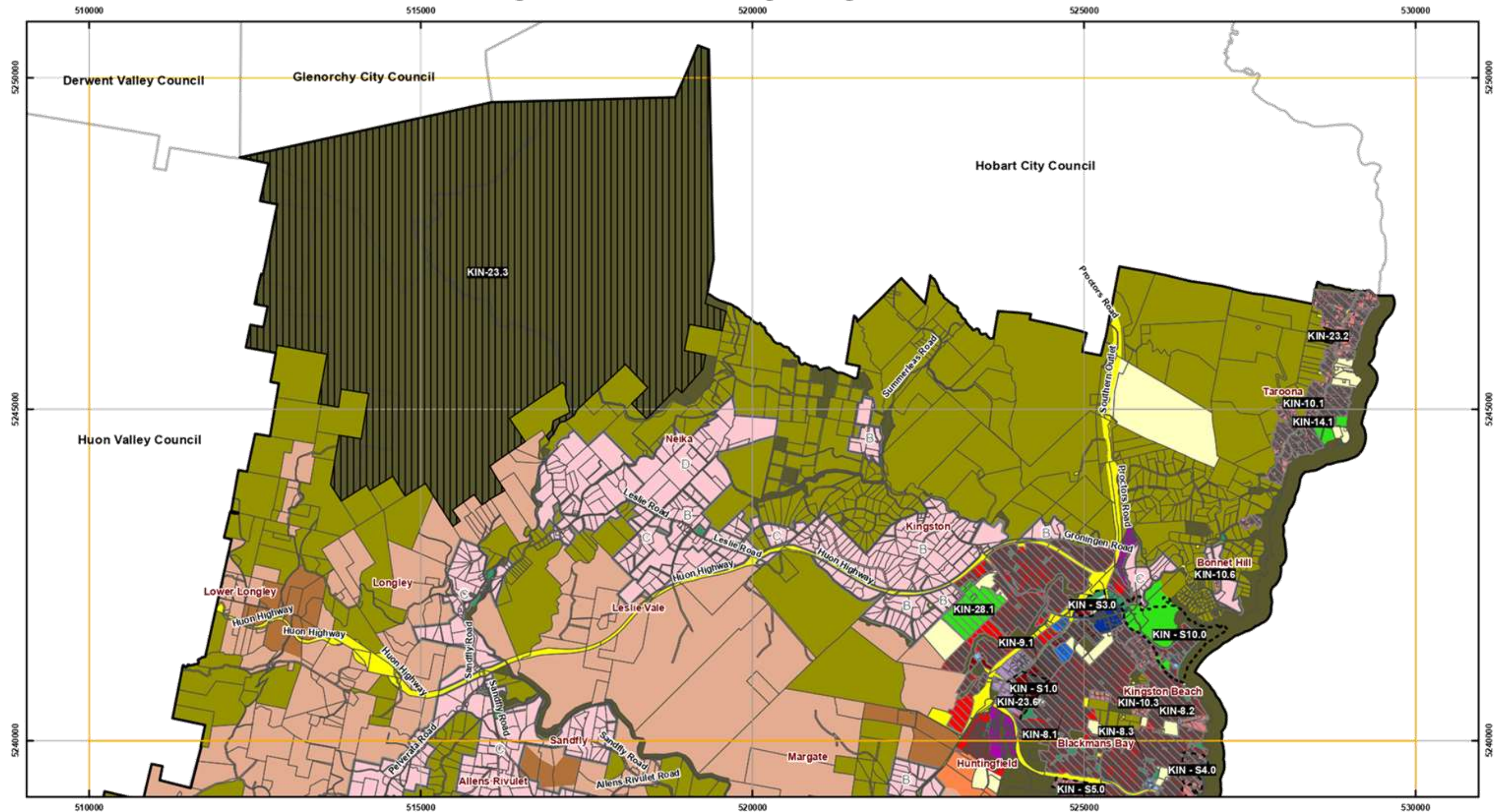
10. RECOMMENDATION

That Council resolve that the attached revised zoning maps are to be included within the Kingborough draft Local Provisions Schedule in order that it meets the Local Provisions Schedule criteria prescribed in section 34 of the *Land Use Planning and Approvals Act 1993*.

ATTACHMENTS

1. Revised Zone Maps [↓](#) 

Tasmanian Planning Scheme - Zones: Kingborough Local Provisions Schedule

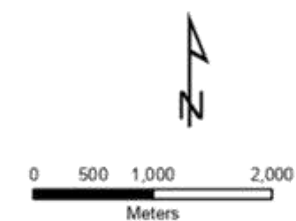


Legend			
Zones	General Industrial	Open Space	Village
Agriculture	General Residential	Particular Purpose	1:55,000 Mapsheet Index
Central Business	Inner Residential	Port and Marine	Local Area Objective
Commercial	Landscape Conservation	Recreation	LPS Boundary
Community Purpose	Light Industrial	Rural	Parcel Boundary
Environmental Management	Local Business	Rural Living	Specific Area Plan
Future Urban	Low Density Residential	Urban Mixed Use	Site-Specific Qualification
General Business	Major Tourism	Utilities	

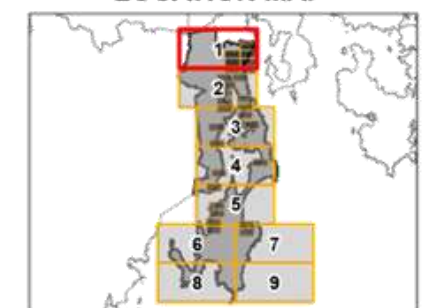
Coordinate System: GDA 1994 MGA Zone 55
 Zone data from Kingborough Council
 Topographic data from the LIT, © State of Tasmania
 Land title data as of 15/01/2020
 Disclaimer: The data and information displayed in this map should be verified with the council before making any decisions.

Print Date: 5/02/2020

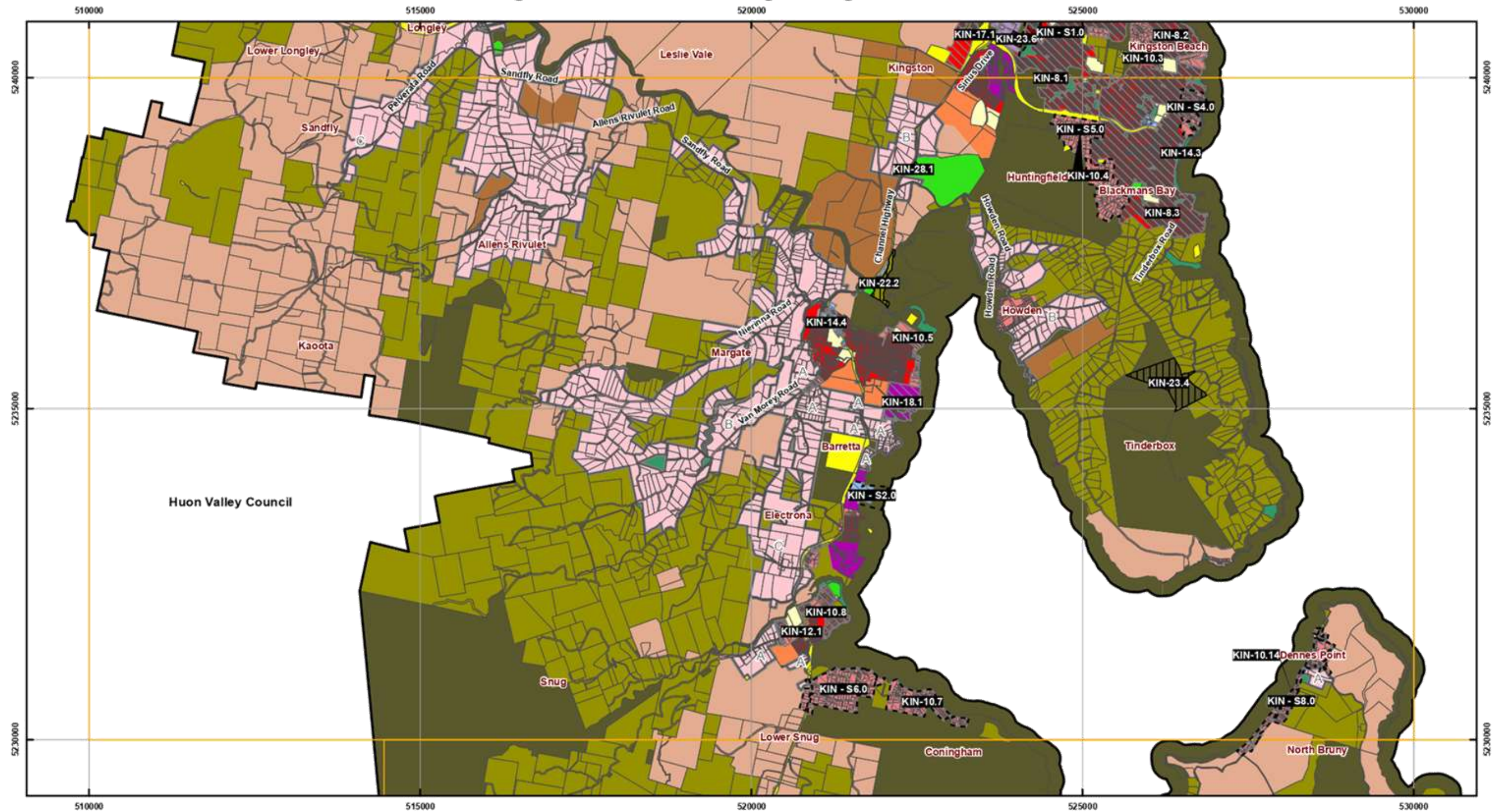
Map 1 of 9



LOCATION MAP



Tasmanian Planning Scheme - Zones: Kingborough Local Provisions Schedule



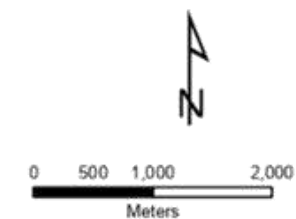
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General Business	Major Tourism	Utilities	

Coordinate System: GDA 1994 MGA Zone 55
 Zone data from Kingborough Council
 Topographic data from the LIT, © State of Tasmania
 Land title data as of 15/01/2020

Disclaimer: The data and information displayed in this map should be verified with the council before making any decisions.

Print Date: 5/02/2020

Map 2 of 9



LOCATION MAP



Tasmanian Planning Scheme - Zones: Kingborough Local Provisions Schedule



Legend			
Zones	General Industrial	Open Space	Village
Agriculture	General Residential	Particular Purpose	1:55,000 Mapsheet Index
Central Business	Inner Residential	Port and Marine	Local Area Objective
Commercial	Landscape Conservation	Recreation	LPS Boundary
Community Purpose	Light Industrial	Rural	Parcel Boundary
Environmental Management	Local Business	Rural Living	Specific Area Plan
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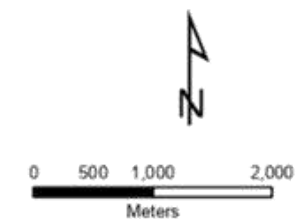
Coordinate System: GDA 1994 MGA Zone 55

Zone data from Kingborough Council
Topographic data from the LIT, © State of Tasmania
Land title data as of 15/01/2020

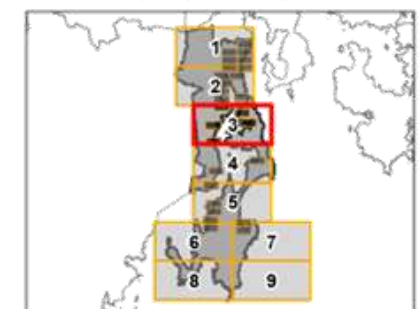
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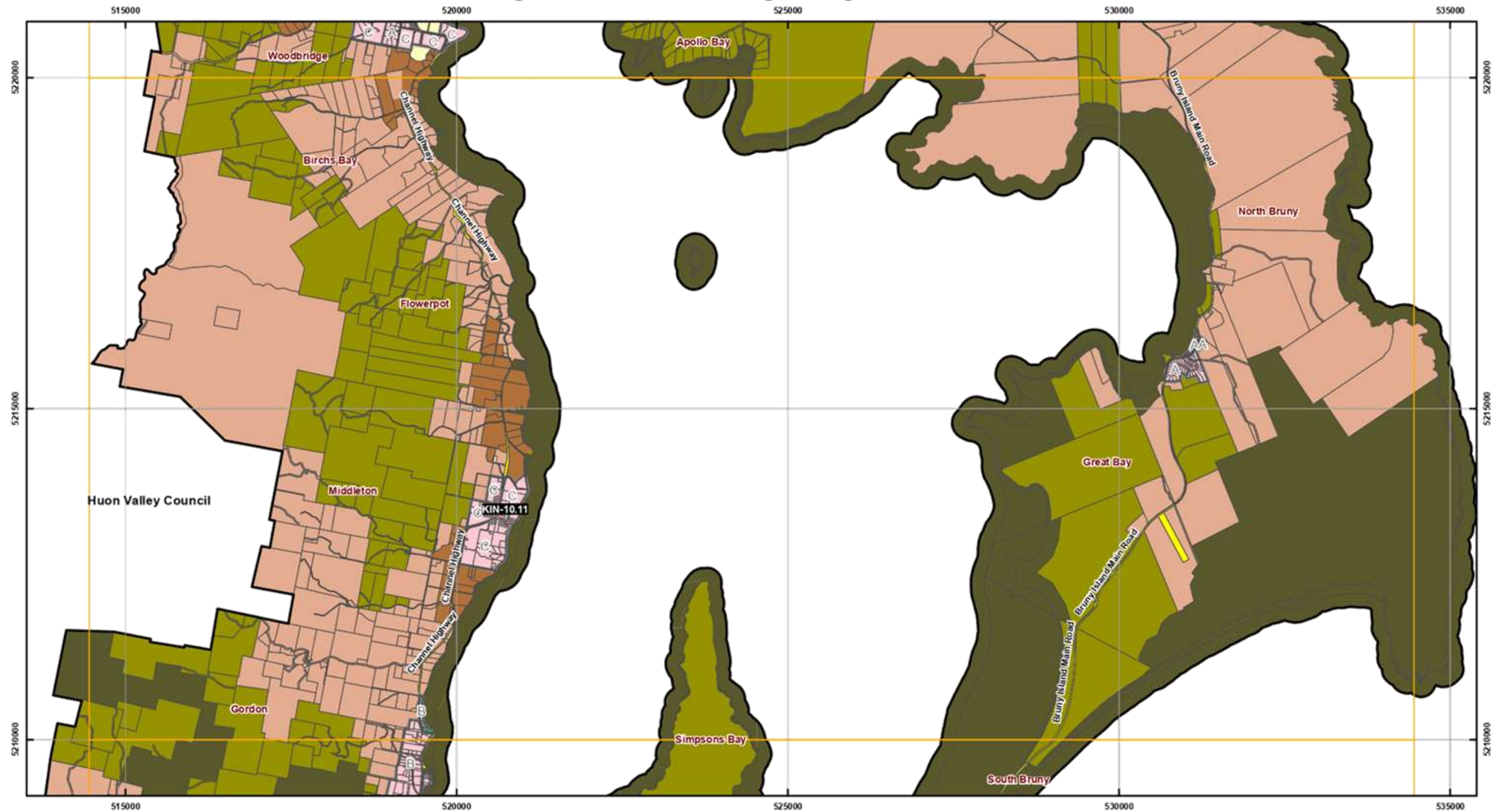
Map 3 of 9



LOCATION MAP



Tasmanian Planning Scheme - Zones: Kingborough Local Provisions Schedule

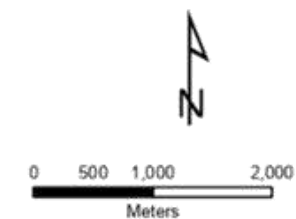


Legend			
Zones	General Industrial	Open Space	Village
Agriculture	General Residential	Particular Purpose	1:55,000 Mapsheet Index
Central Business	Inner Residential	Port and Marine	Local Area Objective
Commercial	Landscape Conservation	Recreation	LPS Boundary
Community Purpose	Light Industrial	Rural	Parcel Boundary
Environmental Management	Local Business	Rural Living	Specific Area Plan
Future Urban	Low Density Residential	Urban Mixed Use	Site-Specific Qualification
General Business	Major Tourism	Utilities	

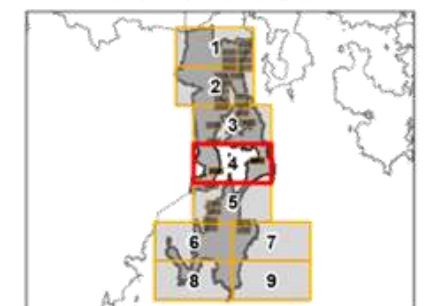
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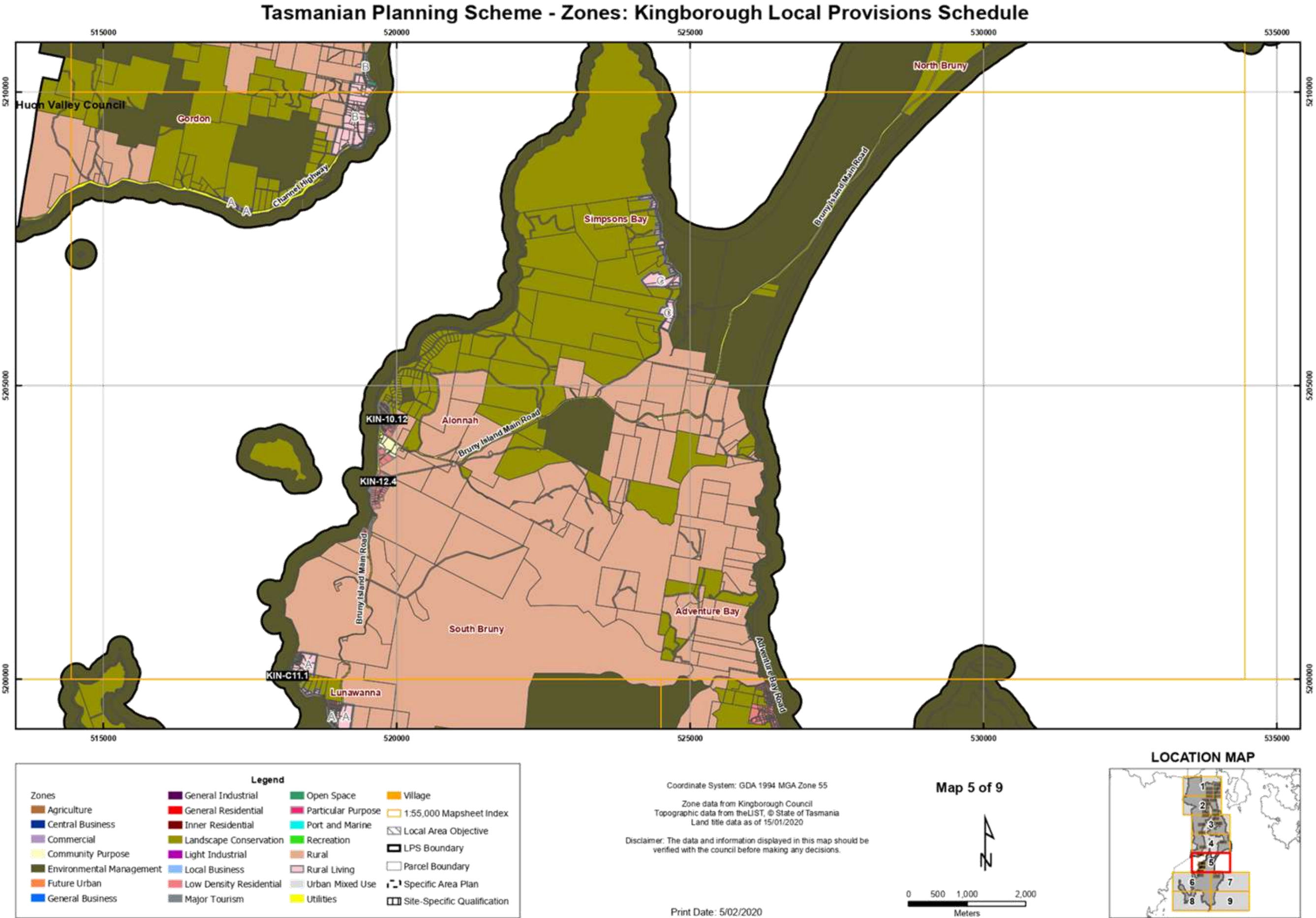
Print Date: 5/02/2020

Map 4 of 9

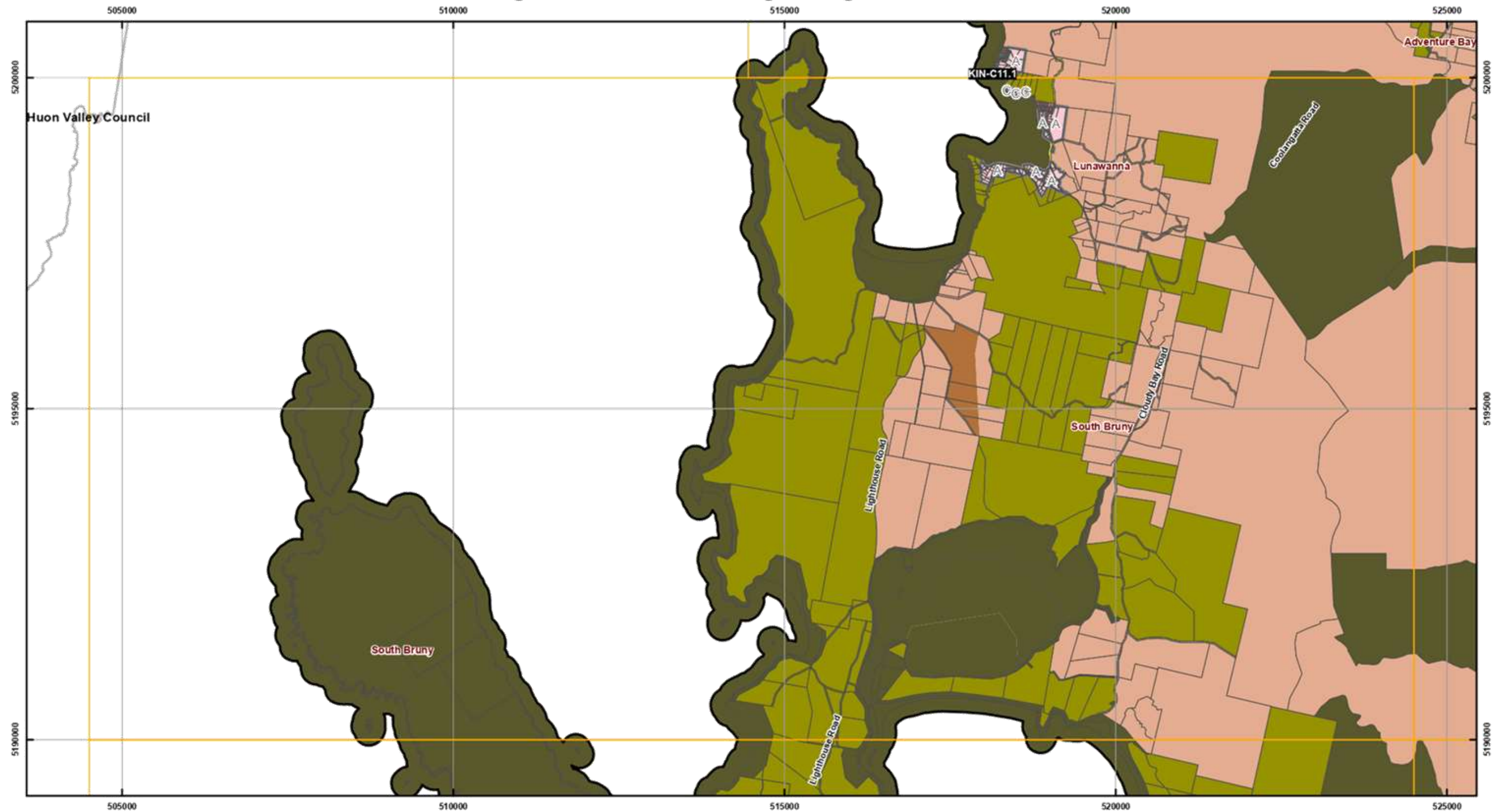


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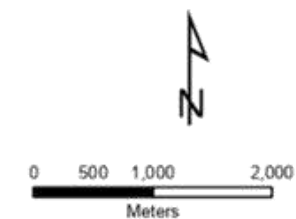


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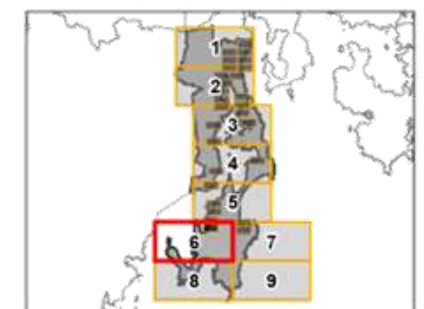
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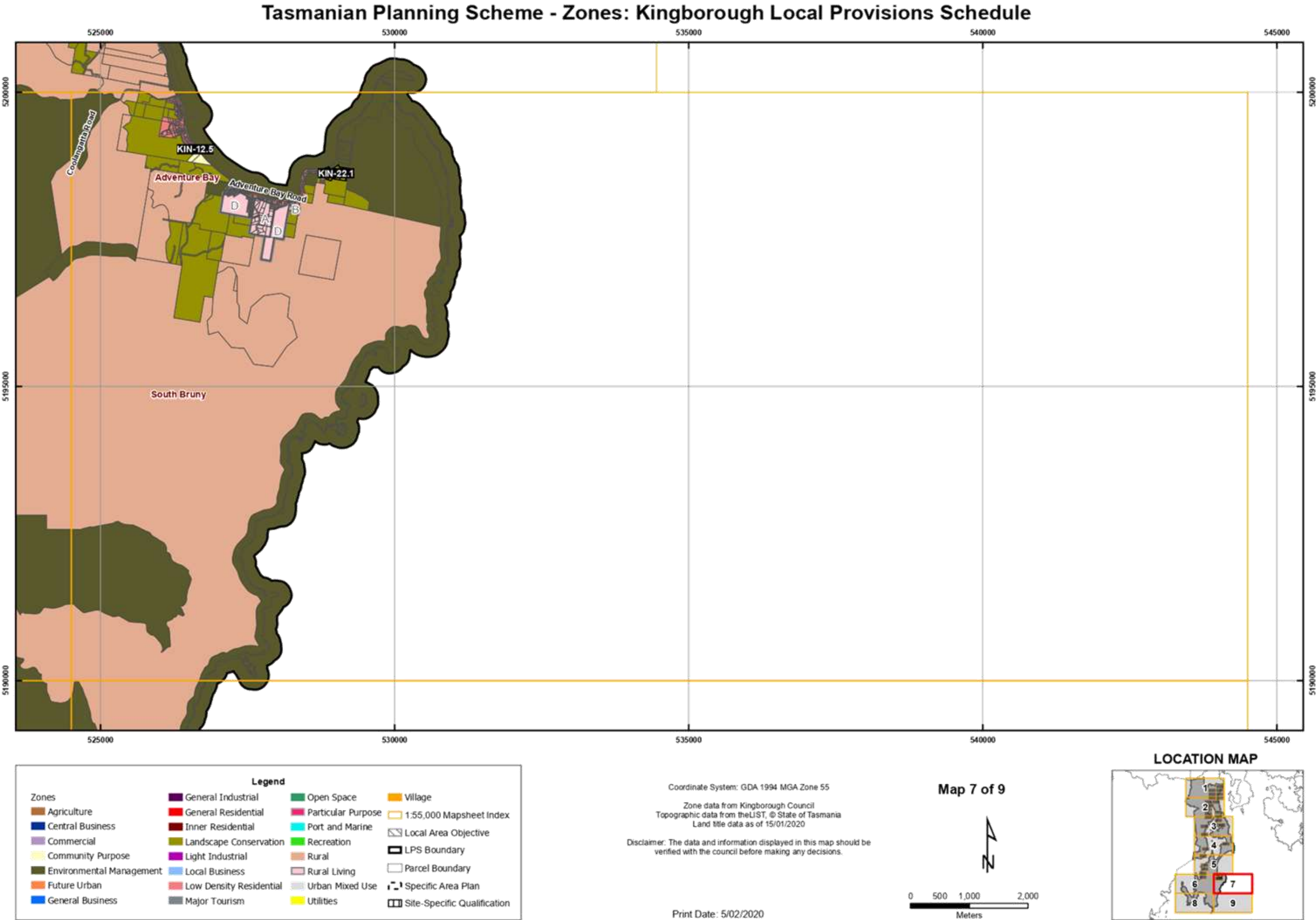
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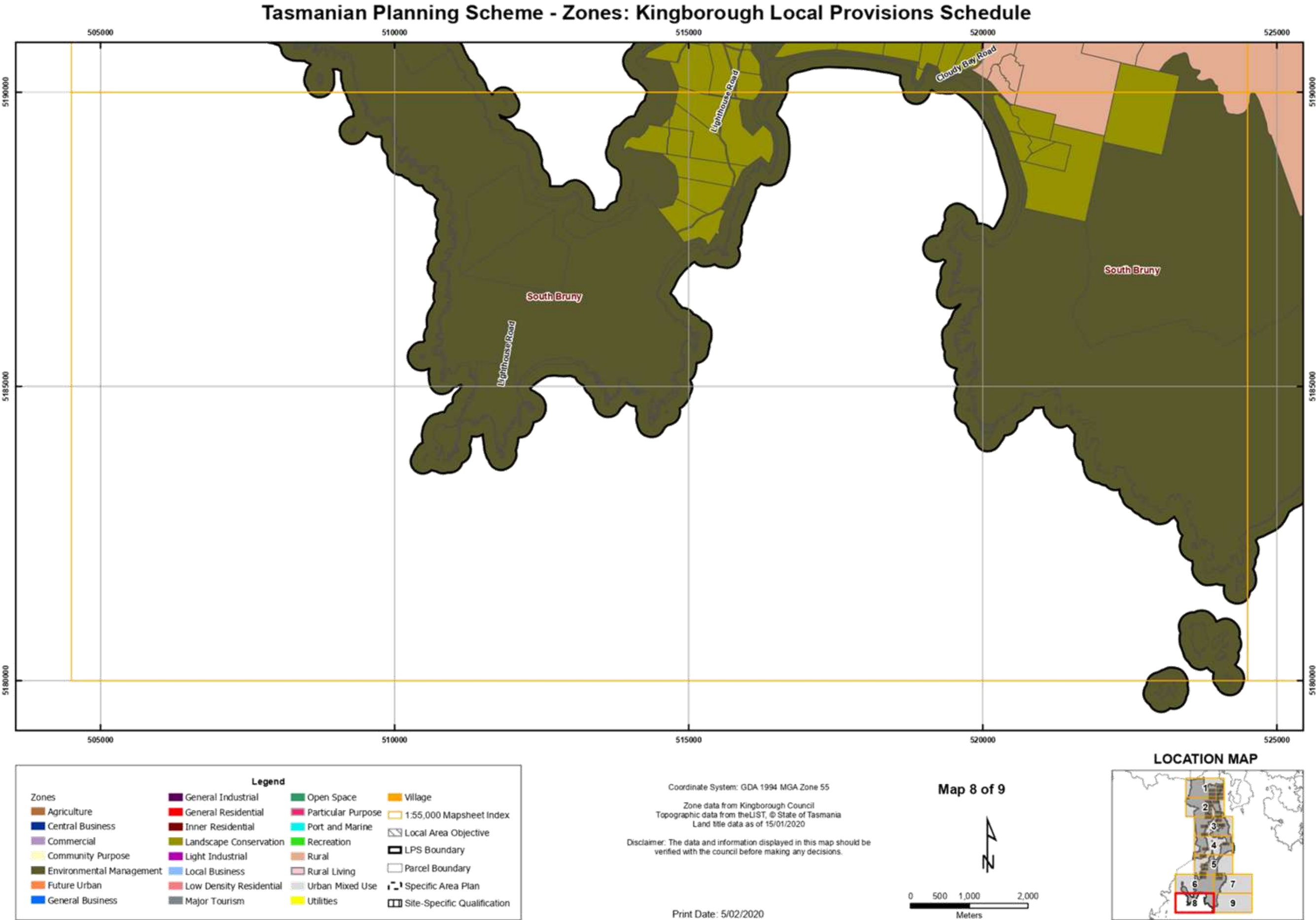
Map 6 of 9



LOCATION MAP





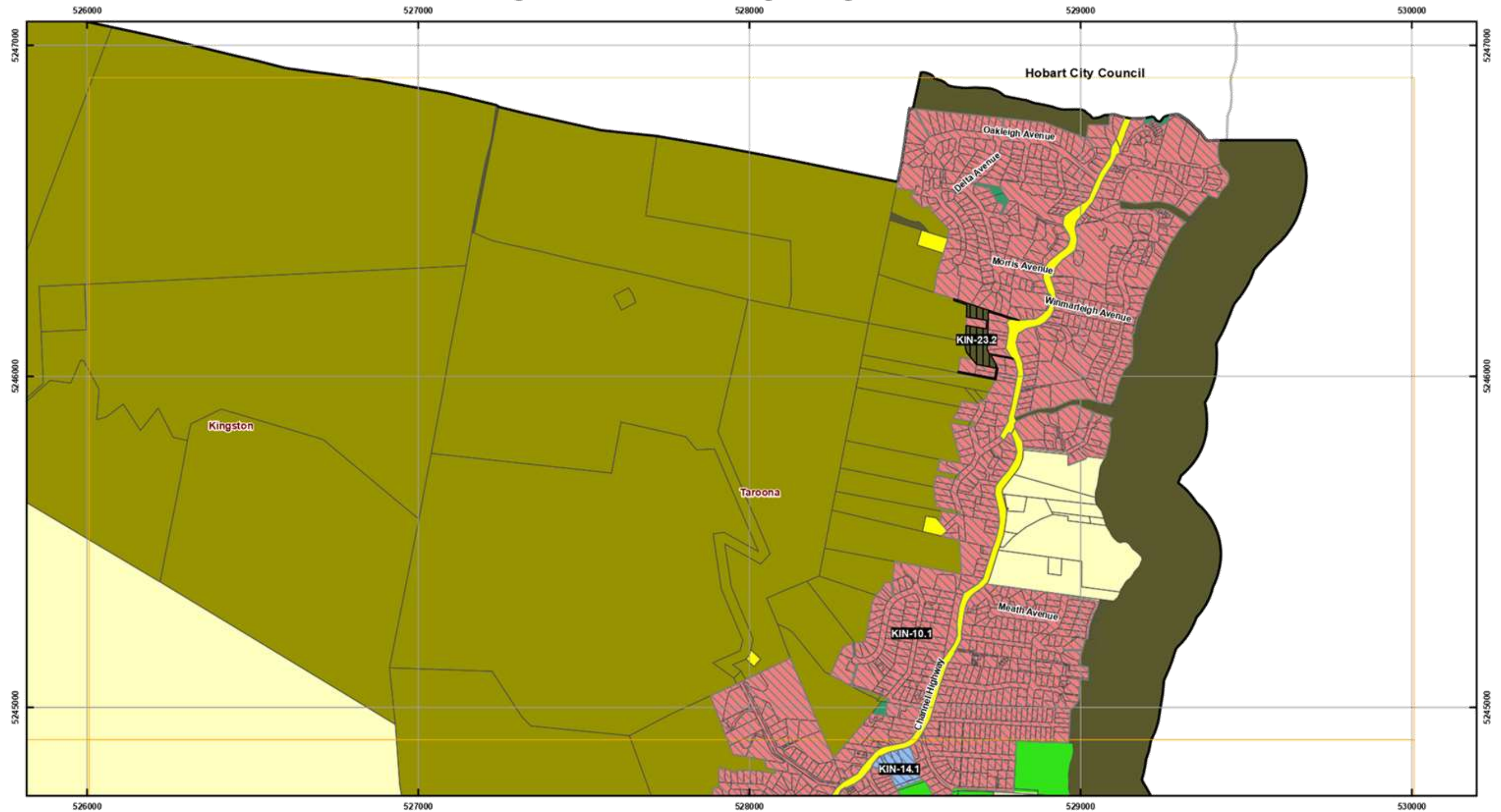




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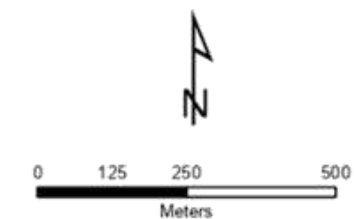
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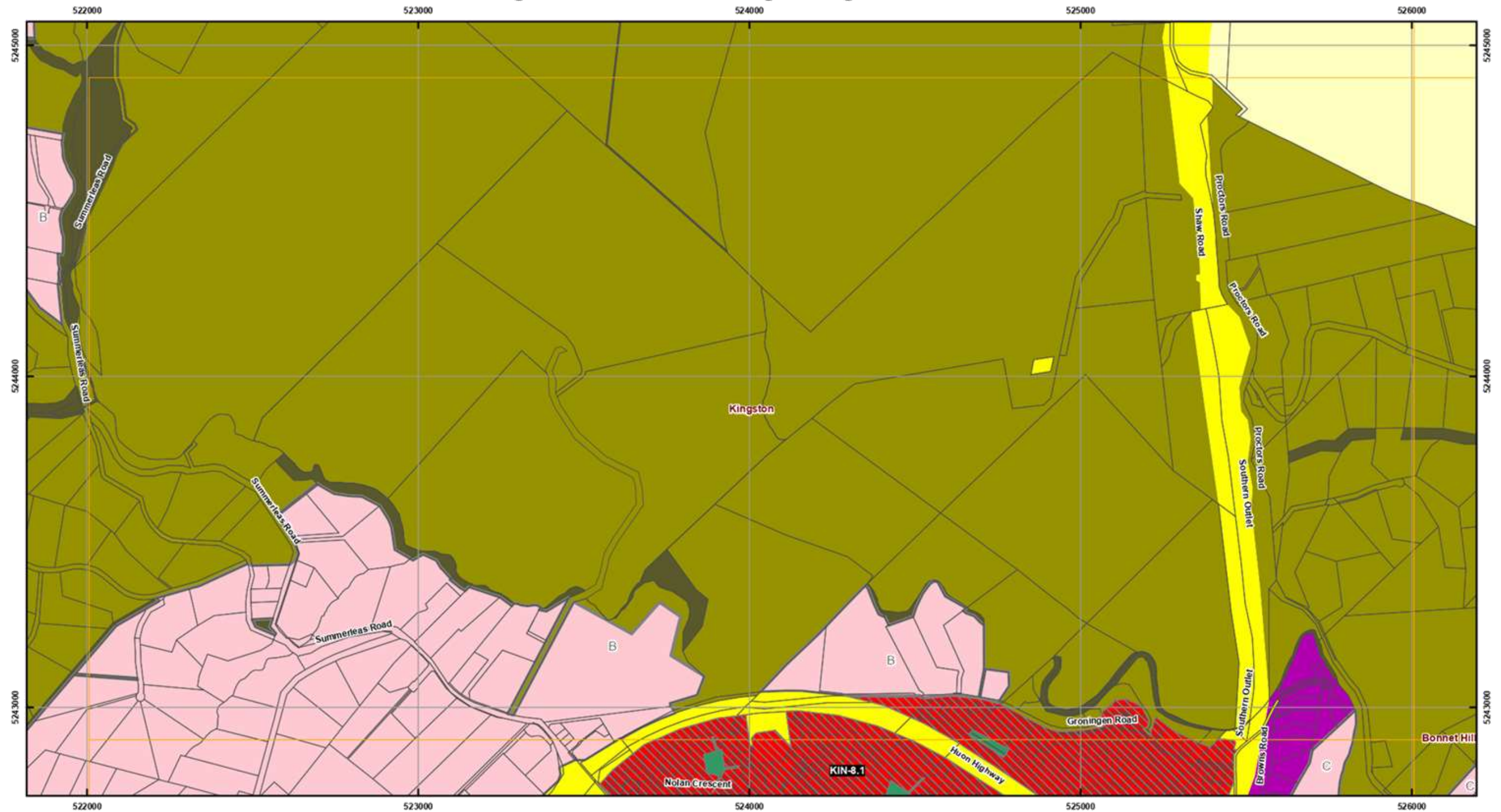
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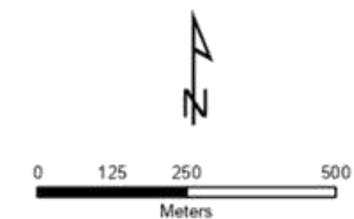
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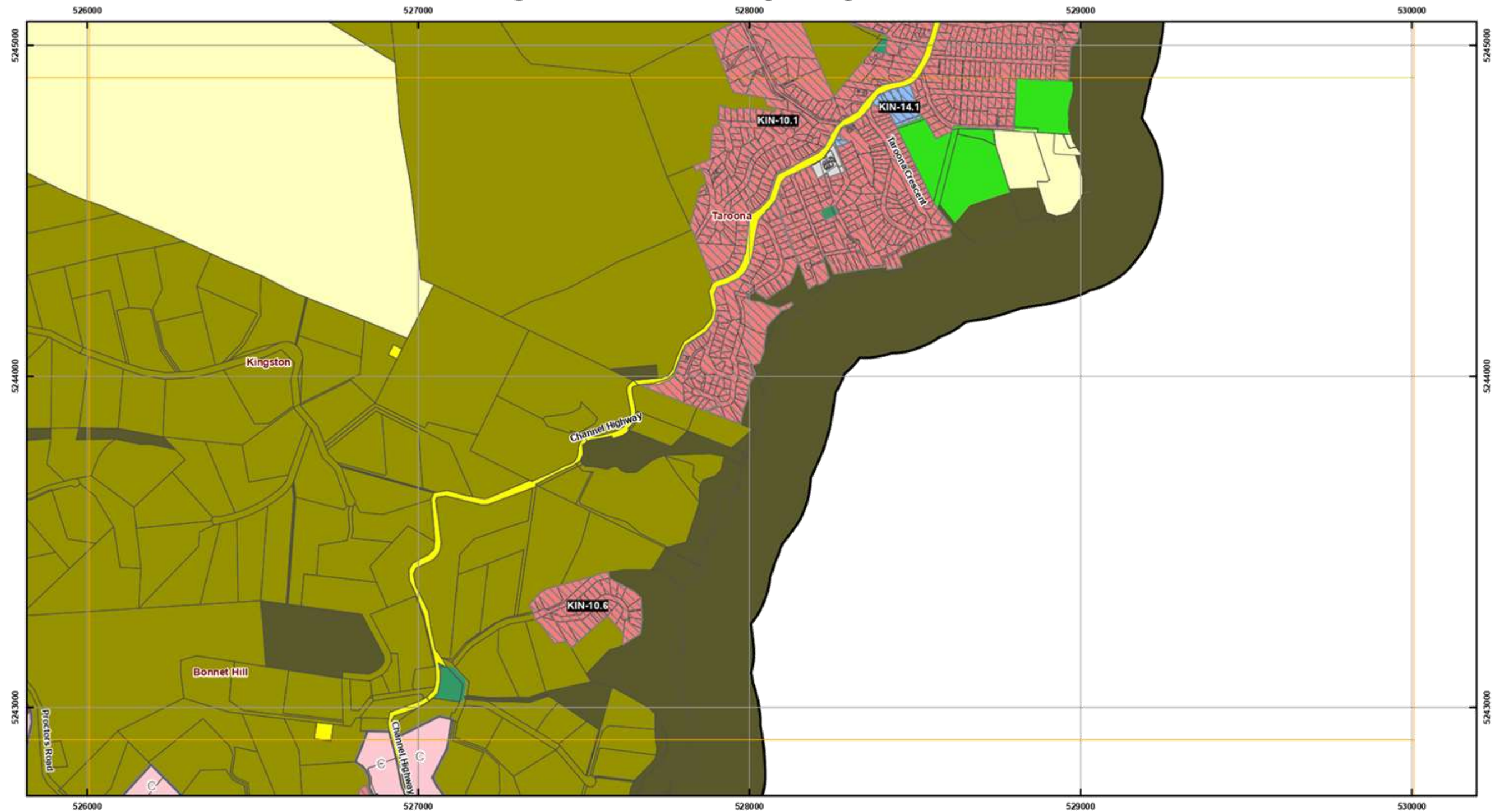
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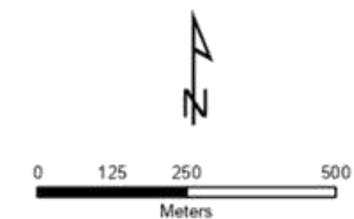


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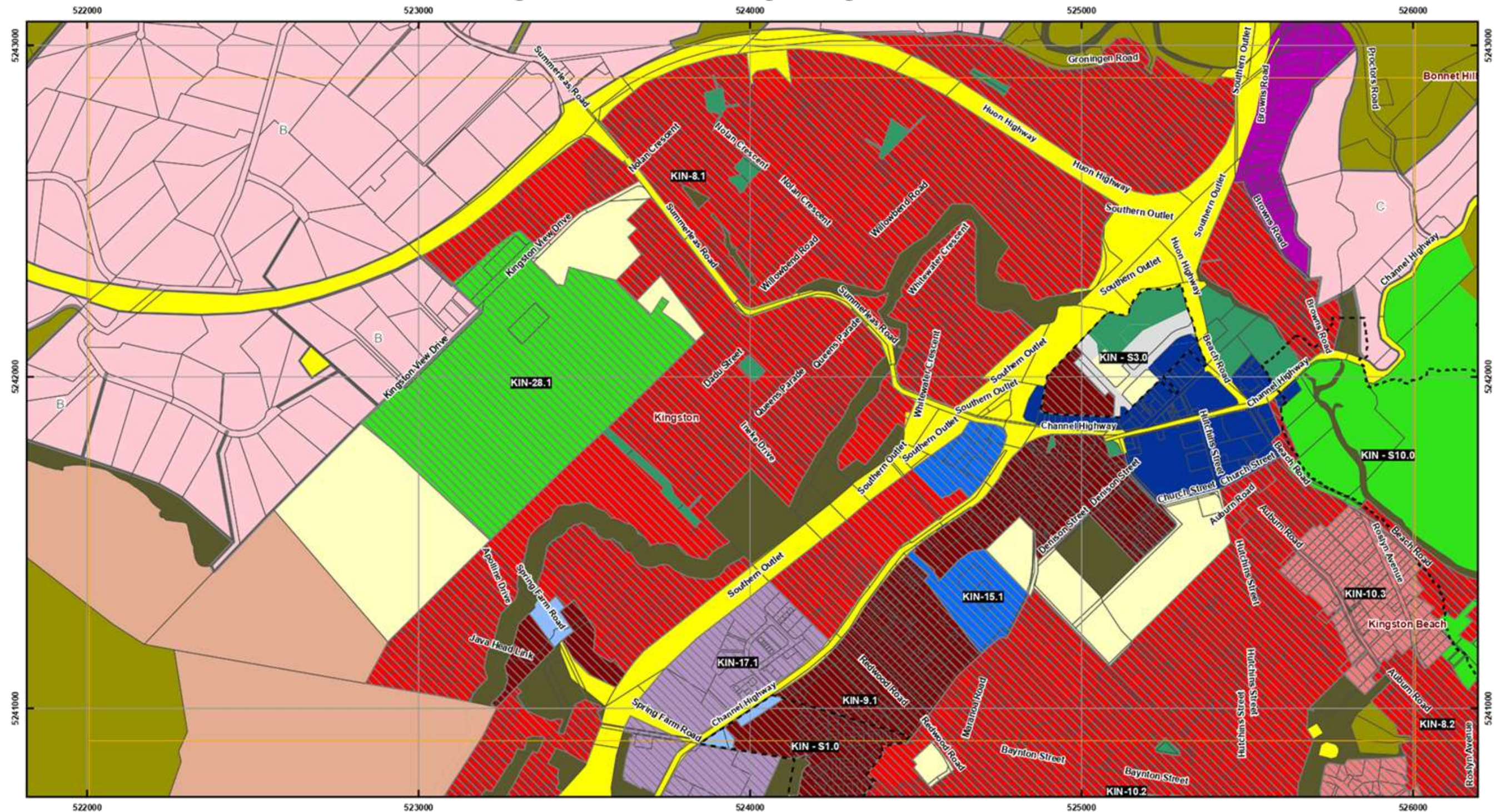
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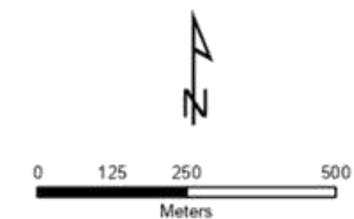


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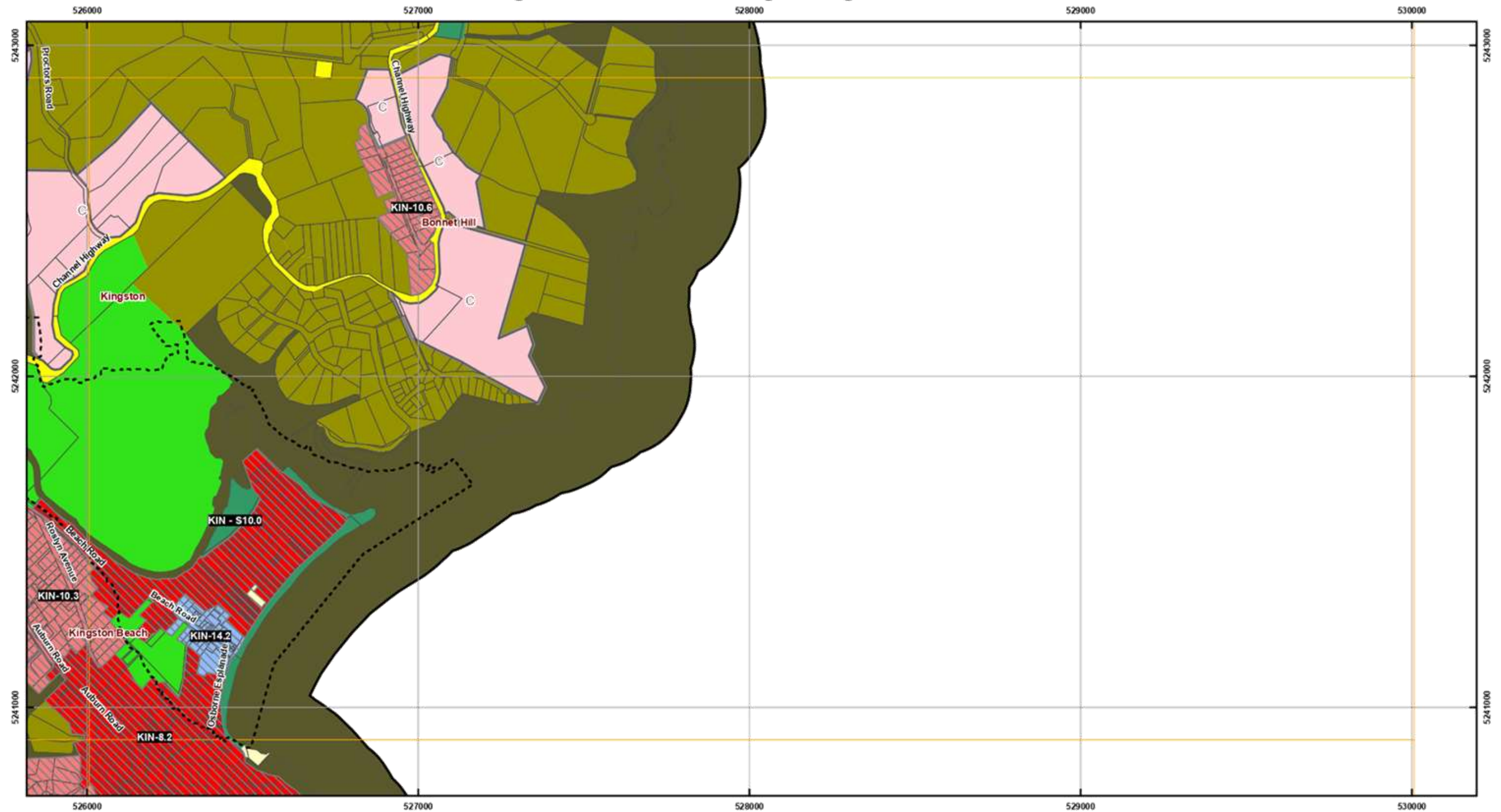
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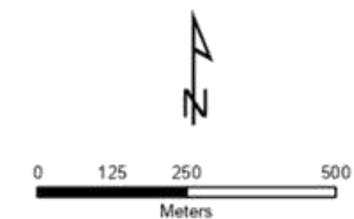
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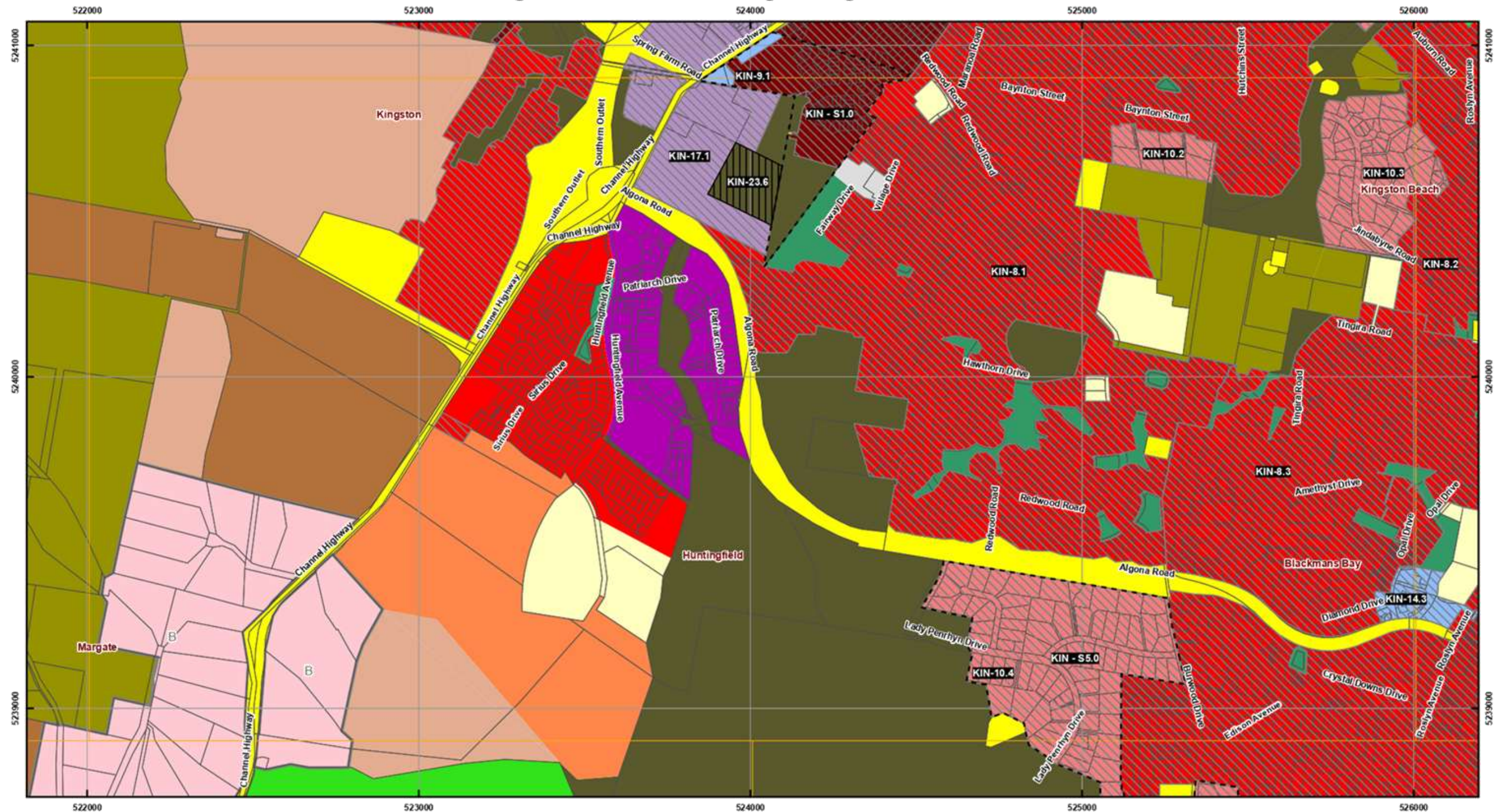
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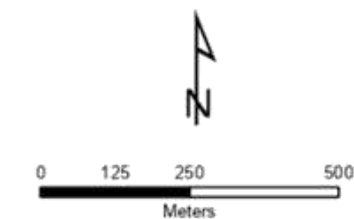


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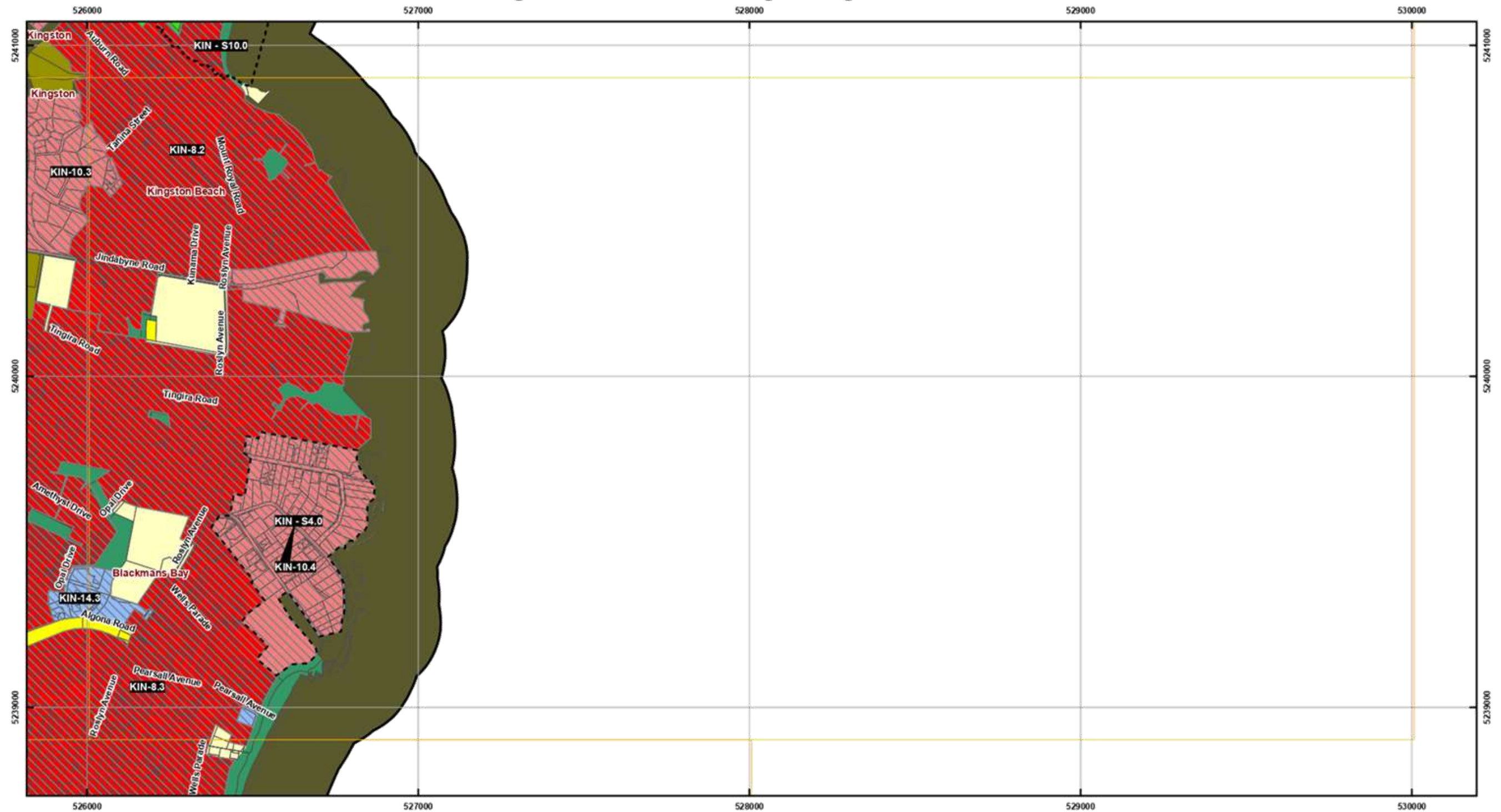
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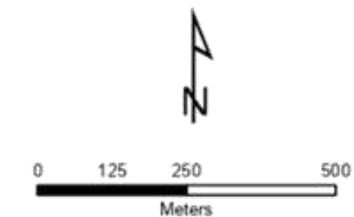
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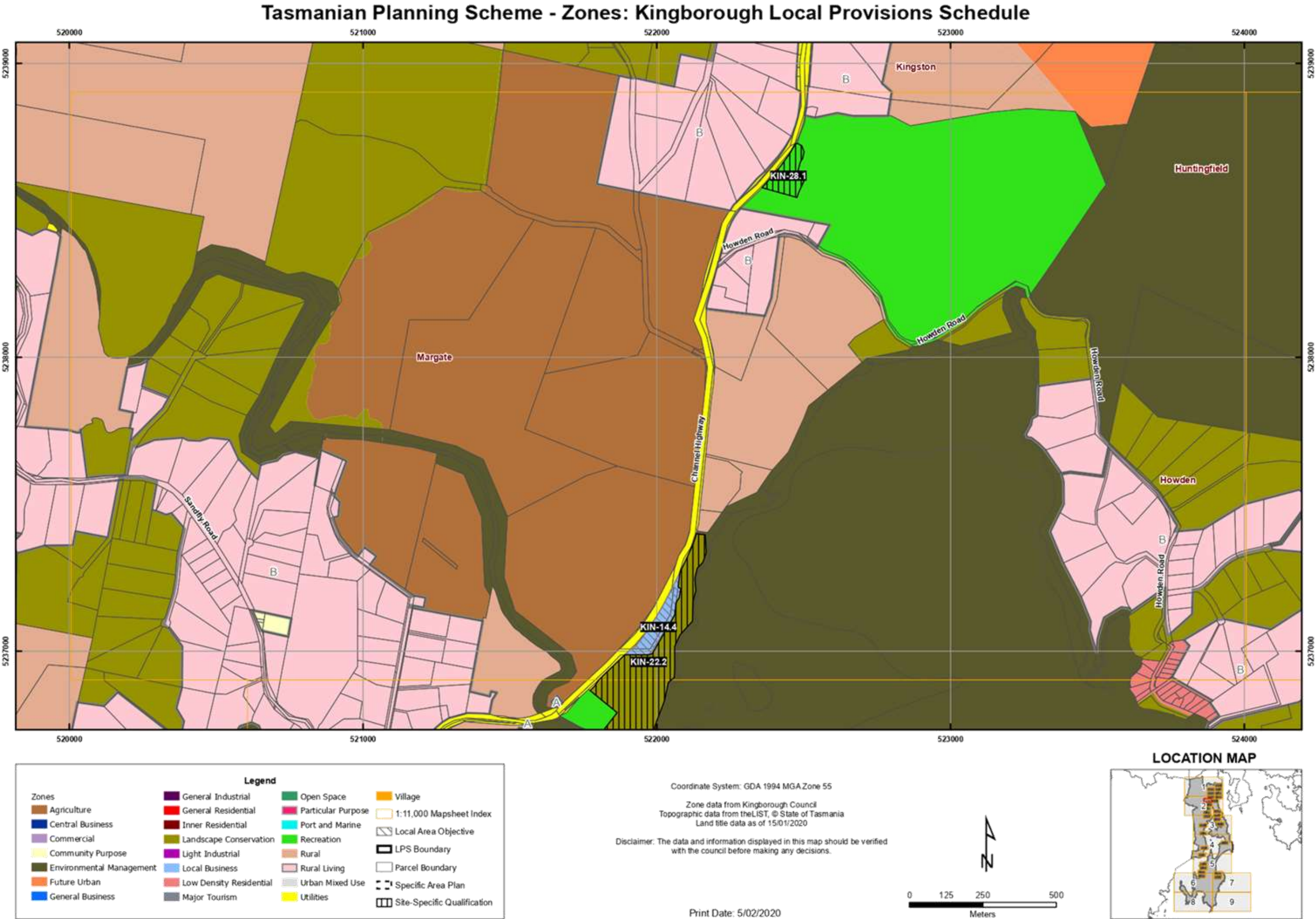


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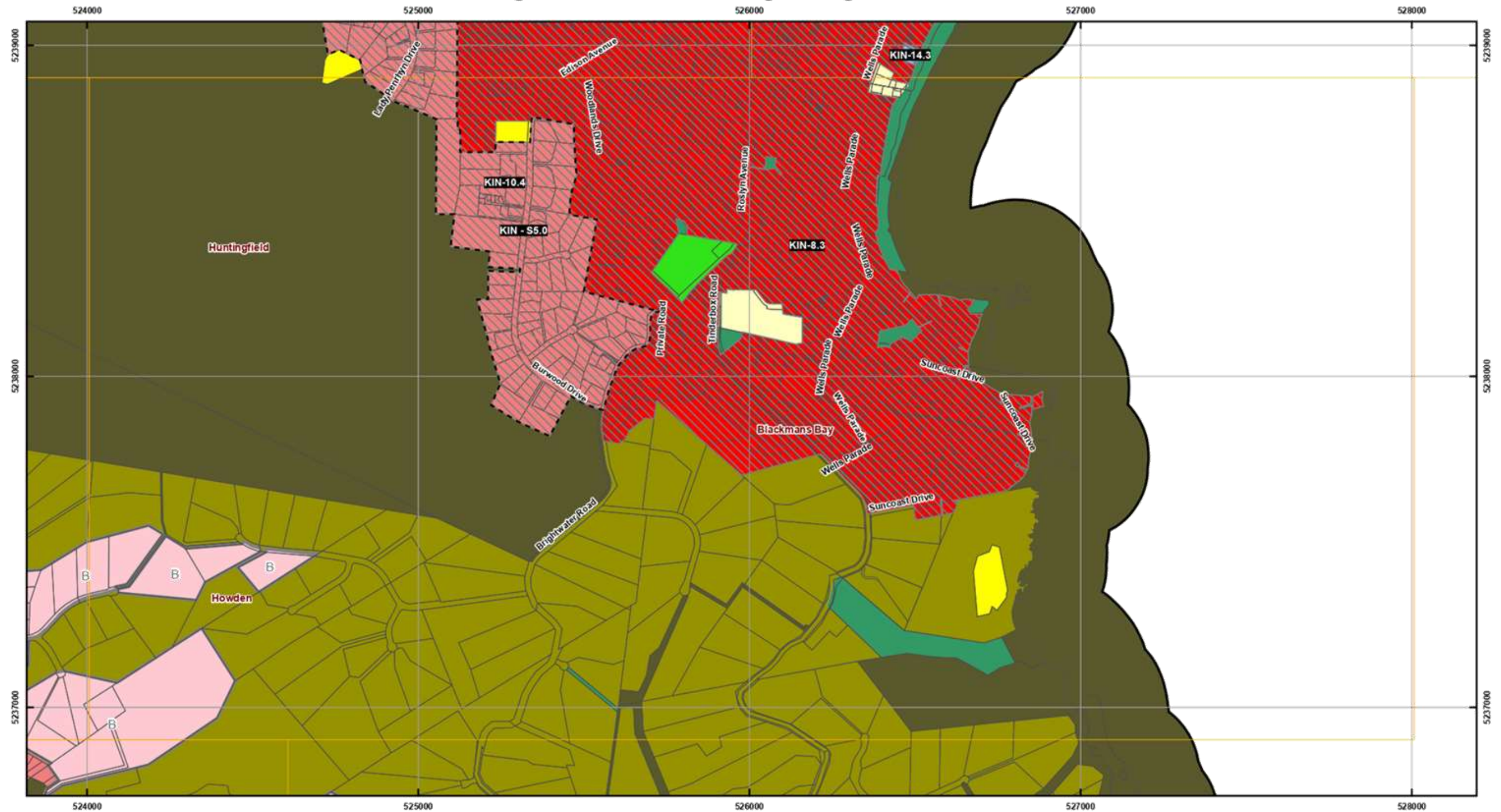
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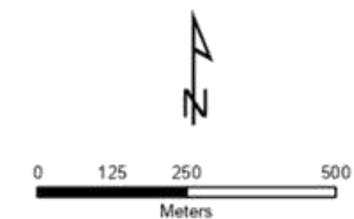


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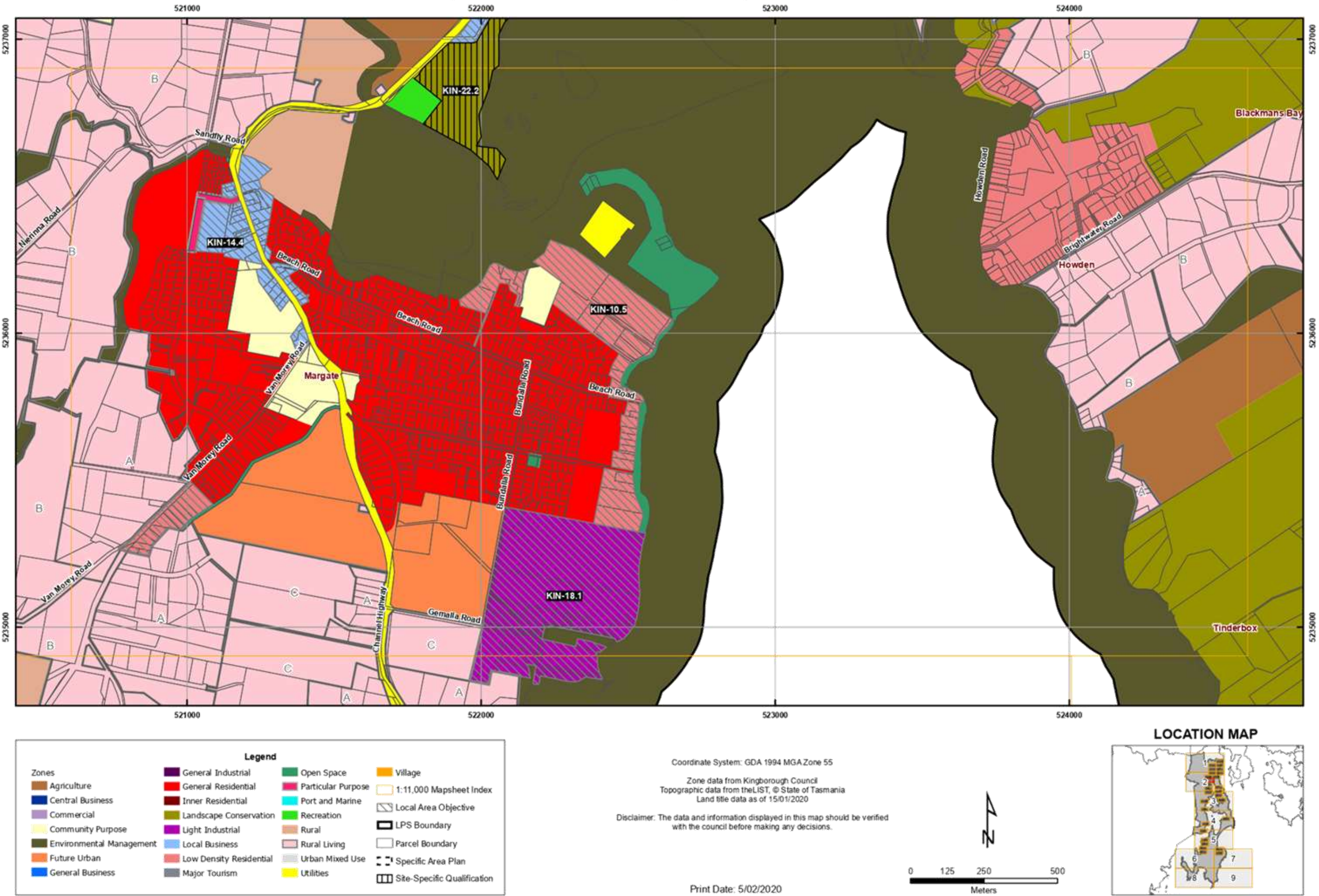
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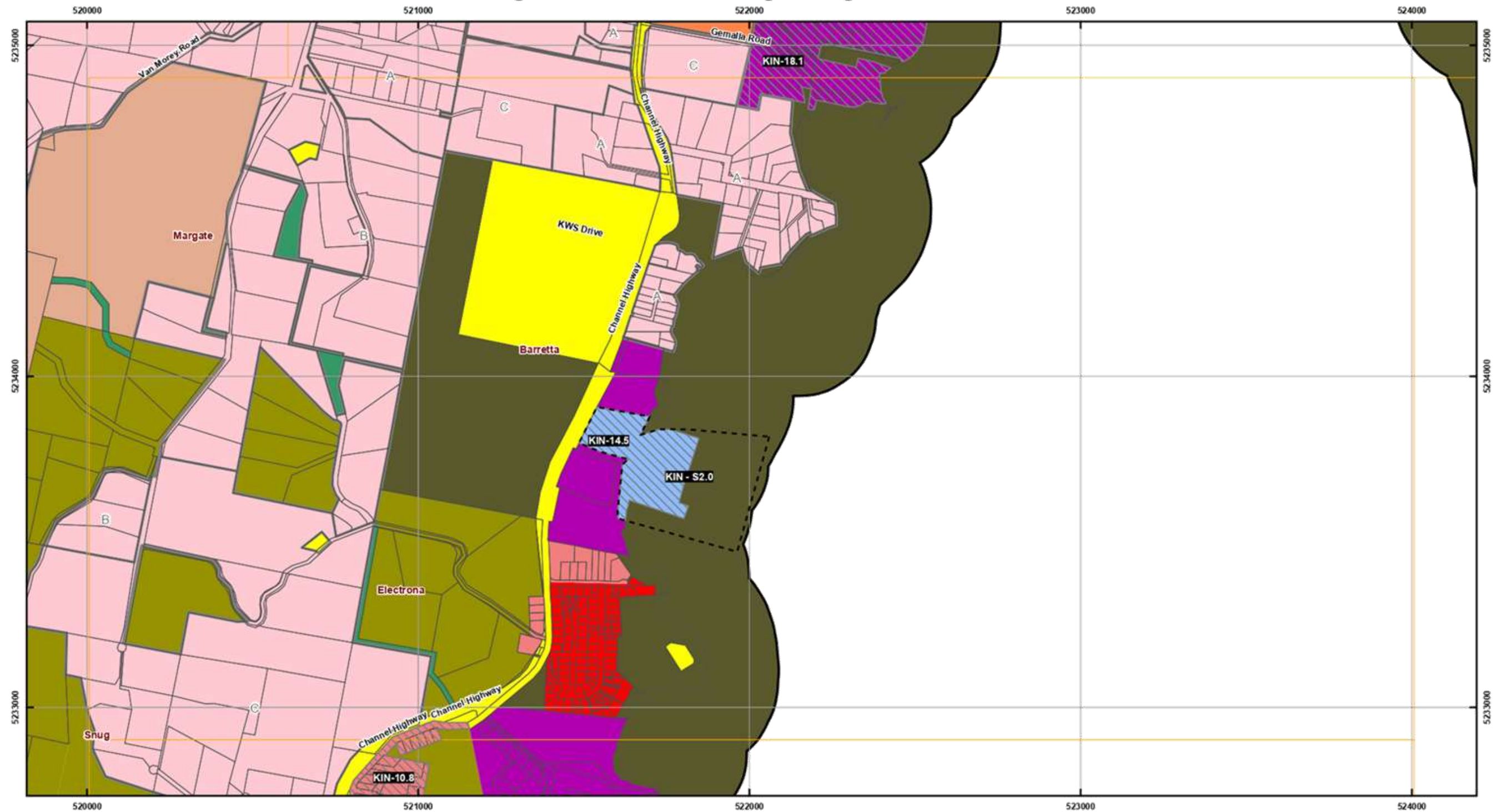
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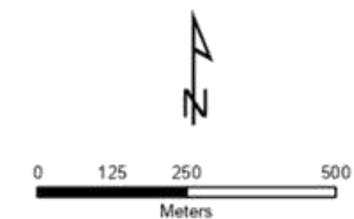


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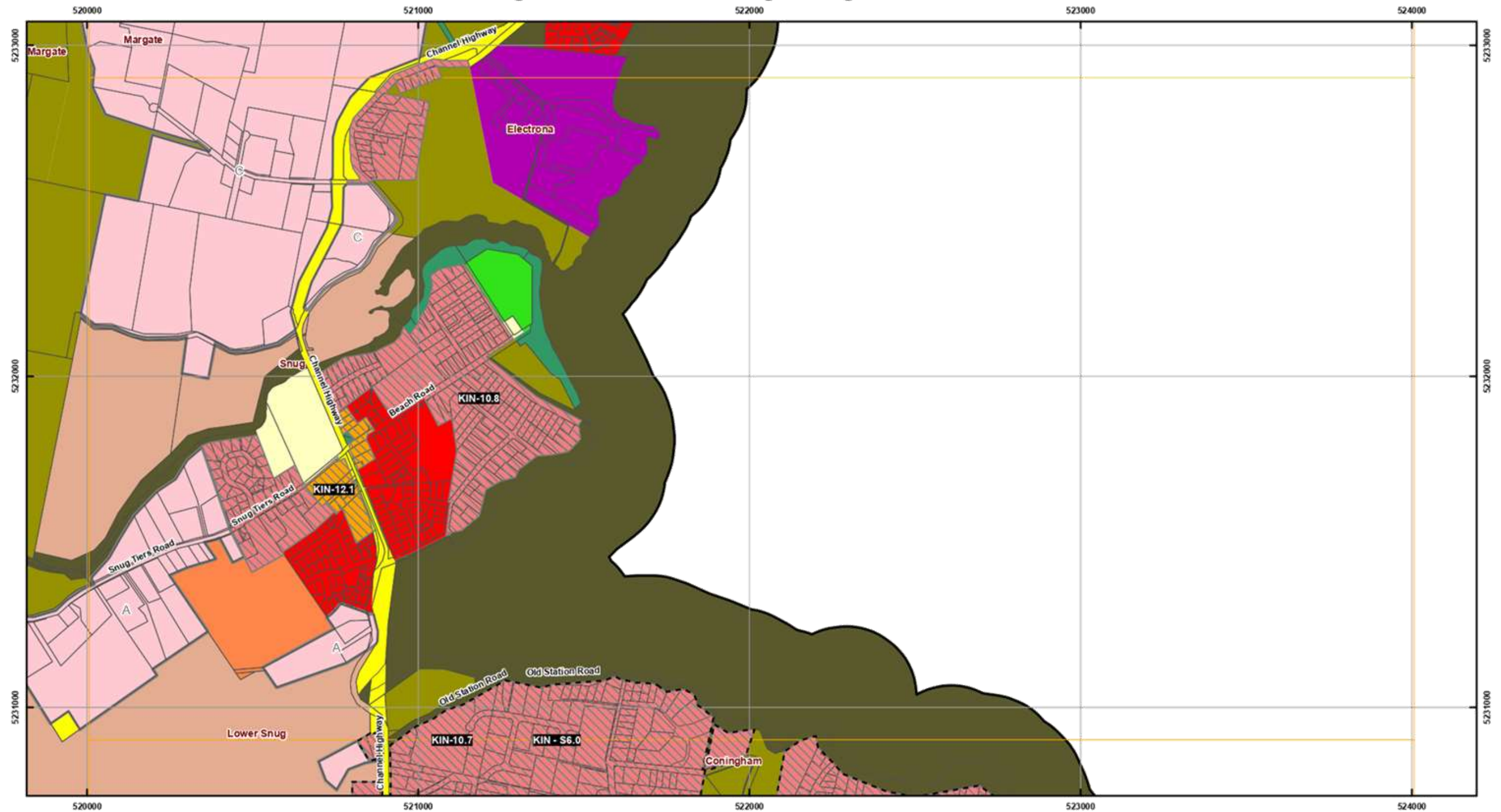
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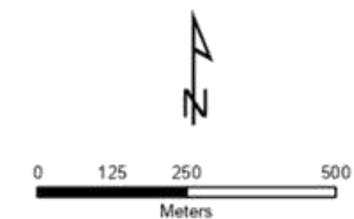
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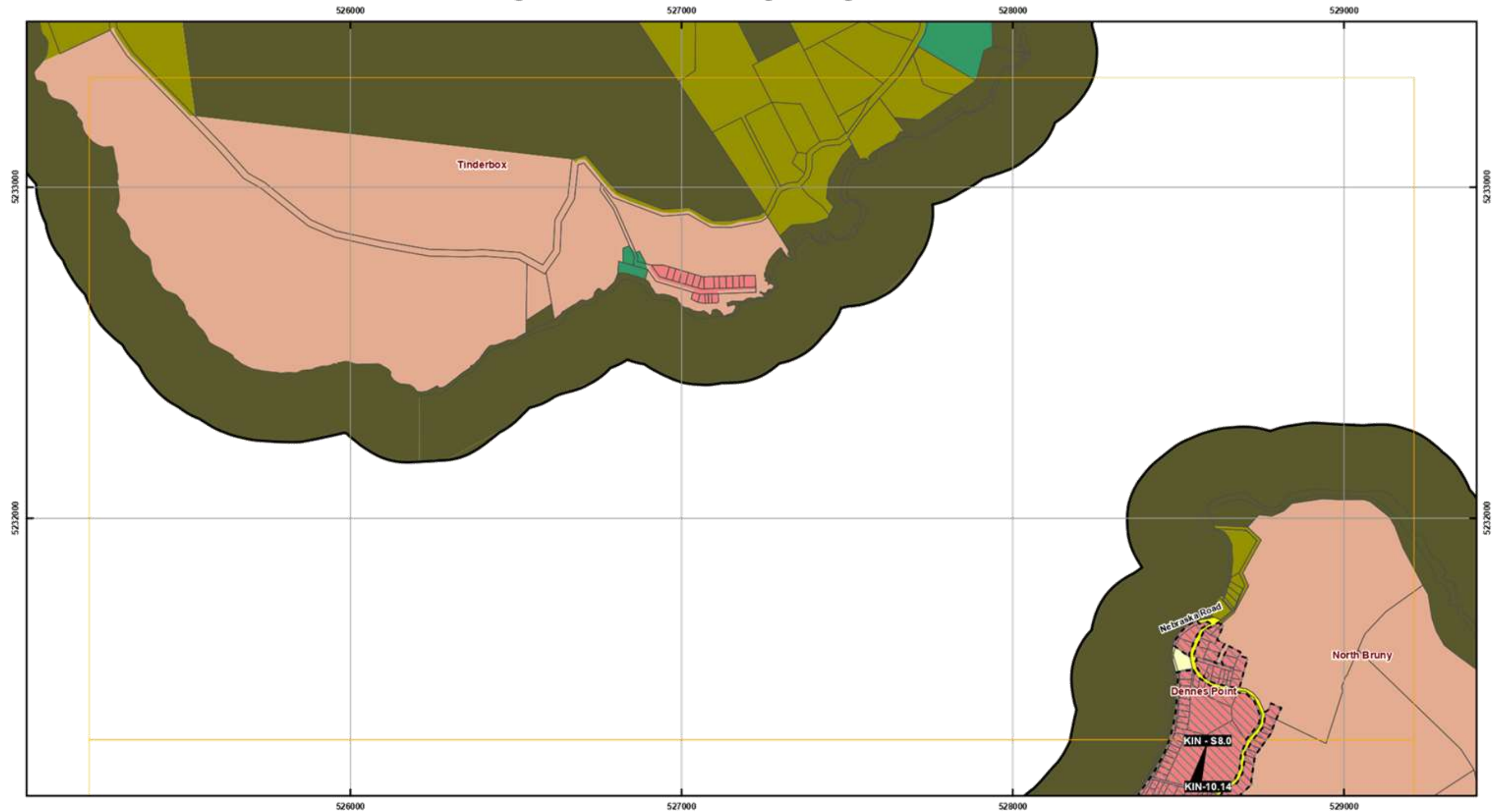
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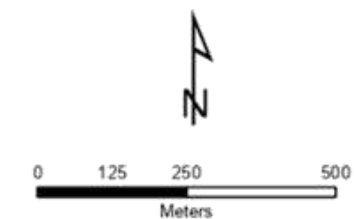
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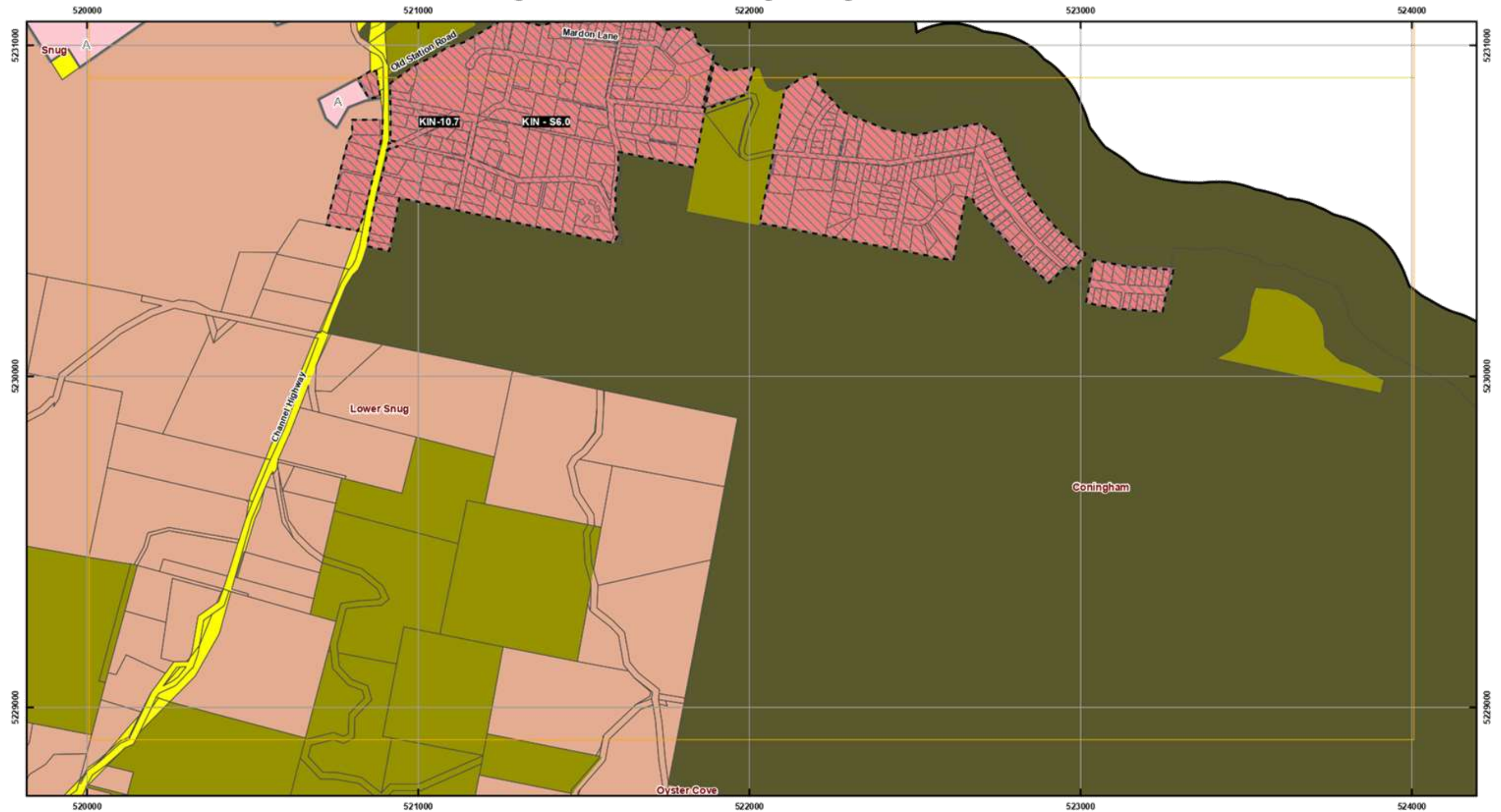
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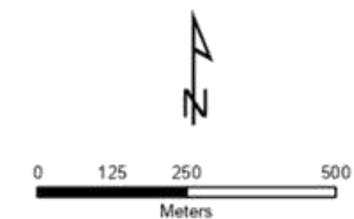
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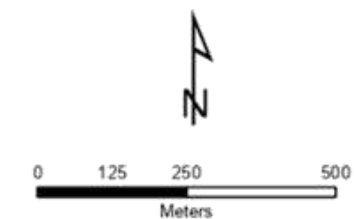
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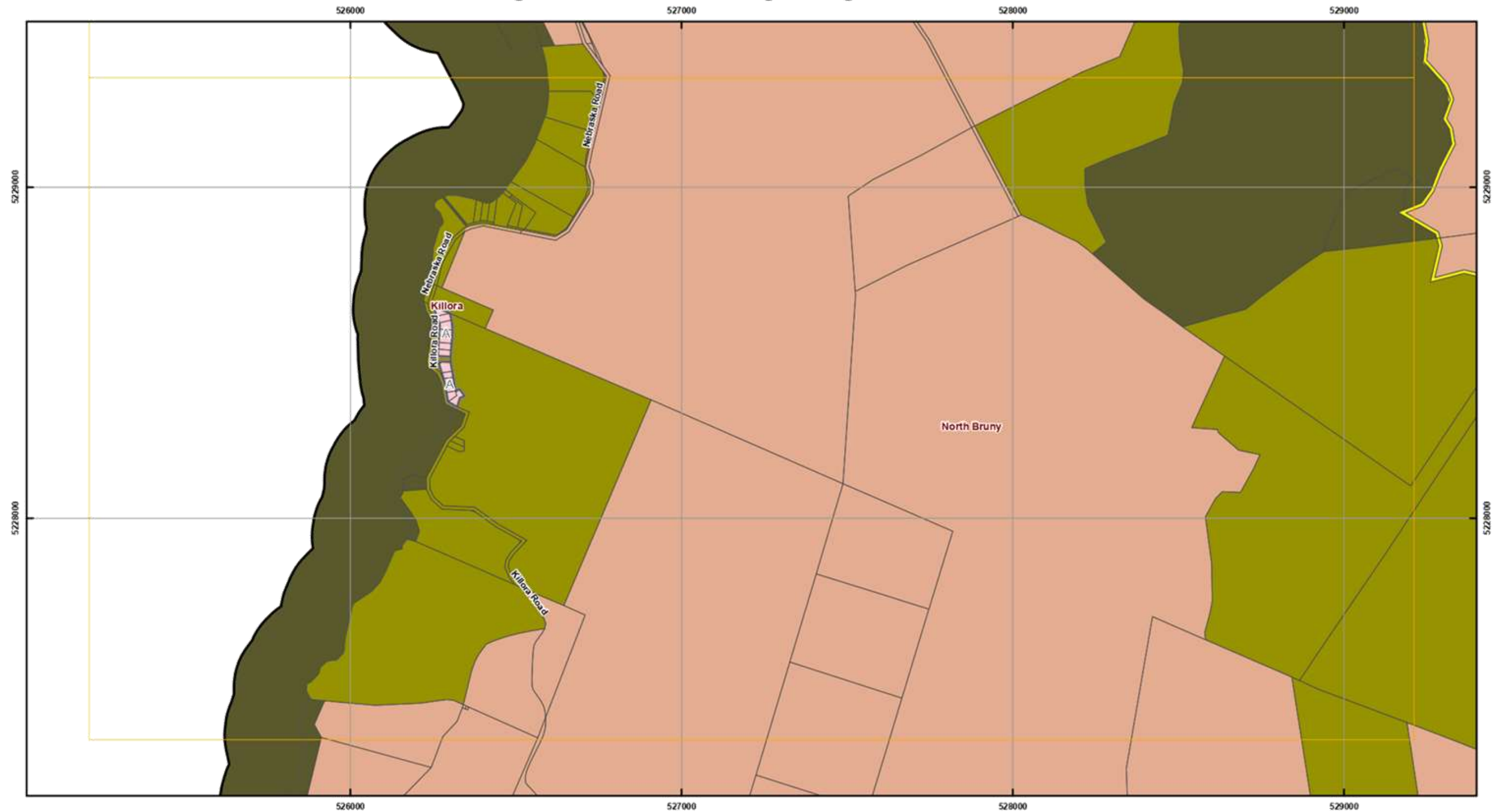
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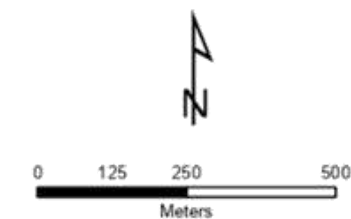
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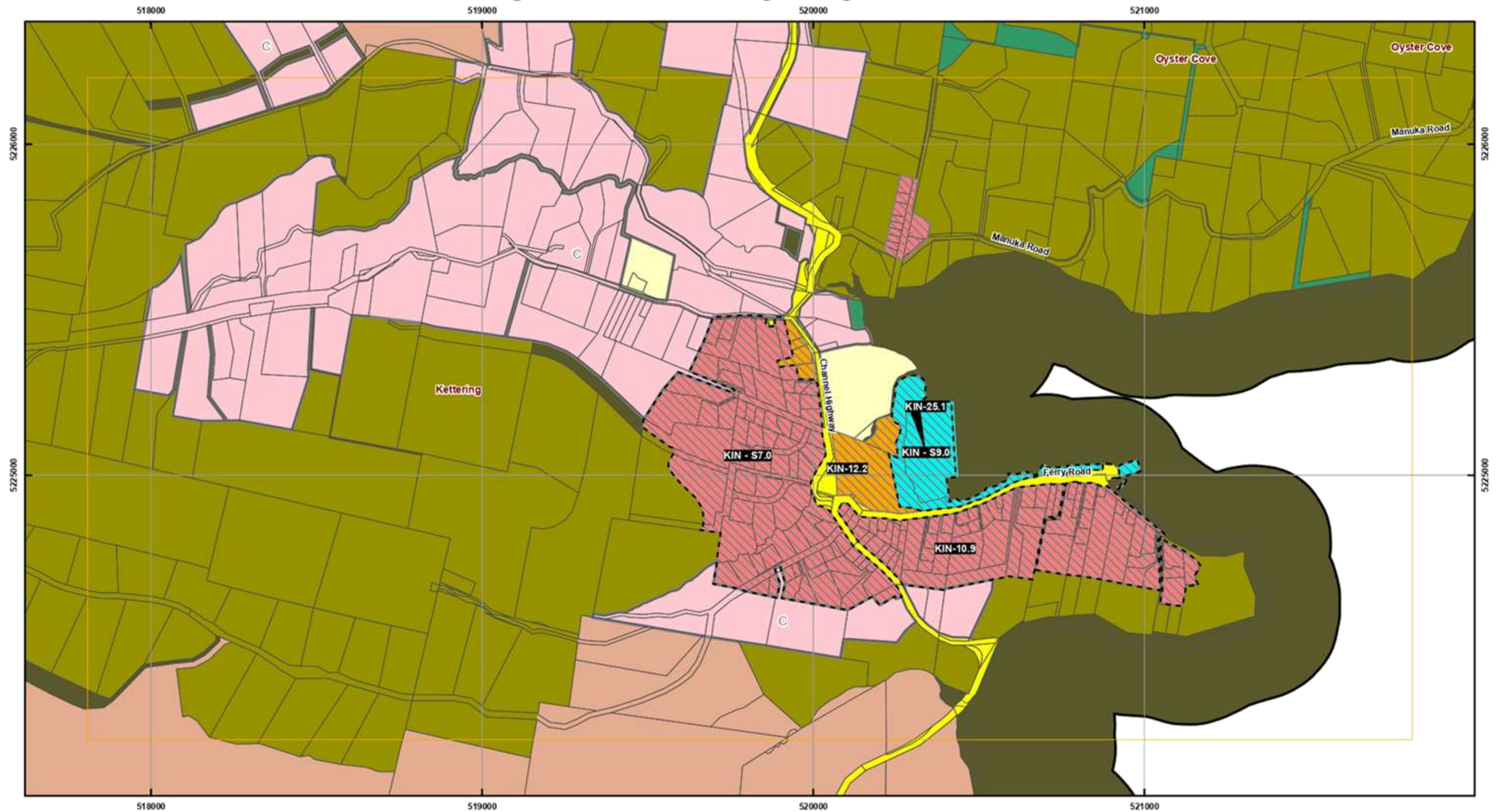
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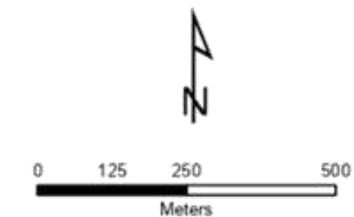
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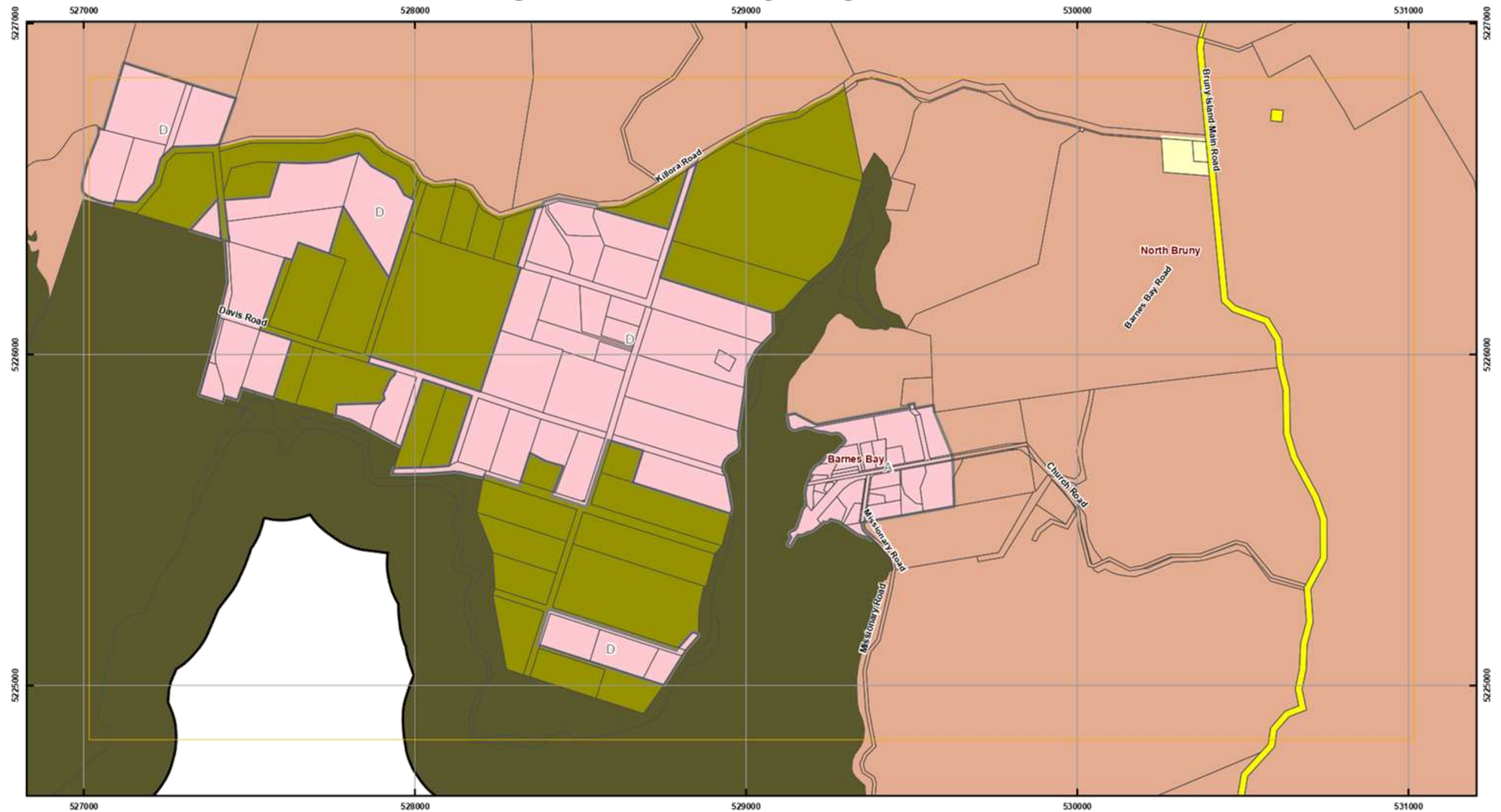
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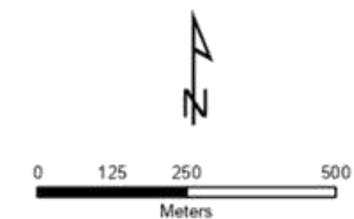
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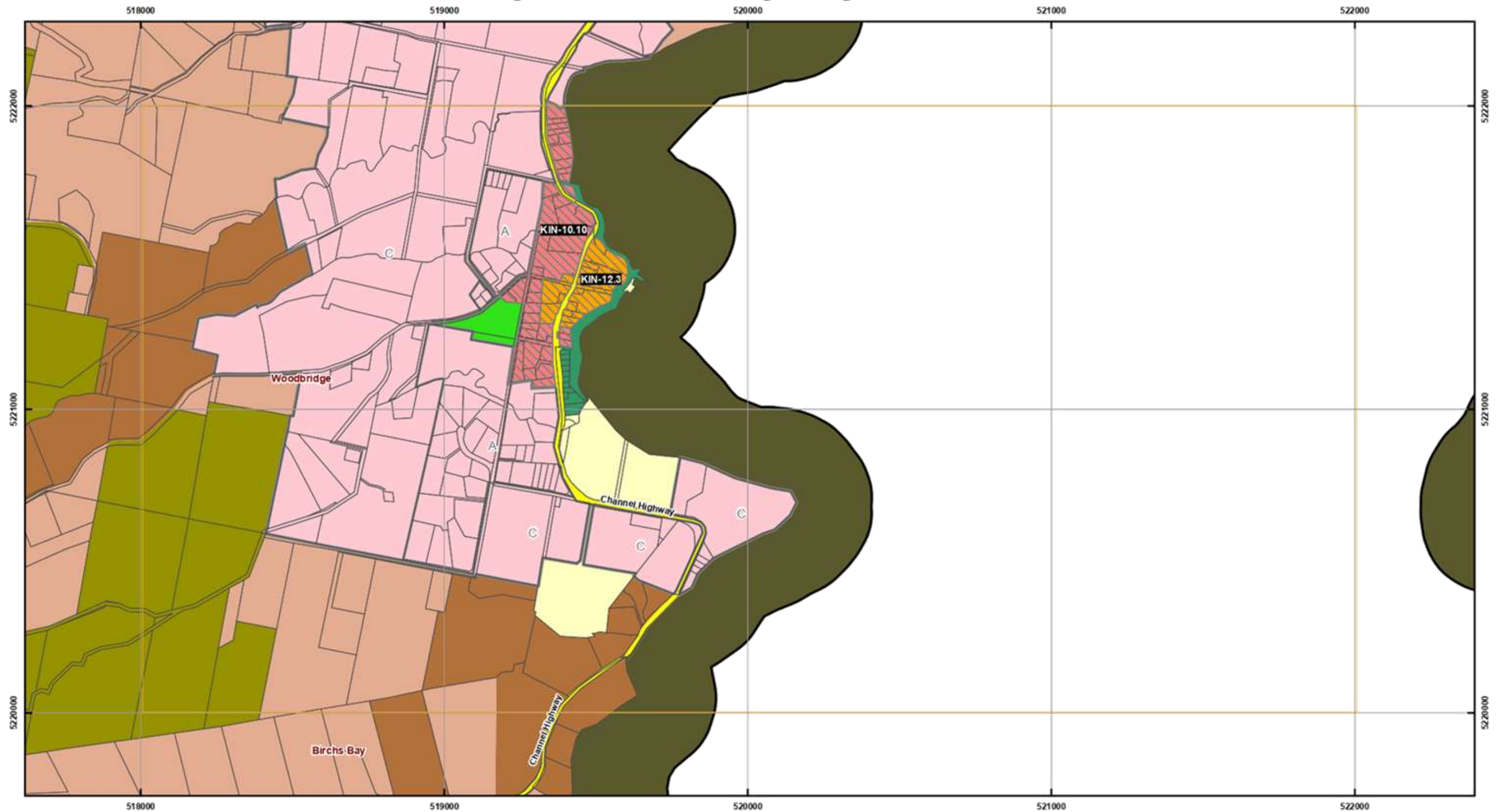
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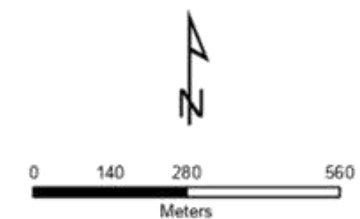


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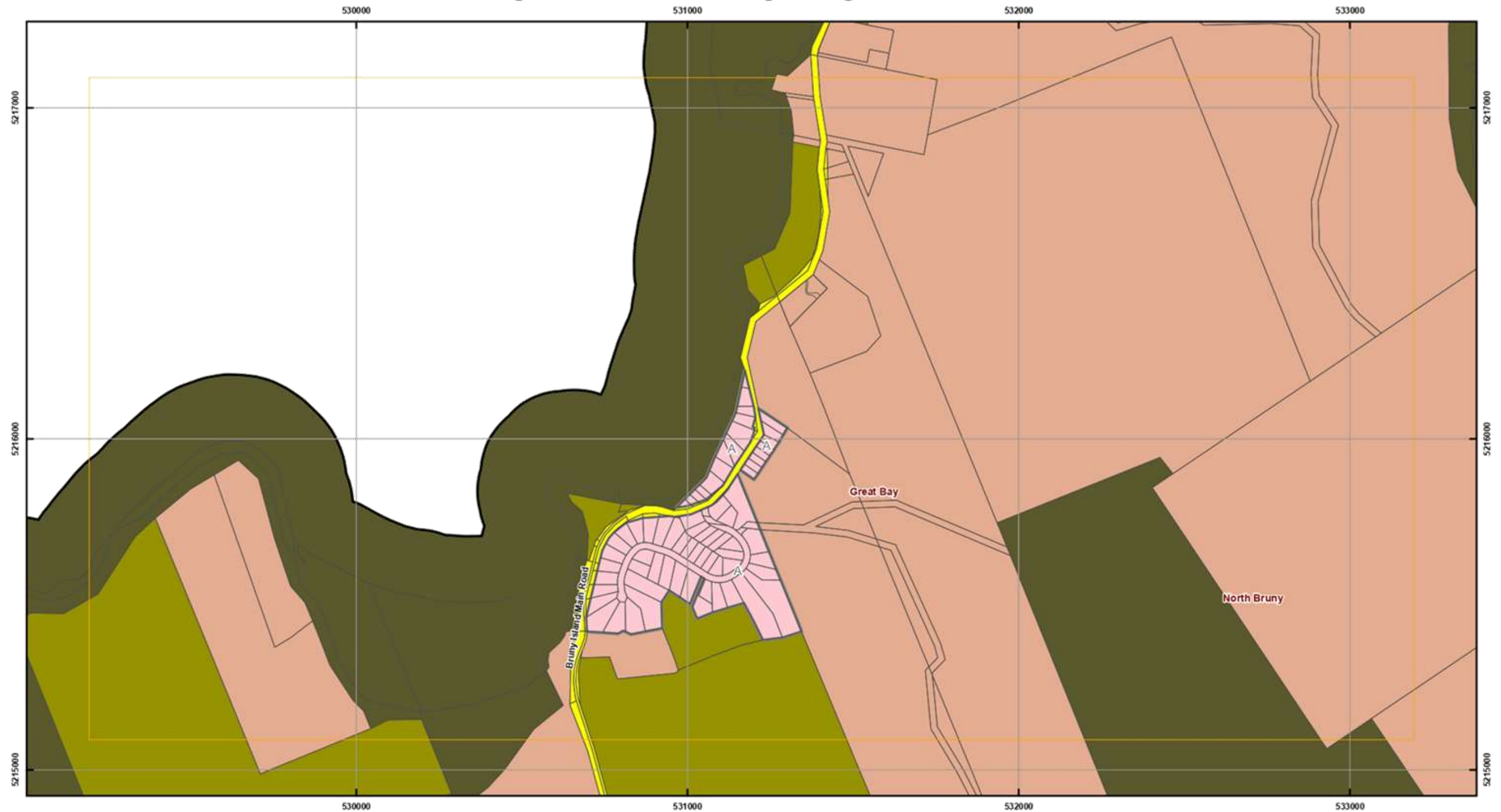
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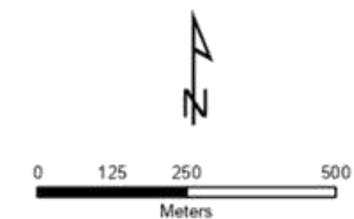
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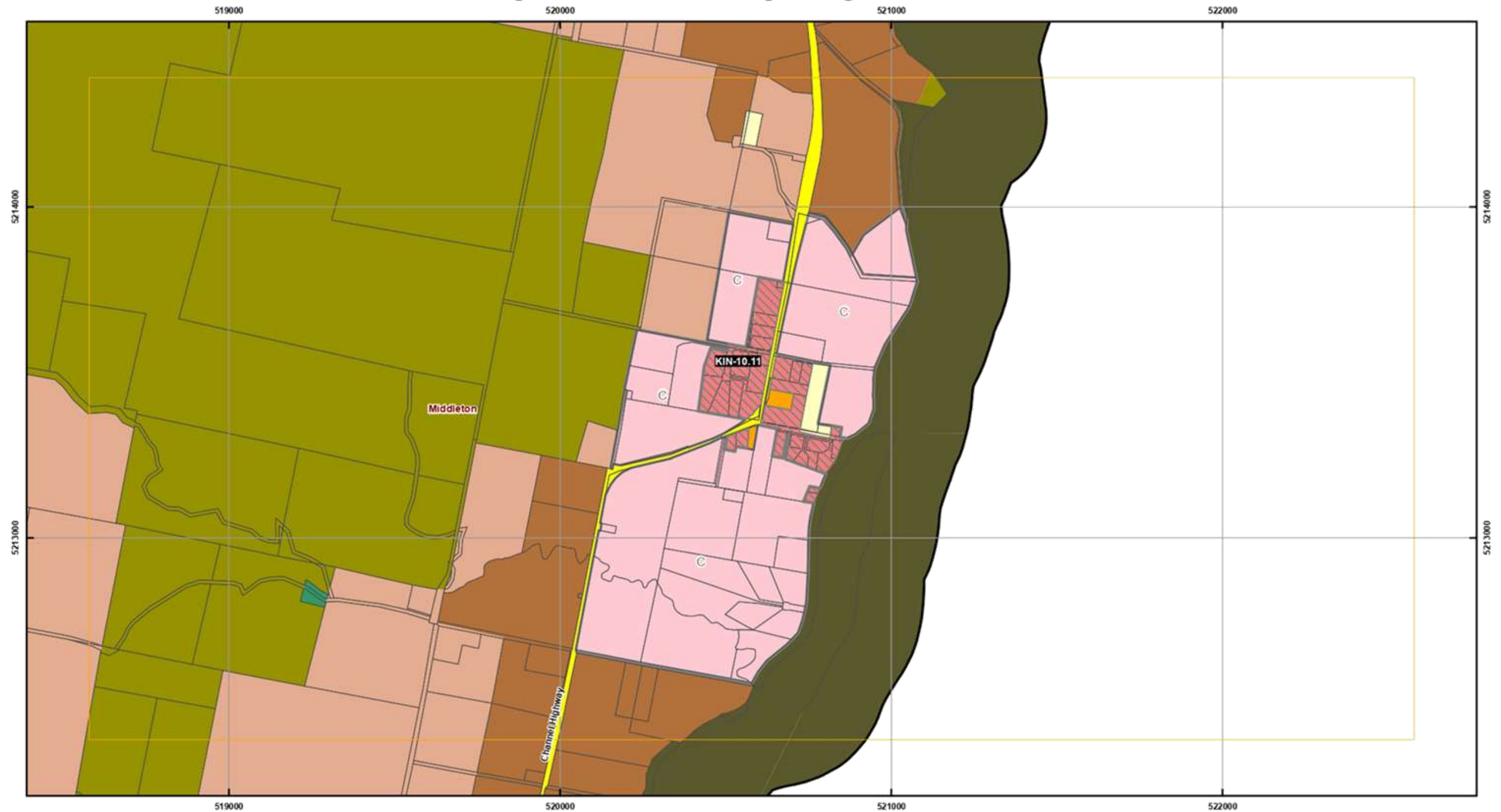
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Community Purpose	Light Industrial	Rural	Parcel Boundary
Environmental Management	Local Business	Rural Living	Specific Area Plan
Future Urban	Low Density Residential	Urban Mixed Use	Site-Specific Qualification
General Business	Major Tourism	Utilities	

Coordinate System: GDA 1994 MGA Zone 55
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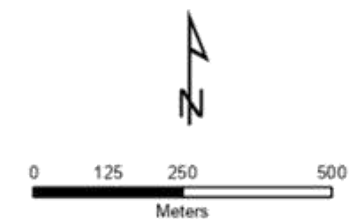
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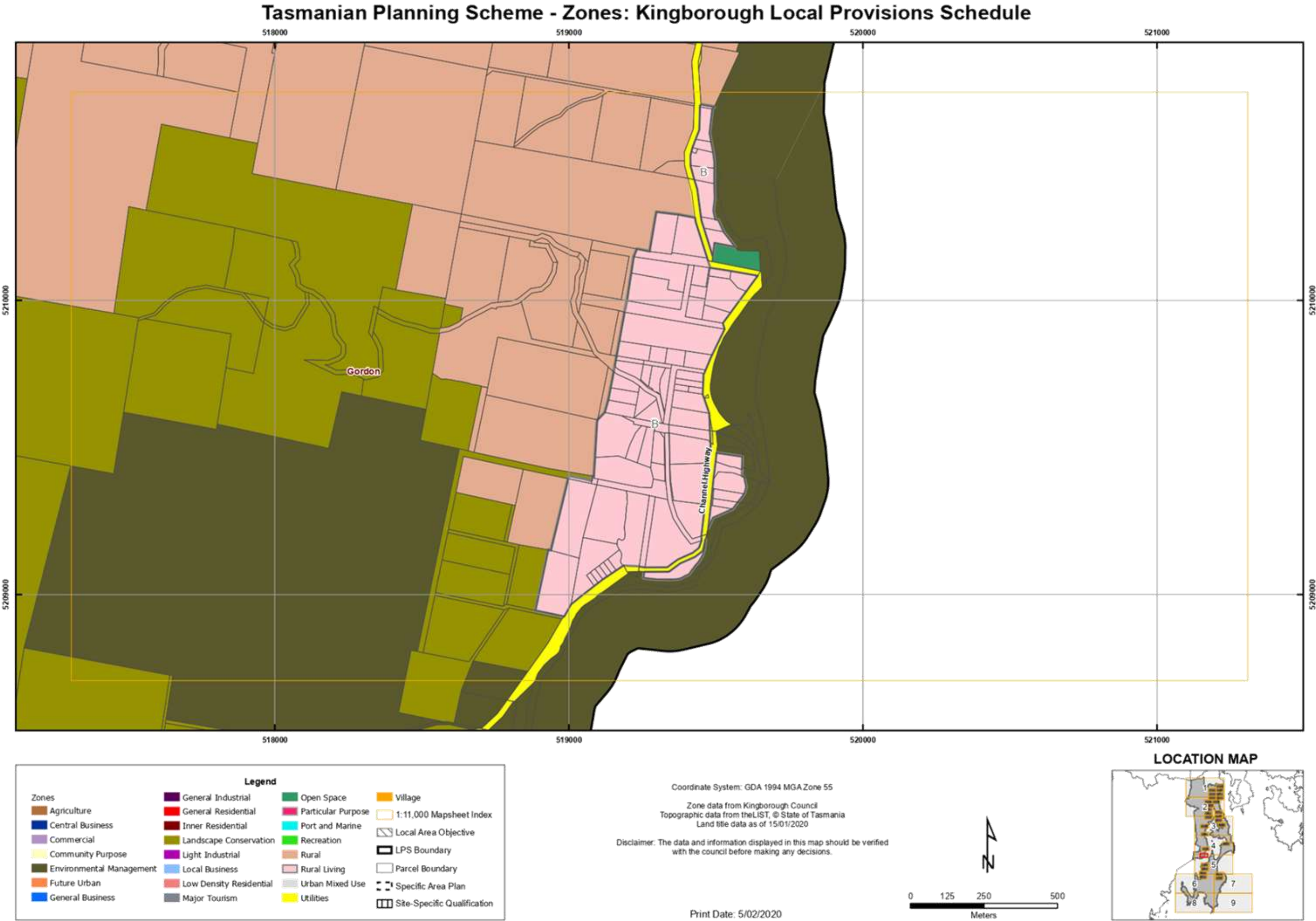


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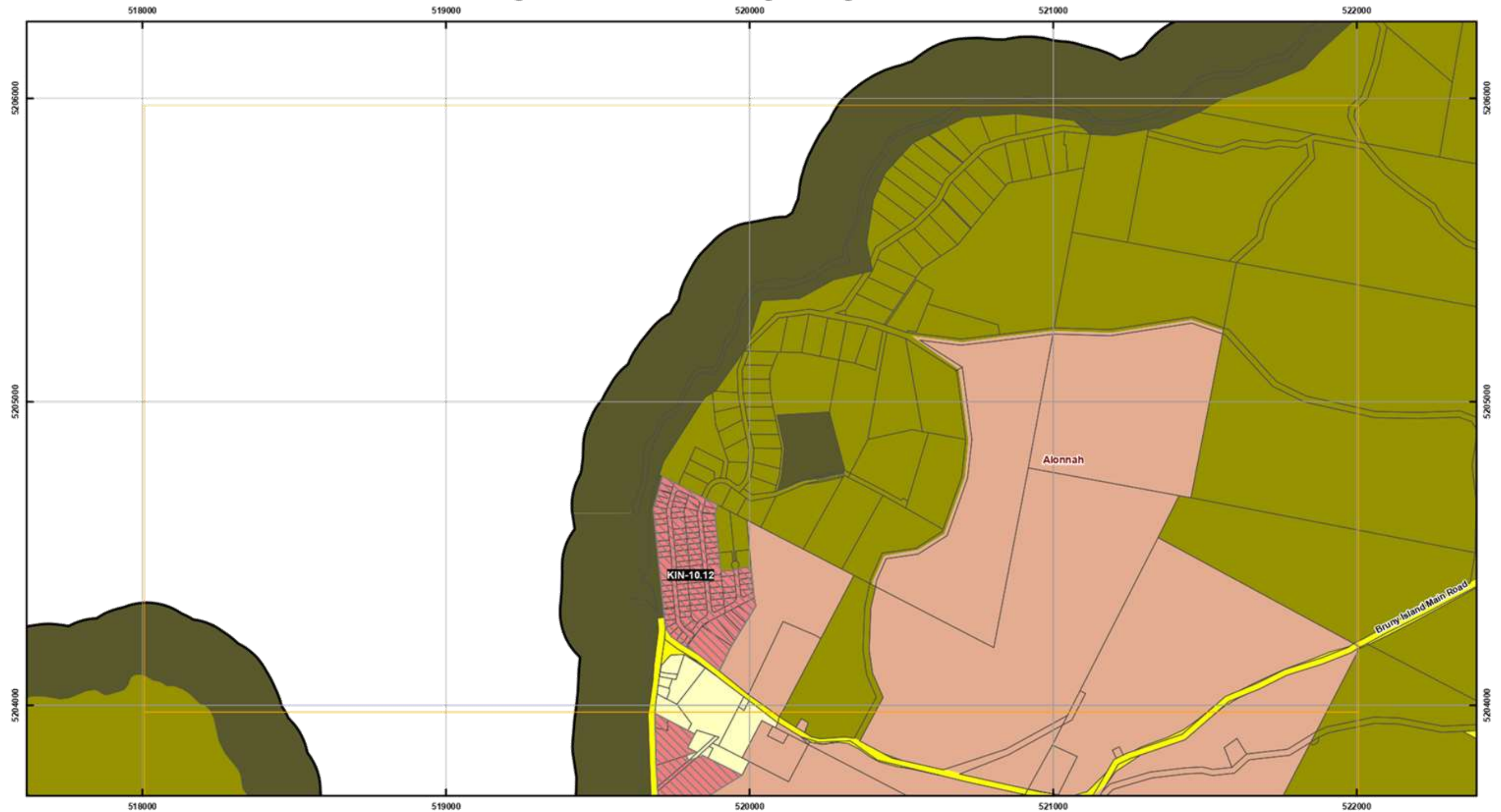
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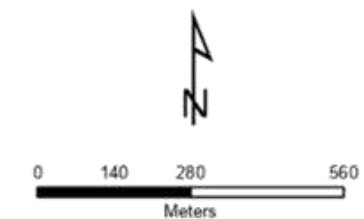
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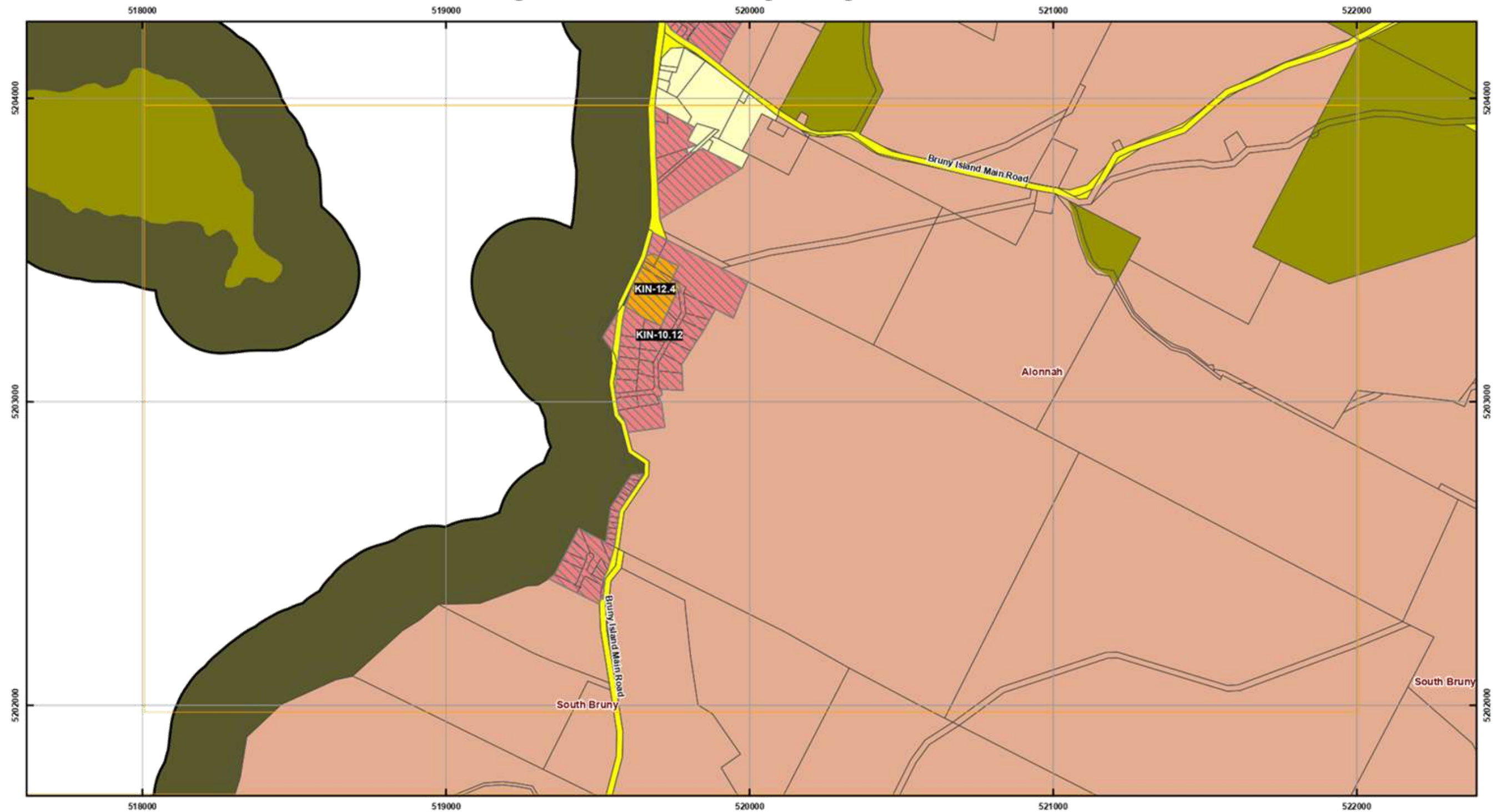
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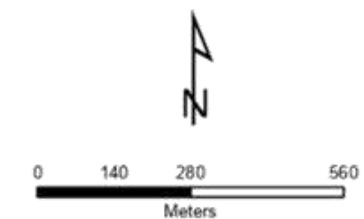
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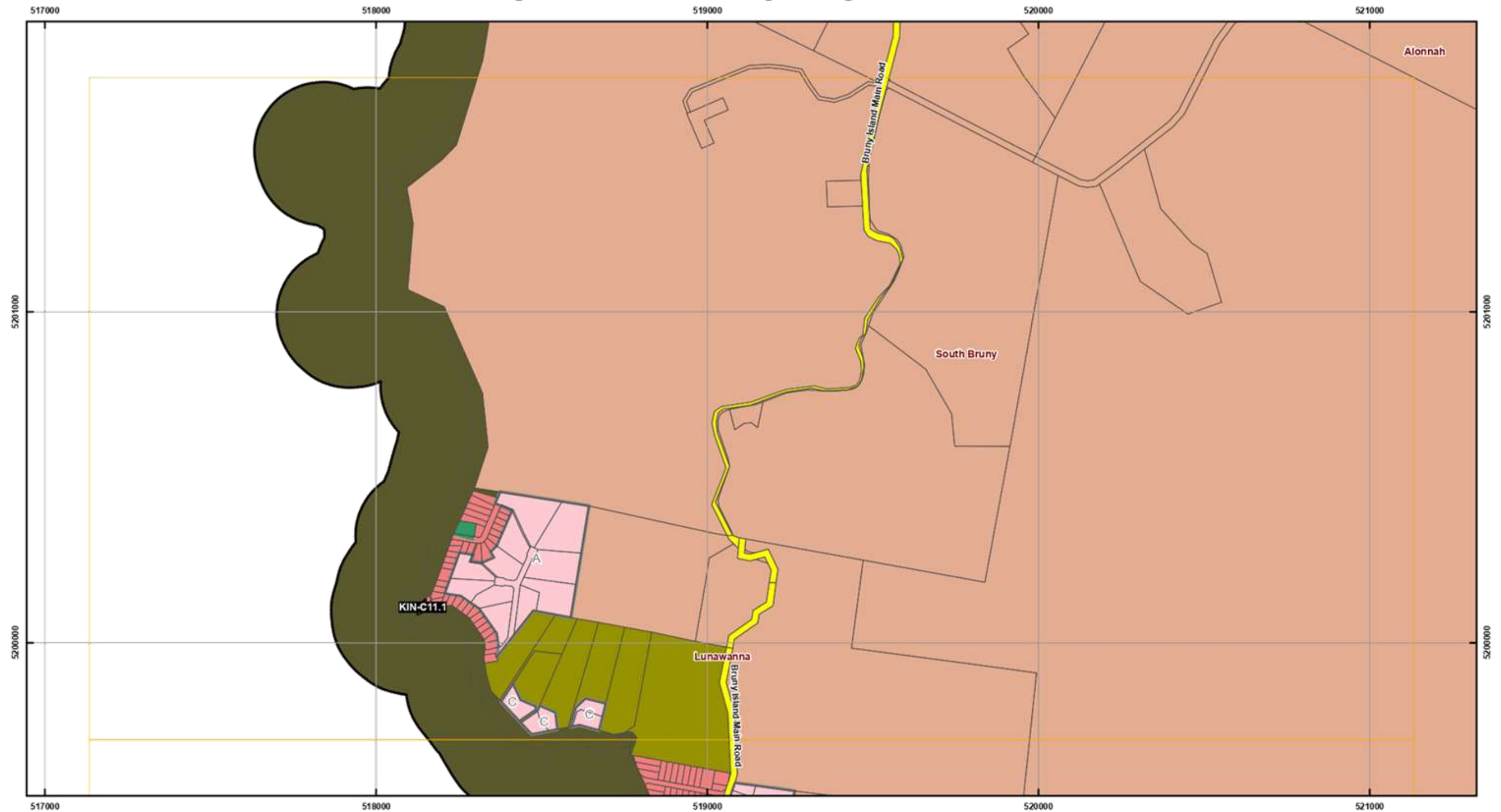
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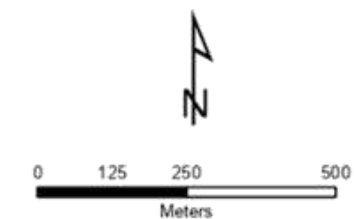
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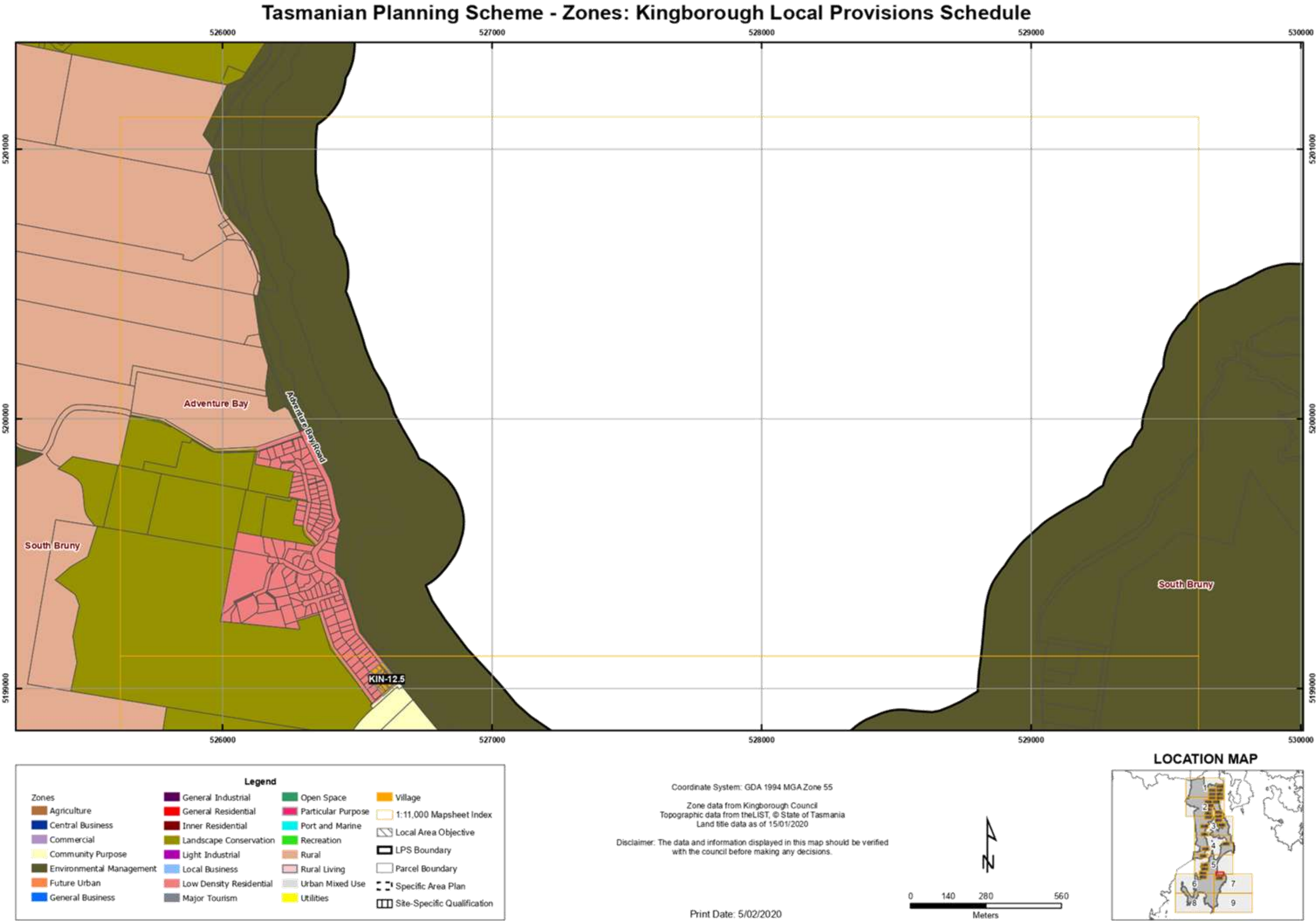


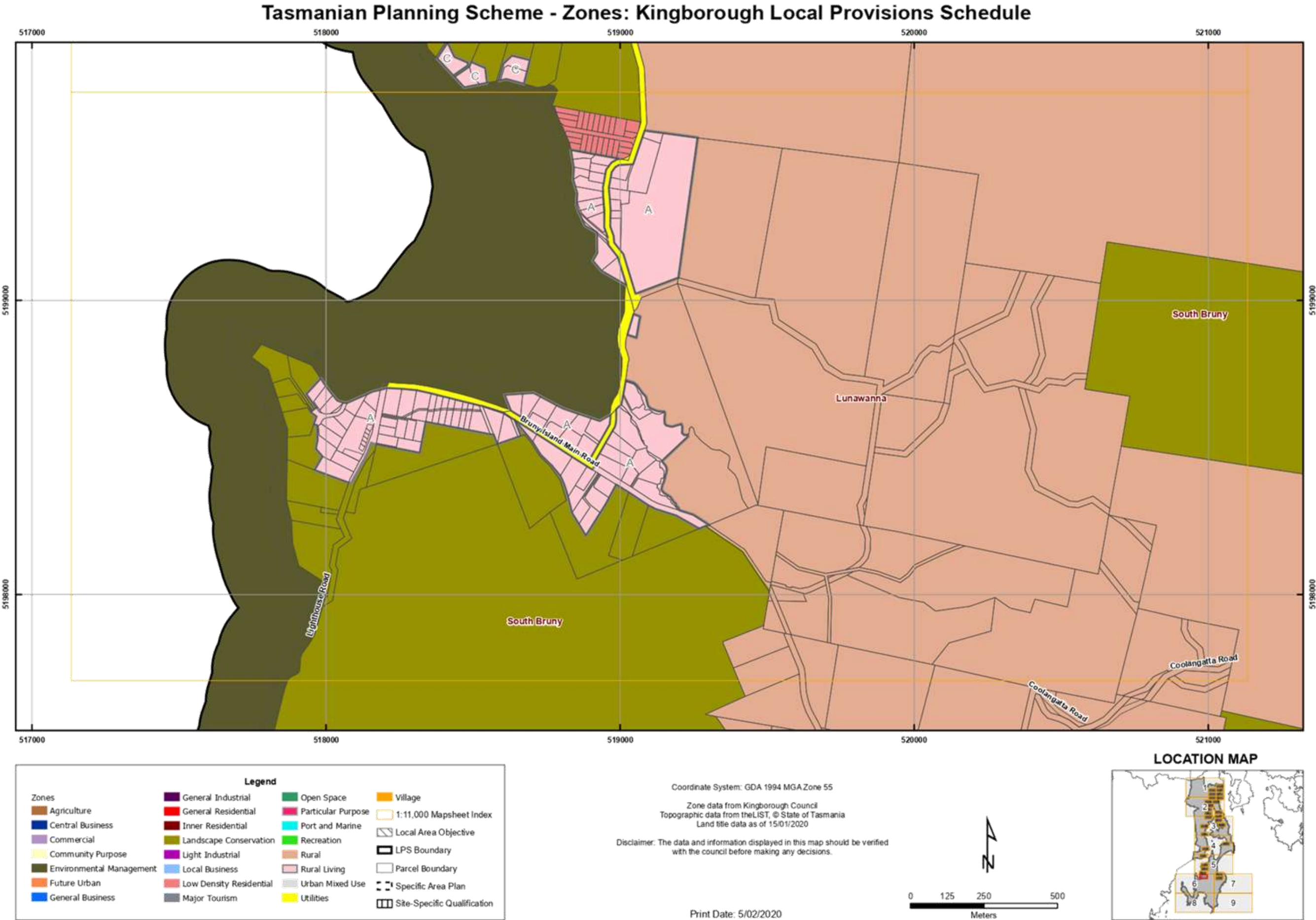
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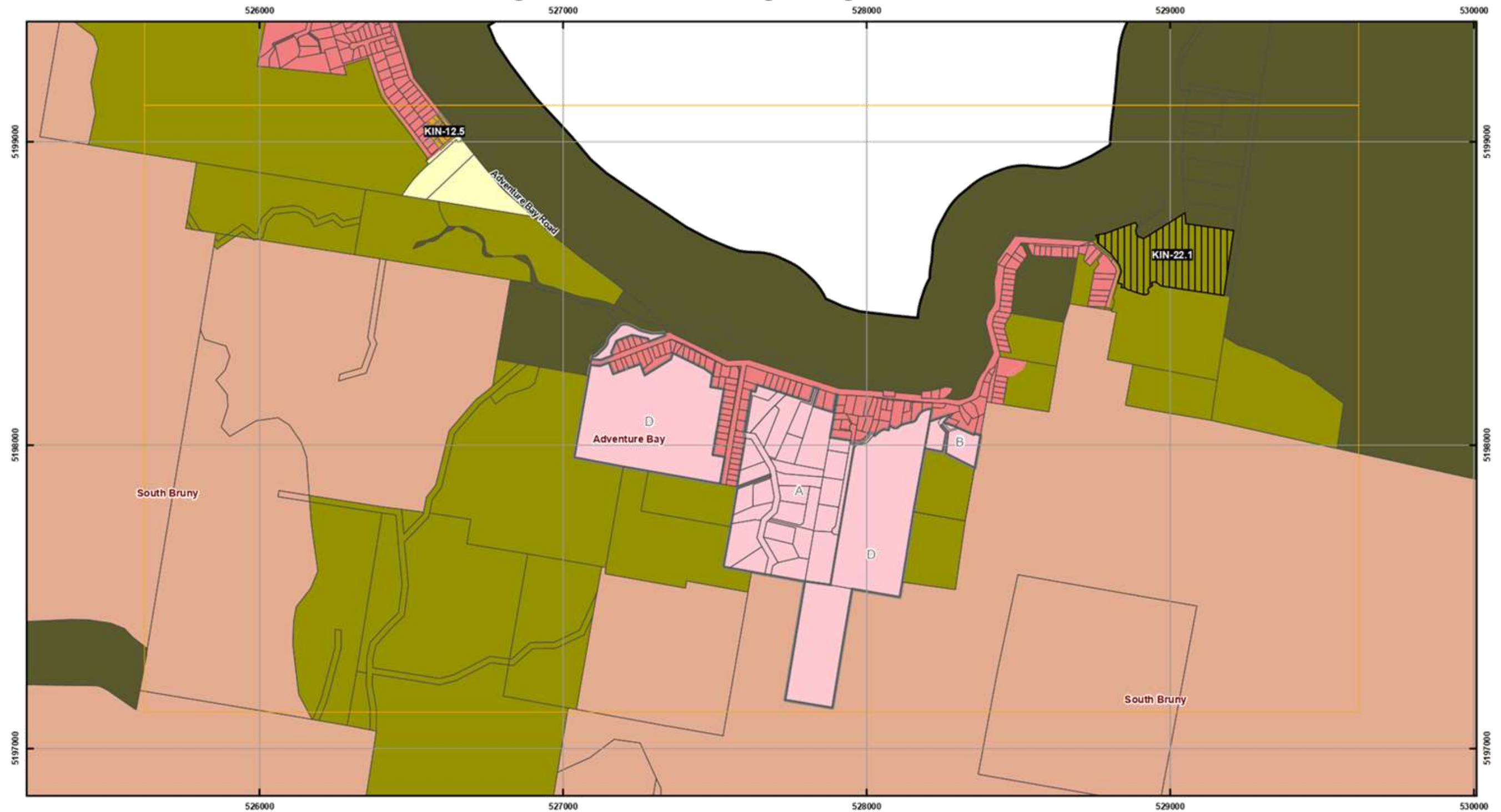
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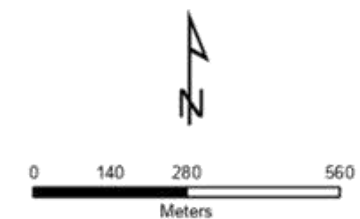
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OPEN SESSION

14 NOTICES OF MOTION

The following Notice of Motion was submitted by **Cr Cordover**

14.1 ICAN CITIES APPEAL**RECOMMENDATION**

That Kingborough Council endorses the ICAN Cities Appeal which reads:

Our municipality is deeply concerned about the grave threat that nuclear weapons pose to communities throughout the world. We firmly believe that our residents have the right to live in a world free from this threat. Any use of nuclear weapons, whether deliberate or accidental, would have catastrophic, far-reaching and long-lasting consequences for people and the environment. Therefore, we warmly welcome the adoption of the Treaty on the Prohibition of Nuclear Weapons by the United Nations in 2017, and we call on our national government to sign and ratify it without delay.

Background

Nuclear weapons pose an unacceptable threat to people everywhere. This is why, on 7 July 2017, 122 nations voted to adopt the Treaty on the Prohibition of Nuclear Weapons.

All national governments are now invited to sign and ratify this crucial global agreement, which prohibits the use, production and stockpiling of nuclear weapons and lays the foundations for their total elimination. According to the Department of Foreign Affairs, Australia does not currently support the "ban treaty".

To date, 80 nations have signed and 35 have ratified the Treaty. After 15 further ratifications it will enter into force and become binding international law, which is expected to occur in 2020 or 2021.

The International Campaign to Abolish Nuclear Weapons (ICAN), winner of the Nobel Peace Prize in 2017, hosted an event with Peace Boat in Hobart on the 24th of February at which Kingborough Council was represented.

ICAN is encouraging cities and towns to endorse the ICAN Cities Appeal, sending a message to governments around the world that, for the good of humanity, the Treaty on the Prohibition of Nuclear Weapons should be signed and ratified by all nations.

Discussion:

- Local governments can help build support for the treaty by endorsing the ICAN Cities Appeal.
- The City of Hobart has already endorsed the ICAN Cities Appeal.
- Twenty-five other cities, towns and councils around Australia have endorsed the ICAN Cities Appeal.
- Hundreds of cities, local and regional bodies in thirteen countries have endorsed the ICAN Cities Appeal.
- Local government has a responsibility to act to keep citizens safe, including doing whatever we can to reduce the threat of nuclear conflict.

- Endorsing the ICAN Cities Appeal would demonstrate that, in addition to acting locally to encourage and support a safe, healthy and connected community, Kingborough Council also thinks globally.
- Mayors for Peace and nuclear-free zone initiatives demonstrate that local government can play an important role engaging in matters of international importance.
- As the second southernmost municipality in Australia, and with an interest in Antarctic and Southern Ocean matters, Kingborough can take a leadership position in defending Article V of the Antarctic Treaty that bans nuclear explosions and the disposal of nuclear waste from Antarctica. The most effective way to prevent nuclear weapons being deployed, tested or stored in Antarctica or in our region would be the outright banning of nuclear weapons as outlined in the UN Treaty on the Prohibition of Nuclear Weapons.

The Australian Government has not acted to ratify the United Nations Treaty on the Prohibition of Nuclear Weapons, leaving a leadership gap in which local and state authorities play an important advocacy role.

By endorsing the ICAN Cities Appeal, Kingborough Council has the opportunity to advocate for the prohibition of nuclear weapons and demonstrate a leadership position in line with our Council's values of accountability, respect, excellence and inclusiveness.

As a Council, our number 1 Key Priority Area in the Strategic Plan 2020-2025 is to encourage and support a safe, healthy and connected community. The ongoing possession of nuclear weapons by any nation poses an existential threat to all communities, including our own. Council's public recognition of this fact, and public advocacy to do something about it, will help engender a more connected community that engages with issues of global importance. Taking responsibility to advocate for matters that resonate beyond our municipal borders speaks to our Council's values of accountability and excellence.

Officer's Response

Council decision required.

Gary Arnold, General Manager

15 PETITIONS STILL BEING ACTIONED

There are no petitions still being actioned.

16 PETITIONS RECEIVED IN LAST PERIOD

16.1 DOG POO BAGS

A petition containing **194** signatures has been received by Council petitioning Council to:

1. Investigate the cost and benefits of using vegetable-based compostable 'bioplastic' dog poo bags; and
2. The investigation be presented at a Council meeting within 5 months of the receipt of this Petition; and
3. Be prepared to pay a premium to introduce compostable bioplastic bags to replace the current dog poo bags.

RECOMMENDATION

That the petition containing **194** signatures be received and referred to the appropriate Department for a report to Council.

17 OFFICERS REPORTS TO COUNCIL

17.1 KINGBOROUGH SPORTS PRECINCT FUTURE DIRECTIONS PLAN**File Number:** 22.247**Author:** Scott Wade, Operations Manager Kingborough Sports Precinct**Authoriser:** Daniel Smee, Executive Manager Governance & Community Services**Strategic Plan Reference****Key Priority Area:** 1 Encourage and support a safe, healthy and connected community.**Strategic Outcome:** 1.5 An active and healthy community, with vibrant, clean local areas that provide social, recreational and economic opportunities.**1. PURPOSE**

- 1.1 The purpose of this report is to seek Council endorsement of the Draft Kingborough Sports Precinct Future Direction Plan (summary document attached, full version distributed to Councillors separately).

2. BACKGROUND

- 2.1 The Kingborough Sports Precinct (KSP) is one of the most significant recreational venues in Tasmania, with 33 organisations calling it their home, including six of the State's largest sporting organisations.
- 2.2 There is strong growth demand for improved facilities within the KSP and this will continue with the growing population and participation in sport, recreation and community activities.
- 2.3 The plan captures the aspirations of stakeholders and the community for facilities that will enhance opportunities for social inclusion, health and wellbeing.
- 2.4 The plan is linked to Council's Strategic Plan and presents four big, bold and visionary key projects, a range of important support projects and an action plan for implementation over the next 25 years.

3. STATUTORY REQUIREMENTS

- 3.1 No statutory requirements apply.

4. DISCUSSION

- 4.1 A Future Directions plan for the KSP is quite different to a standard masterplan for one-off individual sporting infrastructure developments. A Future Directions plan is about Council providing leadership and promoting visionary aspirations for the community to consider.
- 4.2 The key projects in this plan will require people to think beyond what currently exists and imagine what the precinct could look like in the future. In effect, it establishes a blueprint to guide Council's strategic development of the site in collaboration with user groups.

- 4.3 The focus of the plan is not on individual sports infrastructure requirements but upon opportunities to bring people and organisations together to establish the KSP as a site that places community at the forefront of everything we do.
- 4.4 The plan is focused on making Kingborough a great place to live. The KSP is already a source of pride for the community and there are significant growth opportunities to enhance this in the future, for example:
- Developing an aquatic leisure facility on site;
 - Embracing the creation of a Sports College within Kingston High School;
 - Supporting expansion of indoor sporting opportunities to cater for growth, diversity of activities and inclusion; and
 - Integration and cooperation through a KSP marketing and business strategy;
 - Upgrading Gormley Park as a multi-use sportsground associated with outdoor community facilities;
 - Providing a synthetic multi-use sportsground and associated upgrading of amenities at Lightwood Park; and
 - Installing a second turf wicket at the Twin Ovals.
- 4.5 The plan creates a wonderful relationship building opportunity for Council staff, i.e. it will be a significant management tool that can be the foundation for engagement with current users of the KSP in an endeavour to create positive and cooperative operational and strategic relationships.
- 4.6 The same opportunity exists to connect with, and seek support from, State sporting organisations and relevant State government departments. The outcome of building relationships with these organisations will be designed to improve usage and develop new programs and events within the KSC and KSP more broadly.

5. FINANCE

- 5.1 Implementing every opportunity contained within this plan will ultimately be a multi-million dollar exercise (\$50M plus). However, at this point in time, endorsement of the plan does not commit Council to any expenditure (apart from the already budgeted consultancy costs for this plan and the feasibility study for an aquatic leisure centre at the KSP – which is being funded via a one-off State Government grant).
- 5.2 Going forward, community demand will drive the ongoing developments of the KSP and quite clearly Council will require significant financial support from State and Federal Government if identified opportunities are to become a reality. However, this Plan provides a blueprint for the next few decades – it is not about seeking finance for a one-off project.

6. ENVIRONMENT

- 6.1 Similar to matters relating to finance; implementation of the identified future direction opportunities in this Plan will require further and detailed analysis of the environmental impacts. Endorsement of the Plan itself has no immediate environmental impact.

7. COMMUNICATION AND CONSULTATION

- 7.1 KSP stakeholders and a range of other relevant stakeholders were consulted, by Inspiring Place and Council officers, during the process of developing this plan.
- 7.2 If this plan is endorsed by Council, it will be presented to the current KSP stakeholders, i.e. the 33 organisations that are currently based within the KSP site.
- 7.3 Furthermore, via the current Feasibility Study for an Aquatic Leisure Centre at the KSP, the opportunity exists for Council to introduce this Future Directions Plan to the broader community.

8. RISK

- 8.1 There is a risk that the Plan could lead to unrealistic expectations from sporting organisations in Kingborough. However, the Plan is clearly aspirational and provides no organisation with any guaranteed outcome.

9. CONCLUSION

- 9.1 In summary, a Future Directions Plan for the KSP is a long-term and big picture aspirational document that promotes Council leadership, in lieu of waiting for community sporting organisations to take the lead.
- 9.2 This Plan will help build relationships, create engagement and partnership opportunities and bring people and organisations together in an environment of cooperation.
- 9.3 Council's endorsement of the Plan is sought to enable further engagement with stakeholders in regard to facilitating the potential implementation of the key projects and initiatives contained therein.

10. RECOMMENDATION

That Council endorse the Kingborough Sports Precinct Future Directions Plan prepared by Inspiring Place Pty Ltd, dated January 2020.

ATTACHMENTS

- 1. Future Directions Plan Summary [↓](#) 

Kingborough Sports Precinct Future Directions Plan Summary

Background

The Kingborough Sports Precinct is one of the most significant recreational venues in Tasmania, with 33 organisations based there, including 6 of the State's largest sporting organisations. There is strong growth in demand for improved facilities within the Precinct and this will continue with the growing population and participation in sport, recreation and community activities. The Plan captures the aspirations of stakeholders and the community for facilities that will enhance opportunities for health and wellbeing. The Plan is linked to Council's Strategic Plan and identifies a vision, key projects, support projects and an Action Plan for implementation.

Vision

The Kingborough Sports Precinct will be an exemplary leader in achieving outstanding social-economic benefits for the Tasmanian community – a place where quality outcomes are delivered through immersion and integration of education, health, community well-being, sport and recreational activities.

Key Projects

- › Developing a new aquatic leisure centre which has attracted a strong desire from the local community over many years.
- › Creating Kingston High School as the premier Sports College for Tasmania.
- › Expanding the indoor stadium through conversion of the State Gymnastics Centre into new indoor sports stadiums and the construction of a new stadium to provide greater capacity for indoor sports, activities and events.
- › Ensuring integration with all stakeholders united in their vision for the future planning, development and management of the Precinct whilst having a central precinct business and administration base.

Supporting Projects

- › Upgrading Gormley Park as a multi-use sportsground associated with outdoor community facilities
- › Providing a synthetic multi-use sportsground and associated upgrading of amenities at Lightwood Park
- › Installing a second turf wicket at the Twin Ovals
- › Upgrading road and parking capacity
- › Providing for indoor cricket and tennis stadium
- › Improved pedestrian linkages

Action Plan

Five major priorities and 18 recommendations are listed in the Action Plan. The priorities are:

- › Priority 1 Approvals and Support
- › Priority 2 Initial Feasibility Assessments
- › Priority 3 Major Investment and Development Proposals for the Precinct
- › Priority 4 Actively seek funding support and grants
- › Priority 5 Ongoing Improvements, Management and Maintenance within the Precinct

Further information on the above projects is contained within the *Kingborough Sports Precinct Future Directions Plan 2020*.

Key:

- 1 Upgrade the intersection onto Summerhay Road
- 2 Install pedestrian marker and new entry sign
- 3 Develop a 'Kingsborough Sports College' at the Kingston High School
- 4 New parking layout with additional parking spaces and re-alignment of Kingston View Drive
- 5 Extension of parking area and potential for establishing back and side option for commuter transport
- 6 Original main indoor sports stadium with squash, offices, school and multi-use sports
- 7 Indoor sports stadium
- 8 Current table tennis centre proposed to be redeveloped for future fitness centre (located from under site 6) or small aquatic leisure centre if space sufficient
- 9 Current gymnastics centre proposed to be converted to two new indoor sports stadiums for basketball, volleyball, netball and other sports
- 10 Proposed new main entry to the Kingsborough Sports Centre to include four reception offices, cafe, club offices, meeting rooms and orientation to sports facilities
- 11 Proposed aquatic leisure centre to be developed on existing indoor cricket and tennis field site
- 12 Current outdoor netball courts and clubhouse proposed to be new outdoor centre with surrounding gym-annex, table tennis, dance, circus, martial arts and multi-use activity spaces. Access to car parking under the new building from existing road to 'Sea Oval'
- 13 Potential redevelopment of the car park for youth sports and culture club
- 14 Potential site for 2 new outdoor netball courts and clubhouse
- 15 Potential for future development. Options may include indoor and/or outdoor tennis and outdoor netball courts
- 16 New car park to service the indoor cricket and tennis centre
- 17 Existing playing area for recreational take park for which access and layout may change as a result of any future road works (refer to 19 below)
- 18 Existing fenced dog off-leash exercising area
- 19 Council to investigate road link options from Spring Farm residential estate to Kingston. May Drive (preferred route shown, subject to feasibility studies and consent)
- 20 Future consideration for road link (refer to 19 above) and parking areas
- 21 Upgrading of Lighthouse Park on per Lighthouse Park Master Plan 2018 including new clubhouse in central location incorporating changing rooms, amenities, new storage and seating for green-ground
- 22 Upgrade Lighthouse Park 2 ground with synthetic surface to accommodate all weather and high levels of training and multi-use (see integrated with Sports College programs)
- 23 Provision for additional grounds for the Kingston Croquet Club
- 24 Consider future pathway to connect with Kingston High School
- 25 Upgrading of Lighthouse Park 3 including drainage, access and lighting issues
- 26 Proposal for relocation of the Southern Dog Quadrant Club building with removal of grassy area and managed access to Lighthouse Park 3
- 27 Planned upgrading of Gormley Drive with sealed surface, footpaths, drainage and car parking. Upgrade entry signs at intersection with Summerhay Road
- 28 Potential redevelopment of Gormley Park as multi-use sportsground with improved capacity for athletic training and events, new gymnasium and amenities, and parking
- 29 Potential for future car parking annex service surrounding sportsgrounds or alternatively to be developed as a multi-use sportsground with use E2. This latter option would limit the capacity of Gormley Park to house a sportsground to allow 100m races without overlapping lanes
- 30 Potential for a small community park including play, 5.5 basketball and netball court and several fitness facilities
- 31 Improve pedestrian access to Teadu Place
- 32 Existing community sports and fitness shed
- 33 Continued improvements and additional infrastructure on the 'Sea Oval' to facilitate access and use
- 34 Turf field to be used to oval



3.1 Kingsborough Sports Precinct Future Directions Plan

Draft For Review | Prepared for Kingsborough Council

17.2 ANNUAL BUDGET MID-YEAR REVIEW

File Number: 5.95

Author: David Reeve, Executive Manager Engineering Services

Authoriser: Gary Arnold, General Manager

Strategic Plan Reference

Key Priority Area: 2 Deliver quality infrastructure and services.

Strategic Outcome: 2.4 The organisation has a corporate culture that delivers quality customer service, encourages innovation and has high standards of accountability.

1. PURPOSE

1.1 The purpose of this report is to correct an administrative error and put forward amended recommendations from the report submitted for Council consideration on the Annual Budget Mid-Year Review on 28 January 2020.

2. BACKGROUND

2.1 A report was submitted to Council on 28 January 2020 that discussed in detail recommended changes to the Capital Budget for 2019/20 as part of a mid-year review, copy of original report attached.

2.2 Although the report provided details on all the recommended actions, the final recommendation omitted mention of the low flow stormwater diversion schemes for Blackmans Bay and Kingston Beach and funding for Brightwater Stage 2. Subsequently the Council resolution did not reflect these proposed amendments.

3. STATUTORY REQUIREMENTS

3.1 There are no statutory requirements associated with this matter.

4. DISCUSSION

4.1 The discussion as relates to this matter are included within the original report as attached and can be used as the basis for the Council consideration of the amended recommendation.

5. FINANCE

5.1 The financial implications were discussed as part of the original report and took into account the amended recommendations.

6. ENVIRONMENT

6.1 There are no environmental implications for this matter.

7. COMMUNICATION AND CONSULTATION

7.1 The review is available to the public through the Council's Agenda.

8. RISK

- 8.1 The risk implications were discussed as part of the original report and took into account the amended recommendations.

9. CONCLUSION

- 9.1 The original mid-year review considered by Council on 28 January 2020 remains as is. This report is put forward to correct an administrative error and to allow for an amended resolution to be recorded.

10. RECOMMENDATION

That Council note the current annual budget mid-year review and agree to reallocate \$1.32M within the existing capital program to other projects as follows:

- (a) John Street reconstruction – \$290K
- (b) Talone Avenue reconstruction – \$250K
- (c) Brightwater Road stage 1 works – \$75K
- (d) Tabors Road Stormwater – \$120K
- (e) Future Design Projects – \$60K
- (f) Low Flow stormwater diversion to sewer-\$200K
- (g) Balance or remaining funding to be allocated for Brightwater Stage 2 works.

ATTACHMENTS

1. Report Submitted to Council Meeting on 28 January 2020 [↓](#) 

Council Meeting Agenda No. 228 January 2020

17 OFFICERS REPORTS TO COUNCIL

17.1 ANNUAL BUDGET MID-YEAR REVIEW

File Number: 5.95
Author: John Breen, Chief Executive Officer
Authoriser: Gary Arnold, General Manager

Strategic Plan Reference

Key Priority Area: 2 Deliver quality infrastructure and services.
Strategic Outcome: 2.4 The organisation has a corporate culture that delivers quality customer service, encourages innovation and has high standards of accountability.

1. PURPOSE

- 1.1 The purpose of this report is to review the budget forecast after six months of actual expenditure and consider the progress in delivering the Capital Works program and to seek adjustments to individual budget items.

2. BACKGROUND

- 2.1 Budgets are a forecast of likely income and expenditure at a point in time. After six months of actual expenditure, a number of budget assumptions have changed resulting in variations to forecast figures.
- 2.2 The attached summary operating statement shows the December operational results against the year-to-date budget, the annual budget the revised forecast budget and the forecast variance.
- 2.3 For various reasons, capital budgets will vary throughout any financial year with some projects realising savings, with others being over expended and, in some cases, projects being deferred. Generally the overs and unders are managed within the overall budget, however it is prudent that at this stage of the year Council considers the current situation and makes some decisions accordingly
- 2.4 The status of the current capital program is attached. This provides an estimate as to the completion of each project, while noting that the actual expenditures may not accurately reflect this due to lags in receiving final invoices.
- 2.5 During the 2019/20 budget discussions, it was suggested that a mid-year review may provide opportunities to add additional operating expenditure to the budget based on identified savings, if any.

3. STATUTORY REQUIREMENTS

- 3.1 There are no statutory requirements associated with this matter.

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4. DISCUSSION

- 4.1 The forecast Underlying Operational Result is for a deficit of \$375k against the budget figure of \$225k. At a high level, recurrent income is expected to be \$200k over budget, while expenditure is forecast at \$350k over budget leaving a \$150k increase in the Underlying Deficit for 2019/20.
- 4.2 This following is the analysis of movements on each income and expenditure item as reported in the Summary Operating Statement based on December 2019 figures:
- i. **Rates +\$300k:** Rate income is currently \$234k over budget of which \$140k is due to general rates, \$32k relates to the stormwater rate and \$64k to garbage rates. In the second half of the year, the variance is expected to increase marginally due to supplementary rates only applying to the period to 30 June.
 - ii. **Income Levies \$0:** Income levies relate to income passed onto the fire service and while they are \$40k over budget, this will be offset by expense levies being over by a similar value.
 - iii. **Statutory Fees and Fines +\$150k:** Statutory fees and fines is currently \$74k over budget due to development services fees of \$28k over and compliance fees of \$52k over budget. While development services fees are expected to slow down over the holiday period, they are expected to increase again in the period from February to June 2020.
 - iv. **User Fees +\$0:** User fees are currently \$23k over budget due primarily to the Kingston Sports Centre where kiosk sales are \$39k over budget. Based on the trends from last year, kiosk sales will decrease significantly over the school holiday period, but are then expected to return to normal levels from March onwards.
 - v. **Grants Recurrent \$0:** Grants recurrent are \$115k over budget due to a timing difference in regards to the regional cat management program. At this stage, there is no indication that additional operational grant income will be received.
 - vi. **Contributions – Cash -\$250k:** Contributions are currently \$119k under budget to December 2019. There was expected to be a large contribution to POS from the Spring Farm development in the second half of the year, however a recent Council decision was made to not require the payment of those funds creating a significant shortfall in contributions.
 - vii. **Reimbursements \$0:** Reimbursement income is related to the pensioner discount offered by the State Government and is a pass through with the expenditure recorded as other expenses.
 - viii. **Other Income \$0:** While other income is \$73k over budget, this related to a timing difference in the receipt of carbon credits which was not budgeted until later in the financial year.
 - ix. **Interest \$0:** Interest income is currently \$28k under budget due to the level of cash deposits being less than expected. Given expected cash flows over the remainder of the year, interest expense is forecast to be close to budget.
 - x. **Dividend \$0:** Dividend from TasWater is forecast to be in line with the budget amount.

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- xi. **Share of Profit in Associate \$0:** This relates to the profit in KWS and is expected to be around the forecast of \$100k.
 - xii. **Investment Copping \$0:** Given that Copping have revamped their level of charges for the 2019/20 year, there is some uncertainty around the return. At this stage we are still expecting a return of \$150k, but there is a high level of uncertainty around the figure.
 - xiii. **Employee Costs +\$100k:** Employee costs are \$13k under budget at the end of December. It is expected that the allocation of on-costs to the capital program is forecast to be \$100k over budget due to the greater than expected capital expenditure in 2019/20.
 - xiv. **Expense Levies \$0:** This is the payment of the fire levies to Tas Fire Services and is related to the income levies.
 - xv. **Loan Interest +\$100k:** Loan interest is currently \$74k under budget due to borrowings for Kingston Park being less than forecast. The key project for early 2020 is the playground, which is to be funded by borrowings under the Accelerated Local Government Capital Program and therefore be interest free for five years. Further borrowings will be required for the completion of the Goshawk Way Road and the commencement of the Pardalote Parade path, however it is expected that \$100k will be saved by delaying those borrowings to the last quarter of the year.
 - xvi. **Materials and Services \$0:** Materials and services are currently \$81k over budget due primarily to additional waste recycling costs and grant fund expenditure in relation to disaster recovery activities. There is expected to be some reimbursement of storm cost expenditure that will offset the additional expenditure on materials and services.
 - xvii. **Other Expenses -\$50k:** Other expenses are \$82k over budget at the end of December 2019. The main reason for the negative variance is that kiosk purchases are \$22k over budget, insurance costs are \$14k over budget and valuation fees are \$25k over budget. KSC kiosk purchase costs will reduce over the summer period, while valuation fees are expected to come in around \$35k over budget due to increased volumes and insurance costs will account for the remainder of the increase.
 - xviii. **Depreciation -\$500k:** There are a number of factors affecting the level of depreciation for 2019/20. The main one is the revaluation and componentisation of building infrastructure. As a result of this work, a number of the components of building assets have been assigned reduced useful lives which have resulted in an expected additional \$300k in depreciation. This is the last asset category to be componentised. The additional \$200k in depreciation is due to the significant amount of work-in-progress that was capitalised in the last three months of the 2018/19 financial year.
- 4.3 As a result of Council being \$150k over its budget underlying deficit result, no expenditure is available in the second half of the year to fund additional activities.
- 4.4 The delivery of the Capital Works program is progressing well with most projects completed, commenced or scheduled; however one of the larger projects, Channel Highway, central Kingston is unlikely to progress to design finalisation and construction this financial year.

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- 4.5 Channel Highway, Kingston will be delayed as a more detailed evaluation of the needs of the area is undertaken. The first step in the process is the consultation and evaluation process currently being undertaken by an independent consultant, PlaceScore.
- 4.6 Channel Highway, Kingston has a budget allocation of \$1.47M and it is likely that expenditure of \$150K will be incurred this financial year, leaving \$1.32M for reallocation and/or as a carry forward amount. To maintain a balanced flow of capital works, it is recommended that the former option is adopted and a replacement allocation for Channel Highway works is included within Council's future budgets once it is clearer what the priority works and budget implications are for the CBD of Kingston
- 4.7 This approach reflects previous recent reports that have identified the use of funds from Channel Highway to fund higher than expected tender prices for other major projects, notably John Street reconstruction and more recently Talone Avenue reconstruction. These reallocations plus other recommended projects for the transference of the balance of the Channel Highway funds are listed below:
 - i. John Street reconstruction – Estimated over spend of \$290K as discussed in the tender report to Council on 24 June 2019. This project is currently under construction.
 - ii. Talone Avenue reconstruction – Estimated over spend of approximately \$250K as discussed in the tender report to Council on 25 November 2019. This project will be let to the successful contractor shortly.
 - iii. Brightwater Road-Stage 1 – Expected over spend of \$75K due to extensive unforeseen conflicts between the new stormwater line and other underground services and sections of poor subgrade. The construction is completed for this project.
 - iv. Tabors Road Stormwater – Expected over spend of \$120K due to the need for more extensive build-up of the road approaches around the planned culvert replacement; this will also drive the need for safety railing. This project is still going through the final design stages and is yet to be tendered.
 - v. Future Design Projects – Expected spend of \$60K. This budget allows for future years' designs to commence in order to move the design program ahead of schedule. This budget was accidentally omitted from the original budget.
 - vi. Low flow stormwater diversion to sewer – Expected overspend of \$200K. The budget had a nominal sum of \$50K for this work, focussing on the Illawarra Outfall. The cost of the two installations undertaken so far suggests costs remain consistent, at around \$50K per site. A further three sites are envisaged, pending TasWater agreement.
 - vii. Brightwater Road – Stage 2, road and stormwater works. This stage was originally considered for construction in conjunction with stage 1 but tight competing priorities meant that the project was split and this component deferred to 2020/21. With Stage 1 works now completed, the residents in the second stage are keen to see these works proceed as quickly as possible and as such this represents an opportunity to bring this project forward. It is expected that the design for this project will be finished in January 2020, giving the opportunity to tender in February/March. Estimated cost to construct is \$850K, which is approximately \$525K more than what is available with the balance funds from

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Channel Highway but, as it is envisaged that the works will bridge two financial years, the balance can (and would need to) be allowed for in 2020/21.

- 4.8 The above reallocations address identified project deficiencies and will allow timely delivery of a project that has previously being identified as a future priority.
- 4.9 The projects chosen are expected to be delivered in the 2019/20 financial year or, as is the case for Brightwater Road Stage 2, substantially delivered

5. FINANCE

- 5.1 Smaller over and under spends are being managed within the capital program, however, the larger suggested reallocation of the Channel Highway budget is discussed within the body of the report.
- 5.2 Channel Highway works are still considered a high priority and are just awaiting the clarity associated with the extent of works. The actual required budget associated with this will become clearer at the completion of the current consultation being undertaken for the central Kingston area.
- 5.3 Council is forecast to deliver an underlying operating deficit that is greater than the Annual Budget for 2019/20.

6. ENVIRONMENT

- 6.1 There are no environmental implications for this matter.

7. COMMUNICATION AND CONSULTATION

- 7.1 The review is available to the public through the Council's Agenda.

8. RISK

- 8.1 There is little risk in reallocating the funds from the Channel Highway project as a new bid can be submitted taking into account the various findings from the Kingston centre consultation process.
- 8.2 There is a risk of some negative perceptions from the community with the delay of the Channel Highway project, however, this will be balanced out by more fully allowing for their input to deliver the best possible solution for the wider community.
- 8.3 There is some reputational risk associated with delivering an underlying operating deficit that is above the Annual Budget figure for 2019/20.

9. CONCLUSION

- 9.1 The capital works program is following the timelines set with minimal slippage, the main exception being Channel Highway, Kingston.
- 9.2 Capital budgets are tracking within the overall budget allocations.
- 9.3 Reallocation of the Channel Highway funding is prudent as it will then allow for scheduling and delivery of other more achievable projects within the financial year, and provide the time to understand and reflect on the community's longer-term vision into the design and delivery of the planned Channel Highway upgrade works

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- 9.4 The underlying operating deficit for 2019/20 is forecast to be greater than in the original budget.
- 9.5 Council has no capacity to fund unbudgeted additional expenditure in the remaining six months of the year.
- 9.6 Budgets are a forecast of likely income and expenditure at a point in time. After six months of actual expenditure, a number of budget assumptions have changed resulting in variations to forecast figures.
- 9.7 The attached summary operating statement shows the December operational results against the budget, the annual budget the revised forecast budget and the forecast variance.
- 9.8 For various reasons, capital budgets will vary throughout any financial year with some projects realising savings, with others being over expended and, in some cases, projects being deferred. Generally the overs and unders are managed within the overall budget, however it is prudent that at this stage of the year Council considers the current situation and makes some decisions accordingly
- 9.9 The status of the current capital program is attached. This provides an estimate as to the completion of each project, while noting that the actual expenditures may not accurately reflect this due to lags in receiving final invoices.
- 9.10 During the 2019/20 budget discussions, it was suggested that a mid-year review may provide opportunities to add additional expenditure to the budget based on identified savings, if any.

10. RECOMMENDATION

That Council note the current annual budget mid-year review and agree to reallocate \$1.32M within the existing capital program to other projects as follows:

- a) John Street reconstruction – \$290K
- b) Talone Avenue reconstruction – \$250K
- c) Brightwater Road stage 1 works – \$75K
- d) Tabors Road Stormwater – \$120K
- e) Future Design Projects – \$60K

ATTACHMENTS

- 1. Summary Operating Statement
- 2. Capital Expenditure to 27/11/2019

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KINGBOROUGH COUNCIL - December 2019

Summary Operating Statement All

	YTD Actuals	YTD Budget	YTD Variance	Annual Budget	Forecast Budget	Forecast Variance
Income						
Rates	28,466,304	28,232,000	234,304	28,252,000	28,552,000	300,000
Income Levies	1,669,923	1,630,000	39,923	1,630,000	1,630,000	0
Statutory Fees & Fines	1,332,694	1,258,200	74,494	2,486,400	2,636,400	150,000
User Fees	664,342	641,040	23,302	1,280,954	1,280,954	0
Grants Recurrent	585,134	700,000	(114,867)	2,410,000	2,410,000	0
Contributions - Cash	97,385	215,940	(118,555)	432,000	182,000	(250,000)
Reimbursements	1,125,576	1,090,000	35,576	1,130,000	1,130,000	0
Other income	432,345	359,840	72,505	1,323,600	1,323,600	0
Internal Charges Income	109,998	109,980	18	220,000	220,000	0
Transfers Income	0	0	0	0	0	0
Total Income	34,483,701	34,237,000	246,701	39,104,954	39,364,954	200,000
Expenses						
Employee Costs	7,996,287	8,008,906	12,619	14,940,658	14,840,658	100,000
Expenses Levies	832,879	815,000	(17,879)	1,630,000	1,630,000	0
Loan Interest	48,979	122,520	73,541	245,000	145,000	100,000
Materials and Services	4,892,560	4,815,150	(77,410)	9,408,922	9,408,922	0
Other Expenses	2,767,713	2,682,140	(85,573)	3,776,980	3,826,980	(50,000)
Internal Charges Expense	109,998	109,980	(18)	220,000	220,000	0
Transfers Expense	0	0	0	0	0	0
Total Expenses	16,048,415	16,553,696	(94,719)	30,221,559	30,071,559	150,000
Net Operating Surplus/(Deficit) before:	17,835,285	17,683,304	151,981	8,943,395	9,293,395	350,000
Depreciation	5,407,399	5,176,800	(230,599)	10,353,500	10,853,500	(500,000)
Loss/(Profit) on Disposal of Assets	16	0	(16)	500,000	500,000	0
Net Operating Surplus/(Deficit) before:	12,427,871	12,506,504	(78,633)	(1,910,105)	(2,060,105)	(150,000)
Interest	69,871	97,500	(27,629)	195,000	195,000	0
Dividends	619,815	619,800	15	1,240,000	1,240,000	0
Share of Profits/(Losses) of Invest in Assoc	0	0	0	100,000	100,000	0
Investment Copping	0	0	0	150,000	150,000	0
NET OPERATING SURPLUS/(DEFICIT)	13,117,557	13,223,804	(106,247)	(225,105)	(375,105)	(150,000)
Grants Capital	1,582,897	238,000	1,344,897	476,000	1,826,000	1,350,000
Contributions - Non Monetary Assets	0	0	0	1,000,000	1,000,000	0
Initial Recognition of Infrastructure Assets	0	0	0	0	0	0
NET SUPRPLUS/(DEFICIT)	14,700,454	13,461,804	1,238,650	1,250,895	2,450,895	1,200,000
Underlying Result						
Grant Received in Advance	0	0	0	0	0	0
UNDERLYING RESULT	13,117,557	13,223,804	(106,247)	(225,105)	(375,105)	(150,000)
TOTAL CASH GENERATED	7,710,158	8,047,004	(336,846)	10,128,395	10,478,395	(350,000)

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CAPITAL EXPENDITURE TO 27/11/2019

Item	Capital Project No.	Description	Department	Carry Forward	2019/20	Budget Grants/Rec. POS Funding Council decision	IMC Adjustments	Total	Actual	Commitments	Total	Remaining
KINGSTON PARK												
BRUNY ISLAND TOURISM GRANT												
1	CO0282	Abraham Tourism Grant	Brumby Tourism	-	-	1,500,000	(1,350,000)	150,000	-	-	-	150,000
2	CO0283	Abraham Footpath - B1 Tourism Grant	Brumby Tourism	-	-	500,000	-	500,000	1,653	-	1,653	446,347
3	CO0284	Denner Point Public toilets - B1 Tourism Grant	Brumby Tourism	-	-	100,000	-	100,000	-	-	-	100,000
4	CO0285	Adventure Bay Road road safety measures - B1 Tourism Grant	Brumby Tourism	-	-	120,000	-	120,000	87	-	87	119,913
5	CO0286	Waste disposal sites - B1 Tourism Grant	Brumby Tourism	-	-	110,000	-	110,000	-	-	-	110,000
6	CO0287	Visitor Information - B1 Tourism Grant	Brumby Tourism	-	-	150,000	-	150,000	-	-	-	150,000
7	CO0288	Mavista Falls Track and picnic area - B1 Tourism Grant	Brumby Tourism	-	-	300,000	-	300,000	-	-	-	300,000
8	CO0289	Nebraska Road road safety measures - B1 Tourism Grant	Brumby Tourism	-	-	70,000	-	70,000	-	-	-	70,000
				-	-	1,500,000	-	1,500,000	1,739	-	1,739	1,486,351
9	CO0608	Osborne Esplanade to the toilet replacement	Property	375,499	-	-	-	375,499	389,416	22,717	412,134	16,659
10	CO0609	Corringham Toilet Block Replacement	Property	128,216	-	-	-	128,216	18,957	100,500	119,457	8,779
11	CO0610	Muddocks Road land acquisition	Property	-	-	-	-	-	3,878	-	3,878	(3,878)
12	CO0611	Depot entrance stage 2	Property	141,120	165,000	-	-	306,120	149,766	11,706	161,472	144,648
13	CO0612	Kelvedon Park Changeovers/Quisooms	Property	342,488	-	-	-	342,488	61,255	814,906	876,161	(733,273)
14	CO0613	Abraham Hall upgrade	Property	101,162	-	-	-	101,162	17,904	10,964	28,867	72,495
15	CO0614	KSC Stadium Scoreboard Replacement	Property	17,640	-	-	-	17,640	14,840	-	14,840	2,700
16	CO0615	Unawaia Public Toilet Replacement	Property	71,415	80,000	-	-	151,415	170,206	113,362	283,568	(66,153)
17	CO0616	CCTV Cameras in Kingston	Property	98,572	-	-	-	98,572	83,494	55,569	139,063	(40,491)
18	CO0617	Land acquisition for Margate Snug Shared Path	Property	80,000	-	-	-	80,000	61,656	-	61,656	18,344
19	CO0618	Margate Hall Roof Replacement	Property	-	60,000	-	-	60,000	-	-	-	60,000
20	CO0619	Barrett's Vehicle Washdown Facility	Property	-	81,000	-	-	81,000	2,517	8,518	11,034	69,966
21	CO0620	Barrett's Pump Station	Property	-	169,000	-	-	169,000	4,554	25,253	29,807	139,193
22	CO0621	Replace Korb-KMS	Property	-	40,000	-	-	40,000	1,187	-	1,187	38,813
23	CO0622	Kingborough Sports Centre water services upgrade-stage 3	Property	-	91,000	-	-	91,000	97,386	80	97,466	(6,466)
24	CO0623	Wash down facility for twin ovals workshop	Property	-	40,000	-	-	40,000	2,261	-	2,261	37,739
25	CO0624	Geosynthetic Septic system	Property	-	25,000	-	-	25,000	-	-	-	25,000
26	CO0625	Middleton Hall-Septic system	Property	-	25,000	-	-	25,000	-	-	-	25,000
27	CO0626	Abraham Cricket Nets	Property	-	7,500	-	-	7,500	6,500	-	6,500	1,000
28	CO0627	Kettering Reserve Dog Exercise Area Fencing	Property	-	7,000	(7,000)	-	-	-	-	-	-
29	CO0628	Light Wood Park 3 Upgrade	Property	-	295,000	-	-	295,000	1,586	307,376	308,912	(13,912)
30	CO0629	Margate Oval Drainage	Property	-	113,000	112,952	-	225,952	211,458	-	211,458	(6,506)
31	CO0630	Margate Oval Fencing	Property	-	9,000	-	-	9,000	7,800	-	7,800	1,200
32	CO0631	Twin Ovals Upper Pavilion Carpet	Property	-	20,000	-	-	20,000	12,773	-	12,773	7,227
33	CO0632	Alum Offits Tract Shot Tower Step Improvements	Property	-	89,000	-	-	89,000	-	-	-	89,000
34	CO0633	Kingston Mountain Bluff Park Stage 3	Property	-	10,000	-	-	10,000	-	10,000	10,000	-

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35	CO1234	Building redevelopment on level 3 at the Kingborough Sports	Property	-	150,000	-	150,000	4,992	-	4,992	145,008
36	CO1257	LED lighting for High Performance Cricket Centre	Property	-	-	-	-	4,400	-	4,400	(4,400)
37	CO1265	Car holding facility Briny Island fit out	Property	-	-	26,750	-	796	1,216	2,013	24,737
38	CO1273	Kettering Hall Disability Access	Property	-	-	7,000	-	-	-	-	7,000
39	CO1275	Land Acquisition Blackman's Bay Blomville Reserve	Property	-	-	-	POS Reserve	6,144	-	6,144	(6,144)
40	CO1610	Physiotherapy Room	Property	-	50,000	-	50,000	-	-	-	50,000
41	CO1611	Street Furniture Replacement	Property	-	15,000	(15,000)	-	-	-	-	-
42	CO1624	Street Furniture Replacement - Blackman's Bay	Property	-	15,000	-	15,000	13,937	2,800	16,737	(1,737)
43	CO1698	Snug Oval Pav Space Development	Reserves	86,698	-	-	86,698	83,172	-	83,172	3,526
44	CO1682	Kingston Beach Oval Cricket Net replacement	Reserves	-	-	-	-	6,538	-	6,538	(6,538)
				1,245,430	1,568,500	139,702	-	1,409,570	1,576,917	2,089,488	(15,856)
43	CO1310	Multi-function devices - CC, Dystop, KSC etc	IT	66,720	-	-	66,720	-	-	-	66,720
44	CO1613	Purchase IT Equipment	IT	-	-	-	-	1,615	840	2,475	(2,475)
45	CO1672	Digital Local Government Program	IT	67,518	-	-	67,518	-	-	-	67,518
46	CO1602	Financial Systems Replacement	IT	186,712	-	-	186,712	1,125	20,186	21,311	165,401
47	CO1070	Desktop PC Replacement	IT	244,166	-	-	244,166	-	205,476	205,476	38,690
				565,116	-	-	565,116	2,760	216,502	229,263	335,853
48	CO1603	Design/Survey for future works	Design	-	-	-	-	-	-	-	-
49	CO1691	Gormley Drive to Twin Ovals Road upgrade	Design	-	-	-	-	-	-	-	-
50	CO1372	Whitewater Creek - pathway design	Design	-	-	-	-	3,692	-	3,692	(3,692)
51	CO1387	Brightwater Road stage 2	Design	-	-	-	-	13,825	-	13,825	(13,825)
52	CO1393	Barnes Bay Jetty Rehabilitation	Design	-	-	-	-	3,000	-	3,000	(3,000)
53	CO1012	Theorobon Reserve carpark upgrades	Roads	65,909	-	-	65,909	41,223	11,634	52,867	13,062
56	CO1019	Brightwater Road renewal and stormwater	Roads	449,864	-	-	449,864	521,927	-	522,927	(73,043)
57	CO1020	Great Bay Boat Ramp Upgrade and Improvements	Bridges	12,518	-	-	12,518	12,000	-	12,000	518
58	CO1603	Parish Lane Upgrade	Roads	124,644	-	-	124,644	136,017	-	136,017	(11,373)
59	CO1604	John Street Kingston - Reconstruction	Roads	1,158,624	-	-	1,158,624	481,016	410,419	901,435	257,189
60	CO1606	Talane Road Construction	Roads	-	1,350,000	-	1,350,000	59,902	-	59,902	1,290,098
61	CO1690	Gerrinley Drive Extension/Spring Farm link road masterplan &	Roads	69,464	-	-	69,464	48,722	14,960	59,682	9,812
62	CO1305	Barnes Bay Missionary Road Retaining Wall Reconstruction	Roads	15,040	-	-	15,040	16,840	-	16,840	(1,800)
63	CO1306	Pelversta Road	Roads	-	-	-	-	1,080	-	1,080	(1,080)
64	CO1307	Channel Highway John St to Hutchins St	Roads	51,242	1,300,000	120,000	-	46,419	-	46,419	1,416,803
65	CO1381	Old Hudson Highway Landfill Remediation	Roads	-	-	-	-	63	2,125	2,188	(2,188)
66	CO1396	Channel Highway bicycle lane improvements	Roads	-	25,000	-	25,000	-	-	-	25,000
67	CO1397	Footpath connection mountain view drive	Roads	-	15,000	-	15,000	5,427	-	5,427	(6,573)
68	CO1398	Footpath connection Summer Road	Roads	-	70,000	-	70,000	-	-	-	70,000
69	CO1399	Snug River reconstruction-Design	Roads	-	25,000	-	25,000	-	-	-	25,000
70	CO1200	Track extension Redwood Road to Augusta Road	Roads	-	22,000	-	22,000	3,866	102	3,968	18,032
71	CO1201	Tower Court reconstruction-Design	Roads	-	25,000	-	25,000	-	-	-	25,000
72	CO1696	Adventure Bay Road upgrades	Roads	-	150,000	-	150,000	16,742	3,900	20,642	129,358
73	CO1203	Batchelor May Leno and footpath replacement-Tarowea Hall	Roads	-	55,000	-	55,000	-	-	-	55,000
74	CO1204	Dru Point Jetty tender replacement	Roads	-	20,000	-	20,000	310	5,394	5,714	14,286
75	CO1205	Little Road widening	Roads	-	55,000	-	55,000	-	-	-	55,000
76	CO1206	Grange Avenue footpath replacement	Roads	-	26,000	-	26,000	2,554	-	2,554	23,446
77	CO1207	Alfred Gardens traffic islands	Roads	-	15,000	-	15,000	-	-	-	15,000
78	CO1208	Incan Road traffic islands	Roads	-	15,000	-	15,000	-	-	-	15,000
79	CO1209	Proctors Road seal approach to bridge	Roads	-	25,000	-	25,000	-	-	-	25,000

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80	CO321.0	Summerleas Road - seal approach to bridge	Roads	-	90,000	-	-	-	90,000	-	-	-	90,000
81	CO321.1	Tingira Road fire access	Roads	-	33,500	-	35,486	-	33,500	-	25,486	-	8,014
82	CO321.2	Pelivera Road	Roads	-	250,000	-	115	-	250,000	-	125	-	249,875
83	CO321.3	Access Projects	Roads	-	20,000	-	-	-	20,000	-	-	-	20,000
84	CO321.4	Online Road extension	Roads	-	40,000	-	26,193	3,221	40,000	-	29,474	-	10,526
85	CO321.5	Works necessitated by development - Roads	Roads	-	30,000	-	-	-	30,000	-	-	-	30,000
86	CO321.6	Hinsley Road Pedestrian improvements	Roads	-	36,000	-	119	-	36,000	-	139	-	35,861
87	CO327.6	Upgrade Street Lighting to LED	Roads	-	-	1,200,000	337,036	53,255	1,200,000	-	390,290	-	809,710
88	CO328.1	Taroona Crescent Footpath upgrade	Roads	-	-	100,000	1,485	-	100,000	-	1,685	-	98,315
89	CO328.9	Snug Bus stop improvement	Roads	-	-	-	-	-	-	-	-	-	15,850
90	CO300.6	Access ramps	Roads	-	-	15,850	-	-	-	-	-	-	24,000
91	CO300.2	2019/20 Resurfacing Program	Roads	-	1,090,000	-	-	-	-	-	-	-	97,000
92	CO326.6	Salters Road	Roads	-	-	97,000	-	-	-	-	-	-	96,771
93	CO326.7	Hickmans Road	Roads	-	-	97,000	-	219	-	229	-	-	4,460
94	CO326.8	Crispa Road	Roads	-	-	131,000	-	115,718	-	133,540	-	-	54,509
95	CO326.9	Simpsons Bay Road	Roads	-	-	268,000	-	213,491	-	213,691	-	-	19,214
96	CO327.0	Apollis Bay	Roads	-	-	201,000	-	151,573	-	183,766	-	-	16,129
97	CO327.1	Dorville Road	Roads	-	-	111,000	-	122,021	-	127,129	-	-	35,000
98	CO327.2	Unfurlies Road	Roads	-	-	112,000	-	26,433	-	78,648	-	-	250,000
99	CO300.1	2019/20 Resurfacing Program	Roads	-	1,200,000	-	-	-	-	-	-	-	3,410
100	CO315.6	Wandella Avenue	Roads	-	-	71,000	-	123,513	-	124,423	-	-	24,423
101	CO315.7	Banyon Street	Roads	-	-	100,000	-	61,578	-	500	-	62,078	5,932
102	CO315.8	Lucas Street	Roads	-	-	6,000	-	6,000	-	6,000	-	-	-
103	CO325.8	Harris Court	Roads	-	-	6,000	-	6,000	-	6,000	-	-	-
104	CO325.9	Acacia Street	Roads	-	-	71,000	-	78,190	-	13,200	-	91,390	(14,390)
105	CO326.0	Cedars Street	Roads	-	-	72,000	-	69,558	-	2,443	-	-	2,443
106	CO326.1	Endavour Avenue	Roads	-	-	21,000	-	25,768	-	25,768	-	-	2,768
107	CO326.2	Taranna Road	Roads	-	-	99,000	-	73,082	-	500	-	73,582	25,438
108	CO326.3	Tindoo Road	Roads	-	-	241,000	-	147,448	-	308,836	-	39,164	19,164
109	CO314.0	Hoodless Road	Roads	-	-	184,000	-	53,095	-	14,479	-	67,575	116,425
				1,949,355	5,942,500	1,420,000	15,850	707,255	3,847,959	5,479,746	-	-	-
110	CO160	Barrietta Landfill Gas Extraction - Ext	Solid Waste	(6,436)	-	68,310	-	81,267	-	81,267	-	-	(19,393)
111	CO309.4	Barrietta Green Waste Facility	Other	58,420	-	58,420	-	5,293	-	5,293	-	-	47,427
112	CO316.1	Community Road Safety Grant - Driving Simulator	Other	9,602	-	9,602	-	-	-	-	-	-	9,602
				61,586	-	68,310	-	86,560	-	92,260	-	-	37,836
113	CO359.0	Flood Gauge	Stormwater	-	-	-	-	6,937	-	6,937	-	-	(6,937)
114	CO359.8	Snug Flood Study	Stormwater	-	-	-	-	3,660	-	3,660	-	-	(14,600)
115	CO302.2	Coffee Creek Channel Stabilisation - Stage 2	Stormwater	5,087	-	5,087	-	2,333	-	2,333	-	-	2,754
116	CO302.3	Tyndal Beach Erosion Stabilisation	Stormwater	70,202	-	70,202	-	17,203	-	43,000	-	60,203	6,999
117	CO302.6	Algona Road Stage 1 SW Upgrade	Stormwater	-	640,000	-	640,000	102	-	102	-	639,898	-
118	CO394.1	Drysdale Creek Channel Stabilisation	Stormwater	12,500	-	12,500	-	2,574	-	6,250	-	8,824	3,676
119	CO311.7	Beach Road Kingston Stormwater Upgrade	Stormwater	23,219	-	23,219	-	28,019	-	28,019	-	38,019	(4,800)
120	CO311.9	Hinsley Road (Vic 43-53) Stormwater	Stormwater	42,992	-	42,992	-	46,015	-	46,015	-	48,015	(3,023)
121	CO312.0	Kitchen Street (Vic 43-45) Stormwater	Stormwater	160	-	160	-	7,965	-	160	-	8,125	(7,965)
122	CO312.1	Kingston Wetlands GPR Replacement	Stormwater	15,000	-	15,000	-	148	-	148	-	148	14,852
123	CO312.2	Taronga Road Stormwater Upgrade	Stormwater	74,905	-	74,905	-	63,396	-	63,396	-	11,509	0
124	CO312.5	Beach Road Middleton Stormwater Upgrade	Stormwater	4,758	-	4,758	-	4,758	-	4,758	-	4,758	0

Council Meeting Agenda No. 2

28 January 2020

125 C03126	Bondula Road Culvert Renewal	Stormwater	3,125	-	-	3,125	325	325	0
126 C03129	Biacchna Bay stormwater outlet quality control	Stormwater	50,000	-	-	50,000	69,981	-	(19,981)
127 C03163	Stormwater Regulator at Flood Gage Network	Stormwater	16,207	-	-	16,207	776	54,207	69,983
128 C03178	Whitewater Creek Summerias Rd Culvert Repairs	Stormwater	-	-	-	-	-	-	(776)
129 C03182	Whitewater Creek embankment amounting	Stormwater	114,746	-	-	114,746	-	-	-
130 C03183	Redwood Village Dam repairs	Stormwater	7,803	-	-	7,803	77,790	-	36,796
131 C03215	Pu replacement 2019-20	Stormwater	-	30,200	-	30,200	12,309	-	7,693
132 C03216	Maford Road stormwater upgrade	Stormwater	-	33,000	-	33,000	3,154	-	3,154
133 C03217	Mankula Road stormwater upgrade	Stormwater	-	43,000	-	43,000	37,965	1,615	39,519
134 C03218	Kington Heights (Vic 31)	Stormwater	-	7,500	-	7,500	222	-	222
135 C03219	Tasmania crescent stormwater upgrade	Stormwater	-	160,000	-	160,000	8,719	-	156,381
136 C03240	Jindabyne road stormwater improvements	Stormwater	-	7,500	-	7,500	-	-	7,500
137 C03241	Burwood Drive stormwater upgrade	Stormwater	-	101,500	-	101,500	540	-	101,961
138 C03242	Letitia Road Stormwater Upgrade	Stormwater	-	13,000	-	13,000	2,253	-	10,747
139 C03243	Tasman Road Stormwater Upgrade	Stormwater	-	87,000	-	87,000	5,645	-	81,355
140 C03244	Vandermeer Road Stormwater upgrade (vic 279)	Stormwater	-	21,000	-	21,000	21,088	33	(121)
141 C03245	Adams Road/et Road Stormwater upgrade	Stormwater	-	25,500	-	25,500	158	-	25,322
142 C03246	Letitia Road (vic 685) SW Upgrade	Stormwater	-	30,000	-	30,000	294	-	29,706
143 C03247	Heon Road (vic 1675) SW Upgrade	Stormwater	-	29,000	-	29,000	2,887	-	26,113
144 C03248	22 Ocean Esplanade	Stormwater	-	32,500	-	32,500	-	3,000	9,000
145 C03249	Adams Road/et Road (vic 279)	Stormwater	-	31,000	-	31,000	252	-	29,500
146 C03250	Agona Road Stage 2 SW Upgrade-Design only	Stormwater	-	25,000	-	25,000	-	-	30,748
147 C03251	Hillside Catchment Investigation	Stormwater	-	25,000	-	25,000	-	-	25,000
148 C03252	Willamsted Catchment Investigation	Stormwater	-	18,000	-	18,000	5,610	-	21,390
149 C03253	Bondula Catchment Investigation	Stormwater	-	14,000	-	14,000	-	-	18,000
150 C03254	Sarsons Catchment Investigation	Stormwater	-	7,000	-	7,000	-	-	14,000
151 C03255	Mena Catchment Investigation	Stormwater	-	10,000	-	10,000	-	-	7,000
152 C03256	CBD Catchment Investigation	Stormwater	-	36,000	-	36,000	283	-	10,000
153 C03257	Works necessitated by development	Stormwater	-	30,000	-	30,000	-	-	35,717
154 C03262	Contribution to Kingston Village Stormwater Stage 4	Stormwater	-	-	-	-	-	-	30,000
			877,904	1,462,500	-	1,640,404	414,512	131,088	552,600
			6,299,391	8,973,500	15,850	16,416,753	3,055,846	657,462	8,704,495
			TOTAL CAPITAL EXPENDITURE			3,126,012	2,713,308	-	-

17.3 BRUNY ISLAND WASTE TRANSFER STATION OPERATION

File Number: 24.152

Author: David Reeve, Executive Manager Engineering Services

Authoriser: Gary Arnold, General Manager

Strategic Plan Reference

Key Priority Area: 2 Deliver quality infrastructure and services.

Strategic Outcome: 2.1 Service provision meets the current and future requirements of residents and visitors.

1. PURPOSE

- 1.1 The purpose of this report is to discuss the future operation of the Bruny Island Waste Transfer Station.

2. BACKGROUND

- 2.1 Council undertook a tendering process for the operation of the Bruny Island Waste Transfer Station in 2014 and Kingborough Waste Services (KWS) were successful in winning the tender.
- 2.2 The contract was for 5 years with the option for a two (2) year extension upon mutual agreement of both parties.
- 2.3 The 5 year period has now expired and it is prudent that Council consider the future management arrangements for the transfer station.
- 2.4 A brief background on KWS as relating to this matter is as follows:
 - i. KWS was established in May 2011 as a wholly owned entity of Kingborough Council with its main role being the management of the Barretta Waste Transfer Station.
 - ii. Although it could be argued that Council could have extended the role of KWS to incorporate the Bruny Island Waste Transfer Station, it was decided to undertake a market test via a public tendering process.
 - iii. KWS was encouraged to apply and their submission was deemed to provide the best value for money for Council.

3. STATUTORY REQUIREMENTS

- 3.1 There are no statutory considerations for this report.

4. DISCUSSION

- 4.1 With the expiry of the contract for the Bruny Island Waste Transfer Station three options are put forward for Council consideration as follows:
 - i. Seek to exercise a two year extension on the current contract.
 - ii. Resolve to re-tender the operation of the transfer station.

- iii. Incorporate the ongoing management of the transfer station as part of a KWS responsibility.
- 4.2 The various advantages of all three options will be discussed further in the body of the report but to better contextualise these the following details on the physical and financial requirements for the Bruny Island Waste Transfer Station are provided together with the current role of KWS.
- 4.3 The pertinent facts for the Bruny Island Waste Transfer station are as follows:
 - i. The station is open 4 days a week (Friday to Monday) and currently is the only facility on the island for residents and tourists for the disposal of rubbish and recyclables. In addition to this, there are a number of public place bins but these are not for household rubbish and recycling or for larger amounts of rubbish and recycling generated by tourists.
 - ii. One person is employed to manage the transfer station, with back up options available from the larger pool of KWS workers in instances of leave or sickness.
 - iii. The contract for operating the transfer station is worth approximately \$169K per annum over a five year period, which covers staff, plant, and various administrative expenses (eg insurances, corporate support).
 - iv. A separate contract is in place for transferring the materials from the Bruny Island Waste Transfer Station to the Barretta facility for final processing, which costs approximately \$127K per annum.
 - v. Overall the transfer station runs at a loss to Council of \$266K, excluding depreciation costs.
- 4.4 The current role of KWS and the relationship back to Council can be summarised as follows:
 - i. KWS is a wholly owned entity of Kingborough Council. This provides the distinct advantage of being able to deliver on Council requirements (via a service level agreement) whilst maintaining flexibility in operation and having access to experienced independent Board members to help deliver better outcomes compared to what may be possible in a more internalised waste management structure.
 - ii. In May 2018, after the completion of Council's Waste Management Strategy, Council resolved for KWS to take on an expanded role that would deliver on all of the actions within the strategy.
 - iii. A service level agreement between KWS and Council was subsequently developed that now governs this arrangement.
 - iv. This service level agreement incorporates the ongoing management of the Bruny Island Waste Transfer Station.
- 4.5 In taking the above into account the following are the relative advantages and disadvantages of each option moving forward:
 - i. Seek to exercise a two year extension with KWS on current contract – The advantage of this is that it provides additional time for Council to consider the most appropriate management model for the station.

- ii. Resolve to re-tender the operation of the transfer station – When previously tendered there was limited interest from the market in taking on the operation of this facility. This is unlikely to have changed as the operation is relatively small but still requires an experienced operator who can manage the various customer service, quality management and work health and safety requirements associated with the operation.
 - iii. Incorporate the ongoing management of the station as part of a KWS responsibility – This option was always intended as part of KWS taking on the expanded waste management role. It allows not only for a properly managed service to be provided but also for KWS to deliver on its holistic role of management of the various waste streams across the entire municipality.
- 4.6 KWS has managed the Bruny Island Waste Transfer Station contract well with a good safety record, minimal complaints and delivery of the service to the appropriate standard at the tendered price.
- 4.7 Tendering for works is a time consuming and costly process for tenderers to ensure a robust submission can be provided (in order to meet the comprehensive tender specifications). As such if this was deemed the most appropriate option then there would need to be a genuine intent on Council's behalf of letting this tender to the best value for money submission as compared to undertaking a market price check.

5. FINANCE

- 5.1 Regardless of the option chosen, it is expected that the Bruny Island Waste Management Station will continue to be heavily subsidised by Council in order that it may operate to suit the needs of both residents and tourists.
- 5.2 Resolving to continue with KWS management of the transfer station will have no effect on the current budget.
- 5.3 Based on the previous tendering experience, it is expected that the market for other operators is limited and, with the oversight required to manage the contract, it is expected that the cost to operate the transfer station will rise.

6. ENVIRONMENT

- 6.1 Although the Bruny Island Waste Transfer Station is heavily subsidised, it is an important part of the fabric of the island that ensures there are options for both residents and tourists in managing their waste and avoiding illegal dumping and littering.

7. COMMUNICATION AND CONSULTATION

- 7.1 This is an internal decision making process and no external communication is required, except with KWS.

8. RISK

- 8.1 All three options have little risk associated with them. One risk is that it may be difficult to attract a competent contractor, within budget limitations, if Council elected to put the operation of the Bruny Island Transfer station to an open tender.
- 8.2 Council fully owns KWS and provides the framework as to how it operates. As such, there is no perceivable risk in KWS taking on operational control of the Bruny Island Waste Transfer Station on a permanent basis. This would simply be a continuation of the existing arrangements.

9. CONCLUSION

- 9.1 KWS has proven to be a competent operator of the Bruny Island Transfer Station providing a quality service within the agreed tender price.
- 9.2 It is not envisaged that the market will provide a better option at a competitive price.
- 9.3 KWS provides holistic management of the waste stream on behalf of Council and managing the two waste transfer stations is a core component of this.
- 9.4 With KWS taking on a more comprehensive role of managing waste management on behalf of Council, the situation is different as to when the original decision was made to tender the operation of the Bruny Island Waste Transfer Station. Tendering this aspect of the business now is not likely to provide any benefit to Council.

10. RECOMMENDATION

That Council:

- (a) Elect not to re-tender the operation of the Bruny Island Waste Transfer Station; and
- (b) KWS formally take on the operational management of the Bruny Island Waste Transfer Station.

ATTACHMENTS

Nil

17.4 COMMUNICATIONS AND ENGAGEMENT POLICY, FRAMEWORK AND STRATEGY

File Number: 25.25
Author: Sarah Wilcox, Communications & Engagement Advisor
Authoriser: Gary Arnold, General Manager

Strategic Plan Reference

Key Priority Area: 1 Encourage and support a safe, healthy and connected community.
Strategic Outcome: 1.1 A Council that engages with and enables its community.

1. PURPOSE

- 1.1 The purpose of this report is to consider the new Communications and Engagement Policy, Framework and Corporate Strategy as required under the Strategic Plan 2020-2025.

2. BACKGROUND

- 2.1 The Communications Policy No. 1.3 was reviewed in 2019 (Minute C218/7-18 refers) and is a statement of commitment in support of projects and intended objectives of the Communications Strategy.
- 2.2 The Corporate Communications Strategy has been reviewed on an annual basis, however, this was not completed in 2019 due to resource availability and the development of a Community Engagement Framework and new Strategic Plan.
- 2.3 The Community Engagement Framework was developed in 2019 in consultation with community members, councillors and staff. The Framework and associated templates were endorsed by Council (Minute C40/1-19 refers).

3. STATUTORY REQUIREMENTS

- 3.1 Council is required to prepare a Strategic Plan under Section 66 of the *Local Government Act 1993*. The implementation of the Community Engagement Framework is a key action resulting from the Service Delivery Plan. The Service Delivery Plan outlines the main actions to be carried out by Council to achieve the Desired Strategic Outcomes identified within its Strategic Plan 2020-2025.

4. DISCUSSION

- 4.1 A new Communications and Engagement Policy has been developed to incorporate engagement objectives, principles and procedures. The Policy and associated documents have been influenced by the principles and practices shared by the International Association for Public Participation (IAP2).
- 4.2 The Community Engagement Framework and has been used for a number of projects including: Strategic Plan Consultation, North West Bay River Catchment, 2018 Storm Survey, Kingston CBD Place Strategy and the Silverwater Park Consultation (ongoing).
- 4.3 The Framework has been revised to provide a consistent approach to both communications and engagement across all aspects of Council to support the

Strategic Plan priority - Encourage and support a safe, healthy and connected community.

- 4.4 The Framework provides the methodology for communication and engagement planning. It is underpinned by a core set of values and principles that establish the standard and tone of Council's communications and engagement projects. The Framework provides guidance for Council Officers to develop project specific communication and engagement strategies.
- 4.5 In order for Council to make sure effective engagement is achieved and that Council is encouraging active and authentic participation with the community, templates have been created to assist officers in developing communications and engagement strategies for specific projects.
- 4.6 A Notice of Motion endorsed by community members at the Council's Annual General Meeting in 2019 included the following:
 - (i) *The Community Communications Strategy and the Community Engagement Framework be revised to incorporate values that ensure accountability, honesty and openness when communicating with the public, as well as best practice principles that ensure all consultation is underpinned with ethically motivated content.*
- 4.7 A response to the motion moved at the Council Meeting on 13 January 2020 (Minute C28/1-20 refers) endorsed the following recommendation:
 - (i) *Council is currently revising the Corporate Communications Policy and Strategy and that relevant engagement practices and values will be incorporated within the new overarching policy to apply to all communications and engagement.*
- 4.8 The attached Policy and Framework have been revised to incorporate the values within the community motion. Best practice principles are incorporated within the documents, which have been developed in line with the International Association for Public Participation (IAP2) practices.
- 4.9 The Corporate Communications Strategy has been revised to include Engagement as a key component as per Action 1 of the Corporate Communications Strategy 2018:
 - (i) *Develop a Public Participation framework which includes a toolkit of engagement methods to assist with Council consultation projects in line with the International Association for Public Participation (IAP2) practices. The framework will be included within this Strategy for 2019, which will be called the Corporate Communications and Engagement Strategy. This Strategy will be developed and used in consultation with all Council departments.*
- 4.10 The new Corporate Communications and Engagement Strategy has been developed using the Framework and:
 - (i) Sets out Communications priorities for weekly, monthly and annual timeframes,
 - (ii) Identifies key engagement projects for the year (notwithstanding others may arise), and
 - (iii) Illustrates clear actions during 2020 for the Communications and Engagement Advisor.

- 4.11 Council needs to plan and resource communications and engagement activities appropriately throughout the year in order to avoid situations of engagement fatigue, inadequate and/or inappropriate timeframes and staff availability. The reporting of activities once a month to the Manager and Executive Managers meeting has been incorporated within the Strategy to mitigate these situations and make sure activities are planned and resourced.
- 4.12 The Strategy also reports on the progress of previously identified actions (Section 7) to the Council.
- 4.13 The threat of natural disasters such as bushfire continues to be a high risk in Kingborough. As an action identified in the previous Corporate Communications Strategy and following the Huon Valley bushfires, a specific Crisis Communications Strategy was developed to support communications staff during a natural disaster event. This Strategy has been included as an appendix to the Corporate Communications and Engagement Strategy. The Communications and Engagement Advisor has circulated the draft to other Councils and Emergency Management and Recovery Officers statewide as resource, following presentations to these audiences regarding the Huon Valley bushfire communications.

5. FINANCE

- 5.1 Costs associated with the implementation of the Communications and Engagement Strategy are funded by the current operational budget.
- 5.2 The cost of engagement tools and assistance will need to be considered in future Council budgets.
- 5.3 Council departments responsible for projects requiring engagement will need to consider incorporating financial requirements within their operational budgets.

6. ENVIRONMENT

- 6.1 There are no environmental impacts associated with this report.

7. COMMUNICATION AND CONSULTATION

- 7.1 The Communications and Engagement Policy outlines the values and objectives for the management of Council's communication and engagement activities with the community. It underpins the development of operational communication and engagement strategies, which will be developed using the Communications and Engagement Framework.
- 7.2 The Corporate Communications and Engagement Strategy has a key role in keeping Kingborough's ratepayers, residents and service users well informed and aware of the services Council provides, along with new projects and programs. It aims to make sure information is presented in a range of formats to successfully inform and engage with the community.

8. RISK

- 8.1 The key risk associated with an ineffective communications and engagement policy and framework is a reputational risk to Council. This could result from a lack of understanding and respect from our residents and services users for the organisation's objectives, policies, standards, services and intentions. To hold the goodwill of the community, Council must not only demonstrate the right values, but also communicate and engage effectively and prove itself sensitive and, where appropriate, responsive to community needs and aspirations.

- 8.2 A further risk is the increasing demand from the community to be consulted with and be better informed regarding Council's strategic decision, projects and services, as well as an increasing demand from internal Council departments for assistance with communications and engagement projects. A communications and engagement strategy, based on effective stakeholder assessments, is required to manage this risk.





9. CONCLUSION

- 9.1 The aim of the Communications and Engagement Policy is to make sure that all Council communications and engagement activities adhere to the values and objectives as set out in the policy.
- 9.2 The aim of the Communications and Engagement Framework is to provide Council Officers with the methodology to develop effective communication and engagement strategies. It also seeks to make sure Council improves the evaluation and reporting mechanisms for each project.
- 9.3 The aim of the Corporate Communications and Engagement Strategy is to provide an overview for the communications and engagement activities for the Kingborough Council.

10. RECOMMENDATION

That the Communications and Engagement Policy, Communications and Engagement Framework and Corporate Communications and Engagement Strategy and included actions, be adopted.

ATTACHMENTS

1. **Communications and Engagement Policy** [↓](#) 
2. **Communications and Engagement Strategy** [↓](#) 
3. **Crisis Communications Strategy** [↓](#) 
4. **Communications and Engagement Framework** [↓](#) 



Policy No:	1.3	Minute No:	TBA
Approved by Council	January 2020	ECM File No:	12.78; 25.25
New Review Date:	January 2022	Version:	1.0
Responsible Officer:	Communications and Engagement Advisor		

Communications and Engagement Policy

POLICY STATEMENT

- 1.1 Council acknowledges that effective communication and engagement are essential foundations of a strong community and promote active citizenry, participation and a healthy democracy.
- 1.2 Council also recognises that good communication and engagement underpins our democratic system of government. It improves service delivery, manages expectations, informs Council's policy development and enhances community participation in government.
- 1.3 Engagement enables a closer relationship between Council and its community through an active exchange of information and ideas promoting shared understanding, innovation and decisions, which better represent the interests of the broad community.
- 1.4 Council seeks to demonstrate transparent, honest, open and accountable leadership. We will engage the community's talent, knowledge and resources to help encourage and support a safe, healthy and connected community.
- 1.5 Council involves community in interest- and issue-based engagements; consultation for changes to service delivery, policy and strategy development; infrastructure and capital works projects; to seek solutions for issues; and legislative requirements.
- 1.6 Council's engagement projects will seek input from community members and stakeholders in designing how they participate as appropriate.
- 1.7 Engagement projects are underpinned by the promise that the information shared is ethically motivated and that the public's contribution will inform recommendations presented to Council. The outcomes of how the public's contribution has affected decisions will be communicated back to participants.
- 1.8 Major decisions will continue to be subject to debate and a vote at Council Meetings.
- 1.9 This policy has been developed to provide a consistent approach across Council to communicate and engage with the community.
- 1.10 This policy will contribute to the improvement of knowledge and skills of staff, and coordination of communications and community engagement.
- 1.11 The community expects that Council will listen to its views, priorities, needs and expectations and to be provided with opportunities for participation. Local government authorities are accountable to their communities and that accountability depends on people's understanding of Council's role and decision-making processes.

	1.12 The information provided by Council to the community during engagement projects will be ethical, accurate and honest, and will provide the community with the information they need to participate in a meaningful way.
DEFINITIONS	<p>2.1 "Communications" means the provision of one-way information to advise the community and stakeholders about a project, initiative or issue. It can also involve two-way dialogue with community and stakeholders to achieve a particular outcome.</p> <p>2.2 "Community" means all residents, ratepayers, landowners and members of the public including individuals, groups, visitors, organisations, government and business.</p> <p>2.3 "Engagement" is an expression representing the variety of methods used by Council to inform, consult, and involve the community in the development of policies, services and infrastructure within the Council.</p> <p>2.4 "Public Participation" means the involvement of those affected by a decision in the decision-making process.</p> <p>2.5 "Stakeholder" means a person, group or organisation who may be affected by, have a specific interest in, or influence over, a council decision or issue under consideration.</p>
OBJECTIVE	<p>3.1 Council aims to make sure its strategies and processes will:</p> <ul style="list-style-type: none"> ▪ Promote the contribution Council makes to the quality of life for ratepayers and residents; ▪ Keep ratepayers and residents informed about services and opportunities provided by Council; ▪ Manage Council's reputation by promoting the Council's role and maintaining good relationships with the media; ▪ Build a sense of place through the positive promotion of Kingborough and life in the municipality; ▪ Use a variety of methods to communicate and to provide information in formats that accommodate the needs of all residents and consumers; ▪ Engage and listen to Kingborough's residents and consumers through effective engagement; ▪ Encourage ratepayers and residents to participate in Council's engagement projects; ▪ Develop and maintain a council approved framework for engagement practices and principles based on procedural fairness, transparency and accountability; ▪ Train staff to engage with community members and stakeholders by using simple and effective tools; ▪ Provide a clear and consistent approach, which will make sure stakeholders and then community members are involved in projects relevant to them and contribute to decision-making; ▪ Analyse and report outcomes of engagement activities; and ▪ Focus on collaboration when addressing contentious issues.

	3.2 Council's communication and engagement strategies will also assist Councillors and employees to work more effectively through positive two-way communications with the community.
SCOPE	<p>4.1 This policy applies to the implementation of the Council Strategic Plan 2020-2025 and the development of the Council policies, strategies and infrastructure, major projects, issues and interests, and service delivery to benefit the wellbeing of Council communities.</p> <p>4.2 The General Manager will be accountable and responsible for the review and promotion of this Policy. The Communications and Engagement Advisor will be responsible for the implementation of the Policy.</p> <p>4.3 All Councillors and Council employees are responsible for the implementation of this policy.</p>
PROCEDURE (POLICY DETAIL)	<p>5.1 Engagement and consultation training will be offered and or included in: Project Management, Staff induction, and Councillor induction to aid implementation,</p> <p>5.2 Council will develop and endorse a Corporate Communications and Engagement Framework and Strategy.</p> <p>5.3 The Framework provides the methodology for communication and engagement planning. It will be underpinned by a core set of values and principles that establish the standard and tone of Council's communications and engagement projects.</p> <p>5.4 The Strategy will incorporate projects which actively support communications and engagement activities through a combination of methods incorporating both media, marketing and engagement activities.</p> <p>5.5 The Strategy will align with the key corporate objectives as outlined in Council's Strategic Plan.</p> <p>5.6 In determining performance measures for communication and engagement activities, the Strategy will focus on both internal and external target audiences.</p> <p>5.7 For Council's internal audiences, the Strategy will make sure that employees are well informed, that they are aware of Council's values, strategies and priorities, and that employees have access to appropriate information to support their work.</p> <p>5.8 For Council's external audiences, the Strategy will ensure that all communications are published to Council's corporate standards in a clear, professional and accessible manner whilst offering value for money.</p> <p>5.9 The Strategy will also ensure that Kingborough's residents and consumers are well informed about Council's services and have the opportunity to fully participate in the democratic process.</p>
GUIDELINES	<p>The Corporate Communications and Engagement Strategy follows the Communications and Engagement Framework to make sure we communicate and engage effectively. The methodology is outlined in Section 3 of the Framework.</p> <p>6.1 Why - Establishes why we are communicating or engaging. Are we informing or are we learning? This step identifies the project</p>

	<p>details, associated risks and what the objectives of the project are. Both of the communications and engagement processes follow the same framework; however they will have simple and unique templates to assist staff in developing the appropriate methods for their activity. When developing a strategy for an engagement project, the Community Engagement Model and level of community involvement will be defined during this first step</p>
6.2	<p>Who - Identifies who we need to inform, or listen and learn from. A Stakeholder Analysis will be created to identify affected stakeholders and target audiences, which will inform appropriate communication and engagement plans. Stakeholders are those who are directly or indirectly affected and may have an interest or an ability to influence an outcome. They include people, organisations, businesses or agencies within or external to the Council local government area. As well as identifying stakeholders and the level of their interest, staff are required to consider if there is any priority order in which stakeholders need to be engaged. Staff must consider including existing reference groups and/or advisory committees currently working with Council.</p>
6.3	<p>How - Identify the channels of communication and the engagement methods that will be used for each project. The channels and methods for engagement projects will be determined from the Stakeholder Analysis and the preferences indicated by the participants.</p>
6.4	<p>What - Clarify what we are saying and what information the community and stakeholders need to know. Key messages for external communication and engagement projects will be developed in alignment with key priority areas identified in the Strategic Plan 2020-2025. All communications and engagement messages must adhere to the guiding principles and make sure the community are provided with honest and accurate information. They will also include a clear scope, and will define the what is negotiable and what is not for engagement projects. Internal communication will keep councillors and staff informed of council decisions, policies and achievements.</p>
6.5	<p>When - A targeted communications and/or engagement plan will detail activities for each project. The plan will include the timing, activity, audience, location, required resources, responsible officers and evaluation methods.</p>
6.6	<p>Evaluate - Each communications and/or engagement plan will be evaluated to see how effective they have been. Feedback will be sought using the Engagement Evaluation Template as a guide.</p>
6.7	<p>Report - The most important part of any community engagement activity is demonstrating to participants that their views have been heard and that their time and input is valued. A process must be established and the community advised upfront so participants can understand how their information will be used throughout the project. Closing the loop is essential in building trust and transparency in the decision-making process.</p>

COMMUNICATION	7.1 All employees and Councillors will be briefed on this policy as required.
LEGISLATION	8.1 The following legislation should be considered in conjunction with this policy: <i>8.1.1 Local Government Act 1993 (Tasmania)</i>
RELATED DOCUMENTS	9.1 The Communications and Engagement Framework 9.2 The Corporate Communications and Engagement Strategy
AUDIENCE	10.1 The Communications and Engagement Policy applies to all Councillors and employees. 10.2 The policy is publicly accessible via Council's website.



Kingborough

Corporate Communications and Engagement Strategy 2020

DOCUMENT CONTROL REGISTER

ROLE	POSITION
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0.d	For Approval			Councillors of Kingborough
1.0	Final			Approved

RELATED DOCUMENTS

TITLE	VERSION	LINK/LOCATION
Communications Policy	Draft for approval, 2020-2022	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020\Policy
Communications and Engagement Framework	Draft for approval, 0.c/2020	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020
Our Look and Feel, Council's Corporate Style Guide	2019	S:\Organisational Development\Communications & Media\Brand & Design\Style Guide\Our Look and Feel Guide
Crisis Communications Strategy		

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1. WHY

1.1 Purpose

The Kingborough Council Corporate Communications and Engagement Strategy provides an overview for the communications and engagement activities for the Kingborough Council. It adheres to objectives and guidelines within the Communications Policy and follows the methodology outlined in the Corporate Communications Framework. It covers both internal and external communications.

This strategy has been developed to provide a consistent approach to communications and engagement across all aspects of Council. By implementing this strategy, Council aims to better inform the community on matters, considerations, innovations and projects that impact them and makes sure members of the community are heard and their views considered as part of Council's decision-making process.

Council is committed to establishing and improving two-way communication with residents, ratepayers, local businesses, community groups, staff and other partner agencies. Effective communication and engagement strategies will increase awareness of services, works and projects organised by council, as well as highlight avenues for positive two-way communications with the community.

This Strategy is an ongoing and evolving document, which will investigate and embrace emerging technologies as valuable communications tools when appropriate. Council will be adopting a Digital First approach, acknowledging that traditional methods are equally as important and must be used in partnership with emerging technologies where appropriate.

The International Association of Public Participation (IAP2) recognises that Local Governments make better decisions and have greater impact on their communities when they increase the frequency, diversity, and level of engagement of partner organisations, community residents and customers. This strategy is influenced by the principles and practices shared by IAP2.

1.1.1 Objectives

In our communications activities, we aim to:

- Promote the contribution we make to the quality of life for ratepayers and residents.
- Keep ratepayers and residents informed about services and opportunities provided by the Council.
- Keep ratepayers and residents informed about Council decisions and policy.
- Communicate across several formats for maximum engagement – E.g. newsletters, social media, community events, mainstream media.
- Be consistent in our key messages and branding.
- Keep our own staff informed of Council's vision and decisions.
- Promote the Council's achievements – especially achievements that are unique in Tasmania or the local government context.
- Promote the Council's values.
- Encourage ratepayers and residents to participate in community life.

In our engagement activities, we aim to:

- Encourage ratepayers and residents to participate in Council consultation and engagement projects.
- Develop and maintain a council approved framework for engagement practices and principles based on procedural fairness, transparency and accountability.
- Train staff to engage with community members and stakeholders by using simple and effective tools.
- Provide a clear and consistent approach, which will help to make sure stakeholders and then community members are involved in projects relevant to them and contribute to decision-making.
- Analyse and report outcomes of engagement activities.
- Promote collaboration when addressing contentious issues.

1.2 Risk Assessment

The following assessment aims to identify and incorporate strengths and opportunities and to identify, address and mitigate the potential risks in the Strategy. This analysis should be applied to all Council projects and programs when developing a communications or engagement strategy as outlined within the Communications and Engagement Framework.

Strengths	Opportunities
<ul style="list-style-type: none"> • There is an increasing demand for information on programs, projects, events and activities organised by Council. • Existing relationships with Kingborough media outlets are strong and Council has a consistent presence in these publications. • Monthly news updates are published in the Kingborough Chronicle, online and sent via email subscription. 	<ul style="list-style-type: none"> • The new website has improved user experience and enabled more effective and efficient messages to be published • Council's social media audience continues to increase; information can be published to a widening audience in a more timely way. • Council is successfully using an online engagement tool, Our Say, which provides effective and efficient engagement forums and reporting mechanisms.

Potential Risk	Level of Risk	Risk Mitigation
Southern media outlets do not always engage with media releases and statements advertised by Council.	Medium	Continue to review media contacts, develop relationships and discuss targeted communications for specific projects.
Community members do not engage with the communication channels used by Council.	Medium	Continue to evaluate feedback from community members and review social media. Use a variety of formats (appropriate to the key message). Make sure feedback mechanisms are adopted across all projects to understand communication needs.
Increased social media presence requires Council to remain consistent in publishing messages, as lapses in communications may disengage followers.	Medium	Make sure posts are scheduled within the for each working day, including a variety of key messages across all channels. Make sure contingencies for frequent messages are in place for when Communications & Engagement Advisor is absent.

Lack of appropriate planning may result in multiple engagement activities, which may cause confusion, inappropriate timeframes and/or engagement fatigue.	High	Manage communication and engagement planning across the Council with a shared calendar and by reporting to Managers each month to avoid clashes with activities and inappropriate timelines.
Communications and engagement expectations are increasing both internally and externally, and resources are unable to meet demand.	High	Prioritise projects effectively and make sure Council staff understand competing priorities may result in delayed publication of information and to build into project timeframes. Provide clear direction and tools to support officers in planning communication and engagement projects.
Uncontrolled social media forums, particularly those for which Council has no monitoring over may dilute Council's message and cause confusion in the community.	Medium	Monitor discussions on community forums as and when able. Strengthen relationships with community associations who are online and share Council's key message across groups and pages.
Social media sites are open to prominent criticism.	Low	Monitor comments received on social media and respond where appropriate in a timely and consistent manner.
Staff awareness in raising issues or providing updates prior to them becoming public in order to develop mitigating actions	High	Include within staff training and include examples of when Council hasn't been on the front foot and subsequently received negative public and media attention.
Lack of resources is mitigated by delegation to other staff which in turn may result in loss of brand alignment and disparate styles, language and messaging.	High	Incorporate a reporting point on the shared calendar for all supporting resources to update activities. Consideration should be given to building resilience in future communications and engagement staffing requirements.

ACTION 1

Develop and deliver training to relevant staff on understanding and using the Communications and Engagement Framework. The training will include how to select the appropriate Engagement Model, the level of community involvement and the associated engagement methods for projects.

ACTION 2

Develop a shared calendar of projects to be published on the Communications and Engagement section of the intranet so that staff are able to plan communication and engagement projects to avoid clashes and prevent engagement fatigue where possible. Report monthly to Managers to highlight what is ongoing, what is planned and the results from projects.

2. WHO

A table of target audiences has been previously identified by Council (as below) and detailed stakeholder assessments are developed to make sure specific individuals and groups are included for specific projects. The assessment expands on the target audiences and identifies individuals and groups, their contact details, preferred method of communications, what messages are of interest to them and the Council Officer who manages the relationship.

TARGET AUDIENCE	REASON
Elected members and employees	<p>So that Councillors and staff are well-informed when liaising with members of the community as “ambassadors” for the Council.</p> <p>So that staff know why their work is important.</p> <p>Research shows effective internal communication helps retain staff and boost productivity.</p>
Ratepayers, residents, community groups, local clubs, groups and visitors who use our services	<p>So they know what’s on offer, and when.</p> <p>So they understand and appreciate the Council’s values, investment and effort.</p> <p>So they feel included in local community life, wherever possible.</p> <p>So they hopefully feel an affinity with Council’s values.</p> <p>So they hopefully regard Kingborough as a special place that provides special opportunities.</p> <p>So people outside of Kingborough are attracted to live, work or visit here.</p>
Traditional Custodians	<p>Tasmanian Aboriginal community members, groups and organisations to assist in identifying Council’s role in advocating meaningful reconciliation and appropriate communication and engagement methods.</p> <p>So that accurate and appropriate interpretation of historical events is included in Kingborough’s history.</p> <p>To assist in raising awareness of the cultural values, both tangible and intangible, within Kingborough and how to show respect for Tasmanian Aboriginal people and their heritage and cultural sites.</p>
Influencers who shape broader opinion and / or make decisions that affect Kingborough	<p>State and Federal politicians – ie. Showing that Kingborough’s projects and values appeal to voters and are therefore worth backing.</p> <p>Community groups and leaders, including business leaders.</p> <p>Interest and lobby groups who apply political pressure.</p> <p>Council Advisory Committee members.</p> <p>Neighbouring Councils.</p> <p>Industry groups like LGAT and STCA.</p>
Financial and policy supporters and providers	<p>State and Federal Government agencies who provide funding and partnership support for Council services and programs.</p>
Drivers of economic development	<p>Local businesses and other organisations and government agencies – showcasing Kingborough is a good place to do business</p>
Media	<p>Media assist in the sharing of Council’s decisions and news and provide Council with the opportunity to clarify accurate information and priorities.</p>

3. HOW

All communication channels and engagement methods will be explored and implemented according to stakeholder and audience preference; using existing channels where appropriate and will use creative content to appeal to diverse groups and individuals.

The following channels are used by Council to deliver key messages:

CHANNEL	DESCRIPTION
Council Publications	This includes the quarterly Council News, monthly Snapshot on Kingborough (not published when the Council News is published), Annual Report, Annual Plan, Kingborough Information Directory and information sheets/brochures/notices for specific topics.
Website	Kingborough Council's website offers an easy to use platform to share Council's information. The website has also introduced easier to use online forms for users. These forms should be used for all Council forms where possible.
Intranet	Internal webpages providing information for staff on organisational structure, contacts, policies, help desks and systems access.
Media Releases	The Kingborough Chronicle, Kingston Classifieds, Bruny Island News and Kingston & Huon FM (local community news outlets) – for self-written and external stories that highlight grassroots achievements, services, events (both successful and upcoming), Council policy and decisions, and human interest situations that are specifically relevant to local Kingborough ratepayers.
	The Mercury Newspaper – for exclusive stories that highlight unique or novel achievements, significant events, or human-interest situations that are likely to interest a broad southern Tasmanian audience.
	Southern Cross TV News and / or ABC TV and Radio News and / or WIN TV News – for stories that contain strong visuals and interviews to highlight that highlight unique or novel achievements, significant events, or human interest situations that are likely to interest a broad Tasmanian audience.
	Various commercial radio news outlets – for sending recorded grabs on issues, achievements and events that are likely to interest a broad southern Tasmanian audience. Also, for facility closures and updates during crisis situations.
Digital & Social Media	Email & E-newsletter via MailChimp – For distribution of internal information to staff along with the Council News and Snapshot on Kingborough to subscribers. The E-newsletter is also advertised through Twitter and Facebook links and is published in the Kingborough Chronicle.
	Facebook for all council messages, events, services, emergency information and works programs. Facebook advertising helps to promote specific surveys, events or publications. Sharing partner organisations key messages and achievements through Facebook generates support in turn.
	Twitter – for alerts, events, works and other emergency information in Kingborough. Twitter also provides the opportunity to engage with and share partner information.
	Instagram – for highlighting and exploring the municipality through visual images.
	YouTube – audio visual channel for interviews, fly-overs for developments and events.

	<p>Flickr – acts as an online visual library to share photographs from events, scenery and infrastructure. Any members of the public and media outlets are able to download copies for reuse.</p> <p>Our Say – online engagement forum. This is a supporting tool for all engagement projects, so that community members who are unable to attend meetings or events are able to contribute at any time online.</p>
Paid Advertising	Advertising placed in printed media outlets for community notices about important information such as road closures and planning notices, and advertisements for events and services. Consideration should also be given to audio visual advertising on local television.
Printed Materials	Posters for programs and events and notices for planning and other local government messages are printed and displayed in the Civic Centre, Bruny Island Service Centre and other appropriate outlets such as local shops etc.
Signage and Branding	The brand is the corporate identity of Kingborough Council and can take many forms, including the name, sign, symbol, colour combination and slogan. Branding creates consistency in the look and feel of Kingborough Council and the use of our logo and corporate colours creates brand awareness, to make sure we are instantly recognisable.
Meetings / Focus Groups	Meetings are an effective way to communicate and engage both internally and externally. Staff meetings are arranged quarterly along with workshops and presentations as appropriate for specific topics. The Kingborough Community Consultative Forum is held quarterly at the Civic Centre with representatives from community groups within the municipality. Other information sessions and meetings are arranged as appropriate for specific topics and council representatives may attend community association group meetings to consult on specific programs and projects. All members of the public are invited to attend each Council Meeting and the Annual General Meeting.

Engagement

There is a variety of engagement methods used to achieve the level of community involvement and model of engagement required for specific projects. They depend on the purpose, desired outcome of the engagement, and on how the participants would like to engage.

The online engagement portal Our Say, is a tool to support engagement projects, but should not be used as the only method for the community to engage.

Level	Proposed methods (Examples)
Inform	Digital web page
Consult	Online & Hard-copy survey
Involve	Community workshop or online forum
Collaborate	Establishment of Community Working Group/Advisory Committee, Digital interactive map
Empower	Citizen Jury

4. WHAT

Key messages will be developed for external communication purposes in consultation with Council officers and will align with the three key priority areas as outlined within the Strategic Plan 2020-2025 and demonstrate how Council is achieving the associated Strategic Outcomes.

- i. Encourage and support a safe, healthy and connected community.
- ii. Deliver Quality Infrastructure and Services
- iii. Sustaining the natural environment whilst facilitating development for our future.

Wherever possible, we should be pro-active and on the "front foot", instead of responding to media enquiries.

The Communications and Engagement Advisor will provide advice and support on marketing and communication strategies for Council's businesses and facilities:

- Kingborough Sports Precinct
- Kingborough Waste Services
- Kingborough Community Hub

ACTION 3

Develop, deliver and manage a Marketing Strategy for the Kingborough Community Hub

Partners: Kingborough Community Hub Coordinator, Community Services, Customer Service

Key messages and staff engagement opportunities will be developed for internal communication to:

- Keep Councillors and staff informed of Council policy and decisions, so they can effectively represent the Council to residents and stakeholders.
- Provide materials and resources that Councillors and staff can refer constituents to for more information.
- Showcase the projects and achievements of each Department.
- Provide credit for achievements so staff can feel valued and appreciated.
- Provide opportunities for staff to be consulted on Council policies and strategies, and to suggest improvements to their service delivery areas.

ACTION 4

An internal engagement platform has been created for Kingborough Council staff using Our Say and will be available through the new Kingborough Council Intranet. For this to be successful, administrators for the tool will be sought and training provided. A working group with the Organisational Development team and engagement administrators will plan and develop staff engagement projects.

Partners: Executive Manager Organisational Development, Customer Service Coordinator

5. WHEN

A communications and/or engagement plan is a detailed record of activities for specific projects, including relevant information around those activities i.e. key message, objective, audience, channel, progress and feedback. The activities are scheduled to address stakeholder needs for information and communication.

The Communications and Engagement Advisor will engage with officers to create a picture of the activities and projects that are being developed and implemented to make sure stakeholders receive timely reports and updates, and which addresses the needs of the target audience. Plans will be developed for specific projects using the Communications and Engagement Framework as a guide, along with the below template to schedule activities.

Who – who are we informing?	What – what are we telling them?	How – how are we telling them?	When	Evaluate – did everyone get the message?	Notes	Responsible
Example Communication s: Residents & Local Businesses	Confirm date of one way trial	Letter (mail drop) Poster Social Media Media Release VMS Trailer	3 April	Survey analytics/ social media messages/ correspondence to Council.	Map to be included demonstrating flow Feedback survey URL confirmed	Roads Engineer Communications Advisor
Example Engagement: Kingston business	Their suggestions to improve Kingston CBD	Workshop	23 April	Workshop notes and summary from workshop endorsed by participants	Maps and demographics to be included in presentation	External consultant and Engagement Advisor

5.1 Communications

Throughout the year, the corporate communication priorities will include the below:

Weekly priorities include:

- Ongoing works and maintenance projects and updates
- Water Quality updates (as per project Communications Strategy)
- Community Services program details (holiday activities, arts, markets etc.)
- Kingborough Community Hub activities and associated marketing
- Any other key messages, news or crisis that may affect the Kingborough community

Monthly priorities include:

- Council News updates (includes Council meeting decisions)
- Kingston Park updates (includes the quarterly Kingston Park Implementation Report)

Annual priorities include:

- Budget and rates decisions (includes media releases and brochure)
- Annual Plan and Annual Report compilation and printing
- Kingborough Information Directory compilation and printing
- Natural hazards prevention and education
- Natural hazard warnings
- Public health information (as and when required, such as immunisation programs)

5.2 Engagement

The priority engagement projects for 2020 are listed below, however others may be implemented as the need arises. The Communications and Engagement Advisor will assist officers to develop specific strategies for each of these engagement projects.

When	Engagement Project	Partners
Feb to Mar	Kingston Place Strategy On-going from last year, final stage for feedback and endorsement.	Place Score (external) Engineering Services Urban Design
Feb to Apr	Silverwater Park playground	Urban Design Community Services
Feb to Apr	Kingborough Sports Precinct – Feasibility project for swimming pool	KSP (external)
Feb to Nov	By-law Review Consultation	Compliance Team
Apr to Jun	Annual Budget Consultation	Finance
May to Oct	Reconciliation Action Plan	Mayor of Kingborough Community Services

ACTION 5

Develop, deliver and manage Engagement Strategies for the identified projects in consultation with internal and external partners.

6. EVALUATE

Feedback mechanisms will be incorporated into communication and engagement activities to track and measure how effective they have been. The Engagement Evaluation Template is to be used for engagement activities.

Other evaluation mechanisms include:

- Website/social media analytics
- Surveys
- Meeting/email feedback
- Customer Service feedback

Evaluation will focus on consistency of message, levels of awareness, understanding and commitment of stakeholders, pockets of confusion and frequency. Stakeholder engagement activities and messages will be updated based on evaluation and feedback results.

7. REPORT

Previous actions from the Corporate Communications Strategy 2018 and their progress are identified below.

	ACTION	RESPONSIBLE	TIMELINE
1	Develop a Public Participation framework which includes a toolkit of engagement methods to assist with Council consultation projects in line with the International Association for Public Participation (IAP2) practices. The framework will be included within this Strategy for 2019, which will be called the Corporate Communications and Engagement Strategy. This Strategy will be developed and used in consultation with all Council departments.	Media & Communications Officer	December 2018 Complete Further reviewed following feedback during 2019
2	Partner with the 26TEN Coalition and develop a 26TEN Project Plan to improve written communication within the organisation and make sure the guiding principle of using Plain English is met by all Council staff. This will include Plain English Workshops for staff and reviews of Council documentation and forms. The 26TEN program is Tasmania's strategy for improving adult numeracy and literacy.	Organisational Development Team	March 2019 Complete
3	Identify opportunities to use Our Say for community engagement and feedback projects. Current projects identified include: <ul style="list-style-type: none"> Community priorities for budget considerations Dog Management Policy review and potential changes Kingston Beach one-way trial Snug flood study Kingston Park – specific consultation page created on Our Say for community feedback regarding the redevelopment project, which will be linked from both the Kingston Park website and Council's website. 	Media & Communications Officer in consultation with relevant departmental officers	According to project plans Complete
4	Following the Reconciliation event hosted by Council in 2017, feedback included the desire for Council to take active steps in the community to promote reconciliation with	Media & Communications Officer	May 2018 In Progress

	Tasmanian Aboriginal community members and to make sure Traditional Owners are identified as significant members of the community. A Reconciliation Action Plan (RAP) was proposed as the most appropriate way to achieve this.		A draft has been prepared for consultation with Elders and members of the Tasmanian Aboriginal community. An engagement plan is being prepared.
5	Review and update the Kingborough Council Corporate Style Guide. Following internal consultation it was agreed that public notices and signage should be included within this guide and as such the review was not fully completed and has been carried over into 2018-19.	Media & Communications Officer	May 2017 Complete (Organisational Development)
6	Review all printed forms used by Council and transition to using online forms where possible and appropriate noting that online forms should also be printable in order for users to complete manually if required.	Organisational Development Team, Customer Services Coordinator and relevant departmental officers	February 2019 Ongoing
7	Research and implement a social media management tool for better content management, delivery, analytics and reporting of activity.	Media & Communications Officer	October 2018 On hold
8	In consultation with Property & Emergency Management Coordinator, develop an Emergency and Crisis Management Media and Communications checklist to support the Emergency Management Plan. An initial checklist has been developed for the communication responsibilities for internal staff. This is now undergoing review through internal consultation with Council staff members.	Media & Communications Officer, in cooperation with Property & Emergency Management Coordinator	May 2018 Complete

8. PROTOCOLS

8.1 Media Management

The following process should be observed in dealing with media.

- All media enquiries are directed to the Communications and Engagement Advisor. In the event the Advisor is unavailable, the enquiry should be directed to Executive Manager Organisational Development or the General Manager or Deputy General Manager.
- The Communications and Engagement Advisor, in consultation with the Mayor and the General Manager, will determine the best person from whom to gain comment for interviews or media releases.
- All responses to media enquiries must be approved by the Mayor, General Manager or Deputy General Manager and sent by the Communications and Engagement Advisor.
- A photograph may be required to accompany the media release or comment if promoting a certain project or event. The Advisor is responsible for imagery and if other Council employees take a photograph, it must be checked for content before being released.
- All media releases should be drafted and sent to the Communications and Engagement Advisor for editing, who will then seek the appropriate approvals.
- The General Manager or Deputy General Manager approves media releases which focus on the delivery of operational services, programs and events.
- The Mayor must approve any media releases focusing on the strategic direction of Council and Council decisions, media releases prepared by any of Council's committees, as well as any articles including quotes from the Mayor or Councillor delegate.
- All media releases are to be sent to the appropriate media outlet by the Communications and Engagement Advisor either as a link from Council's website or on the media release template
- All media releases are saved on Council's website.

All media releases and responses are to be saved in Council's electronic records management system.

8.2 Council Spokesperson

Council employees are not to make comment to the media without permission from the General Manager. This helps to make sure the right key messages are being used and all external communications are consistent.

- The Mayor will be the primary spokesperson for Council in accordance with the provisions of the *Local Government Act 1993 (Tas)*.
- The General Manager will be the spokesperson for Council on issues of fact and relevance to the operational management of Council.
- Managers or delegated staff, under direction from the General Manager, may be the spokesperson for matters relating to operational or routine matters in their areas of responsibility.
- Authorised contributors posting comments on social media sites administered by the Kingborough Council must follow the procedures outlined in the Social Media Guidelines.

8.3 Crisis Management

Crisis situations (for example - bushfires, floods, environmental disasters and hostage stand-offs) usually:

- Happen suddenly and unexpectedly.
- Attract the most media attention and scrutiny. Council's reputation may be strongly affected.
- Require strong decisive leadership – both real and perceived.
- Lead media and victims to look for a scapegoat to blame.

Council's Emergency Management Plan contains basic operating procedures for the dissemination of community information in an emergency.

The previous Strategy contained an action to develop a Crisis Communications Strategy in consultation with Emergency Management Coordinator and Recovery Coordinator. This has been achieved and the document has been reviewed and approved for Council's consideration by the Coordinators, as well as the Mayor and the General Manager.

The Crisis Communications Strategy was developed following the experience gained by Kingborough Council staff during the Huon Valley bushfires in 2019.

8.4 Brand and Design

The brand is the corporate identity of Kingborough and includes the look and feel of our communications, as well as the sound of our voice. Branding creates consistency in how Kingborough Council is represented and the use of our logo and corporate colours creates brand awareness, to make sure we are instantly recognisable.

The Corporate Style Guide, recently reviewed by the Organisational Development Team, provides guidance to staff in using logos, designing advertising material, using corporate documents and communicating in Plain English.

- All advertising material (including posters, brochures, fliers etc.) must be approved by the Communications and Engagement Advisor prior to release.

9. ROLES AND RESPONSIBILITIES

The following table outlines the key roles involved in implementing Kingborough Council's Corporate Communications and Engagement Strategy.

ROLE	RESPONSIBILITY
Mayor of Kingborough	<ul style="list-style-type: none"> ▪ Official spokesperson for Council ▪ Review and approve Council media releases
Councillors of Kingborough	<ul style="list-style-type: none"> ▪ Approvers of strategy and policies.
General Manager	<ul style="list-style-type: none"> ▪ Review and approve all Council key messages and media releases ▪ Direct supervisor of the Communications and Engagement Advisor
Deputy General Manager	<ul style="list-style-type: none"> ▪ Review and approve Council key messages and media releases in the absence of the General Manager
Executive Manager Organisational Development	<ul style="list-style-type: none"> ▪ Manage internal communication and staff engagement projects ▪ Supports the editing of media releases for approval in the absence of the Communications and Engagement Advisor
Communications and Engagement Advisor	<ul style="list-style-type: none"> ▪ Provide support and advice to General Manager, Mayor and staff on communication approaches, risks and issues ▪ Manage the ongoing development and refinement of the Communications and Engagement Policy, Framework, templates and strategies ▪ Implement the Corporate Communications and Engagement Strategy ▪ Review and approve project specific communications and engagement strategies ▪ Assist with the delivery of Communications and Engagement strategies ▪ Evaluate communication and engagement outcomes and report to the Executive Management and Managers Team (MANEX). ▪ Manage the presentation and delivery of key messages ▪ Manage and oversee the design, editing and publication of Council's external communications and marketing materials ▪ Create and deliver customer feedback surveys ▪ Compile analytics, evaluate and report on communications and engagement activities ▪ Media liaison ▪ Manage and monitor Council's website and social media channels

	<ul style="list-style-type: none"> Assist Organisational Development with internal communication as required Make sure Kingborough Council's corporate brand is adhered to and applied Review and approve communications designs / signs for external use
Executive Assistant, General Manager	<ul style="list-style-type: none"> Provides support in the updating and reviewing of Council's website Assists in the design and production of Council's annual and unique publications
Urban Designer	<ul style="list-style-type: none"> Develop community engagement projects Develop and manage signage design principles Our Say administration support
Customer Services Coordinator	<ul style="list-style-type: none"> Assist in answering customer service-related messages and posting on Council's Facebook page Provides support in the updating and reviewing of Council's website Our Say administration support
Community Services Coordinator	<ul style="list-style-type: none"> Support community engagement projects when able
Arts and Events Coordinator	<ul style="list-style-type: none"> Instagram support
Community Hub Coordinator	<ul style="list-style-type: none"> Assist in developing a Marketing Strategy for the Community Hub Develop reporting for Community Hub to assess against Marketing Strategy goals
Operations Manager, Kingborough Sports Centre	<ul style="list-style-type: none"> Develop and approve communications and engagement projects and marketing strategies for the Kingborough Sports Precinct
Fitness Team Leader	<ul style="list-style-type: none"> Kingborough Sports Centre Facebook Administrator
Manager, KWS	<ul style="list-style-type: none"> Develop and approve communications and engagement projects and marketing strategies for Kingborough Waste Services
Kingston Park Project Administrator	<ul style="list-style-type: none"> Develops key messages relating to Kingston Park Drafts website updates and changes for Kingston Park

10. ACTIONS

	ACTION	RESPONSIBLE	TIMELINE
1	Develop and deliver training to relevant staff on understanding and using the Communications and Engagement Framework. The training will include how to select the appropriate Engagement Model, the level of community involvement and the associated engagement methods for projects.	Communications & Engagement Advisor (Consider external support pending budget allocation)	June 2020
2	Develop a shared calendar of projects to be published on the Communications and Engagement section of the intranet so that staff are able to plan communication and engagement projects to avoid clashes and prevent engagement fatigue where possible. Prepare a monthly report to MANEX to highlight what is ongoing, what is planned and the results from projects.	Communications & Engagement Advisor	February 2020
3	Develop, deliver and manage a Marketing Strategy for the Kingborough Community Hub.	Communications & Engagement Advisor Community Hub Coordinator	March 2020
4	An internal engagement platform has been created for Kingborough Council staff using Our Say and will be available through the new Kingborough Council Intranet. For this to be successful, administrators for the tool will be sought and training provided. A working group with the Organisational Development team and engagement administrators will plan and develop staff engagement projects.	Communications & Engagement Advisor Organisational Development Team	April 2020
5	Develop, deliver and manage six Engagement Strategies for the identified projects in Section 5.2, in consultation with internal and external partners.	Communications & Engagement Advisor Project Officers	December 2020



Kingborough

Crisis Communications Strategy 2020

DOCUMENT CONTROL REGISTER

ROLE	POSITION
Author	Communications & Engagement Advisor
Approver	Councillors and staff of Kingborough Council
Produced For	Kingborough Council
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DOCUMENT INFORMATION

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0.a	Draft	30.10.19	Communications & Engagement Advisor	Initial draft
0.b	In progress	16.12.19	Communications & Engagement Advisor	Initial feedback from <ul style="list-style-type: none"> • General Manager • Mayor • Emergency Management Team
0.c	In Review	22.01.20	Communications & Engagement Advisor	Update with initial feedback and in review by: <ul style="list-style-type: none"> • Managers
0.d	For Approval			Councillors of Kingborough
1.0	Final			Approved

RELATED DOCUMENTS

TITLE	VERSION	LINK/LOCATION
Communications Policy	Draft for approval, 2020-2022	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020\Policy
Communications and Engagement Strategy	Draft for approval, 0.c/2020	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020

1. WHY

The purpose of this Crisis Communications Strategy is to provide the approach to communicating through natural disasters or other any other crisis that may affect the community or reputation of the Council.

This Strategy provides the framework to identify communication objectives, roles and responsibilities for communication, key stakeholders, target audiences and key messages; communication risks and strategies for their management, and communication monitoring and evaluation procedures.

The primary user of this plan is the Communications and Engagement Advisor (CEA) and any other staff involved in communicating through an emergency such as the Mayor, General Manager, Municipal Emergency Coordinator (EMC), Deputy Municipal Coordinator and Recovery Coordinator.

1.1 Objectives

Communication objectives aim to:

- Keep key stakeholders and community members informed during an on-going crisis;
- Identify and manage any issues and risks; and
- Provide reassurance to stakeholders by being open, transparent and timely with information provided.

1.1.1 Guiding Principles

- Keep it simple and consistent.
- Recognise different information needs for various audiences.
- Identify sources of truth and only share information from those sources.
- Identify communication barriers and plan for mitigation if networks are down due to over use.
- Express expectations and impacts clearly.
- Make sure communication is timely and current.
- Maximise use of existing channels.
- Continually evaluate message reach and responses.
- Use plain English as opposed to professional language or jargon.

1.2 Risk Assessment

Strengths	Opportunities
<ul style="list-style-type: none"> ▪ Council has a variety of channels in order to communicate information to the general public. ▪ Established relationships with community groups to assist in key message distribution. 	<ul style="list-style-type: none"> ▪ Existing strong relationships with local media. ▪ Increasing social media audience. ▪ Success of live streaming during previous bushfires – consider using where appropriate.

Potential Risk	Level of Risk	Risk Mitigation
Keeping information confined to affected only stakeholders may trigger misinformation and confusion in the general community.	High	<ul style="list-style-type: none"> ▪ Make sure frequent updates are delivered on all the Council's communication channels. ▪ Inform key stakeholders to advocate correct information. ▪ Make sure all updates align with lead agency information.

Social media groups form and are creating/diluting messages that are not accurate	High	<ul style="list-style-type: none"> Identify possible sources of misinformation and contact them directly to correct them. Post updates on community formed social media groups directly.
Information getting to residents before Council approved communications may result in misinformation, confusion and alarm.	High	<ul style="list-style-type: none"> Tag in community groups/associations and media outlets who are on social media to posts for direct notifications on updates. Schedule communication activities so that information is sent and received by key stakeholders in a timely manner – do not leave extended gaps between communications. Install notifications on media and community group posts to stay informed of messages being shared. Be clear and do not use jargon within key messages, cite external sources to support statements where appropriate.
Emergency communication fatigue	Medium	<ul style="list-style-type: none"> Continuous messaging to reiterate on-going dangers/warnings. Consider using questions to frame posts as a call to action. E.g. Do you have your medication and prescriptions with you?

2. WHO

This table highlights the key stakeholder groups and channels used to communicate with each group. Individual contact lists will accompany each Crisis Communications Plan as appropriate.

Stakeholder	Reason	Channel	Frequency	Responsible
Mayor	Spokesperson for media and general communications for Council.	Face to face Email Telephone	As required	CEA & GM
Councillors	So Councillors can be ambassadors for factual information being shared to community members. Provide reassurance.	Email Telephone Meetings	Daily and as required	CEA & GM
Emergency Management Coordinator	Source of information from operational level during a natural disaster situation. Provides content for key messages and identifies possible scenarios to prepare for.	Face to face Telephone Email	As required	CEA
General Manager/ Exec Mgt Team	Keep informed – share information with other delegated partners	Face to face Phone / text	As required	CEA

	(utilities/contractors/schools etc.)	Meetings		
Council staff	Inform staff so they are aware of crisis and are aware of where to direct community members for correct information. Provide reassurance.	Email	Daily or as required	CEA & GM
Tasmania Fire Service	Source of truth for fire information. Information used to prepare for possible scenarios and managing risk. Alerts site: http://www.fire.tas.gov.au/Show?pageId=colCurrentBushfires Twitter: @TasFireService Facebook: @TasmaniaFireService	Telephone Meeting Email	As required.	EMC & CEA
Tasmania Police	Source of truth for road closures. On the ground activity such as area evacuation. Road closures: https://www.police.tas.gov.au/community-alerts/ Twitter: @TasmaniaPolice Facebook: @Tas.Police	Telephone Meeting Email	As required.	EMC & CEA
SES	Source of truth for floods and emergency assistance services – including the activation of an evacuation centre. Home page: https://www.ses.tas.gov.au/ Twitter: @SESTasmania Facebook: @sestasmania	Telephone Meeting Email	As required.	EMC & CEA
TasAlert	Government agency which may be activated to coordinate assistance messages across the state. Provides assistance information through the Public Information document such as housing, finance etc. Home page: http://alert.tas.gov.au/Pages/Home.aspx	Email Telephone	As required.	CEA

	<p>Twitter: @tasalert</p> <p>Facebook: @tasalert</p>			
Media (attach media stakeholder list and contact information)	<p>Provide key messages for publication.</p> <p>Organise Mayor and other residents for interviews as appropriate.</p> <p>To correct misinformation.</p>	<p>Telephone</p> <p>Email</p>	As required.	CEA
ABC Radio	<p>Dedicated emergency channel for natural disasters.</p> <p>https://www.abc.net.au/radio/hobart/</p> <p>936 ABC Radio</p> <p>Twitter: @abchobart</p> <p>Facebook: @abchobart</p>	<p>Telephone</p> <p>Email</p>	As required.	CEA
Department of Health	<p>Keep informed on alerts, hazards and safety measures relating to:</p> <p>Bushfires:</p> <p>https://www.dhhs.tas.gov.au/publichealth/air/bushfire_smoke</p> <p>Floods:</p> <p>https://www.dhhs.tas.gov.au/publichealth/alerts/current_health_alerts/floods</p>	<p>Website</p> <p>Social Media</p>	As required	EMC & CEA
Kingborough	<p>Keep community informed on Council operations and guidance of situation.</p> <p>Make sure to share from and refer questions regarding natural disasters to lead agency.</p> <p>Consider live streaming.</p> <p>Mayor/briefing messages for people who are unable to attend briefing sessions.</p>	<p>Media</p> <p>Social media</p> <p>Website</p>	As required (at least 3x a day)	CEA, Councillors & staff
Community leaders/advocates (include all community association presidents – identify key leaders as required)	<p>For media interviews to share key messages.</p> <p>For sharing on ground information.</p>	<p>Email</p> <p>Phone/Text</p>	As required.	CEA & Councillors

Community social media channels/groups	Monitor community social media channels/groups to make sure the correct information is being shared and post updates directly to them or update with correct information if necessary.	Social media	3x per day (apply notification if necessary)	CEA
Other LG authorities	To keep informed and assist sharing information.	Email Social media	Daily	EM Team, General Manager & CEA
Bureau of Meteorology	To keep up to date with weather information http://www.bom.gov.au/tas/ Twitter: @BOM_Tas Facebook: @bureauofmeterology (national Facebook page)	Social Media	N/A	CEA

3. HOW

All delivery channels and activities will be explored and implemented according to stakeholder preference; using existing channels where appropriate and will use creative content to appeal to diverse groups and individuals.

Consider creating video messages from the Mayor regarding the Evacuation Centre or general assistance messaging. The personal approach will provide reassurance to the community and consistency in the messaging.

The following channels are available to deliver key messages:

Daily

- Kingborough Council Website
- Kingborough Council Social Media (Facebook, Twitter, Instagram)
- Kingborough Sports Centre (Facebook)
- Kingborough Community Hub (Facebook – if Hub activated as a safer place or Council resource centre)
- Media Releases/Interviews/Audio recordings (Radio/TV/Mercury)
- Meetings / Staff Briefings
- Email

Weekly

- Council publications (Council news & Snapshot)
- Media Releases (Kingborough Chronicle & Classifieds)

Communications with stakeholders (including Councillors and media) will be subject to approval from the Mayor and General Manager.

4. WHAT

Key messages during a natural disaster will be defined daily and will be shaped by the below categories.

- Fire alerts (apply notifications to [@TasFireService](#) Twitter for up to date information and sharing)
 - Always refer to the source of truth
 - Never speculate about the behavior of the fire, or operational movements
- Flood alerts (apply notifications to [@tasalert](#) Twitter for up to date information and sharing)
 - Always refer to the source of truth
 - Never speculate about the behavior of floods, or operational movements
- Road closures (apply notifications to [@TasmaniaPolice](#) Twitter for up to date information and sharing)
 - Always refer to the source of truth
 - Never speculate about road closures, or operational movements for town evacuations
- Public Health Information (apply notifications for [@TasmaniaHealth](#) Twitter for up to date information and sharing)
- General assistance (apply notifications to [@tasalert](#) Twitter for information and sharing)
 - Evacuation Centre information
 - Red Cross registrations
 - Alternative housing arrangements
 - Support services available
 - Medical assistance
 - Financial Assistance
 - Reminders to check on family and neighbours
 - Register, Find, Reunite (if launched)
 - Weather updates from Bureau of Meteorology
- Evacuation Centre Messages
 - **People**
 - Current capacity
 - Location & contact details
 - What to bring (medication, bedding, clothes, financial documents)
 - Red Cross registrations
 - Services available at centre (financial, medical, social, psychological)
 - Register, Find, Reunite
 - **Domestic Pets**
 - Current capacity
 - Location & contact details
 - What to bring (food, leads, bowls, medication)
 - **Agricultural livestock/pets**
 - Current capacity
 - Location & contact details
 - What to bring (food, restraints, medication)

5. WHEN

This is a detailed record of all the communication activities, including relevant information around that communications i.e. key message, objective, audience, channel, progress and feedback. The plan will be an on-going and evolving document throughout the crisis.

Who – who are we informing?	What – what are we telling them?	How – how are we telling them?	When	Evaluate – did everyone get the message?	Risks & Mitigations	Responsible
Examples Woodbridge community West Winds Community Centre leaders Local councillors in area	An Evacuation Centre has opened at the Kingborough Sports Centre on Kingston View Drive due to the fire in Woodbridge. Remember to bring any medication & important documents if evacuating. Contact us on 6211 8200 if you have any questions. Visit Tas Fire for updates & alerts on the fire and Tas Police for road closures.	Social media Email Phone/ Text Radio Update		Survey analytics/ social media messages/ correspondence to Council.	Message may not reach due to network coverage. Text community leaders with information.	CEA
Media	Daily briefing for media including numbers of residents, updated key messages, contact details for Evac Centre. If /when the Mayor is available for interview.	Email Media release Phone		Workshop notes and summary from workshop endorsed by participants	Deliver media updates at least daily to avoid messages becoming irrelevant / out of date.	CEA & Mayor

Figure 1 Communications Plan

Communication content and engagement activity with high-level stakeholders (including Councillors and media) will be subject to approval from the Mayor and General Manager.

6. EVALUATION

Feedback mechanisms will be incorporated into the Communications Plan to measure the effectiveness for each activity and to review overall communications.

Daily evaluation mechanisms include:

- Debriefs
- Meeting/email feedback
- Customer Service feedback
- Website / Social Media analytics

Evaluation following the event should include:

- Stakeholder debrief
- Community consultation

Evaluation will focus on consistency of message, levels of awareness, understanding and commitment of stakeholders, pockets of confusion and frequency. All activities, messages and channels will be updated based on evaluation and feedback results.

7. REPORT

A report will be prepared following any event, which will incorporate the lessons learned.

A formal engagement projects with key partners and community members following the event will provide final insights and recommendations in the review of this Strategy.

8. PROTOCOLS

8.1 Community enquiry and complaint handling

All community enquiries and complaint handling will be through the Kingborough Council Customer service channels.

- Customer Service Staff: in person
- Customer Service telephone: (03) 6211 8200
- Kingborough Council email: kc@kingborough.tas.gov.au

Enquiries regarding the Evacuation Centre will be forwarded to the Facility Manager.

Enquiries regarding communications/media will be forwarded to the Communications and Engagement Advisor.

Customers enquiring about specific operational matters in relation to fire/road closures etc. will be referred to the lead agencies website and advised to listen to ABC Local for live coverage and updates.

8.2 Media Relations

Any and all media enquiries, requests and interviews will be forwarded to the Communications and Engagement Advisor, who will consult with the Council officers and the Mayor and General Manager on appropriate responses.

8.3 Internal Communications

Communications to staff will be disseminated by the Communications and Engagement Advisor or General Manager through the following channels:

- All staff email

9. ROLES AND RESPONSIBILITIES (for communications)

ROLE	RESPONSIBILITY
Mayor of Kingborough	<ul style="list-style-type: none"> ▪ Official spokesperson
Kingborough Councillors	<ul style="list-style-type: none"> ▪ Key community advocates
General Manager	<ul style="list-style-type: none"> ▪ Approver of all key messages and media releases ▪ LGA liaison ▪ Staff liaison
Communications and Engagement Advisor	<ul style="list-style-type: none"> ▪ Prepare key messages in liaison with EMC, translate where necessary for community understanding ▪ Seek approval and quotes if required from General Manager and Mayor for key messages ▪ Deliver general communications and share lead agency updates (media, social media, website) ▪ Identify community members for media interviews ▪ Media liaison ▪ Monitor social media groups/community channels ▪ Staff liaison
Emergency Management Coordinator	<ul style="list-style-type: none"> ▪ Incident liaison ▪ Identify risks and prepare for alternative scenarios ▪ Inform CEA of key messages and actions from control centre
Evacuation Centre Manager	<ul style="list-style-type: none"> ▪ Manage facility ▪ Identify any messages that need distributing to residents attending the Evacuation Centre



Kingborough

Communications and Engagement Framework 2020

DOCUMENT CONTROL REGISTER

ROLE	POSITION
Author	Communications and Engagement Advisor
Approver	Councillors of Kingborough
Produced For	Kingborough Council
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0.a	Annual update	13.01.20		Initial updates based on feedback and evaluation in 2019
0.b	In Review	30.01.20		Initial feedback from: <ul style="list-style-type: none"> Urban Designer Managers
0.c	For Approval	11.02.20		Councillors of Kingborough
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Communications and Engagement Policy	Draft for approval, 2020-2022	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020\Policy
Corporate Communications and Engagement Strategy	Draft for approval, 0.d/2020	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2020

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1. INTRODUCTION

1.1 Purpose

Our vision: Our community is at the heart of everything we do

Our purpose: To make Kingborough a great place to live

Our values: Accountability, respect, excellence and inclusiveness

A key priority of Council is to encourage and support a safe, healthy and connected community.

The Communications and Engagement Framework has been developed to provide a consistent approach to both communications and engagement across all aspects of Council to support this priority. By implementing this framework, Council aims to engage with and enable the community.

We aim to inform the community on matters, considerations, innovations and projects that impact them, and will make sure members of the community are heard and their views considered as part of Council's decision-making process.

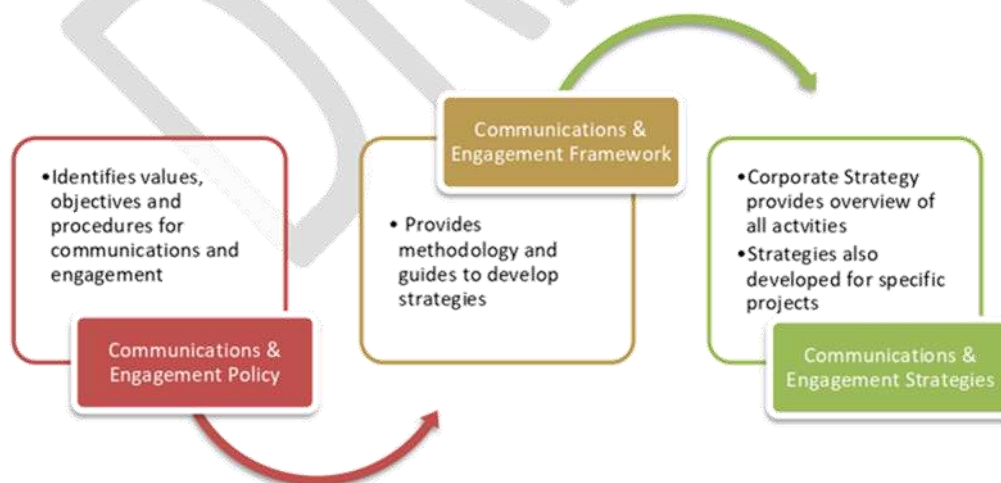
Recognising stakeholders and individuals in the community are often time-poor and busy people, Council is committed to making sure effective engagement is achieved, and that Council is carrying out active and authentic participation with the community.

In order for Council to make sure effective engagement is achieved, and that Council is encouraging active and authentic participation with the community, templates have been created to assist officers in developing communications and engagement strategies. Training will be delivered to officers involved in developing communications and engagement projects.

This framework is an on-going and evolving document. Council is committed to continuous improvement and striving for best practice approaches when implementing this framework.

This Framework has been influenced by the principles and practices shared by the International Association for Public Participation (IAP2).

1.1 Communications and Engagement Process



2. CONTEXT

2.1 Objectives

In our communications activities, we aim to:

- Promote the contribution we make to the quality of life for ratepayers and residents.
- Keep ratepayers and residents informed about services and opportunities provided by the Council.
- Keep ratepayers and residents informed about Council decisions and policy.
- Communicate across several formats for maximum engagement – E.g. newsletters, social media, community events, mainstream media.
- Be consistent in our key messages and branding.
- Keep our own staff informed of Council's vision and decisions.
- Promote the Council's achievements – especially achievements that are unique in Tasmania or the local government context.
- Promote the Council's values.
- Encourage ratepayers and residents to participate in community life.

In our engagement activities, we aim to:

- Encourage ratepayers and residents to participate in Council consultation and engagement projects.
- Develop and maintain a council approved framework for engagement practices and principles based on procedural fairness, transparency and accountability.
- Train staff to engage with community members and stakeholders by using simple and effective tools.
- Provide a clear and consistent approach, which will help to make sure stakeholders and then community members are involved in projects relevant to them and contribute to decision-making.
- Analyse and report outcomes of engagement activities.
- Promote collaboration when addressing contentious issues.

2.2 Guiding Principles

The development and delivery of Council's communications and engagement activity is guided by the following principles:

Communications:

- Keep it simple and timely.
- Recognise different information needs for various audiences.
- Express expectations and impacts clearly.
- Ensure commitment and participation from all staff.
- Explore new communication channels.
- Be flexible in approach and maximise the use of channels to reach a wider demographic.
- Use two-way channels.
- Use feedback mechanisms to monitor the effectiveness of communications.
- Avoid internal language and professional jargon and use Plain English.

Engagement:

- Clear Scope – a community engagement process must be clear about who Council will consult and how;
- Informed - participants in community engagement must be provided with objective, factual, relevant and timely information to inform their participation;
- Representative - participants should include community organisations and individuals who have specific qualifications and interest on a subject and be representative of the persons and groups affected by the matter of the subject of the community engagement;
- Supportive and Inclusive – a community engagement process should enable meaningful and informed engagement; and
- Transparent and Accountable - participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.

2.3 Definitions**COMMUNICATIONS**

“Communications” means the provision of one-way information to advise the community and stakeholders about a project, initiative or issue. It can also involve two-way dialogue with community and stakeholders to achieve a particular outcome.

COMMUNITY

“Community” means all residents, ratepayers, landowners and members of the public including individuals, groups, visitors, organisations, government and business.

ENGAGEMENT

“Community Engagement” is an expression representing the variety of methods used by Council to inform, consult, and involve the community in the development of policies, services and infrastructure within the Council.

PUBLIC PARTICIPATION

“Public Participation” means the involvement of those affected by a decision in the decision-making process.

STAKEHOLDER

“Stakeholder” means a person, group or organisation who may be affected by, have a specific interest in, or influence over, a council decision or issue under consideration.

2.4 Roles and Responsibilities

The General Manager will be accountable and responsible for the review and promotion of this Policy. The Communications and Engagement Advisor will be responsible for the implementation of the Policy, providing advice for staff as required and on a project by project basis.

All staff with management responsibilities shall be accountable for compliance with this framework making sure the appropriate engagement methodologies are used at the most relevant time to enable relevant and timely input.

Council has the responsibility to engage the community on strategic, high-level issues, as well as acting as a conduit and advocate for the community to Council staff and other levels of government. Community engagement is the responsibility of all Council service areas, teams and employees.

Failure to comply with this framework could adversely affect the reputation of Council and impact on the timeliness and quality of service delivery and the intended outcomes for the community.

2.5 Implementation

Kingborough Council is committed to communicating and engaging with its community in a timely and mutually constructive manner. Effective communication and engagement allows Council to identify and understand the motivations, concerns, passions, pressure points, needs and aspirations of its communities. However, engagement with the community does not override the ultimate decision-making power invested in Councillors.

It is the role of governed representatives to strike a balance between community sentiment, which is captured through the utilisation of communication and engagement functions, with detailed evidence and recommendations compiled and put forward by officers as part of Council's operations and strategic decision making.

It is essential that key stakeholders be provided with comprehensive information in a timely manner prior to their involvement. This information should be given during the initiation phase of a project. As a project or issue progresses, Council will remain active in communicating and engaging the community.

Council **will** engage

- On projects or issues of community interest
- When an outcome has the potential to have a considerable impact on the community or a stakeholder group
- When there is a strategic opportunity to involve the community in decisions relating to the nature, scope, design or delivery of a project or initiative
- When an outcome involves a change in services or infrastructure provided by Council
- When Council has a statutory, legislative or regulatory requirement to do so

Council **may not** be in a position to engage

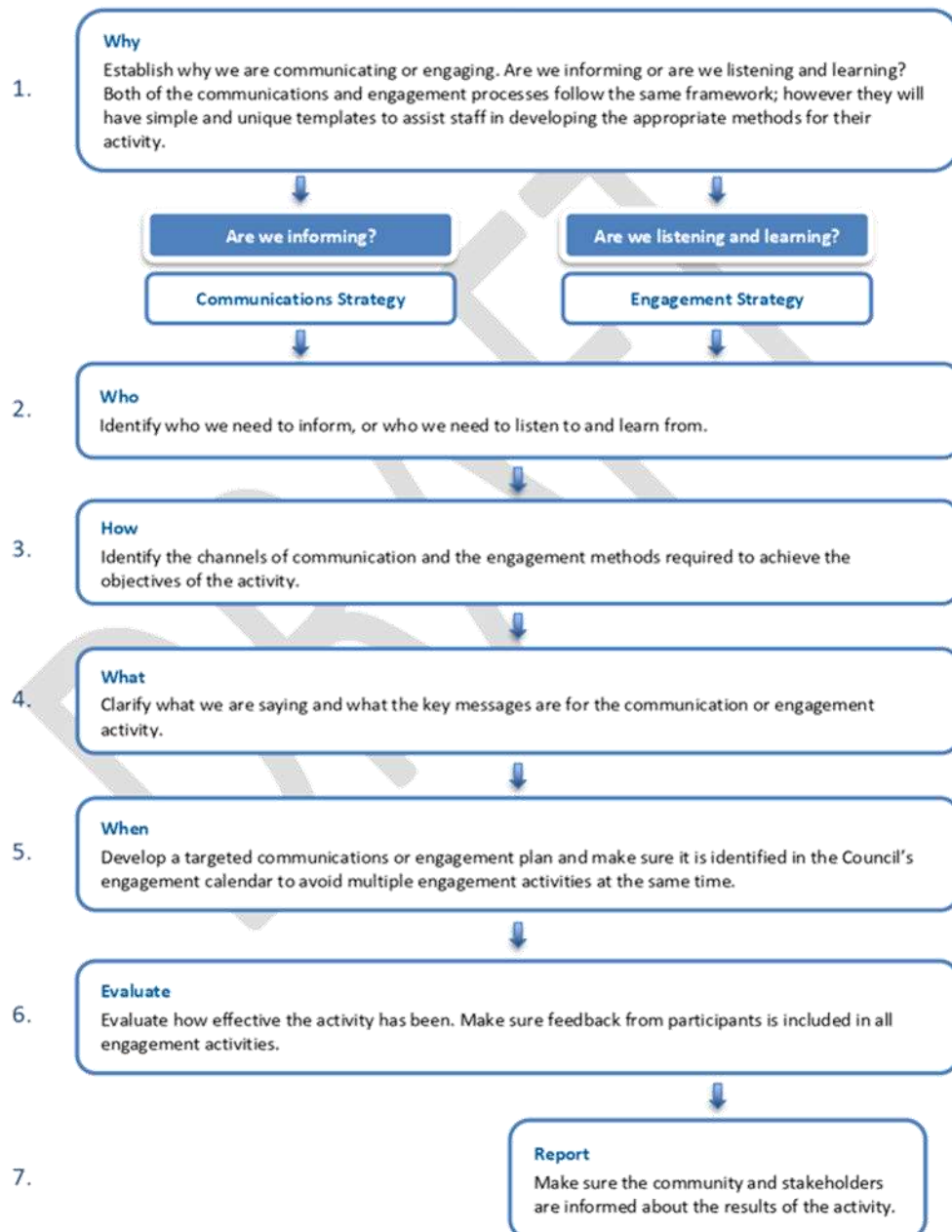
- When timeframes and direction has been provided by other levels of government
- When an immediate response is required, such as in an emergency situation
- When a decision must be made because of legal or safety requirements
- When the activity is considered "business as usual" and there is no new information to review, and where it is not considered economically viable to engage the community
- When it is the opinion of Council or appointed staff that an issue has had excessive engagement and will result in an adverse effect on Council reputation, processes, or project outcomes.

Engagement training will be organised for Council officers and introduced during staff inductions.

3. COMMUNICATIONS AND ENGAGEMENT FRAMEWORK

The below framework displays the steps for developing a communications and/or engagement strategies, which should be used during the initiation phase of each project to assess the level of communication and/or engagement required for each project.

Project managers should liaise with the Communications and Engagement Advisor for access to additional guides and factsheets, which can be used when implementing relevant communications and engagement strategies and methods.



3.1 Why

Are we informing or are we listening and learning?

3.1.1 Project Details and Objectives

This first step establishes why we need to communicate or engage and includes understanding the project background and any previous communications and/or engagements.

Consider what the goals are for the communication or engagement activity. Include any particular outputs you are seeking. These need to be clearly defined in order to set realistic expectations of what the engagement project aims to achieve, and what it not achievable. This provides clarity and enables transparency of the process for the stakeholders and community.



A Communications Strategy should be developed for key issues, changes to services, works or large events, which require a number of key messages to be delivered to particular audiences over a period of time. *For example: an ongoing issue; a capital works project which may impact people's movement; and a community event.*

A communications plan developed as part of the strategy will make sure information is distributed to the appropriate audience and in the right way. This will avoid confusion in the community and will make sure they are aware of where to find accurate information and who to contact should they have any issues.

Wherever possible, we should be pro-active and on the "front foot" with any issues or projects, instead of responding to customer or media enquiries.



An Engagement Strategy should be developed for when we are seeking any feedback or input from the community or specific stakeholders. *For example: seeking input into a policy or strategy, changes to service delivery, assistance in designing infrastructure/recreational areas etc.*

A strategy will assist in identifying the right audience and appropriate methods used to achieve the objectives of the project.

Consider the following when identifying why we need to engage:

- What is the scope of the engagement?
- What are you hoping to achieve?
- What is the background – how did we get here?

Ask critical questions to help define the desired outcomes such as:

- What is the situation and how did we get here?
- What are the things you can change and what are the things you cannot change?
- What are the things the stakeholders and community can influence and shape?
- Are there any compromises that can be achieved?
- Are there limits in time and resources about possible solutions?

The **Community Engagement Model**, developed by IAP2 will help identify the approach to the type of engagement and outcome for your project. Once you have identified the model, you will then be able to consider the level of community involvement required that will support your goals.

The model considers the following definitions:

- **Leads** – Who is responsible for identifying the problem or opportunity to be solved and who will carry out the engagement process.
- **Acts** – Who is responsible for leading the actions that arise from the decision made.



Organisation Leads / Organisation Acts	Organisations lead engagement and seek input to shape the policies, projects and services for which they are responsible. This is a familiar and traditional approach to policy development, project management and service delivery. Engagement is used to inform the community about the proposed policy, project or propositions and to provide some input to them.
Organisation Leads / Community Acts	Organisations can lead the conversation with communities and individuals taking responsibility for action.
Community Leads / Organisation Acts	A community leads in this profile to identify, highlight and propose the action required to solve a problem or take an opportunity. To achieve the desired action requires the response of a focal organisation. The community alone cannot achieve the desired result and therefore advocates to motivate the organisation to act.
Community Leads / Community Acts	Communities can lead the conversation and have responsibility for the action in a range of areas such as sport and recreation, well-being, environmental action and education. They are able to support, design and deliver their own projects and programs.
Shared Leadership and Action	Leadership and actions can be shared, where communities and organisations participate and contribute to the decisions, and also lead and take responsibility for action towards the outcomes.

Identify the level of community involvement that is required according to the IAP2 Spectrum of Public Participation (see below). Note that you may need to incorporate more than one level of involvement during different stages of your engagement project.

ELEMENTS	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Community engagement goal	To provide balanced and objective information to assist understanding of a topic, alternatives, opportunities and/or solutions.	To obtain community feedback on analysis, alternatives and/or decisions.	To work with the community throughout the process to ensure that concerns and aspirations are consistently understood and considered.	To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in the hands of the public.
Promise to the community	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how community input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible.	We will implement what you decide.
When to use this element	This element is utilised to enhance knowledge, understanding, support and transparency. It provides the community with information on something that has been decided and is to be implemented.	This element is used to gather information and have discussions with the community. Feedback is provided to the community on the outcome of those discussions.	This element actively seeks the input of the community into any policy, plan or activity which may directly or indirectly affect them.	This element is utilised when Council seeks to work in partnership with communities to identify joint solutions and develop initiatives.	This element is used when Council is prepared to put into place the decision made by community.

3.1.2 Risk Assessment

A risk assessment will consider what the risks are to Council for the project, the level of risk, and actions to mitigate the risk.

Potential Risk	Level of Risk	Risk Mitigation
<i>e.g. Community does not understand why a decision has been made, which may erode public confidence</i>	<i>High</i>	<i>Communicate outcomes and process to decisions, include who was engaged and other factors regarding decision</i>

3.2 Who

Who are we informing / engaging with?

Identify who we need to learn from by developing a stakeholder analysis. This will help to identify and classify stakeholders (individuals and groups/organisations) that are important to a project. Note that internal Council Officers and Departments may also be key stakeholders.

The analysis aligns engagement strategies with audiences, identifies partners as advocates of programs and projects, and targets key stakeholders to contribute to and support communication delivery (e.g. through existing forums, committees and partner communications).

When creating a stakeholder list determine who is interested and/or affected by the project, their history, as well as how much control or influence the stakeholder has over the project. Identify who in the Council is the Officer mainly responsible for the ongoing relationship with the stakeholder.

To achieve effective communications and engagement it is important to make sure the right channels are in place to connect with and engage a broad cross section of the community. Consideration should be given to providing equal opportunity for engagement with those who are hard to reach such as marginalised groups. This includes members of our community who may be disadvantaged, those who are geographically and socially isolated, and minority groups (e.g. people with disabilities; those who are language, culturally or gender diverse).

Person or Group	Interest / Connection <i>(what the expectations / concerns are of the stakeholder)</i>	Benefit of Involvement <i>(what benefits the stakeholder can bring to the project)</i>	Level of Interest <i>(what level of interest they have on final outcomes)</i>	Level of Influence <i>(what influence stakeholder has on final outcomes)</i>	Level of Impact <i>(the level of impact the project outcome will have on stakeholder)</i>	Preferred Channel / Method	Relationship Officer
e.g. Kingborough Dog Walking Association	To provide advice on the allocation of dog exercise areas	Advice on current areas (design, signage etc.) Highlight opportunities for new areas Assist in communication and key messages to members	High	High	Significant impact	Meetings / Workshops Official email address Social media & online engagement forum	Councillors Compliance Coordinator Recreational Officer

3.3 How

How are we telling them or how are we listening and learning from them?

Identify the channels of communication and engagement methods to be used for the communications and/or engagement project.

3.3.1 Communication Channels

The following channels of communication are used by Council to deliver key messages:

CHANNEL	DESCRIPTION
Council Publications	This includes the quarterly Council News, monthly Snapshot on Kingborough (not published when the Council News is published), Annual Report, Annual Plan, Kingborough Information Directory and information sheets/brochures/notices for specific topics.
Website	Kingborough Council's website offers an easy to use platform to share Council's information. The website has also introduced easier to use online forms for users. These forms should be used for all Council forms where possible.
Intranet	Internal webpages providing information for staff on organisational structure, contacts, policies, help desks and systems access.
Media Releases	The Kingborough Chronicle, Kingston Classifieds, Bruny Island News and Kingston & Huon FM (local community news outlets) – for self-written and external stories that highlight grassroots achievements, services, events (both successful and upcoming), Council policy and decisions, and human interest situations that are specifically relevant to local Kingborough ratepayers.
	The Mercury Newspaper – for exclusive stories that highlight unique or novel achievements, significant events, or human-interest situations that are likely to interest a broad southern Tasmanian audience.
	Southern Cross TV News and / or ABC TV and Radio News and / or WIN TV News – for stories that contain strong visuals and interviews to highlight that highlight unique or novel achievements, significant events, or human interest situations that are likely to interest a broad Tasmanian audience.
	Various commercial radio news outlets – for sending recorded grabs on issues, achievements and events that are likely to interest a broad southern Tasmanian audience. Also, for facility closures and updates during crisis situations.
Digital & Social Media	Email & E-newsletter via MailChimp – For distribution of internal information to staff along with the Council News and Snapshot on Kingborough to subscribers. The E-newsletter is also advertised via social media and published in the Kingborough Chronicle.
	Facebook for all council messages, events, services, emergency information and works programs. Facebook advertising helps to promote specific surveys, events or publications. Sharing partner organisations key messages and achievements through Facebook generates support in turn.

	<p>Twitter – for alerts, events, works and other emergency information in Kingborough. Twitter also provides the opportunity to engage with and share partner information.</p> <p>Instagram – for highlighting and exploring the municipality through visual images.</p> <p>YouTube – audio visual channel for interviews, fly-overs for developments and events.</p> <p>Flickr – acts as an online visual library to share photographs from events, scenery and infrastructure. Any members of the public and media outlets are able to download copies for reuse.</p> <p>Our Say – online engagement forum. This is a supporting tool for all engagement projects, so that community members who are unable to attend meetings or events are able to contribute at any time online.</p>
Paid Advertising	Advertising placed in printed media outlets for community notices about important information such as road closures and planning notices, and advertisements for events and services. Consideration should also be given to audio visual advertising on local television.
Printed Materials	Posters for programs and events and notices for planning and other local government messages are printed and displayed in the Civic Centre, Bruny Island Service Centre and other appropriate outlets such as local shops etc.
Signage and Branding	The brand is the corporate identity of Kingborough Council and can take many forms, including the name, sign, symbol, colour combination and slogan. Branding creates consistency in the look and feel of Kingborough Council and the use of our logo and corporate colours creates brand awareness, to make sure we are instantly recognisable.
Meetings / Focus Groups	Meetings are an effective way to communicate and engage both internally and externally. Staff meetings are arranged quarterly along with workshops and presentations as appropriate for specific topics. The Kingborough Community Consultative Forum is held quarterly at the Civic Centre with representatives from community groups within the municipality. Other information sessions and meetings are arranged as appropriate for specific topics and council representatives may attend community association group meetings to consult on specific programs and projects. All members of the public are invited to attend each Council Meeting and the Annual General Meeting.

3.3.2 Engagement Methods

There is a variety of engagement methods you can use to achieve the level of community involvement and model of engagement you have adopted. Contact the Communications and Engagement Advisor for advice on which engagement methods would be suitable for the project.

Level	Proposed methods (Examples)
Inform	Digital web page
Consult	Online & Hard-copy survey
Involve	Community workshop or online forum
Collaborate	Establishment of Community Working Group/Advisory Committee, Digital interactive map

Empower

Citizen Jury

3.4 What

What are we telling them or what do we need to learn?

Project managers should consider and design key messages to clearly explain the purpose and key points of the project.

All communications and engagement messages must adhere to the guiding principles.

The Communications and Engagement Advisor can assist with drafting key messages. Below are some examples.

Examples:

- *Kingborough Council is the first council in Tasmania to trial Reconophalt, which uses Single-use plastics (including plastic bags) and glass bottle equivalents in a new road surface. The new products will provide longer road life (by 15% or an extra three years) and durability, proving to be a more cost-effective option for Council.*
- *We want to know what makes a great town centre for you. Help us by filling this 5 to 7-minute survey and tell us your big idea for Kingston. Your feedback will help shape future planning decisions for central Kingston.*
- *The water sampling at Blackmans Bay over winter has shown good results, however the advisory signs against swimming at the southern end will remain, as the long-term rating provided by the Derwent Estuary Program (DEP) still applies.*

Communication content and engagement activity will be subject to approval from the General Manager and the Mayor in line with the approved protocols in the Corporate Communications and Engagement Strategy (Section 8).

3.4.1 FAQs

Project managers will need to anticipate questions that may be asked by the community and prepare responses. This will build the participants' confidence in Council and the process.

Prepare a list of pre-emptive questions that may be asked and update the list as new questions are added.

Examples:

Q: What will happen to my street while the project is underway?

A: There will be special access for local residents, however minor traffic delays are expected for the day. Please follow any traffic management controls and take care if passing.

Q: What will be the outcome of the survey?

A: The survey will provide Council with information on what the community needs and wants are for central Kingston and will help us develop a Kingston Strategy.

Q: Is the southern end of Blackmans Bay Beach closed?

A: Council does not have the ability to close or prevent access to a beach. However, if a beach is rated as 'poor' as part of the Derwent Estuary Program's long-term rating system, we are required to advise people not to swim at the location.

3.5 When

When are we telling them or when are we listening and learning?

Outline the communications and engagement activities in a plan, which should include timing, activity, audience, location, required resources and feedback.

Promotion of an engagement will be determined in consultation with the Communications and Engagement Advisor. This will include identifying communication channels, and how the engagement activities will be advertised.

Projects that are likely to go for a longer timeframe may require an identity or name so that it is easy to recognise and distinguish against other engagement activities. Council's Communications and Engagement Advisor can provide advice on how to best promote engagement activities. Include the communication and promotion activities in the plan.

Each plan should be prepared by an officer or manager and included within the overall strategy for projects. These should be endorsed by a manager and approved by the Communications and Engagement Advisor, who will then present the report, updates and outcomes to the Managers and Executive Managers meeting once a month.

Who – who are we informing?	What – what are we telling them?	How – how are we telling them?	When	Evaluate – did everyone get the message?	Notes	Responsible
Example Communications: Residents & Local Businesses	Confirm date of one way trial	Letter (mail drop) Poster Social Media Media Release VMS Trailer Workshop	3 April	Survey analytics/ social media messages/ correspondence to Council.	Map to be included demonstrating flow Feedback survey URL confirmed	Roads Engineer Communications Advisor
Example Engagement: Kingston business	Their suggestions for improving Kingston CBD		23 April	Workshop notes and summary from workshop endorsed by participants	Maps and demographics to be included in presentation	External consultant and CEA

3.5.1 Engagement Support

Consider whether additional support and finance is required for the engagement.

Engagement Event Tasks

It is useful to have a run-sheet itemising all the support and key tasks that need to be completed for each engagement activity and required equipment, who is responsible for the task, and the timeline for its completion. This will help make sure no crucial steps are overlooked and helps project managers keep track of planning the engagement.

Example Event Tasks:

Task/ Support	Who	Due Date	Cost	Notes	Progress
<i>Set date</i>					
<i>Book venue</i>					
<i>Invitations / Letters</i>					
<i>Safety Officer check</i>					
<i>External Facilitator</i>					
<i>PA system collected/tested</i>					
<i>Scout Group for sausage sizzle</i>					

Staffing Requirements

Consider the tasks involved in the project and how many staff members will be needed for each activity. (for example: venue set up, meet and greet, table facilitator, scribe, photographer, note-taker etc.), and include them in your Engagement Event Tasks.

Sometimes the subject is sensitive or highly emotive and using a third party like an external facilitator may be advantageous to the engagement process.

Are there any external groups who could support the engagement (for example: community groups to run a sausage sizzle, or local community association to help promote activity).

Equipment

What equipment/resources are required (e.g.: whiteboard, markers, name tags, butchers paper, catering, laptop, projector, leads, cameras etc.), and include them in your Engagement Event Tasks.

Financial Resources

Anticipate costs and make sure they are within budget. (for example, some cost may be: facilitator, catering, hall hire, giveaways etc.)

3.6 Evaluate

Did everyone hear and understand what we were saying?

Did everyone understand what we wanted to learn?

Did everyone feel confident they were able to tell us?

Feedback mechanisms will be incorporated into communication and engagement activities to track and measure how effective they have been. The Engagement Evaluation Template is to be used for engagement activities.

Other evaluation mechanisms include:

- Website/social media analytics
- Surveys
- Meeting/email feedback
- Customer Service feedback

Evaluation will focus on consistency of message, levels of awareness, understanding and commitment of stakeholders, pockets of confusion and frequency. Stakeholder engagement activities and messages will be updated based on evaluation and feedback results.

3.6.1 Evaluating and debriefing your engagement activity

Evaluation may be carried out during the implementation phase to see if your engagement activities are delivering the right information or attracting the right stakeholders; as well as at the end of the process to see what you would do again, and differently next time.

Evaluation and debriefing an engagement activity is important for staff development and training; and to work through any difficulties raised.

3.6.2 Considerations for evaluating and debriefing

Consider all elements when evaluating an engagement:

- Stakeholders identified
- Questions asked and engagement activities used
- Presentation materials used
- Venue booked
- Time and date of engagement activity
- Promotional material and campaign timeframe to promote the event
- Facilitator and supports

An effective debrief can use these following questions:

- Was the activity responsive and inclusive to the needs of all participants?
- Did the activity achieve the desired outcomes?
- What worked well? Why?
- What was challenging?
- What has been learnt?
- What would you try next time?

3.7 Report

Did we use what we learned?

The most important part of any community engagement activity is demonstrating to participants that their views have been heard and that their time and input is valued.

A process must be established and identified within the engagement strategy and plan. The community should be advised upfront so participants can understand how their information will be used throughout the project. The process used will depend on the depth of engagement you are conducting.

It does not mean that every sentiment or statement collected from the community can be implemented; there may be conflicting opinions in the community, or the subject may require more research. Rather it is a promise that a participant's time and contribution will be considered and respected.

Feedback to the participants can be in the form of a community engagement summary (synthesised findings) or a write up (verbatim) of the community's comments. It can be used as a way of keeping up the momentum of a project, while the project moves through Council's process (e.g. interim to a Council report).

The outcomes of how their contribution has affected decisions will also be communicated. Closing the loop is essential in building trust and transparency in the decision-making process.

17.5 KINGBOROUGH BICYCLE ADVISORY COMMITTEE MEETING HELD ON 13 DECEMBER 2019

File Number: 28.114

Author: Matthew Snow, Cadet Engineering Officer

Authoriser: Darren Johnson, Manager Works

Strategic Plan Reference

Key Priority Area: 1 Encourage and support a safe, healthy and connected community.

Strategic Outcome: 1.5 An active and healthy community, with vibrant, clean local areas that provide social, recreational and economic opportunities.

1. PURPOSE

- 1.1 This report is to present minutes from the meeting of the Kingborough Bicycle Advisory Committee (KBAC) held on 13 December 2019 and to present two motions moved and carried by the committee.

2. BACKGROUND

- 2.1 KBAC met on 13 December 2019 and a copy of the Minutes of the meeting is attached to this report.

3. STATUTORY REQUIREMENTS

- 3.1 KBAC is a committee appointed by Council in accordance with section 24 of the *Local Government Act 1993*.

4. DISCUSSION

- 4.1 The committee considered Council's upcoming 2020/21 capital works budget amongst a number of other items. The committee's motions for budget consideration are as follows:
- a) That the budget for tracks and trails maintenance be adjusted to reflect the 19% increase in Kingborough's cycling network since 2018.
 - b) That Council endorse the capital budget funding of the Taroona Channel Highway upgrades as a priority, the Roslyn avenue bike lane on the uphill section between the Algona roundabout and Jindabyne Road and study on the feasibility of linking Coningham and Snug.

5. FINANCE

- 5.1 Some initial consideration has been given by Council staff to the motions put forward by KBAC and it is clear that there will be some significant financial implications.

6. ENVIRONMENT

- 6.1 There are no environmental implications associated with the recommendations from the committee.

7. COMMUNICATION AND CONSULTATION

- 7.1 Members of KBAC were requested to consider projects for the upcoming 2020/21 capital works budget.

8. RISK

- 8.1 There are no particular risks associated with this report.

9. CONCLUSION

- 9.1 The Kingborough Bicycle Advisory Committee met on 13 December 2019.
- 9.2 The committee made two recommendations relating to capital budget considerations requesting an increase in the tracks and trails maintenance budget and funding for Taroona Channel Highway, Roslyn Avenue bike lane and a Coningham to Snug feasibility study.

10. RECOMMENDATION

That Council:

- (a) notes the Minutes of the Kingborough Bicycle Advisory Committee; and
- (b) considers the recommendations made by the committee as part of Council's 2020/2021 budget deliberations.

ATTACHMENTS

1. Minutes - 13 December 2019 [↓](#) 

MINUTES

Kingborough Bicycle Advisory Committee

Meeting No. 2019-6

Friday 13 December 2019



MINUTES of a Meeting of the Kingborough Bicycle Advisory Committee held at the Kingborough Civic Centre, Kingston, on Friday 13 December at 9:00a.m.

PRESENT

		PRESENT	APOLOGY
Chairperson	Cr Flora Fox	✓	
Members:	Ms Suzanne Betts	✓	
	Mr Les Gardner	✓	
	Mr Rod Hartridge	✓	
	Mr Gordon Keith		✓
	Ms Danielle O'Hara	✓	
	Mr Rob Sheers	✓	
	Mr Peter Tuft	✓	
Cycling South	Ms Mary McParland	✓	
Council Officers In Attendance:			
Cadet Civil Engineer	Mr Matthew Snow	✓	
Urban Designer	Mr Paul Donnelly	✓	
Development Engineer	Mr Kristian Nicholai		✓
Senior Stormwater and Waterways Engineer	Mr Alan Walker	✓	
Other Attendees:			
Councillor	Cr Amanda Midgley	✓	
	Mr Richard Langman	✓	

WELCOME AND INTRODUCTIONS

The Chairperson welcomed all members present.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The Chairperson acknowledged and paid respect to the Tasmanian Aboriginal Community as the traditional and original owners and continuing custodians of the land on which we met, and acknowledged elders past and present.

LEAVE OF ABSENCE

Suzanne Betts and Peter Tuft declared absence from the meeting to be held on 14 February 2020

DECLARATIONS OF INTEREST

There were no declarations of interest.

CONFIRMATION OF MINUTES

MOVED: Rob Sheers

SECONDED: Mary McParland

That the Minutes of the Committee meeting held on 1 November 2019, as circulated be amended and confirmed.

Carried Unanimously

BUSINESS ARISING FROM PREVIOUS MINUTES1. Cycle Lanes approaching Hobart turnoff on Huon Hwy

Cr Flora Fox indicated that a letter has been sent to the Department of State Growth requesting action on the Huon Highway where the wire rope barrier is causing safety concerns for cyclists.

2. Kingborough Chronicle Article

Chronicle article was published after the previous meeting.

3. Representation at Kingborough Community Safety Committee

Suzanne Betts indicated that she would be available for the next meeting held on 3 February 2020.

4. Kingborough Bike Plan

Mary McParland discussed the concept document provided. Committee indicated that a collaborative effort to gather ideas for a bike plan should be the primary focus of the next meeting.

The committee noted that all Kingborough advisory committees should be engaged directly when surveys are distributed relating to Council infrastructure.

Action Item (1): Committee members to gather ideas for a Kingborough Bike Plan and set the Bike Plan as the primary focus for the next meeting

Action Item (2): Submit Active Travel Access Plan document to Paul Donnelly to input feedback

Action Item (3): Discuss engagement process with Council's Communications and Engagement Advisor

Action Item (4): Paul Donnelly to distribute feedback avenues on Spring Farm and Sports Precinct updates and developments

CORRESPONDENCEOutward5. Chronicle Article

See Minute item (2)

6. Letter to Robyn Hawkins (DSG) regarding Huon Highway wire rope barrier

See Minute item (1)

Inward

7. Email from Richard Langman requesting a temporary path between Spring Farm and the Kingborough Sports Centre

Richard Langman presented to the committee his concerns regarding the lack of connection between the Spring Farm development site and the Kingborough Sports Centre, indicating that a temporary path may be installed in the interim while development continues.

The committee concluded that the connection will take place with the completion of the development and the shared footpath provisions for bicycles will be sufficient for cycling access.

GENERAL BUSINESS

8. Vehicular Crossings

Alan Walker entered the meeting at 9:45am

Alan Walker was in attendance to discuss the committees concerns with lips higher than 10mm. It was indicated that these lips provide a functional purpose and are designed for the use of motor vehicles. It was also noted that tradesmen have expressed difficulties in sourcing tools to achieve the LGAT standard 10mm lip.

Action Item (5): Mary McParland to contact other Councils to find what tools are used and where they're sourced

9. Budget items for discussion:

a. Suggested increase in on-going maintenance budget of tracks and trails

The committee agreed with Su Sprott's recommendation that Council's budget be increased to reflect the 19% increase in cycling network since 2018

Motion: That the budget for tracks and trails maintenance be adjusted to reflect the 19% increase in Kingborough's cycling network since 2018.

MOVED: Rod Hartridge

SECONDED: Rob Sheers

b. Fixing Taroona Bike Lanes (C5)

Action Item (6): Matthew Snow to gather a report on the progress of Taroona's cycle lane adjustments for next meeting

c. Kingston to Margate verges

The committee agreed that the Kingston to Margate verges was a matter for State Government and not to be included in Council's capital bids.

d. North Roslyn Avenue bike lane (C1)

Motion: That Council endorse the capital budget funding of the Taroona Channel Highway upgrades as a priority, the Roslyn avenue bike lane on the uphill section between the Algona roundabout and Jindabyne Road and study on the feasibility of linking Conningham and Snug.

MOVED: Rob Sheers

SECONDED: Peter Tuft

10. Design of Channel Hwy and Kingston Park

Paul Donnelly spoke to the current position of the Channel Highway upgrade and Kingston Park developments. The committee agreed that Paul's contribution and insight at future meetings would be valuable and should be added to the invitation list for all meetings.

OTHER BUSINESS

11. Cycling South Report

Mary McParland reported on relevant updates from Cycling South. Bike week will be held in March and currently 2 events will be held partly or wholly within Kingborough being the Treasure hunt and the Mount Wellington Challenge.

The Mount Wellington Challenge has been revived with the influence of Rod Hartridge and the committee commends Rod for his efforts. Rod and Mary indicated that Marshals are required for the event, to which Richard Langman issued his interest.

Rod Hartridge has progressed well in the development of a bike park for Taroona.

Paul Donnelly indicated that Council's Draft Playground Strategy is currently open for comment.

Action Item (7): Rod to send plan of park to Matthew to distribute to committee members

Action Item (8): Matthew to distribute link to give feedback on the Draft Playground Strategy to committee members

NEXT MEETING

The next meeting of the Committee is to be held on Friday 14 February 2020 at 9:00am.

CLOSURE: There being no further business, the Chairperson declared the meeting closed at 11:00am.

Kingborough Bicycle Advisory Committee

Action List

Item #	Meeting Date	Minute Item	Details	Responsible Officer	Progress	Due Date
-	14/06/19	Business Arising - Bike Network Map	Matthew to engage Council's GIS Officer	Matthew Snow		11/10/19
-	14/06/19	Business Arising - Line Marking Submission	Submit line marking items to DSG when prompted – no certain date at this stage	Matthew Snow		TBA
-	13/12/19	General Business - KBAC Action Plan	Look at reviewing Action Plan after Council elections.	All members		TBA
-	01/11/19	Business Arising – Chronicle Article	Members provide ideas for news articles to chairperson	All members		(Each Meeting)
-	01/11/19	Business Arising – Chronicle Article	Members provide ideas for news articles to chairperson	All members		(Each Meeting)
1	13/12/19	Kingborough Bike Plan	Members to collate ideas for Kingborough Bike Plan	All members		14/02/20
2	13/12/19	Kingborough Bike Plan	Submit Active Travel Access Plan document to Paul Donnelly to input feedback	Matthew Snow	Complete	14/02/20
3	13/12/19	Kingborough Bike Plan	Discuss engagement process to include committees with Sarah Wilcox	Matthew Snow		14/02/20
4	13/12/19	Kingborough Bike Plan	Distribute feedback avenues on Spring Farm and Sports Precinct updates/developments	Paul Donnelly		14/02/20
5	13/12/19	Vehicular Crossovers	Contact other Councils to find what tools are used and where they're sourced	Mary McParland		14/02/20
6	13/12/19	Budget Items - Taroona	Gather report on current status of Taroona Channel Highway	Matthew Snow		14/02/20
7	13/12/19	Other Business	Send plan of Taroona bike park to members	Rod Hartridge / Matthew Snow		14/02/20
8	13/12/19	Other Business	Distribute link for feedback on Draft Playground Strategy	Matthew Snow	Complete	14/02/20
3	08/08/19	Business Arising – Line Marking Register	Add listed items to line marking register for submission to State Growth	Matthew Snow		TBA

KBAC Action Plan – Reviewed Nov 2017

Kingborough Bicycle Advisory Committee

Meeting Dates for 2019

Note all meetings are held on a Friday at 9:00a.m. in the Council Chambers

8 February

12 April

14 June

9 August

11 October

13 December







18 INFORMATION REPORTS

RECOMMENDATION

That the following information reports be noted:

- 1 General Manager's Diary.
- 2 Current and Ongoing Minute Resolutions.
- 3 Kingston Park Implementation Report.
- 4 Councillor's Attendance at Meetings and Workshops for the period 1 July 2019 to 31 December 2019.
- 5 Councillor's Allowances for the period 1 July 2019 to 31 December 2019.
- 6 Donations Table for the period 1 July 2019 to 31 December 2019.

ATTACHMENTS

1. General Manager's Diary [↓](#) 
2. Current and Ongoing Minute Resolutions [↓](#) 
3. Kingston Park Implementation Report [↓](#) 
4. Councillors Attendance at Meetings [↓](#) 
5. Councillors Allowances Table [↓](#) 
6. Donations Table [↓](#) 

GENERAL MANAGER'S DIARY FOR THE PERIOD 2 JANUARY 2020 TO 31 JANUARY 2020

8 January	Attended a meeting with residents at the Blowhole Reserve
9 January	Attended meeting with State Growth to discuss City Deal projects
	Attended a Southern Waste meeting at LGAT
13 January	Attended Council meeting
14 January	In company with the Mayor, met with Mr Saleh Sultan of Parkify
16 January	Attended a meeting with members of the JAC Group to discuss development matters
20 January	Attended Councillor workshop
21 January	Attended workshop by PlaceScore
22 January	Met with members of the Kingborough Ratepayers Association Inc
28 January	Met with members of North Melbourne Football Club
29 January	In company with the Mayor, met with Frances Bender to discuss development matters
30 January	Attending meeting with Traders in Purple to discuss Kingston Park
31 January	Attended City Deal Transport and Housing Project Steering Committee meeting

CURRENT AND ONGOING MINUTE RESOLUTIONS (OPEN SESSION)

CURRENT	
Resolution Title	Free Green Waste Weekends
Meeting Date	13 January 2020
Minute No.	C26/1-20
Status	In progress
Responsible Officer	Executive Manager Engineering Services
Officers Comments	Report being prepared for submission to Council
Anticipated Date of Completion	April 2020
Resolution Title	Kingston Park Playground
Meeting Date	13 January 2020
Minute No.	C28/1-20
Status	Completed
Responsible Officer	Deputy General Manager
Officers Comments	Mover of the motion has been notified of Council's decision
Anticipated Date of Completion	3 February 2020
Resolution Title	Climate Change Resourcing
Meeting Date	13 January 2020
Minute No.	C29/1-20
Status	In progress
Responsible Officer	Manager Environmental Services
Officers Comments	To be considered as part of budget estimates process
Anticipated Date of Completion	May 2020
Resolution Title	Paid Parking Within Central Kingston
Meeting Date	13 January 2020
Minute No.	C30/1-20
Status	In progress
Responsible Officer	Deputy General Manager
Officers Comments	Council is liaising with the State government on the upgrade of the Huntingfield park and ride as a more suitable venue for Hobart commuters
Anticipated Date of Completion	December 2020
Resolution Title	Spring Farm Public Open Space
Meeting Date	13 January 2020
Minute No.	C31/1-20
Status	Complete
Responsible Officer	Executive Manager Governance & Community Services

Officers Comments	Council decision conveyed to JAC Group, meeting held and in principle agreement reached on track design.
Anticipated Date of Completion	Complete
Resolution Title	Customer Service Charter
Meeting Date	13 January 2020
Minute No.	C32/1-20
Status	In progress
Responsible Officer	Executive Manager Information Services
Officers Comments	Report to 9 March Council meeting
Anticipated Date of Completion	March 2020
Resolution Title	Revised Footpath Trading (On-Street Dining and Vending) Policy
Meeting Date	13 January 2020
Minute No.	C33/1-20
Status	In progress
Responsible Officer	Executive Manager Engineering Services
Officers Comments	Draft updated policy submitted to the Access Advisory Committee
Anticipated Date of Completion	May 2020
Resolution Title	Vehicle Fleet
Meeting Date	28 January 2020
Minute No.	C81/2-20
Status	In progress
Responsible Officer	Manager Environmental Services
Officers Comments	Report will be presented at 24 February 2020 council meeting
Anticipated Date of Completion	February 2020
Resolution Title	Sister City Relationship
Meeting Date	28 January 2020
Minute No.	C82/2-20
Status	In progress
Responsible Officer	Executive Manager Governance & Community Services
Officers Comments	Report to be prepared
Anticipated Date of Completion	March 2020
Resolution Title	Boat Shed Leases – Nebraska Beach, Dennes Point
Meeting Date	28 January 2020
Minute No.	C84/2-20
Status	In progress
Responsible Officer	Executive Manager Governance & Community Services
Officers Comments	Intent to lease advertised.
Anticipated Date of Completion	April 2020

Resolution Title	Hydrotherapy Pool
Meeting Date	28 January 2020
Minute No.	C86/2-20
Status	Complete
Responsible Officer	Executive Manager Governance & Community Services
Officers Comments	Petitioners advised of Council decision
Anticipated Date of Completion	Complete
STILL BEING ACTIONED	
Resolution Title	Kingborough Youth Arts Prize
Meeting Date	11 November 2019
Minute No.	C723/22-19
Status	In progress
Responsible Officer	Executive Manager Governance & Community Services
Officers Comments	Development of showcase activities underway
Anticipated Date of Completion	September 2020
Resolution Title	Halls Track Road
Meeting Date	9 December 2019
Minute No.	C793/24-19
Status	In progress
Responsible Officer	Executive Manager Engineering Services
Officers Comments	Investigation and report to be written
Anticipated Date of Completion	March 2020
Resolution Title	North Roslyn Avenue
Meeting Date	9 December 2019
Minute No.	C795/24-19
Status	In progress
Responsible Officer	Executive Manager Engineering Services
Officers Comments	Submission will be provided to DSG on reducing speed limit on NRA and other actions investigated and implemented as stated in report.
Anticipated Date of Completion	June 2020
Resolution Title	Bruny Island Boat Club Petition
Meeting Date	9 December 2019
Minute No.	C797/24-19
Status	In progress
Responsible Officer	Executive Manager Governance & Community Services
Officers Comments	Organisers advised of Council resolution. Lease agreement to be negotiated.
Anticipated Date of Completion	March 2020

Resolution Title	Silverwater Park
Meeting Date	14 October 2019
Minute No.	C694/20-19
Status	In progress
Responsible Officer	Executive Manager Governance & Community Services
Officers Comments	Consultation process underway
Anticipated Date of Completion	March 2020
Resolution Title	Recreational Water Quality, Blackmans Bay Beach
Meeting Date	14 October 2019
Minute No.	C696/20-19
Status	In progress
Responsible Officer	Senior Environmental Health Officer
Officers Comments	Monitoring and investigation program continuing.
Anticipated Date of Completion	Review subject to ongoing compliant results.
Resolution Title	Kingston Park Playground Funding
Meeting Date	22 July 2019
Minute No.	C498/15-19
Status	In progress
Responsible Officer	Deputy General Manager
Officers Comments	Loan approval sought from State Government
Anticipated Date of Completion	March 2020
Resolution Title	Safer Routes to School Taroona
Meeting Date	24 June 2019
Minute No.	C427/13-19
Status	Ongoing
Responsible Officer	Executive Manager Engineering Services
Officers Comments	Will undertake additional traffic counts and other actions as listed in report
Anticipated Date of Completion	June 2020
Resolution Title	Information & Communications Technology Review
Meeting Date	27 May 2019
Minute No.	C364/10-19
Status	In progress
Responsible Officer	Executive Manager Information Services
Officers Comments	Funding source yet to be determined.
Anticipated Date of Completion	Unknown

Resolution Title	Proposed Transfer of Land Owned by UTAS to Council at Taroona Beach
Meeting Date	25 March 2019
Minute No.	C233/6-19
Status	In progress
Responsible Officer	Executive Manager Governance & Community Services
Officers Comments	Awaiting sub-division by UTAS
Anticipated Date of Completion	February 2020
Resolution Title	Tassal Community Advisory Group
Meeting Date	11 September 2017
Minute No.	C460/20-17
Status	In progress
Responsible Officer	Manager Environmental Services
Officers Comments	Community advisory groups currently exist on the Tasman Peninsula, Esperance area and Spring Bay on the east coast. There is not a current a group in the Channel area, however Tassal have advised that they are considering initiating a group in this region in the future.
Anticipated Date of Completion	Unknown

KINGSTON PARK IMPLEMENTATION REPORT



KINGSTON PARK IMPLEMENTATION REPORT January 2020



This report is regularly updated and released for public information.

1. INTRODUCTION

This report has been prepared as a quarterly update on the progress of the Kingston Park project. It is Council's way of regularly reporting to the Kingborough community. Such reports have been produced since August 2017.

Although this project has been underway for a number of years, it was not until early 2018, that significant on-groundwork occurred on the site. It is important that a reporting mechanism such as this explains what this construction entails and what the forward construction program is to be. It is also important that the financial status of the project is described – bearing in mind that, although large up-front costs are necessary to provide the initial public infrastructure, these are more than outweighed by the subsequent direct and indirect economic and social benefits for Kingborough.

Council is providing this report every three months for general public information. Within it there is a description of the background to the project (2) – as there will always be many people who are not aware as to why it is so critically important for Kingborough. The subsequent sections describe the main construction projects (3) that are being managed by Council – these currently are the Community Hub, Goshawk Way Road, Pardalote Parade (road and pedestrian corridor) and the Public Open Space (including a large children's playground). Following this there is a section on the land release strategy (4) for the site – how land is to be subdivided and developed over time. There is then a financial report (5) consisting of the expenditure to date, the amount of project borrowings and future short-term expenditure. The section on communications (6) reports on the latest news about the project and how this has been or will be more broadly communicated and the final section deals with project governance (7) and administration.

The main updates each quarter will be made to sections (3), (5) and (6). It is these sections that should be focused on by those who have been regularly reading these reports and following the project's ongoing progress.

Council is interested in obtaining any comments or thoughts about the project. There is an opportunity to do this by emailing the Kingston Park Project Team at: kingstonpark@kingborough.tas.gov.au There will of course be many good ideas that could be incorporated within the project as people become more informed and enthusiastic about it. The detailed aspects of the Kingston Park Development Plan continue to evolve and it is important that everyone has an open mind to future opportunities.

2. PROJECT BACKGROUND

Kingston Park is the former Kingston High School site and is located immediately to the north of the Kingston Central Business District. The redevelopment of this site constitutes the most important development opportunity within Kingston and how it is developed will be critical in determining the future viability of the whole Kingston CBD. It is the most critical single project for the economic future of the Kingborough municipality.

The future development of the 11.3ha Kingston Park site can only be considered within the context of this CBD. Its primary objective is to encourage and complement the future sustainable development of the whole of central Kingston and Kingborough more generally. A great deal more private and public investment will occur within Kingston if the whole central area is progressively developed in a cohesive and integrated manner.

Development that occurs on the site will provide local recreational and cultural attractions and fill gaps in the services that the local community needs. If Kingston is to be the main commercial centre south of Hobart then this will depend on how this Kingston Park site is developed. It has been often stated that this is a once in a lifetime opportunity for Kingborough, in that its development will really improve the public amenity and facilities within central Kingston. It is a truly unique development opportunity and care must be taken to obtain the optimum result.

Kingborough has, for the last 20 to 30 years, had a greater increase in population than any other municipality in Tasmania and this is expected to continue to grow at a similar rate in the next few decades. Kingborough's close proximity to Hobart, the availability of suitable land, good transport routes and the area's inherent natural attractions as a coastal municipality have all been major drawcards for new residents. However, almost 60% of all Kingborough's employed people travel north to Hobart or beyond to work. There should be many more local services and employment opportunities in order to reduce this daily traffic out of Kingborough – making it more convenient for local residents and reducing travel times and congestion in Hobart. It is within this context that building a strong, sustainable CBD is so important.

A Development Plan for the Kingston Park site was prepared during 2012-2013 (a copy is on Council's website) and it described the proposed development that is to occur on the site. It contains an urban design framework that enables new forms of development and the planned delivery of infrastructure to support that development. There is to be a mix of commercial and residential uses, together with public open space and community and cultural facilities. About one-third of the site's area is utilised by each of these generic land uses – that is, one third is to be sold for residential or commercial use, one third is retained for public open space and one third is for community uses and public infrastructure.

Although a great deal has occurred since that Development Plan was prepared, it still forms the basis for most of the current and future site development that is occurring.

For Council, this project also needs to be economically feasible. The brief for the original Development Plan required that a proposal be developed that addressed local land use needs, was well designed and broke-even financially. This is a stand-alone project that is not being implemented at the expense of other scheduled public infrastructure projects in the municipality. Land is to be sold (for purposes that will further activate the CBD) so that there is revenue to pay for the public and community facilities that are to be provided on the same site.

The urban design provides for a vehicular 'boulevard' (Goshawk Way) that passes through the site – from the former school's entrance through to a new junction with Beach Road. A pedestrianised 'promenade' (Pardalote Parade) extends from Channel Court, through the existing Council parking area on John Street, past the new Kingston Health Centre and Community Hub through to the walkway under the Southern Outlet. Figure 1 below provides an overview of what is proposed. Apart from a few detailed design changes, this layout is essentially still consistent with what was proposed in the original Development Plan.



Figure 1 – Site Development Plan

Council has previously commissioned independent economic assessments of this project and they have determined that the project will make a significant contribution to the Kingborough economy. The economic benefits of the project were found to be during both the construction phase and on an ongoing basis within Kingborough. During construction, many jobs will be created – then determined to be about 67 jobs per year over a 10-year construction period (worth almost \$80M per annum) – and \$90M worth of development will occur on site (generating \$205M worth of multiplier impacts). The eventual redevelopment of the site will generate well in excess of 600 new jobs and increase the ongoing retail expenditure by about \$3.7M per annum within Kingston.

It is worth noting that these figures were determined in 2015, and the current Project Development Agreement (with the contracted private developer) predicts that about three times as much future development will in fact occur on this site, with commensurate increases in economic benefits. It is envisaged that a more up to date independent economic assessment (or cost-benefit study) will be commissioned in the near future.

While these economic benefits are significant, there will also be a stimulation of additional investment on other nearby private properties within central Kingston. An early investment by Council will build local confidence – and there is some recent evidence that this is in fact occurring. It is also worth noting that there will be future increased rate revenue benefits from this project for Council, within both the Kingston Park site and central Kingston more generally. Some of this additional revenue to Council will need to cover the future costs associated with the ongoing management and maintenance of the playground, parklands, streetscape and maintaining the Community Hub facility. It is proposed that the project (including the private development on site) will be fully completed within about 10 years.

The economic benefits for Kingston are complemented and enhanced by the many social and community benefits that this proposed site development will provide. The future growth in demand for services is inevitable (as a consequence of population growth) and this project is primarily about preparing the Kingborough community for this growth. Future generations will judge us on how well we have taken the opportunity to utilise this land to develop a truly sustainable and viable central business district.

The social benefits of the project include the availability of a new and expanded Kingston Health Centre; a new multi-purpose Community Hub facility that will provide spaces for a variety of community and cultural activities (the future “heart” of central Kingston); a large area of public open space with a children’s playground and other landscaped features and spaces for outdoor events; the inclusion of higher density residential areas that will bring increased activity into central Kingston, making it a safer and more attractive place to visit; and the potential for commercial entertainment and more things to do that encourage social interaction and community well-being.

A high quality of urban design is also an important component of this project. It is intended that Kingston Park will be a showpiece and an example for other private developments throughout the municipality. It will provide attractions that are creative and innovative in order to generate increased visitor levels and community pride – and so help to sustain the long-term future of central Kingston and the Kingborough municipality.

3. PROJECT DEVELOPMENT COMPONENTS

3.1 Goshawk Way

Goshawk Way is to be the main through road within Kingston Park and will provide the main vehicular access to all of the main parts of the site. Its first stage of construction has initiated the site development and enabled the inclusion of the Community Hub and the State Government's Kingston Health Centre (both now constructed) – and will then facilitate the further subdivision and development of the rest of the site. An important aspect of this road construction is that the main reticulated services and other related infrastructure are being provided to facilitate the overall redevelopment – such as stormwater, water, sewerage, power and telecommunications.

This through road provides an additional traffic option that will assist in taking the pressure off other through roads such as John Street and the Channel Highway. This will have an impact on the final design and upgrade of that part of the Channel Highway between John and Hutchins streets. Its relationship with these other roads within central Kingston is shown in Figure 2 below.



Figure 2 – Future traffic management within central Kingston

It should be noted that decisions are yet to be made in regard to some of the detailed proposals shown in this figure. Council commissioned GHD consultants to undertake a major traffic study of the central Kingston area (completed in 2019). Traffic impacts across the whole of the CBD (and beyond) were considered and recommendations made for the necessary road and junction upgrades in order to ensure efficient traffic flow and public safety. This has informed the design of roadworks around the periphery of Kingston Park and a future works program for road upgrades across the whole CBD.

The completed construction of the first stage of Goshawk Way is consistent with the alignment shown within the original Site Development Plan. It has been widened by a few metres to accommodate some roadside parking and wider footpaths. Goshawk Way will extend through to the Huon Highway where a new roundabout will be constructed. Figure 3 below shows the extent of the proposed roadworks (together with draft Channel Highway and John Street upgrades – the latter to be completed early in 2020).



Figure 3 – Road construction within Kingston Park and proposed upgrade of Channel Highway

This first stage of Goshawk Way involved the construction of the road from the Freeman Street roundabout through to just beyond the northern corner of the Health Centre site, as well as the link road through to John Street (Skipper Lane). This provides the necessary access to adjoining properties, facilitating their future development.

The second stage is proposed to be carried out within the next few years and will involve the completion of Goshawk Way through to, and including, the new Huon Highway roundabout (the Huon Highway commences just after the John Street roundabout on Beach Road). The aerial photograph below shows the situation during the final stages of the Hub construction.



Figure 4 – Site construction in December 2018

3.2 Community Hub

The Community Hub provides for a variety of community uses and will encourage increased social interaction in Kingston. It will be complemented by the adjoining landscaped areas, public open space and children's playground. Following the completion of an architectural design competition, March Studio Architects were appointed project architects. A detailed design of the facility was then completed and a planning permit issued.

In 2017 Council was successful in obtaining a grant of \$2.8M for the construction of the Community Hub under the Australian Government's Building Better Regions Fund and this grant was more than matched by Council funds. Tenders were called for its construction and a contract awarded to Hutchinson Builders. Construction commenced in early April 2018 and was completed in March 2019 with a formal opening occurring at that time.

During 2019, Council transitioned the Hub to its full capacity and reviewed the future

operational requirements and resources that are needed to ensure the facility is fully operational.



Figure 5 – Community Hub front entrance

The following is a description of what the Community Hub includes. Upon entering the proposed building, there is an internal corridor that takes the visitor past a **reception area** (with a facility manager there at most times) and a **tourism kiosk** that provides information about tourism and local community activities and attractions. **Public amenities and storage** within such a facility are obviously essential and their locations are indicated in the floor plan in Figure 6 below.

The **multi-purpose hall** provides a larger indoor space to be hired or generally used for displays, presentations, performances, workshops, exhibitions etc. The **town square** is the break-out public space from the multi-purpose hall – separated by a large door that is lowered from the ceiling and to which a cinema screen is attached. It is an area where other functions can be held – either in conjunction with the hall or separately. The design provides for all-abilities access, good acoustics, the incorporation of audio technology, power for community events, free WiFi, solar water heating and security.

A **café** will be located alongside the town square and this will be leased out by Council. Before a tenant is sourced for this purpose, the Kingston Park private developers (Traders in

Purple) will be leasing this area as their sales office for a short term. At the conclusion of the tenancy agreement with Traders in Purple, it may take some time to obtain a lessee for the café and have it fully fitted out for commercial use.

There is a room provided as a designated **co-working space** with individual workstations for people to work, study or meet with colleagues, plus a larger **meeting room** that is now available for community use and for hire. There is the capacity to add future modules and features to the building, plus there is a good connection to the **adjoining public open spaces** – particularly in relation to a future kitchen garden, children's playground and outdoor spaces for community events.

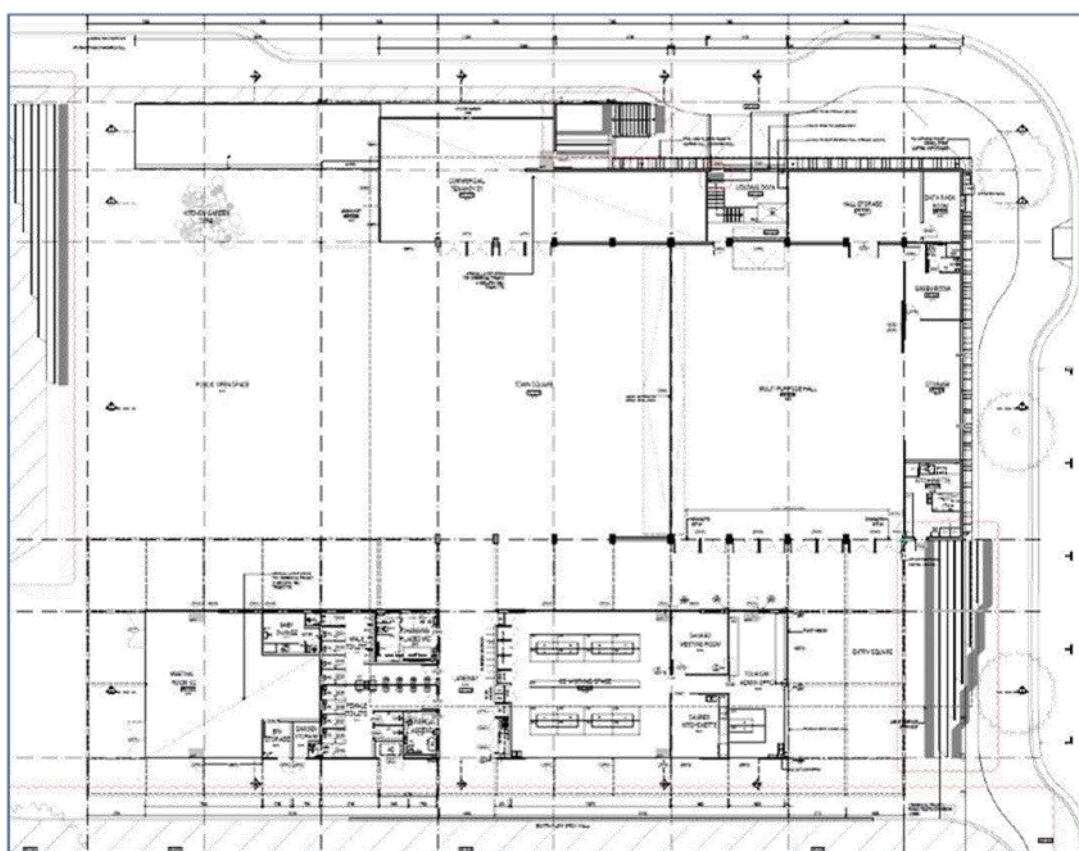


Figure 6 – Community Hub floor plan



Figure 7 Photos above and below are courtesy of Alex Beem





Figure 8 – Community Hub (July 2019)

3.3 Pardalote Parade

Pardalote Parade is the main pedestrian spine that connects the Channel Court retail precinct with Kingston Park. It then continues through the centre of the site to the pedestrian underpass at the Southern Outlet. It links the Kingston Health Centre, Community Hub and recreational areas to nearby residential and commercial precincts.

Pardalote Parade has two distinctly different sections. The first stage, which is south and east of Goshawk Way, is for pedestrians only and passes through the existing John Street car parking area (part of which will be retained for public parking). The second stage is to the north and will provide vehicular access (and wide footpaths) to the playground and the medium density residential areas in Kingston Park's south western corner. Part of this latter section has been constructed in order to facilitate access to the Community Hub.

Council has commissioned the landscape architecture consultants Playstreet, to design the pedestrian component and this design process is currently well underway – with the current proposal shown in Figure 9 below. It is envisaged that construction of this pedestrian section of Pardalote Parade will commence by about the end of 2020. Part of this land is to be sold to the John Street Medical Centre to cater for the parking needs of that business.

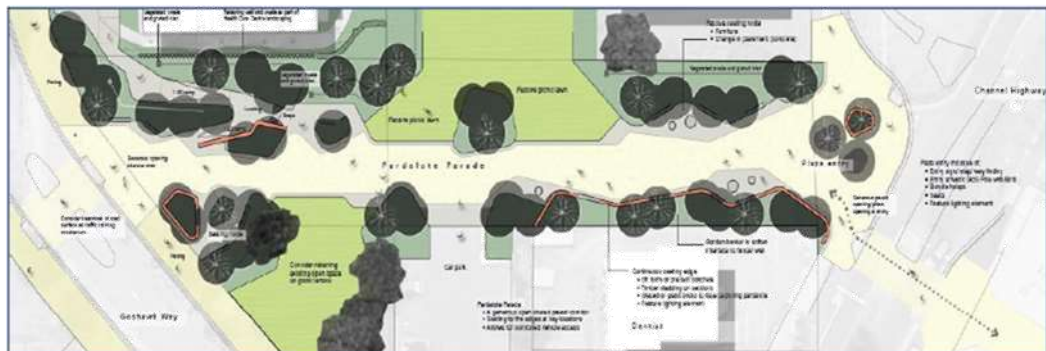


Figure 9 – Pardalote Parade (conceptual framework by Playstreet)

Pardalote Parade will be constructed to a high quality with spaces for resting, outdoor eating, vegetation, public art and shelter. Its design will need to be sensitively considered in order to encourage the activation of adjoining developments. Specific consideration will be given to safe pedestrian and bicycle access along the whole length of Pardalote Parade.

3.4 Public Open Space

The design of the public open space area is an important stage in the future development of the overall site. The original Site Development Plan provided a basic description of what would be provided and Playstreet have prepared a more detailed design – see Figure below.



Figure 10 – Public Open Space concept design by Playstreet

The original Site Development Plan provided a basic description of what would be provided and this has been used as the starting point for the current design. This design followed a very extensive public consultation process. Figure 11 below shows the construction stages for the public open space. In the first instance, stages 1A and 1B will be delivered.

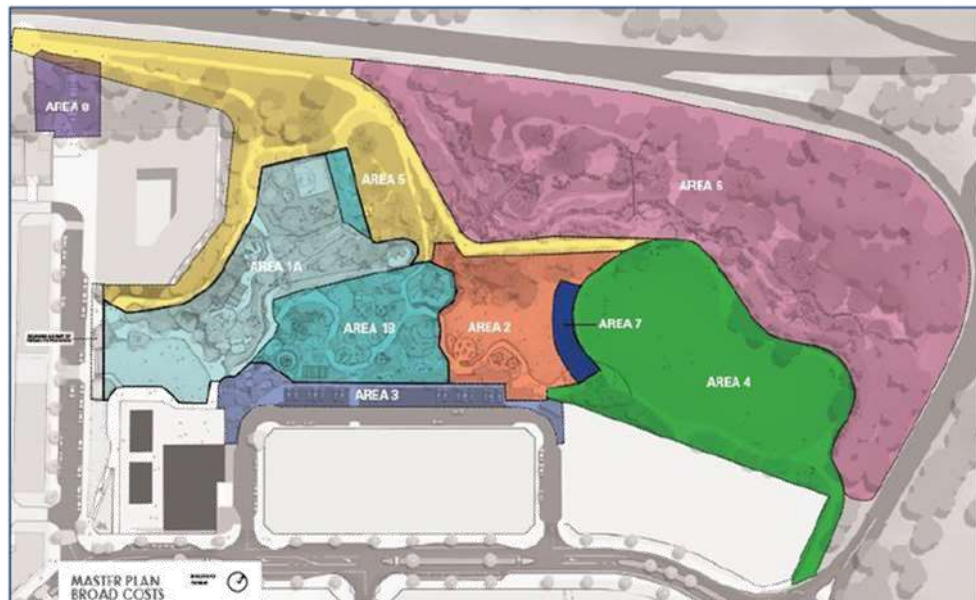


Figure 11 – Stages of public open space construction (concept design by Playstreet)

For many people, Kingston Park will be best known for the recreational attractions it offers and the spaces for community events and family gatherings. The future exciting and unique nature-based playground will be located immediately to the west and north of the Community Hub – encouraging creative and inventive play for all children (see Figure 12 below).

It is proposed to include a wide range of recreational components in addition to the children's playground – such as other scattered play features, BBQ shelters, spaces for public events and performances, pedestrian and bike trails (the bike trails will be around the perimeter of the playground), grassed areas for general play, water features, scattered seats and benches, trees for shade and gardens for aesthetic appeal, natural areas, sculptures and other examples of public art, and quiet rest areas. Designated parking is to be provided in certain locations and on adjoining roadsides.



Figure 12 – Playground concept design by Playstreet and artist impressions (see images below)





Playstreet consultants, have or are now, designing and overseeing for Council:

- The pedestrian section of Pardalote Parade between Channel Highway and Goshawk Way – including public consultation, submission of development application (DA), full detailed design and documentation for a construction tender and supervision through the construction process.
- The new playground located north of the Community Hub – including public consultation, submission of DA, full detailed design and documentation for a construction tender and supervision through the construction process.
- The landscaping adjacent to the Community Hub building and linkages from the Hub building to the new playground facility – including submission of DA, full detailed design and documentation for a construction tender and supervision through the construction process.
- The remainder of the public open space – including public consultation, submission of DA, full detailed design and documentation for a construction tender and supervision through the construction process, plus the delivery of packages of works that could be suitable for future grant applications (to assist in funding the development of the public open space).
- The concept design for the proposed Channel Highway streetscape improvements between Hutchins and John Streets.

This design work commenced at the end of 2018 and the main design components were completed by late 2019. There has been an extensive public engagement program conducted as part of this process and further, more recent consultation (during June 2019) was conducted in regard to how the construction might be financed. Strong public support for both the proposed design and the taking out of interest-free loans was obtained. Construction of the first stage of the playground is to commence in February 2020.

3.5 Public Parking

Temporary public parking is currently provided within Kingston Park. This amount of free all-day public parking will not be provided within the eventual development. Council is not obliged to provide expensive public land for people to park their cars all day at no cost. It is a very inefficient use of land, particularly when the lost opportunities for alternative uses are considered. As the whole community is subsidising a benefit being gained by a few individuals, a user-pays system is ultimately the only fair option. Council has resolved that an appropriate regime for all-day public parking within the CBD will be implemented once sufficient alternative park-and-ride facilities are available.

The existing temporary parking area (on the school's old concrete slab) is to be replaced by a new parking area (recently constructed) just north of Skipper Lane. This transfer will occur at the end of February 2020. The existing area is required to be developed as part of the residential precinct (stages 1 and 2) within Kingston Park. The new temporary car parking will have a life of about 5 years before this land too is developed. It will be replaced by additional on-street public parking and additional spaces within a private multi-storey parking facility.

New public parking areas will be provided in order to meet the internal needs of Kingston Park. In a general sense, it is proposed that there be a total of 150 spaces within Kingston Park – 80 of which are required for the Community Hub (its planning permit requires 77), about 30 spaces for the users of the public open space and 40 spaces made available to replace that lost from the existing John Street car park. Private developments will need to provide parking for their own needs.

It is acknowledged that, with the further development of the CBD, the demand for all-day parking will increase. This has been witnessed in recent years by the rapid take-up of the temporary parking that was provided within Kingston Park. It will however still be important not to duplicate the recent experience where community expectations have been raised by providing what is an excessive amount of all-day parking within the CBD. This discourages a change in behaviour with people travelling by car into the centre of Kingston rather than using other alternatives or parking on the fringes.

It is important that there are good bus services, both into Kingston and Hobart, in order that people will choose to catch the bus rather than drive their car. This is particularly the case for those people that work in Kingston, who will in future find it increasingly difficult to find a convenient all-day parking space. Good bus services into Kingston enable local residents

to more easily shop and visit other services, as well as reducing traffic and parking needs. A new bus interchange is to be constructed as part of the Channel Highway upgrade. A convenient and good quality bus service will be an important part in ensuring a sustainable and viable CBD.

More Hobart commuters should also be catching the bus closer to their residence – but this will require more frequent bus services within suburban areas. Those commuters that currently park on Kingston Park may in future need to utilise park-and-ride facilities dispersed around the greater Kingston area (such as at the Huntingfield roundabout). Ideally, there would then be express routes into Hobart. Council is working closely with Metro and the Department of State Growth in facilitating these changes.

Council has commissioned GHD consultants to prepare a Parking Plan for central Kingston in order to identify the actual parking needs, future works programs and as a basis for assessing future development applications that generate the need for additional parking. This will be prepared and will be publicly available in a few months. It builds on the previous work done in 2016 when a Central Kingston Parking Strategy was prepared (copy available on Council's website).

4. LAND DISPOSAL

The future development of land within Kingston Park for private residential and commercial purposes is based on a Land Release Strategy that ensures revenue is obtained to pay for the public infrastructure and facilities that Council must provide. The future disposal of land will essentially stay true to the original Site Development Plan – acknowledging that it will need to be adapted to take advantage of favourable development opportunities. It was important that the land release process is attractive for potential investors, while also meeting other needs such as preventing land banking and meeting community expectations.

In 2017, the consultancy firm NAVIRE was appointed as Council's Principal Property Advisor. A Land Release Strategy was subsequently prepared and this was supported by detailed financial modelling that forecasted all of the project's costs and revenue. The complexities of such urban renewal as this are acknowledged – "it is full of challenges and takes time – time that typically traverses political and property market cycles".

Council does have an opportunity to effectively create a new market for a higher density of residential development within Kingston Park. This is the most viable financial option for Council (based on local market analysis) and will also help in reinvigorating central Kingston. New residents will be attracted by being so close to the CBD and the services on offer (health centre, community hub, cafes, public open space, playground etc).

Council's guiding principles for urban renewal at Kingston Park are:

- (1) Developing a shared vision
- (2) Delivering supportive infrastructure
- (3) Facilitating seed/catalyst projects

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- (4) Having land control
- (5) Managing market conditions

These principles are embedded within the Kingston Park project – by way of providing the essential public infrastructure and some early catalyst developments (eg Community Hub, Health Centre, playground) – rather than relying on future private developers to do this. This was an early decision of Council and was supported by expert property advice.

The Land Release Strategy produced by NAVIRE provided the necessary blueprint for Council to follow in staging the sale of land within Kingston Park. It strikes an appropriate balance between low risk/low return options, compared to high risk/high return options. It is based on a 'post pre-sales' approach, where land is only sold after both a planning permit for the proposed development and pre-sale commitments are obtained. This should enable the land to be sold for a higher amount (increasing revenue to Council), without imposing unacceptable risks. In order to achieve this, it was necessary for Council (with the assistance of NAVIRE) to convince prospective developers of the value and unique opportunity that Kingston Park represents.

The land parcels that were identified as being potentially suitable for private development (in accordance with the original Site Development Plan) are shown in Figure 13 below.

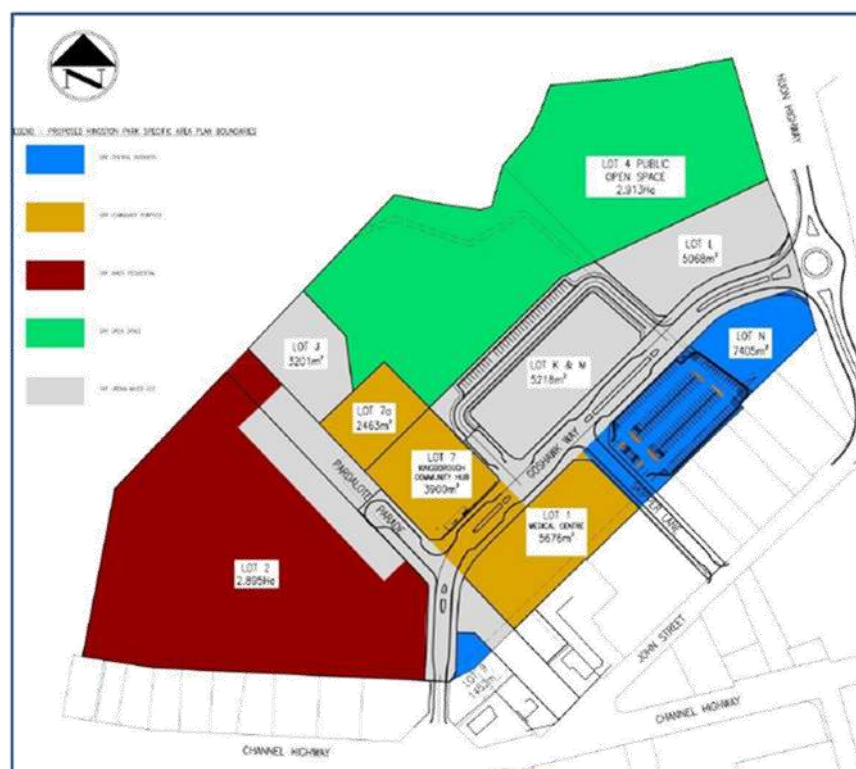


Figure 13 – Shown in red, grey and blue are parcels of land potentially available for private development

An Expression of Interest package was released in March 2018 and responses obtained from potential developers in May 2018. This provided an indication of the level of interest that exists and informed Council of the type of development that is most viable and for which the highest return can be obtained. The potential developers were then shortlisted and were provided with a 'Request for Proposal' brief. More detailed submissions were received in August 2018, after which a preferred developer was selected and a Project Delivery Agreement negotiated (and signed by both parties).

In November 2018, it was announced that Traders in Purple would be the developer for the entire site (except for Lots 1, 4, 7 & 7a) shown in Figure 13 above). Traders in Purple have completed 60 projects in the Sutherland, Illawarra and Moreton Bay regions over nearly 40 years. They have also purchased and are developing two major properties in northern Tasmania. Their proposed development is shown by the early concept diagrams in Figure 14 below.

It consists of a mix of residential types (small lots, townhouses and apartments), retail, other commercial uses, cinema and parking.

The southern precinct is to be developed as the first stage and is to consist of 80 townhouse style residences within a strata development that will also contain a small local community club facility (proposed to ultimately contain a pool, kiosk and function space). The subsequent stages will include an aged care facility and independent living units (parcel J) and apartment blocks with ground floor commercial and internal private parking (parcels K and M). The later stages include the commercial components (parcel N) and additional apartment blocks (parcel L).





Figure 14 – Proposed Traders in Purple site development (early concepts)

The residential components provide for a total of about 350 dwellings, plus the aged care facility that is to include about 50 independent units. The whole project is anticipated to be implemented over a period of about 8-10 years and it will evolve and change slightly over time. The future commercial development aims to maximise employment opportunities (eg office development) and to provide for local entertainment attractions.

It is also important that the planning scheme requirements for Kingston Park align with the proposed development of the site. The current planning scheme includes specific provisions that facilitate the implementation of the Development Plan, as well as reducing developer risk and community uncertainty. This existing Specific Area Plan (SAP) within the planning scheme has been reviewed and a final draft prepared so that an updated version can be included within the planning scheme (following the normal statutory assessment and approval process). An earlier draft SAP was provided to prospective developers to assist the preparation of their proposals. It was necessary to amend the scheme (by way of the new SAP) in order to ensure that future property boundaries align accurately with Zone boundaries.

In future years, there will inevitably be risks associated with any normal market driven process. Market conditions will fluctuate over time and this will require a degree of flexibility and for Council (and Traders in Purple) to take the best opportunities as they arise. There is a risk that unexpected issues will get raised and proposals put forward that will test Council's resolve. However there is also a good possibility that the private components are more successful and popular than expected and Council is able to achieve outcomes and land prices that are beyond what is currently anticipated (the contract with the developer guarantees a minimum price for the purchases of the respective land parcels).

This private development that is to occur within Kingston Park is particularly critical in revitalising the central Kingston area and addressing the need for additional community services and employment opportunities within the municipality.

5. FINANCIAL MANAGEMENT

5.1 Financial Situation

Council is closely monitoring all the financial affairs relating to this project. All actual costs are attributed to the project – including project management, internal loan repayments and staff costs. Council now has more information on the revenue expectations now that a Project Delivery agreement has been signed with the contracted developer. This will become even clearer once the project evolves further and private development stages are delivered.

A series of financial scenarios based on many different assumptions has been developed. Council has chosen the most likely and most advantageous scenario as being the basis for moving forward. This took into account:

- the economic and market reality over the long term;
- catalyst project and infrastructure delivery timing;
- Council's peak debt (borrowing facility) capacity;
- Council's final net financial position; and
- the proposed land uses described in the Development Plan (accommodating some relatively minor changes).

This chosen scenario is being constantly updated as further expenditure occurs and tender information becomes available. The current (and initial) expectation is that the final net result, by the end of the project (say, by about 2028), is that Council is likely to incur a financial loss of about \$5M. Such a loss however needs to be seen in the context of it having provided for the revitalisation of the Kingston CBD, a new Community Hub facility, a major playground, extensively landscaped public open space and increased rate revenue for Council over the longer term.

As noted above, the project expenditure also includes the amount of staff time and other related project costs (including an interest charge for internal borrowings) on top of the actual construction costs for each component. Additional income is expected from the future land sales and this is to be received from the end of 2019 onwards.

The following table indicates the project expenditure and income that has been incurred to date (up until 31 December 2019).

PROJECT COMPONENTS	EXPENDITURE (\$,000)								
	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	TOTAL
Site Planning	290	73	37	32					432
Land Purchase		144							144
Site Preparation		40	10	4					54
School Demolition		7	1,067	81	60				1,215
Comm Hub Design				39	170	184	29		422
Comm Hub Const'n						1,579	6,430	115	8,124
Comm Hub Equip't							218	2	220
Parking Strategy				41	5		41	2	89
Parking Construction								232	232
CBD Road Design				113	64	46			223
Goshawk Way Const'n					12	1,529	1,438	25	3,004
POS & PP Design						19	218	190	427
POS Items/Const'n							73	49	122
Land Disposal					57	132	109	20	318
Governance/Admin				1	6	88	152	93	340
TOTAL	290	264	1,114	311	374	3,577	8,708	728	15,366
INCOME (\$,000)									
Government Grants	220					219	2,300	280	3,019
DHHS contribution					377				377
NET COST	70	264	1,114	311	(3)	3,358	6,408	448	11,970
Internal interest @3%	2	11	47	54	54	162	129	66	525
PROJECT COST									12,495
Borrowings						2,700	4,000		6,700
CURRENT COST									5,795

Most of the costs to date can be attributed to the construction of the Community Hub and Goshawk Way, and the demolition of the old school buildings. The cost to construct the Community Hub has exceeded expectations. This was mainly due to the challenges of the architectural design and the subsequent contractual variations that resulted, which in turn resulted in the many external assessments of variation requests.

The actual purchase of the land has been delayed for a few years because of the need to ensure that all services (primarily water and sewerage) were installed correctly to the Crown land that is being retained for the Health Centre. Council is purchasing this land and this transfer was initiated on 19 July 2019.

Now that the land is owned by Council, it will be further subdivided into lots that are to be retained and sold. The original land value was significantly reduced to account for the fact that the land will be developed in accordance with the Development Plan – that is, almost half of the total area would be developed for public or community based purposes

(compared to what might have been the case if the land had been sold to a private developer with no obligations to provide such community facilities).

5.2 Borrowings

Up until June 2018, all borrowings for the project have been internal loans – against Council's existing cash reserves. These loans (plus interest) will be repaid by the project to Council. Since then, expenditure has reached a point where external loans are required to fund the project.

Council has an approval from Treasury to borrow \$10M as part of the Local Government Loan Council Allocation. At the 25 June Council meeting it was approved that Council would borrow \$2.8M (of this \$10M) to help fund the construction of the Community Hub. This would match the existing grant from the Australian Government (under the Building Better Regions Fund) for the same amount.

As well as this, the State Government will provide an additional interest free loan of \$6M (which will need to be repaid within 5 years). This is being provided under the State Government's accelerated local government capital program (ALGCP) and is on the basis that a number of construction projects are brought forward – these being the Pardalote footpath/road, the stages 2 & 3 of the public open space and the second stage of the Goshawk Road construction. This will enable a higher priority to be given to the construction of these roads and services, so that the Kingston Park project can generate income from land sales and repay these loans. It is expected that the interest free loan will be repaid from the settlement of the first stage of the land sales in 2022/23.

Borrowings of \$2.7M under the ALGCP have been previously drawn to fund some of the current works and the balance will be drawn down once further construction commences.

Recent consideration has been given to taking out an interest free loan to fully fund the construction of the playground. Of the abovementioned \$6M interest-free loan, \$2.1M was allocated for this playground. The full cost of this playground as it is currently designed (including parking and the landscaped area between it and the Hub) is estimated to be in the order of \$5M. An additional \$2.9M in interest free loans would be required to fully fund this work. Public consultation was conducted in this regard and there was a very strong level of support for Council to borrow the additional money for this purpose.

The impact of the additional borrowings is that Council will finish the project with around \$8 million in borrowings that would be repaid over a ten-year period. The additional interest expense, on the \$2.9 million loan, would be approximately \$100K from 2025/26 onwards. This can be comfortably accommodated within Council's Long-Term Financial Plan.

At the Council meeting held on 22 July 2019, it was decided that Council borrow the currently approved \$2.1M and would request an additional \$2.9 million from the same accelerated local government capital program so that it may also be borrowed in order to complete the construction of the whole of the proposed Kingston Park playground.

5.3 Anticipated Expenditure in 2019/20

During the 2019/20 financial year it is anticipated that the following Council related activities (and estimated total expenditure, including in-house Council costs) will occur:

GOSHAWK WAY	Design the second stage of Goshawk Way including the roundabout on the Huon Highway and prepare everything ready for construction.
STORMWATER TREATMENT	Design of stormwater disposal alongside Whitewater Creek and prepare everything ready for construction.
TEMPORARY CARPARK	Construction of car parking area (within parcel N) – to have a life of about 3-4 years.
COMMUNITY HUB	Essentially completed from a Kingston Park perspective though there may be some miscellaneous final requirements.
PARDALOTE PARADE	Design of Pardalote Parade (both sections) and subsequent construction of road component and initial arrangements in place for the construction of the pedestrian component.
PLAYGROUND	Completion of playground design and commencement of stage 1 construction, including pathways and parking (about 60% completed by end of year).
PUBLIC OPEN SPACE	Further design for the balance of the public open space area so that future external funding can be sought.
OTHER COSTS	In-house project administration and management, public engagement and governance.
	Land subdivision and advice from principal property consultant.
	Payment for land upon transfer of titles from the Crown.
	Loan interest repayments.
TOTAL	About \$6.5M

This next phase of the project will primarily take stock following the completion of the Community Hub and main road construction in the two previous years. The focus will be on completing the designs for various components and getting ready for their subsequent construction (including approval and tendering processes). The list above provides an indication of what is proposed during the upcoming year. All of this expenditure will be paid for from the abovementioned borrowings.

6. PUBLIC COMMUNICATIONS

To date, public information about the project has been provided by way of the following:

- Public surveys and seeking public comment – preparing the Development Plan, the naming competition, input into the public open space design and comments on the proposed borrowings for the playground construction.
- Public exhibition of draft documents – including master plans, Development Plan, proposed community hub design and proposed playground and open space designs.
- Displays of proposals at the Civic Centre.
- Advertised development applications for proposed site works.
- Newspaper articles, media releases and information on Council's Facebook page.
- Copies of relevant documents placed on Council's website. A Communications and Community Engagement Strategy has been prepared for Kingston Park. The objectives of this Strategy are:
 1. To provide information about the project and to seek input and suggestions as the project is being delivered.
 2. To facilitate a broad understanding about the social and economic benefits that this project will deliver to the Kingborough community.
 3. To enhance Kingborough Council's reputation as a council committed to providing accurate and up-to-date information, as well as consulting with and meeting the expectations of the Kingborough community.
 4. To proactively identify and manage media interest in this project so that key messages are broadcasted to the public and other stakeholders.
 5. To promptly respond to concerns about the project and to address any issue that requires clarification or immediate action.
 6. To provide for an effective two-way dialogue that will achieve positive community and developer feedback and will enhance the overall delivery of the project.

The key messages within the Strategy are that:

- Council is committed to informing and consulting with the community regarding the future development of the Kingston Park site.
- Council is acting in the best long-term interests of the municipality in the way it is managing the future development of this site. This project will improve the liveability of central Kingston and enable the creation of a sustainable central business district that can support the local needs of the Kingborough community.
- This is a particularly complex project with a number of on-ground components being delivered in a concurrent manner at different stages – including design, negotiation, approval, construction and maintenance phases. Each component supports the delivery of others and is being managed in a coordinated way.
- This project is self-funding in that the community facilities are to be funded from the sale of land within Kingston Park (with a Land Release Strategy to maximise revenue) and external grants. Loans will be taken out in order to fund project management

and construction and these will be repaid from external sources to the maximum extent possible with any Council 'subsidy' kept to a minimum.

- Council has already carried out many investigations – in regard to previous public consultation, economic feasibility studies, the Site Development Plan, Land Release Strategy, engineering designs etc – and these will continue to be refined and new ones done as the project progresses.

The delivery mechanisms include:

- Regular and established Council media releases – quarterly Council News and monthly Snapshots.
- The Kingborough Council website providing up-to-date information and background documents that detail particular aspects of the project – <https://www.kingborough.tas.gov.au/development/kingston-park/>
- Media releases – for all southern Tasmanian media.
- Digital and social media – information on Facebook, Twitter, Instagram and YouTube.
- Paid Advertising – mainly in print media but also potentially on local television.
- Signage and branding – the project has been 'branded' (see below) and signage is being placed at the entrance to the future pedestrian section of Pardalote Parade.
- Meetings – briefings and consultation with stakeholders, State and Federal politicians, developers, interested groups and individuals.
- Public displays – provided as needed in the Civic Centre or other public places.
- Public information – by way of public forums (open two-way dialogue) or as written information (brochures, reports and correspondence).

The brand that has been developed represents a lively and dynamic representation of what the proposed development of Kingston Park represents. It is used (for example) on the information sign on John Street – shown below:



7. PROJECT GOVERNANCE

The implementation of the Development Plan is Council's responsibility. As previously indicated, Council has decided to retain direct control of the site development – including the initial provision of the core public infrastructure (Goshawk Way, Pardalote Parade, Community Hub, Playground and Public Open Space) and the subsequent subdivision process that will enable the release of fully developed land parcels into the market place.

The Land Release Strategy will guide the process and timing of land releases. The benefits of this more direct approach are that it allows Council to exert a greater control over the desired site development; ensure there is consistency in the standard of public infrastructure construction (eg high quality streetscapes); achieve an optimum revenue stream and to facilitate the site development as early as possible (without land banking).

This requires a more hands-on management style within Council. An internal steering committee has been established to closely monitor the project and it meets on a monthly basis. This is an extremely complex project that has many different dimensions and requires many different specialist skills. There is a full-time Project Manager appointed to oversee the implementation of the on-ground works and support staff includes a part time Project Officer and Project Administrator. A Probity Advisor from the consultancy firm Wise Lord & Ferguson is an observer on the steering committee and provides procurement and governance advice. Reports to Council are provided whenever major decisions must be made and in order to provide regular updates on general progress.

Council is conscious of a perception that it may have a conflict of interest – in that Council is effectively both the developer (to a certain extent) and the regulator for this site. However, the mitigating factors in this regard are that this dual role is already provided for in the legislation; the existing Kingston Park Specific Area Plan within the planning scheme leaves Council with little discretion; Council's construction work that would require planning permits is limited to public infrastructure and facilities; the underlying objective of the Development Plan is to support and encourage other commercial developments in central Kingston; and that this project is so important to the Kingborough community that its management cannot be delegated to any other body.

Bearing in mind the above points, the project will continue to be overseen by Council and the existing internal steering committee. This Implementation Report will form the main communication mechanism for updating the general community on the project's progress.

Council is also reviewing the Project Plan for Kingston Park. This document considers the governance and strategic, strategic requirements, project benefits, reviews and reporting, project definition and objectives, success criteria, constraints and assumptions, stakeholder impacts, implementation timeframes, project cost and revenue (both to date and in the

future), communications, functionality, risk management and project completion. It constitutes the main internal guidance for the project.

The main contact officers in regard to this project are:

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You may also contact the Kingston Park Project Team at the following email address:
kingstonpark@kingborough.tas.gov.au

COUNCILLOR ATTENDANCE AT MEETINGS FROM 1 JULY 2019 – 31 DECEMBER 2019

The following table details Councillor attendances at Council meetings, S.23 Committees and Workshops during the year.

	Council		Special Meetings (incl AGM)		Audit Panel		Workshops		Leave of Absence Approved during the period
	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	
Mayor Cr Dean Winter	11	10	1	1	3		14	13	13/8/2019 - 18/8/2019
Deputy Mayor Cr Jo Westwood	11	11	1	1	3		14	13	
Cr Richard Atkinson (resigned 13/8/2019)	3	2	1				4	2	13/7/2019 - 5/8/2019
Cr Sue Bastone	11	11	1		3		14	13	6/12/2019 - 20/12/2019
Cr Gideon Cordover (elected 26/8/2019)	8	8	1	1			10	9	
Cr Flora Fox *	11	11	1	1	3	3	14	13	
Cr David Grace	11	10	1	1	3		14	2	
Cr Amanda Midgley	11	11	1	1	3		14	13	
Cr Christian Street *	11	11	1	1	3	2	14	12	12/11/2019 - 18/11/2019
Cr Steve Wass	11	11	1	1	3		14	12	
Cr Paula Wriedt	11	9	1	1	3		14	11	5/9/2019 - 9/9/2019

* Audit Panel Member

Council Minute C390/14-12 determined that Councillor Attendance and Approved Leave of Absences be reported.

COUNCILLOR ALLOWANCE AND EXPENSE TABLE FOR PERIOD 1 JULY 2019 TO 31ST DECEMBER 2019

Summary

Councillor	Mayoral Allowance \$	Deputy Mayoral Allowance \$	Councillor Allowance \$	Councillor Expenses							Total \$
				Mileage Claimed \$	Mayor's Vehicle Mileage \$	Bruny Ferry \$	Internet & Telephone \$	Child Care \$	Conference & Meeting Attendance \$	Code of Conduct \$	
Mayor Cr Winter	37,053	-	14,822	-	3,965	108	-	-	367	-	\$ 56,316
Deputy Mayor Cr Westwood	-	10,299	14,822	-	-	-	246	-	-	-	\$ 25,367
Cr Atkinson	-	-	3,478	-	-	-	-	-	-	-	\$ 3,478
Cr Bastone	-	-	14,822	-	-	38	-	-	-	-	\$ 14,860
Cr Cordover	-	-	10,395	-	-	-	-	-	-	-	\$ 10,395
Cr Fox	-	-	14,822	1,500	-	38	566	-	1,169	-	\$ 18,095
Cr Grace	-	-	14,822	2,008	-	190	480	-	136	-	\$ 17,637
Cr Midgley	-	-	14,822	-	-	-	-	-	-	-	\$ 14,822
Cr Street	-	-	14,822	-	-	-	-	-	-	-	\$ 14,822
Cr Wass	-	-	14,822	-	-	-	-	-	-	-	\$ 14,822
Cr Wriedt	-	-	14,822	-	-	-	-	-	-	-	\$ 14,822
Code of Conduct Complaints										4,367	\$ 4,367
TOTAL	\$ 37,053	\$ 10,299	\$ 147,273	\$ 3,508	\$ 3,965	\$ 374	\$ 1,292	\$ -	\$ 1,673	\$ 4,367	\$ 209,804

Notes:

- Bruny Ferry = cost of fares at \$38 per trip from 01/11/2018
- Council Minute C390/14-12 determined that Councillor Allowances and Expenses paid under the "Payment of Councillors Expenses and Provision of Facilities" Policy be reported. Bruny Ferry costs are also included as required in Minute GF101/6-12

NUMBER OF CODE OF CONDUCT COMPLAINTS

	Number of Complaints			Cost of Complaints
	Number	Upheld	Dismissed	
2018/19	4	0	4	
2019/20				\$ 4,367
NOTE: Four complaints were lodged in 2018/19, but not invoiced until 2019/20.				

DONATIONS TABLE FOR PERIOD 1 JULY 2019 TO 31ST DECEMBER 2019**MAYORAL DONATIONS**

<u>Name</u>	<u>Amount</u>	<u>Description</u>
Taroona Football Club	\$ 100.00	Donation to Quiz Night
Miss Alyssa Lee	\$ 100.00	National Gym Vlub's Carnival
Miss Chloe Short	\$ 100.00	National Gym Vlub's Carnival
Landcare Tasmania Inc	\$ 300.00	Mayors Donation Towards Conference
Reconciliation Council of Tasmania	\$ 200.00	Mayors Donation Towards Aboriginal Festival
South Channel Ratepayers Assoc	\$ 400.00	Hire of Portable Toilets
Kingborough Dog Walkers Assoc	\$ 200.00	Launch of Dog Owners Handbook
Kingborough Community Missions	\$ 500.00	Work Associated with the Disadvantaged
Margate Primary School	\$ 200.00	Athletics Carnival Donation
Kingston Fire Brigade	\$ 200.00	Fundraiser BBQ and Car Wash
Toby Barrett	\$ 100.00	Contribution - Voyage Fees for Windward Bound
Jireh House Association	\$ 309.00	Contribution to advertising fees
Woodbridge School	\$ 100.00	School Citizenship Award 2019
Taroona Primary School	\$ 100.00	School Citizenship Award 2019
Taroona High School	\$ 100.00	School Citizenship Award 2019
St Aloysius Catholic College	\$ 100.00	School Citizenship Award 2019
St Aloysius Catholic College	\$ 100.00	School Citizenship Award 2019
Southern Christian School	\$ 100.00	School Citizenship Award 2019
Snug Primary School	\$ 100.00	School Citizenship Award 2019
Margate Primary School	\$ 100.00	School Citizenship Award 2019
Kingston Primary School	\$ 100.00	School Citizenship Award 2019
Kingston High School	\$ 100.00	School Citizenship Award 2019
Illawarra Primary School	\$ 100.00	School Citizenship Award 2019
Calvin Christian School	\$ 100.00	School Citizenship Award 2019
Calvin Christian School	\$ 100.00	School Citizenship Award 2019
Bruny Island District School	\$ 100.00	School Citizenship Award 2019
Blackmans Bay Primary School	\$ 100.00	School Citizenship Award 2019
Jenna Shaw	\$ 200.00	Contribution - Fundraising for Medical Costs
Reconciliation Council of Tasmania	\$ 400.00	Contribution - Dark Emu Festival
KC Allstars Fundraising Committee	\$ 100.00	Contribution - Cheerleading Team Competition 2020
Margate Primary School	\$ 132.00	Signs for 'The Basics' project
	\$ 5,041.00	
Annual Budget	\$ 5,000.00	

COUNCIL POLICY DONATIONS

<u>Name</u>	<u>Amount</u>	<u>Description</u>
Harry Page	\$ 100.00	Contribution to AFL Nat Schoolboy Champs
Lola de Kramer	\$ 100.00	Contribution to SSA Hockey Championship Costs
Miss Matilda Lange	\$ 100.00	Contribution to Aust Primary School Cross Country Championships
Flynn Caro	\$ 200.00	World Age Gym Championships Contribution
Amber French	\$ 200.00	Contribution - World Trampolining Championships
Matthew French	\$ 200.00	Contribution - World Trampolining Championships
	\$ 900.00	
Annual Budget	\$ 10,000.00	

- Council makes Donations under section 77 of the Local Government Act 1993 which states that "Council may make a Grant for any purpose it considers appropriate ". "The details of any grant made ... are to be included in the annual report of the council " Section 77 (2).

19 CONFIRMATION OF ITEMS TO BE DEALT WITH IN CLOSED SESSION

RECOMMENDATION

That in accordance with the *Local Government (Meeting Procedures) Regulations 2015* Council, by absolute majority, move into closed session to consider the following items:

Confirmation of Minutes

Regulation 34(6) *In confirming the minutes of a meeting, debate is allowed only in respect of the accuracy of the minutes.*

Applications for Leave of Absence

Regulation 15(2)(h) *applications by councillors for a leave of absence*

Sale of Council Land

Regulation 15 (2)(f) *proposals for the council to acquire land or an interest in the land or for the disposal of land.*

Information Report

Regulation 15 (2)(c)(i), (2)(c)(ii), and (2)(c)(iii) *commercial information of a confidential nature, that if disclosed, is likely to prejudice the commercial position of the person who supplied it, commercial information of a confidential nature, that if disclosed, is likely to confer a commercial advantage on a competitor of the council, and commercial information of a confidential nature, that if disclosed, is likely to reveal a trade secret.*

In accordance with the Kingborough Council *Meetings Audio Recording Guidelines Policy*, recording of the open session of the meeting will now cease.

Open Session of Council adjourned at

OPEN SESSION ADJOURNS

OPEN SESSION RESUMES

RECOMMENDATION

The Closed Session of Council having met and dealt with its business resolves to report that it has determined the following:

Item	Decision
Confirmation of Minutes	
Applications for Leave of Absence	
Sale of Council Land	
Current and Ongoing Minute Resolutions	

CLOSURE
