

# Kingborough



## COUNCIL MEETING AGENDA

NOTICE is hereby given that an Ordinary meeting of the Kingborough Council will be held in the Kingborough Civic Centre, 15 Channel Highway, Kingston on  
Monday, 4 April 2022 at 5.30pm

# Kingborough Councillors 2018 - 2022



**Mayor**  
**Councillor Paula Wriedt**



**Deputy Mayor**  
**Councillor Jo Westwood**



**Councillor Sue Bastone**



**Councillor Gideon Cordover**



**Councillor Flora Fox**



**Councillor Clare Glade-Wright**



**Councillor David Grace**



**Councillor Amanda Midgley**



**Councillor Christian Street**



**Councillor Steve Wass**

# QUALIFIED PERSONS

In accordance with Section 65 of the *Local Government Act 1993*, I confirm that the reports contained in Council Meeting Agenda No. 6 to be held on Monday, 4 April 2022 contain advice, information and recommendations given by a person who has the qualifications or experience necessary to give such advice, information or recommendations.



Gary Arnold  
GENERAL MANAGER

Tuesday, 29 March 2022

Public Copy

# Table of Contents

Item	Page No.
------	----------

## Open Session

1	Audio Recording	1
2	Acknowledgement of Traditional Custodians	1
3	Attendees	1
4	Apologies	1
5	Confirmation of Minutes	1
6	Workshops held since Last Council Meeting	1
7	Declarations of Interest	2
8	Transfer of Agenda Items	2
9	Questions Without Notice from the Public	2
10	Questions on Notice from the Public	2
10.1	Application to Vary Condition - DA-2014-304	2
11	Questions Without Notice from Councillors	2
12	Questions on Notice from Councillors	2
13	Petitions Still Being Actioned	3
14	Petitions Received in Last Period	3
15	Officers Reports to Council	3
15.1	Kingston Main Street Design Options	3
15.2	Kingston Tennis Club - Grant Request	33
15.3	Biodiversity Offset Policy	37
15.4	Request from Clarence City Council to Amend the Southern Tasmanian Regional Land Use Strategy	43
15.5	Communications and Engagement Policy	47
16	Notices of Motion	82
17	Confirmation of Items to be Dealt with in Closed Session	82

## Appendix

A	General Manager's Diary 28 February 2022 to 25 March 2022	85
B	Current and Ongoing Minute Resolutions (Open Session)	86



## **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  
Monday, 4 April 2022 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 publicly 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 P Wriedt  
Deputy Mayor Councillor J Westwood  
Councillor S Bastone  
Councillor G Cordover  
Councillor F Fox  
Councillor C Glade-Wright  
Councillor A Midgley  
Councillor C Street

## 4 APOLOGIES

---

Councillor D Grace  
Councillor S Wass

## 5 CONFIRMATION OF MINUTES

---

### RECOMMENDATION

That the Minutes of the open session of the Council Meeting No. 5 held on 21 March 2022 be confirmed as a true record.

## 6 WORKSHOPS HELD SINCE LAST COUNCIL MEETING

---

23 March	-	Budget
28 March	-	Significant Trees and Budget

---

**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 this agenda to the closed agenda or from the closed agenda to the open 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 Application to Vary Condition - DA-2014-304**

**Mr Ross Kile** submitted the following question on notice:

*My clients are anxious to know why the application is taking so long and how much longer they must wait?*

*It should be noted that my clients met with Officers of the Council on 23 Nov to discuss issues relevant to the commencement of development works.*

**Officer's Response:**

DA-2014-304/A is a Minor Amendment Application for one of the Kettering's marinas that was approved (and developed) several years ago. Both the permit, plans and history are complex and involve external agencies as well as internal referrals that contribute to the assessment. There has been some delays experienced due to internal resourcing and some deficiencies in the application documentation. However, the final comments and requests for additional information are being prepared.

*Tasha Tyler-Moore, Manager Development Services*

---

**11 QUESTIONS WITHOUT NOTICE FROM COUNCILLORS**

---

---

**12 QUESTIONS ON NOTICE FROM COUNCILLORS**

---

At the time the Agenda was compiled there were no questions on notice from Councillors.

---

**13 PETITIONS STILL BEING ACTIONED**

---

There are no petitions still being actioned.

---

**14 PETITIONS RECEIVED IN LAST PERIOD**

---

At the time the Agenda was compiled no Petitions had been received.

---

**15 OFFICERS REPORTS TO COUNCIL**

---

**15.1 KINGSTON MAIN STREET DESIGN OPTIONS**

**File Number:** 49.7

**Author:** Daniel Kaimatsoglu, Program Manager Transform Kingston

**Authoriser:** Daniel Smee, Director Governance, Recreation & Property Services

**Strategic Plan Reference**

Key Priority Area: 2 Deliver quality infrastructure and services.

Strategic Outcome: 2.2 Infrastructure development and service delivery are underpinned by strategic planning to cater for the needs of a growing population.

**1. PURPOSE**

- 1.1 The purpose of this report is to recommend a preferred design for the upgrade of the Channel Highway in the Kingston CBD.

**2. BACKGROUND**

- 2.1 Kingborough Council is a signatory to the Hobart City Deal. This is a shared 10-year vision between the Australian and Tasmanian Governments and the Clarence, Glenorchy, Hobart and Kingborough Councils to “guide and encourage investment to leverage Hobart’s natural amenity and build on its position as a vibrant, liveable and connected global city”.
- 2.2 A report was presented to Council at its meeting on 25 May 2020 that provided the background to the City Deal and the Kingston Congestion Package in particular. That report outlined how the \$20M allocated to the Kingston Congestion Package would be spent. This included \$7.9M that was allocated for “complementary Council initiatives”.
- 2.3 A decision of Council was previously made at its meeting on 11 May 2020, where it was resolved that Council:
- a) *endorse the Kingston Place Strategy 2020-2050;*
  - b) *consider future implementation of the Strategy recommendations by way of normal annual budgeting processes; and*
  - c) *actively seek external funding over the life of the Strategy to support its implementation and the transformation of the central Kingston precinct.*
- 2.4 Several design options have been investigated over the past 12 months with the Transform Kingston Working Group meeting at regular intervals to determine how each element aligns itself with the Kingston Place Strategy.

- 2.5 Stakeholder engagement was also undertaken over this period with directly affected businesses, Council committees, including the Kingborough Bicycle Advisory Committee, Access Advisory Committee and the Safety Committee, and organisations such as Tasmania Police.
- 2.6 The preferred design layout, as determined by the Working Group, was presented at a Councillor workshop held on November 8, 2021. Realistic renders were presented showing how the Channel Highway would look post construction and an alternate design option was also presented which took into consideration feedback received from the Kingborough Bicycle Advisory Committee.
- 2.7 Feedback at the workshop indicated that the alternate design should be further investigated and for both options to be presented to the community for feedback.

### 3. STATUTORY REQUIREMENTS

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

### 4. DISCUSSION

- 4.1 The Kingston Place Strategy 2020-2050 outlined a vision for central Kingston, based on feedback received from the wider community. The vision for central Kingston sees it transition into a unified and legible regional centre where everything is well connected by walking and cycling links and public transport, with green and engaging streets attractive to a range of retail, commercial and residential uses.
- 4.2 Infrastructure investment priorities in the report aim to achieve big and bold ideas to transform the car dominated Channel Highway into an urban centre that encourages active street life. Some of these key actions include:
- Reduction of vehicular traffic flow and speeds on the Channel Highway by reducing carriageway width.
  - Relocation of bus stops.
  - Improve pedestrian experience by widening footpaths, planting canopy trees, and adding street furniture
  - Create space to support outdoor trading.
  - Design street cross section to provide separated walking and cycling paths
- 4.3 Two concept designs have been prepared which both include:
- A minimum of 3m wide footpaths.
  - Provision for street trees and plants.
  - New lighting and CCTV.
  - Narrow travel lanes (3.0 – 3.5m), separated by a central traffic island.
  - Space for outdoor dining.
  - A dedicated southbound cycle lane.



- Increased number of pedestrian crossings, including several pedestrian refuge islands at the intersections of Channel Highway and Hutchins Street, as well as the southern end of John St, along with a new pedestrian crossing at 29 Channel Highway (Currently Live Eat restaurant).
  - Converting the intersection of John Street and Channel Highway to 'left in, left out' only, to improve traffic flow and pedestrian safety.
  - A new roundabout at the intersection of Hutchins Street and Channel Highway which will include raising the road surface level to match the footpath height, improving accessibility for all pedestrians, whilst also acting as a traffic calming measure for vehicles.
  - Relocation of the city bound bus stop from outside 34 Channel Highway, to within the property of 40 Channel Highway.
  - Upgraded southbound bus stop adjacent to 33 Channel Highway (currently Westpac and Commonwealth banks) including a new 'all access' bus shelter, lighting, seating, and CCTV. Approximately 65m<sup>2</sup> of land will need to be acquired from Channel Court shopping centre (owned by Challenger Limited). See Attachment A.
- 4.4 Option 1 (Attachment B) includes an on-road painted cycleway between Hutchins St and John St, with up to 10 on street parking spaces adjacent to 17 Channel Highway through to 29 Channel Highway. The painted cycle lane is 1.9m wide and includes a painted 400mm wide chevron buffer to help alleviate 'dooring' of cyclists from motorist exiting their vehicles. A standard width for an on-road cycle lane is 1.5m (Austroads Guide to Road Design Part 6A: Paths for Walking and Cycling).
- 4.5 Option 2 (Attachment C) removes all parking on the southbound lane and installs a new 1.5m wide cycle lane between the kerb and channel and a 1.5m wide traffic island, which will act as a buffer between cyclist and vehicles. The cycle lane would continue through the Channel Court driveway and then ramp up to footpath level on the inside of the southbound bus stop at 33 Channel Highway. An image depicting this arrangement, along with real world examples are shown in Attachment D.
- 4.6 Due to the additional infrastructure required, Option 2 would cost approximately \$40,000 more to implement than Option 1. Both options can be constructed within the allotted City Deal budget of \$7.9m.
- 4.7 Both options were presented to the community and local businesses via three information sessions held in central Kingston. In addition, a survey was conducted by Council officers between December 2021 and January 2022.
- 4.8 Community support favoured Option 2 (53%), whilst the business owners overwhelmingly supported Option 1 (86%).
- 4.9 Concerns related to Option 1 were aligned with the safety of cyclists, especially from dooring. Concerns related to Option 2 included loss of parking for businesses and potential conflict between cyclist and bus passengers.
- 4.10 Feedback received from the owners of the three take away restaurants recently opened at 29 Channel Highway (former Caltex petrol station site) indicated that they rely heavily on the existing on-street parking for patronage. These sentiments were also shared by the owner of Maxxie Coffee Shop on the northern side of the Channel Highway.
- 4.11 As part of the Kingston CBD upgrade 142 parking spaces (80 2hr limited and 62 all day spaces) will be removed from the existing car park situated at 3 John Street, to allow for the construction of the new pedestrian walkway connecting Kingston Park to the CBD. The removal of these parking spaces compounds the concerns of the

restaurant owners, and was a notable concern expressed by the community via the survey.

- 4.12 As the former Kingston High School site continues to be developed by Traders in Purple, more parking will be removed from central Kingston, namely the 154 all-day parking spaces in the temporary car park at Skipper Lane. Preliminary work is underway on a new parking facility which will combat these future parking losses. The best-case scenario time frame in which this facility could be completed in late 2025.
- 4.13 The construction of 80 dwellings at the King's Quarter development is currently underway and a development application is currently being advertised for a 50-unit appartement building in Pardalote Parade. These buildings are the first three stages of a multi-stage development on the former Kingston High School site, which will house up to 1300 new residents over the next 3-5 years. This new subdivision is situated less than 300m from the Channel Highway and will provide a considerable increase in foot traffic in the Kingston CBD.
- 4.14 With the future increase of local residents and foot traffic in central Kingston, it can be assumed that businesses will not be solely reliant on short term turn over parking for patronage.
- 4.15 A common question asked throughout the engagement process was 'can there be a hybrid of both option?'. Upon further investigation a hybrid solution was found to be feasible, which could be implemented as a staged approach.
- 4.16 The hybrid solution (Attachment E) involves the construction of Option 1 as an interim solution, with the conversion of the southbound lane on-street parking to outdoor dining and public open space at a later date.
- 4.17 This would allow for the installation of a treatment such as bollards to be installed on the traffic side of the cycle lane, thus creating a protected cycle lane between Hutchins Street and the entrance/exit of Channel Court (approximately 70m long). The cycle lane would then continue of the roadside of the southbound bus stop, eliminating the potential conflict point between cyclist and bus passengers.
- 4.18 Retrofitted dining and public seating specifically for parking spaces can then be created as shown in the examples in Attachment F.
- 4.19 The additional costs to implement stage 2 of the hybrid option is between \$55,000 and \$100,000. This equates to \$15,000 - \$60,000 more than Option 2. These additional costs can be absorbed by the existing \$7.9m budget.
- 4.20 The hybrid solution would allow for wider footpaths, public art, greater green canopy coverage and an overall better urban public realm compared to both Options 1 and 2.
- 4.21 The space created for dining could be leased to the adjacent restaurants, which creates an additional revenue stream for Council.
- 4.22 The staged approach would allow existing businesses relying on short term parking to continue to grow, until such time that the increased foot traffic provided by the former Kingston High School sub-division alleviates their reliance on vehicle turn over. These businesses would also be in a position to expand their operation to include additional outdoor dining.
- 4.23 A third Option has been created which is a combination of options 1 and 2. This involves keeping the on-street parking and painted cycle lane between Hutchins St and the Channel Court entrance, then diverting the cycle lane onto the footpath through the bus stop section, before re-entering the roadway as per Option 2. (Attachment G).
- 4.24 If Option 2 or 3 were to be implemented, it would be recommended that additional consultation take place with the Access Advisory Committee, as well as the engagement of an expert access consultant to assist with the detailed design.

## 5. FINANCE

- 5.1 The City Deal has provided \$800K for the Kingston bus interchange and \$7M has been allocated for “complementary Council initiatives”. The total Grant Deed that has been provided to Council is \$7.9M.
- 5.2 This Grant Deed is for the following purposes:
- *Place Strategy development – a consultant (PlaceScore) is to work with Council to develop a place strategy for the Kingston central business district - \$100,000. (Completed)*
  - *Kingston Interchange Improvements – redevelopment of the Kingston bus transit centre - \$800,000 (Used towards the purchase of 40 Channel Highway additional funds will be required from within the City Deal budget for the interchange construction).*
  - *Complementary Council initiatives – remaining funds will be provided to Council to assist projects to improve traffic flow, including cycling and pedestrian traffic in the area - \$7,000,000.*

## 6. ENVIRONMENT

- 6.1 There are no specific environmental issues to be considered at this stage, other than the fact that a greater use of public transport and reduced car travel is more environmentally sustainable than the alternative.

## 7. COMMUNICATION AND CONSULTATION

- 7.1 Communication involved formal advertising through the local paper, information placed on the website, news article in the Mercury, video and an online survey. Physical flyers were placed around Kingston in businesses as well as informal conversations with business owners. A large sign was placed at the entrance of the John Street Carpark informing of the engagement and directing public to the website.
- 7.2 The Transform Kingston team, along with Council’s Media Adviser, created an online survey and webpage with extensive information about the project. The online survey gathered over 700 responses. The team hosted three public engagement stalls at the Kingston Channel Court Shopping Centre, front of Civic Centre and Kingston Park Playground.
- 7.3 The public response to the engagement process was positive with approximately 70 members of the public engaging with the information stalls. The team also handed out flyers and information at the John Street carpark to alert the current parkers/users to the potential change in parking in Kingston.
- 7.4 The results of the survey were compiled by external consultants Zencity, and are included as attachment H.
- 7.5 Additional consultation was undertaken with the 5 restaurants/take-away shops between Hutchins St and the Channel Court driveway on Friday (25<sup>th</sup> March) to discuss the project in more detail. Each owner/manager was presented with the ultimate future vision (outdoor dining to replace parking), and each party were asked if this arrangement would be of greater benefit to their business if it was installed as part of the initial upgrades. Four out of the five business owners/managers said the parking was more important than outdoor dining. The manager of LiveEat was happy with either option.

- 7.6 Upon further discussion with the Manager of LiveEat, Option 1 has been modified to remove one on-street parking space and include outdoor dining space adjacent LiveEat. This arrangement is also included in Option 3.

## **8. RISK**

- 8.1 The complexity of this project will create risks that will have to be overcome, including normal risks associated with large construction projects (over-expenditure, delays, contractor mistakes, weather, contingencies etc).
- 8.2 Risks directly associated with the option Council wishes to pursue include potential backlash from stakeholder groups who feel their views have not been listened to, which may lead to some short-term bad press for Council.
- 8.3 Any further delay to provide a clear direction for the main street design may lead to the Transform Kingston project not being able to be completed in the timeframe stipulated by the Hobart City Deal Grant Deed.

## **9. CONCLUSION**

- 9.1 Two original design options have been prepared for the upgrade of the Channel Highway in the Kingston CBD and presented to the community.
- 9.2 A third concept has been prepared which is a combination of Options 1 and 2.
- 9.3 Council's endorsement for the nominated concept design Option 1 is sought to allow for detailed engineering designs to be undertaken, with a view to tender for construction to commence in the 2022/23 financial year.
- 9.4 Once a dedicated parking facility is available in central Kingston, it is proposed that the on-street carparks be removed on the southbound side of the Channel Highway to allow on-street dining and the creation of a protected cycle lane.

## **10. RECOMMENDATION**

That Council:

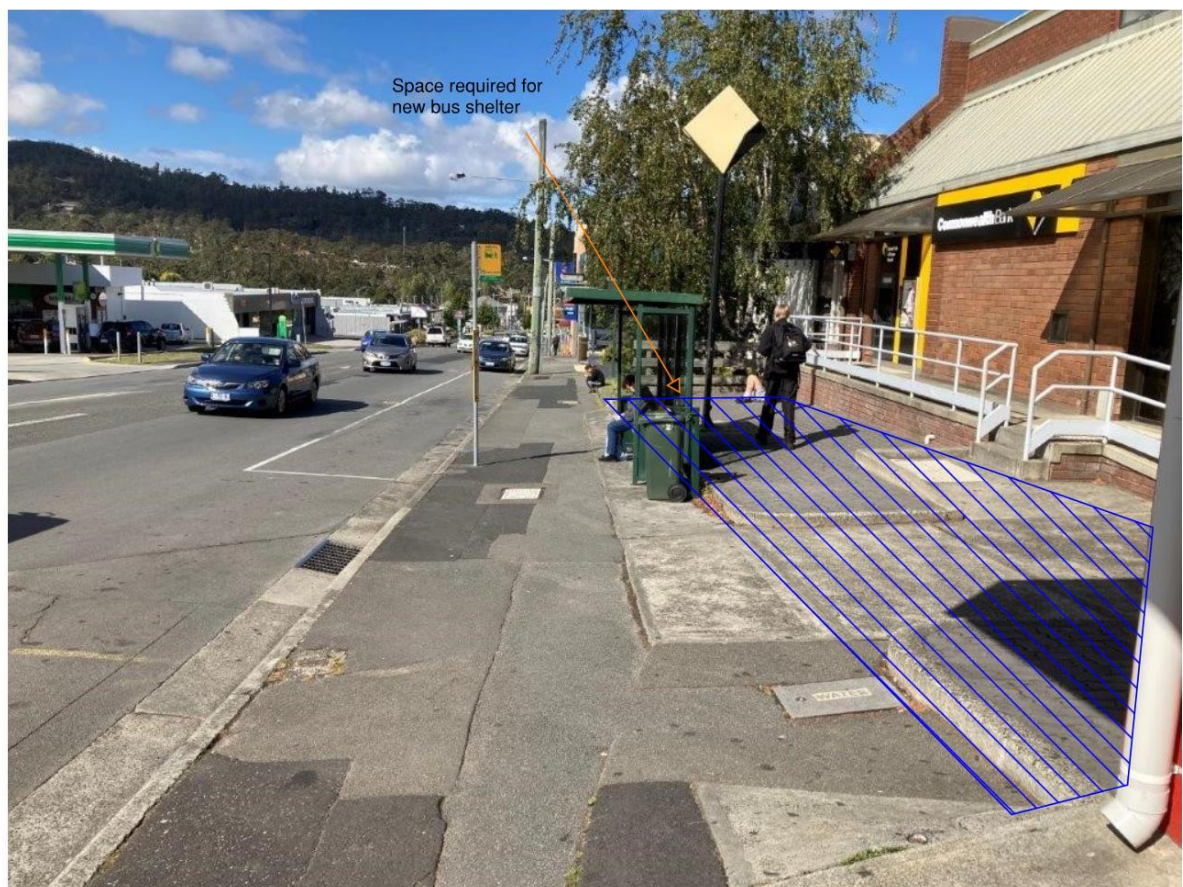
- (a) Endorse concept design 'Option 1' as the preferred layout for the Channel Highway CBD upgrade as detailed in this report; and,
- (b) Implement the 'hybrid' solution upon completion of a dedicated parking facility in central Kingston, that includes the removal of 10 parking spaces on the southbound side of the Channel Highway to allow for the installation of on-street dining, a protected cycle lane, public art, and street furniture.

## **ATTACHMENTS**

- 1. Attachment A**
- 2. Attachment B**
- 3. Attachment C**
- 4. Attachment D**
- 5. Attachment E**
- 6. Attachment F**
- 7. Attachment G**
- 8. Attachment H**

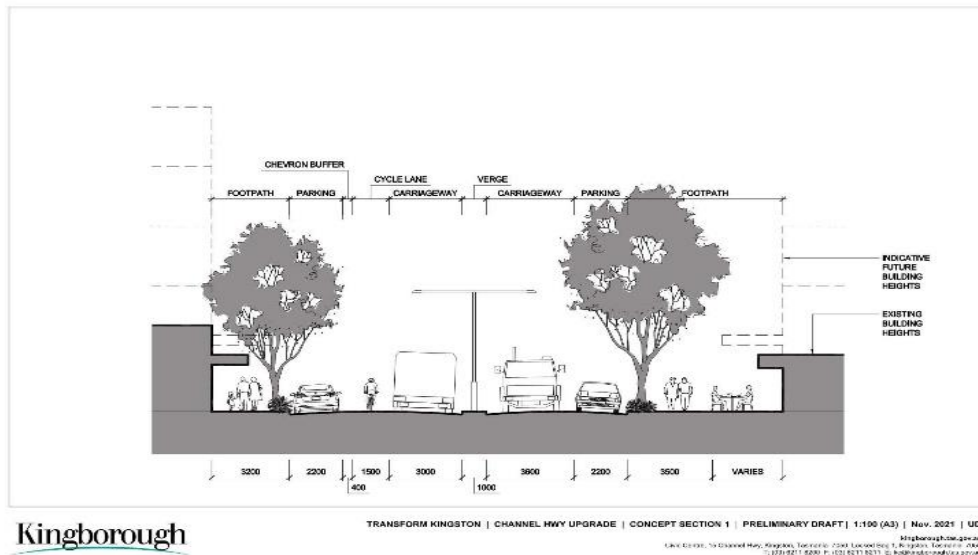


ATTACHMENT A



ATTACHMENT B

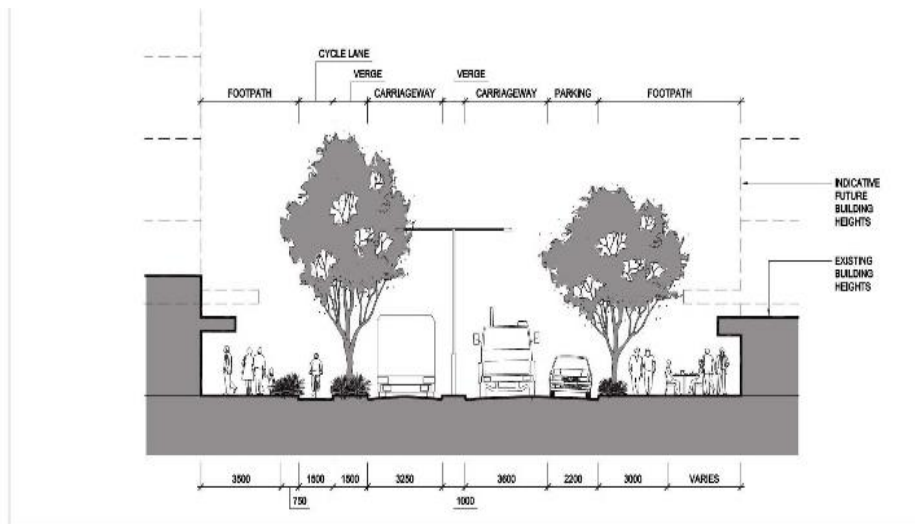




Section of on-street parking

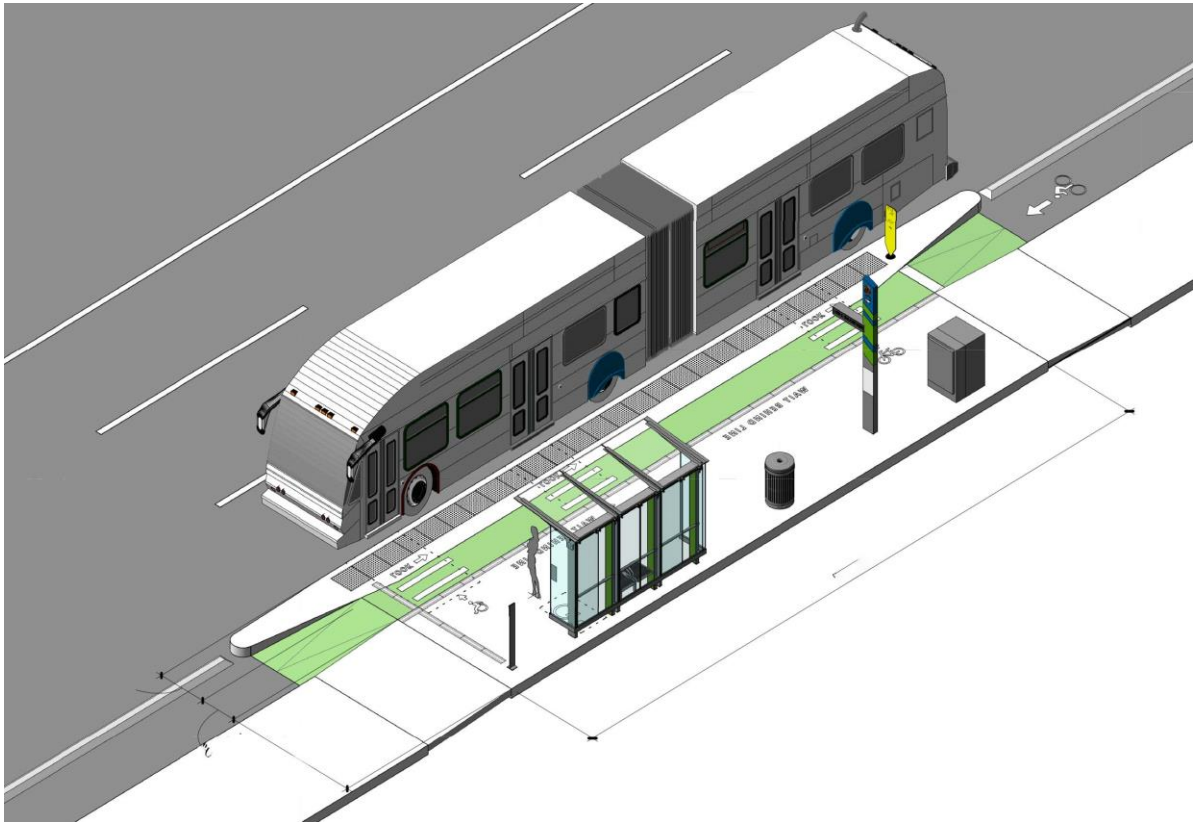


ATTACHMENT C



*Close up of separated cycle lane*

ATTACHMENT D





ATTACHMENT D CONTINUED





ATTACHMENT E



***Hutchins St to Channel Court entrance – parking removed, outdoor dining installed, and protection added to cycle lane.***



ATTACHMENT F





**ATTACHMENT G**



***Concept 3 – Combination of Options 1 and 2***



***Close up of bus stop treatment – Option 3***

ATTACHMENT H



# Kingborough Council

## Transform Kingston Survey

February 2022

# Table of Contents

Executive Summary .....	3
Introduction .....	3
Methodology .....	3
General Public .....	4
Business Sector .....	11
Social Media Discourse .....	15
Conclusion and Takeaways .....	16

Public Copy



## Executive Summary

- Citing the benefits of enhanced safety for cyclists, a greater number of respondents from the general public supported having a protected bike lane at the expense of more parking spaces, but the opposite was true for the business sector.
- At the same time, concerns about limited parking availability manifested in residents' survey responses and conversations online.
- Locals use cars to get to the Kingston CBD far more than bikes, indicating that the driving and parking infrastructure impacts a greater number of community members.
- Although to a lesser extent, a desire to see more green spaces and vegetation also emerged as a priority, as residents expressed desire to make sure that central Kingston is aesthetically pleasing for the community.

## Introduction

The following report reviews resident input about the Kingborough Council Transform Kingston plan by analyzing a survey designed and deployed by Kingborough Council. The survey received 742 responses from the general public and 14 responses from business-sector stakeholders between December 3, 2021, and January 20, 2022. The survey findings are complemented by an analysis of organic social media discourse.

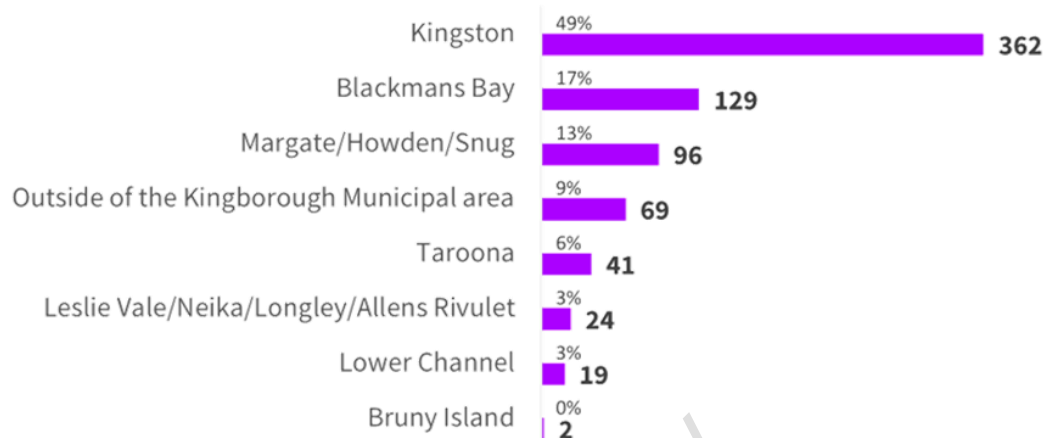
## Methodology

- The report offers an analysis of data collected from the Council's survey, social media, and news outlets. As such, it reflects the view and sentiment expressed by residents using these data sources.
- The analysis does not include sentiment and opinions expressed on private social media discussion boards and groups, only those expressed in fully public forums.
- The Zencity score looks at the number of interactions, which consists of all social media engagements (posts, tweets, likes, comments, shares, etc.). Therefore, the number of interactions reflects the discourse volume and the level of interest among residents expressing their views online.
- Our machine-learning algorithm classifies large amounts of interactions according to topic and sentiment — positive, negative, or neutral — which indicate satisfaction or dissatisfaction levels with particular issues. This model enables us to measure the attention or interest that specific issues attract and understand how community members perceived these issues.



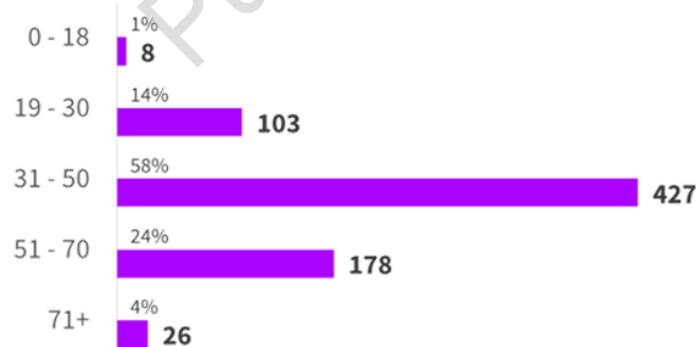
## General Public

### Residency

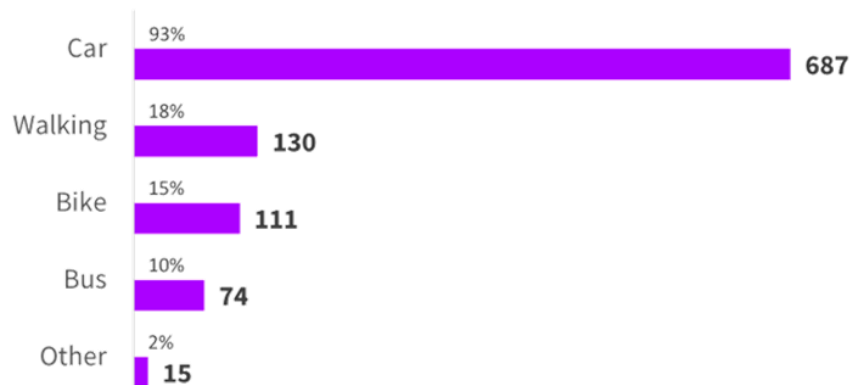


At 49%, nearly half of all respondents lived in Kingston. Other leading municipalities included Blackmans Bay (17%), and Margate, Howden, and Snug (13%).

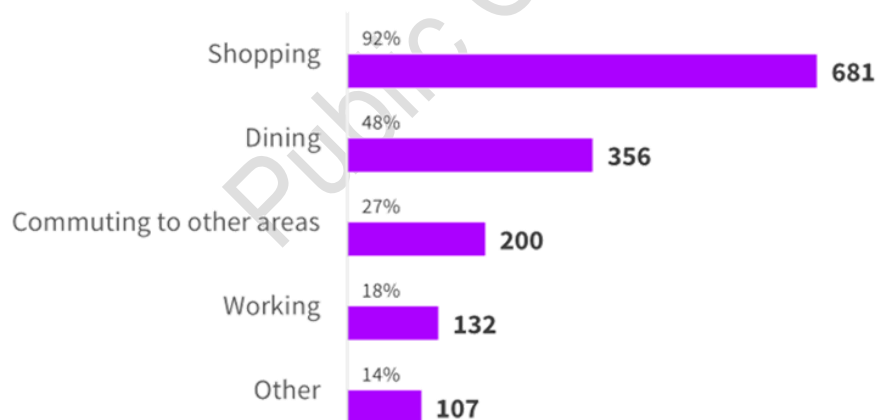
### Age



More than half (58%) of respondents were between 31 and 50. Overall, nearly three-quarters (73%) of respondents were 50 or younger.

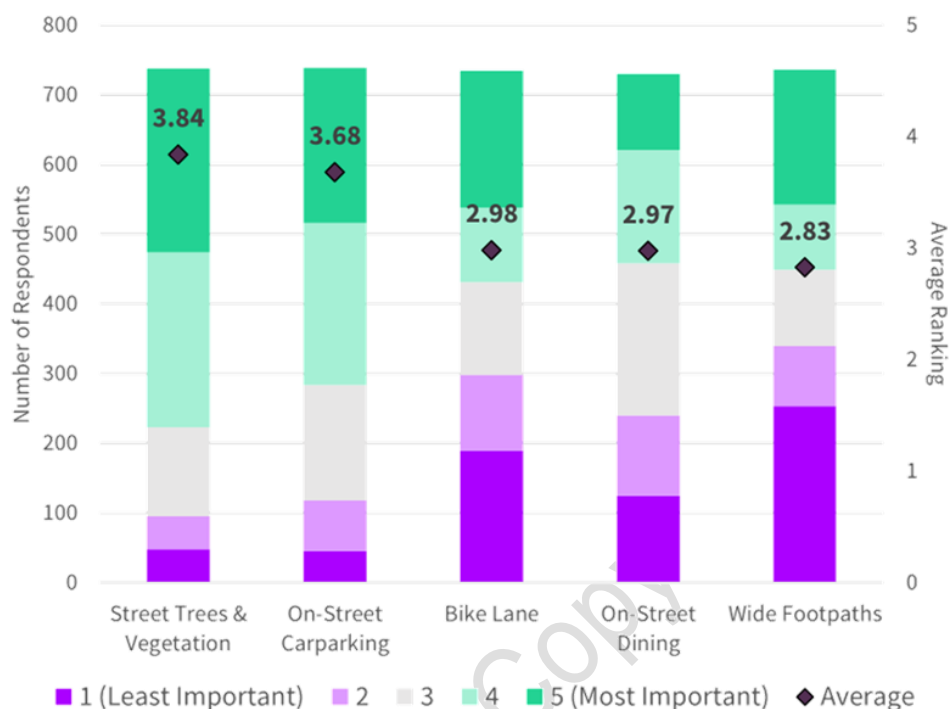
**Q1. How do you usually travel to Kingston CBD? (select all that apply)**

Almost all (93%) respondents usually travel to the CBD using a car. Less than a fifth of all respondents chose walking (18%) and biking (15%). Notably, almost a third of the respondents who chose “Other” that they would bike if the local cycling infrastructure was better.

**Q2. What are your main reasons for visiting Kingston CBD? (select all that apply)**

Shopping was the main reason for visiting the CBD for 92% of respondents. Almost half (48%) also visit the CBD for dining. Among the 14% who chose “Other,” some of the most popular reasons included medical appointments, fitness and exercise, bringing kids to playgrounds and parks, and visiting the library.

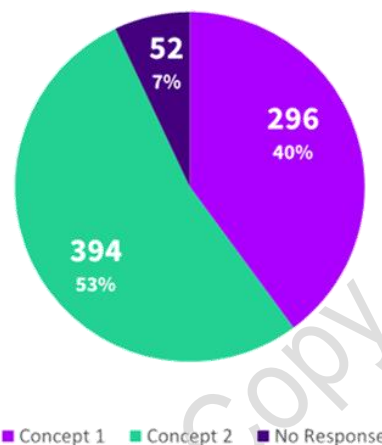
**Q3. How important are the following features to you in the upgrade of Kingston's Main Street?**



With an average ranking of 3.84 out of 5, street trees and vegetation were the most important feature for Kingborough Council residents in upgrading Kingston's Main Street. On-street parking came in second, with an average ranking 23% higher than the average ranking for bike lanes (3.68 and 2.98, respectively).

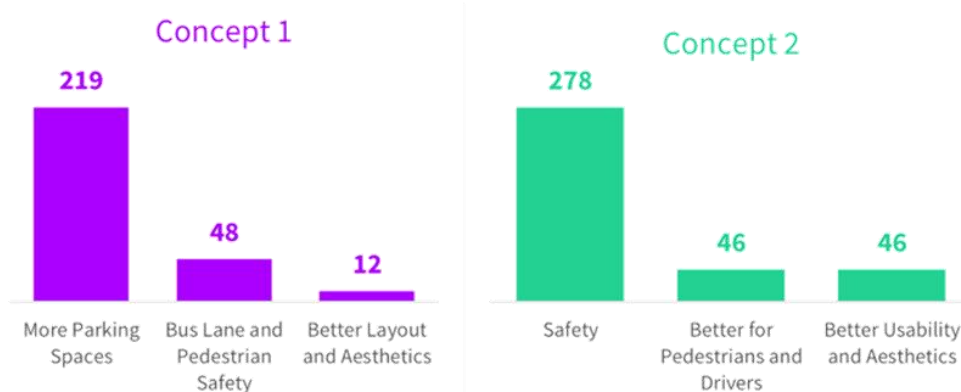
**Q4. Which of the two Design Concepts would be the most attractive and engaging for you?**

- ⇒ **Concept 1 - The uphill bike lane is located on the outside of the allocated parking space and bus zone. There are 19 parking spaces.**
- ⇒ **Concept 2 - The uphill bike lane is protected, running on the inside of the bus stop. There are 10 parking spaces.**



At 53%, a slight majority preferred Concept 2 and having a bike lane on the inside of the bus stop but fewer parking spots — 13 percentage points more than those who preferred having an uphill bike lane on the outside of the parking space and bus zone but with more parking spots. Another 7% did not respond to this question.

**Q4.1 Why is this your preferred option?**



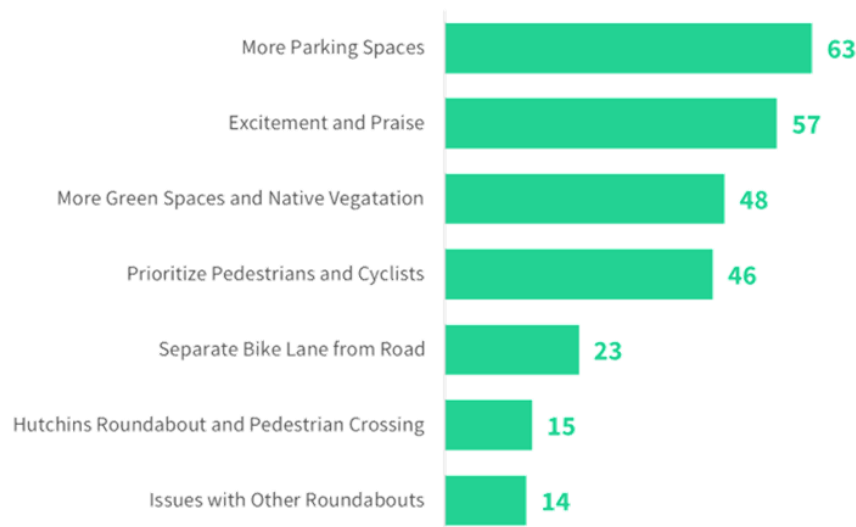
Among the 296 respondents in Q4 who preferred Concept 1, [276 shared their rationale through free-text responses](#), among which the most prominent justifications included:

- 🕒 **More Parking Spaces (219 responses)**: More than three-quarters (79%) of free-text responses supporting Concept 1 cited the advantage of having nine extra on-street parking spaces.
- 🕒 **Bus Lane and Pedestrian Safety (48 responses)**: Another 17% argued that the plan provides better visibility for everyone — bus drivers, people getting off buses, cyclists, and pedestrians, and especially the elderly and disabled — to know where everyone is and to be aware of each other.
- 🕒 **Better Layout and Aesthetics (12 responses)**: Finally, a small cohort preferred Concept 1 because they felt it had a more functional layout and was more aesthetically pleasing.

The majority in Q4 who chose Concept 2 also shared their input through [378 free-text responses](#):

- 🕒 **Safety (278 responses)**: Almost three-quarters (74%) of responses shared that Concept 2 would be safer for all, especially cyclists, who would benefit from a protected bike lane.
- 🕒 **Better for Pedestrians and Drivers (46 responses)**: Although to a lesser extent, some also believed that Concept 2 was equally beneficial for pedestrians (because of the extra space and fewer parking spaces) and drivers (who would be safely separated from cyclists).
- 🕒 **Better Usability and Aesthetics (46 responses)**: An equal number also supported Concept 2 because they believed it would be more attractive, usable, and family-friendly for the community.

**Q5. Are there any other comments you would like to add?**



Among the [372 responses](#) to this question, nearly three-quarters (72%) came from the following seven themes:

- More Parking Spaces (63 responses):** Almost a fifth (17%) of respondents stressed the need to have ample availability of parking spaces. Some specifically mentioned the car park on John St. that serves local businesses in the area.
- Excitement and Praise (57 responses):** Many others expressed a general excitement for the Transform Kingston plan and praised Council leadership for spearheading the development.
- More Green Spaces and Native Vegetation (48 responses):** Others argued that there should be more trees, greenery, and native vegetation in the area.
- Prioritize Pedestrians and Cyclists (46 responses):** Some expressed approval of the proposed measures to improve footpaths and pave more bike lanes. Additionally, some proposed implementing measures to reduce driving cars and create car-free zones for pedestrians only.
- Separate Bike Lane from Road (23 responses):** Respondents emphasized the need to separate the bike lane from the road using buffers such as trees or other physical barriers. Some of these responses also proposed that there should be another bike lane on the other side of the street as part of the development plan.

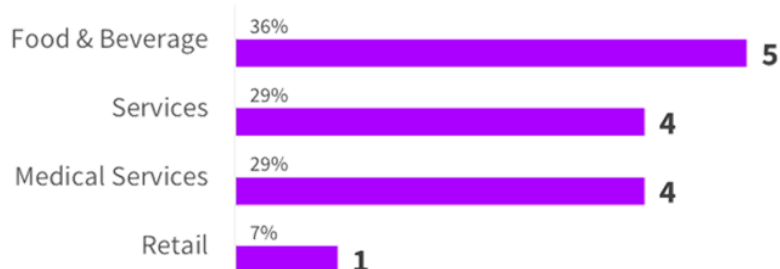


- 🔄 **Hutchins Roundabout and Pedestrian Crossing (15 responses):** Although most of these respondents approved of the roundabout on Hutchins St., some said the pedestrian crossing is too close to the roundabout, causes more traffic, and is a safety hazard.
- 🔄 **Issues with Other Roundabouts (14 responses):** Finally, a small cohort suggested improvements that could be made to existing roundabouts and complained that there are too many roundabouts in the area.

In addition to the themes outlined above, another 18% of responses came from the following more respondents who: argued for more bike lanes across Kingborough Council (10 responses), called to improve overall pedestrian safety (10 responses), lamented local traffic congestion (10 responses), expressed general support for Concept 2 (9 responses), called for wider footpaths (9 responses), disliked both Concept 1 and 2 (7 responses), requested more bus stops and shelters (5 responses), argued that there are too many pedestrian crossings (4 responses), and supported more seating, lighting, and shade installations on Kingston streets (4 responses).

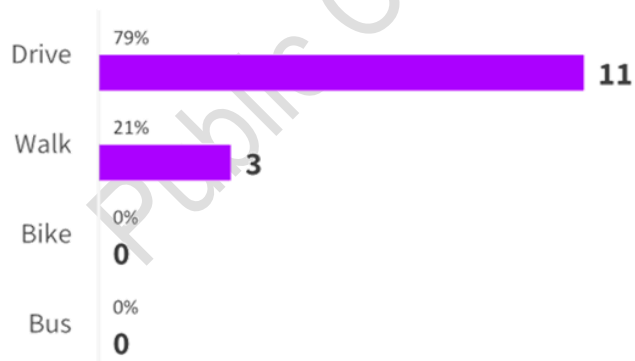
## Business Sector

### Q1. What area is your business involved in?



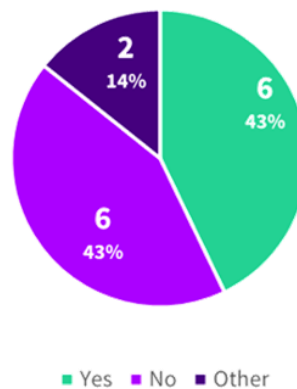
Just over a third (36%) of business-sector respondents were involved in the food and beverage industry. Another 29% each came from the services and medical services sectors.

### Q2. How do you think the majority of your customers get to your premises?



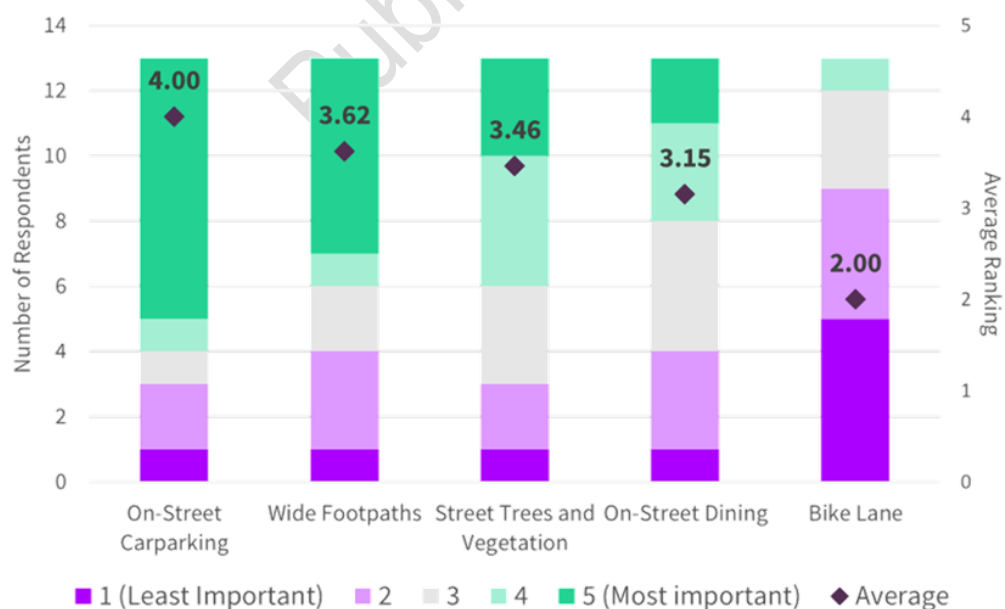
More than three-quarters (79%) of business-sector respondents believed that the majority of their customers get to their establishment by driving — slightly less than the 93% who said they usually travel to Kingston CBD by car in Q1 of responses from the general public (see p. 5).

### Q3. Will your business be impacted by removal of on street parking in Kingston?



Removal of street parking in Kingston appeared to have an equally positive and negative effect on the business sector, as six respondents each chose “Yes” and “No” to this question. One respondent who chose “Other” said they were unsure, while the other said the more parking available, the better.

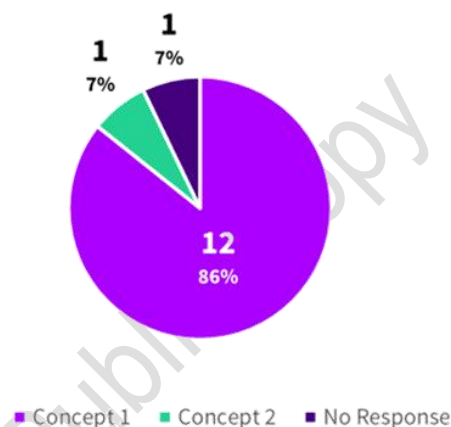
### Q4. How important are the following features to you in the upgrade of Kingston’s Main Street?



On-street parking was, by far, the most important feature for business-sector respondents as it relates to the upgrade of Kingston's Main Street. Conversely, bike lanes were the least important consideration, with no respondents assigning the highest priority level to this feature.

**Q5. Which of the two Design Concepts would be the most attractive and engaging for you?**

- ⇒ **Concept 1 - The uphill bike lane is located on the outside of the allocated parking space and bus zone. There are 19 parking spaces.**
- ⇒ **Concept 2 - The uphill bike lane is protected, running on the inside of the bus stop. There are 10 parking spaces.**



Unlike the general public, nearly all (86%) business-sector respondents preferred Concept 1, which allowed for more parking spaces.

**Q5.1 Why is this your preferred option?**

Virtually all business stakeholders cited the availability of more parking spaces for customers as their main reason for supporting Concept 1. One respondent preferred Concept 2 because it includes more trees and would be safer for bike riders.

**Q6. Are there any other comments you would like to add?**

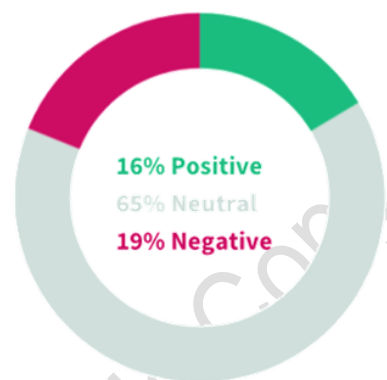
Of the four respondents who shared other comments, two said that parking in the CBD is often a struggle, even for business owners and employees. Another said that it would be unfair to prioritize bike infrastructure for the average cyclist above the needs of the more common need for parking space.

Public Copy

## Social Media Discourse

Between September 2021 and January 2022, online conversations about the [Transform Kingston project and the Kingston CBD](#) amassed 3K interactions, accounting for approximately 4% of the Council's discourse during the five months. At 84%, the overwhelming majority of interactions took place on the Council's Facebook page.

### Sentiment Overview: Transform Kingston



As depicted in the graph above, during the entire five months, negative sentiment in the discourse slightly outweighed positive sentiment (19% and 16%, respectively). However, resident satisfaction with the enacted and proposed changes to the area has lessened over time.

When the Council installed a temporary roundabout in central Kingston in September, positive sentiment measured nearly 3x negative sentiment (31% and 11%, respectively). Overall, residents [welcomed the roundabout](#) and believed it would be a beneficial addition to improving road safety in the community.

In January, when the Council solicited residents' responses for the Transform Kingston survey, the ratio flipped, as negative sentiment nearly tripled positive sentiment (26% and 9%, respectively). In the past month, resident dissatisfaction stemmed primarily from commenters expressing worry about the removal of parking spaces (especially the John St. carpark) and criticizing the Council's spending priorities.



## Conclusion and Takeaways

- More of the general public supported Concept 2 — which would include a protected bike lane at the expense of more parking spaces — but the opposite was true for the business sector. Whereas supporters of Concept 2 cited the benefits of enhanced safety, supporters of Concept 1 preferred having more parking spaces in the CBD.
- Concerns about limited parking also manifested online and were the leading driver of negative sentiment in conversations about Transform Kingston in the past month.
- Locals use cars to get to the Kingston CBD far more than bikes, indicating that the driving and parking infrastructure impacts a greater number of community members.
- The importance of parking availability was also reflected in responses to the closed-ended questions, as on-street parking was the most important feature for business-sector respondents and the second-most important for the general public. Conversely, on-street dining availability was far less important for both groups.
- Although to a lesser extent, a desire to see more green spaces and vegetation also emerged as a priority in the public's responses to closed-ended and open-ended questions. Both supporters of Concept 1 and 2 expressed a desire to make sure that central Kingston is aesthetically pleasing for the community.
- Finally, some used their free-text responses to advocate for an improved pedestrian, biking, and driving infrastructure throughout the Council — not just in the Kingston CBD.

## 15.2 KINGSTON TENNIS CLUB - GRANT REQUEST

**File Number:** 22.24

**Author:** Daniel Smee, Director Governance, Recreation & Property Services

**Authoriser:** Gary Arnold, General Manager

### 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 consider a request for funding from the Kingston Tennis Club.

### 2. BACKGROUND

- 2.1 The Kingston Tennis Club recently received advice that they had been successful in securing a grant of \$220,000 from the State Government's Improving the Playing Field program towards the cost of court upgrades.
- 2.2 The total cost of the project is \$261,000, with the Club to contribute \$35,000 and Tennis Tasmania the balance of \$6,000.
- 2.3 The Club has written to Council seeking funding support towards the project (see attached correspondence).

### 3. STATUTORY REQUIREMENTS

- 3.1 There are no statutory requirements associated with this matter. Council has no obligation to contribute funds towards this project and the argument for support is largely one of equity across sporting clubs in Kingborough.

### 4. DISCUSSION

- 4.1 The Kingston Tennis Club has a lease over Council owned land within the Kingborough Sports Precinct upon which it has constructed six courts and clubroom facilities.
- 4.2 The Club owns all the assets on the land and is fully responsible for their maintenance, replacement and upgrades. Accordingly, any financial contribution from Council can only be in the form of operational funds, as any asset improvements cannot be capitalised.
- 4.3 The Club has been pursuing funding for the upgrade of its courts for a number of years, including an unsuccessful application to the 2019 Sport & Recreation Major Grants Program that was supported by a Council commitment of \$50,000 (Minute C693/20-19 refers).
- 4.4 Whilst the current request for financial assistance from the Club does not specify an amount, it is understood from a recent meeting that \$35,000 is sought from Council as a contribution towards the project.

- 4.5 Given that the project is fully funded with a fixed price quotation, Council's contribution would offset the amount of club funds required for the project, as well as providing a contingency for any variations that may arise during implementation.
- 4.6 For most projects of this nature a contingency of 10% would be applied, which in this instance would total \$26,000 and it is suggested that this amount should be the upper limit of any financial support provided by Council.
- 4.7 Although the Kingston Tennis Club is member based, there is provision for public usage of their courts via a new online booking system and part of the planned upgrade is to make their facilities more accessible for people with a disability.
- 4.8 Other than discounted lease rental, the Club does not receive any other operational support from Council and in the context of the level of support provided to users of Council's sports grounds, there is merit in providing financial assistance to the court upgrade.
- 4.9 The options in relation to the provision of Council support are identified as follows:
- i) Provide an unconditional grant of \$35,000 as a contribution towards the project; or
  - ii) Underwrite the project by providing a guarantee of funds to cover any contingency required to complete the works (ie Council would only provide funds towards the project if required to cover variations); or
  - iii) Provide an amount of \$26,000 as a 10% cover for contingency and any other costs.
- 4.10 Taking into account the issues associated with this request, Option 3 is considered to be the most appropriate response for Council.

## **5. FINANCE**

- 5.1 It is recommended that \$26,000 be provided from the 2021/22 operational budget, rather than including the item in the following financial year.

## **6. ENVIRONMENT**

- 6.1 There are no environmental considerations relating to this matter.

## **7. COMMUNICATION AND CONSULTATION**

- 7.1 Club representatives have held a number of meetings with the Mayor and Council staff in relation to this matter.

## **8. RISK**

- 8.1 Commencing a project of this magnitude without a contingency amount in place is a risk that is not recommended – particularly in the current environment in which the cost of materials is increasing without warning.

## **9. CONCLUSION**

- 9.1 The Kingston Tennis Club has been successful in securing a \$220,000 grant from the State Government towards the upgrade of their courts.

- 9.2 Whilst the club has funds to cover the full cost of the project (\$261,000), there is no contingency in place, and it is considered appropriate that Council provide a contribution of \$26,000 for this purpose.

#### **10. RECOMMENDATION**

That Council provide an amount of \$26,000 to the Kingston Tennis Club from its 2021/22 operational budget as a contribution towards the cost of upgrading their court facilities.

#### **ATTACHMENTS**

- 1. Tennis Club Funding Request**

Public Copy



**Kingston Tennis Club Inc.  
PO Box 193  
Kingston 7051**



11<sup>th</sup> March 2022

Good afternoon, Daniel, & Mayor Wriedt,

I'm extremely pleased to advise that The Kingston Tennis Club Inc has been successful in their application for funding from the State Government 2021/22 Improving the Playing Field Grant Program and will be receiving \$220,000 towards the cost of court upgrades at the facility.

On this basis I write to request further consideration by Council of funding support for the project.

Thank you

Trish Jay  
President  
The Kingston Tennis Club Inc

Peter Hodgman  
Patron  
The Kingston Tennis Club Inc

Public Copy

---

Phone: 03 6200 4873  
Address: 7-10 Kingston View Drive (past the Kingborough Sports Centre)  
Email: [info@kingstontennisclub.com.au](mailto:info@kingstontennisclub.com.au)  
Web: [www.kingstontennisclub.com.au](http://www.kingstontennisclub.com.au)

### 15.3 BIODIVERSITY OFFSET POLICY

**File Number:** 12.155

**Author:** Liz Quinn, NAB Coordinator

**Authoriser:** Jon Doole, Manager Environmental Services

#### 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.

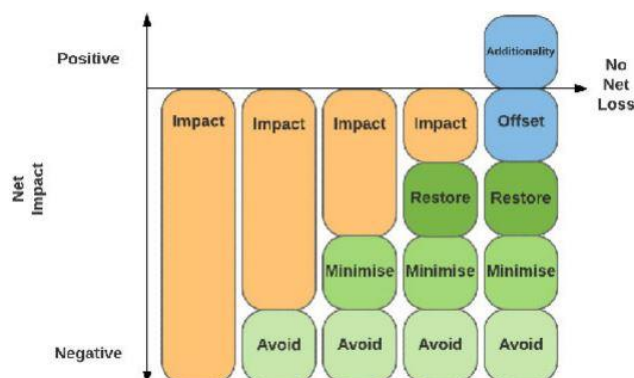
#### 1. PURPOSE

- 1.1 This report provides a response to the Notice of Motion moved by Cr Wriedt regarding a review of the Biodiversity Offset Policy. The Notice of Motion (C648/24-2021) included a request to increase the rate of financial offsets for the removal of high biodiversity values.

#### 2. BACKGROUND

- 2.1 Council first started using biodiversity offsets in 2003, largely through requirements of the Forest Practices System. In 2010 Council endorsed its own Biodiversity Offsets Policy.
- 2.2 This policy was last reviewed and subsequently endorsed by Council in 2016. The update included references to several new documents, including the Southern Tasmania Regional Land Use Strategy (STRLUS), the release of Regional Offset Guidelines and the current planning scheme (KIPS 2015).
- 2.3 The review also resulted in simplification of the replacement ratios used to calculate an offset and factored in an administration cost (set at 20%) to the financial offset rates.
- 2.4 Biodiversity offsets are defined as:

‘Measures that compensate for the residual adverse impacts of an action on the environment, when alternatives and options to avoid those impacts have been exhausted and it is still considered desirable for other economic, social or environmental reasons for the action to proceed’ (Pitt & Sherry 2011, Regional Offset Guidelines).



**Figure 1. Mitigation Hierarchy for biodiversity offsets (Matthies & Laininen, 2017)**

- 2.5 Figure 1 demonstrates that offsetting is considered the final stage in a mitigation hierarchy, whereby predicted biodiversity impacts must first be avoided, minimised and restored by developers, before any remaining impacts are offset.
- 2.6 All Australian states and territories, as well as the Commonwealth, have legislation and policies that determine a biodiversity offset scheme. While the mechanism for implementing offsets varies across jurisdictions, the aim is similar and that is to achieve 'no net loss' or a 'net gain' in overall biodiversity value.
- 2.7 In most states, the head of power for environmental offsets is in state based legislation and policy. In Tasmania the situation is more complex with offsets being utilised in five pieces of legislation. Local Government has a role in imposing offset conditions in Victoria, NSW, NT, QLD and Tasmania.
- 2.8 Council's Biodiversity Offset Policy provides a consistent and transparent framework to developers and businesses where an impact on a significant biodiversity value is unavoidable.
- 2.9 Priorities for biodiversity conservation are influenced by the concepts of irreplaceability and vulnerability. The priority values used in Council's offset policy are defined in the Planning Scheme and largely align with State and Commonwealth Government priorities set out in legislation.
- 2.10 The policy currently allows offset proposals to include direct and indirect actions to achieve the net environmental gain. In most situations direct actions are an essential part of the offset proposal. These include protecting in perpetuity the remaining areas on the site with the same values or protecting an area with comparable values to those being lost on a different site. These direct offsets can often also include restoration and revegetation actions at the site.
- 2.11 Indirect offsets include the implementation of management plans, research, survey work and financial contributions to the Kingborough Environmental Fund. Due to the time lag and lack of certainty with indirect offsets, they are only an option where the losses are small, and it can be demonstrated that there will be a more significant and strategic conservation outcome through the pooling of funds.

### **3. STATUTORY REQUIREMENTS**

- 3.1 The Regional Offset Guidelines were developed by the Southern Tasmanian Councils Authority (STCA) and provide high level guidance on what makes a good offset through the identification of offset principles. Under the KIPS 2015, offsets must be consistent with both the Regional Offset Guidelines and Council's Biodiversity Offset Policy.
- 3.2 The KIPS 2015 establishes the legal head of power for offsetting. These requirements essentially specify when an offset is necessary for Council to exercise its discretion and allow a development or tree removal to proceed.
- 3.3 The Offset Policy provides the operational and procedural detail for implementation of the offset requirements including:
  - procedures for offsetting.
  - how big an offset needs to be relative to the loss, referred to as the replacement ratio.
  - what the offset options are, and
  - rates for financial contributions.

#### 4. DISCUSSION

- 4.1 The Biodiversity Offset Policy is due for a full review. This report is a precursor to that review to respond to Cr Wriedt's Notice of Motion, setting out the aspects that the review will focus on and the timeline.
- 4.2 The Notice of Motion recommended an increase to the rates of financial offsets in the policy. The rates were increased by 20% in 2016 to include an allowance for administration of offsets. This includes management of the Kingborough Environmental Fund (KEF), project management and offset monitoring and auditing.
- 4.3 A review of offset frameworks across Australia has determined that there are various metrics and models used to determine a financial offset. These range from highly complex economic models in the NSW Biodiversity Offset Scheme to simpler estimates of the current market cost of obtaining the offset (for example the cost of securing a new reserve with comparable bushland). The larger statewide offset schemes in Victoria, NSW and Queensland have set up offset markets which determine the cost of a hectare of a particular type of bushland or threatened species habitat. These markets use a variety of tools including land brokering services through to biodiversity banking schemes, where credits are generated through conservation activities on a property and subsequently traded within a market framework. There are many benefits to this approach as it provides certainty that an offset site is available, reduced the time lag between the impact and the offset delivery and utilises the true market cost of securing the required offset.

The Melbourne Strategic Assessment is a new scheme set up by the Victorian Government which established a legislative framework for the existing Melbourne Strategic Assessment program. The offset rates in this program are very high but only apply to significant developments such as subdivision and infrastructure projects. It imposes a levy to fund mitigation measures for impacts on biodiversity caused by the development of Melbourne's growth corridors. The levy for the loss of scattered trees is \$18 999 per tree and \$136 688 per hectare for clearing native vegetation ([msa.vic.gov.au](http://msa.vic.gov.au)).

- 4.4 This review of financial contributions has considered a number of methodologies so as to avoid under- or over-pricing. Determining the cost needed to deliver the gains required to acquire and manage the offset is difficult without an offset market. The true cost of an offset will also vary depending on the size, quality and rarity of the value being sought. For example, the critically endangered black gum forest community (*Eucalyptus ovata* forest and woodland) often occurs on lowland, fertile flats perfect for agricultural and residential developments. This community type has therefore been preferentially cleared and as a result it is difficult to find large areas of it, and it often occurs on high value land. Due to the variability of all these factors, it is difficult to provide approximate rates for securing offsets. However, at a municipal level the offset market is too small to support a market driven scheme.
- 4.5 An options paper developed for the Great Barrier Reef Trust (Dutson, 2015) outlines a range of possible options for determining the financial cost of achieving an offset. These include:

Offset calculation method	Issues
A scaled fee based on the project budget	Not correlated with scale of the impact
A scaled fee based on the development footprint	Not correlated with cost of offsetting residual impacts
Valuation study of loss for each project	Provides highly variable rates, time-consuming and expensive



Offset calculation method	Issues
Cost of advanced offsets	Outcomes are fully demonstrated, transparent. Determined by market demand and availability
Cost of anticipated offsets	Most common method. Currently used by Council and delivered by KEF. Costs of achieving offset estimated. Ecological risk due to time-lag and availability of value.

- 4.6 One of the most effective approaches is to pay for pre-delivered 'advanced offsets' from a 'bank' (Dutson et al 2015). Advanced offsets are used in Victoria and NSW and require the development of a functional biobanking system so the offset sites are in place prior to the losses occurring. This option is not suited to the scale of offsetting in Kingborough.
- 4.7 The method of anticipated offsets currently used by Council is consistent with other State Government schemes and the Australian Government's EPBC Policy. Offset actions need to be fully costed to ensure offset providers (Council or private landowners) do not need to contribute in-kind to the offset. This includes the cost of monitoring, auditing, evaluation and reporting.
- 4.8 A review of the cost of securing biodiversity offsets through the KEF over the past three years has been considered in setting new financial rates. The cost of revegetation activities that are commonly used to offset tree removals were found to be higher than the current base rate of \$250 per high conservation value tree. Trees are offset at a ratio of 1:5, for every one tree removed the offset requires five trees to be planted to lessen the risk that the trees won't survive to maturity.

The true revegetation costs for 5 trees includes:

- project management,
- site preparation,
- plant protection,
- annual plant maintenance for the first five years post planting and then five yearly over the lifetime of the trees.

To date most revegetation sites are on Council land. Where sites are on private land the cost increases slightly due to increased project management costs and setting up a Part 5 Agreement to secure the site. The current cost to plant and maintain five trees is averaged at \$300. This is an increase of \$50 to the current rate of a high conservation tree.

- 4.9 Very high conservation trees are large, mature trees that can provide nesting habitat for threatened birds and other mammals. The loss of these trees is important to offset as hollow availability is a driving factor in a species ability to produce young. The time lag from planting an offset tree to the creation of hollows, seventy plus years on, creates uncertainty as to if the offset is achieving equivalence for the values lost. The KEF will be using nest boxes and carved hollows to provide interim nesting opportunities as an additional offset measure for the loss of very high conservation trees. The cost of nest box construction and installation is factored into the higher offset rate for this category of trees.
- 4.10 The current rate of \$12 000 per hectare relates to the removal of high and moderate biodiversity values which include the clearance of a threatened native vegetation community of significant habitat for a threatened species. Offsets held by the KEF for

the loss of these values have predominantly been achieved by securing new conservation reserves on private land. As described in 4.4, the cost of securing new reserves is related to the rarity of the vegetation type being targeted and the willingness of landowners to voluntarily enter into conservation covenants. As a result, as is commonly reported for covenanting programs, the cost of securing a hectare of land varied widely (Syneca, 2007). The first round of new reserves in the KEF, which has secured 240ha of offsets, has relied on finding landowners who are willing to voluntarily put land aside for conservation. Most of the state-run covenanting programs have paid incentive payments to landowners to encourage them to enter into a conservation covenant. Some landowners have intimated that would require incentive payments to enter a conservation covenant under the KEF. It is possible in the future that the cost of securing private conservation reserves will increase for certain vegetation types.

- 4.11 It is recommended that the financial offset rates are increased to include the Consumer Price Index increase since December 2016 which is 13.6%. Table 2 indicates the new rates with CPI applied.

Value	Current Rate	Proposed Rate	CPI applied (13.8%)*
<b>Very high conservation tree</b>	Up to \$500	Up to \$500	Up to \$570
<b>High conservation tree</b>	Up to \$250	Up to \$300	Up to \$340
<b>High and moderate priority biodiversity value</b>	\$12 000 per hectare (subject to replacement ratios)		\$13 650 per hectare

\*Figures rounded

## 5. FINANCE

- 5.1 The new rates proposed in this report, if accepted as part of the broader Biodiversity Policy Review, reflect a modest increase to the cost of offsetting predominantly related to the CPI increase since 2016.
- 5.2 The implementation of the offset policy following the review is unlikely to add additional expenditure to Council.

## 6. ENVIRONMENT

- 6.1 The conservation of endangered animals, plants and ecosystems is one of the greatest environmental challenges facing Kingborough. Using biodiversity offsets, Council can balance out the loss of biodiversity resulting from continuing development and tree removals. The proposed amendments to the Policy will continue the positive impact on the natural environment by ensuring adverse impacts are offset in a consistent, efficient and equitable manner, where development impact cannot be avoided.

## 7. COMMUNICATION AND CONSULTATION

- 7.1 The Biodiversity Offset Policy will undergo a full review including targeted consultation with ecological consultants who implement the policy.
- 7.2 The policy will be made available to the public on Council's website.

## 8. RISK

- 8.1 The review of the current financial rates set with this policy have been carefully considered following a review of biodiversity offset scheme across the country. The current rates are set by a widely accepted method and reflect the current cost of delivering equivalent offsets to the values lost.

## 9. CONCLUSION

- 9.1 Financial offsets are a small part of the overall mitigation hierarchy where impacts on natural values are to be avoided, minimised, restored on site and then any residual impact, offset. Financial offsets are only available for small losses or where a cumulative offset is deemed more beneficial.
- 9.2 This report provides a summary of a review of options and rates used to set financial offsets in Australia.
- 9.3 The current method of calculating the rates by anticipating the cost of achieving an equivalent offset outcome following a loss is widely accepted where an offset market is not operating.
- 9.4 The financial rate for the loss of high conservation trees is recommended to be increased as it does not cover the full cost of achieving the offset. All rates should be increased by CPI which is 13.8% since they were last set in 2016.
- 9.5 The Biodiversity Offset Policy requires a full review informed by consultation with technical experts and key users.

## 10. RECOMMENDATION

That Council:

- 1) Notes and supports the review of financial rates used in the Biodiversity Offset Policy and;
- 2) Notes a full review of the Biodiversity Offset Policy is to be presented to Council in July 2022.

## References:

Biodiversity Conservation Trust. NSW Government. March 2022. [www.bct.nsw.gov.au](http://www.bct.nsw.gov.au)

Dutson, G., Bennun, L., Maron, M., Brodie, J., Bos, M., Waterhouse, J. 2015, 'Determination of suitable financial contributions as offsets within the Reef Trust', Unpublished report of The Biodiversity Consultancy Ltd, 3E King's Parade, Cambridge, CB2 1SJ, U.K.

Forest Practices Authority 2017, 'The use of offsets to compensate for the significant loss of biodiversity values within forest practices plans', Policy of Forest Practices Authority.

Huon Valley Council Biodiversity Offset Policy. 2021. Huon Valley Council

Matthies, B & Laininen, 2017. 'How private finance can raise efficiency in conservation area' Environmental Finance.

Melbourne Strategic Assessment. Victorian Government. March 2022. [www.msa.vic.gov.au](http://www.msa.vic.gov.au)

Syneca Consulting 2007, 'Review and Evaluation of the Tasmanian Private Forest Reserves Program' Final Report for DPIPW.

## 15.4 REQUEST FROM CLARENCE CITY COUNCIL TO AMEND THE SOUTHERN TASMANIAN REGIONAL LAND USE STRATEGY

**File Number:** 17.01

**Author:** Adriaan Stander, Strategic Planner

**Authoriser:** Tasha Tyler-Moore, Manager Development Services

### 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 Clarence City Council has requested an amendment to the Southern Tasmania Regional Land Use Strategy (STRLUS) by expanding the Urban Growth Boundary (UGB) for the “Skylands” development at Droughty Point.
- 1.2 Requests for amendments to a regional land use strategy must be supported by all councils within the region.
- 1.3 The purpose of this report is to provide Council with a brief overview of the request and to recommend that Council indicate concern with the lack of detail provided with the application but provides in principle support for the proposal to proceed.

### 2. PROPOSAL

- 2.1 Clarence City Council has requested an amendment to STRLUS by expanding the Urban Growth Boundary (UGB) for the Skylands development located at the Droughty Point Peninsula.
- 2.2 The Skylands development is a proposed master planned estate offering “*a sustainable lifestyle and development opportunities*” consisting of 6 neighbourhoods with activity centres that provide residents with the ability to shop, work and play within a 15-minute walk (1200 metre centre to edge) from home, with access to safe walking, cycling and transportation options. The proposed Master Plan and Neighbourhood Structure is illustrated in Figure 1. The application states that the design of the master plan is influenced by the inherent undulating landscape character and slopes creating a fluid visual line that completes the look of the surrounding ‘urban amphitheatre’. Given the size and width of the peninsula, and the proposed locations of the neighbourhoods and their centres, the proposed master plan encroaches into the UGB on the ridgeline and the application seeks to modify the UGB with varied contours to be established at the edges of the neighbourhoods, rather than at a fixed contour line. The proposed change to the UGB will allow for an additional urban area of approximately 58ha.
- 2.2 A link to the relevant supporting information and master plan documentation is provided below.

[Skylands Masterplan” - Urban Growth Boundary Amendment Consultation | Your Say Clarence \(ccc.tas.gov.au\)](https://ccc.tas.gov.au/SkylandsMasterplan)





**Figure 1 – Master Plan; Neighbourhood Structure**

(Source – Skylands Master Plan Report, 16 Feb 2022)

### 3. STATUTORY REQUIREMENTS

- 3.1 The Tasmanian Planning Scheme applies to the Clarence Local Government Area and therefore the following provisions of the *Land Use Planning and Approvals Act* apply.
  - 3.1.1 In accordance with Section 5A(3) the Minister for Planning may declare a regional land use strategy.
  - 3.1.2 Section 5A(6) specifies that the Minister must keep all regional land use strategies under regular and periodic review.
  - 3.1.3 Section 34(2)(e) requires that the Local Provision Schedules (LPSs) be, as far as practicable, consistent with the relevant regional land use strategy.
- 3.2 There is no formal statutory process for individuals or planning authorities to apply to amend the STRLUS.

#### 4. DISCUSSION

- 4.1 The strategic directions, policies and actions contained within the STRLUS aim to deliver sustainable settlements that are integrated across the region. The strategy represents the agreed and approved strategic directions for the 'entire' southern region and provides certainty to the broader community, infrastructure providers and governments as to medium and long-term investment decisions.
- 4.2 Despite LUPAA specifying that the Minister must keep all regional land use strategies under regular and periodic review, a thorough review of the STRLUS has not been undertaken since implementation in 2011.
- 4.3 Councils across the state are experiencing increasing development pressure and since the implementation of the STRLUS there have been significant changing trends in population, housing, transportation and traffic management, infrastructure and other planning issues within the southern region of Tasmania. The lack of available housing (and particularly affordable housing) in the Greater Hobart Metropolitan exacerbates the need for an urgent review of the STRLUS. The work that is currently being completed as part of the Greater Hobart MetroPlan will inform the anticipated review of STRLUS.
- 4.4 A key component of the MetroPlan will be a long-term Settlement Strategy for Greater Hobart, backed up by analysis to guide planned sequenced growth in potential growth areas, and areas for urban renewal and densification over coming years. The MetroPlan is using demand and land supply information to determine if Greater Hobart can accommodate the expected demand for additional dwellings in the next 30 years. This process will also determine if a revised infill/greenfield land development ratio is required and how it might be best implemented across Greater Hobart. The MetroPlan is anticipated to be released in the first half of 2022.
- 4.5 Even though there is no formal statutory process for individuals or planning authorities to apply to amend the STRLUS, the Department of Justice, Planning Policy Unit has released an information *sheet 'RLUS1 – Reviewing and Amending The Regional Land Use Strategies'*. While non-statutory, the information sheet provides information on when and under what circumstances the regional land use strategies may be reviewed and amended. It also sets out the requirements and process for reviewing and considering amendments. In short, any request to modify the UGB contained in the STRLUS, must provide a holistic overview and analysis of current residential land supply and demand for the region in its entirety.
- 4.6 The information sheet also recognises that amending a regional land use strategy is not always the most appropriate course of action to facilitate use and development within a region. In the first instance use and development should be directed to those agreed areas identified in the relevant strategy. In addition to the standard application requirements for amendments to a regional land use strategy, it must also be supported by all councils within the region.
- 4.7 While the request by Clarence City Council indicates that the amendment to the UGB may be reasonable to address current residential land supply issues at the local level, the potential impacts on the Growth Management Strategies of the STRLUS and available land supply across the region have not been modelled. The proposal may therefore require additional modelling/analysis to demonstrate compliance with the *RLUS1 guideline*.
- 4.8 Notwithstanding the above, it is agreed that the proposed master planned development is underpinned by good sustainable design principles and will ultimately contribute to housing supply and choice in the Greater Hobart Metropolitan Area. Consequently, it is recommended that Council provide in principal support for the application to proceed.

Council will have another opportunity to provide comment once the Minister of Planning has considered the application and before a final decision on the UGB is made.

## **5. FINANCE**

5.1 There are no financial implications associated with this report and recommendation.

## **6. ENVIRONMENT**

6.1 There are no environmental implications associated with this report and recommendation

## **7. COMMUNICATION AND CONSULTATION**

7.1 Requests for an amendment to a regional land use strategy must be supported by all councils within the region. As Kingborough Council is one of the southern region councils, Clarence City Council is seeking Kingborough Council's support for the proposals.

7.2 The process to amend the regional land use strategies also requires that the Minister of Planning approach Council directly for comment. If the proposals proceed, Council will have another opportunity to provide comment.

## **8. RISK**

8.1 There are no risks associated with this report and the recommendation.

## **9. CONCLUSION**

9.1 Clarence City Council have requested an amendment to the Southern Tasmania Regional Land Use Strategy (STRLUS). Requests for amendments to a regional land use strategy must be supported by all councils within the region.

9.2 While the information provided by Clarence City Council indicates that the proposed amendment to STRLUS may be reasonable to address current residential land supply issues at the local level, the potential impacts on the Growth Management Strategies of the STRLUS and available land supply across the region have not been modelled.

9.3 It is recommended that Council indicates concern with the level of detail provided by Clarence City Council, but provides in principal support for the application to proceed and to be processed as per the *RLUS1 guideline*.

9.4 Council will have another opportunity to provide comment once the Minister has considered the application and before a final decision is made.

## **10. RECOMMENDATION**

That Council express concern with the lack of detail provided with the request of Clarence City Council to amend the Urban Growth Boundary to accommodate the Skylands development, however, provides in principle support for the application to proceed.

## **ATTACHMENTS**

Nil

## 15.5 COMMUNICATIONS AND ENGAGEMENT POLICY

**File Number:** 12.78

**Author:** Dr Katrena Stephenson, Director Environment, Development & Community Services

**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 updated Communications and Engagement Policy and Framework (which incorporates aspects of the previous Corporate Communications Strategy) and Annual Action Plan.

### 2. BACKGROUND

- 2.1 The Communications and Engagement Policy and related supported documents were endorsed by Council on 11 February 2020 having been developed in consultation with community members, councillors and staff.
- 2.2 The documents are still largely relevant and suitable, but opportunity has been taken to consolidate the Framework and Strategy for ease of reference and remove the more changeable priority actions to an annual operational plan.

### 3. STATUTORY REQUIREMENTS

- 3.1 S.20(2) of the Local Government Act 1993 states, "in performing its functions, a council is to consult, involve and be accountable to the community".

### 4. DISCUSSION

- 4.1 Communications and Engagement Policy: changes are mostly minor, seeking to clarify definitions, the ways staff will be supported in their engagement activities, reflects changed and new roles at Council, and reflects a more mature and ongoing commitment to communication and engagement as well as practical considerations.
- 4.2 Communications and Engagement Framework: this document now includes some matters previously incorporated in the Corporate Communications strategy to reduce duplication and provide a single repository to guide staff in communications and engagement activity. As with the Policy there have also been minor changes to provide clarity of meaning, reflect changes in staffing and in practice.
- 4.3 The Framework still ensures a consistent approach to both communications and engagement across all aspects of Council, as well as 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.



- 4.4 The framework now also lays out communication tools and processes.
- 4.5 A review is currently underway in relation to the tools and templates created to assist officers in developing communications and engagement strategies for specific projects. Updated tools will be accessible to staff through the intranet.
- 4.6 The Annual Priority Action Plan: this is an operational document to complement the Policy and Framework and support continuous improvement in Council's communications and engagement practice.
- 4.7 The Crisis Communications Strategy is currently being reviewed but will be left as a stand-alone document (with reference in the framework).

## **5. FINANCE**

- 5.1 Costs associated with the implementation of the Communications and Engagement Strategy are funded by the current operational budget or incorporated within project costs.

## **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 Policies and Framework will be made available on the Website and Staff Intranet.

## **8. RISK**

- 8.1 The only risks relate to the difficult balancing act between the understanding of the benefits of best practice engagement and the realities of time and resourcing pressures. The framework helps officers determine how to consider competing priorities and clearly articulate the scope of their engagement to help manage community expectations.

## **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.
- 9.3 The aim of the Annual Priority Action Plan is to identify key activities to support communication and engagement.

## **10. RECOMMENDATION**

That Council:

- (a) Adopt the Communications and Engagement Policy and Communications and Engagement Framework.
- (b) Note the Annual Priority Action Plan for 2022-23.

## **ATTACHMENTS**

- 1. **Communciations and Engagement Policy with Tracked Changes**
- 2. **Communications and Engagement Policy for Approval**
- 3. **Communciations and Engagement Framework (combined document)**
- 4. **Priority Action Plan 2022-23**

Public Copy

## EXISTING POLICY WITH TRACK CHANGES



Policy No: 1.3  
 Approved by Council: ~~January 2020~~ April 2022  
 New Review Date: ~~January 2022~~ April 2025  
 Responsible Officer: ~~Communications and Engagement Advisor~~ Director Environment, Development & Community Services

Minute No: ~~C128/2-2020~~TBA  
 ECM File No: ~~12.78-25.25~~  
 Version: ~~1-0~~ 2.0

## Communications and Engagement Policy

POLICY STATEMENT	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>1.6 <del>Council's engagement projects will seek input from community members and stakeholders in designing how they participate as appropriate.</del> <u>Council's engagement projects will seek in put from community members and stakeholders when designing appropriate participation methods.</u></p> <p>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.</p> <p>1.8 Major decisions will continue to be subject to debate and a vote at Council Meetings.</p> <p>1.9 This policy has been developed to <del>provide support</del> a consistent approach across Council to communicate and engage with the community.</p> <p>1.10 This policy will contribute to the improvement of knowledge and skills of staff, and coordination of communications and community engagement.</p> <p>1.11 The community expects that Council will listen to its views, priorities, needs and expectations and to be provided with opportunities for participation. <del>Local government authorities- Councils</del> are accountable to their communities and that accountability depends on people's understanding of Council's role and decision-making processes.</p> <p>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.</p>
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. <u>There may be subcommunities within a larger community with particular needs and interests.</u></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 <u>(directly or indirectly)</u>, have a specific interest in, or influence over, a council decision or issue under consideration. <u>This includes people, organisations, businesses or agencies within or external to the municipal area.</u></p>
<b>OBJECTIVE</b>	<p>3.1 Council aims to make sure its strategies and processes will:</p> <ul style="list-style-type: none"> <li>▪ Promote the contribution Council makes to the quality of life for ratepayers and residents;</li> <li>▪ Keep ratepayers and residents informed about services and opportunities provided by Council;</li> <li>▪ Manage Council's reputation by promoting <del>the</del> Council's role and maintaining good relationships with the media;</li> <li>▪ Build a sense of place through the positive promotion of Kingborough and life in the municipality;</li> <li>▪ Use a variety of methods to communicate and to provide information in formats that accommodate the needs of all residents, <u>ratepayers</u> and consumers;</li> <li>▪ Engage and listen to Kingborough's residents and consumers through effective engagement;</li> <li>▪ Encourage ratepayers and residents to participate in Council's engagement projects;</li> <li>▪ Develop and maintain a <del>e</del>Council approved framework for engagement practices and principles based on procedural fairness, transparency and accountability;</li> <li>▪ <u>Train-Support</u> staff to engage with community members and stakeholders <u>through training, expert advice and the provision of</u> <del>by using</del> simple and effective tools;</li> <li>▪ Provide a clear and consistent approach <u>to engagement</u>, which <del>will make sure</del> <u>supports</u> stakeholders and <del>then</del> community members <del>are</del> <u>involved</u> in projects relevant to them <u>making sure they and</u> contribute to decision-making;</li> <li>▪ Analyse and report outcomes of engagement activities; and</li> <li>▪ Focus on collaboration when addressing contentious issues.</li> </ul> <p>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.</p>
<b>SCOPE</b>	<p>4.1 This policy applies to the implementation of <del>the</del> Council's Strategic Plan <del>2020-2025</del> and the development of <del>the</del> Council <del>policies</del>, strategies <u>and policies and the delivery of</u> <del>and</del> infrastructure, major projects, <del>issues and interests</del>, and service delivery to benefit <del>the wellbeing of</del> Council communities.</p> <p><u>4.2 The General Manager and the Director Environment, Development and Community Services will be accountable and responsible for the review and promotion of this Policy.</u></p>



	<p><del>4.2</del> 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>
<b>PROCEDURE (POLICY DETAIL)</b>	<p>5.1 <del>Engagement and consultation training will be offered and or included in: Project Management, Staff induction, and Councillor induction to aid implementation.</del> Systems, resources and tools will be put in place to ensure staff and Councillors understand and are able to implement this policy and related strategies and frameworks.</p> <p>5.2 Council will <del>develop and endorse a Corporate</del> regularly review and maintain a Communications and Engagement Framework <del>and Strategy and develop a support Priority Action Plan.</del></p> <p>5.3 The Framework <del>and related tools</del> provides the methodology for communication and engagement planning <del>and are.</del> 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. <del>The Framework will also identify longer term objectives to support continuous improvement of Council's communications and engagement.</del></p> <p>5.4 The <del>Strategy-Priority Action Plan</del> will <del>incorporate-identify</del> 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 <del>Strategy- Framework and Action Plan</del> 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 <del>Strategy-Framework</del> will focus on both internal and external target audiences.</p> <p>5.7 For Council's internal audiences, the <del>Strategy-Framework will make sure that employees are well-will support</del> informed <del>employees,</del> that they are aware of Council's values, strategies and <del>methods and whopriorities, and that employees</del> have access to appropriate information to support their work.</p> <p><del>5.8</del> For Council's internal audiences, the Action Plan will make clear the focus of strategic communications and engagement effort each year of the Plan.</p> <p><del>5.98</del> For Council's external audiences, the <del>Strategy- Framework</del> will ensure that all support communications <del>are published to aligned with</del> Council's corporate standards in a clear, professional and accessible manner whilst offering value for money.</p> <p><del>5.109</del> The <del>Strategy-Framework</del> will also <del>help officers to</del> ensure that Kingborough's residents, <del>ratepayers</del> and consumers are well informed about Council's policies, infrastructure and services and <del>have the opportunity to can</del> fully participate in the democratic process.</p>
<b>GUIDELINES</b>	<p><del>6.1</del> The Corporate Communications and Engagement <del>Framework supports effective communication and engagement by Councillors and staff through addressing in detail the why, who, what, how and when of communications and engagement.</del> 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><del>6.24</del> Why - Establishes why we are communicating or engaging. Are we informing or are we learning? This <del>first stage is step</del> identifies the identification of project objectives, details, and associated matters. <del>risks and what the objectives of the project are. Both of t</del> The communications and engagement processes follow the same framework; <del>however they will have simple and unique supported by specific</del> templates to assist staff in developing the appropriate</p>

	<p>methods for their activity. When developing <del>a strategy for</del> an engagement project, the Community Engagement Model and level of community involvement will be defined during this first step</p> <p>6.32 Who - Identifies who we need to inform, or listen and learn from. A Stakeholder Analysis <del>will be created to identify</del> identifies affected stakeholders and target audiences, <del>which will inform</del> appropriate communication and engagement plans. <del>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.</del> As well as identifying stakeholders and the level of their interest, staff are <del>supported to</del> required to consider if there is any priority order in which stakeholders need to be engaged. <del>Staff must consider including</del> Consideration will be given to existing reference groups and/or advisory committees currently working with Council.</p> <p>6.43 How - <del>Identify</del> Identifies the channels of communication and the engagement methods that will be used for each project. <del>This is achieved through The channels and methods for engagement projects will be determined from the</del> Stakeholder Analysis and the preferences indicated by the participants.</p> <p>6.54 What - <del>Clarify</del> Clarifies 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 <del>must</del> will adhere to the guiding principles and <del>make ensure</del> 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> <p>6.65 When - <del>Details activities for each project through a</del> targeted communications and/or engagement plan <del>will detail activities for each project. The plan will include that includes</del> the timing, activity, audience, location, required resources, responsible officers and evaluation methods.</p> <p>6.76 Evaluate - <del>Each communications and/or engagement plan will be evaluated</del> Guides how we evaluate each communications and engagement plan's implementation to see how effective they have been. <del>Feedback will be sought using the Engagement Evaluation Template as a guide.</del></p> <p>6.87 Report - <del>The most important part of any community engagement activity is demonstrating</del> Demonstrates to participants that their views have been heard and that their time and input is valued. A critical process which 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: 8.1.1 <i>Local Government Act 1993 (Tasmania)</i>
RELATED DOCUMENTS	9.1 The Communications and Engagement Framework 9.2 <del>The Corporate Communications and Engagement Strategy</del> Priority Action Plan – Communications and Engagement
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.

## UPDATED POLICY FOR APPROVAL



# Communications and Engagement Policy

<b>Policy No:</b>	1.3
<b>Approved by Council:</b>	March 2022
<b>New Review Date:</b>	March 2025
<b>Minute No:</b>	TBA
<b>ECM File No:</b>	12.78
<b>Version:</b>	2.0
<b>Responsible Officer:</b>	Director Environment, Development & Community Services
<b>Strategic Plan Reference:</b>	1.1 A Council that engages with and enables its community





## Communications and Engagement Policy 1.3

### 1. POLICY STATEMENTS

- 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 when designing appropriate participation methods.
- 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 support 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. Councils 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.
- 1.13 Council acknowledges that effective communication and engagement are essential foundations of a strong community and promote active citizenry, participation, and a healthy democracy.

### 2. DEFINITIONS

- 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.



## Communications and Engagement Policy 1.3

- 2.2 **"Community"** means all residents, ratepayers, landowners and members of the public including individuals, groups, visitors, organisations, government and business. There may be subcommunities within a larger community with particular needs and interests.
- 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.
- 2.4 **"Public Participation"** means the involvement of those affected by a decision in the decision-making process.
- 2.5 **"Stakeholder"** means a person, group or organisation who may be affected by (directly or indirectly), have a specific interest in, or influence over, a council decision or issue under consideration. This includes people, organisations, businesses or agencies within or external to the municipal area.

### 3. OBJECTIVE

- 3.1 Council aims to make sure its strategies and processes will:
  - 3.1.1 Promote the contribution Council makes to the quality of life for ratepayers and residents;
  - 3.1.2 Keep ratepayers and residents informed about services and opportunities provided by Council;
  - 3.1.3 Manage Council's reputation by promoting Council's role and maintaining good relationships with the media;
  - 3.1.4 Build a sense of place through the positive promotion of Kingborough and life in the municipality;
  - 3.1.5 Use a variety of methods to communicate and to provide information in formats that accommodate the needs of all residents, ratepayers and consumers;
  - 3.1.6 Engage and listen to Kingborough's residents and consumers through effective engagement;
  - 3.1.7 Encourage ratepayers and residents to participate in Council's engagement projects;
  - 3.1.8 Develop and maintain a Council approved framework for engagement practices and principles based on procedural fairness, transparency and accountability;
  - 3.1.9 Support staff to engage with community members and stakeholders through training, expert advice and the provision of simple and effective tools;
  - 3.1.10 Provide a clear and consistent approach to engagement, which supports stakeholders and community members involvement in projects relevant to them making sure they contribute to decision-making;
  - 3.1.11 Analyse and report outcomes of engagement activities; and
  - 3.1.12 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.

### 4. SCOPE

- 4.1 This policy applies to the implementation of Council's Strategic Plan and the development of Council strategies and policies and the delivery of infrastructure, major projects, , and service delivery to benefit Council communities.





## Communications and Engagement Policy 1.3

4.2 The General Manager and the Director Environment, Development and Community Services will be accountable and responsible for the review and promotion of this Policy.

4.3 All Councillors and Council employees are responsible for the implementation of this policy.

### 5. PROCEDURE (POLICY DETAIL)

5.1 Systems, resources and tools will be put in place to ensure staff and Councillors understand and are able to implement this policy and related strategies and frameworks.

5.2 Council will regularly review and maintain a Communications and Engagement Framework and develop a support Priority Action Plan.

5.3 The Framework and related tools provide the methodology for communication and engagement planning and are underpinned by a core set of values and principles that establish the standard and tone of Council's communications and engagement projects. The Framework will also identify longer term objectives to support continuous improvement of Council's communications and engagement.

5.4 The Priority Action Plan will identify projects which actively support communications and engagement activities through a combination of methods incorporating both media, marketing and engagement activities.

5.5 The Framework and Action Plan will align with the key corporate objectives as outlined in Council's Strategic Plan.

5.6 In determining performance measures for communication and engagement activities, the Framework will focus on both internal and external target audiences.

5.7 For Council's internal audiences, the Framework will support informed employees, that are aware of Council's values, strategies and methods and who have access to appropriate information to support their work.

5.8 For Council's internal audiences, the Action Plan will make clear the focus of strategic communications and engagement effort each year of the Plan.

5.9 For Council's external audiences, the Framework will support communications aligned with Council's corporate standards in a clear, professional and accessible manner whilst offering value for money.

5.10 The Framework will also help officers to ensure that Kingborough's residents, ratepayers and consumers are well informed about Council's policies, infrastructure and services and can fully participate in the democratic process.

### 6. GUIDELINES

6.1 The Corporate Communications and Engagement Framework supports effective communication and engagement by Councillors and staff through addressing in detail the why, who, what, how and when of communications and engagement.

6.2 Why - Establishes why we are communicating or engaging. Are we informing or are we learning? This first stage is identification of project objectives, details and associated matters. The communications and engagement processes follow the same framework; supported by specific templates to assist staff in developing the appropriate methods for their activity. When developing an engagement project, the Community Engagement Model and level of community involvement will be defined during this first step

6.3 Who - Identifies who we need to inform, or listen and learn from. A Stakeholder Analysis identifies affected stakeholders and target audiences, informing appropriate communication and engagement plans. As well as identifying stakeholders and the level of their interest, staff are supported to



## Communications and Engagement Policy 1.3

consider if there is any priority order in which stakeholders need to be engaged. Consideration will be given to existing reference groups and/or advisory committees currently working with Council.

- 6.4 How - Identifies the channels of communication and the engagement methods that will be used for each project. This is achieved through the Stakeholder Analysis and the preferences indicated by the participants.
- 6.5 What - Clarifies 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 . All communications and engagement messages will adhere to the guiding principles and ensure 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.
- 6.6 When – Details activities for each project through a targeted communications and/or engagement plan that includes the timing, activity, audience, location, required resources, responsible officers and evaluation methods.
- 6.7 Evaluate - Guides how we evaluate each communications and engagement plan's implementation to see how effective they have been. .
- 6.8 Report - Demonstrates to participants that their views have been heard and that their time and input is valued. A critical process which 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.

### 7. COMMUNICATION

- 7.1 All employees and Councillors will be briefed on this policy as required.

### 8. LEGISLATION

- 8.1 The following legislation should be considered in conjunction with this policy:
  - 8.1.1 *Local Government Act 1993 (Tasmania)*

### 9. RELATED DOCUMENTS

- 9.1 The Communications and Engagement Framework
- 9.2 Priority Action Plan – Communications and Engagement

### 10. 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.



## Communications and Engagement Framework 2022

### DOCUMENT CONTROL REGISTER

ROLE	POSITION
Author	Director Environment, Development, Community
Approver	Councillors of Kingborough
Produced For	Kingborough Council
Document Location	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2022

### DOCUMENT INFORMATION

VERSION	STATUS	DATE	AUTHOR	FEEDBACK
0.a	Review and Update	07.03.22	Director EDC	Combining of Framework and Strategy documents to remove duplication. An operational action plan to be developed separately.
0.b	Review	20.03.22	Director EDC	Incorporating comments Media and Comms Advisor.
1.0	Final	29.03.22	Director EDC	Final for council adoption.

### RELATED DOCUMENTS

TITLE	VERSION	LINK/LOCATION
Communications and Engagement Policy	Draft for approval 2022-2024	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2022Ks edit
Annual action plan	Draft pending	S:\Organisational Development\Communications & Media\Communications & Engagement Strategy\2022

## CONTENTS

1.	INTRODUCTION .....	1
1.1	Purpose .....	1
1.2	Communications and Engagement Process .....	2
2.	CONTEXT .....	2
2.1	Objectives .....	2
2.2	Guiding Principles .....	3
2.3	Definitions.....	3
2.4	Roles and Responsibilities .....	4
2.5	Implementation .....	4
3.	COMMUNICATIONS AND ENGAGEMENT FRAMEWORK.....	5
3.1	Why .....	6
3.1.1	Project Details and Objectives .....	6
3.1.2	Risk Assessment .....	8
3.2	Who .....	9
3.3	How .....	11
3.3.1	Communication Channels .....	11
3.3.2	Engagement Methods.....	12
3.4	What .....	12
3.5	FAQs .....	13
3.6	When .....	13
3.6.1	Engagement Support.....	14
3.6.2	Regular Communications Activities .....	15
3.7	Evaluate .....	15
3.7.1	Evaluating and debriefing your engagement activity .....	16
3.7.2	Considerations for evaluating and debriefing.....	16
3.8	Report 16	
4.	COMMUNICATIONS PROTOCOLS .....	17
4.1	Media Management .....	17
4.2	Council Spokesperson.....	17
4.3	Crisis Management .....	18
4.4	Brand and Design.....	18
4.5	Communications Roles and Responsibilities. ....	18

## 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 support a consistent approach to both communications and engagement across all aspects of Council to support this priority. By implementing this framework, Council aims to better inform, engage with and enable the community.

We aim to inform the community on matters, considerations, innovations and projects that impact them and provide opportunities for members of the community to deliver their views and have them considered as part of Council's decision-making process.

Recognising that 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 on key matters.

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.

In order to support active, authentic and effective engagement with the community, templates have been created to assist officers in developing communications and engagement strategies. Training will be delivered as required to officers involved in developing communications and engagement projects.

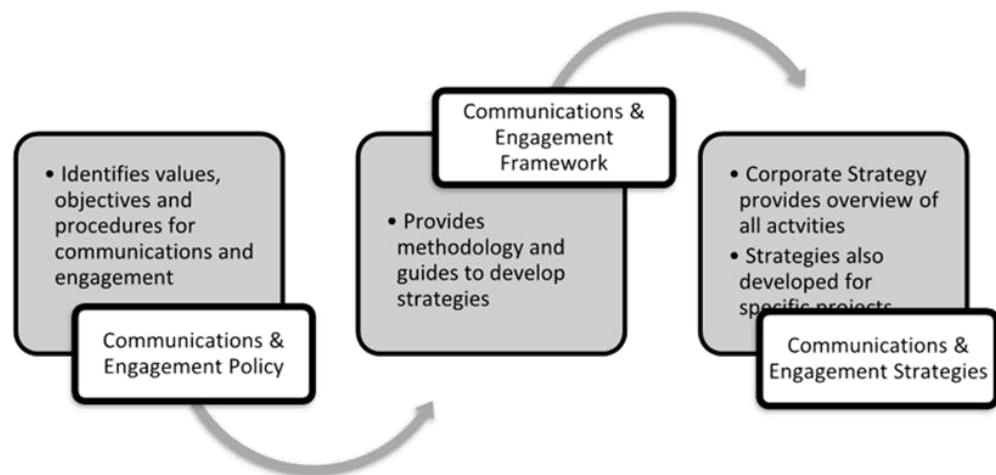
This framework is an on-going and evolving document. Council is committed to continuous improvement and striving for best practice approaches when implementing this framework.

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

Each year, the Director Environment Development and Community and the Media and Communications Advisor will develop an action plan of priority projects to be progressed to support continuous improvement in Council's communications and engagement activities, as well as identifying key planned engagement projects.



## 1.2 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, how and when;
- 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"** means the provision of one-way information to advise the community and stakeholders about a project, initiative or issue. It can also involve a two-way dialogue with the community and stakeholders to achieve a particular outcome.
- **"Community"** means all residents, ratepayers, landowners and members of the public including individuals, groups, visitors, organisations, government and business. Within our broad community there will be different communities of interest that might receive targeted communications or 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 Council.
- **"Public Participation"** means the involvement of those affected by a decision in the decision-making process.
- **"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 Director Environment, Development and Community will be accountable and responsible for the review and promotion of this Policy. With the Media and Communications Advisor, they will be responsible for 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 allow 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 broad 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; and/or
- 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 have 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; and/or

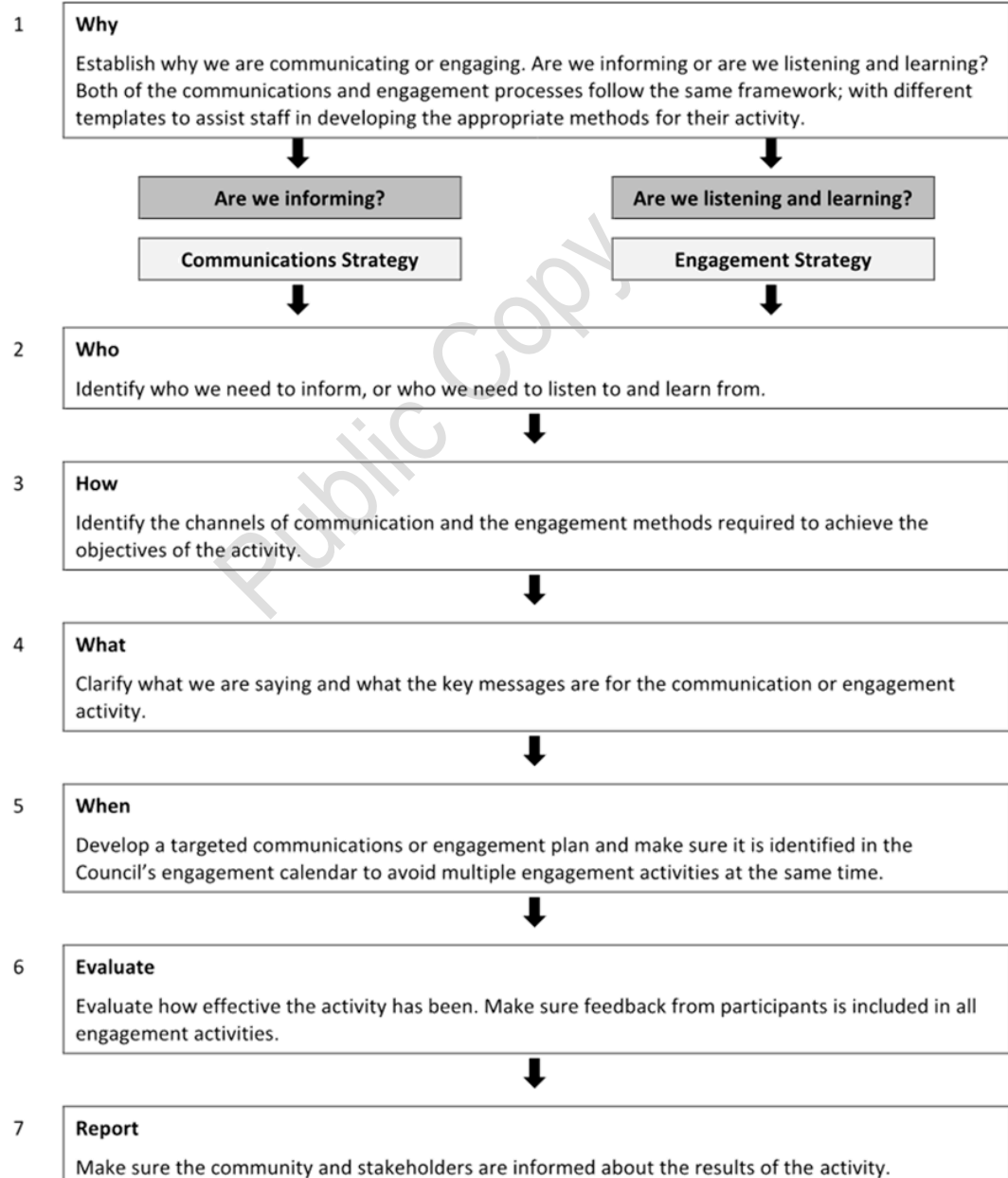
- When it is the opinion of Council or appointed staff that an issue has had excessive engagement and will result in an adverse effect on Council reputation, processes, or project outcomes.

Engagement training will be organised for Council officers on an as needs basis.

### 3. COMMUNICATIONS AND ENGAGEMENT FRAMEWORK

The below framework displays the steps for developing a communications and/or engagement strategy, 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 Media and Communications Advisor for access to additional guides and factsheets, which can be used when implementing relevant communications and engagement strategies and methods. Up to date tools will be made available through the staff intranet.



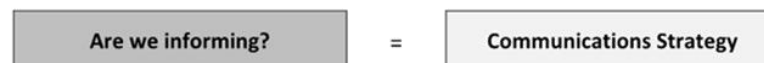
### 3.1 Why

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 is 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, a community event.

A communications plan developed as part of the strategy will make sure we distribute information 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 helps staff identify the approach to the type of engagement and outcome for their project and then consider the level of community involvement required to support desired outcomes.



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.



<b>Organisation Leads / Organisation Acts</b>	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.
<b>Organisation Leads / Community Acts</b>	Organisations can lead the conversation with communities and individuals taking responsibility for action. One example of this is bushfire awareness and preparation where Council or the Tasmanian Fire Service can lead the conversation, but individuals prepare and implement their own Bushfire Plans.
<b>Community Leads / Organisation Acts</b>	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.
<b>Community Leads / Community Acts</b>	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. Landcare groups are an example of this.
<b>Shared Leadership and Action</b>	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.

Council staff must first identify the level of community involvement that is required in relation to their project (see IAP2 Spectrum of Public Participation below). There may be a need to incorporate more than one level of involvement during different stages of an engagement project.

ELEMENTS	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>Community engagement goal</b>	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.
<b>Promise to the community</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influence 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 influence the decision.	We will seek your 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.
<b>When to use this element</b>	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

Undertaking a risk assessment allows for consideration of the risks to Council for the project, the level of risk, and actions to mitigate the risk. There are a number of risks that can be mitigated by good communication and engagement practices, and some that can be exacerbated by poor communication and engagement planning.

For example, poor understanding of why a decision has been made can erode public confidence in Council. This risk is reduced when there is good communication about the decision process, including who was engaged, decision factors and outcomes.

Conversely, poorly planned engagement might lead to skewed inputs, extended timeframes or additional unplanned costs, e.g.:

Potential Risk	Level of Risk	Risk Mitigation
<i>The 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>
<i>Some members of the community feel excluded from the decision-making process and lobby for change late in the process</i>	<i>Medium</i>	<i>Identify and classify stakeholders (see below)</i>

### 3.2 Who

Who are we informing / engaging with?

It is important to identify who Council needs to engage with and learn from. One tool to assist in this process is a stakeholder analysis to map and classify stakeholders (individuals and groups/organisations) that are important to a project. Note: Internal Council officers and departments may also be key stakeholders.

The table below broadly outlines key stakeholder groups for communication and engagement. More detailed analysis expands on this and 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).

TARGET AUDIENCE	REASON
<b>Elected members and employees</b>	<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>
<b>Ratepayers, residents, community groups, local clubs, groups and visitors who use our services</b>	<p>So they know what is 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>
<b>Traditional Custodians</b>	<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>

<b>Influencers who shape broader opinion and/or make decisions that affect Kingborough</b>	<p>State and Federal politicians – demonstrating 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>
<b>Financial and policy supporters and providers</b>	<p>State and Federal Government agencies who provide funding and partnership support for Council services and programs.</p>
<b>Drivers of economic development</b>	<p>Local businesses and other organisations and government agencies – showcasing Kingborough is a good place to do business</p>
<b>Media</b>	<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>

When creating a stakeholder list, the first step is to 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. There should also be identification within Council of the person responsible for the ongoing relationship with particular stakeholders.

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. This includes members of our community who may be disadvantaged, those who are geographically and socially isolated, and underrepresented groups (e.g. people with disabilities and/or those who are language-, culturally- or gender diverse).

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

### 3.3 How

How are we informing or listening and learning from our community?

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
<b>Council Publications</b>	This includes the Snapshot on Kingborough (published in the Chronicle), Council Meeting Agendas, Annual Report, Annual Plan, and information sheets/brochures/notices for specific topics. We increasingly produce publications in an electronic format with printed copies available upon request.
<b>Website</b>	Kingborough Council's website offers an easy-to-use platform to share Council's information and to invite feedback in a variety of formats.
<b>Intranet</b>	Internal webpages providing information for staff on organisational structure, contacts, policies, help desks and systems access.
<b>Media Releases</b>	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 policies 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.
<b>Digital &amp; Social Media</b>	Direct email or MS TEAMS messaging internally or to known stakeholders.
	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.
	LinkedIn for promotion of employment opportunities and promoting Council through sharing stories that highlight unique or novel achievements, significant events, or human-interest situations.
	Instagram – for highlighting and exploring the municipality through visual images.
	YouTube – for live streaming Council Meetings and for videos linked to the website and Facebook.
	Online survey instruments such as survey monkey or Microsoft forms, linked to our website and social medial tools.
<b>Paid Advertising</b>	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.



CHANNEL	DESCRIPTION
<b>Printed Materials</b>	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 sites.
<b>Signage and Branding</b>	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.
<b>Meetings / Focus Groups</b>	Meetings are an effective way to communicate and engage both, internally and externally. The Kingborough Community Forum is held 4-5 times a year 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. Members of the public are able attend each Council Meeting and the Annual General Meetings as well as watch them live streamed via YouTube

### 3.3.2 Engagement Methods

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

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

### 3.4 What

What are we advising 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.

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

The Media and Communications Advisor can assist with refining 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 about 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 (see Section 4).

Key messages can be both internal and external. Internally clear communication and engagement support:

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

### 3.5 FAQs

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

Preparing a list of pre-emptive questions that may be asked and updating the list as new questions are added is a beneficial activity.

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.

### 3.6 When

When are we informing or when are we listening and learning?

Project managers should develop a plan which outlines the communications and engagement activities, including timing, activity, audience, location, required resources and feedback.

Project managers should also liaise with the communications and engagement staff to determine promotion activities and timing, including identification of the most suitable communication channels and how the engagement activities will be advertised. This step is important to ensure each engagement activity has the greatest chance of success and is not affected by competing activities.

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 Media and Communications Advisor can provide advice on how to best promote engagement activities. Communication and promotion activities should be included in the engagement plan.

Engagement plans are a key component of project planning and delivery and should be endorsed by a manager and the Media and Communications Advisor. The project lead and/or the manager are responsible for updating the broad executive team regularly. This includes providing an update at the regular Manex meetings that are held fortnightly.

Up to date guides and tools will be provided for Council officers via the intranet, but by way of example:

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
<b>Example Communications: Residents &amp; Local Businesses</b>	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
<b>Example Engagement: Kingston business</b>	Their suggestions for improving 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 CEA

### 3.6.1 Engagement Support

It is vital that consideration is given to resourcing requirements for planned engagement activities and whether additional human resource, support and budget will be required.

#### Engagement Event Tasks

Itemised run sheets are useful in mapping all the support and key tasks that need to be completed for each engagement activity as well as the required equipment, responsible officers (for each task), and the timeline for its completion. Run sheets assist in ensuring that no crucial steps are overlooked and help project managers keep track of planning the engagement.

*Example Event Tasks:*

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

**Staffing Requirements**

When determining resource requirements, there needs to be consideration of the tasks involved in the project and how many staff members will be needed for each activity (e.g. venue set up, meet and greet, table facilitator, scribe, photographer, note-taker etc.).

The subject of an engagement activity may be sensitive or highly emotive. The use of a third party, like an external facilitator, may be advantageous to the engagement process in these cases.

Staff should consider if there any external groups who could support the engagement (e.g. community groups to run a sausage sizzle, or local community association to help promote activity).

**Equipment**

Map the equipment/resource requirements (e.g.: whiteboard, markers, name tags, butchers paper, catering, laptop, projector, leads, cameras etc.) to be included in the engagement event tasks.

**Financial Resources**

Anticipate and estimate costs to make sure they are within budget (e.g. some costs may be: facilitator, catering, hall hire, giveaways etc.).

**3.6.2 Regular Communications Activities**

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

Weekly/fortnightly priorities include:

- Ongoing works and maintenance projects and updates
- 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
- Advice on Council Meeting outcomes

Monthly/Bimonthly priorities include:

- Council snapshots
- Promotional stories about Council achievements
- Public health information (as and when required, such as immunisation programs)

Annual priorities include:

- Budget and rates decisions (includes media releases and brochure)
- Annual Plan and Annual Report compilation and printing
- Specific campaigns – e.g. bushfire prevention and education in the lead up to bushfire season.

**3.7 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 their views?

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.

### **3.7.1 Evaluating and debriefing your engagement activity**

- Evaluation may be carried out during the implementation phase to see if engagement activities are delivering the right information or attracting the right stakeholders; as well as at the end of the process to see what worked well and what could or would be done differently next time.
- Evaluation and debriefing an engagement activity is important for staff development and training; and to work through any difficulties raised.

### **3.7.2 Considerations for evaluating and debriefing**

Consider all elements when evaluating an engagement:

- Identification of stakeholders
- Questions asked and engagement activities used
- Presentation materials used
- Venues used
- 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?

## **3.8 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 feedback 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 being 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 contributions have affected decisions will also be communicated. Closing the loop is essential in building trust and transparency in the decision-making process.

## **4. COMMUNICATIONS PROTOCOLS**

### **4.1 Media Management**

The following process should be observed in dealing with media.

- All media enquiries are directed to the Media Communications Advisor. In the event the Advisor is unavailable, the enquiry should be directed to the Director Environment, Development and Community or the General Manager.
- The Media and Communications Advisor, in consultation with the Mayor and the Director Environment, Development and Community, 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 Director Environment, Development and Community and sent by the Media and Communications Advisor.
- A photograph may be required to accompany the media release or comment if promoting a certain project or event. The Media and Communications 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 Media and Communications Advisor for editing, who will then seek the appropriate approvals.
- The General Manager or Director Environment, Development and Community 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 Media and Communications 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.

### **4.2 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 set out by the Media and Communications Advisor.

#### 4.3 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 Crisis Communications Strategy guides the processes to be followed in an emergency situation.

In a crisis situation officers should take guidance from the Coordinator Community Resilience and the Media and Communications Advisor.

#### 4.4 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 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 Media and Communications Advisor or the Director Environment, Development and Community prior to release.

#### 4.5 Communications 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"> <li>• Official spokesperson for Council</li> <li>• Review and approve Council media releases</li> </ul>
Councillors of Kingborough	<ul style="list-style-type: none"> <li>• Approvers of strategy and policies</li> </ul>

ROLE	RESPONSIBILITY
<b>General Manager</b>	<ul style="list-style-type: none"> <li>Review and approve all Council key messages and media releases</li> </ul>
<b>Director Environment, Development and Community</b>	<ul style="list-style-type: none"> <li>Manage the ongoing development and refinement of the Communications and Engagement Policy, Framework, templates and action plans</li> <li>Lead Councils' strategic engagement priorities</li> <li>Ensure the development and delivery of tools and training on communications and engagement for Council Officers</li> <li>Review and approve Council key messages and media releases in the absence of the General Manager</li> <li>Direct supervisor of the Media and Communications Advisor</li> <li>Supports the editing of media releases for approval in the absence of the Communications and Engagement Advisor</li> </ul>
<b>Executive Manager Organisational Development</b>	<ul style="list-style-type: none"> <li>Manage internal communication and staff engagement projects</li> </ul>
<b>Media and Communications Advisor</b>	<ul style="list-style-type: none"> <li>Provide support and advice to General Manager, Mayor and staff on communication approaches, risks and issues</li> <li>Implement the Council's Communications and Engagement Policy and Framework</li> <li>Review and approve project specific communications and engagement strategies</li> <li>Manage the presentation and delivery of key messages</li> <li>Manage and oversee the design, editing and publication of Council's external communications and marketing materials</li> <li>Media liaison</li> <li>Manage and monitor Council's website and social media channels</li> <li>Make sure Kingborough Council's corporate brand is adhered to and applied</li> <li>Review and approve communications designs/signs for external use</li> <li>Support the development and delivery of guidelines tools and training on communications and engagement for Council Officers.</li> <li>Develop and maintain a communications network to support Council's activities and reduce key person dependency</li> </ul>
<b>Communications and Engagement Support Officer</b>	Under the direction of the Director Environment, Development and Community or the Media and Communications Advisor:

ROLE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>• Assist with the delivery of Communications and Engagement strategies and projects</li> <li>• Create and deliver customer feedback surveys</li> <li>• Compile analytics, evaluate and report on communications and engagement activities</li> <li>• Monitor and update Council's website and social media channels</li> <li>• Contribute to the design, editing and publication of Council's external communications and marketing materials</li> <li>• Support the development and delivery of tools and training on communications and engagement for Council Officers.</li> </ul>
<b>Executive Assistant, General Manager</b>	<ul style="list-style-type: none"> <li>• Provides support in the updating and reviewing of Council's website</li> <li>• Assists in the design and production of Council's annual and unique publications</li> </ul>
<b>Urban Designer</b>	<ul style="list-style-type: none"> <li>• Develop and manage signage design principles</li> <li>•</li> </ul>
<b>Customer Services Coordinator</b>	<ul style="list-style-type: none"> <li>• Assist in answering customer service-related messages</li> <li>• Contribute through the Communications Network</li> </ul>
<b>Community Services and Hub Coordinator</b>	<ul style="list-style-type: none"> <li>• With the Community Services Team, support community engagement projects when appropriate</li> <li>• Assist in developing a Marketing Strategy for the Community Hub</li> <li>• Develop reporting for Community Hub to assess against Marketing Strategy goals</li> </ul>
<b>Operations Manager, Kingborough Sports Centre</b>	<ul style="list-style-type: none"> <li>• Develop and approve communications and engagement projects and marketing strategies for the Kingborough Sports Precinct</li> </ul>
<b>Manager, KWS</b>	<ul style="list-style-type: none"> <li>• Develop and approve communications and engagement projects and marketing strategies for Kingborough Waste Services</li> </ul>
<b>Kingston Park Project Administrator</b>	<ul style="list-style-type: none"> <li>• Develops key messages relating to Kingston Park</li> <li>• Drafts website updates and changes for Kingston Park</li> </ul>
<b>All staff as appropriate</b>	<ul style="list-style-type: none"> <li>• Develop draft communications as required for projects</li> <li>• Contribute to website and story content</li> <li>• Undertake communications and engagement planning in relation to projects</li> <li>• Provide early advice on potential issues which will need a communications response</li> </ul>

## COMMUNICATIONS AND ENGAGEMENT

## ANNUAL PRIORITY ACTION PLAN 2022-23

	ACTION	RESPONSIBLE	TIMELINE
1	Review and update the engagement toolkit and provide training to staff delivering projects.	Media and Communications Advisor	Tranche 1 Dec 2022 Tranche 2 June 2023
2	Finalise and report on the LGBTIQ+ Engagement Project to Council.	Director EDC Community Development Officer	October 2022
3	Implement a new Marketing Strategy for the Kingborough Community Hub.	Communications & Engagement Advisor Coordinator Community Services and the Hub	September 2022
4	Implement a new Marketing Strategy for Kingborough Sports Centre	Communications & Engagement Advisor KSC Operations Manager	December 2022
4	Deliver 3 community pulse surveys through Zensity	Director EDC	March 2023
5	Improve the consistency of Council's branding and determine the feasibility (including risks and benefits) of rebranding.	Media and Communications Advisor	June 2023
6.	Review Council's use of, and policy for, Social Media platforms and implement changes as required, including guidance for staff.	Media and Communications Advisor	Dec 2022
7.	Provide ongoing engagement support around Transform Kingston.	Media and Communications Advisor	Ongoing
8.	Progress engagement with the next community cohort to support Council's understanding of and commitment to inclusion and diversity needs.	Director EDC	March 2023
9.	Provide appropriate support and communications around both Council Elections and the Local Government Review Process.	Director EDC Media and Communications Advisor	Ongoing.
10.	Undertake a thorough evaluation of cost/benefits of Zensity relationship.	Director EDC Media and Communications Advisor	Feb 2023.



---

**16 NOTICES OF MOTION**

---

At the time the Agenda was compiled there were no Notices of Motion received.

---

**17 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*

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	

### CLOSURE

Public Copy

# APPENDIX

- A General Manager's Diary 28 February 2022 to 25 March 2022
- B Current and Ongoing Minute Resolutions (Open Session)

Public Copy

**A GENERAL MANAGER'S DIARY 28 FEBRUARY 2022 TO 25 MARCH 2022**

28 February	Participated in the Metro GM's Weekly meeting
	Attended Council workshop
1 March	Attended a Derwent Estuary Program Board Meeting
4 March	Met with Jen Newman and Alina Bain of RDA Tasmania
7 March	Attended Council meeting
9 March	Met with representative of the Kalis Group
	In company with the Mayor met with The Honourable Julie Collins MP
	Attended the Kingston Congestion Working Group meeting
15 March	Attended the Greater Hobart GM/CEO Monthly meeting
	Attended Council workshop
16 March	Attended the Greater Hobart Committee meeting
18 March	In company with the Mayor attended the LGAT General Meeting
21 March	Participated in the Metro GM's Weekly meeting
	Attended Council meeting
22 March	Participated in a meeting with representatives of Zencity
23 March	Attended Council workshop
24 March	Attended the Greater Hobart Mayor's and GM's Forum
	In company with the Deputy Mayor attended opening of Firthside Park & Ride by Minister Ferguson

**B CURRENT AND ONGOING MINUTE RESOLUTIONS (OPEN SESSION)**

<b>CURRENT</b>	
<b>Resolution Title</b>	<b>Installation of Fourth Flagpole</b>
<b>Meeting Date</b>	7 March 2022
<b>Minute No.</b>	C116/4-2022
<b>Status</b>	Ongoing
<b>Responsible Officer</b>	Director Environment, Development & Community Services
<b>Officers Comments</b>	An operational policy will be drafted in parallel with acquisition and installation of the new pole.
<b>Anticipated Date of Completion</b>	June 2022
<b>Resolution Title</b>	<b>Roundabout Lanes</b>
<b>Meeting Date</b>	21 March 2022
<b>Minute No.</b>	C143/6-2022
<b>Status</b>	ongoing
<b>Responsible Officer</b>	Director Engineering Services
<b>Officers Comments</b>	Draft to be provided to Mayor for actioning
<b>Anticipated Date of Completion</b>	April 2022
<b>STILL BEING ACTIONED</b>	
<b>Resolution Title</b>	<b>Glyphosate</b>
<b>Meeting Date</b>	7 February 2022
<b>Minute No.</b>	C54/2-2022
<b>Status</b>	Ongoing
<b>Responsible Officer</b>	Director Environment, Development & Community Services
<b>Officers Comments</b>	This matter has been deferred pending the release of international research anticipated in May 2022. A report will come to Council after that research has become publicly available.
<b>Anticipated Date of Completion</b>	July 2022
<b>Resolution Title</b>	<b>Biodiversity Offset Policy</b>
<b>Meeting Date</b>	6 December 2021
<b>Minute No.</b>	C648/24-2021
<b>Status</b>	In progress
<b>Responsible Officer</b>	Director Environment, Development & Community Services
<b>Officers Comments</b>	Council have a report for this meeting regarding options to reset quantum of offset with the intent to bring the reviewed Policy to Council in July 2022.
<b>Anticipated Date of Completion</b>	July 2022.
<b>Resolution Title</b>	<b>Smoke Free Sports Precinct</b>
<b>Meeting Date</b>	20 December 2021
<b>Minute No.</b>	C677/25-2021
<b>Status</b>	In progress
<b>Responsible Officer</b>	Senior Environmental Health Officer
<b>Officers Comments</b>	Report to Council being prepared
<b>Anticipated Date of Completion</b>	April 2022



<b>Resolution Title</b>	<b>Beach Road, Kingston Beach</b>
<b>Meeting Date</b>	4 October 2021
<b>Minute No.</b>	C547/20-2021
<b>Status</b>	Ongoing
<b>Responsible Officer</b>	Director Engineering Services
<b>Officers Comments</b>	Completed pedestrian and traffic counts, summarised report to be provided, consideration for the 2022/23 budget to be made for improvements
<b>Anticipated Date of Completion</b>	April 2022
<b>Resolution Title</b>	<b>Delegated Authority Policies</b>
<b>Meeting Date</b>	5 July 2021
<b>Minute No.</b>	C357/13-2021
<b>Status</b>	Report to be provided to next meeting
<b>Responsible Officer</b>	Director Governance, Recreation & Property Services
<b>Officers Comments</b>	LGAT update received
<b>Anticipated Date of Completion</b>	April 2022
<b>Resolution Title</b>	<b>Climate Change Resourcing</b>
<b>Meeting Date</b>	21 June 2021
<b>Minute No.</b>	C313/12-2021
<b>Status</b>	In progress
<b>Responsible Officer</b>	Chief Financial Officer
<b>Officers Comments</b>	No funds were available in the mid-year review. Will be considered during the operational budget discussions for 2022/23.
<b>Anticipated Date of Completion</b>	June 2022
<b>Resolution Title</b>	<b>Kingborough Bicycle Advisory Committee</b>
<b>Meeting Date</b>	3 May 2021
<b>Minute No.</b>	C211/8-2021
<b>Status</b>	Ongoing
<b>Responsible Officer</b>	Manager Development Services
<b>Officers Comments</b>	Awaiting direction from the Planning Commission as to when the Scheme may progress
<b>Anticipated Date of Completion</b>	August 2022
<b>Resolution Title</b>	<b>Petition: Development of Walking Track in Spring Farm and Whitewater Park Estates to Connect to Huntingfield</b>
<b>Meeting Date</b>	1 March 2021
<b>Minute No.</b>	C94/4-2021
<b>Status</b>	In progress
<b>Responsible Officer</b>	Director Governance, Recreation & Property Services
<b>Officers Comments</b>	Capital bid lodged for 2022/23
<b>Anticipated Date of Completion</b>	June 2023
<b>Resolution Title</b>	<b>Properties for Disposal</b>
<b>Meeting Date</b>	26 October 2020
<b>Minute No.</b>	C626/20-2020
<b>Status</b>	In progress
<b>Responsible Officer</b>	Director Governance, Recreation & Property Services
<b>Officers Comments</b>	Two properties sold
<b>Anticipated Date of Completion</b>	December 2022

<b>Resolution Title</b>	<b>Hobart City Deal and Implementing the Kingston Place Strategy</b>
<b>Meeting Date</b>	13 July 2020
<b>Minute No.</b>	C397/13-2020
<b>Status</b>	Ongoing
<b>Responsible Officer</b>	Director Governance, Recreation & Property Services
<b>Officers Comments</b>	A major project which will be ongoing for the next three years and regular reports will be provided to Council
<b>Anticipated Date of Completion</b>	Ongoing
<b>Resolution Title</b>	<b>Funding for Public Infrastructure Required to Support Large Sub-divisions</b>
<b>Meeting Date</b>	22 July 2020
<b>Minute No.</b>	C429/14-2020
<b>Status</b>	In progress
<b>Responsible Officer</b>	Manager Development Services
<b>Officers Comments</b>	LGAT is taking the lead for a collaborative approach across all Councils. They will be surveying the Councils as part of the project development. There has been work with TasWater specifically about the contributions related to them. We will continue to keep Council updated on the progress, however, there has not been any recent updates for this.
<b>Anticipated Date of Completion</b>	Unknown
<b>Resolution Title</b>	<b>Paid Parking Within Central Kingston</b>
<b>Meeting Date</b>	13 January 2020
<b>Minute No.</b>	C30/1-20
<b>Status</b>	In progress
<b>Responsible Officer</b>	Director Governance, Recreation & Property Services
<b>Officers Comments</b>	This is to be revisited following the completion by the State government of the Huntingfield park and ride.
<b>Anticipated Date of Completion</b>	July 2022
<b>Resolution Title</b>	<b>Information &amp; Communications Technology Review</b>
<b>Meeting Date</b>	27 May 2019
<b>Minute No.</b>	C364/10-19
<b>Status</b>	In progress
<b>Responsible Officer</b>	Chief Information Officer
<b>Officers Comments</b>	Security review component completed by independent auditors. An independent audit of Council's ICT security controls with a focus cyber security, including assessment against the Essential Eight threat mitigation strategies has been completed by WLF. The findings and recommendations have been submitted to the Audit Panel. This activity, which was funded through the internal audit program, covers off on a significant part of the resolution which sought to identify and "lower risks" and highlight "areas for improvement". The remaining components such as identifying opportunities to improve service delivery or reduce service delivery costs across its operations have yet to be independently reviewed.
<b>Anticipated Date of Completion</b>	Security/Risk - April 2022. Balance yet to be funded

Public Copy