Kingborough



AGENDA Annual General Meeting

NOTICE is hereby given that the Annual General Meeting of the Kingborough Council will be held in the Kingborough Civic Centre, 15 Channel Highway, Kingston on Saturday, 3 December 2022 at 11am

Kingborough Councillors 2022 - 2026



Mayor
Councillor Paula Wriedt



Deputy Mayor
Councillor Clare Glade-Wright



Councillor Aldo Antolli



Councillor David Bain



Councillor Gideon Cordover



Councillor Kaspar Deane



Councillor Flora Fox



Councillor Amanda Midgley



Councillor Mark Richardson



Councillor Christian Street

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Appendix

Copy of Annual General Meeting Minutes of 4 December 2021

Meeting Procedures

The Mayor, Cr Paula Wriedt, will chair the Annual General Meeting (AGM) and normal Council procedures for the conduct of the AGM will apply.

Members of the public will have an opportunity to ask questions or move motions.

No person may:

- Make any personal reflection on any Councillor, Council employee or member of the public;
- Disrupt the meeting;
- In the opinion of the Chairman, use any offensive expression.

Questions Without Notice

- 1 You are asked, as a matter of courtesy and for the Minutes, to identify yourself before speaking.
- 2 Questions should be concise and there is to be no discussion, preamble or embellishment of the question.
- 3 You will be allowed 5 minutes to address the chair (extended time can be granted at the discretion of the chair).
- 4 No one is to be interrupted whilst they are speaking.

Motions

- 1 You are asked, as a matter of courtesy and for the Minutes, to identify yourself before speaking.
- 2 Only one motion may be before the Chair at a time.
- 3 The motion must be moved and seconded before debate is permitted.
- 4 You can only speak on a motion once, and for no longer than 5 minutes, with the mover of a motion having a brief right of reply.
- 5 Only electors in the Kingborough Council municipal area are entitled to vote.
- 6 A motion is passed by a majority of votes taken by a show of hands.
- 7 No one is to be interrupted whilst they are speaking.
- A motion passed at the Annual General Meeting will be considered at the next available meeting of Council.

AGENDA of the Annual General Meeting of Kingborough Council Kingborough Civic Centre, 15 Channel Highway, Kingston Saturday, 3 December 2022 at 11am

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 C Glade-Wright
Councillor A Antolli
Councillor D Bain
Councillor G Cordover
Councillor K Deane
Councillor F Fox
Councillor A Midgley
Councillor M Richardson

4 APOLOGIES

Councillor C Street

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the Annual General Meeting held on 4 December 2021 be confirmed as a true record.

6 WELCOME BY THE CHAIRPERSON

The Mayor, Cr Paula Wriedt, will provide an introduction and summary of the year in review.

7 PRESENTATION

Community Infrastruture by the Director Governance, Recreation & Property Services

8 2021/22 ANNUAL REPORT

Submissions were invited from the public and closed on 30 November 2022.

9 PUBLIC QUESTIONS ON NOTICE

Professor Michael Rowan submitted the following questions on notice:

9.1 ANNUAL REPORT – STAFFING

- 1. I note that 93 or 44% of the Council's staff have been employed by KCC for four years or less, with 41 or 19% having less than one year of service.
 - i. Compared to other organisations such as the State public service, does Council consider this a high rate of staff turnover?
 - ii. If so, what does Council believe to be the cause of the high staff turnover?
 - iii. What effect does this turnover have on Council's ability to provide efficient and effective service to the community?
 - iv. What plans does Council have to reduce this turnover?
- 2. I note that of Council's 13 management positions only two are held by women.
 - i. What affirmative action plan does the Council have in place to remedy this gender imbalance in order to ensure that the most talented candidates are attracted to leadership positions within the Council?

Officer's Response:

1. Council's staff turnover rate fluctuates but is running at comparable levels with the Tasmanian local government sector and state public service for most professions.

Council offers exit interviews to every staff member that leaves. For example, for the sixmonth period to February 2022 exit interviews were undertaken for 17 employees. Two other employees chose not to attend an interview.

Those employees who left Council to take up other employment advised there were varied and often multiple reasons why they chose to resign. These can be divided into factors that are internal (within an organisation's control), and those that are external (outside of the organisation's control).

The main internal factors that were raised during the exit interviews included:

- Working conditions high workload levels, particularly in the professional areas, e.g., Statutory Planning.
- ii. Interpersonal issues including conflict with other employees or customers and stress associated with public contact roles.

iii. Career opportunities – perceived lack of development and progression, the job not being suited to their skill set or career goals, as well as compensation/salary issues.

It should be noted that employees were not resigning to take up other positions in Tasmanian local government. Most of the other employment was into the Federal or State Government or private enterprise and was often associated with a significant increase in salary and opportunities for career progression.

The main external factors influencing decisions to resign included:

- i. Retirement due to age or ill health or other drivers, such as hobbies and outside interests.
- ii. Family and personal health reasons
- iii. Interstate moves often associated with greater career opportunities, the high cost of housing being experienced in Tasmania, or the need to be closer to family during the current pandemic.

The staff turnover rate does not appear to be impacting Council's ability to provide efficient and effective service to the community.

The Australian Local Government Association has recently released the 2022 Local Government Workforce Skills and Capability Survey 2022 Local Government Workforce Skills and Capability Survey - Australian Local Government Association (alga.com.au) which found 91% of Australian Councils had difficulty in recruiting qualified talent to fill advertised job vacancies this year.

We intend to undertake an audit of our HR polices against the current thought processes around Diversity, Inclusion & Belonging, with the objective to ensure we have organisational goals and policies aligned to allow us to become an employer of choice, particularly for traditionally under-represented groups including people from culturally diverse backgrounds, mature-aged workers and younger workers, women, and people with disabilities.

2. As of 1 December 2022 in Council's current 11 management positions, 7 are held by males and 4 are held by females.

Council applies a merit-based approach to recruitment for all roles, where the following principles are considered:

A decision to engage or promote a person is based on merit if:

- i. all eligible members of the community are given a reasonable opportunity to apply
- ii. an assessment is made of the relative suitability of candidates, using a competitive selection process
- iii. the assessment is based on the relationship between the candidates' work-related qualities and the qualities genuinely required to perform the relevant duties
- iv. the assessment focuses on the relative capacity of candidates to achieve outcomes related to the relevant duties
- v. the assessment is the primary consideration in making the employment decision. (Source: The APS merit principle | Australian Public Service Commission (apsc.gov.au))

However, as indicated above we intend to undertake an audit of our HR polices against the current thought processes around Diversity, Inclusion & Belonging, with the objective to ensure we have organisational goals and policies aligned to allow us to become an employer of choice, particularly for traditionally under-represented groups including people from

culturally diverse backgrounds, mature-aged workers and younger workers, women, and people with disabilities.

Angie Everingham, Manager People & Safety

9.2 ANNUAL REPORT - CLIMATE CHANGE

The Annual Report states that Council is 'On Target' to 'develop and implement a strategy for reducing Council's carbon footprint'.

- 1. What is Council's carbon footprint?
- 2. Has this been reduced in the period covered by the Annual Report?
- 3. What annual percentage reductions will be required to reach net zero emissions by 2035?
- 4. Will future Kingborough Annual Reports set these required reductions out as a carbon budget for the Council, and report progress against the budget with specific actions to increase the rate of reductions if that is required to remain within the carbon budget?

Officer's Response:

- 1. The last inventory of greenhouse emissions for Council activities was in 2019/2020. This was a baseline estimate for Council's overall emission profile including waste, electricity for key buildings and sites, fuel and street lighting. Greenhouse gas emissions were estimated at 6,947 tonnes CO-e. This is comprised of 87.2% waste. 9.7% fuel, 2.1% electricity and 0.9% street lighting. This baseline estimate is not a full carbon footprint as it does not measure every aspect of Council's business. It does however capture the largest contributors to emissions.
- 2. As stated in the previous question the only emission estimate Council currently has is for the 19/20 financial year. Anecdotally a reduction is likely to have been achieved, however the inventory for the 22/23 year is not complete. Several actions that have contributed to this expected reduction are the introduction of a FOGO service, the introduction of an electric vehicle and hybrids into the fleet, a new solar and battery system installed on the Kingborough Sports Centre and the finalisation of the LED street lighting program.
- 3. To track Council's intent to reach net zero greenhouse gas emissions by 2035 operational data will need to be collated and translated into an emissions profile each financial year. The system to achieve this is under development. Council intends to develop an emissions reduction action plan to identify, prioritise and scope emissions reduction initiatives. This plan will also set targets and milestones to track progress.
 - Given that waste is the dominant contributor to emissions, implementation of the draft Kingborough Waste Avoidance and Reduction Implementation Plan (2022) will be important. This plan identifies specific waste management actions and targets to achieve net zero by 2035.
- 4. It is the current intention of Council to identify and publish annual emission reduction targets and the associated key emissions reduction activities and projects in Council's Annual Plan. Progress will be communicated through the Annual Report and an annual Climate Change Report Card.

Liz Quinn, Manager Environmental Services

Mr H van Beelen submitted the following question on notice:

9.3 STRLUS AMENDMENTS

What progress has been made to prepare the Strlus Amendments to extend Urban Growth Boundary in Snug and Margate, and any other progress in this area? As you are aware, there are only a few building blocks for sale in this Municipality. Huntingfield Stage I is still 18 Months or more away before actual construction may start. This matter is becoming very urgent considering the number of people living rough, and the almost impossible situation for new arrivals to rent or buy accommodation at an affordable price

Officer's Response:

Council proposed the Future Urban Zone for an area on the outskirts of Snug (owned by Mr Van Beelen) as part of the conversion of the current Kingborough Interim Planning Scheme 2015 to the Tasmanian Planning Scheme. Preliminary discussions with the Tasmanian Planning Commission (TPC) indicated that it is unlikely that the Future Urban Zone will be supported because it is located outside the Urban Growth Boundary (UGB). Once the TPC has completed its assessment of the Kingborough Draft Local Provision Schedule (Kingborough's component of the Tasmanian Planning Scheme), it will be exhibited for public comment. It will be at this point Mr van Beelen and the general public will be able to confirm what zoning is proposed for the land and to make a representation accordingly.

In addition to the above, Mr van Beelen also can lodge an application to amend the UGB (like other developers in Kingborough have already done). One of the obstacles for such an application will be the state government's requirement to provide a regional demand and supply analysis to demonstrate a need for more development in this location. A demand and supply analysis for the Greater Hobart Area was completed as part of the 30 – Year Greater Hobart Plan. However, the Greater Hobart Plan modelling only covers the metropolitan areas of the Greater Hobart Area (i.e. it did not include the outlying areas of Kingborough like Snug). Notwithstanding, the plan includes reference to the future development opportunities at Snug – these comments in the Greater Hobart Plan are intentional to align with the recommendations of the Kingborough Land Use Strategy 2019. However, further work is required to demonstrate the need for development in this location. This work is currently underway as part of a broader investigation into land supply for the outer settlements of the Greater Hobart Area that includes places like Brighton, Sorell, New Norfolk and Huonville. The baseline information that will be collected as part of this project will be able inform future amendments to the UGB and we expect that information will become available in approximately 10 to 12 months.

This advice has previously been conveyed to Mr Van Beelen and his solicitors.

Adriaan Stander, Strategic Planner

10 NOTICES OF MOTION RECEIVED FROM THE PUBLIC

The following Notice of Motion was submitted by **Professor Michael Rowan**

10.1 PERSONAL BUSHFIRE SHELTERS

RECOMMENDATION

That Kingborough Council:

1. Advise the community that uncontrollable wild fires are a major threat to the to health, safety and welfare of the community, since Kingborough is the most bushfire prone municipality in Tasmania as shown by almost all of the Council area having burned in the 1967 fires.

- 2. Acknowledge the many anecdotal reports of Kingborough residents installing or constructing shelters which they hope will protect them in the event that they are unable to evacuate their property ahead of a bushfire.
- 3. Consider the Report of the 2009 Victorian Bushfires Royal Commission which a. found that of the 173 people who died in the fires, 113 were in or near structures including their houses, and of these 7 died in what they presumably thought were safe shelters bushfire bunkers of various design and construction, while others saved their lives by sheltering in bunkers b. concluded that 'a well designed and constructed bunker can provide shelter from a bushfire while the fire front passes, and can be a useful 'Plan B' when efforts to defend a house have failed, or when for some reason it has not been possible to leave the property' c. caused standards for fire bunkers to be developed and included in the National Construction Code.
- 4. Acknowledge the CSIRO research which found that fire bunkers which have been accredited against the requirements of the National Construction Code in other Australian jurisdictions saved lives in the major 2019 fires and did not cause harm to those that sheltered within them.
- 5. Agree that since no shelter including those accredited in Victoria has yet been able to obtain approval in Tasmania, Kingborough is effectively in the situation of Victoria prior to the 2009 fires where the installation of fire bunkers is proceeding in an unregulated manner, threatening the safety of residents.
- 6. And thus, in order to encourage residents to install proven safe bushfire shelters, advise householders seeking to install bushfire bunkers that for the purposes of approval of a bunker in Kingborough, Council will accept the accreditation of a bushfire bunker in another Australian jurisdiction as demonstrating that the model of bunker concerned meets the requirements of the National Construction Code when installed in accordance with the requirements of that accreditation.
- 7. Should Council receive legal advice that this is not possible to do, publish that advice in Council minutes and seek urgent action from the State Government to remove whatever legislative obstacle stands in the way of Kingborough learning the lessons of the 2009 Victorian bushfires in relation to bushfire bunkers, in order to 'provide for the health, safety and welfare of the community' in accordance with the Local Government Act of Tasmania.

The following Notice of Motion was submitted by the Kingborough Ratepayers Association Inc

10.2 CONTINUOUS IMPROVEMENT POLICY

RECOMMENDATION

That Council consider adoption of a Continuous Improvement Policy to facilitate advances in the quality of administrative processes, service delivery and accountability systems; reduce costs and waste; simplify work processes; and improve employee and customer satisfaction.

Background

- 1. At a KRAI Member Meeting on 29/6/2022 the following motion for Kingborough Council's {KC} AGM was unanimously carried:
 - "That the KRAI membership endorses a motion for Council to consider adoption of an over-arching Continuous Improvement Policy to improve employee and customer satisfaction."
- 2. Local government service delivery operates in a monopoly environment. The recent Royal Commission into Misconduct in the Banking, Superannuation and Financial Services

Industry, has documented why monopoly environments can lead to ineffective administrative and governance standards that do little to protect consumers.¹

- 3. In circumstances where a monopoly for service delivery occurs, such as local government, justification exists for enhanced administrative processes to encourage innovation, and improve administrative performance and service delivery.
- 4. KRAI's Oversight: Governance and Accountability submission to KC's Audit Panel, June 2020² (OGA) documents a need for, inter alia, improved administrative accountability and performance.
- 5. It is desirable that additional safeguards for consumers of KC's services be implemented.
- 6. Continuous Improvement is a management tool for continuously improving administrative performance and service delivery. It gradually builds skills and capabilities within an organisation to find and solve problems. Over time it changes work-place behaviours and culture. A continuous improvement culture has been shown to boost employee engagement and reduce turnover rates.³
- 7. In a recent report into the Tasmanian State Service (TSS),⁴ Dr Ian Watt endorsed continual improvement as a method to promote improved performance of the TSS. One of the 13 recommendations contained in the report focused on ensuring there are strong continuous improvement mechanisms in place across the TSS.

Dr Watt's references to the benefits of accountability and continuous improvement include:

- "The need for a stronger review and evaluation capability within the TSS with a focus on outcomes, was consistently acknowledged during the review process. This should be complemented by clear roles and responsibilities among TSS leaders to ensure accountability and encourage improvement. "5
- "Being accountable for continuous improvement should encourage agencies to innovate and change." 6
- "The review has recognised the importance of continuous review and improvement across the TSS and will explore the merits of a whole of government review and evaluation framework to improve accountability ..."⁷
- 8. Given both state and local government administrations are funded by the public purse, justification exists for KC to at least consider the benefits of continuous review and evaluation.
- 9. Whilst KC currently lacks a Continuous Improvement Policy, some other policies are starting to incorporate the concept. The Risk Management Policy is based on the principle of 'facilitating continuous improvement, ' and an objective of the new Complaints Management Policy is to 'continually improve services, systems and capabilities.'
- 10. Benefits of a Continuous improvement Policy to KC are improved administrative processes, accountability systems and service delivery. Those benefits in turn will foster cultural improvements, efficiencies, innovation and employee satisfaction. Additionally, three

¹ Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry, Interim and Final Reports, Commonwealth of Australia

² Available for download in the Newsfeed section of the following link: https://www.kingboroughratepayers.org.au/

³ https://theleanway.net/5-Benefits-of-Continuous-Improvement

⁴ Review of the Tasmanian Public Service- Interim Report, November, 2020, DPAC, Dr Ian Watt

⁵ *Ibid.,* Chapter 5, p.42

⁶ *Ibid.*, Chapter 5, p.41

⁷ Ibid.

strategic objectives in the KC's Strategic Plan 2020-25 will be underpinned: 2.18; 2.49 and 2.5.10

- 11. Benefits in 10 above translate into improved quality, reduced costs, simplified work processes, less waste and improved customer and employee satisfaction. They serve to satisfy the combined mutual interests of KC, its administration and council employees, contractors and related businesses, and consumers of KC's services.
- 12. Resourcing a Continuous Improvement Policy will incur initial costs associated with developing base-line data. That data is then analysed, streamlined and continuously improved. Opportunity costs of not implementing continuous improvement are significant and can perpetuate the inferior standards of administration and service delivery recorded in KRAI's OGA report.¹¹
- 13. Last year the same motion was unsuccessfully put to the vote at KC's AGM. A perception exists that a small majority of people attending the meeting perhaps lacked the understanding of the significant research that preceded and motivated the motion, and the significant and mutual benefits to be accrued to groups outlined in 11 above when a Continuous Improvement Policy is implemented."

11 PUBLIC QUESTIONS WITHOUT NOTICE AND MOTIONS FROM THE FLOOR

CLOSURE

-

^{8 &}quot;service provision meets the current and future requirements of residents and visitors."

⁹ "The organisation has a corporate culture that delivers quality customer service, encourages innovation and has high standards of accountability."

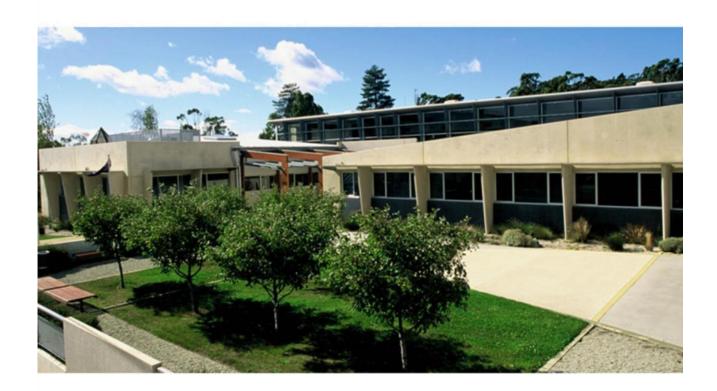
¹⁰ "Council is a desirable place to work, attracting committed and engaged staff through progressive human resource practices and a positive work environment.

¹¹ Allegations made in OGA have subsequently neither been denied, nor disputed by management.

APPENDIX

A Copy of Annual General Meeting Minutes of 4 December 2021

Kingborough



MINUTES ANNUAL GENERAL MEETING

4 December 2021

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

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4 December 2021

MINUTES of the Annual General Meeting of Kingborough Council Kingborough Civic Centre, 15 Channel Highway, Kingston Saturday, 4 December 2021 at 11am

1 AUDIO RECORDING

The Chairperson declared the meeting open, welcomed all in attendance and advised that the Annual General Meeting will be recorded and made publicly available on its website. In accordance with Council's policy the Chairperson requested confirmation that the audio recording had commenced.

2 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

The Chairperson acknowledged the traditional custodians of this land, paid respects to elders past and present, and acknowledged today's Tasmanian Aboriginal community.

3 ATTENDEES

Councillors:

Mayor Councillor P Wriedt

Councillor S Bastone

Councillor G Cordover

Councillor F Fox

Councillor D Grace

Councillor C Glade-Wright

Councillor C Street

Staff:

General Manager
Director Governance, Recreation & Property Services
Director Environment, Development & Community Services
Coordinator Community Services & Hub
Media & Communications Advisor
Executive Assistant

Mr Gary Arnold Mr Daniel Smee Dr Katrena Stephenson Mrs Carol Swards Ms Sam Adams Mrs Amanda Morton

4 APOLOGIES

Deputy Mayor Councillor J Westwood Councillor A Midgley Councillor S Wass

4 December 2021

5 CONFIRMATION OF MINUTES

Moved Cr Glade-Wright

Seconded Cr Street

That the Minutes of the Annual General Meeting held on 27 February 2021 and marked as Attachment A to the Agenda be confirmed as a true record.

CARRIED

6 WELCOME BY THE CHAIRPERSON

The Mayor, Cr Paula Wriedt, provided an introduction and summary of the year in review.

7 PRESENTATION

Mrs Carol Swards provided a presentation on Kingborough Council's Community Services Department.

8 2019/20 ANNUAL REPORT

Submissions were invited from the public and closed on 30 November 2021.

9 PUBLIC QUESTIONS WITHOUT NOTICE AND MOTIONS FROM THE FLOOR

1 Notice of Motion

Moved Ray Westwood Seconded Tricia Ramsay

That Council consider the direction in the Strategic Plan, 'The community are at the heart of everything we do,' be reflected in future Long Term Financial Plans and Annual Budget documentation by incorporating an additional clause:

"It is important to balance rate revenue as a funding source with community sensitivity to rate increases, including rates affordability within the general community, and the level of service required by the community."

Amendment:

Moved Julian Punch Seconded Brian Doran

Replace the word 'general' with the words 'diverse population and regional spread of the community, ...".

For 2 Against 5

4 December 2021

The substantive motion was then put.

For 4 Against 2

2 Notice of Motion

Moved Tricia Ramsay Seconded Ray Westwood

That Council consider adoption of a Continuous Improvement Policy to facilitate advances in the quality of administrative processes, service delivery and accountability systems; reduce costs and waste; simplify work processes; and improve employee and customer satisfaction.

For: 3 Against: 5

3 Question Without Notice

Ms Tricia Ramsay asked the following question without notice:

Incorporating Notices of Motion into the AGM Agenda

I notice that Council only invited submissions to the Annual Report but in fact questions were included in the Agenda. Is there any reason at all, procedural or otherwise, that restricts Notices of Motion from being incorporated into Council's AGM Agendas?

General Manager responds:

One of the reasons it is not included is simply that because the Annual General Meeting requires a person to be in attendance to actually move the motion, it has not been protocol for this Council to include in advance any Notices of Motion. Anyone is welcome to attend the Annual General Meeting, notwithstanding that because of the pandemic requirements we have had to, for this particular year and last year, have an Eventbrite process whereby registration in advance was required.

Mayor:

Technically, would it matter if they were printed? If the person then wasn't here then the motion just lapses so for the information of everybody in the future we could print them in the Agenda and then if the person has put them forward is not here, that might be a better way to go forward in the future.

Ms Ramsay:

I would suggest that if people are interesting in moving a motion and seconding it that they would organise to be here.

Mayor:

I think it would be useful to have because it would allow others who are intending to come to consider the matter before it appears on the day. We are happy to take the suggestion on board and amend it for next year.

4 December 2021

4 Notice of Motion

Moved Julian Punch Seconded Brian Doran

On behalf of Rainbow Communities Tasmania Inc and the Kingston Chapter I wish to move a motion of sincere thanks to the two LGBTIQ+ liaison councillors, Cr David Grace and former councillor Michelle Higgins and their families who gave and continue to give our communities so much support.

For: 2 Against: 0

5 Question Without Notice

Mr Rob Crosthwaite asked the following question without notice:

Community Building

Could our community services program, in addition to making job ready programs, would engage in community program building as well?

Director Environment, Development & Community Services responds:

Mr Crosthwaite, could you please clarify what you mean by community building to help me address your question.

Mr Crosthwaite:

I could probably answer that in comparing it to the job ready programs. We are quite happy for our teenagers and so forth to be put through processes of getting job ready, in other words, become part of the economic community. We don't do the same sort of activity or the same intention with regard to community building. It seems to me that one of the areas which local government being, by it's own confession, closest to communities, ought to be engaged in at least support for a succession planning type activity with regard to making communities more viable and more effective. I think I would probably endorse the General Manager's comment during the forum earlier that like community organisasions, local government is also a not for profit.

Director Environment, Development & Community Services:

I confess I'm still a little uncertain. If you are referring to engaged citizenship, certainly I do think that collectively we can all play a part of that, not just community services, but through things like the community forums and the like and I would be happy to take that on notice to have a look at further.

7 CLOSURE

There being no further business, the Chairperson	declared the meeting closed at 12pm.
(Confirmed)	(Date)