

Glenorchy City Council

Strategic Plan 2011-2016



GLENORCHY CITY
Where ideas happen.

This document is
available from Council in
alternative formats.

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Our Vision and Mission

Our vision for the City of Glenorchy:

Our Vision is to ensure this City is the best place in Tasmania to live, work and play, both now and into the future.

We want a City where we all care for each other and act together to improve our lifestyle and environment through a strong sense of community.

Our mission as an organisation:

Glenorchy City Council will be a leader in local government; representing its local community and ensuring best value services.



Our Values

The values that we hold as an organisation

People

We believe that each person is equal and has a positive contribution to make. The rights and opinions of all are heard, valued and respected.

Diversity

We value differences that enrich our community and the positive contributions everyone can make in improving the quality of community life.

Progress

We value innovation, flexibility and imagination in building a better and sustainable community.

Prosperity

We commit ourselves to achieving social and economic prosperity for all.

Environment

We work together to improve our City so we can enjoy a safe and healthy environment and a good quality of life. We respect our heritage and have pride in our City.



Introduction from the Mayor and General Manager

We are proud to present the Glenorchy City Council's Strategic Plan 2011-2016.

Our Strategic Plan is reviewed each year to make sure that any issues that arise are addressed. Last year we carried out an extensive review that changed the Plan significantly so, this year only a minor review has been necessary.

Water and sewerage reform continues to have a major impact on Council's finances and it is paramount that we stay focused on ensuring services meet community needs and on maintaining and improving our infrastructure and our environment.

As with previous Strategic Plans, the Glenorchy Community Plan has provided the most significant input because it reflects the community's aspirations for the city's development.

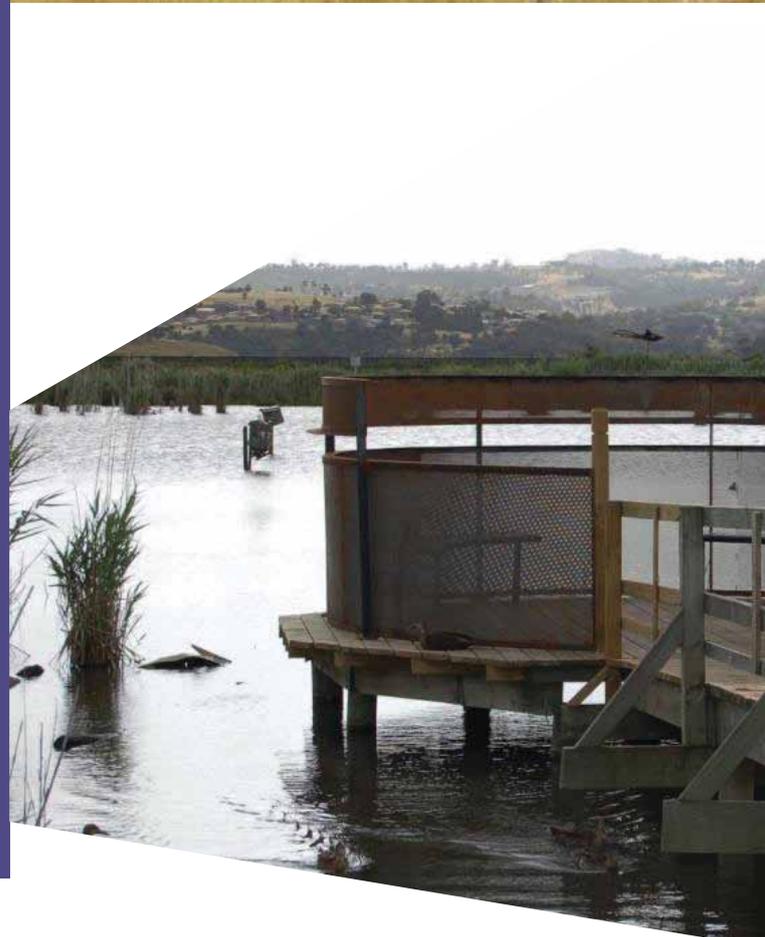
However, instead of replicating the Community Plan's format, the Strategic Plan adopts the best practice Quadruple Bottom Line reporting framework of *Community, Economy, Environment and Governance* to provide a more succinct, easier to use, document.

The Strategic Plan provides a clear view of our objectives, the strategies that we will employ to contribute to their achievement and the measures that we will use to monitor our progress. It provides the basis for Council's Annual Plan and for the subsequent development of annual budgets.

The success of this Plan relies on the commitment and endeavours of everyone who will be involved in its implementation and we look forward to continuing to work with you to deliver best value services to our community.

Alderman Adriana Taylor
Mayor

Peter Brooks
General Manager



Our Council

Glenorchy City Council Aldermen

1. Mayor, Alderman Adriana Taylor
2. Deputy Mayor
Alderman Christine Lucas
3. Alderman Jenny Branch
4. Alderman Steven King
5. Alderman Richard Lowrie
6. Alderman Luke Martin
7. Alderman Haydyn Nielsen
8. Alderman David Pearce OAM
9. Alderman Peter Ridler RFD
10. Alderman Stuart Slade
11. Alderman Matt Stevenson
12. Alderman Robert Vervaart



Glenorchy

Demographic Profile

A vibrant community, a solid retail and manufacturing industry base, an excellent environment and good recreational facilities make Glenorchy a great place to live, work and play.

The City of Glenorchy comprises several suburbs north of Hobart. With the picturesque shores of the River Derwent forming its eastern boundary the city features undulating hills rising steeply in the west to a backdrop that includes the majestic Mount Wellington. Comprising both urban and semi-rural environments the approximate size of the city is 120 square kilometres.

The earliest inhabitants of Glenorchy were the Mouheneener Aboriginal people. Glenorchy was given city status in October 1964 and is now the 4th largest local government area in the State with a total population of 44,433 people.

Today, the City of Glenorchy has the second largest shopping district in southern Tasmania (the largest being in Hobart). The City has three major commercial areas including Moonah, Glenorchy CBD and Claremont. The City has a diverse mix of industrial, commercial and residential development. Industries in the City include ship building, metal fabrication, zinc processing, food processing, furniture production and more recently, high technology industry.

Facts about Glenorchy:

- The City's population is 44,716 and has remained fairly stable since the late 1960s
- It is estimated that the population will remain fairly stable over the next 20 years
- There are approximately 2,200 businesses in the City
- The City's labour force is 21755
- Over 17,000 people work in the City
- The median age of residents is 39
- Residents aged 65 years and over make up 17% of the City's population. By 2021, Glenorchy's older population is expected to grow to 22.6%
- Family households account for 63% of total households in Glenorchy while lone person households comprise 61%
- Most residents own their home or are purchasing their home (66%)
- Public Housing makes up 10% of all housing stock
- Glenorchy ranks 2nd lowest of the 6 Greater Hobart LGAs on the ABS's Socio-economic Index for Disadvantage
- Most residents were born in Australia, 9.6% were born outside of Australia
- Most residents left school at an early level (year 10 or below)



Introduction to the Strategic Plan

The Glenorchy City Council Strategic Plan is the key document that guides Council's strategic direction for the next five years. It outlines the strategies that we will undertake to address the issues that will affect us and to ensure that the city develops according to the wishes of our community.

All Councils are required by the Local Government Act 1993 to prepare a Strategic Plan "in respect of at least a 5 year period".

A major review of the strategic planning process was undertaken in 2009/10 and to make the Plan easier to read and understand it was decided to present it in sections of Community, Economy, Environment and Governance which is the best practice Quadruple Bottom Line framework.

It was also decided that the Glenorchy Community Plan should still form the basis of Council's Strategic Plan.

The Community Plan is a plan for the whole city that identifies what the community considers important and the long-term outcomes that they want to achieve.

The Community Plan is overseen by Team Glenorchy, a committee of business and community leaders, and is reviewed regularly to ensure that it represents the current aspirations of the community.

The diagram below illustrates the linkages between the five community themes in the Community Plan and Council's Strategic Plan. As the Community Plan is externally focused however, it does not contain any provisions relevant to the "Governance" section of Council's Strategic Plan.

Only a "minor" review has been carried out this year because last year's review was so comprehensive and thorough. This was confirmed when Aldermen, managers and staff were provided with opportunities to identify issues that should be addressed in the Strategic Plan and it was concluded that all of the issues they raised were already dealt with. This year's

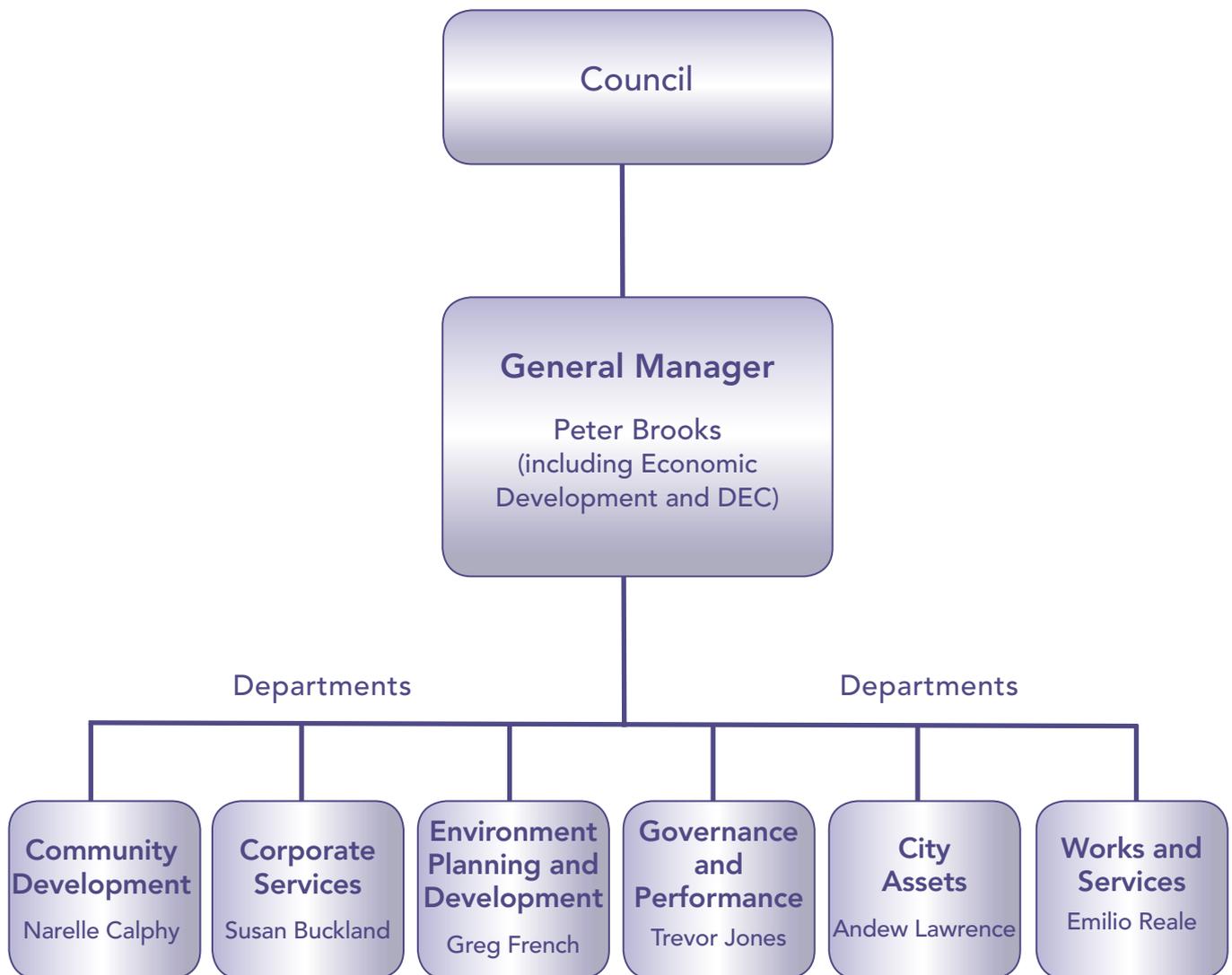


review has however included the development of a few more performance indicators for some of the objectives.

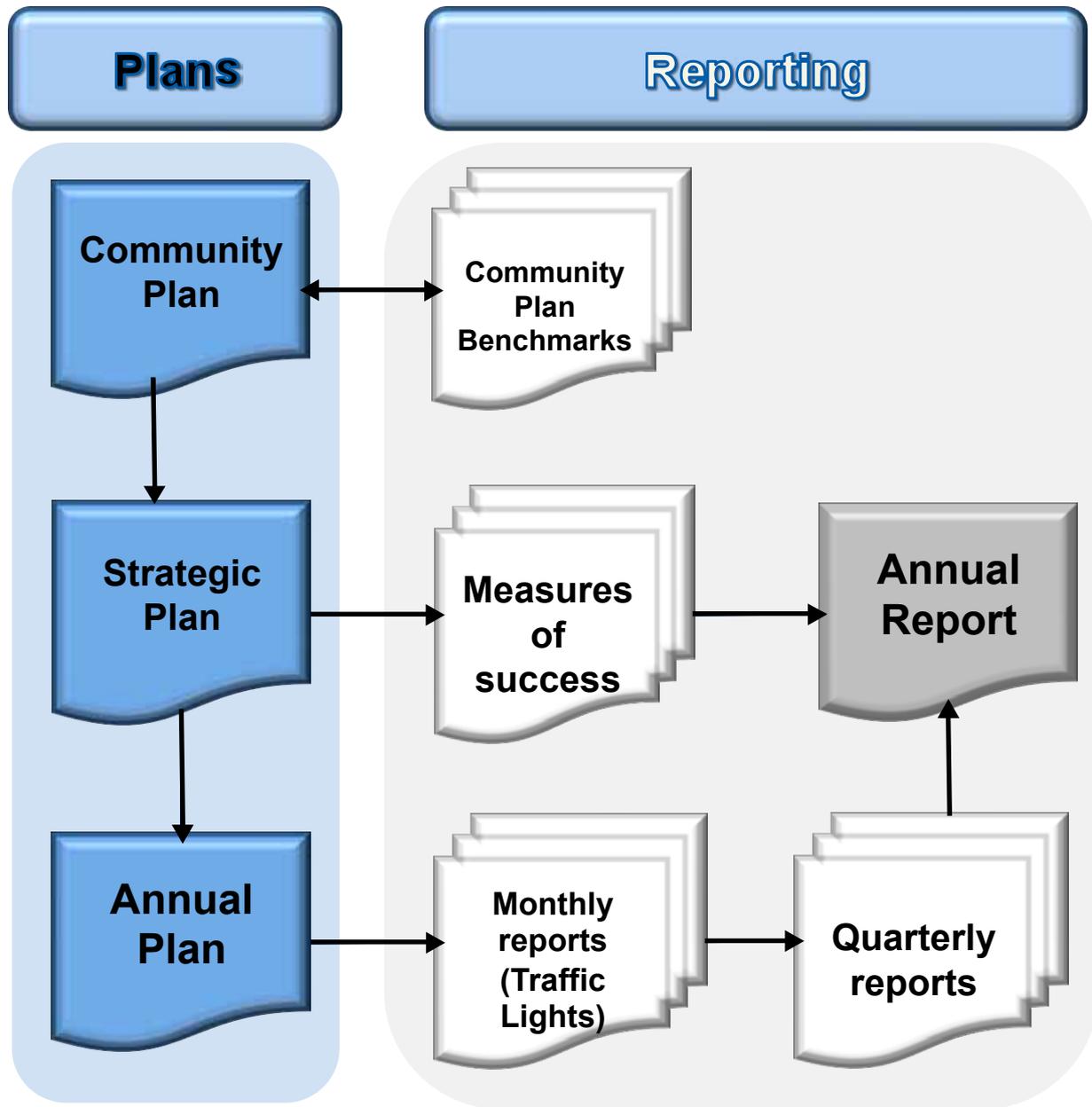
Councils are also required by the Local Government Act 1993 to produce an "Annual Plan" each year that is "consistent with the Strategic Plan". Council's Annual Plan describes the specific actions that Council will take in response to the strategies described in the Strategic Plan and subsequently provides direction to Council in respect to the annual budgeting process.

Reports that assess performance towards implementing the Strategic and Annual Plans are provided to Council every three months. At the end of each financial year Council's overall performance is reported to the community in the Annual Report. Copies of these plans and reports are available online at www.gcc.tas.gov.au.

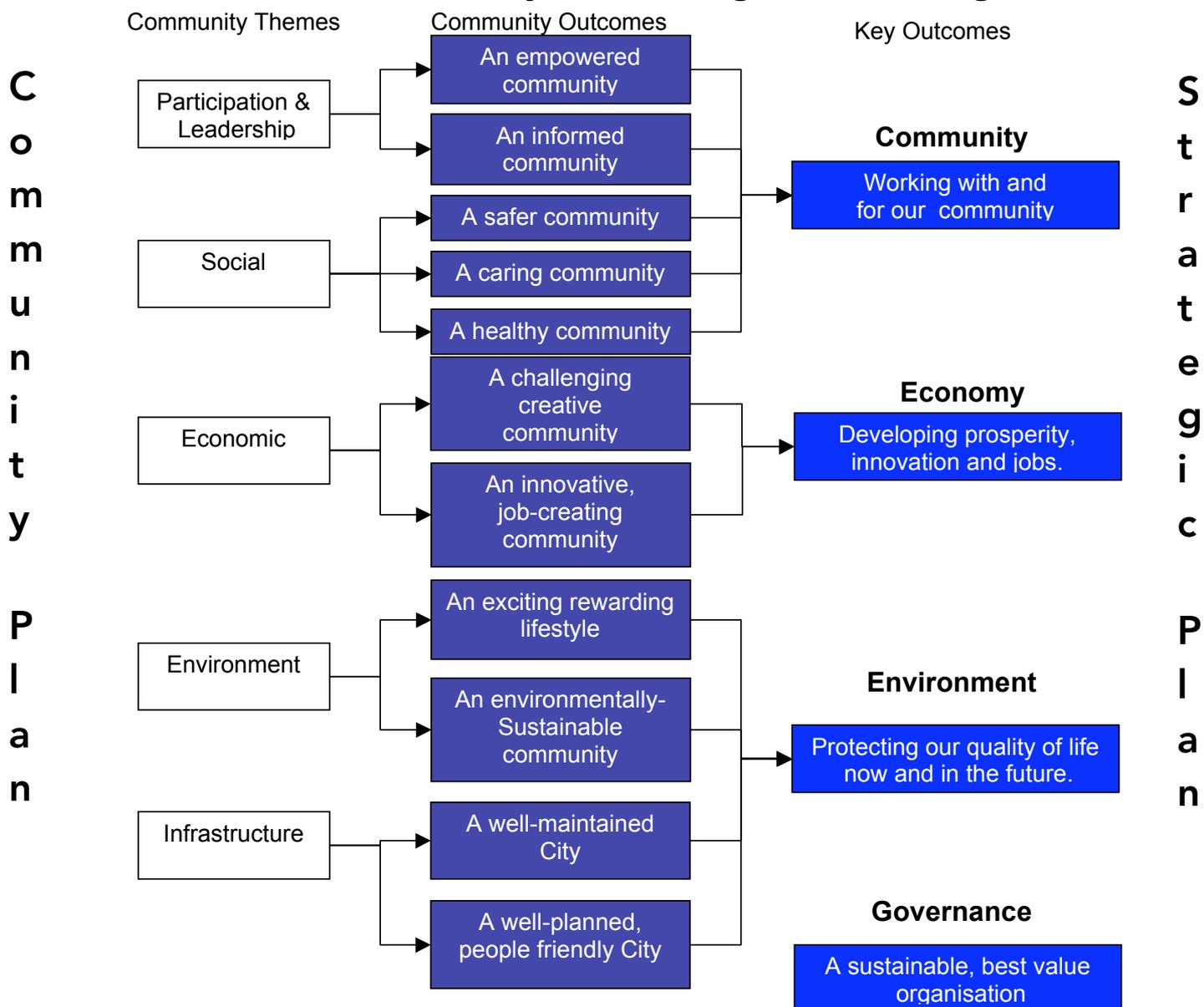
Glenorchy City Council Organisation Structure



Planning and Reporting Framework



Community and Strategic Plan Linkages



Objectives, Strategies and Measures of Success

Community - Working with and for our community.

Objective	Strategy
<p>1.1 Plan for and benefit from the opportunities associated with population change.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> • <i>Positive Ageing Strategy implemented (Source – Community Development Department)</i> 	<p>1.1.1 Develop and implement a plan which addresses the opportunities and challenges arising from an ageing population.</p>
<p>1.2 Provide opportunities that address social disadvantage.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> • <i>Number of programs and partnerships initiated by Council to address community wellbeing. (Source – Community Development Department)</i> 	<p>1.2.1 Deliver, or partner with other stakeholders to support, programs which address social disadvantage.</p> <p>1.2.2 Advocate for a wide range of education opportunities.</p> <p>1.2.3 Encourage the provision of a diverse range of housing options within the City.</p> <p>1.2.4 Develop and implement an early years strategy for the City.</p>



Objective	Strategy
<p>1.3 Encourage a strong, diverse and inclusive community.</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> <i>Participation rates at arts, cultural and community events and programs conducted by Council (Source – Community Development Department)</i> <i>Number of community safety initiatives that Council is involved in (Source Community Development Department)</i> <i>Number of young people participating/involved in youth projects or programs (Source Community Development Department)</i> 	<p>1.3.1 Foster and support community cultural events and projects which celebrate Glenorchy's cultural diversity and build identity, inclusion and City pride.</p> <p>1.3.2 Support and promote opportunities for participation in the arts.</p> <p>1.3.3 Ensure Glenorchy's infrastructure facilitates community access for all.</p> <p>1.3.4 Maintain Council's leadership in youth participation through ongoing development of its youth participation model and engagement with young people from specific population groups.</p> <p>1.3.5 Partner with other stakeholders to address gaps in services to the community and identified population-groups.</p> <p>1.3.6 Partner with the State to improve community access to information technology.</p> <p>1.3.7 Maintain Council's leadership in community consultation and participation processes.</p> <p>1.3.8 Build community capacity in local areas to enhance neighbourhood relationships and promote community pride, belonging and connectedness.</p> <p>1.3.9 Promote volunteerism within the City.</p> <p>1.3.10 Partner with other stakeholders to implement crime prevention, community safety and fear of crime initiatives, in consultation with the community.</p>

Objective	Strategy
<p>1.4 Support and improve the independence, health and wellbeing of the community.</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> • <i>Community Satisfaction with facilities and opportunities for participation in active and passive recreation (Source – Community Survey)</i> • <i>Community Satisfaction with hygiene standards of food outlets and restaurants (Source – Community Survey)</i> 	<p>1.4.1 Partner with governments and non-government organisations to improve the health and wellbeing of the community.</p> <p>1.4.2 Promote, implement and monitor public health standards.</p> <p>1.4.3 Promote recreational activity by maintaining and improving facilities and assisting access to funding for sporting and community groups.</p> <p>1.4.4 Encourage healthy lifestyles through participation in active and passive recreation.</p> <p>1.4.5 Maintain quality, affordable services for the community, including child care and Glenorchy Aged Care Packages.</p>



Economy - Developing prosperity, innovation & jobs

Objective	Strategy
<p>2.1 Attract, promote and support growth in the local business, industrial and residential sectors.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"><i>Business satisfaction with Council support of businesses (Source – Annual Survey of Businesses)</i>	<p>2.1.1 Support the retention of existing business and the attraction of new business to the City.</p> <p>2.1.2 Promote the City as an attractive place to invest and do business.</p> <p>2.1.3 Promote investment by capitalising on the City's infrastructure.</p> <p>2.1.4 Partner with others to promote economic development in the City and the Region.</p> <p>2.1.5 Foster business development and strengthen networks by promoting business events.</p> <p>2.1.6 Advocate for and represent the interests of business in the City.</p>



Objective	Strategy
<p>2.2 Facilitate sustainable employment opportunities for our community.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> Resident satisfaction with employment opportunities (Source – Community Survey) 	<p>2.2.1 Grow jobs through education and training.</p>
<p>2.3 Realise and grow the potential of tourism in the City.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> Business satisfaction with promotion and development of tourism (Source – Annual Survey of Businesses) 	<p>2.3.1 Increase visitation to the City.</p> <p>2.3.2 Promote the City as a venue for major events and conventions.</p> <p>2.3.3 Market and promote entertainment and events within the City.</p>



Environment - Protecting our quality of life now and in the future.

Objective	Strategy
<p>3.1 Value, protect and benefit from our unique natural environment.</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> • <i>Community and key stakeholder satisfaction with management of the natural environment (Source – Community survey and stakeholder survey)</i> • <i>Proportion of planning permit applications referred for environmental assessment (Source – Environment, Planning and Development Department)</i> 	<p>3.1.1 Protect the City's natural values including the City's vegetated hill faces, streamside areas, urban bushland reserves, Wellington Park and the Derwent River and foreshore.</p> <p>3.1.2 Minimise the risk of any adverse effect on the environment.</p>
<p>3.2 Manage the effects of climate change for the benefit of Glenorchy.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> • <i>Reduction in Council's energy use (Source – Council's electricity consumption for major facilities/premises from invoices)</i> 	<p>3.2.1 Minimise greenhouse gas emissions and address the impacts of climate change.</p>
<p>3.3 Create a vibrant place, full of character, where people want to be.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> • <i>Community satisfaction with Glenorchy as a place to live (Source – Community Survey)</i> 	<p>3.3.1 Provide an animal management service which promotes the amenity and safety of the community and animal welfare.</p> <p>3.3.2 Protect the City's heritage places, including places of significance to the Aboriginal community.</p> <p>3.3.3 Improve the quality, design and appearance of the City's buildings and public spaces.</p> <p>3.3.4 Meet appropriate service levels to manage Council infrastructure.</p>

Objective	Strategy
<p>3.4 Promote high quality sustainable development of Glenorchy</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> <i>Proportion of infill residential development relative to all residential development (Source – Environment, Planning and Development Department)</i> <i>Community satisfaction rating with the overall performance of waste management (Source – Community survey)</i> 	<p>3.4.1 Manage the orderly growth of the City in a way which maximises the take-up of existing infrastructure capacity.</p> <p>3.4.2 Ensure the construction and maintenance of safe and healthy buildings through compliance with building and plumbing codes.</p> <p>3.4.3 Plan for the sustainable development of the City, ensuring compliance with the planning scheme and community involvement in the planning process.</p> <p>3.4.4 Facilitate the development of liveable, well-connected settlements which bring people closer to the services they need.</p> <p>3.4.5 Provide an environmentally-compliant and efficient waste management service which promotes waste minimisation.</p>
<p>3.5 Promote and provide an accessible, safe and reliable transport network that addresses current and future needs.</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> <i>Customer satisfaction with Glenorchy's road system (Source – Community survey)</i> <i>Efficiency of car parking use in Glenorchy and Moonah activity centres (Source – City Assets Department)</i> 	<p>3.5.1 Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.</p>

Governance - A sustainable, best value organisation.

Objective	Strategy
<p>4.1 Govern the City in a democratic, open and responsible manner in the best interests of the community as a whole.</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> <i>Satisfaction with the Performance of Aldermen (Source - Community Survey)</i> <i>Overall Council Performance (Source - Community Survey)</i> 	<p>4.1.1 Provide user-friendly, plain language and accessible information on Council services, works, activities and events.</p> <p>4.1.2 Continuously improve and promote effective leadership within Council.</p> <p>4.1.3 Maintain fair systems and processes that result in high levels of regulatory compliance in Council and the community.</p> <p>4.1.4 Ensure preparedness for natural disaster and pandemic by ongoing review of the City's Emergency Management Strategies.</p> <p>4.1.5 Manage information in an integrated, secure, efficient, effective and user-friendly way.</p> <p>4.1.6 Manage Council's assets in way that maximises the "whole of life" benefit to current and future citizens.</p> <p>4.1.7 Ensure integrated strategic planning across Council.</p> <p>4.1.8 Manage risk throughout Council.</p>

Objective	Strategy
<p>4.2 Be financially sustainable.</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> • <i>Operating surplus/deficit ratio (Source – Corporate Services Department)</i> • <i>Liquidity ratio (Source – Corporate Services Department)</i> • <i>Net financial liabilities to total assets (Source – Corporate Services Department)</i> • <i>Net financial liabilities to operating revenue (Source – Corporate Services Department)</i> • <i>Annual capital expenditure ratio (Source – Corporate Services Department)</i> • <i>Infrastructure backlog ratio (Source – Corporate Services Department)</i> 	<p>4.2.1 Manage the Council's finances to ensure sustainable service delivery through a planned approach to the funding of Council's short and long term operations.</p>



Objective	Strategy
<p>4.3 Plan and provide best value customer services to meet the needs of the community.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> • <i>% of service standards achieved (Source – Council Departments)</i> 	<p>4.3.1 Provide a high standard of service to Council’s customers.</p> <p>4.3.2 Ensure all Council services meet a defined user need, and are of a standard which provides best value for the customer.</p> <p>4.3.3 Explore new ways of meeting community and organisational needs.</p> <p>4.3.4 Provide cost effective information and communications technology (ICT) services that support the provision of services and information to Council and the community.</p>
<p>4.4 Build effective and influential relationships with governments, the private sector and local communities to achieve identified outcomes.</p> <p><i>Measures of Success</i></p> <ul style="list-style-type: none"> • <i>Resident satisfaction with Council’s performance in influencing others (Source – Community Survey)</i> • <i>Amount of grant funding achieved (Source – Corporate Services Department)</i> 	<p>4.4.1 Partner with the State Government to facilitate the delivery of improved community outcomes on matters of strategic priority.</p> <p>4.4.2 Partner and, where feasible, share resources with other stakeholders to improve local and regional outcomes.</p>
<p>4.5 Attract, retain and value a highly skilled and committed workforce.</p> <p><i>Measure of Success</i></p> <ul style="list-style-type: none"> • <i>Staff turnover (%) (Source – Corporate Services Department)</i> 	<p>4.5.1 Recruit, develop and retain a quality workforce committed to the delivery of Council’s mission.</p>

Contact

Glenorchy City Council

PO Box 103,

Glenorchy Tasmania 7010

Ph: 03 62166800

e-mail: gccmail@gcc.tas.gov.au

www.gcc.tas.gov.au



GLENORCHY CITY
Where ideas happen.