

INTERIM

2013-18

Glenorchy City Council Strategic Plan



GLENORCHY CITY
Where ideas happen.

Adopted by Council 8th April 2013

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formats.

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Message from the Mayor and General Manager

Welcome to Council's Strategic Plan for 2013-18.

In September 2012, Glenorchy City Council adopted a strategic planning framework following input from Aldermen and senior managers. The framework identifies four major aims that shape this Strategic Plan:

- Making Lives Better;
- Open for Business;
- Valuing our Environment; and
- Leading our Community

Council's goal is to deliver services more effectively and at lowest cost to ratepayers.

An important first step involves strengthening our strategic planning processes. This begins, most importantly, with a review of the Glenorchy Community Plan to make sure that what we do is what the people of Glenorchy want us to do.

As a result, this Strategic Plan 2013-18 is very much an "interim" document until the new Community Plan can guide the direction of Council's future strategy. This is planned to happen in the second half of 2014.

A set of plans are also being prepared to support this new strategic approach, including a long term financial plan, an asset management plan and a workforce plan.

Council is working hard to identify savings and efficiencies.

The aim is for Council to find the best settings to deliver best value services to the people of Glenorchy.

We commend Council's 2013-18 Strategic Plan to you.

Stuart Slade
Mayor

Peter Brooks
General Manager

Your Council



Mayor
Alderman Stuart Slade



Deputy Mayor
Alderman Haydyn Neilsen



Aldermen Jenny Branch-Allen



Alderman Sharon Carnes



Alderman Kristie Johnston



Alderman Steven King



Alderman Richard Lowrie



Alderman Christine Lucas



Alderman Luke Martin



Alderman David Pearce OAM

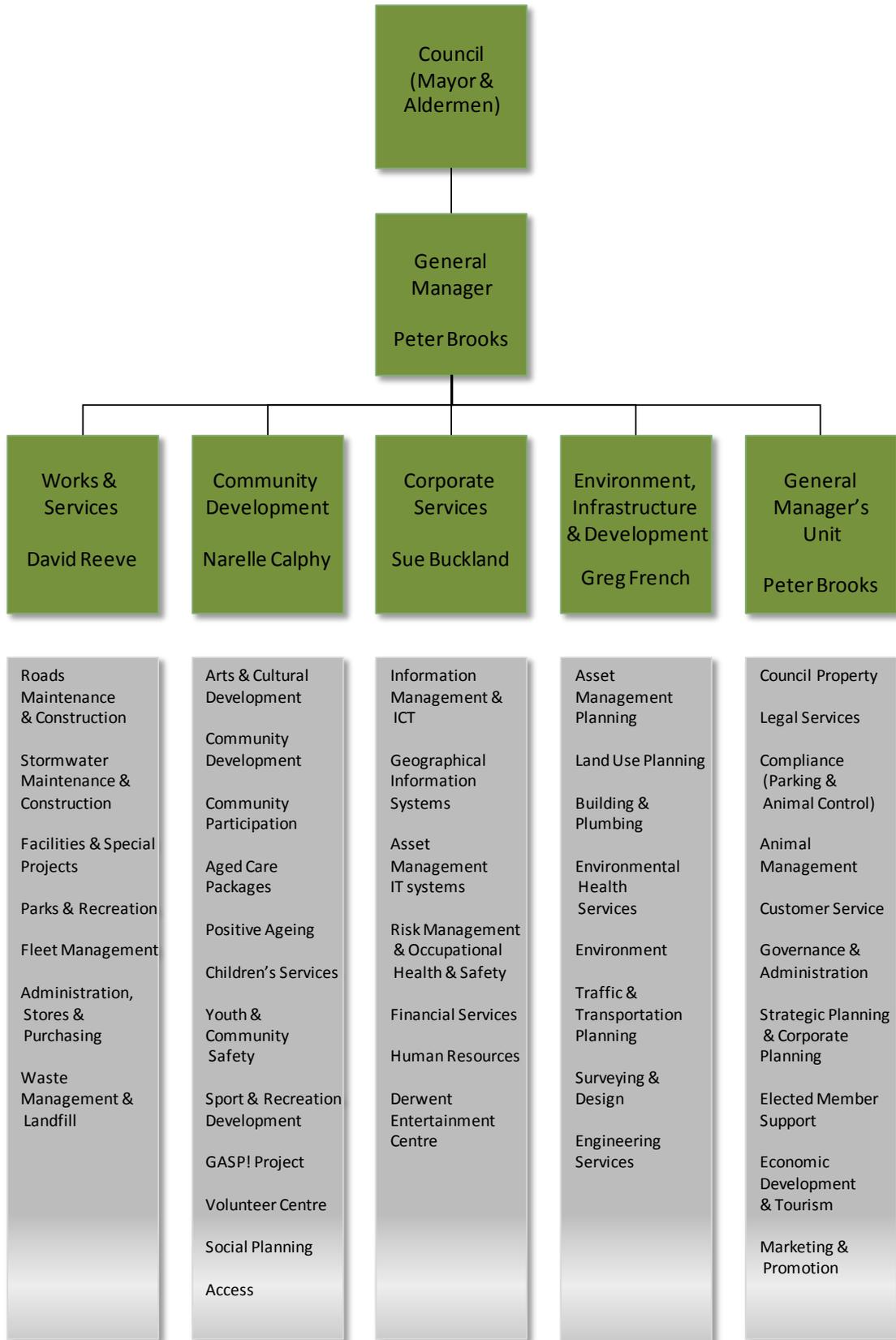


Alderman Peter Ridler RFD



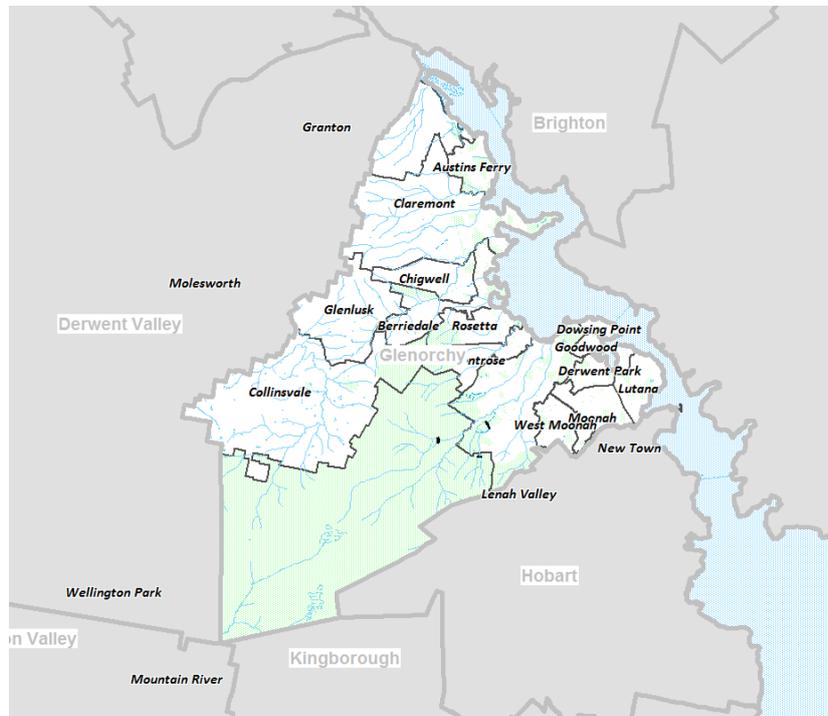
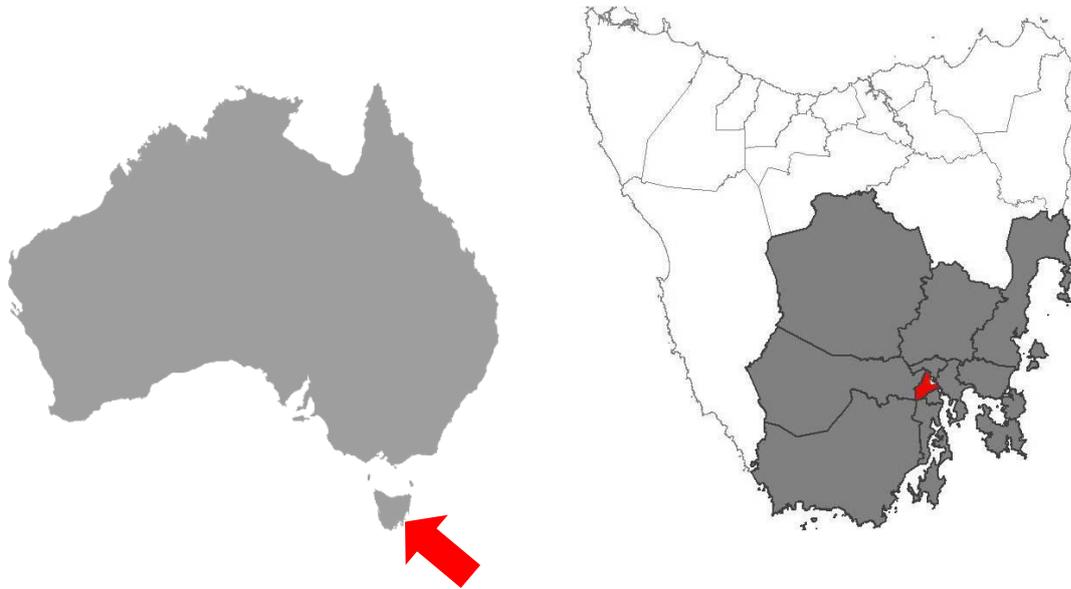
Alderman Matt Stevenson

Council Structure



About Glenorchy

The City of Glenorchy is Tasmania's fourth largest City and lies on the western shore of the River Derwent. Glenorchy is located in the heart of the Southern Region of Tasmania and forms part of the Greater Hobart metropolitan area. Glenorchy is located immediately next to Tasmania's capital city, Hobart.



Population

Glenorchy has a population of 45,471 (Estimated Residential Population, 2011).

Geography

The City has an area of 121km², of which about 30% is within Wellington Park - a natural reserve area set up to protect Mount Wellington and its surrounds.

Glenorchy's natural skyline is defined by Mt Arthur, Mt Hull, the Goat Hills and Mt Faulkner and is an important part of the Greater Hobart's landscape. Glenorchy's has about 30km frontage to the River Derwent including many bays. Unusually for urban Greater Hobart, Glenorchy has a large area of flat land developed for both industrial and residential use.

History

Glenorchy is believed to have been named by Governor Lachlan Macquarie after his wife's home in Scotland. The name means 'glen of tumbling waters'.

Originally home to the Mouheneener (pronounced "Moo - En - Een - Er") Aboriginal people, early European exploration from the 1790's onwards very quickly led to European settlement of Glenorchy, with Tasmania's first private land grants made along New Town Rivulet in the vicinity of Moonah in 1804.

The City developed over the next century or so as an agricultural district, with many of Glenorchy's place names reflecting the names of former agricultural properties.

Glenorchy was proclaimed a municipality in 1864.

Glenorchy's wave of industrialisation started with the establishment of the Electrolytic Zinc Company in 1917 followed shortly afterwards by the Cadbury - Fry-Pascall factory at Claremont in the early 1920s.

Glenorchy was proclaimed a City on 24th October 1964.

Economy

The local economy is now dominated by private sector activities with a mix of traditional industries, innovative high-tech enterprises and dynamic small businesses. Glenorchy is the industrial centre of Southern Tasmania, with major industries such as Nyrstar, Cadbury, Incat and Blundstone having a presence in the City, a maritime industry precinct and a Technopark. Glenorchy's retail precincts of Glenorchy,

Moonah and Claremont are regionally significant. The City's Derwent Park showroom precinct also plays an important part in the region.

Tourism

The City is home to the Museum of Old and New Art (MONA) at Berriedale, which is the largest private art gallery in the Southern Hemisphere. With over 400,000 visitors per year, it is Tasmania's most visited attraction. The Cadbury Visitor Centre is also popular with visiting chocaholics. The Glenorchy Art and Sculpture Park (GASP!) is bringing new life to the Elwick Bay foreshore.

Culture and Recreation

Glenorchy contains a range of regional cultural and recreation facilities such as the Derwent Entertainment Centre, the Royal Agricultural Showgrounds, the Tattersalls Park Racecourse and the Glenorchy Mountain Bike Park, which hosts national competitions. The iconic North-South Mountain Bike Track in Wellington Park has been the recent recipient of a national award.

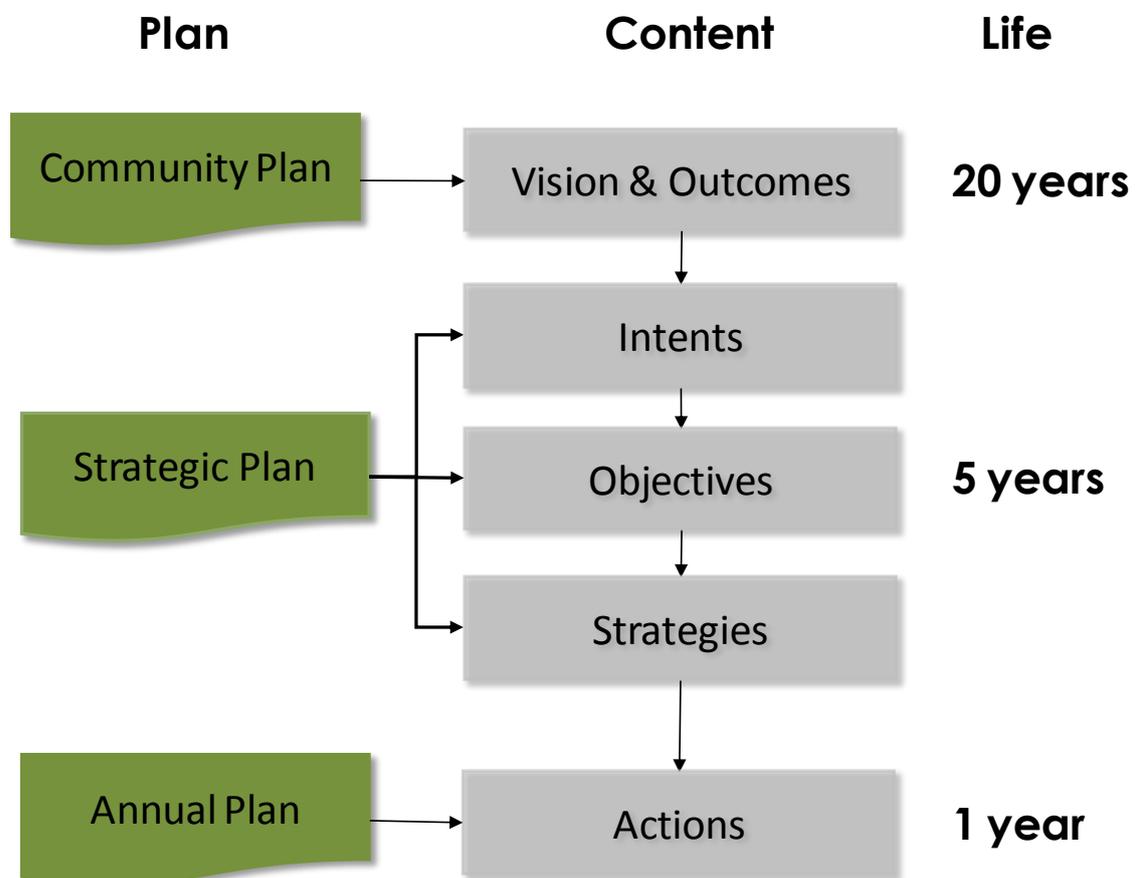
Infrastructure

Glenorchy is host to and benefits from a range of regionally critical infrastructure. Important transport linkages provided by the Brooker Highway, along with significant infrastructure such as the North-South rail corridor and the high frequency public transport corridor along Main Road. Other important infrastructure includes high voltage electricity transmission lines and injection points; trunk water supply and high pressure gas pipelines.

Council's Strategic Planning Processes

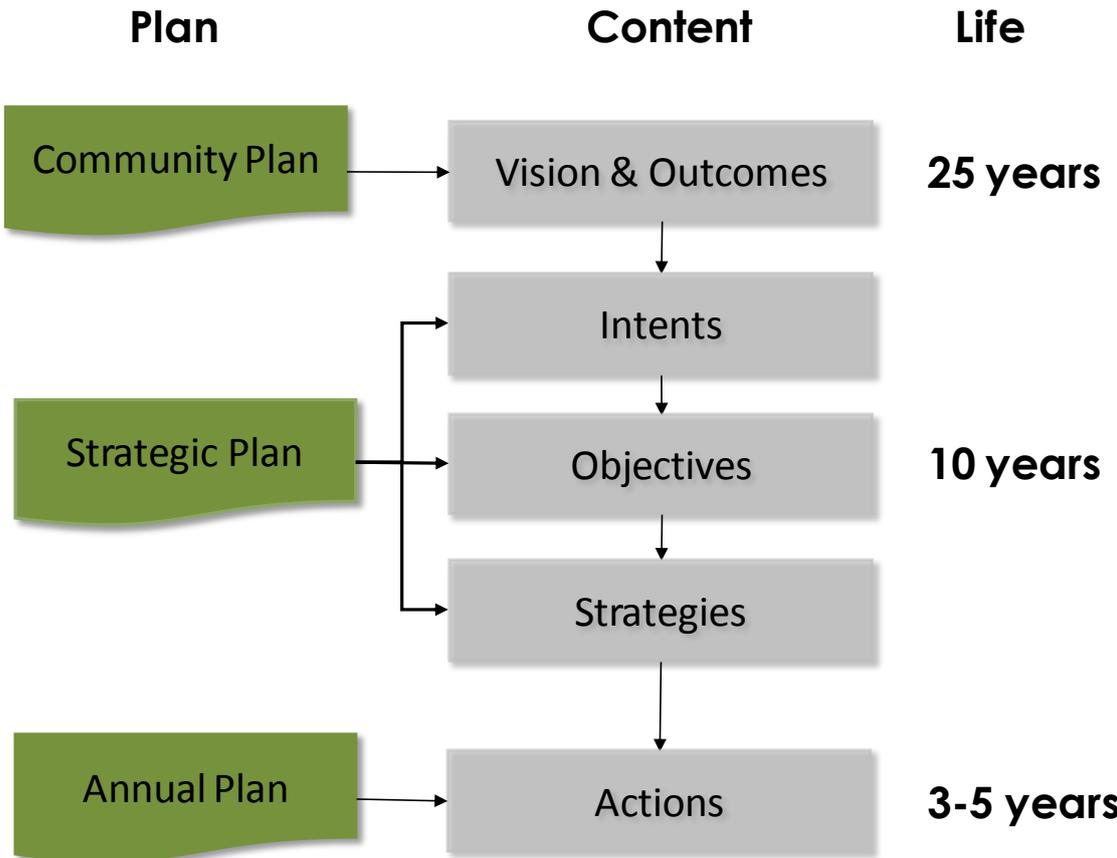
Council's strategic planning processes involve a series of plans which help Council to translate the community's vision into action.

Current Process



Future Process

Council is working towards a new strategic planning approach that allows it to plan over a longer time horizon in order to make best use of available resources.



Vision, Mission and Values

Our Vision

Our Vision is to ensure Glenorchy 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

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

Our Values

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.

Glenorchy: “the best place to live work and play”

“a leader in local government ... ensuring best value services”

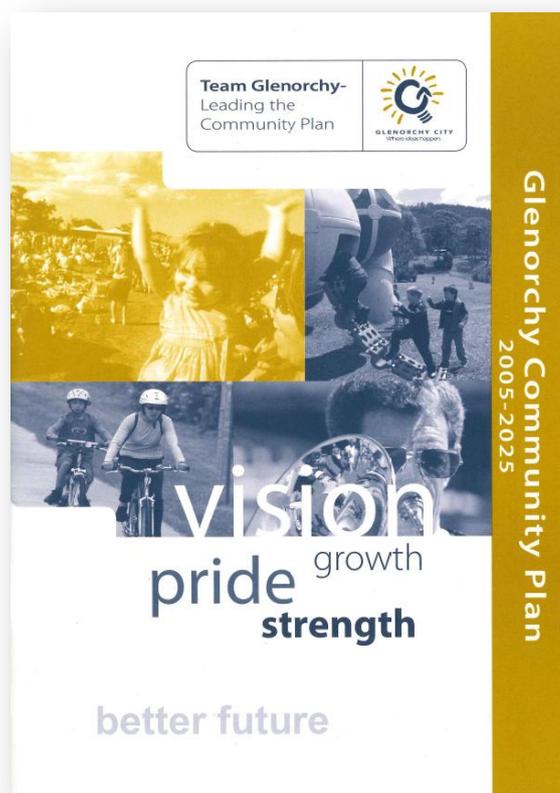
“people, diversity, progress, prosperity & environment”

The Glenorchy Community Plan

The Glenorchy Community Plan is the key strategic planning document for Council. It sets out the Glenorchy community's preferred future for the City over the next two decades.

Council uses the Community Plan to set its future direction and to identify those priorities that the Glenorchy community wants to see addressed make our City the "best place in Tasmania to live, work and play." Some of these priorities involve direct action by Council and others involve Council lobbying for appropriate action by other tiers of government or other organisations.

Council is in the process of reviewing the Community Plan. The review will involve widespread public consultation and a new Community Plan is anticipated in 2013/14. Any changes to Council's strategic planning as a result of the reviewed Community Plan would be addressed in the following review of the Strategic Plan.



Strategic Plan Intent

The Strategic Plan 2013-18 sets out Council's intent to deliver the following key outcomes for the City:



Making Lives Better

As a Council, we exist to make a positive difference in the lives of the people in our community.

Open for Business

A vibrant economy is important for the jobs and wealth it brings our community.

We need to strengthen the perception of Council as encouraging development.

Valuing our Environment

Our environment underpins our way of life in Glenorchy.

Council has a responsibility to manage the environment for future generations.

Leading our Community

The Community looks to Council to advocate for its needs and lead it into a preferred future.

Prudent governance of Council and the community's assets is an integral part of this.

Strategic Plan Objectives and Strategies

For each of the 4 intents, a series of objectives and strategies has been developed in consultation with Aldermen and Council’s Management Group.

Making Lives Better

Objective	Strategy
<p>1.1 Building understanding and engagement of the issues, needs & expectations of communities.</p>	<p>1.1.1 Identify & profile the Glenorchy community.</p> <p>1.1.2 Identify roles, responsibilities, and contributions of key stakeholders to address identified community needs.</p> <p>1.1.3 Improve community consultation and participation processes.</p>
<p>1.2 Support our different communities to enable them to pursue opportunities.</p>	<p>1.2.1 Facilitate and enable the delivery of accessible information so our communities can pursue opportunities.</p> <p>1.2.2 Facilitate the delivery of services that build community capacities and capabilities.</p> <p>1.2.3 Identify and facilitate linkages with Council and other service providers to create opportunities for our communities.</p> <p>1.2.4 Measure the effectiveness of service delivery to our different communities by Council and others.</p>
<p>1.3 Lead the provision of value for money services.</p>	<p>1.3.1 Identify the service expectations of our different communities and respond appropriately.</p> <p>1.3.2 Identify and explore new income streams to maximise value for money.</p> <p>1.3.3 Advocate for, partner with, or deliver services that address identified levels of community need.</p>

Open for Business

Objective	Strategy
2.1 Encourage a sustainable, dynamic and prosperous economy.	<p>2.1.1 Profile the existing economy and the emerging growth sectors.</p> <p>2.1.2 Develop relationships that support key stakeholders to pursue growth opportunities.</p> <p>2.1.3 Communicate and market our economic growth opportunities.</p>
2.2 Support priority growth sectors.	<p>2.2.1 Create a framework to support and encourage opportunities in priority growth sectors.</p> <p>2.2.2 Ensure that internal processes enable coordinated priority approvals.</p>

Valuing Our Environment

Objective	Strategy
3.1 Create liveable built environments and sustainably manage our natural and built environments.	<p>3.1.1 Set priorities for management of our natural and built environments in partnership with our communities.</p> <p>3.1.2 Deliver services that sustainably manage our natural environments.</p> <p>3.1.3 Deliver services that create sustainable and liveable built environments.</p>

Leading our community

Objective	Strategy
<p>4.1 Govern in an open and responsible manner in the best interests of the community.</p>	<p>4.1.1 Provide leadership and advocacy to address issues facing our communities.</p> <p>4.1.2 Ensure Council is open and transparent in its communication and dealings with our communities.</p> <p>4.1.3 Use corporate planning processes, informed by community input, to identify and determine clear priorities for action.</p>
<p>4.2 Manage our resources to achieve community outcomes.</p>	<p>4.2.1 Deploy the Council’s resources in a way that maximises the effectiveness of the organisation and delivers value for money.</p> <p>4.2.2 Ensure long term financial capacity to deliver required services.</p> <p>4.2.3 Ensure we have an appropriately skilled and capable workforce and a safe workplace.</p> <p>4.2.4 Maintain fair systems and processes that result in high levels of regulatory compliance in Council and the community.</p>
<p>4.3 Foster relationships to deliver community outcomes.</p>	<p>4.3.1 Develop and manage collaborative relationships with other levels of Government.</p> <p>4.3.2 Partner with community groups, business and not for profit organisations to achieve community outcomes.</p> <p>4.3.3 Partner with other councils and regional organisations to achieve community outcomes.</p>

Measuring Performance

The following performance measures have been identified to help Council to regularly review its performance against its strategic objectives:

Making Lives Better

Objective	Strategic Performance Measure
1.1 Building understanding and engagement of the issues, needs & expectations of communities.	Community perception of Council's understanding of community needs, issues and expectations.
1.2 Support our different communities to enable them to pursue opportunities.	Community perception of support, services and facilities offered by Council. Council's ability to advocate and provide linkages.
1.3 Lead the provision of value for money services.	Community perception of Council's provision of value for money services.

Open for Business

Objective	Strategic Performance Measure
2.1 Encourage a sustainable, dynamic and prosperous economy.	Comparison of the number and percentage of preliminary development proposals which proceed to planning approval.
2.2 Support priority growth sectors.	Days to achieve approval. Total value of building permit applications by growth sector.

Valuing Our Environment

Objective	Strategic Performance Measure
3.1 Create liveable built environments and sustainably manage our natural and built environments.	<p>Community perception of Council's management of our creeks, waterways and natural areas.</p> <p>Community perception of the amenity and liveability of our local areas (both natural and built).</p>

Leading our community

Objective	Strategic Performance Measure
4.1 Govern in an open and responsible manner in the best interests of the community.	<p>Report card of the organisation's corporate regulatory performance - internal & external audit, integrity commission, ombudsman , code of conduct panel etc.</p> <p>Community perception of Council's community consultation, advocacy and communication.</p>
4.2 Manage our resources to achieve community outcomes.	<p>Community perception of Council's management of resources.</p> <p>Community perception of Council's financial sustainability.</p> <p>Survey of Council staff in relation to being an employer of choice.</p>
4.3 Foster relationships to deliver community outcomes.	<p>Stakeholder perception of Council fostering and building relationships to deliver community outcomes.</p>

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