



GLAMORGAN
SPRING BAY
COUNCIL

GLAMORGAN SPRING BAY COUNCIL

Our Half-Term Plan 2025-2027

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Welcome and Introduction from the Mayor and Acting General Manager

The backstory to our Half-Term Plan is one of achieving stability in our operations through disciplined governance, transparent and fair management of public funds, divestment of non-core activities, long-term planning for asset management and renewal and strategic land acquisitions. Our focused commitment as we move through the next two years is the delivery of core business for our communities with continuing improvement and efficiency.

Progress, however, cannot be achieved through focus alone. We have a major challenge in the recruitment and retention of skilled people. In response, we are developing internal skills as part of 'growing our own' workforce to meet anticipated growth and development challenges.

With increasing community expectations and needs, funding and workforce challenges, legislation and compliance complexity, a priority must be to secure more resources – funds, people and technology.

Our active communities are a key strength across the municipality. They willingly work on improving their area and our remarkable environment. The strong community spirit of Glamorgan Spring Bay will play a pivotal role in addressing our existing and future challenges and opportunities. In achieving organisational and financial stability, support and activities for our communities

took a 'back seat'. We can now change this, and we want to continue rebuilding relationships with our community.

Similarly, we want to foster stronger connections with other levels of government to ensure they understand our needs and the role they can play in supporting our communities and their aspirations.

We are prepared to continue considering the local government reform agenda, although many questions remain.

Achieving stability motivates us all, and our mindsets are positive and actions productive. With confidence, we are now able to shift to more strategic considerations. The next two years of the Council term can focus on continuing efficiencies *and* commencing strategic projects aligned with the Community aspiration of Glamorgan Spring Bay, being 'prosperous, vibrant and inclusive – A place where people want to live, work and visit'.

We look forward to working with you and strengthening the relationships needed to achieve this shared aspiration.

Clr Cheryl Arnot
MAYOR

Peter Porch
ACTING GENERAL MANAGER

The Glamorgan Spring Bay Council acknowledge the traditional owners of our region and recognise their continuing connection to land, water and culture.

We pay our respects to their Elders past and present.

How our Half-Term Plan was developed

Alignment to the Community Aspiration

Strategic directions, decision-making, and effort need to be aligned with and assessed against the following three things: our Community's future aspiration, what the Community values most about the Glamorgan Spring Bay area, and Council's purpose and associated roles.

Our Community Aspiration is:

To be prosperous, vibrant and inclusive

A place where people want to live, work and visit.

Our Community Values:

The natural environment of beautiful coastlines and beaches

The strong sense of community and friendly people

The lifestyle and living in this remarkable location

Council Purpose and Roles

Council's purpose is to help and support our communities to develop and thrive.

Council has four roles: provider, regulator, facilitator and advocate.

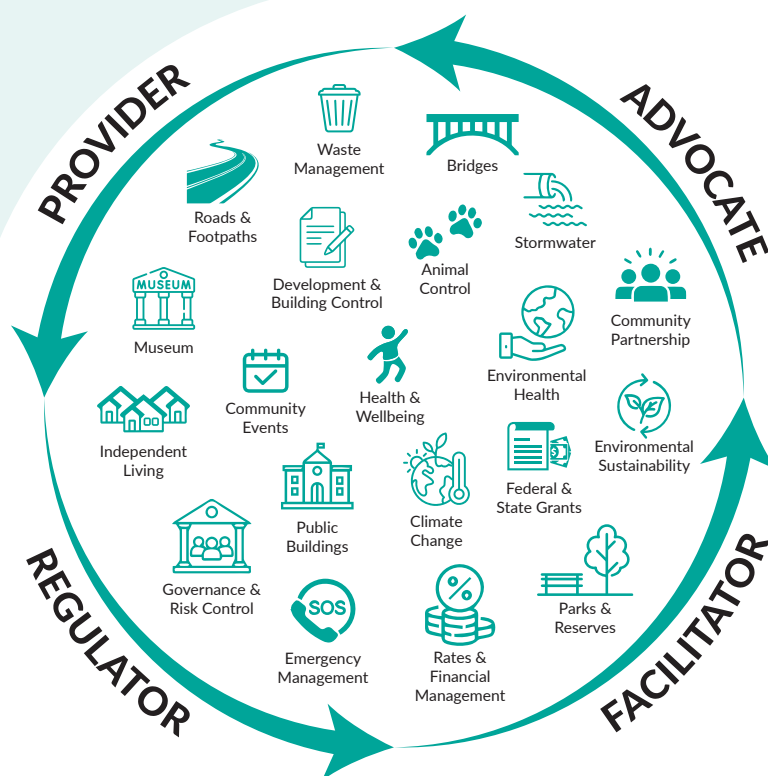


Council's Roles

Understanding the roles Council plays in working for our communities is essential. Often, we think Council does everything, but it doesn't and it shouldn't. Other levels of government, organisations, businesses, communities, and individuals also play a role in working on things that matter about the place we all call home. In this Half-Term Plan, the primary role the Council will play is indicated, along with some suggestions for who else might be involved.

Council's four core roles are:

- **PROVIDER:** Council delivers or provides a service, project or program
- **REGULATOR:** Council monitors, enforces, and promotes compliance with legislative requirements
- **FACILITATOR:** Council makes things easier for people to work together on projects that support the community's aspirations and what is valued
- **ADVOCATE:** Council promotes the agreed interests and causes of the Glamorgan Spring Bay communities. These must be things that the Council, as a group, has agreed to speak up about, as successful advocacy needs a strong and united voice.



Developing the Half-Term Plan

Council took the following steps to develop the Half-Term Plan from research and engagement through to Council adoption: -

- Individual Councillors and Directors' perspectives on the next two years, delivered through individual presentations on present challenges and opportunities.
- Community perspectives understood through the outputs of the Community Survey 2024-25.
- A day-long strategic workshop involving Councillors and Directors was held in Swansea on Tuesday, 19 November 2024.
- Synthesis of all information, perspectives and understandings of Councillors and Directors; Community survey results, workshop outputs and support strategies, including the Revised Strategic Plan 2024-29, Long-term Financial Plan to 2031; Township Structure Plans, Asset Management, Climate Change Adaptation and Natural Resource Management.
- Analysis of the present issues, future possibilities and potential focus and priorities for the next two years to ensure alignment and advancement of the Community's Aspirations.
- Workshop with Directors to help shape responses.
- Draft Plan for feedback from Councillors and Directors.
- Adjustment of Draft Plan.
- Feedback from Community.
- Adoption by Council for the next Half-Term.

Our Present Opportunities and Challenges

Using all information and inputs, Challenges and Opportunities, were sorted into internal and external to provide a picture for both organisational and strategic responses over the next two years. The community values from the Community Survey 2024-25 were also listed.

Challenges

The internal challenges include:

- Maintaining governance standards and practices.
- Managing increasing legislation and compliance in all areas of Council operations.
- Securing grant funding.
- Attracting and retaining a skilled workforce.
- Managing risk with larger projects without funds or people and the potential for reputational damage.
- Achieving inclusive strategic planning to inform decision-making.

External challenges include:

- Negotiating through all aspects of local government reform, not just boundary adjustments.
- Understanding the constraints of the Local Government Act as it relates to governance.
- Interactions and success with the other levels of Government and the State Grants Commission.
- An ageing population seeking services and support.
- The increasing visitor economy and lack of funds for the iconic destinations within the area.
- Community expectations and the detrimental impact on infrastructure that the visitor economy can have.
- The increasing number of natural disasters affect our long coastline and fire-prone areas.
- Impact of rate rises on small business and farming.
- Working with TasWater to ensure future water supply.

Opportunities

Internally, the key opportunities are:

- To maintain and continue the efficiencies already achieved.
- Using technologies to benefit the community.
- Building capability in modern governance practices.
- Developing the existing workforce.
- Securing more grants and funding.
- Transitioning to more strategic operations.
- Developing a detailed profile of our municipality to support range of Council business, advocacy and strategies.

External opportunities include:

- Taking a proactive approach to local government reform, ensuring information for informed community decision-making.
- Contributing to shaping the Local Government Act so it is 'fit for purpose'.
- Proactive economic development, investment and partnership development.
- Leveraging the potential of ageing in place needs around housing development and employment.
- Highlighting the potential of businesses like Sea Forest and authentic eco-tourism experiences as positive responses to climate change challenges.
- Building community capability for extreme weather events.
- Encouraging housing responses, including single-occupant dwellings.
- Developing and advocating strategic/regional projects.
- Achieving more equitable approach to Council grants allocation.

What Our Community Values

The 2024-25 Community Survey outlined the following priorities:

Growth and Development

- Development should be inclusive, cohesive, and sustainable, with planning to ensure the preservation of our area's character and environment.
- Housing development should include affordable housing and rental properties.

Infrastructure and Maintenance.

- Maintenance and improved infrastructure to meet the needs of residents and visitors, including family-friendly infrastructure.
- Improved public transport, public services and waste disposal facilities.

Impact of Tourism

- Tourism impact must be managed so that the place is not 'loved to death'.

Environment and Climate Change.

- Our natural values are protected and promoted.
- Mitigating climate change impacts and protecting our natural environment, coastal areas and biodiversity.

Health and Wellbeing

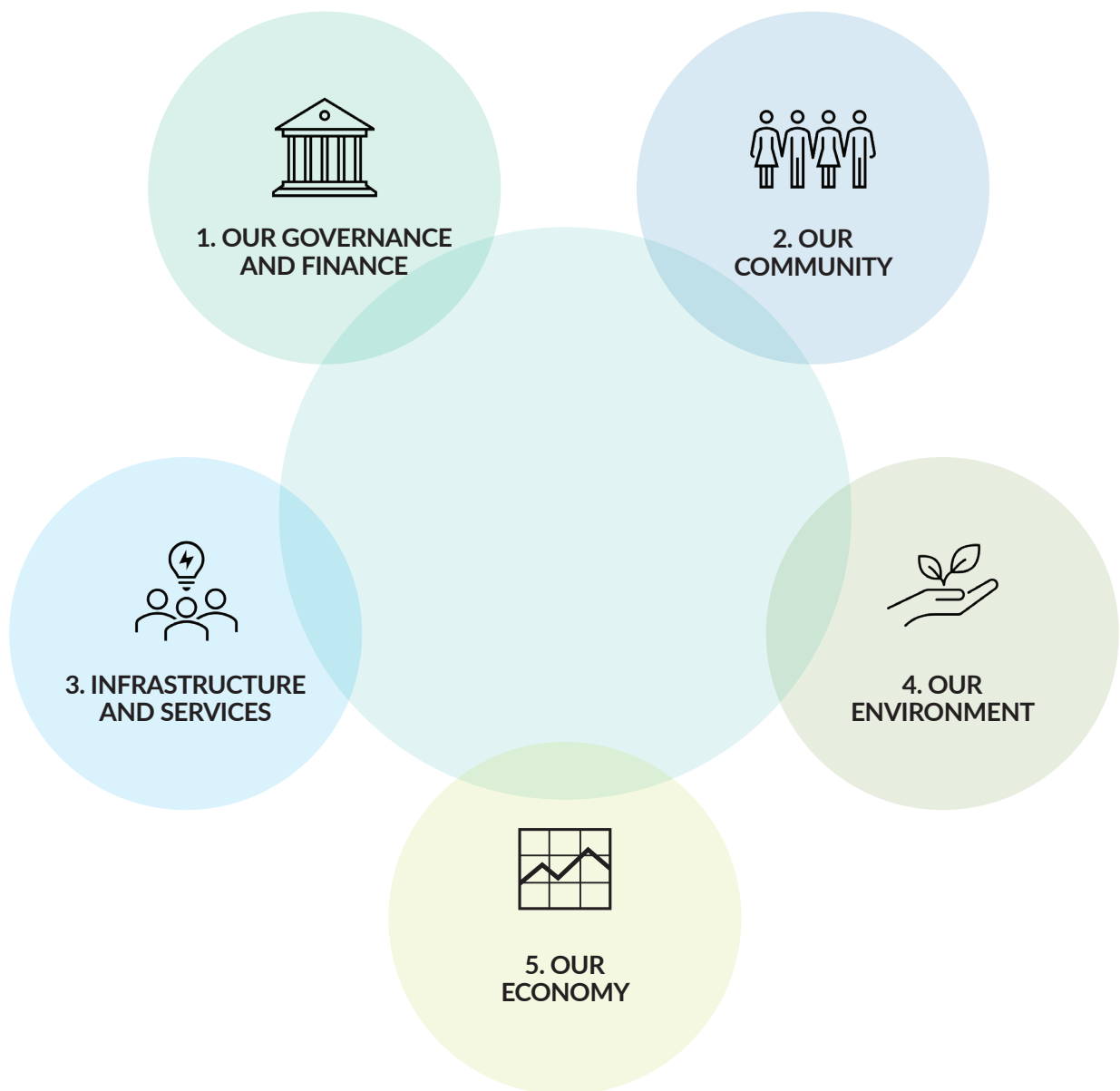
- Access to health and aged care services, specialists and allied health professionals to respond to the needs of our ageing population.

Community Development

- A focus on working with communities to leverage our strong community spirit.
- Ensuring communities are heard, valued and integral to decision-making processes.
- Transparency and inclusivity in council communications.

The Half-Term Plan: Five Foundations

In developing the Half-Term Plan, it became evident that an additional foundation on economic development would be beneficial, particularly with the focus on opportunities and the inclusion of strategic priority projects specific to economic growth. The now Five Foundations of this Half-Term Plan are:



Our Half-Term Plan 2025-2027

Foundation 1: Our Governance and Finance

Outcome: Sound governance and financial management that shows Council is using funds to deliver the best value and impact for Glamorgan Spring Bay Communities

Outcomes and Initiatives	Council Role	Funding: Existing New	Potential Collaborators
Operational strength and resilience			
Secure additional grants through building relationships with government and agency representatives and engaging skilled grant writers in our community.	Advocate/ Provider	Existing	State and Federal elected representatives / Departments of Government
Build capability and understanding of financial planning within Council and community.	Provider	Existing	Community groups / committees
A skilled workforce to service and support the work of Council			
Attract and retain skilled staff.	Provider	Existing New	HR Business Partner
Develop competencies within existing staff.	Provider	Existing	Neighbouring councils
Develop a Human Resource Strategy to help the organisation support and achieve the outcomes of the strategic priorities particularly around securing additional funds.	Provider	New	HR Business Partner
Informed participation and decision making around Local Government Reform and Act			
Take a pro-active and responsive approach to Local Government Reform and engage with the sector, on associated recommendations, via LGAT.	Advocate and Facilitator	Existing New	Office of Local Government / Community / Border councils
Ensure information and data is available to inform decision making by Council and Community.	Advocate and Facilitator	Existing	Office of Local Government
Help shape the new Local Government Act to ensure it is 'fit and responsive' to contemporary times and community needs.	Advocate	Existing	LGAT / Tasmanian Councils / Office of Local Government
Respond to new Local Government Act governance provisions and training for councillors.	Participant	New	LGAT / Tasmanian Councils / Office of Local Government

Foundation 2: Our Community

Outcome: Cohesive, inclusive and resilient communities that work together across the municipality to maximise collective strengths, talents, skills and resources.

Outcomes and Initiatives	Council Role	Funding: Existing New	Potential Collaborators
Community Development Co-ordinator for Glamorgan Spring Bay Communities			
Appoint a community development co-ordinator to make progress on Foundation 2 outcomes.	Provider	Existing New	HR Business Partner
Mobilise the community's strength and focus on active communities that are willing to help and would like to work on things in their area.	Advocate and Facilitator	Existing New	Community Groups / Clubs / Contact Register members
Explore making use of the knowledge and skills within the community as a resource to provide feedback and advice to Council on complex challenges.	Provider	Existing	Community Groups / S24 Committees / Clubs
Implement relevant aspects of the Local Government Reform Agenda.	Provider	Existing	LGAT / Office of Local Government / Border councils
Community building in all initiatives			
Bring community development knowledge and skills to projects.	Provider	Existing	Community Development Consultant
Build understanding within the Community of Council's work and roles.	Provider	Existing	Community Groups - all types
Continue to generate confidence and trust between Council and Communities.	Provider	Existing	Community Groups - all types
Spring Bay Health Hub advocacy for funding and facilitation of engagement between Government and Industry partners	Facilitator / Advocate	New	Government / Industry
Young people are resilient, connected, and have educational opportunities			
Give young people a 'voice' in articulating needs and co-designing responses.	Provider	New	Schools
Ensure barriers of distance to education and skills are mitigated via the establishment of a Study Hub in the area.	Advocate	Funding Application for a Study Hub auspiced by ECTT	Schools / Jobs Networks

Foundation 3: Infrastructure and Services

Outcome: High-quality, cost-effective infrastructure and services that meet the needs of our communities, residents and visitors.

Outcomes and Initiatives	Council's Role	Funding: Existing New	Potential collaborators
Road upgrades for safe and efficient volume management			
Tasman Highway (State Owned).	Advocate	New State funds needed	State Growth / Infrastructure Minister
Wielangta Road seal and bridge replacement.	Advocate and Provider	New: \$26m Fed Govt State Govt \$6M -conditional on Fed Govt funding	Political parties and local representatives / Federal and State / State Departments
Footpath upgrades and development for safety and connection			
Improved footpath safety for Triabunna and Swanwick communities.	Provider	New: Grant funding needed	State Departments / Grant funding administrators
Improved footpaths for vulnerable user groups.	Provider	New Funded under the Vulnerable Road User Group	State Departments / Grant funding administrators
Footpaths to and in all residential developments.	Facilitator and Provider	New /Existing	Developers
Work in partnership with the businesses and residents of Swansea to achieve the following:			
Rezoning requirements to support the Swansea Township Structure Plan.	Facilitator	New	Property Owners / Developers
Development of the Swansea Health Precinct.	Advocate	New	Swansea Doctors / May Shaw
Transfer of the Swansea Recreation Ground to Council's name.	Advocate	New	Crown Land Services / Minister
Working in partnership with residents, businesses and funders to achieve the following Open Space Strategy initiatives:			
Transfer the Triabunna Recreation Ground to Council's name.	Advocate	New	Crown Land Services /NRE / Minister
Upgrade Orford foreshores facilities.	Provider	Existing and New Grant funding needed	Community Groups / Landscape Recovery Foundation / Parks – NRE

Foundation 3: Infrastructure and Services *continued*

Outcomes and Initiatives	Council's Role	Funding: Existing New	Potential collaborators
Develop the Marina Green Space.	Provider	New Grant funding needed	Parks / Community / State Government / Federal Government
Working in partnership with residents, businesses and funders to achieve the following Walking and Cycling Strategy initiatives:			
Link the Gulch to the Blow Hole Bicheno.	Provider	New	Parks
Develop the Orford to Triabunna shared pathway.	Provider	New Grant funding needed	Private Landowners / State Growth / Funding Partners
Develop the Swanwick to Coles Bay shared pathway.	Provider	New Grant funding needed	Private Landowners / Parks – NRE / Funding Partners
Develop the Dolphin Sands to Swansea shared pathway.	Provider	New Grant funding needed	Private Landowners / Parks – NRE / Funding Partners
Marine infrastructure development and leases			
Secure funding through MAST for renewal of marine infrastructure.	Advocate	New Funding needed through MAST	MAST / NRE
Pro-actively resolve issues associated with foreshore leases.	Facilitate	New	NRE / Occupiers / Lease holders
Asset Renewal			
100% renewal based on condition assessment.	Provider	Existing	Grant funding providers
Drainage and Stormwater Management			
Continued delivery of the Catchment Plan actions, and additional catchment plans to develop.	Provider	Existing and New	Developers / Grant Funding Providers

Foundation 4: Our Environment

Outcome: Working together to value, manage and improve our natural resources and built environment.

Outcomes and initiatives	Councils Role	Funding: Existing New	Potential Collaborators
Climate Adaptation, Action and Resilience			
Work with communities, to help deliver the actions of the Climate Change Adaptation Plan 2023.	Facilitator and Provider	New Funding grants needed	Land Owners / NRE / community groups
Work with communities to help deliver the key priorities of the NRM and Climate Resilience Strategy.	Facilitator and Provider	New Funding grants needed	Landscape Recovery Foundation / Landcare Tasmania
Work with communities to secure funding grants to achieve progress on plan and strategy.	Facilitator	New	Landscape Recovery Foundation
Strengthen community resilience and preparedness for natural disasters			
Work with the communities to ensure preparedness for natural disaster emergencies.	Facilitate	New	SES / Red Cross
Implement actions from adopted plans – Dolphin Sands Fire Mitigation Municipal Emergency Management Sub-plans.	Facilitate	New Emergency Management	Parks / Property Owners / Tas Fire / Community Groups
Participate in FMAC activities.	Advocate	Agency Initiatives	All FMAC member agencies
Ensure NRM services and environmental awareness			
Build on the relationship with Landscape Recovery Foundation to deliver NRM Services including the Weed Action Plan.	Advocate	Existing and New	Landscape Recovery Foundation
Raise community awareness and understanding of the impact of environmental interference e.g. chopping down trees, clearing habitat, noise etc.	Facilitator	New	Landscape Recovery Foundation
Future proof the water supply			
Work with TasWater to ensure future water supply.	Advocacy	Existing	TasWater Households Agricultural producers

Foundation 5: Our Economy

Outcome: Proactive economic development, investment and partnership development that is sustainable and places the preservation of character and environment of the area as priorities.

Outcomes and initiatives	Council Role	Funding: Existing New	Potential Collaborators
Investment and partnership development			
Work with investors on the Triabunna Marina expansion.	Facilitator and Advocate	New	Private sector Government Agencies
Work with government agencies to ensure they understand the resources needed to respond to increasing visitor numbers particularly on the areas' infrastructure.	Facilitator and Advocate	Existing	Parks Tasmania NRE Tourism Tasmania
Improved tourism data collection to support grant applications and advocacy for region.	Advocate	Existing	Government Agencies
Work towards every development incorporating urban design, universal access and climate mitigation.	Facilitator	Existing	Professionals - planners, architects and developers
Sustainable visitor economy			
Highlight businesses engaged in responding to climate change, making it a feature of the area's identity and experiences.	Advocate	Existing	ECTT Businesses
Continue to fund and support Tourism industry support structures for the region.	Facilitator	Existing	Tourism support, operators and businesses
Encourage the improved competency of tourism operators in maximising technology for customer benefit, promotion and efficiencies.	Advocate	Existing	ECTT Tourism operators and businesses
Engage with initiatives to regulate visitor accommodation options.	Advocate	Existing	LGAT
Engage with the sector to advocate that the planning scheme dictates restrictions on developments that are detrimental to the character of our area.	Advocate	Existing	LGAT
Leveraging the opportunities of the Silver Economy			
Explore the potential of the Silver Economy and what role Council could and should play.	Facilitator	Existing	Interested businesses and developers
Skilled Workforce			
Work with industry, training providers and business sectors to educate and qualify, promote, attract and retain a skilled workforce to meet needs.	Facilitator and Advocate	Existing	Skills Tasmania, TAFE, businesses in the area

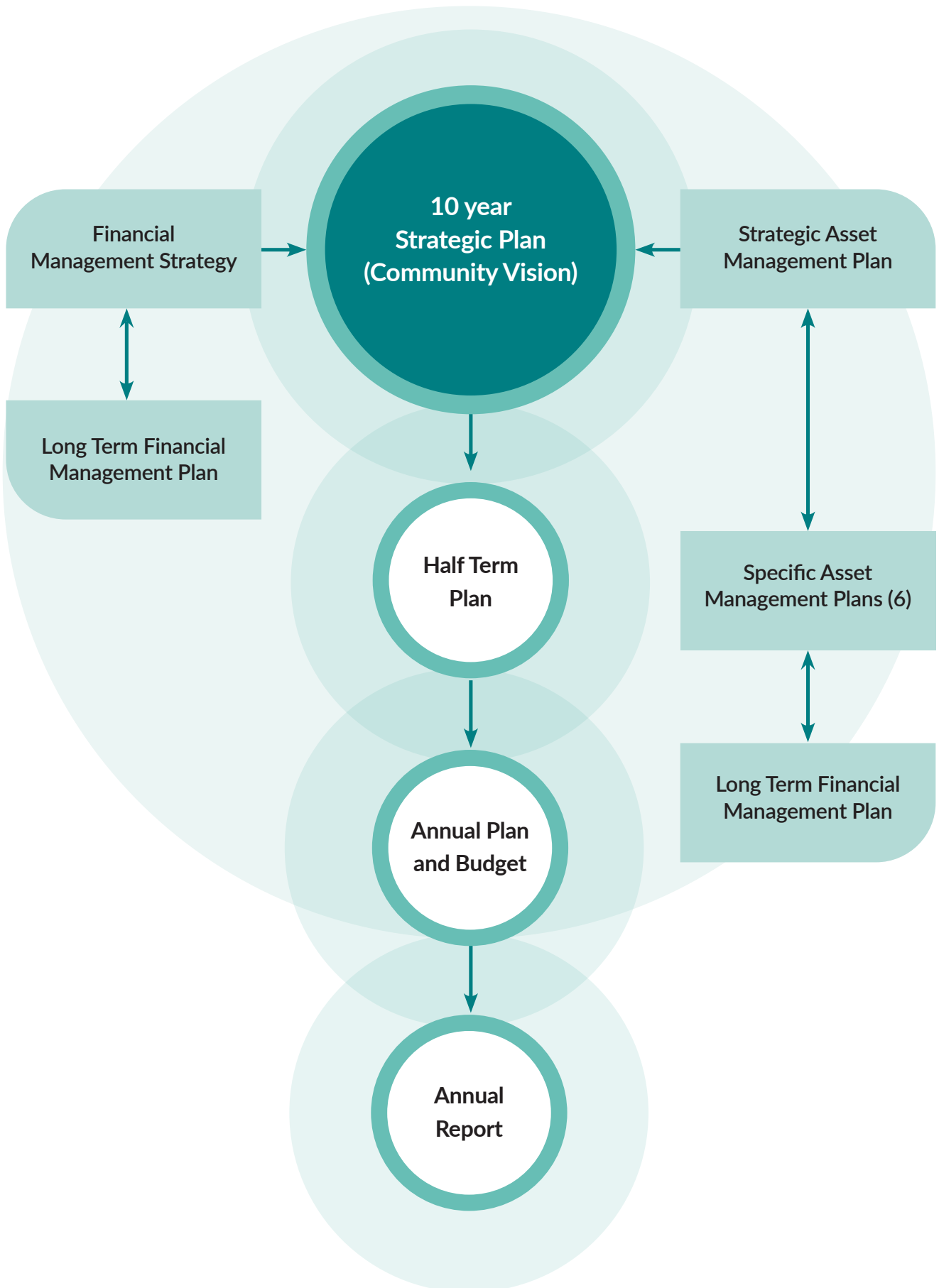
Knowing and reporting progress: how much, how well and who is better off?

Reporting progress need not be a complicated process. The focus should be on the minimum and critical highlights of the outcomes within each Foundation. Data and information are important as they will explain how much you did and how well you did it. Much data and information is available in your records and surveys or online through government agencies and/or organisations.

The often-forgotten aspect of understanding the progress you have made is the stories of 'who is better off and how?' Each progress report and annual report should use real stories of 'what happened' to illustrate change, success and learnings.

- Publish the annual report, including data and stories of progress and impact.
- Know and report quarterly progress reports and impact.
- Annual workshop of Council and Directors on status report, engagement and any relevant budget changes.

10 Year Strategic Vision





CONTACT

If you would like more information or to speak to someone about our priority initiatives please contact our Acting General Manager on the details below.

Peter Porch
Acting General Manager

Glamorgan Spring Bay Council

T (03) 6256 4777

E general.manager@freycinet.tas.gov.au



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