

Glamorgan Spring Bay Council

STRATEGIC PLAN

2020 – 2029

REVISED FEBRUARY 2024



A scenic view of a turquoise ocean with golden grass in the foreground. The grass is in sharp focus, while the ocean is slightly blurred. The sky is a pale blue. The text is overlaid on the lower left portion of the image.

The Glamorgan Spring Bay Council acknowledges the
Traditional Owners of our region and recognises their
continuing connection to land, waters and culture. We pay
our respects to their Elders past and present.

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INTRODUCTORY MESSAGE FROM THE MAYOR AND COUNCILLORS

Why we need a strategic plan

Council has a legislated responsibility to formulate a 10-year strategic plan. Our current strategic plan covers that 10-year period through to 2029. A strategic plan should provide a clear and concise way forward for Glamorgan Spring Bay so Council has taken the opportunity to review the strategic plan in the wake of the 2022 local government election.

The review of the strategic plan is an opportunity to track how we are heading against community expectations and provides Council with the opportunity to make the right decisions about where and how we can make best use of our limited resources for the benefit of all.

It is important for our residents, ratepayers and businesses to have well-communicated and documented plans to enable our communities to see what is happening in their area and how our decisions will affect them and their lifestyles.

Our Annual Report will highlight how we are performing against the objectives of the strategic plan, the long-term financial management plan and other legislated plans and where we have invested ratepayers' money for the benefit of the municipal area.

What the plan addresses

This reviewed plan includes:

- Our core purpose and future vision.
- Four core foundations of success that will guide our journey with you.
- Four sets of objectives developed to give effect to our core foundations.

Thank-you...

We all share a vision for our people and the environment we are fortunate to have in this wonderful part of Tasmania. It is a privilege to live and work in such an extraordinary place. The review of this strategic plan will assist Council to achieve your vision and we look forward to working with all our stakeholders to achieve the best possible outcomes for our communities, culture and environment.

Councillor Cheryl Arnol
MAYOR

LEVELS OF GOVERNMENT IN AUSTRALIA

FEDERAL GOVERNMENT



The **FEDERAL GOVERNMENT** raises money through taxing incomes, spending and businesses



Responsible Federal matters such as:

- Medicare
- Immigration
- Defense
- Foreign Policy

STATE/TERRITORY GOVERNMENT



STATE/TERRITORY GOVERNMENTS receive more than half their money from the federal government and also collect taxes.



Responsible for State matters such as:

- Public transport
- Schools
- Hospitals
- Public Housing
- Prisons
- Police and Ambulance services

LOCAL GOVERNMENT



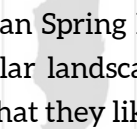
LOCAL COUNCILS collect taxes (rates) from all local property owners and receives money from the federal and state governments.



Responsible for local matters such as:

- Waste Management
- Community infrastructure
- Local roads
- Town planning
- Regulatory services such as compliance and animal control

GLAMORGAN SPRING BAY COUNCIL TODAY



Glamorgan Spring Bay is an extraordinary place to live, visit and work. It has some of the most spectacular landscapes and coastlines in Tasmania and strong, independent communities that know what they like and value about living here – as well as what they don't!

Bounded by the Denison River in the north and the start of Bust Me Gall Hill 160 kilometres to the south, our municipality covers an area of over 2,522 square kilometres, including the remarkable National Parks of Freycinet and Maria Island. The western boundary follows the ridgeline of the Eastern Tiers – and the eastern boundary is set by the low-tide mark of Great Oyster Bay and the Tasman Sea.

A snapshot of the latest Census shows that the population of the Glamorgan Spring Bay Local Government area is 5,012 people, which is 0.89% of Tasmania's population. Indigenous people make up 4.4% of the population and live mainly in Triabunna and Orford. Seventy seven percent (77%) of the population is born in Australia.

The main townships include Bicheno, Coles Bay, Swansea, Triabunna, Orford and Buckland. Bicheno has the largest population (1049), followed closely by Swansea (997). Swansea and Orford have the highest median age at 62 years and Coles Bay the lowest at 38 years.

Our population is ageing and the median age is 57 years compared to 42 for Tasmania. The average number of persons per household is 2.1 and the average number of children per family is 1.7. There is a high percentage of couples/families without children, which reflects the age of the community.

The 2021 census data tells us that 572 people attend an educational institution. Of these 24.2% are in primary schools, 14.5% in secondary schools and 9.7% are undertaking technical and tertiary studies. Additionally, 8.3% of people are undertaking university studies.

WHAT WE DO: OUR ROLE



OUR CORE PURPOSE

Our stated Purpose is designed to capture the fundamental reason we exist as the Glamorgan Spring Bay Council (GSBC). We believe that our central role is to:

HELP AND SUPPORT OUR COMMUNITIES TO DEVELOP AND THRIVE

The region already has strong communities, each with their own unique character, priorities, opportunities and challenges. Council's role is to work in partnership with these communities – whether villages or towns, networks or family groupings – to fulfil their potential on their own terms and in their own way.

There is much to celebrate in the skills, knowledge, experience and energy that exists across the municipality and Council is committed to enabling communities to make positive progress by building on these strengths and capabilities with our help and encouragement.

Council's primary functions and activities

In fulfilling our Purpose, Council performs a range of core functions and services which we've summarised as:

1

Providing direct, essential council services in accordance with local government legislation.

Examples include maintaining and developing local roads, pavements and other vital infrastructure and managing waste.

2

Making and enforcing by-laws for the benefit of the overall community.

So that we all know what's expected of each of us as neighbours – and can expect to be held accountable.

3

Planning and creating recreational spaces and facilities.

Making it easier for us to live active, healthy lives both physically and mentally.

4

Encouraging the local community to make the most of its own strengths, resources and skills.

We can achieve so much more by working together in genuine partnership.

5

Advocating for the region with State and Federal Government and other key stakeholders in pursuing our plans and priorities and fulfilling our role.

Council will actively influence and lobby other tiers of government to perform their roles.

6

Encouraging investment from individuals and businesses in development that fits with the values and character of our region.

The region's success depends on the initiative and energy of individuals and businesses who want to make the experience of visiting and living in Glamorgan Spring Bay even better

7

Protecting the environmental values and amenity of the east coast.

Our extraordinary natural values are precious and fragile and we will protect them for our own and future generations.

8

Raising revenue to enable Council to perform its key functions.

By collecting rates, fees, charges and levies from ratepayers, residents and business and securing grants from state and federal government.



OUR ULTIMATE VISION OF LONG –TERM SUCCESS

We want Glamorgan Spring Bay to be:

PROSPEROUS, VIBRANT AND INCLUSIVE. A PLACE WHERE PEOPLE WANT TO LIVE, WORK AND VISIT.

This means looking after the distinctive characteristics and qualities of our region and community that already make this place special – as well as encouraging positive and appropriate change and development.



THE KEY FOUNDATIONS UNDERPINNING OUR FUTURE SUCCESS

Council has identified four Foundations that will underpin Glamorgan Spring Bay Council's success over the longer term future. For each Foundation we've listed some key measures of success. We've highlighted some of the main actions, initiatives or strategies Council will pursue to deliver positive change and outcomes.

Council will develop and update detailed plans for each Foundation and build these into our Annual Plans.

We will report quarterly through the Information Briefing Document to the community on our progress against each of the Foundations and the corresponding measures so you can see what we're doing and how we're tracking.



1. OUR GOVERNANCE AND FINANCE

Sound governance and financial management that shows Council is using ratepayer funds to deliver best value and impact for the Glamorgan Spring Bay Council community.

This means:

- Best practice governance, risk, and financial management.
- Planned asset renewal expenditure based on agreed asset management plans.
- A dedicated process to ensure rates and other fees are collected in a timely manner.
- Cash flow managed to ensure current liabilities can be paid from unrestricted (available) cash.
- Realistic budgets with income and expenditure monitored closely.
- Advocating and lobbying effectively on behalf of the community.

2. OUR COMMUNITY

Cohesive, inclusive and resilient communities that work together across the region to make the most of our collective talents, skills and resources and help and support each other.

This means:

- Developing our facilities to be accessible and inclusive for all.
- Support and facilitation of social activities that promote community wellbeing.
- Collaboration with Councils' contracted medical provider to improve health services.
- Improvement of access for all abilities across internal and external environments.
- Advocacy for access and coordination of reasonable transport services.
- Support for the arts, cultural activities, programs and events.
- Support to create an informed and involved community by developing relevant and accessible communication channels.
- The resourcing and maintenance of organisational capacity to prevent, prepare for, respond to and promote recovery from emergencies impacting our communities.
- Implementing community consultation to inform critical Council decisions.
- The engagement of Local Government Reform initiatives to navigate the future shape of local government across our area of influence.

3. INFRASTRUCTURE AND SERVICES

Delivering high quality, cost-effective infrastructure and services that meet the needs of our communities, residents, and visitors.

This means:

- Continuation of our asset management journey to maturity of processes and policy conformance across all Council assets.
- Providing and managing a safe and well-maintained road and bridge network across the municipality.
- Maintaining public amenities, marine and recreational facilities, and plan for future needs.
- Advocacy for improved access and speeds of telecommunications services.
- Setting clear annual budget priorities to meet needs and community expectations in consultation with the community.
- Securing grants and contributions to deliver capital works projects and operating programs effectively.
- Implementing maintenance and renewal programs for Council's buildings portfolio and develop plans for future needs.
- Providing a range of cost-effective waste services to meet community needs.
- Developing and implementing infrastructure provision strategies and plans that consider whole of municipality service priorities.

4. OUR ENVIRONMENT

Collaborating with our communities to value, manage and improve our natural resources and built environment.

This means:

- Implementing strategies to respond to climate change.
- Reviewing and updating existing Council strategies and plans.
- Involving, engaging, and equipping groups and individuals in Natural Resource Management.
- Investing in external expertise and capacity to complement Glamorgan Spring Bay Council resources.
- Undertaking Planning functions, including development engineering, to support and manage growth in our municipality including effective future development facilitation.
- The provision of services and policies to ensure the natural and built spaces are safe from unwanted animal activity and protect native flora and fauna.



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