



**GLAMORGAN  
SPRING BAY**  
COUNCIL

**Glamorgan Spring Bay Council's  
10-year Strategic Plan  
2020–2029**



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## Introductory message from the Mayor and Councillors

### Why we need a strategic plan

Our 10-year strategic plan provides a clear reference for Council and our communities in setting out our long-term agenda and intention for Glamorgan Spring Bay.

By being clear about where we're heading and what's most important we can navigate more clearly and make the right decisions about where and how to use our finite money, time and energy for greatest benefit.

The strategic plan will inform and guide our annual Operating Plan and Budgets that are set and scrutinised by Council – and which provide our residents, ratepayers and businesses with a clear sense of what we're doing and why. And our Annual Report will highlight how we're performing and where we've invested ratepayers' money for the benefit of the municipality in pursuing our key objectives in each financial year.



*Mayor – Debbie Wisby*



*Deputy Mayor – Jenny Woods*



*Councillor – Cheryl Arnol*



*Councillor – Keith Breheny*



*Councillor – Annie Browning*



*Councillor – Rob Churchill*



*Councillor – Grant Robinson*



*Councillor – Michael Symons*

## What the plan addresses

This plan includes:

- Our core Purpose and future Vision which are expected to remain largely unchanged for 10 years.
- Five core Foundations of success which we will address and progress over the next 3 years, updating our measures and strategies annually.
- A cluster of mission-critical, 12-month strategic priorities that we will revisit and republish each year.

## How the plan was developed

This plan has been significantly shaped and influenced by the community members who participated in workshops hosted by Council at Bicheno, Swansea, Orford and Coles Bay in October 2019. Council reviewed and considered these insights and recommendations in setting our focus and priorities and Council's Management then prepared plans to address our key 'Foundations' and to deliver on our 12-month Priorities.

## Consultation and feedback on draft plan

We've provided this draft to residents and other stakeholders in April 2020 for comment and feedback to Council, giving us the opportunity to consider any potential improvements or changes before issuing the final plan.

## Thank-you...

...to all those who gave up half a day of their weekends to join us at the community workshops and provide your invaluable insights and ideas as to how we can best develop Glamorgan Spring Bay. We share a love of this extraordinary place and we have a shared responsibility to leave it in even better shape by 2030. Council very much looks forward to working alongside you in implementing the plan and seeing the results over the coming months and years.

Councillor Debbie Wisby  
Mayor  
Glamorgan Spring Bay Council

## Glamorgan Spring Bay today

**G**lamorgan 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 2,500 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.

Our population is small at 4,400 with a low growth rate of just 5% between 2011 and 2016, representing less than 1% of Tasmania's population. 79% of our community members were born in Australia and 4% are Indigenous people. Our main townships are Bicheno, Coles Bay, Swansea, Triabunna and Orford, each with their own personality and character and all close to the sea. Other characterful but smaller villages and hamlets are spread across a rural, agricultural landscape.

The population profile continues to grow older, with the median age now at 56 compared to the Tasmanian equivalent of 42, reflecting the attractions of the region to empty-nesters and retirees. The average number of people per household has remained steady at 2.1 and the average number of children per family has risen slightly to 2.0. There is a high percentage of couples without children.

The census data for 2016 states that 947 people attend an educational institution – 25% in primary school, 15% in secondary schools and 14% taking technical or tertiary studies. Only 3% are studying at University, primarily a consequence of age profile and geographical location.

At the 2016 census, 1648 people were in the labour

force of which 50% worked full time and 41% part-time – with 28% working less than 24 hours/week. 2% were unemployed which compared with 7% for Tasmania and Australia at the same date. Employment is spread across a number of sectors although tourism has now overtaken the established agricultural sector as the largest single source of jobs. Specific sectors include agriculture, forestry, farming and fishing (24%), building and construction (13%), accommodation and food services (15%) and a wide range of occupations connected with visitors to the region.

During the busy holiday period the population more than doubles, placing significant demands on infrastructure, water and other services. 30% of Tasmania's interstate visitors come to Glamorgan Spring Bay. Local Tasmanians also visit in large numbers and more than half the dwellings across the municipality are holiday homes with the highest numbers in Coles Bay and Orford. Tourism numbers have risen significantly in the last few years on the back of Tasmania's overall growth as well as investment from local businesses in developing attractive visitor products and experiences. Managing these opportunities and challenges to make sure we retain and reinforce the 'extraordinary' nature of Glamorgan Spring Bay is a priority for all of us over the next decade.

The community workshops at Bicheno, Swansea, Coles Bay and Orford highlighted some consistent themes for what people value most about Glamorgan Spring Bay and particularly the:

- Protection of the natural environment, scenic beauty, wildlife and coastlines
- Vibrant, inclusive and resourceful communities
- Relaxed lifestyle and pace of life where people feel safe and secure
- Rich history and heritage of the region – including our Aboriginal history





## *Glamorgan Spring Bay today continued...*

Participants identified a range of opportunities and challenges including:

- Developing and maintaining infrastructure and services (e.g. roads, bridges, water and health) for high visitor numbers on a low ratepayer base
- Managing tourism and visitation so that it enhances and celebrates the fundamental values of our region – including encouraging longer stays and extending the tourism season
- Encouraging meaningful employment around the year to attract and keep young families
- Celebrating, valuing and protecting the unique, precious qualities of Glamorgan Spring Bay
- Maintaining vibrant, flourishing residential communities including families and young people
- Council working closely with communities in identifying and addressing what matters locally
- Anticipating and managing the impact of climate change and the impact on agriculture, water supply and coastlines.

The strategic plan takes account of these and other views expressed by residents and businesses, and Council is addressing many of the key themes in our priorities and plans. The challenge is to remain focused on what is most important to the region and our ratepayers and to invest our limited resources where they will have the greatest possible positive impact.



*Wineglass Bay by L Hope*



## 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*

Our 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<sup>1</sup>.** *Examples include maintaining and developing local roads, pavements and other vital infrastructure and managing waste and rubbish.*
- 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. Raising revenue to enable Council to perform its key functions.** *By collecting rates, fees, charges and levies from ratepayers, residents and business and winning grants from state and federal government.*
- 4. Planning and creating recreational spaces and facilities.** *Making it easier for us to live active, healthy lives both physically and mentally.*
- 5. 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.*
- 6. 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.*
- 7. 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.*
- 8. 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.*

<sup>1</sup> As defined in Section 20 of the *Tasmanian Local Government Act (1993)*

## 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.

By delivering on our Purpose and in working towards our future Vision, Council expects to see tangible and measurable progress in the next three years. We have identified a set of key descriptors for what we want this to look and be like by the end of 2022.

1. The region's precious visual values (including our magnificent landscapes and seascapes) will be maintained and enhanced.
2. Our economy will be robust and diverse, providing local employment throughout the year.
3. We will see steady growth in the permanent population and residential housing.
4. Infrastructure for which we are responsible will be provided and maintained to high, safe standards.
5. The east coast will continue to be an attractive destination for visitors from inside and outside Tasmania.
6. Council will be trusted and valued by our local community for what we do and how we operate.



*Bichenor Sunrise by R Richards*

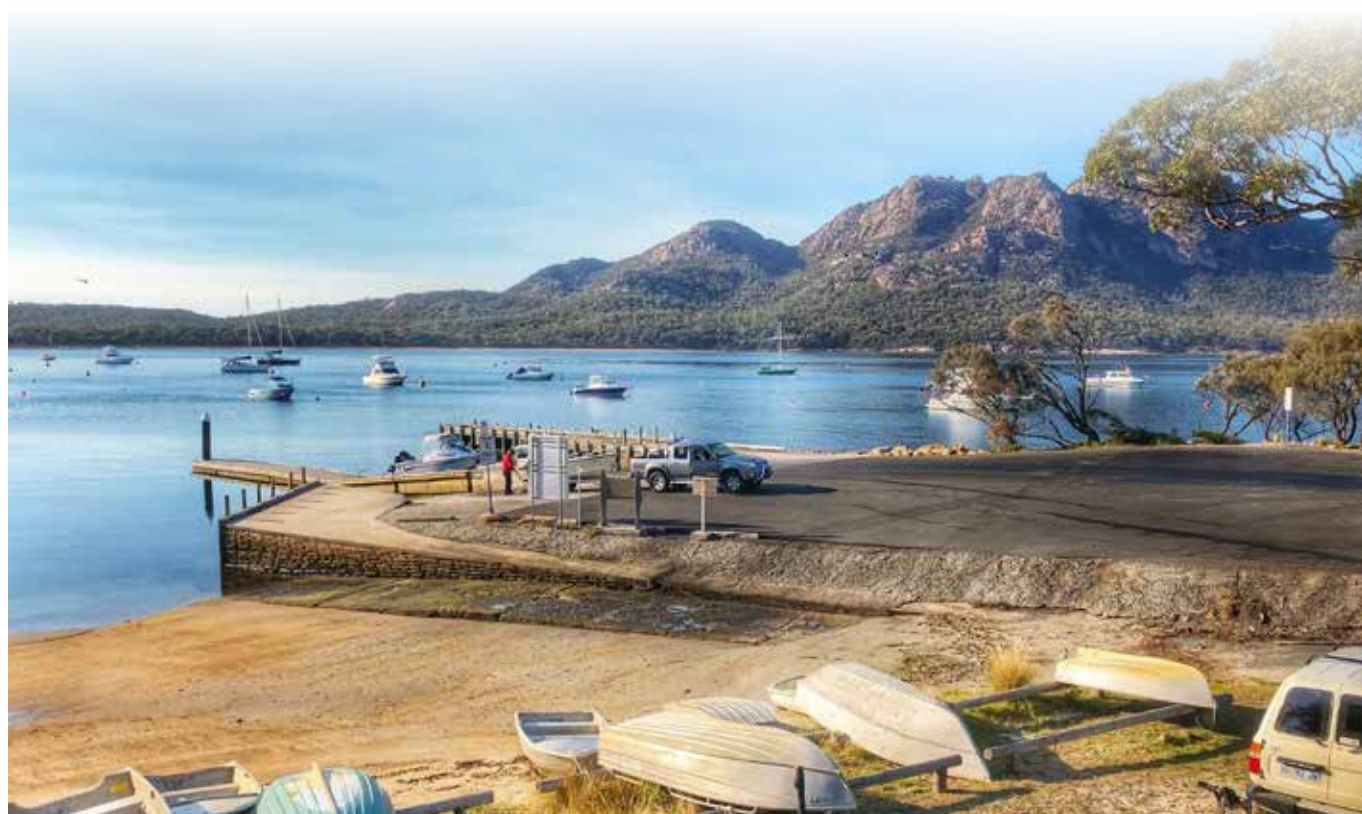
## Our guiding principles

In planning and creating the future we want to see for Glamorgan Spring Bay Council, Council has adopted some key guiding principles that will guide our thinking, decision-making and actions.

We will seek to:

1. Balance economic and tourism growth with preserving our lifestyle, celebrating our rich history and protecting the region's unique and precious characteristics.
2. Reinforce and draw on the strengths of our communities at both a local and regional level.
3. Attract and welcome people of all backgrounds, cultures and ages to live in our region.
4. Take an East Coast perspective but also acknowledge the differing needs and priorities of each town or area.
5. Ensure that our current expenditure and ongoing commitments fall within our means so that rates can be maintained at a manageable and affordable level.
6. Draw on the knowledge and expertise of local people and communities in shaping and delivering our initiatives and plans - listening to and taking account of ideas and feedback from residents, businesses and ratepayers.
7. Communicate and explain Council's decisions and reasons in an open and timely manner.

We invite and encourage all our residents, ratepayers and other stakeholders to give us constructive feedback on our performance against these principles – both where you feel we're doing well and where you think we could do better.



*Coles Bay Boat Ramp Jetty by C Gledhill*



## The key foundations underpinning GSBC's future success

Council has identified five foundations that will underpin GSBC's success over the next 3-5 years. For each Foundation we've listed some key measures of success for the end of 2022 when the next Council elections are scheduled. And we've also 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 twice yearly 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 GSBC community.

#### What we plan to do to achieve results

- Planned asset renewal expenditure based on agreed asset management plans.
- Implement a dedicated process to ensure rates & other fees are collected in a timely manner.
- Manage cash flow tightly to ensure current liabilities can be paid from unrestricted (available) cash.
- Set realistic budgets and monitor income and expenditure closely.
- Advocate and lobby effectively on behalf of the community.
- Develop and foster a strong, supportive and respectful organisational culture.

#### How we'll measure success (by end of 2022)

- Asset sustainability ratio of 100%, capital spending on asset replacement & renewal of existing assets/ annual depreciation.
- Reduction in rates & charges outstanding at 30 June from 2.88% to 2.50%.
- Net debt to revenue ratio of less than 40%.
- Achieve annual profit/loss position within 2% of budget.
- Current ratio (current assets: current liabilities) increased to >1.5.
- 99% Council bills paid within agreed Credit Terms.
- Accountable and good governance.
- Strong stewardship and leadership.
- Ensure policies, procedures and practices are effective.



## 2. OUR COMMUNITY'S HEALTH & WELLBEING

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.

### What we plan to do to achieve results

- Support and facilitate social and community events that promote community health and wellbeing.
- Work with health professionals to enhance the physical and mental health of ageing people.
- Advocate for reasonable access to primary, secondary and tertiary education.
- Advocate for adequate healthcare professionals/providers.
- Advocate for access and coordination of reasonable transport services.
- Encourage and support the arts, cultural activities, programs and events.
- Create an informed and involved community by developing relevant and accessible communication channels.

### How we'll measure success (by end of 2022)

- 75% of available spaces taken up by community members for Council organised events (based on venue/hall/bus capacity).
- 15% participation by community members attending events in towns other than the town in which they reside.
- 5% increase in number of volunteers actively participating in community programmes / year, and:
- > 75% of participants would recommend these programmes to others.
- Maintained existing levels of school enrolments.
- Continued lobbying the State Government and key stakeholders to retain a reasonable transport service.





*Bicheno Food & Wine Festival by G Price*

### 3. OUR PEOPLE

Creating a positive working environment where Elected Members, staff and volunteers can give of their best in performing their roles for Council and community.

#### What we plan to do to achieve results

- Show personal appreciation for good performance and/or positive behaviours.
- Define and embed a clear set of organisational Values and Behaviours.
- Create a psychologically safe environment where people feel they can share ideas and raise and resolve issues or concerns.
- Invest in relevant training or professional development to equip managers and staff to perform their roles.
- Ensure that regular performance reviews and plans are in place for all staff and that managers are supported to conduct them.
- Carry out annual staff engagement survey and address key findings.

#### How we'll measure success (by end of 2022)

- All staff have agreed professional development plans.
- Staff have a positive attitude about their work and towards GSBC as an organisation.
- Each person is clear about what's expected of them in their role to contribute to GSBC.
- People strongly recommend GSBC as a place to work to friends and/or family.
- Leaders equipped to develop and lead high-performing teams.
- Reduce levels of absenteeism and workplace compensation claims by >50%.



#### 4. INFRASTRUCTURE AND SERVICES

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

##### What we plan to do to achieve results

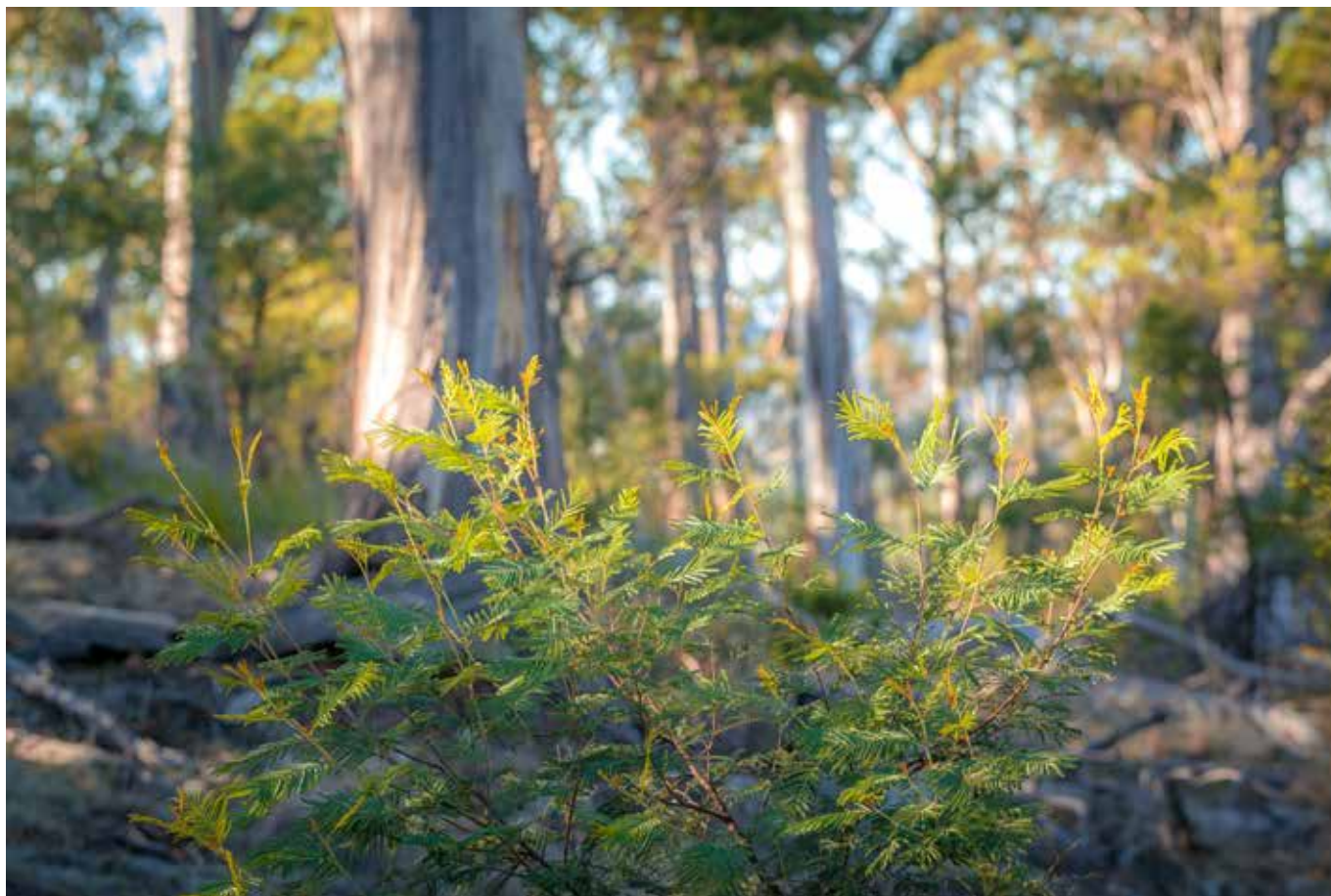
- Complete all asset management plans and policies for Council infrastructure (including assessment of condition) in 2020.
- Sustain a safe and well-maintained road network across the municipality.
- Maintain public amenities and recreational facilities.
- Advocate for improved access and speeds of telecommunications services.
- Address and update complaints management system in 2020.
- Set clear annual budget priorities to meet needs and community expectations in consultation with the community.
- Apply for relevant grant applications and aim to achieve at least 50% success rate.
- Inspect all Council owned buildings annually.
- Develop plans, policies and guidelines for built assets

##### How we'll measure success (by end of 2022)

- 100% of customer work requests assessed and prioritised with appropriate action plans within 2 weeks of receipt.
- 100 km of unsealed roads within the municipal area graded annually.
- Entire municipal area's road network assessed annually - to ensure a municipal standard is achieved.
- All customer complaints related to infrastructure and services actively monitored and addressed.
- A reduction in the number of customer complaints received.
- Satisfaction with Council's infrastructure and services.
- Continued to lobby the State Government and other key stakeholders for improved access to and speeds of telecommunications services throughout the municipality.
- 10% reduction in maintenance costs on Council buildings through regular proactive inspections.



*Tasman Highway near Riversdale by G Price*



## 5. OUR ENVIRONMENT

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

### What we plan to do to achieve results

- Review and update existing Council strategies and plans.
- Involve, engage and equip groups and individuals in Natural Resource Management.
- Invest in external expertise and capacity to complement GSBC resources.

### How we'll measure success (by end of 2022)

- Annual reports issued that summarise achievements under existing strategies and plans.
- Development and review of weed management plans for Council owned/leased land.
- The number of effective waste reduction, energy efficiency or climate change programmes initiated (or supported) each year.
- 100% of (relevant) planning enquiries address impact on, or preservation of, natural values and cultural heritage.



## Council's mission-critical priorities for 2020/2021

In addition to carrying out our statutory functions and responsibilities and delivering our services to a high standard, Council has identified six critically important Priorities for 2020/2021. Addressing this list is essential in laying the foundations of future success for GSBC and our community.

1. **Refresh and update Council policies, strategies and plans**  
This will include a 10-year Financial Management Plan, Risk Management Plan and Asset Management Plan for GSBC.
2. **Conduct an audit and assessment of all Council assets**  
Focusing particularly on roads and infrastructure. Assessing the current status of all assets. Developing a maintenance plan and budget.
3. **Facilitate the development of a Town/Community Plan for Coles Bay<sup>2</sup> (including Swanwick)**  
Identifying and prioritising core infrastructure needs.
4. **Identify current activities that are non-core to Council and develop plans to manage, exit or outsource them.**
5. **Develop and implement Council communication strategy and plan**  
Including regular updates from the Mayor on behalf of Council.
6. **Commence the development of an Economic Development Plan for the Glamorgan Spring Bay region**  
In consultation with the State Government, key stakeholders, and the community.



<sup>2</sup> Council anticipates developing a plan for Bicheno along similar lines in 2021.



*Little Swanport by J Goddrick*



*Nine Mile Beach by J McKenna*



*Prosser River by E Shankley*



*Diving with a weedy sea dragon by J Smith*



*Blowhole, Bicheno by C Van Riet*





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