

Strategic Plan

2023-2032



Image: Moonah Taste of the World
Festival, Glenorchy City Council

Image: Kelvin Ball



Guiding Legislation

The Glenorchy City Council is governed by the *Local Government Act 1993*. The Act requires a council prepare a 10 year strategic plan for its municipal area and review it every 4 years.

Acknowledgement of Aboriginal People and Country

Glenorchy City Council acknowledges the palawa community (Tasmanian Aboriginal community) as the original owners and continuing custodians of this island lutruwita (Tasmania). palawa have a distinctive and age-old connection with their ancestral lands and waters. Glenorchy City Council respects and recognises the palawa's survival and continual connection with their country spanning more than 60,000 years.

Contact Us

This Strategic Plan covers the period from 2023 to 2032. If you would like further help or information about a service or Council facility, please contact us via one of the following:

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Image: Kelvin Ball



Introduction

Welcome to the Glenorchy City Council Strategic Plan 2023–2032.

Council uses a Strategic Plan to explain its future direction and how it will carry out its activities to meet community goals.

Council adopts the goals for the Glenorchy community that are set out in the City of Glenorchy Community Plan 2015–2040, a 25 year plan that was developed in 2014 by asking all parts of the Glenorchy community what they liked about Glenorchy and what they wanted to see changed for a better future.

The Community Goals are:



Making Lives Better



Building Image and Pride



Open for Business



Leading Our Community



Valuing Our Environment

At the local government elections in November 2022, the Glenorchy community elected a new Council to represent it. During the election period, candidates listened to and spoke with community members about their needs and priorities.

Between December 2022 and February 2023, Council asked the people of Glenorchy to tell us their budget priorities.

The incoming Council gave serious thought to what it had heard from the people of Glenorchy and created a forward agenda for its term in office. This is reflected in the Strategic Plan.

Council is required to regularly review its Strategic Plan – and this Strategic Plan 2023–2032 is the result of Council reflecting carefully about what has changed. In order for Council to serve the best interests of the Glenorchy community, it needs to respond to current and anticipated opportunities and concerns.

As part of the review process, Council also carefully considered some of the recent trends that are shaping the future of our City:

- The changes in our daily lives, work and economy as a result of the COVID-19 pandemic
- Increased growth in Glenorchy's population over the last five years
- A more multicultural community
- A housing crisis
- Rises in the cost of living
- The future of local government review that is currently underway
- Climate change

Our Strategic Plan shapes our Council's direction in addressing these issues through a set of objectives and strategies for each of the Community Goals.

The Strategic Plan has been developed through the combined efforts of the elected members and management team through a series of facilitated workshops in February 2023.

The draft Strategic Plan was released for public comment in March 2023 and considered for adoption at the March 2023 Council meeting.

The strategies in the Strategic Plan will be used to shape the actions that Council will take each year which will be described in the Annual Plan and funded through the budget.

About Glenorchy

Located on the western shore of the Derwent River, the City of Glenorchy is Tasmania's fourth largest local government area with a population of just over 51,000 people distributed over an area of 121km.

The Muwinina Aboriginal people inhabited the area for some tens of thousands of years. Europeans began settling Glenorchy in 1804.

In 1864, Glenorchy was proclaimed a municipality and in 1964 it was granted City status.

Glenorchy is a vibrant, progressive City with unique physical, built and community assets that has experienced significant growth in the last few years. From 2016 to 2021, the City's population increased by 4,167 people (9.0%). This represents an average annual population change of 1.74% per year over the period. The largest change in age over this time was an increase of nearly 3,500 people in the 25–34-year age group. With a median age of 37, the local government area has the equal second youngest demographic in Tasmania.

Glenorchy is culturally diverse, with 21.6% of people living in the City born overseas. Of the people born overseas, 33% arrived from 2016 onwards. Our residents come from 72 different countries and nearly 19% speak a language other than English at home.

The City is also home to 5.4% of the population who identify as Aboriginal or Torres Strait Islanders, which is higher than the Greater Hobart area.

Glenorchy City's Gross Regional Product – the amount of wealth generated by businesses, organisations and individuals working in the area – was \$2,608m in 2021, approximately 7.5% of Tasmania's Gross Regional Product.

There are more jobs in Greater Glenorchy than resident workers. This means the City not only provides work for its residents, but it also employs and attracts people

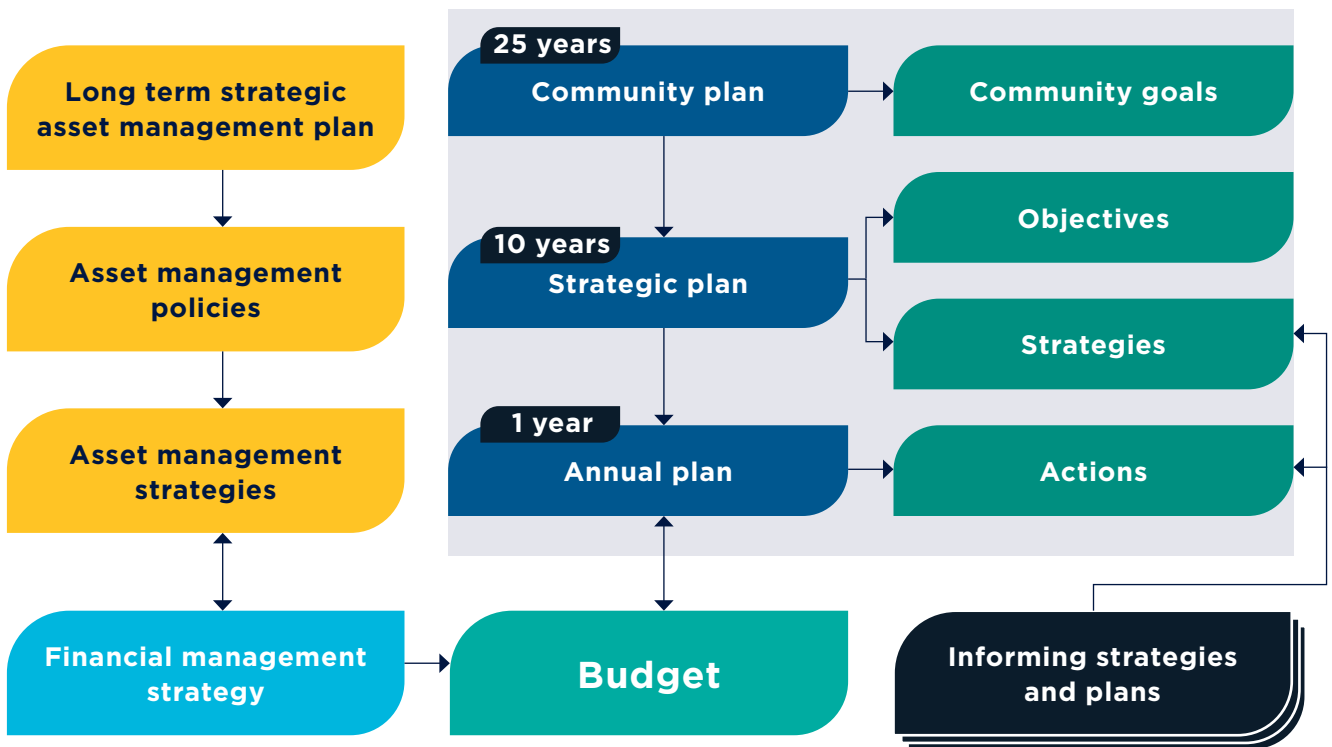
from across the region. Healthcare and social assistance is the largest employer in the City of Glenorchy, making up 15.1% of total employment. This sector also employs more of the City's resident workforce than any other industry sector. Other large employment areas are the manufacturing industry making up 13.1% of total employment and construction and retail trade each making up 10.8% of total employment.



Image: Kelvin Ball

Council's Strategic Planning Process

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



Council's strategic planning processes involve a number of plans - including the Community Plan, the Strategic Plan, the Annual Plan and the Budget.

Council uses these plans and planning processes to help turn the community goals in the Community Plan into action on the ground.

Council develops a Strategic Plan that outlines the objectives and strategies needed to achieve the community's goals.

The Council's 4 year rolling Annual Plan sets out the actions that Council will take for each of the strategies in the Strategic Plan.

This is aligned to the annual budget which funds the Annual Plan actions.

Purpose and Values



Purpose

We are a welcoming Council, representing our community and providing services to make Glenorchy a better place every day.

Council Values

People

We value our diverse and welcoming community. We believe that each person is equal and has a positive contribution to make, with their rights respected and their opinions heard and valued.

Place

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

Opportunity

We value innovation, flexibility and imagination and strive to create social and economic choices and opportunities for all.

Together

We commit to work as a united Council team to build relationships and partnerships within and outside our community to make a difference in Glenorchy.

Accountable

We are accountable to each other and the Glenorchy community for the difference we make to the life of our City.

Image: Glenorchy Open Market in partnership with Moonah Bazaar, Glenorchy City Council

Community Goals

The City of Glenorchy Community Plan 2012 – 2024 was adopted by Council on 19 January 2015 after deep consultation with our community.

The community gave nearly 2000 comments and 7,500 ideas about the future of the City through 69 different consultation activities.

The Community Plan sets out the vision, goals and priorities for the City of Glenorchy

over the period to 2040 as told to us by the Glenorchy community.

The community goals that are set out in the Community Plan have been a key input for the Elected Members and Council staff in preparing the draft Strategic Plan.

The objectives and strategies in the Plan are aligned to each of the community goals and are intended to further them.



Making Lives Better

Our community faces a range of social and economic challenges. Council's role is to advocate for, and work with others to, improve the daily lives of people in our City.



Building Image and Pride

Our community values a strong sense of connection and a positive City image and Council strives to promote these.



Open for Business

Council seeks to be a City which is 'easy to do business with' while managing our City's growth responsibly.



Leading Our Community

Council exists to represent the best interests of the people of Glenorchy, working together to manage community resources and further community priorities.



Valuing Our Environment

Our community values the facilities provided in our City to improve its quality of life and protection of our natural environment and special places now and for the future.

Objectives

The following objectives have been developed to deliver on the community goals:



Making Lives Better

We deliver services to meet our community's needs.

We champion greater opportunities for our community.



Building Image and Pride

We work for a safe and clean City.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging.



Open for Business

We value our community by delivering positive experiences.

We encourage responsible growth for our City.



Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests.

We responsibly manage our community's resources to deliver what matters most.

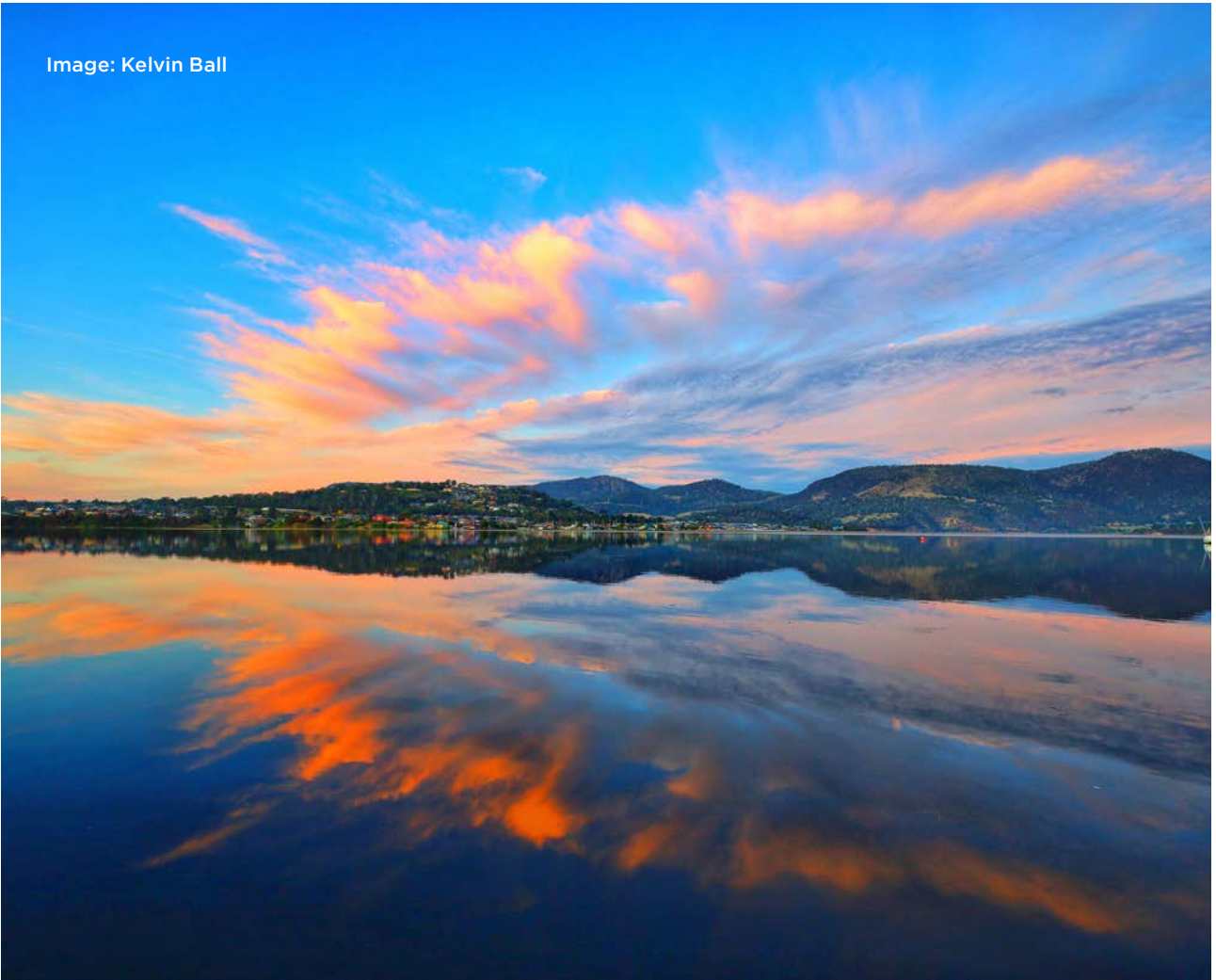


Valuing Our Environment

We protect and manage our City's natural environment and special places now and for the future.

We improve the quality of our urban and rural areas as places to live, work and play.

Image: Kelvin Ball



Strategies

Strategies define the way that Council will meet each objective.

Measures of success

Council will use strategic performance measures to help it track how it is going in meeting its strategic objectives.

The aim of the measures is to help Council to check how it is going in progressing the community's goals.

We will review the measures regularly and report on them at Council meetings.

By watching how the measures change over time, we will know where Council needs to put its efforts to make life better in Glenorchy.

The measures are grouped around the 10 objectives in the Strategic Plan. The measures are being refined and will be adopted by Council at a later date.



Image: Moonah Taste of the World Festival,
Glenorchy City Council



Making Lives Better

We deliver services to meet our community's needs

STRATEGIES

- Deliver services to our community at defined levels.
- Identify and engage in partnerships that provide services effectively to our community.

We champion greater opportunities for our community

STRATEGIES

- In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.
- Work with others to improve access to housing and transport choices for our community.



Image: Glenorchy Memorial Lawns,
Glenorchy City Council



Building Image and Pride

We work for a safe and clean City

STRATEGIES

- Work proactively with other governments, service providers and the community to improve public safety in our City.
- Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging

STRATEGIES

- Encourage creative expression and participation in our community.
- Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.
- Deliver or facilitate events to strengthen our community's sense of pride and belonging.



Image: Moonah Taste of the World Festival, Glenorchy City Council.



Open for Business

We value our community by delivering positive experiences

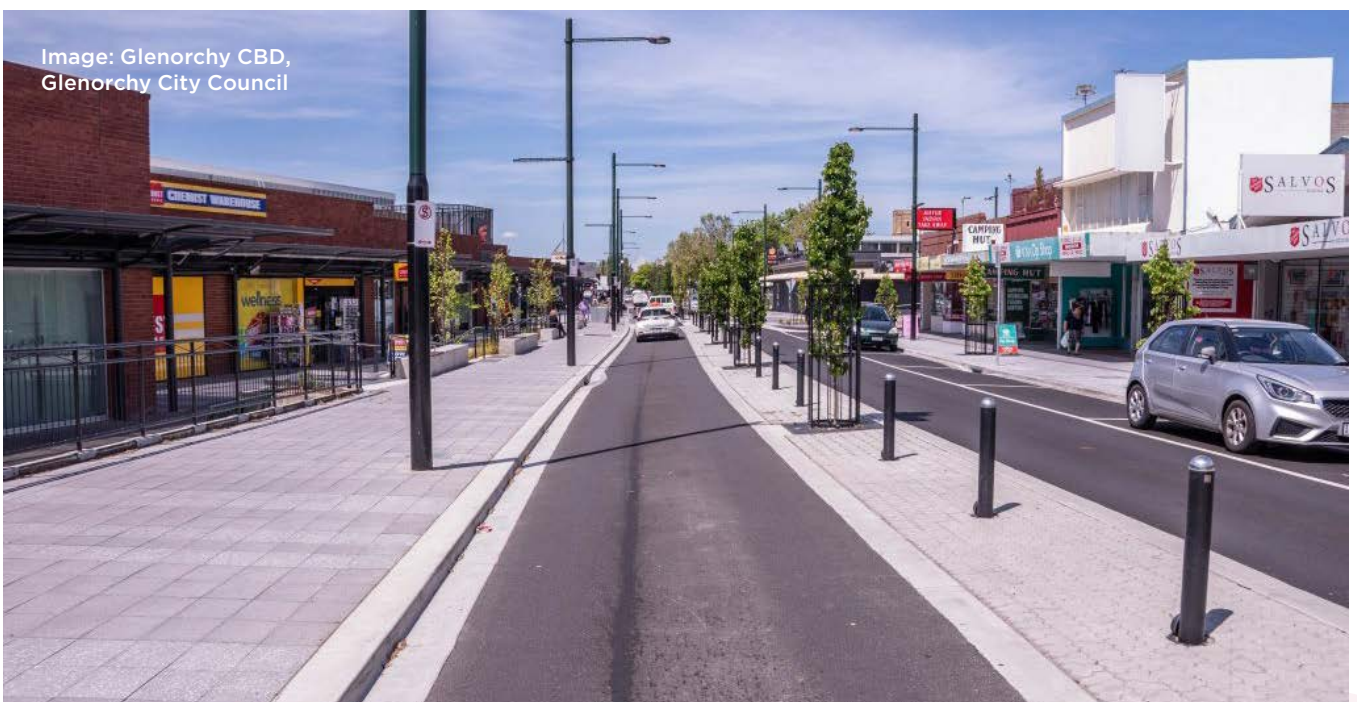
STRATEGIES

- Build and maintain relationships with government and the private sector that create job opportunities and help our City to prosper.
- Work constructively with the development sector and our community to enable acceptable development opportunities.
- Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.

We encourage responsible growth for our City

STRATEGIES

- Maintain a progressive approach that encourages investment and jobs.
- Plan for the orderly future growth of our City, with particular focus on structure planning for the Northern Suburbs Transit Corridor and at Granton.





Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests

STRATEGIES

- Listen to our community to understand their needs and priorities.
- Communicate effectively with our community and stakeholders about what Council is doing.
- Champion and work together to address our community's needs and priorities.
- Make informed decisions that are open and transparent and in the best interests of our community.
- Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart.
- Ensure our City is well planned and prepared to minimise the impact of emergency events and is resilient in responding to and recovering from them.

We responsibly manage our community's resources to deliver what matters most

STRATEGIES

- Manage the City's assets responsibly for the long-term benefit and growth of our community.
- Deploy the Council's resources effectively to deliver value while being financially responsible.
- Manage compliance and risk in Council and our community through effective systems and processes.
- Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.



Image: Glenorchy City Council
Main Office, Glenorchy City Council



Valuing Our Environment

We protect and manage our City's natural environment and special places now and for the future

STRATEGIES

- Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore.
- Encourage access to and appreciation of our natural areas.
- Manage waste responsibly and innovate to reduce waste to landfill.
- Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a changing climate.

We improve the quality of our urban and rural areas as places to live, work and play

STRATEGIES

- Make our City more liveable by providing and upgrading public places and facilities for people to come together.
- Make our City more liveable by investing in our City's infrastructure.
- Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.
- Working proactively with providers, manage the City's transport infrastructure sustainably to secure accessible, safe and reliable transport options for everyone.

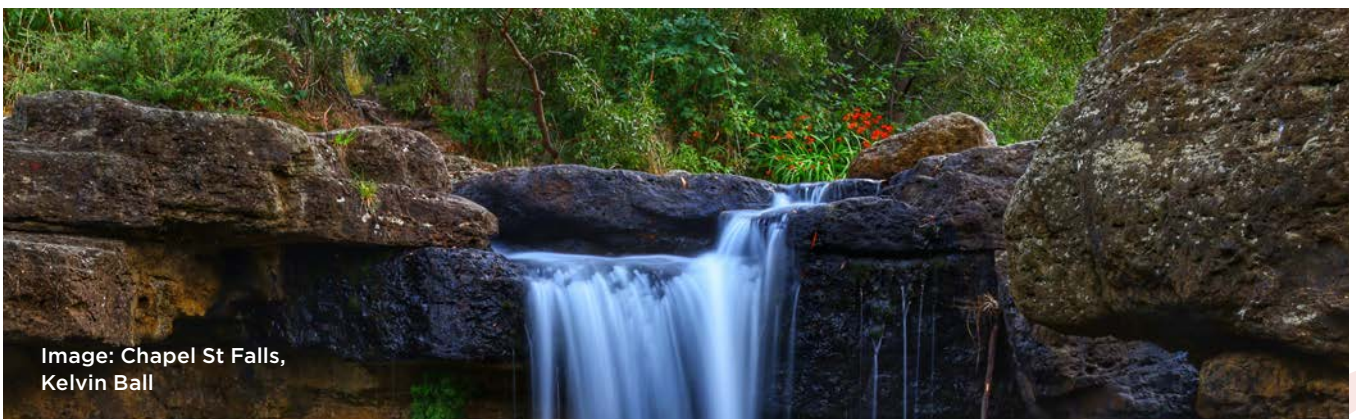


Image: Chapel St Falls,
Kelvin Ball



Image: Cairnduff Playspace,
Jasmine Young

