



# HUON VALLEY COUNCIL STRATEGIC PLAN

2015 TO 2025



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## INTRODUCTION

The Huon Valley Council Strategic Plan 2015-2025 outlines the Council's strategic direction for the next 10 years. The Strategic Plan is an important document; it describes how Council works with and within the community to deliver the governance and services that will achieve community objectives and priorities.

This Strategic Plan:

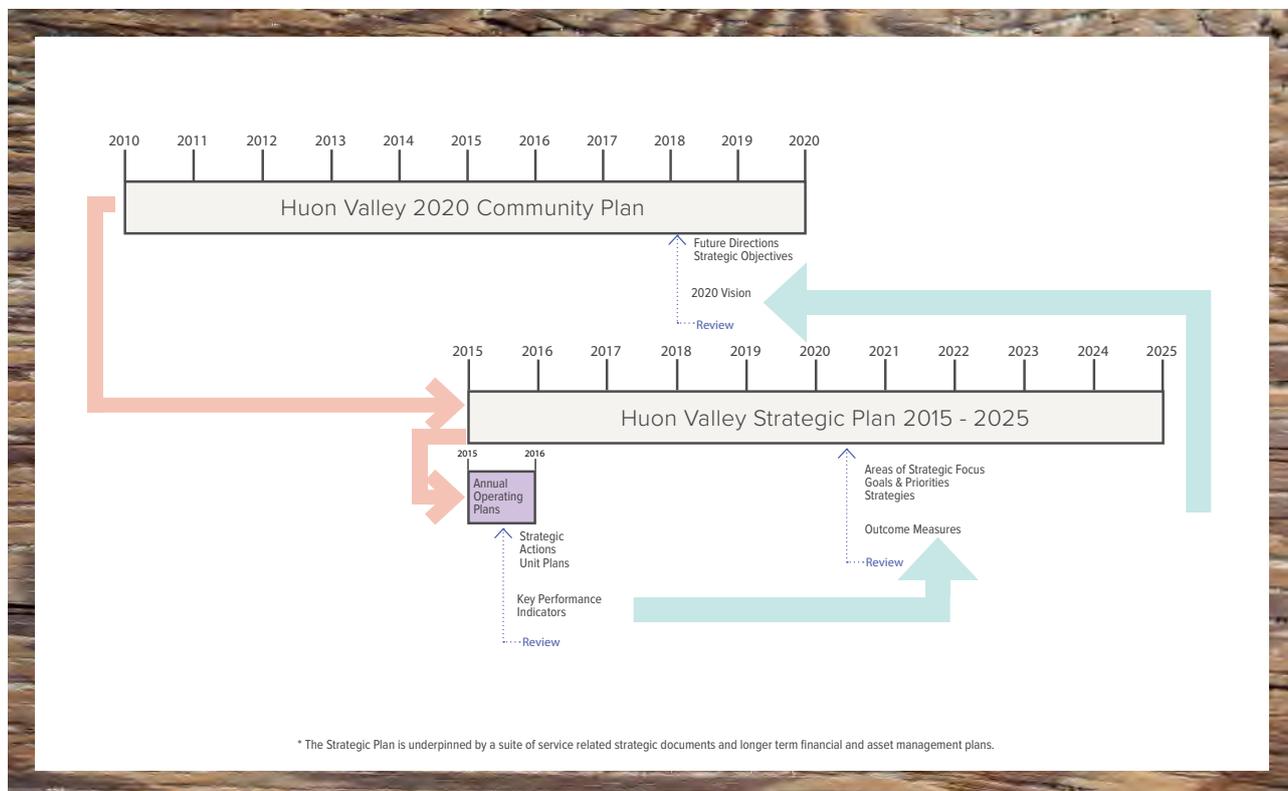
- Places the governance principles and community values that frame Council's focus, roles, decision making and relationship with the Huon Valley community and other stakeholders in public view;
- Establishes a decision making framework based on achieving outcomes that reflect common values identified by the community and from this, provides the basis for community conversations around key issues and challenges;
- Provides clear indicators against which progress can be evaluated and as necessary lead to changes in approaches and strategies;
- Provides the basis for structured relationships and engagement with other levels of government and proposal proponents; and critically
- Provides the basis for annual plans that are clearly focused on achieving the outcomes identified within the strategy.

The environment within which we as a community operate changes rapidly, events that occur internationally, changes in government and a wide range of other influences flow through to our community with a mix of influences. Within our community other internal changes also influence how our community works. The Huon Valley Council believes that it must manage in a manner that considers these dynamic influences and ensures that the contribution Council makes is proportional and beneficial to the community. For this reason it has adopted the following approach to its 2015-2025 Strategic Plan.

Strategic influences such as climate change are considered as an overlay to the framework – impacting on each element, but in different ways. Similarly strategies such as consultation and engagement is an overlay, the framework providing a means of designing meaningful and constructive input and collaboration.

## THE STRATEGIC PLAN IN CONTEXT

To recognise the value of the Strategic Plan it is necessary to understand its relationship with key Council documents.



The foundations of the Strategic Plan were laid in 2007 when members of the Huon Valley community came together to develop the Huon Valley 2020 Community Plan. The following eight future directions were identified in the Community Plan:-

- Care for our environment
- Build health and well being
- Enhance recreational opportunities
- Improve transport and communications
- Create diverse education opportunities for all
- Develop prosperity
- Expanded community engagement and involvement
- Celebrating our arts, heritage and culture

The Community Plan has been an important reference point for the Huon Valley Council's Strategic Plan. The development of this plan is underpinned by the comprehensive engagement informing the Community Plan's development, and engagement which was undertaken in 2010 to update the community input.

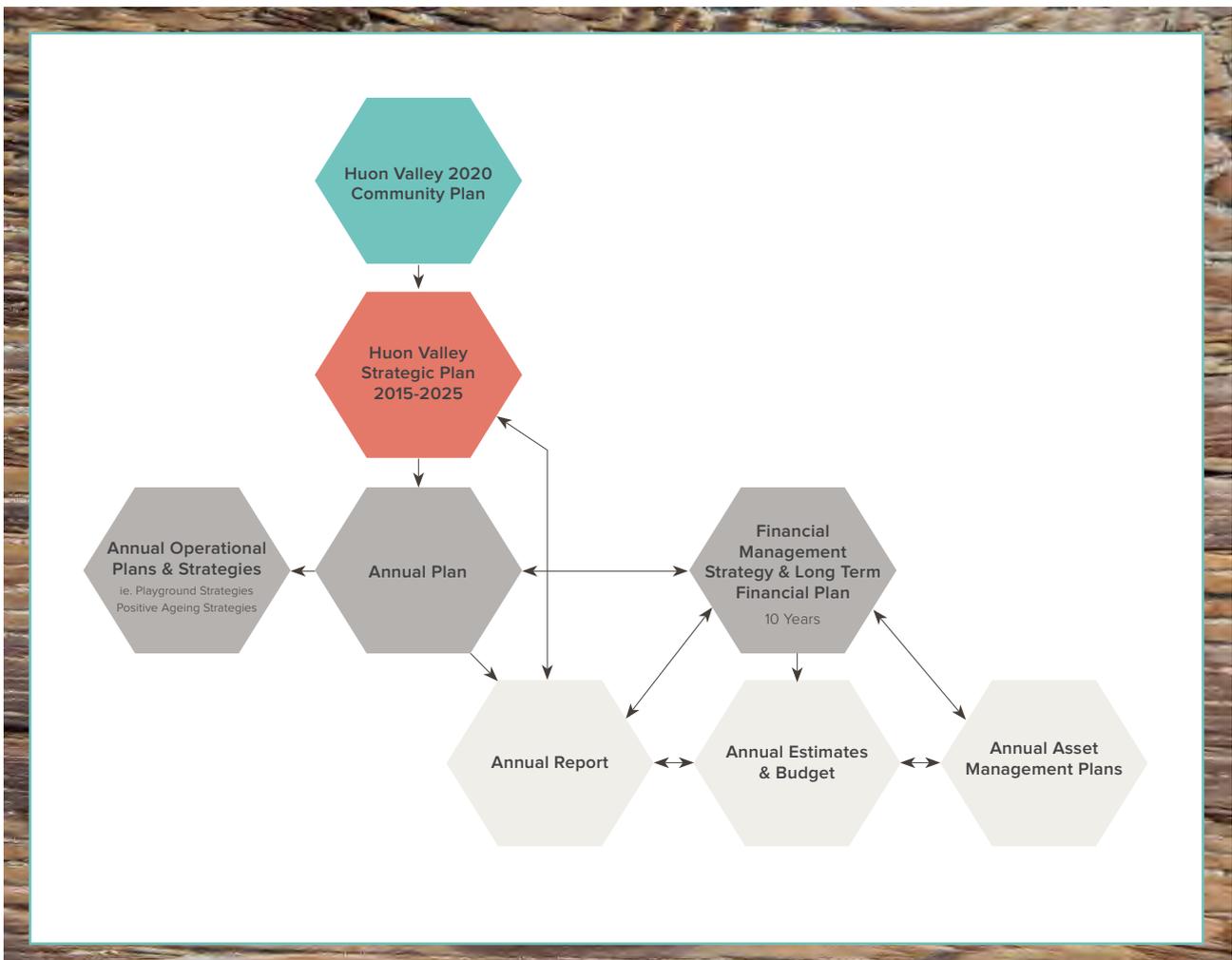
To build on the above, a range of further engagement has contributed to the preparation of this Strategic Plan, including:

- Council briefings and workshops
- A community workshop with some 40 representatives reflecting community sectors; and
- A comprehensive series of workshops with Council’s management team and business unit management teams.

This process has ensured a mix of input ranging from the identification of goals and priorities, through to clarifying problems faced on the ground by the community. This mix of input helps match aspiration and practicality and also helps to ensure that the people responsible for implementing the Plan are committed to using it as a tool to assist them to achieve their performance and productivity goals.

The Strategic Plan also builds on current Council planning and strategic documents. The Strategic Plan is the guiding document for the ongoing review of that strategic work, including critical plans such as the *Huon Valley Land Use and Development Strategy*, structure plans, *Asset Management Strategy*, *Financial Management Strategy & Long Term Financial Plan* and the annual plans.

The following diagram represents these key interrelationships and processes.





## COUNCIL'S STRATEGIC GOVERNANCE AND MANAGEMENT FRAMEWORK

The Strategic Plan is built on Council's need to simultaneously manage a wide range of activities, services and issues in what is a dynamic environment. In summary, Council aims to positively impact on a community system to achieve defined, beneficial characteristics and outcomes.

To do this well, Council has worked to better understand how the elements and characteristics that make up a successful community fit together and how we can organise and manage through our strategies to achieve the key strategic objectives.

Our strategic management framework, depicted in the figure below, is a tool to enable us to ensure that all of the actions undertaken in Council work towards achieving the strategic outcomes.

This approach is designed to ensure that:

- Our on ground decisions and actions contribute to the community's strategic objectives and outcomes;
- Council's departmental units and people are aware of what is expected of them;
- If the result achieved is different to requirement, the activity is evaluated and as necessary changes made; and
- Progress can be measured in a consistent way by both Council and the community.

The approach is designed to engage stakeholders in conversations about how the community works and changes, by:-

- Providing a logical, systems management approach within which the current state of the community can be mapped across important environmental, economic and social dimensions;
- The influences on these and their impact clarified;
- Community objectives/priorities addressed; and
- Changes measured.



The strategic management framework provides the structure and logic to this plan by defining the strategic context and as a result, helping to organise and adapt our thinking and strategies, and to manage the complexity of the task at hand.

The Vision and Strategic Objectives, provide the Plan's strategic focus by identifying the characteristics sought and valued by the community and the manner in which Council will work with the community to achieve them. The achievement of these objectives is evaluated by using the characteristics and trend measures drawn from a wide range of sources and are generally considered on a medium term basis or in relation to a specific challenge/opportunity being addressed. The strategic objectives provide a reference point for making decisions around issues and proposals that may arise to ensure their fit to community values and priorities.

The characteristics enable Council, the community and other stakeholders to consider how sectors work together to support each other as a "community system" and contribute to the longer term strategic outcomes.

In the event that some sectors may be limiting the performance of others, or that the strategic objectives are not being realised, Council has adopted a mix of strategies to use to either reduce the risk or realise opportunities.

The tool is designed to be used as both a formal and informal framework to get the thinking and logic of a decision in order. For example:

- If the result in a specific (or number) of strategic objectives is not what is required, the focus moves to the bottom line to identify what specific sector(s) are not making the contribution sought and then the strategy mix that is likely to redress the shortfall.
- Similarly, if there is a proposal to invest in a major development in one sector the tool helps to develop insight into how that development may affect other sectors and contribute to the strategic outcomes.

The tool is designed as a prompt to assist Council to recognise the inter-relationships between the various sectors of the community and what impact its operations may have. It assists identification of priorities, evaluation of results and it provides logic and focus to community issues.

Over the 10 year period for this strategy, trend changes or "shocks" will dictate that, while each of the strategic objectives, or sectors within the profile are important, the balance of focus and effort between them will shift.

This approach to strategy ensures that Council's effort is focused on contemporary, important factors, and is not locked into issues that, while important in 2015, are not so (for example), in 2018. This approach reinforces Council's commitment to engagement and partnership with the community as a means of jointly achieving the strategic objectives.

To ensure that the long term strategic objectives are met, Council will develop annual plans.

To action this strategy as the basis for focused and productive annual plans, Council has:

- Defined its strategic focus and objectives;
- Clarified the necessary community profile characteristics necessary to achieve those objectives;
- Defined the strategies it will adopt to work towards the key characteristics; and
- Mapped how those strategies will be generally applied to the community profile.

# HUON VALLEY STRATEGIC GOVERNANCE AND MANAGEMENT FRAMEWORK

OUR VISION

WORKING TOGETHER FOR A PROSPEROUS, VIBRANT AND CARING HUON VALLEY COMMUNITY

STRATEGIC OBJECTIVES

- A GREAT ENVIRONMENT
- A PROSPEROUS, RESILIENT ECONOMY
- CAPABLE AND PRODUCTIVE PEOPLE AND ASSETS
- COMMUNITY WELLBEING AND LIVEABILITY

COUNCILS STRATEGY MIX

- Land use management
- Build networks and relationships
- Encourage, facilitate and directly invest
- Facilitate learning, creativity and innovation
- Market and communicate to encourage engagement and volunteering
- Govern and manage with quality information, contemporary process, respect and inclusion

INFLUENCING CHARACTERISTICS TO DELIVER THE STRATEGIC OBJECTIVES

CHARACTERISTICS

- Ecology & Natural Resource Management
- Utilities & Infrastructure
- Production
- Settlement & Built Environment
- Retail, Trade, Business & Professional Services
- Education & Learning Services
- Health & Safety Services
- Arts, Culture, Recreation/ Tourism

PEOPLE ENGAGING AND CONNECTING THROUGH

# COUNCIL'S STRATEGIC FOCUS

## VISION

The vision takes a long term, broad view that combines, in simple, aspirational terms the “what and how”.

Council's vision is:

*“Working together for a prosperous, vibrant and caring Huon Valley community”*

The vision is realised by working together to achieve the balance of characteristics we want as a community, and expressed as our Strategic Objectives.

## STRATEGIC OBJECTIVES

The strategic objectives are medium term outcomes that we must achieve if our vision is to be realised - in simple terms “what are we trying to achieve by doing this or that”. These are more specific in definition and are designed to reflect commonly held aspirations and values – a shared, practical community focus.

In order to achieve the strategic objectives, we need a community characterised by:

- *A Great Environment*
- *A Prosperous, Resilient Economy*
- *Capable and Productive People and Assets*
- *Community Wellbeing and Liveability*

The strategic objectives reflect environmental, economic and social perspectives, and recognise their interdependency and necessary balance.

The strategic framework is designed to remain in place for longer than this 10 year Strategic Plan period. Over time the relative weighting and measures may change depending on the social and economic environment, as will the strategy mix used to achieve and protect them.

Council's strategy is designed to aim towards the strategic objectives through a strong understanding of how the Huon Valley works as a community and how we can support it to achieve its aspirations.

These strategic elements are critical pieces of the plan; they provide the context within which to focus effort and resources, test the success of Council and the community and to also test new ideas and proposals. They become the practical basis on which Council delivers, facilitates and lobbies in the community interest.



## OUR STRATEGIC OBJECTIVES – WHAT WE WANT TO ACHIEVE AS A COMMUNITY

Council is focused on ensuring our decisions and processes deliver the following strategic objectives.



### A GREAT ENVIRONMENT

Historically, the natural environment, climate and what was able to be produced was the basis for settlement in the Huon Valley. The environment provided the attributes for people to achieve their life goals. Today it remains a key advantage and motivates people to live, invest in business and visit the Huon Valley. Protection of this environment and appropriate use and development is a key strategic focus from both natural values and human perspectives. We seek:

- An environment that is acknowledged, appreciated and generates pride and a strong sense of place; and
- A natural and developed environment that is managed for sustainability and beneficial use.

#### Strategic and Trend Indicators include:

- Care Group participation;
- Collected visitor feedback;
- Grant income generation;
- Threatened species, weed species and vegetation communities profile;
- Development assessed for environmental impacts;



## A PROSPEROUS, RESILIENT ECONOMY

A level of economic and financial prosperity is central to the success of a place. The generation of individual and community wide income and wealth supports the ability for a community to provide opportunity and to deliver the range of services necessary to create a sustainable community. To achieve this we will pursue:

- A contemporary, market oriented and diverse economy characterised by creativity, strong revenue and investment; and
- Creation of the opportunity to participate in and pursue rewarding employment and careers.

### Strategic and Trend Indicators include:

- Workforce participation rate;
- Income profile & diversity of sources;
- Community wealth; and
- Positive changes in economic profile.



## CAPABLE AND PRODUCTIVE PEOPLE AND ASSETS

A community is about people, their values, capabilities and the way they interact, develop and utilise available assets to achieve their goals. This mix of human, social and investment capital is central to young people aspiring to and achieving careers, families and businesses successfully establishing and older people being able to continue to actively engage in the community. Our goals are:

- Knowledgeable, skilled people actively and constructively engaged in pursuing their goals and preferred pathways to the future;
- Private assets that deliver sustainable returns on investment; and
- Public infrastructure and services that deliver optimal benefit for the cost to the community.

### Strategic and Trend Indicators include:

- Education participation;
- Workforce participation;
- Census community profile;
- Volunteer profile;

- Business continuity;
- New development investment; and
- Infrastructure condition and investment.



## COMMUNITY WELLBEING AND LIVEABILITY

The characteristics of a place, as a means for attracting and retaining people, is based on a mix of what is here – the natural environment, its developed attributes and the “way the place works” in terms of individual, familial and social networks and support systems. There are many aspects of a place which attract and retain people in a community. The natural environment, the economic environment and the social environment are all factors. Our goal is to ensure:

- People experience a sense of purpose, inclusion, recognition, value and wellbeing;
- Support and services are relevant and accessible when needed;
- People feel safe;
- Diversity of values and ideas is encouraged, respected and used to achieve creative solutions;
- People feel empowered and are encouraged to formally and informally provide leadership and effort to contribute to the community; and
- People work together, share knowledge and experience to achieve common outcomes.

### Strategic and Trend Indicators include:

- Community satisfaction (LGAT survey criteria);
- Community based activity profile;
- Aged living at home;
- Community health profile;
- Australian Early Childhood Development Index;
- Socio economic community profile;
- Community profile data;
- Key health indicators;
- Population retention and attraction; and
- Engagement in key community conversations.

*A community characterised by these strategic objectives provides a sustainable basis on which to attract people to live, invest in and visit the Huon Valley.*



## CHARACTERISTICS

The characteristics of the Huon Valley community drives its day to day attractiveness as a place in which to live, invest and work. The structure below summarises the key perspectives that Council will focus on to ensure that each sector can support each other and that individually and collectively they provide opportunity for the community to achieve its aspirations.

It is important that we describe characteristics that we have set for each of the sectors of the community. Population characteristics and Council's governance characteristics have also been included in our analysis of their impact on our preferred future.



The description below includes Council's approach and stance to each of the characteristics and how we will measure success. The discussion above reinforces that if we are to meet our strategic objectives, the goals are interdependent.

# CHARACTERISTIC 1

## POPULATION

### A DIVERSE AND CAPABLE POPULATION OF AROUND 20,000 PEOPLE.

The Huon Valley has an estimated population of 16,020 (ABS 2012), and is projected to grow at a rate of 1.2%. Population is a key determinant of a community's capacity to provide a range of activities and services that sustain it socially and economically.

In addition to overall numbers, the make-up of the population is important. A balance of different age groups, levels of education and the skill profile are all important factors in enabling a community to achieve income levels to support a good quality of life, to enable it to achieve economic opportunities and provide the range and level of services that are required to make it an attractive place to live, work and invest.

The nature of settlement within the Huon Valley ensures that people seeking specific locational characteristics, whether from a country or seaside lifestyle, proximity to Hobart or to other local work, living in a small settlement enables the Huon Valley to increase population without diminishing the valued character.

*Council's strategic stance is to support population growth and diversity in its demographic to ensure our strategic outcomes are achieved.*

#### Characteristic and Trend Measures include:

- Rate of increase of the population; and
- Demographic profile diversity.



## CHARACTERISTIC 2

### ECOLOGY AND NATURAL RESOURCE MANAGEMENT

#### OUR NATURAL RESOURCES ARE ACTIVELY PROTECTED AND SUSTAINABLY UTILISED TO PROVIDE COMMUNITY BENEFIT.

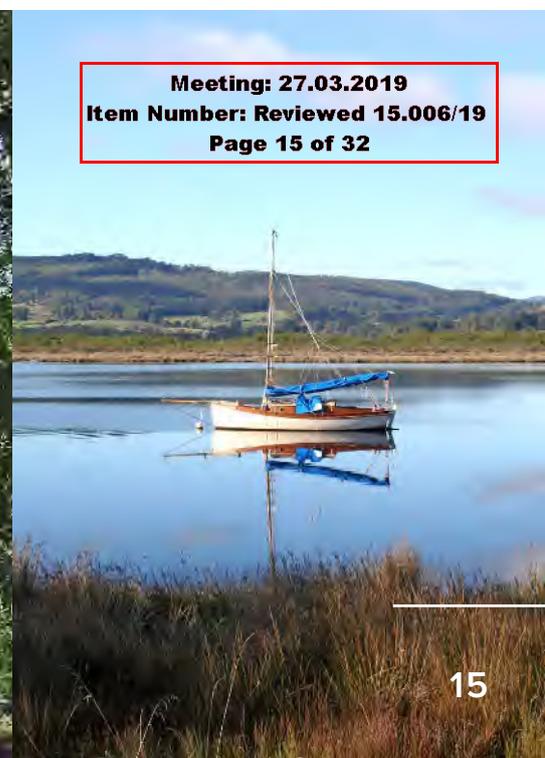
The Huon Valley is rich in natural resources. Its geography and the climate combine to support primary production, forestry, agriculture and fishing. These natural characteristics are now also supporting industries including agriculture and aquaculture, and are a key attractor for visitors to Tasmania.

The natural environment provides a major reason why people live in and visit the Huon Valley.

*Council's strategic stance is to actively, and through regulation, protect and manage the natural environment for sustainable passive and active beneficial use by the community and visitors.*

#### Characteristic and Trend Measures include:

- Natural diversity;
- Water quality;
- Invasive species controlled;
- Productive land capability; and
- Direct and indirect business activity and employment.



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## CHARACTERISTIC 3

### UTILITIES AND INFRASTRUCTURE

#### UTILITIES AND INFRASTRUCTURE THAT FACILITATE PEOPLE TO LIVE, VISIT AND INVEST IN THE HUON VALLEY.

Our ability to access each other, property, services, market and recreation is dependent upon infrastructure. While this access has historically been based on physical infrastructure forms, digital access now is a key component. This infrastructure underpins our ability to live and work day to day and participate in our recreational activities.

This arena also includes social infrastructure. As we become more service oriented, the provision of places where services are placed, where people can gather and children can play and develop are increasingly important. Changing values means that while road transport is critical, other transport and communication alternatives for social, service and business connections are critical to the infrastructure profile. The mix of infrastructure is important to ensure the Huon Valley is competitive and attractive.

Changes have meant we re-think how we approach the provision and balance of infrastructure to ensure upgrading or new investment is made to reflect the strategic risks, opportunities, community's contemporary values, needs and behaviours and how we can meet both the technical standards and these requirements. Principles such as "zero waste" introduce new ways of thinking and investing to achieve our strategic objectives.

An example of this is how we consider rainwater run-off. If we consider all water a valuable asset, our approach to how we design infrastructure alters significantly and the way we frame our benefit/cost considerations around the investment also alters.

*Council's strategic stance is to manage existing assets using best practice technical and investment approaches. It is to work to ensure that our utilities and infrastructure enables the community to be safe, ensures access, reduces potential risk and damage and enables opportunities to be realised.*

#### Characteristic and Trend Measures include:

- Infrastructure serviceability reflects community needs;
- Compliance with contemporary standards;
- Meet or exceed contemporary accepted asset management measures;
- Number of innovation projects;
- Digital coverage;
- Recognition of social infrastructure; and
- The number and value of externally funded projects – full, part, public, private.

## CHARACTERISTIC 4

### PRODUCTION

#### INCREASE THE DIVERSITY AND VALUE OF PRODUCTION WITHIN THE HUON VALLEY.

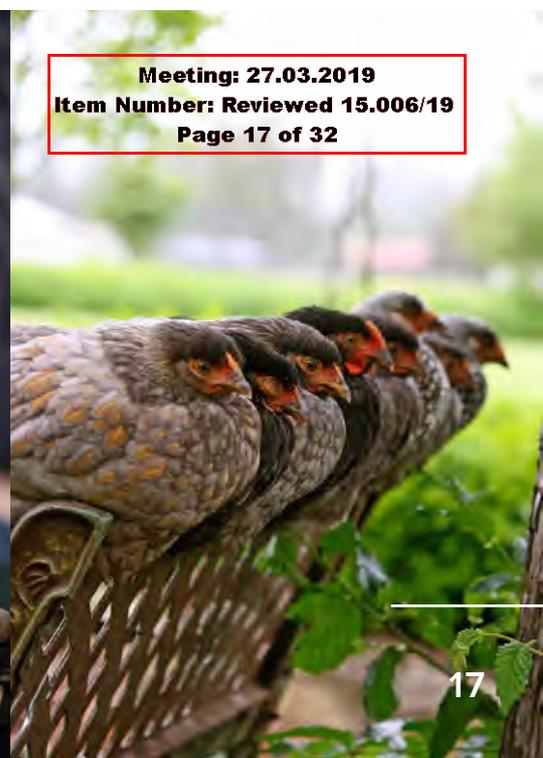
The Huon Valley has a long history of primary production but limited value adding from downstream processing, this has often resulted in high quality production being viewed as a commodity and subject to global competition. Production is important, it draws external income to the Huon Valley and redistributes it through wages and demand for products and services. As value add processing occurs, the employment and income multipliers increase dramatically.

The emergence of the requirement for safe, sustainably produced and high quality food and beverage has created the opportunity for “provenance” as the basis to increase both marketability and price for places such as the Huon Valley. The ability to achieve viable margins is a key to further investment in production within the Huon Valley.

*Council’s strategic stance is to ensure that the productive capability of the land and waterways is maintained and enhanced to increase diversified production.*

#### Characteristic and Trend Measures include:

- Huon Valley value of production;
- New or expanded production and value adding;
- Direct employment and income; and
- Contribution to Huon Valley brand and positioning.



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## CHARACTERISTIC 5

### SETTLEMENT AND BUILT ENVIRONMENT

#### PROVIDE A MIX OF ATTRACTIVE RESIDENTIAL AND BUSINESS OPTIONS TO THE MARKET, WHILE PROTECTING EXISTING VALUES AND FUTURE POTENTIAL.

The Huon Valley is characterised by larger towns and dispersed communities that emerged from early transport links and economic activity. These smaller towns now provide for both long term resident families and people attracted by the amenity and differing characteristics of these locations.

Investment in all settlements over recent years has resulted in a series of projects designed to improve amenity and the usability of key sites. These have achieved significant use and provide a great source of community pride. To move beyond a single project focus Council will consider these towns from understanding their character and appropriate design to ensure they both continue to provide a contemporary place to live and can also build on this character to stimulate visitation and appropriate growth.

While the Huon Valley reflects highly attractive settlement characteristics, there is also a range of challenges that will need to be met. .

Agriculture tends to be based on relatively small sized properties, this leads to potential tensions between neighbours where the land use differs. The early land settlement patterns create a limit to efficient agricultural production, in particular if value adding is low, this necessitates consolidation to achieve single enterprise scale economies or collaboration through the value chain. Protecting the potential for viable primary production across the landscape is a key challenge and focus.

The tensions between land uses also exist to some degree in the relationship between industrial/production spaces and residential spaces on land, water and coastlines. These challenges require the input of a wide range of government agencies.

There is undeveloped land within existing town boundaries that can enable population growth. Some of this requires infrastructure to enable its transformation.

*Council's strategic stance is to encourage the development of underutilised residential land, to manage tensions between land uses and to ensure that the town environments provide a reflection of the Huon Valley brand whilst honouring their unique town characteristics.*

#### Characteristic and Trend Measures include:

- Planning and building approvals;
- Utilisation of zoned land by classification;
- Awareness of diverse characteristics of the Huon Valley; and
- Brand recognition.

## CHARACTERISTIC 6

### RETAIL, TRADE, BUSINESS AND PROFESSIONAL SERVICES

#### INCREASE THE SCOPE AND CAPABILITY OF SERVICES TO ACHIEVE A CONTEMPORARY MIX THAT INCREASES LOCAL SPEND.

Businesses are recognised as important for many reasons, including:

- Providing products and services to homeowners and other businesses;
- Providing essential and discretionary retail goods;
- Introducing an operational, managerial and professional occupational mix into the community, providing training and career options;
- Providing an economic multiplier effect by circulating income throughout the community; and
- Increasing the liveability of the Huon Valley.

This sector has grown in terms of enterprise numbers, scope of offer and professionalism and is considered important to support future growth and prosperity.

*Council's strategic stance is to support growth, ensuring appropriate land and infrastructure is available, training opportunities are identified and facilitated and local businesses are preferred suppliers where possible.*

Characteristic and Trend Measures include:

- Business profile – current and trend; and
- Employment profile – current and trend.

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## CHARACTERISTIC 7

### EDUCATION AND LEARNING SERVICES

#### TO ACHIEVE A LIFELONG LEARNING CULTURE WITHIN THE HUON VALLEY.

Council recognises and promotes a mix of formal and informal approaches to education and learning across the Huon Valley.

The protection of the scope and level of locally available education is a significant challenge and one where Council collaborates with other community stakeholders to ensure success.

Council has provided the catalyst for early learning and care. This has ensured young children get access to early education, preparing them for school and developing social skills. Critically, it allows parents to participate in the economy and social networks.

Post school learning, formal and informal, is identified as a key aspect in ensuring that community members remain connected and productive contributors to their communities. Lifelong learning enables people to transition into jobs and careers as well as an opportunity to transition to retirement. For current and prospective business owners, access to training and development is identified as important for business success.

*Council's strategic stance is to support the continuity and improvement of formal education within the Huon Valley and to work with key community stakeholders and education/training providers to develop strategies to support lifelong learning to the point where learning becomes part of the Huon Valley culture.*

#### Characteristic and Trend Measures include:

- Education and learning participation and achievement profile;
- Population qualification profile;
- Trainee/apprentice profile;
- Literacy levels; and
- Australian Early Childhood Development Index.

# CHARACTERISTIC 8

## HEALTH AND SAFETY SERVICES

### THE PROVISION OF SERVICES THAT ENSURES PEOPLE'S INTERESTS, HEALTH AND SAFETY ARE ENHANCED AND PROTECTED.

Council is a key part of this sector. Along with the Huon LINC and Huon Community Health Centre there are accessible connections to local, state and federal government services.

Primary health services are provided through larger towns, they include doctors, allied health and visiting specialists however known challenges such as access and cost of transport can be a barrier to accessing centralised services. Local access to this network is viewed as a priority.

The retention of emergency services and disaster response capabilities are considered important in the protection, health and safety of the community.

While the Huon Valley enjoys high quality aged care facilities, the community care mix is identified as critical to retaining older residents and ensuring they are able to exercise choice in their lifestyle.

The mix of health services, doctors, allied health, emergency response and aged care facilities is critical to attracting and retaining people and businesses across the Huon Valley.

*Council's strategic stance is to intervene and as necessary facilitate services on a break-even cost basis. There is the opportunity to work with networks to develop creative and cost effective responses to health and safety conditions and risks that also include preventive elements.*

#### Characteristic and Trend Measures include:

- Accessibility;
- Scope and quality of service; and
- Compliance to response standards.

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### ARTS, CULTURE, RECREATION / TOURISM

#### ARTS, CULTURAL, RECREATION AND TOURISM CHARACTERISTICS OF THE HUON VALLEY MAKE A MAJOR CONTRIBUTION TO COMMUNITY WELLBEING AND VISITOR ATTRACTION.

Arts, cultural and recreational pursuits and opportunities within the Huon Valley are many and varied. These range from traditional sports, arts, bushwalking, fishing and water sports, horse riding, food, wine and cafes, mountain biking and off road driving. These play a strong role in why people live in the Huon Valley and because of the ability to connect to others of similar interests and values. Many of the groups that support these activities deliver significant value to the community.

The challenge is in providing the mix of infrastructure and facilities that ensures they are suitable for purpose and productively used. Multiple use and outcomes is a key principle when considering upgrade or new investment.

For residents and visitors, the Huon Valley provides much in close proximity. Increasingly, these possibilities are recognised by the visitor market. This provides both an opportunity and risk. There is the opportunity to attract visitors to turn a marginal business into a thriving business, or to establish a new business opportunity or community events. The risk is in not providing it to the expectations of the market.

Increased visitation can play an important direct role in the Huon Valley economy. Indirectly it also ensures that higher quality recreational and cultural infrastructure and more numerous facilities are available to the community. Plans in this arena will include local and visitor perspectives as part of their development.

*Council's strategic stance is to encourage local arts, cultural and recreational pursuits, by facilitating or providing appropriate infrastructure and support for these local activities and events. The newly developed "Huon Valley Brand" provides an overlay brand to tourism and recreation events, sectors and businesses, in effect providing a joint marketing approach. With use of the brand comes the responsibility to achieve standards reflective of the target market expectations.*

#### Characteristic and Trend Measures include:

- Arts, cultural and recreational activity profile;
- Participation levels, including organisational;
- Profile of accommodation and attractions;
- Visitor numbers; and
- Length of stay and yield.

The mix of strategies identified as available to Council and the community to achieve and manage these challenges and opportunities is outlined below. Again, depending on the specific context, the mix will differ to reflect the situation.

## CHARACTERISTIC 10

### COUNCIL'S SUSTAINABILITY, CAPACITY AND GOVERNANCE

#### THE HUON VALLEY COUNCIL EFFECTIVELY PARTICIPATES IN THE DEVELOPMENT OF LOCAL GOVERNMENT IN TASMANIA AND IS WIDELY REGARDED FOR ITS LEADERSHIP, PROFESSIONALISM, INNOVATION AND QUALITY OF SERVICE DELIVERY.

The practice of good governance in local government can make a significant contribution to improving community life. When local governments practice good governance, their communities are more connected and engaged, better services are provided and more efficient use is made of resources. In meeting the highest standards of accountability and transparency, good governance produces better outcomes.

Council must take into account the diverse needs of the local community in its decision making, set and monitor strategic objectives and ensure resources are managed in a responsible manner. The broad functions of Council are:

- to provide for the health, safety and welfare of the community;
- to represent and promote the interests of the community; and
- to provide for the peace, order and good government of the municipal area.

In performing these roles and functions Council is required to consult, involve and be accountable to the community.

*Council's strategic stance is to demonstrate integrity through consistent, cohesive and equitable processes and decision making, to foster and promote long term organisational sustainability and the strategic positioning of the Council, and to deliver high performance products and services based on leadership, professionalism, skill and commitment of elected Councillors and employees*

#### Characteristic and Trend Measures include:

- Legal and statutory compliance;
- Financial compliance and stability;
- Increased external funding; and
- Development of partnerships.



## STRATEGIES COUNCIL USES TO ACHIEVE OUR CHARACTERISTICS

Councils, like all governments, have limited resources to apply over a wide range of responsibilities. This means that a range of strategies must be used to achieve an optimal mix of direct investment, facilitation and support to achieve the defined outcomes.

The mix of strategies below is a “tool set” utilised by Council, most often in combination, to achieve the best outcome possible for the resources available.

### A) LAND USE MANAGEMENT

This is a core regulatory responsibility of Council within its delegation as a planning authority. The availability and use of land for “best purpose and future opportunity” based on location, proximity, existing and potential servicing and risks, is a key tool in ensuring the strategic objectives can be realised in a balanced manner. The outcomes become the test of the focus and value of our planning instruments and of “good land use”.

#### Development Trends

- Development trends;
- Level of re-zoning of land;
- Number of DAs over time / zones;
- Number of BAs over time / zones;
- Development type;
- Processing times;
- Number of applications converted to development;
- Number of food businesses;

- Assets generated from developments; and
- Increase in property value generated from new development.

## B) BUILD NETWORKS AND RELATIONSHIPS

The development of networks within the community and with other stakeholders, such as government and industry, is important in terms of ensuring their decisions and actions “add” to the achievement of beneficial community outcomes. The goal is to ensure that when they make decisions that are focused on and supportive of our community objectives. Success in this strategy adds significantly to the Huon Valley resource base that is focused on this achievement.

### Strategy Success Measures

- Number of engagement activities we undertake – structured meetings / Committees;
- Networks are in place;
- Achievement of the networks’ goals; and
- Contribution to strategic objectives.

## C) ENCOURAGE, FACILITATE AND DIRECTLY INVEST

With a limited rate base, it is important that a mix of private and government investment is sourced. This investment relates not solely to physical assets but also in terms of community services. The potential investment of “sweat” by individuals and groups within the community, as a key input, is included within this strategy as a key community resource. The Huon Valley has achieved very strong financial sustainability benchmarks (one of the top Councils within Tasmania). This provides a solid foundation on which to achieve the community’s goals.

### Strategy Success Measures

- Council’s financial sustainability indicators;
- Quality and scope of assets and services;

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- Level and continuity of investment by government and community;
- Private investment by community profile sector;
- Benefit/cost relationship of investment; and
- Economic flow-on value from Council investment.

## D) FACILITATE LEARNING, CREATIVITY AND INNOVATION

The world is highly dynamic and interconnected. The ability for a community to be sustainable in the long term is highly related to its ability to recognise and adjust to those dynamics – to be creative. This strategy is applied to the internal operations of Council, the manner in which Council engages with stakeholders and the way those stakeholders resolve the problem or capture the opportunity. While we often and appropriately focus on technology, it is also about how we engage with one another and approach challenges and opportunities.

### Strategy Success Measures

- Recognition and development of potential value;
- Achievement and application of learning and qualifications; and
- Number and benefit of innovative projects.

## E) MARKET AND COMMUNICATE TO ENCOURAGE ENGAGEMENT AND VOLUNTEERING

Huon Valley Council has recently invested in a Huon Valley branding strategy as a means of external and internal marketing. This branding can provide the “positioning” of the Huon Valley in the market, an “umbrella” under which different sectors of the economy can undertake their specific interest promotion in a structured and productive way.

This strategy also provides the basis for telling the Huon Valley story or that of specific issues within the community as a means of encouraging engagement. The application of the brand to internal community

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conversations related to each sector of the community profile, specific issues and opportunities within them and importantly, the interdependence of the sectors is considered a key component of the strategy to improve engagement and engagement across the community with key activities and initiatives.

### **Strategy Success Measures**

- Utilisation rates of Council infrastructure and facilities;
- Awareness, recognition and use of the Huon Valley brand;
- Volunteering culture and level of volunteering; and
- Formal engagement activities undertaken.

## **F) GOVERN AND MANAGE WITH QUALITY INFORMATION, CONTEMPORARY PROCESS, RESPECT AND INCLUSION**

Governance is not just a political and technical exercise. The Community Plan has a consistent and recurring message around increased engagement. During the development of the Strategic Plan this has evolved into an increasingly collaborative form of governance – working together, where Council is one of a number of “leadership groups”, albeit with a specific legislative mandate, that works towards jointly achieving the community outcomes sought.

The governance framework is based on using the strategic objectives as both the goal and reference point for decisions and effort. Taking a reflexive approach and establishing constructive conversations around contentious and major issues, Council’s direct role then becomes situational, sometimes the direct provider, advocate or facilitator.

The focus on outcomes is designed to develop creative solutions that both achieve them and are productive.

### **Strategy Success Measures**

- Compliance with statutory and internal policy requirements;
- Successful stewardship of community assets;
- Decisions and actions are supported by best available information;
- Source of best available, integrated information; and
- Strong capacity to cope with “shocks” and to generate/accommodate ideas.



## HOW WE WILL APPLY THE STRATEGIES

The following tables bring together the way in which strategies will be implemented to achieve community outcomes and associated success measures.

The table summarises the approach that will be taken to applying the strategies to achieve our specific goals and their measures of success. The purpose of these tables is to create the bridge between the Strategic and Annual Plans and provide a practical demonstration of how Council will apply and measure the success of the strategies as it addresses its responsibilities.

The approach is designed to ensure that Council has consistency in how matters are approached, when we are pursuing a strategy for a specific goal, we consider how it may leverage value across other arenas. It is further designed to ensure the organisation works together in a cohesive manner and is focused on results, rather than just tasks. Understanding how a business unit “fits” within the development pathways and works with others to achieve it is critical to achieving the strategic objectives.

While this is important within Council, it is equally important across the community.

Our goal is to design and implement a strategy that facilitates “working together” to achieve common goals – this is the essence of our implementation approach.

## LINKING STRATEGY, CHARACTERISTICS AND STRATEGIC OBJECTIVES

The tables demonstrate how Council links its strategy to Characteristics to progress towards our strategic objectives. This table is the base document on which the Annual Plan is developed.

The development pathways for each community sector (along the rows) shows the general strategy mix Council will apply to the sector. This is designed to ensure the right level of effort and investment in each strategy to achieve the outcomes sought.

To further contribute to improved outcomes and productivity, the strategies (down the columns) are analysed to consider how applying the strategy can simultaneously contribute to a number of sectors. This is important in both achieving an improved return and in developing collaboration between the sectors within the community.

		STRATEGIES						CHARACTERISTIC & TREND MEASURE
		A- Land use management	B - Build networks and relationships	C - Encourage, facilitate and directly invest	D - Facilitate learning, creativity and innovation	E - Market and communicate to encourage engagement and volunteering	F - Govern and manage with quality information, contemporary process, respect and inclusion	
CHARACTERISTICS	1. POPULATION	<ul style="list-style-type: none"> <li>Providing zones and places for people to work, live and invest</li> </ul>	<ul style="list-style-type: none"> <li>Community cohesion</li> <li>Identify networks people can connect to</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring investment maintains value</li> </ul>	<ul style="list-style-type: none"> <li>Advocate and encourage options to facilitate education and learning</li> </ul>	<ul style="list-style-type: none"> <li>Foster a volunteering culture</li> <li>Promoting the Huon Valley as a place to work, live and invest</li> </ul>	<ul style="list-style-type: none"> <li>Promote the Huon Valley brand</li> <li>To ensure effective communication during emergency events</li> </ul>	<ul style="list-style-type: none"> <li>Rate of increase of the population; and</li> <li>Demographic profile diversity</li> </ul>
	2. ECOLOGY AND NATURAL RESOURCE MANAGEMENT	<ul style="list-style-type: none"> <li>Consideration of ecology and natural resource management in using land eg. risks, limitations and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Actively maintain relationships with key stakeholders</li> <li>Develop opportunities for joint planning and whole of area plans</li> </ul>	<ul style="list-style-type: none"> <li>Encourage development opportunities enabled by the natural environment</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate landholder education</li> <li>Encourage innovative methods of natural resource management</li> <li>Encourage resilience and adaptability</li> </ul>	<ul style="list-style-type: none"> <li>Foster a volunteering culture</li> <li>Promote sustainable access to and beneficial use of the natural environment</li> <li>Promotion of Huon Valley brand</li> <li>Promotion of the natural environment as a key attractor to the Huon Valley</li> </ul>	<ul style="list-style-type: none"> <li>Encourage and promote the value proposition of natural resource management</li> </ul>	<ul style="list-style-type: none"> <li>Natural diversity;</li> <li>Water quality;</li> <li>Invasive species controlled;</li> <li>Productive land capability; and</li> <li>Direct and indirect business activity and employment.</li> </ul>
	3. UTILITIES AND INFRASTRUCTURE	<ul style="list-style-type: none"> <li>All land use planning must include consideration of infrastructure eg. risks, limitations and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Actively maintain relationships with key stakeholders</li> <li>Develop opportunities for joint planning and whole of area plans</li> </ul>	<ul style="list-style-type: none"> <li>Maintain current asset base</li> <li>Identify strategic growth projects</li> <li>Lobby for maintenance and growth of non-Council owned public infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of reutilisation of wastes as resources</li> <li>Structured continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Active promotion of Council's infrastructure (halls/parks)</li> <li>Continual assessment of future infrastructure growth, re-use and rationalisation</li> </ul>	<ul style="list-style-type: none"> <li>Manage assets in accordance with accepted standards</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure serviceability reflects community needs;</li> <li>Compliance with contemporary standards;</li> <li>Meet or exceed contemporary accepted asset management measures;</li> <li>Number of innovation projects;</li> <li>Digital coverage;</li> <li>Recognition of social infrastructure; and</li> <li>The number and value of externally funded projects – full, part, public and private</li> </ul>

		STRATEGIES						CHARACTERISTIC & TREND MEASURE
		A- Land use management	B - Build networks and relationships	C - Encourage, facilitate and directly invest	D - Facilitate learning, creativity and innovation	E - Market and communicate to encourage engagement and volunteering	F - Govern and manage with quality information, contemporary process, respect and inclusion	
CHARACTERISTICS	4. PRODUCTION	<ul style="list-style-type: none"> <li>Encourage production through the creation of special zoning and incubation clusters</li> <li>Advocate for and utilise regulatory and process efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Actively maintain relationships with key stakeholders</li> <li>Advocate for research, support and development into new and existing industries</li> </ul>	<ul style="list-style-type: none"> <li>Actively work with developers from inception to delivery</li> <li>Advocate for appropriate incentives and frameworks to encourage production</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for local skill development</li> <li>Decrease barriers to innovative production development</li> </ul>	<ul style="list-style-type: none"> <li>Create awareness of new development and opportunities</li> <li>Maintain formal relationship between Council and industry</li> </ul>	<ul style="list-style-type: none"> <li>Streamline Council regulation and processes</li> <li>Actively support economic development</li> </ul>	<ul style="list-style-type: none"> <li>Huon Valley value of production;</li> <li>New or expanded production and value adding;</li> <li>Direct employment and income; and</li> <li>Contribution to Huon Valley brand and positioning.</li> </ul>
	5. SETTLEMENT AND BUILT ENVIRONMENT	<ul style="list-style-type: none"> <li>Land use planning that incorporates a diversity of offer</li> <li>Optimises infrastructure utilisation</li> <li>Protection of iconic Huon Valley attributes</li> <li>Advocate for and utilise regulatory and process efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Actively maintain relationships with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Actively work with developers from inception to delivery</li> <li>Encourage a range of public and private investment</li> <li>Optimise the community infrastructure contributions</li> <li>Enhance distinctive settlements</li> </ul>	<ul style="list-style-type: none"> <li>Encourage places and processes to support creativity</li> <li>Evolve pathways to consider new ideas and developments</li> </ul>	<ul style="list-style-type: none"> <li>Actively encourage conversion of visitors to investors</li> <li>Promote the unique Huon Valley offer</li> <li>Enable multiple use of spaces</li> </ul>	<ul style="list-style-type: none"> <li>Actively support development</li> <li>Actively promoting the Huon Valley brand</li> <li>Ensure that all plans incorporate consideration of a diversity of users</li> </ul>	<ul style="list-style-type: none"> <li>Planning and building approvals;</li> <li>Utilisation of zoned land by classification;</li> <li>Awareness of diverse characteristics of the Huon Valley; and</li> <li>Brand recognition.</li> </ul>
	6. RETAIL, TRADE, BUSINESS AND PROFESSIONAL SERVICES	<ul style="list-style-type: none"> <li>Ensuring zones and spaces are available</li> <li>Ensuring accessible services with supporting infrastructure</li> <li>Facilitate mix of retail, trade, business and professional services available</li> </ul>	<ul style="list-style-type: none"> <li>Encourage relationships between business and service sector</li> <li>Promote and encourage value added processing and other employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Encourage increase in private investment</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for local skill development</li> <li>Decrease barriers to innovation</li> </ul>	<ul style="list-style-type: none"> <li>Promote the unique Huon Valley offer and the benefits of Buy Local</li> <li>Create awareness of new development and opportunities</li> <li>Maintain formal relationship between Council and industry</li> </ul>	<ul style="list-style-type: none"> <li>Streamline Council regulation and processes</li> <li>Actively support economic development</li> </ul>	<ul style="list-style-type: none"> <li>Business profile – current and trend; and</li> <li>Employment profile – current and trend</li> </ul>

		STRATEGIES						CHARACTERISTIC & TREND MEASURE
		A- Land use management	B - Build networks and relationships	C - Encourage, facilitate and directly invest	D - Facilitate learning, creativity and innovation	E - Market and communicate to encourage engagement and volunteering	F - Govern and manage with quality information, contemporary process, respect and inclusion	
CHARACTERISTICS	7. EDUCATION & LEARNING SERVICES	<ul style="list-style-type: none"> <li>Optimise educational facilities use within and across settlements</li> </ul>	<ul style="list-style-type: none"> <li>Encourage educational institution / industry / business partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Encourage lifelong learning</li> <li>Facilitate the provision of early learning centres</li> <li>Facilitate the servicing of critical gaps</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for local skill development</li> <li>Encourage technological partnerships</li> <li>Encourage and demonstrate a learning culture</li> </ul>	<ul style="list-style-type: none"> <li>Promote innovation and learning outcomes</li> <li>Foster a volunteering culture</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy, championing and facilitating education services</li> <li>Deliver to standards and benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>Education and learning participation and achievement profile;</li> <li>Population qualification profile;</li> <li>Trainee/apprentice profile;</li> <li>Literacy levels; and</li> <li>Australian Early Development Census</li> </ul>
	8. PUBLIC ADMINISTRATION	<ul style="list-style-type: none"> <li>Ensure location of services and facilities in areas of convenience and need</li> <li>Facilitate multiple use and service mixes</li> <li>Encouraging land use management taking into account risk and emergency service considerations</li> </ul>	<ul style="list-style-type: none"> <li>Actively maintain relationships with key stakeholders</li> <li>Develop opportunities for joint planning and whole of area plans</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the servicing of critical gaps</li> <li>Facilitate the achievement of lifelong health and wellbeing</li> <li>Encourage investment in risk management</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for local skill development</li> </ul>	<ul style="list-style-type: none"> <li>Promote lifelong health</li> <li>Encourage home based risk management plans</li> <li>Foster a volunteering culture</li> <li>Facilitate information provision from primary service providers</li> </ul>	<ul style="list-style-type: none"> <li>Deliver to standards and benchmarks</li> <li>Actively educate, enforce and support people to achieve compliance</li> <li>Maintain formal relationship between Council and primary service providers</li> <li>Support business and community continuity</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility;</li> <li>Scope and quality of service; and</li> <li>Compliance to response standards</li> </ul>
	9. ARTS, CULTURE, RECREATION / TOURISM	<ul style="list-style-type: none"> <li>Ensuring zones and spaces are available</li> <li>Ensuring accessible services with supporting infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Actively maintain relationships with key stakeholders</li> <li>Facilitate the building of networks and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Promote existing spaces to enable activities</li> <li>Encourage community and private investment</li> <li>Actively support a diversity of community events</li> <li>Continued provision of visitor information services</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for local skill development and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Foster a volunteering culture</li> <li>Promote lifelong participation</li> <li>Promote cultural characteristics of each of the settlements</li> <li>Visitor marketing and the provision of visitor information</li> <li>Promote the Huon Valley brand</li> </ul>	<ul style="list-style-type: none"> <li>Use Huon Valley brand</li> <li>Streamline Council regulation and processes</li> <li>Actively support economic and social development</li> </ul>	<ul style="list-style-type: none"> <li>Arts, cultural and recreational activity profile;</li> <li>Participation levels, including organisational;</li> <li>Profile of accommodation and attractions;</li> <li>Visitor numbers; and</li> <li>Length of stay and yield.</li> </ul>

		STRATEGIES						CHARACTERISTIC & TREND MEASURE
		A- Land use management	B - Build networks and relationships	C - Encourage, facilitate and directly invest	D - Facilitate learning, creativity and innovation	E - Market and communicate to encourage engagement and volunteering	F - Govern and manage with quality information, contemporary process, respect and inclusion	
<b>CHARACTERISTICS</b>	<b>10. COUNCIL SUSTAINABILITY, CAPACITY AND GOVERNANCE</b>	<ul style="list-style-type: none"> <li>Ensuring appropriate land is available for Council development</li> </ul>	<ul style="list-style-type: none"> <li>Maintain strong intergovernmental relationships</li> <li>Participate in resource sharing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure opportunities are identified for funding of projects in the Huon Valley</li> <li>Maintain strong intergovernmental relationships</li> <li>Participate in key local government authorities</li> </ul>	<ul style="list-style-type: none"> <li>Encourage and facilitate a learning culture</li> <li>Promote innovation and learning outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Foster a volunteering culture</li> <li>Promote the Huon Valley brand</li> <li>Provide high quality services</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate consistent and equitable processes and decision making</li> <li>To minimise risk</li> <li>To ensure legal and statutory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Legal and statutory compliance</li> <li>Financial compliance and stability</li> <li>Increased external funding</li> <li>Development of partnerships</li> </ul>

		STRATEGIES					
		A- Land use management	B - Build networks and relationships focus and support	C - Encourage, facilitate and directly invest	D - Facilitate learning, creativity and innovation	E - Market and communicate to encourage and facilitate engagement and volunteering	F - Govern and manage based on information, process, respect and inclusion
<b>SUCCESS MEASURES</b>		<ul style="list-style-type: none"> <li>Development trends</li> <li>Ensure land is used for its best use</li> <li>Level of re-zoning of land</li> <li>Number of DAs over time / zones</li> <li>Number of BAs over time / zones</li> <li>Development type</li> <li>Processing times</li> <li>Number of applications converted to development</li> <li>Assets generated from developments</li> <li>Increase in property value generated from new development</li> </ul>	<ul style="list-style-type: none"> <li>Number of engagement activities we undertake – structured meetings / Committees</li> <li>Networks are in place</li> <li>Achievement of the networks' goals</li> <li>Contribution to strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>Council's recurrent and discretionary investment</li> <li>Quality and scope of assets and services;</li> <li>Level and continuity investment by government and community;</li> <li>Private investment by community profile sector;</li> <li>Benefit/cost relationship of investment; and</li> <li>Economic flow-on value from Council investment.</li> </ul>	<ul style="list-style-type: none"> <li>Recognition and development of potential value</li> <li>Achievement and application of learning and qualifications</li> <li>Number and benefit of innovation projects</li> </ul>	<ul style="list-style-type: none"> <li>Utilisation rates of Council infrastructure and facilities;</li> <li>Awareness, recognition and use of the Huon Valley brand;</li> <li>Volunteering culture and level of volunteering; and</li> <li>Formal engagement activities undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with statutory and internal policy requirements</li> <li>Successful stewardship of community assets</li> <li>Decisions and actions are supported by best available information</li> <li>Source of best available, integrated information</li> <li>Strong capacity to cope with "shocks" and to generate/ accommodate ideas</li> </ul>