



Draft Term Plan

2023-2027



Acknowledgement

We acknowledge the Traditional Custodians of the South East Nation, the Melukerdee people of the Huon River and the Lyluequonny people of the Far South. We recognise their continuing connection to land, water and culture, and pay our respects to their Elders past, present and emerging.

Contents

Acknowledgement	2
Foreword	4
Huon Valley at a glance	5
Councillors' profile	6
Council's Purpose	7
Council Vision	7
Council's Values	7
About this document	8
Strategic Planning Framework	9
Council's role in delivering the Term Plan	9
Strategic Goals, Strategic Objectives and Term Priorities	11
Measuring progress against the Term Plan	16
Appendix 1: Councillors' Priorities	17
Appendix 2: Community Vision 2023	18

Foreword

Message from Mayor and Chief Executive Officer (To be populated later)

Huon Valley at a glance



1: September 2022

2: July 2022

3: ABS ERP 2023

4: June 2024

Councillors' profile



Sally Doyle

Mayor



Toby Thorpe

Deputy Mayor



Paul Gibson

Councillor



Debbie Armstrong

Councillor



David O'Neil

Councillor



Mark Jessop

Councillor



Jenny Cambers-Smith

Councillor



Andrew Burgess

Councillor



Amy Robertson

Councillor

Council's Purpose

The primary purpose and function of Huon Valley Council, as stated in the *Local Government Act 1993* is to:

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

Council Vision

We are an inclusive, innovative, and trusted Council that values our rural heritage and lifestyle and our strong connections to the land, waterways, and each other, and supports and improves the social, economic and environmental wellbeing of our community.

Council's Values



Safety

We will ensure that safety is entrenched in everything we do.



Teamwork

We will work collaboratively to achieve the best outcomes for the Council and the community.



Continuous Improvement

We will encourage and support each other to improve the quality and efficiency of our work, our systems and our assets.



Integrity

We will interact with colleagues and customers in an open, honest and ethical manner to create an environment based on mutual respect and trust.



Service Excellence

We will provide an efficient and professional service to internal and external customers.

About this document

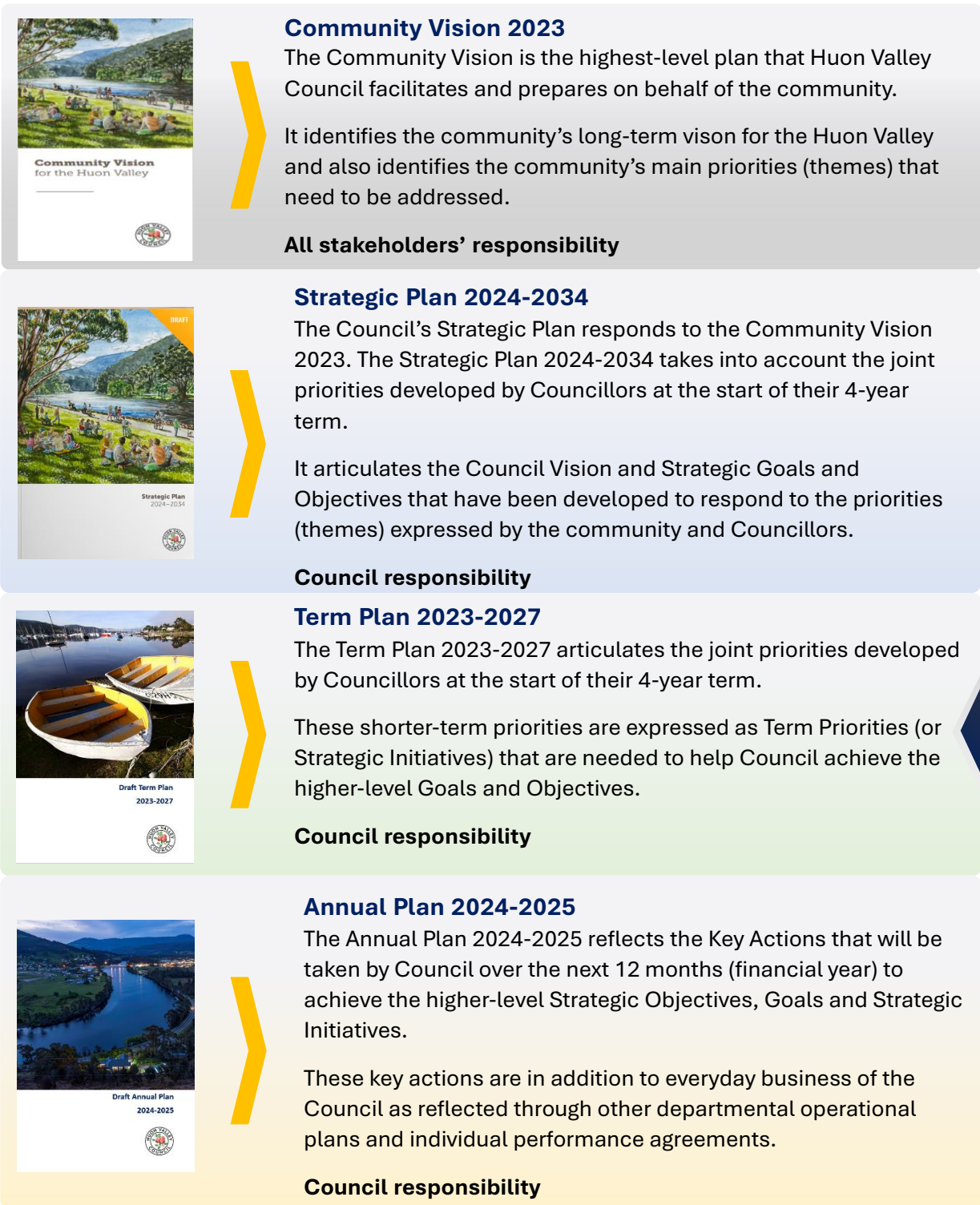
This document presents the Council's Term Plan for 2023-2027, outlining the current councillors' joint priorities (Appendix 1) during their term in office. Typically, a four-year Term Plan would cover a planning cycle coinciding with the Council's term. However, as the Community Vision 2023 (Appendix 2) and the Council's Strategic Plan 2024-2034 were developed and approved late in 2023 and 2024, this Term Plan will focus on the remaining three years of the four-year term.

The Term Plan outlines these priorities as Term Priorities (or Strategic Initiatives) needed to help Council achieve the higher-level Strategic Goals and Objectives listed in the Strategic Plan 2024-2034.

This Term Plan will guide the development of Annual Plans and Budgets over each of the remaining 3 years, at the end of which the Strategic Plan and Term Plan will be reviewed against the outcome indicators listed at the end of this document.

Strategic Planning Framework

Council's Strategic Planning Framework is outlined in Figure 1 below and provides a means of responding to the Community Vision 2023 and aligning and integrating the council's long-term and short-term plans. The key plans that constitute the Strategic Planning Framework and the location of the Term Plan within this framework is clearly highlighted.



You
Are
Here

Figure 1: Strategic Planning Framework

Council’s role in delivering the Term Plan

Council plays different roles depending on the situation and community’s needs. While many of the Strategic Initiatives listed in this Term Plan will see Council playing a key role as a service provider and regulator, there are other Strategic Initiatives that include the responsibilities of other levels of government, state agencies and the private sector. In these instances, Council’s role will be to partner, facilitate and advocate for appropriate actions from the responsible organisation(s).

The table below highlights Council’s generic roles in delivering this Term Plan.

Council’s Role	Description	Example/s of function
Service Provider	Responsible and accountable for the delivery of a specific function and associated services	Waste collection, stormwater provision, construction and maintenance of local roads and footpaths, town halls, child care
Regulator	Enforce own regulatory controls (by-laws) and enforce regulatory provisions under State legislative frameworks	Building control, land use planning, food safety inspections, environmental health regulation, local by-laws
Facilitator, Coordinator, or Partner	Working with others to arrange and support the delivery of a particular function, service, or outcome	Emergency response and natural disaster management, economic development, natural resource management
Advocate	Lobby on behalf of community to other levels of government responsible for services in the community	Pushing for State or Commonwealth action on climate change, housing, transport, health services etc

Strategic Goals, Strategic Objectives and Term Priorities

Strategic Goal 1

An empowered, healthy and connected community

This Strategic Goal is directed towards supporting the wellbeing of the community by providing affordable, inclusive and welcoming services, facilities and spaces, and a planning scheme that enables housing opportunities. This includes children accessing the best possible education, health and recreation opportunities early in life, and opportunities for higher education and vocational training in the Huon Valley for the community, but particularly encouraging the engagement of adolescents and older people. Everyone, including families and the elderly, need access to health, medical and wellbeing services that meet their evolving needs. A choice of recreational and lifestyle opportunities providing social, economic, cultural and natural connections that builds the resilience of the community is also important.

Strategic Objectives

- SO1.1 Supporting the social, economic, cultural and environmental wellbeing of the community through affordable and convenient access to basic services and facilities**
- SO1.2 Enabling a resilient community connected to a variety of social, cultural, economic and environmental opportunities and resources**
- SO1.3 Planning and advocating for housing opportunities that cater for all stages of life**
- SO1.4 Access to quality and important medical services in the Huon Valley**
- SO1.5 Access to varied, quality lifelong recreational, education and training opportunities in the Huon Valley**
- SO1.6 Huon Valley is a safe and secure place to live**

Term Priorities

- 1.1.1 Easily accessible and well-located facilities that are managed through sustainable models**
- 1.1.2 Better sporting and cultural facilities across the Huon Valley**
- 1.1.3 Broaden level of services through advocacy and partnerships**
- 1.2.1 Connecting people to be healthy and happy**
- 1.3.1 Planning and advocating for housing diversity in the Huon Valley**

- 1.4.1 High quality and sustainable medical services to the community**
- 1.5.1 Sustainable and quality childcare options for Huon Valley community**
- 1.6.1 Support the effective management of emergencies in the Huon Valley.**
- 1.6.2 Increase community awareness, preparedness and resilience to all emergency related risks and hazards**

Strategic Goal 2

An economy that supports the wellbeing of the community

This Strategic Goal highlights the need for a strong local economy made up of diverse firms, industries and sole traders whose core values are aligned with the community's values and local needs. Building the local food production capabilities and security is an important aspect of the local economy. The Huon Valley's unique competitive advantages will be leveraged to foster, and benefit from, opportunities in the tourism, arts and creative sectors, and in emissions reduction and the circular economy. While recognising the established traditional agricultural enterprises in the Huon Valley, the importance of small-scale and home-based industries that are resilient and provide flexible employment and income generation opportunities to the community is also recognised.

Strategic Objectives

- SO2.1 The economy prioritises sustainability and the wellbeing of individuals, communities, and society as a whole**
- SO2.2 The economy is diverse, innovative, entrepreneurial and resilient**
- SO2.3 The Huon Valley supports a thriving local food production and distribution system based on both traditional agricultural and small land holdings**
- SO2.4 There are a variety of income and employment possibilities for all residents**
- SO2.5 Huon Valley's tourism industry is globally renowned, unique and environmentally sustainable**
- SO2.6 There is high quality digital connectivity across the Huon Valley**

Term Priorities

- 2.1.1 Sustainable, diversified, and localised economic prosperity for all**
- 2.2.1 Foster a climate-resilient local economy through innovation and diversification**
- 2.3.1 Achieving food resilience in the Huon Valley**
- 2.3.2 Embed climate resilience measures within the Food Resilience Strategy to safeguard local agriculture**
- 2.4.1 Providing administrative oversight of the Southern Employment & Training Network**
- 2.5.1 Huon Valley Brand Marketing**
- 2.5.2 Knowing and sharing our stories through arts and cultural activities and events**
- 2.6.1 Advocate for better digital connectivity across the Huon Valley**

Strategic Goal 3

A resilient and climate-adaptive environment

This Strategic Goal recognises that the natural environment is the community's most treasured asset and provide a range of ecological services and support primary industries and nature-based tourism. Protecting and maintaining the unique and scenic environment and productive agricultural lands in the face of climate change, and economic and population growth pressures, is important to the community. The importance of enhancing the resilience and sustainability of the natural environment by implementing best practice policy, strategies and technologies in natural resource management, climate change and waste management is an important aspect of environmental stewardship. The following Strategic Objectives speak to these needs.

Strategic Objectives

- SO3.1 Integrated and coordinated action in climate change mitigation and adaptation**
- SO3.2 Sensitive natural, heritage and residential areas and infrastructure assets are resilient to the impacts of climate change**
- SO3.3 Best practice management of land, and air and water quality**
- SO3.4 Biodiversity is acknowledged and managed**
- SO3.5 A community actively engaged in natural resource management**
- SO3.6 Waste production is reduced; re-use and repurposing as part of a circular economy is maximised; litter and landfill disposal are minimised**

Term Priorities

- 3.1.1 Governance and strategic direction for climate change**
- 3.1.2 Expand Council's climate change adaptive capacity**
- 3.1.3 Mitigate Council's contribution to climate change through emission reductions and associated actions**
- 3.1.4 Support community resilience building through mitigatory and adaptive strategies**
- 3.2.1 Future proofing our assets including stormwater infrastructure**
- 3.3.1 Enhance biosecurity management and best practice management of natural values**
- 3.4.1 Invest in establishment of baseline data and programs to support adaptive biodiversity management.**
- 3.5.1 Increase empowerment and community participation in natural resource management**
- 3.5.2 Support volunteer care group activities.**
- 3.6.1 Financially and environmentally sustainable waste services are provided across Huon Valley**

Strategic Goal 4

Vibrant towns and villages

This Strategic Goal recognises the value the community places on their natural and cultural heritage as reflected in the way towns and villages in the Huon Valley are responsibly planned and developed. Active and passive connectivity solutions are highlighted as important levers for improving the wellbeing of the community and the liveability of the towns and villages in Huon Valley. The infrastructure, facilities, spaces and places in Huon Valley must be vibrant and future-proofed to meet the needs of a growing population and the impacts of climate change. Township planning and place-making also have a major role to play in building social connections, community resilience and inclusivity.

Strategic Objectives

- SO4.1 Land is used responsibly and sustainably for the right purposes**
- SO4.2 Towns and villages in the Huon Valley are renowned for their unique character, heritage, vibrancy and liveability**
- SO4.3 Population growth is strategically planned for and accommodated through creative and flexible solutions to prevent urban sprawl**
- SO4.4 Community facilities, services, commerce and public open spaces are easily accessible via safe active and public transport options**
- SO4.5 Community and visitors are refreshed and rejuvenated through connections with nature**
- SO4.6 Sustainable and low-emission transport solutions and options support the movement of people and goods**

Term Priorities

- 4.1.1 Implementation and development of land use strategies**
- 4.1.2 Implementation of the Tasmanian Planning Scheme**
- 4.1.3 Planning Scheme amendments**
- 4.2.1 Maintaining the unique environment of the Huon Valley through place-based strategies**
- 4.2.2 Redevelopment/rejuvenation of Huonville**

- 4.2.3 Redevelopment/rejuvenation of Cygnet**
- 4.3.1 Better housing options across the Huon Valley**
- 4.4.1 Infrastructure that supports and encourages an active lifestyle**
- 4.5.1 Improve public access to natural areas**
- 4.6.1 Better transport solutions and improved road safety across Huon Valley**

Strategic Goal 5

A transparent and trusted Council

This Strategic Goal addresses the need for Council's decision-making processes and planning processes to be transparent and well understood by the community, and for the community to be actively involved in the development of plans and strategies. The community also values Council as a trusted partner. This requires Council to have the right capability and capacity to manage and provide a range of services in an open, consultative, effective and efficient manner. Council employees also have the right to expect to be provided with a safe working environment in which they are respected, happy and productive, and have access to the most appropriate technology and equipment to carry out their work.

Strategic Objectives

- SO5.1 Council employees are highly skilled and capable in delivering services**
- SO5.2 Community experiences high levels of satisfaction with the customer experience provided**
- SO5.3 A scalable software strategy that integrates and enables all functions and services**
- SO5.4 Open and transparent governance supports Councillors who represent the diversity of the Huon Valley**
- SO5.5 Regular, effective and interactive communication and information that empowers Council employees, Councillors and the community**
- SO5.6 A financially sustainable organisation**

Term Priorities

- 5.1.1 Attract, retain and develop the best possible talent**
- 5.2.1 Delivering positive and responsive customer experiences for the community**
- 5.2.2 A streamlined and aligned land use planning process that maximises opportunities across the Huon Valley**
- 5.3.1 Council's processes and systems enabled by Information and Communication Technology Program**
- 5.4.1 Embedding a comprehensive and integrated governance framework**
- 5.4.2 Understanding the implications of the Future of Local Government Review and its implications for Council**
- 5.4.3 Ensuring legislative requirements are complied with by Council through fit for purpose policies and plans**
- 5.5.1 Empowering communities with information and data**
- 5.5.2 Enabling Council and Councillors to build trust with, and be respected by, the Community**
- 5.6.1 Sustainable Financial Management of Council's Resources**

Measuring progress against the Term Plan

Tracking progress against the Term Plan is important to Council and the community. A suite of outcome indicators has been identified in the Strategic Plan 2024-2034 that can be used to monitor and assess progress in achieving our Council Vision, Strategic Goals and Strategic Objectives. The development of a Community Wellbeing and Liveability Framework presents an opportunity for the development of more relevant indicators than those listed here; as a result, the below set of indicators are not final or exhaustive. The Liveability Index Survey will be conducted every 5 years, and the Community Satisfaction Survey will be conducted every 2 years.

Indicators

Strategic Goal 1: An empowered, healthy and connected community

- | | |
|--|---|
| <ul style="list-style-type: none"> › Liveability Index › Utilisation rate of recreation facilities | <ul style="list-style-type: none"> › Community Satisfaction Survey |
|--|---|

Strategic Goal 2: An economy that supports the wellbeing of the community

- | | |
|---|--|
| <ul style="list-style-type: none"> › Liveability Index › Gross Regional Product › Unemployment rate › Total number of visitors › Total spend by visitors | <ul style="list-style-type: none"> › Community Satisfaction Surveys › Proportion of residents who work in Huon Valley › Total value of residential and non-residential building approvals |
|---|--|

Strategic Goal 3: A resilient and climate-adaptive environment

- | | |
|---|--|
| <ul style="list-style-type: none"> › Council GHG emissions inventory › Emissions from waste › Liveability Index › Total waste generation (Includes recycling, green waste and landfill) (tonnes) per capita | <ul style="list-style-type: none"> › Number of education programs provided to the community › Survey - Proportion of residence who travel using sustainable methods of transport |
|---|--|

Strategic Goal 4: Vibrant towns and villages

- | | |
|--|--|
| <ul style="list-style-type: none"> › Liveability Index › Kilometres of sealed/unsealed local roads which are fit for purpose | <ul style="list-style-type: none"> › Community Satisfaction Survey › Business registrations › Planning and building approvals |
|--|--|

Strategic Goal 5: A transparent and trusted Council

- | | |
|--|--|
| <ul style="list-style-type: none"> › Asset consumption ratio › Asset renewal funding ratio › Underlying surplus ratio › Employee Survey: Overall score on employee pulse survey › Unqualified audit opinion | <ul style="list-style-type: none"> › Community Satisfaction Survey › Overall performance of council › Website traffic › Meeting the annual and term plan › Adhering to all legislative requirements |
|--|--|

Appendix 1: Councillors' Priorities

Community Wellbeing and Liveability	A Prosperous, Resilient Economy	A Great Environment	Capable and Productive People and Assets	Council Sustainability, Capacity and Governance
<ul style="list-style-type: none"> › Protected Urban/Rural/Natural interfaces › Pride in environmental places › Diverse economic and social Life › Liveable community › Connected people through safe transport and lifestyle options › Managed sustainable development › Improved urban living › Engaged community in environment goals › Integrated strategies › Protected special environmental places › Future proofed assets and reserves › Environment that sustains life and biodiversity › Safe places 	<ul style="list-style-type: none"> › Economic development aligned with community values › Protected, maintained and shared environment › Community diversity and culture leveraged › Supported destinations › Strong chamber of commerce › Local training opportunities relevant to local needs › Maximise without compromise › Know our stories › Circular investments › Resilient and trained community outreach groups › Sustainable local employment 	<ul style="list-style-type: none"> › Empowered communities driving their own assets › Zero waste › Realistic and informed community › Education options that work here › Community developed hall strategies › Sustainable and cost-effective asset management › Safer driving conditions › Great facilities with easy access › Nice place to live › Equity in townships 	<ul style="list-style-type: none"> › Safe community › Proud community › First class child and healthcare › Community that accepts differences and works together › Growing communities › Right service @Right price › Active children with more to do › Happy and healthy people 	<ul style="list-style-type: none"> › Rigorous governance processes › Intergenerational equity › Balanced budget › Community that trusts council as a partner › Roof over all residents' heads › Informed community that participates in council activities and directions › Engaged, informed and contributing councillors › Employer of choice › Transparent, simplified and consistent planning processes

Appendix 2: Community Vision 2023

Our Community Vision Statement

We are a diverse, productive and welcoming community with strong connections to the environment.

We will continue to protect and promote the unique opportunities the Huon Valley provides including local produce, creativity, and access to the Huon River.

As the community grows, we will continue to strengthen connectivity, employment and education, while balancing the opportunities for a rural lifestyle.

Acknowledgement to Country

Huon Valley Council acknowledges the Traditional Custodians of the South East Nation, the Melukerdee people of the Huon River and the Lyluequonny people of the Far South.

We recognise their continuing connection to land, water and culture and pay our respects to their Elders past, present and emerging.



Getting around

The townships within the Huon Valley are well connected through improved active transport, public transport links, and quality local and state roads.

Food production and security

The Huon Valley is seen as a leader in sustainable farming and commercial agriculture and aquaculture, providing access to local produce, employment, and economic benefits.

Diverse and inclusive community

An inclusive community, where everyone is respected.

A community that adapts, responds, and supports a changing population including the aged and the young.

Respect, understand, value, and recognise Aboriginal culture, history, knowledge, and rights.

Environment

The natural environment and ecosystems within the Huon Valley are celebrated and protected.

The community, infrastructure and local businesses are resilient to the impacts of climate change, delivering leading practices across sustainability and the circular economy.

A home for everyone

The Huon Valley provides affordable, quality homes that meet the needs of an ageing population, young people, and families.

An approach to planning and land that allows and encourages innovative housing solutions while respecting lifestyle, nature, culture, heritage, and neighbourhood character.



Health and wellbeing

The Huon Valley has fair and equitable access to all government services, including access to affordable health services.

Health and wellbeing are enabled through access to local recreation infrastructure, paths and trails, programs, and nature.

Decision making

Council decision making processes are collaborative, transparent, and well communicated.

Council continues to actively seek feedback from the community to inform decisions.

Strong economy

Economic development is strengthened across the Huon Valley through supporting local businesses and growing local employment opportunities.

Industries and local businesses are encouraged to embrace digital transformation and leading sustainable practices.

Tourism continues to play an important role within the local economy, while balancing the needs of the local community.

Creativity and Culture

The Huon Valley community value and celebrate creativity and culture in all its forms.

It provides an opportunity for all community.

Learning and development

Huon Valley has access to a wide range of learning and educational opportunities across early years, youth, and older adults.

Through strong educational links, the local community have the skills and capabilities required to access local employment opportunities.

CONTACT US

Online:

www.huonvalley.tas.gov.au

In person:

Huon Valley Council, 40 Main Street

Huonville, TAS, 7109

Email:

hvc@huonvalley.tas.gov.au

Telephone:

(03) 6264 0300

8:20am–5pm Monday to Friday

Fax:

(03) 6264 0399

In writing:

Huon Valley Council

PO Box 210 Huonville, TAS, 7109

National Relay Service:

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service: teletypewriter (TTY) users phone 133 677 then ask for 03 6264 0300.

ABN:

77 602 207 026