



# Strategic Plan 2024–2034



## 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.

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## Foreword

### Message from Mayor and Chief Executive Officer

We are pleased to introduce the Huon Valley Council's 2024-2034 Strategic Plan. Our Councillors have endorsed this Strategic Plan for the future of our region, and we are committed to delivering the Plan's goals and objectives.

The Plan is the result of considerable community engagement and reflects Council's increasing focus on developing partnerships and collaborations with key stakeholders to deliver services to our communities. At the heart of the Strategic Plan is the wellbeing of our community, an economy that supports and respects the wellbeing of our community, our natural environment and the unique towns and villages that dot our landscape. Equally important is creating an enabling culture where our staff who are crucial to delivering services to the community can thrive and prosper.

Through this strategic plan we aim to create a more resilient, connected, happy and healthy community. In the face of climate change and its associated risks, we aim to support our key industries in becoming more sustainable while driving innovative and diverse new industries that will support the needs of our future community. This also involves creating an environment where the basic amenities and services that will stimulate opportunity and provide support to our community is established to benefit the community.

The next few years are equally exciting and challenging. However, we believe that with the right set of partnerships and collaboration with Federal and State governments, and other key stakeholders, we will be able to provide the necessary support required to deliver Council services and ensure the expectation of residents, businesses and visitors are met efficiently and effectively.

Together we aim to ensure that we are a Council that is trusted and values our relationships with one another and the wellbeing of our community.

## Strategic Planning Framework

Council’s Strategic Planning Framework is outlined below and provides a means of responding to the Community Vision and aligning and integrating the council’s long-term and short-term plans.

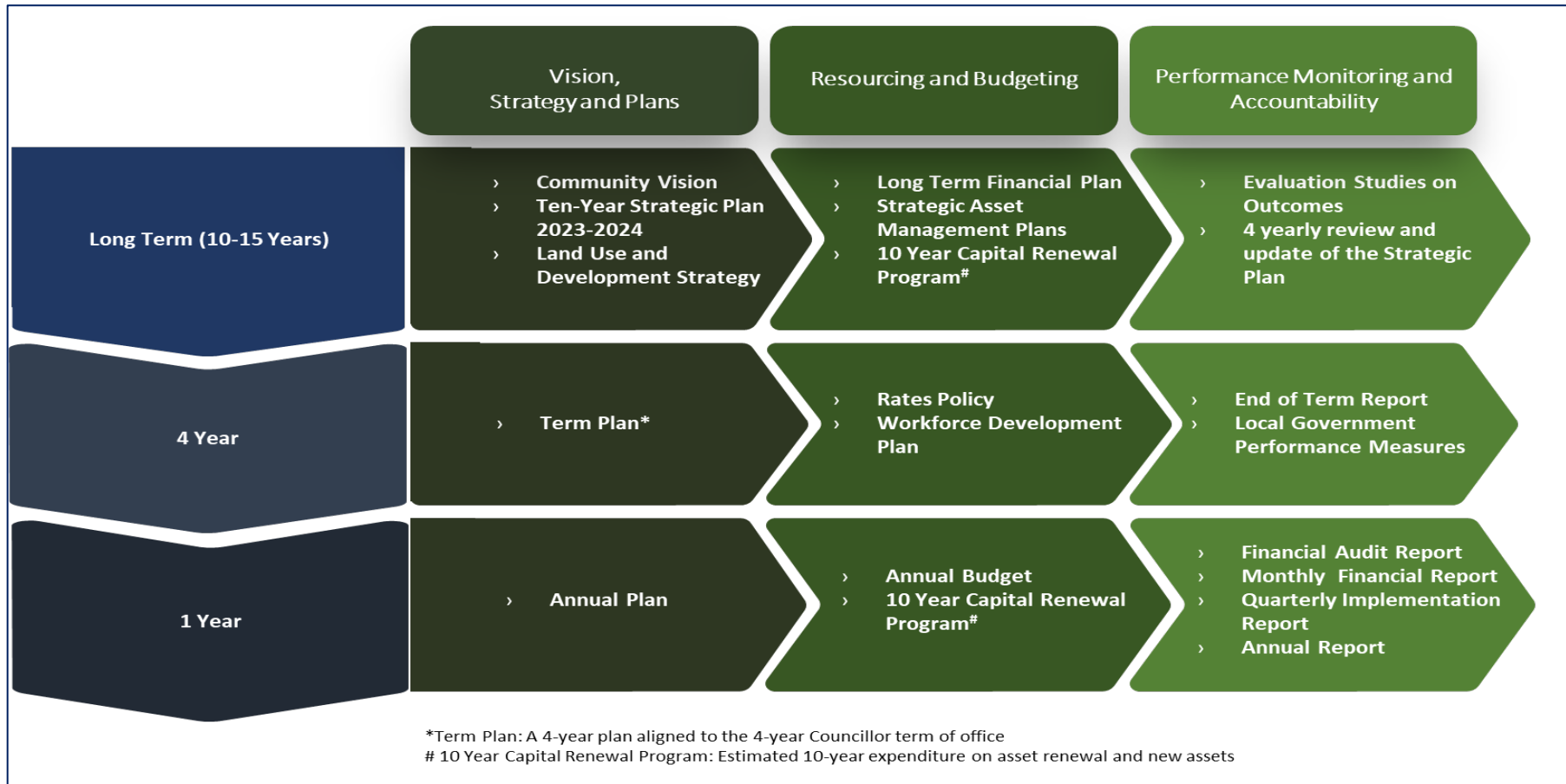


Figure 1: Strategic Planning Framework

## Community Vision

In November 2022, Council began the process of creating a Community Vision. The previous Community Plan had ended in 2020. The purpose of the Community Vision is to identify the community's main priorities and future aspirations for a period of 10 to 15 years.

Extensive engagements through varied forums, and communication platforms, were held with diverse sections of the community over the period December 2022 and February 2023, to understand:

- What the community valued most in the Huon Valley;
- What the community perceived were the biggest challenges for the Huon Valley; and
- What improvements could be made to achieve the community's Vision for the Huon Valley.

Following these engagements, the responses from the community were analysed. This analysis identified recurring themes from the responses and guided the development of the collective Community Vision for the Huon Valley. In May 2023 the Huon Valley Community Vision was received by Council. The Community Vision including a vision statement supported by ten themes is attached as Appendix 1.

The Community Vision is the highest-level plan that Council facilitates and prepares on behalf of the community.

Council responds to the Community Vision by developing its own Strategic Plan covering a period of 10 years. The Strategic Plan is then implemented through the development of a 4-year Term Plan aligned to the 4-year Councillor term of office. This Term Plan will guide the development of Annual Plans and Budgets over each of the 4 years of the Councillor period, at the end of which the Strategic Plan and Term Plan will be reviewed.

The Strategic Plan will also inform the development of the Long-term Financial Management Plan (LTFP) and Strategic Asset Management Plan (SAMP), and other required resources plans and policies of Council.

## Strategic Plan

The Community Vision is Council’s over-arching guide for the next 10 years.

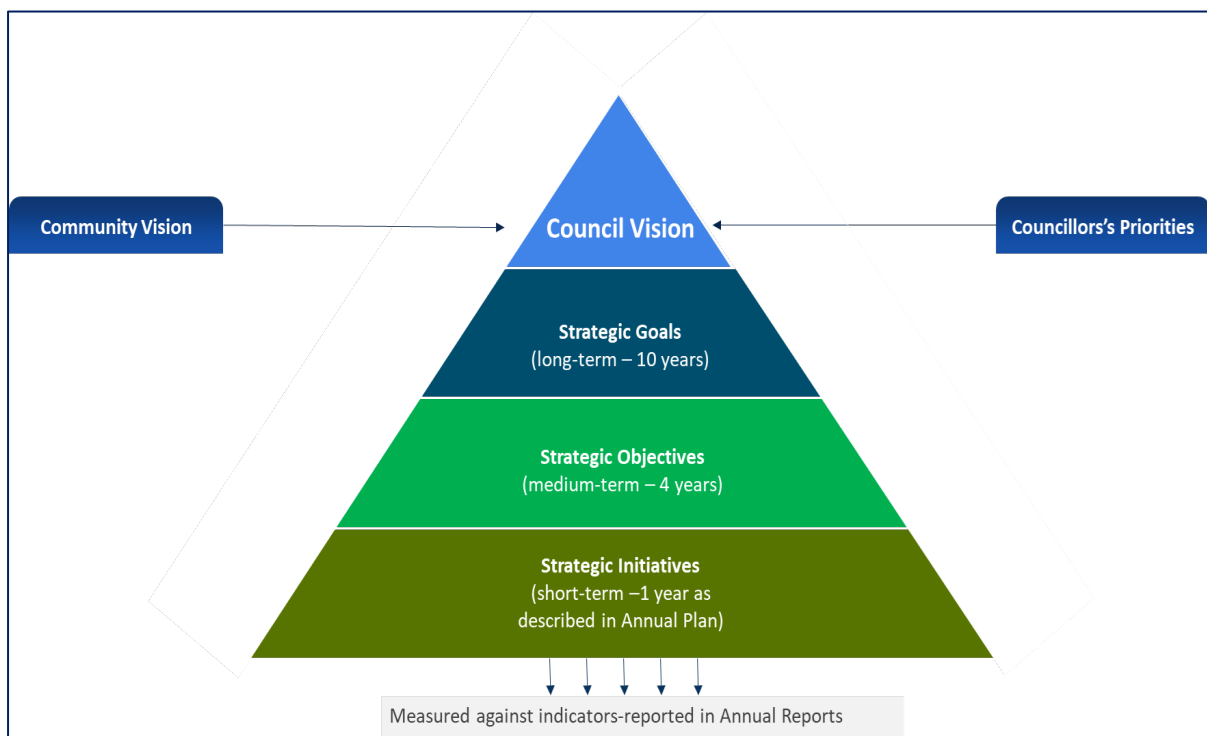
This Ten-Year Strategic Plan (covering the period 2024-2034) describes how Council will respond to the Community Vision. It also takes into account the joint priorities developed by Councillors at the start of their 4-year term.

The creation of the long-term Council Vision has been informed by the Community Vision and Councillor’s Priorities (refer to Appendix 2).

To meet this Council Vision, 5 Strategic Goals have been developed which cover the full range of themes and priorities expressed by the community and Councillors. Each of the Strategic Goals describes a long-term impact essential to achieving the Council Vision.

For each Strategic Goal, a set of Strategic Objectives has also been created, which describe medium-term outcomes essential to achieving the longer-term impacts expressed by the Strategic Goals. Shorter-term actions (Strategic Initiatives), describe the steps needed to help Council achieve the higher-level Objectives and Goals.

To monitor the achievement of the Strategic Objectives (required outcomes), a set of indicators has been identified. These indicators will enable the Council to assess whether it has successfully implemented its plans or not. Additional Indicators may be developed over the course of this Strategic Plan as required.



**Figure 2: Strategic Plan**

## Council's role in delivering the Strategic Plan

Council plays different roles depending on the situation and community's needs. While many of the Strategic Objectives listed in this Strategic Plan will see Council playing a key role as a service provider and regulator, there are other Strategic Objectives that are 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 Strategic Plan. The Term Plans and Annual Plans will clearly highlight the roles played by Council in delivering each Strategic Initiative.

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



## 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 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's Values

In developing this Ten-Year Strategic Plan, Council was guided by the following organisational values:

- › **Safety:** We will ensure that safety is entrenched in everything we do.
- › **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.
- › **Teamwork:** We will work collaboratively to achieve the best outcomes for the Council and the community.
- › **Service Excellence:** We will provide an efficient and professional service to internal and external customers.
- › **Continuous Improvement:** We will encourage and support each other to improve the quality and efficiency of our work, our systems and our assets.

## 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.

The following Strategic Objectives speak to these needs.

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### 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**
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## 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.

The following Strategic Objectives speak to these needs.

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### **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**
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## **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.

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### **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**
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## **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.

The following Strategic Objectives speak to these needs.

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### **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**

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## **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.

The following Strategic Objectives speak to these needs.

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### **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**
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## Measuring Success

Tracking progress against the Strategic Plan is important to Council and the community. A suite of outcome indicators has been identified that can be used to monitor and assess progress in achieving our Council Vision, Strategic Goals and Strategic Objectives. The development of a wellbeing framework and the transition towards a wellbeing economy present an opportunity for the development of additional and more relevant indicators. For each of these indicators the current baseline will be identified based on latest available data, and targets will be set for the period of the plan.

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### Strategic Goal 1: An empowered, healthy and connected community

Primary Indicators	Secondary Indicators
<ul style="list-style-type: none"> <li>› Liveability Index: Overall liveability Index</li> <li>› Liveability Index: Affordable decent housing</li> <li>› Liveability Index: Cultural facilities</li> <li>› Liveability Index: Education</li> <li>› Liveability Index: Feeling safe</li> <li>› Liveability Index: Health services</li> <li>› Liveability Index: Sense of community</li> <li>› Liveability Index: Social cohesion</li> <li>› Liveability Index: Sports and recreation</li> <li>› Liveability Index: Opportunity for all</li> </ul>	<ul style="list-style-type: none"> <li>› Community Satisfaction Survey: Emergency and disaster management and recovery</li> <li>› Community Satisfaction Survey: Overall life satisfaction for Huon Valley</li> <li>› Community Satisfaction Survey: Perception of safety in public areas in your local area</li> <li>› Community Satisfaction Survey: Provision and maintenance of parks, gardens and playgrounds</li> <li>› Community Satisfaction Survey: Recreation/aquatic centres/sporting facilities</li> <li>› Community Satisfaction Survey: Satisfaction with council services and facilities</li> <li>› Community Satisfaction Survey: Provision of community support services/social welfare assistance</li> </ul>

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

Primary Indicators	Secondary Indicators
<ul style="list-style-type: none"> <li>› Liveability Index: A prosperous economy</li> <li>› Liveability Index: Good job prospects</li> <li>› Gross Regional Product</li> <li>› Unemployment rate</li> <li>› Total number of visitors</li> <li>› Total spend by visitors</li> <li>› Overnight trips by Tasmanians</li> <li>› Day trips by Tasmanians</li> </ul>	<ul style="list-style-type: none"> <li>› Community Satisfaction Survey: Council promoting local economic development / tourism</li> <li>› Community Satisfaction Survey: Community events and festivals</li> <li>› Proportion of residents who work in Huon Valley</li> <li>› Total land under agriculture</li> <li>› Jobs in the agricultural sector</li> </ul>

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### Strategic Goal 3: A resilient and climate-adaptive environment

Primary Indicators	Secondary Indicators
<ul style="list-style-type: none"> <li>› Community Green House Gas (GHG) emissions profile</li> <li>› Council GHG emissions inventory</li> <li>› Emissions from waste transfer stations</li> <li>› Liveability Index: Natural environment</li> <li>› Amount of waste recovered/ recycled (tonnes)</li> <li>› Proportion of waste diverted from landfill (tonnes)</li> <li>› Total waste generation (Includes recycling, green waste and landfill) (tonnes)</li> </ul>	<ul style="list-style-type: none"> <li>› Community Satisfaction Survey: Environmental protections</li> <li>› Community Satisfaction Survey: Regular garbage collection service</li> <li>› Community Satisfaction Survey: Regular recycling/green waste recycling services</li> <li>› Community Satisfaction Survey: Drains/stormwater maintenance and repairs</li> <li>› Number of threatened ecological communities and species in Huon Valley</li> </ul>

### Strategic Goal 4: Vibrant towns and villages

Primary Indicators	Secondary Indicators
<ul style="list-style-type: none"> <li>› Liveability Index: A lack of road congestion</li> <li>› Liveability Index: Making your way</li> <li>› Liveability Index: Public transport</li> <li>› Liveability Index: Shopping, leisure and dining</li> <li>› Change in land use mix</li> <li>› Proportion of residents who travel to work on public transport</li> </ul>	<ul style="list-style-type: none"> <li>› Community Satisfaction Survey: Council Planning and building permit processes</li> <li>› Community Satisfaction Survey: Provision and maintenance of cycle paths</li> <li>› Community Satisfaction Survey: Provision and maintenance of footpath/pedestrian areas</li> <li>› Community Satisfaction Survey: Provision and maintenance of local roads</li> </ul>

### Strategic Goal 5: A transparent and trusted Council

Primary Indicators	Secondary Indicators
<ul style="list-style-type: none"> <li>› Asset consumption ratio</li> <li>› Asset renewal funding ratio</li> <li>› Underlying surplus ratio</li> <li>› IT systems downtime/uptime</li> <li>› Employee Survey: Overall score on employee pulse survey</li> </ul>	<ul style="list-style-type: none"> <li>› Community Satisfaction Survey: Council's website/social media</li> <li>› Community Satisfaction Survey: Provision of Information from the council</li> <li>› Community Satisfaction Survey: Community consultation and engagement</li> <li>› Community Satisfaction Survey: Overall performance of council</li> <li>› Community Satisfaction Survey: Overall satisfaction with customer service experience</li> </ul>

# Appendix 1: Community Vision

## 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.

### 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.



### 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.

### 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.

### 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.

## Appendix 2: 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"> <li>› Protected Urban/Rural/Natural interfaces</li> <li>› Pride in environmental places</li> <li>› Diverse economic and social Life</li> <li>› Liveable community</li> <li>› Connected people through safe transport and lifestyle options</li> <li>› Managed sustainable development</li> <li>› Improved urban living</li> <li>› Engaged community in environment goals</li> <li>› Integrated strategies</li> <li>› Protected special environmental places</li> <li>› Future proofed assets and reserves</li> <li>› Environment that sustains life and biodiversity</li> <li>› Safe places</li> </ul>	<ul style="list-style-type: none"> <li>› Economic development aligned with community values</li> <li>› Protected, maintained and shared environment</li> <li>› Community diversity and culture leveraged</li> <li>› Supported destinations</li> <li>› Strong chamber of commerce</li> <li>› Local training opportunities relevant to local needs</li> <li>› Maximise without compromise</li> <li>› Know our stories</li> <li>› Circular investments</li> <li>› Resilient and trained community outreach groups</li> <li>› Sustainable local employment</li> </ul>	<ul style="list-style-type: none"> <li>› Empowered communities driving their own assets</li> <li>› Zero waste</li> <li>› Realistic and informed community</li> <li>› Education options that work here</li> <li>› Community developed hall strategies</li> <li>› Sustainable and cost-effective asset management</li> <li>› Safer driving conditions</li> <li>› Great facilities with easy access</li> <li>› Nice place to live</li> <li>› Equity in townships</li> </ul>	<ul style="list-style-type: none"> <li>› Safe community</li> <li>› Proud community</li> <li>› First class child and healthcare</li> <li>› Community that accepts differences and works together</li> <li>› Growing communities</li> <li>› Right service @Right price</li> <li>› Active children with more to do</li> <li>› Happy and healthy people</li> </ul>	<ul style="list-style-type: none"> <li>› Rigorous governance processes</li> <li>› Intergenerational equity</li> <li>› Balanced budget</li> <li>› Community that trusts council as a partner</li> <li>› Roof over all residents' heads</li> <li>› Informed community that participates in council activities and directions</li> <li>› Engaged, informed and contributing councillors</li> <li>› Employer of choice</li> <li>› Transparent, simplified and consistent planning processes</li> </ul>