



George Town Council

Annual Plan

Adopted: 9th July 2014

2014/15

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Introduction

George Town Council is pleased to present its Annual Plan for 2014/15. The Annual Plan is the organisation's commitment to the community for the programs and services it intends to deliver throughout the year. These programs and services consist of a mix of new and upgraded services, replacing existing services or maintaining those that already exist.

Council is required to prepare an Annual Plan for the municipal area for each financial year under Section 71 of the Local Government Act (1993).

The Annual Plan is to –

- Be consistent with the strategic plan;
- Include a statement of the manner in which Council is to meet the goals and objectives of the strategic plan;
- Include a summary of the estimates adopted under Section 82; and
- Include a summary of the major strategies to be used in relation to Council's public health goals and objectives.

Following adoption of the Annual Plan, the General Manager shall make a copy of the Annual Plan available for public inspection at the Council offices during ordinary business hours and provide the Director of Local Government and the Director of Public Health with a copy of the Plan.

The objectives of the Annual Plan are to provide an analysis of financial resource allocation, outline strategies to be adopted to address strategic planning objectives, provide a list of operational targets to be achieved and support the budget process.

RESPONSIBLE OFFICERS

GM	-	General Manager
DCCS	-	Director Corporate & Community Services
DIDS	-	Director Infrastructure & Development Services
GT	-	Governance Team
MCS	-	Manager Community Services
MP	-	Municipal Planner
EHO	-	Contract Environmental Health Officer
PE	-	Project Engineer
EA	-	Engineering Assistant
BS	-	Building Surveyor
SEG	-	Senior Executive Group

Goal 1 – Organisational Accountability

Aim:

To be a responsible, accountable local government by:

- Providing and maintaining a high standard of governance and accountability
- Building strong stewardship and leadership
- Maintaining financial viability and accountability in budgeting and administration
- Developing and implementing policies to achieve the overall objectives of Council
- Promoting innovation and responsibility within the organisational culture
- Advocating effectively on behalf of the community
- Enhancing Council's reputation within the community

2014/15 Budget

Revenue	\$7,528,653
Operational Expenditure	\$2,754,216

Strategies and Action Plans	Action Officer
Strategy 1.1: Ensure compliance with all legislative and statutory requirements	
Provide sound strategic decision-making, governance, leadership and professional management.	SEG
Implement Audit Panel in accordance with the requirements of the Local Government Act and Orders.	GM, DCCS
General Manager and Officers to continue to comply with requirements of relevant Acts and Regulations in implementing Council's business activities.	ALL
Strategy 1.2: Acknowledge and communicate the roles and responsibilities of Council in advocating for and representing the community	
Actively engage with the community on roles and responsibilities of Council.	SEG
Improve community awareness of Council's strategies, decisions, facilities and services.	SEG
Conduct community consultations in accordance with Council policy.	SEG
Actively participate with other Councils in the regional sub-alliance and support the development and implementation of regional strategies.	GM
Increase and promote community participation in Council activities, promote business and industry associations and foster improved liaison between community groups and other relevant stakeholders.	SEG
Review Council's Five Year Strategic Plan.	SEG
Strategy 1.3: Maintain high standards of Council induction and knowledge	
Provide an appropriate level of induction to newly elected members and an ongoing program of professional development for councillors.	GM
Review processes for Council support, including the processes by which elected members receive professional and timely advice.	GM
Strategy 1.4: Maintain good communication between Council, community and organisation through multi media	
Proactively liaise with the media.	GM
Continue to publish a regular newsletter and use Council's website to keep the community informed about Council's decision-making, policies and practices, programmes and services.	GM, SEG
Strategy 1.5: Management of the organisation to achieve high levels of motivation and effectiveness	
Foster a professional, harmonious and effective working relationship within Council.	GM
Maintain a professional image for the Council's public offices.	ALL
Promote a positive image for Council and provide excellent customer service.	ALL

Strategies and Action Plans	Action Officer
Strategy 1.6: <i>Implement continuous improvement plans and appropriate staff development and training programmes</i>	
Continue to enhance and promote employee satisfaction, health, safety and wellbeing.	GM
Continue to implement appropriate staff development and training programmes.	GM, GT
Continue to ensure adequate resourcing to meet the changing needs of Council and the community.	GM, GT
Strategy 1.7: <i>Develop and foster a strong, supportive and respectful corporate culture</i>	
Implement continuous improvement plans.	GM
Promote an innovative and responsible organisational culture.	GM
Foster staff empowerment and decision-making at all levels within delegated authority.	GM
Strategy 1.8: <i>Ensure best practice and risk management processes are observed</i>	
Continue to demonstrate clear management commitment to a high level of Work Health and Safety and risk management performance.	SEG
Continue to adopt best practice in relation to management of the financial resources and assets of the municipality.	GM, DCCS
Facilitate continuous improvement in Council operations and service delivery.	GM
Continue to maintain the risk register and risk assessment of Council's assets and community safety issues.	SEG
Strategy 1.9: <i>Audit organisational policies, procedures and reports to ensure accountability</i>	
Continue to review and develop Council policies and ensure that policies, procedures and practices are effective, open and transparent.	SEG
Strategy 1.10: <i>Continue to lobby State & Federal Governments to invest and maintain infrastructure and services</i>	
Identify and target relevant State and Federal Government Ministers and Departments.	GM
Identify key industry representatives who are in a position of influencing government policy.	GM
Pursue funding to develop public buildings and amenities.	GM
Strategy 1.11: <i>Explore and implement best practice ways to engage the community and understand its needs and expectations</i>	
Explore and implement activities which encourage community involvement and provide a focus for community pride.	GM

Goal 2 - Business and Economic Development

Aim:

To develop a strong and diverse local economy that meets the needs of the community by:

- Attracting and promoting the advantages of living and working within the George Town Municipality
- Assisting and providing for the economic development of the district
- Promoting the area's tourism opportunities, destinations and events
- Maintaining long term financial sustainability
- Ensuring transportation infrastructure is capable of supporting current and future business development
- Working closely with neighbouring local government authorities

2014/15 Budget

Revenue	\$ 39,800
Operational Expenditure	\$332,318

Strategies and Action Plans	Action Officer
Strategy 2.1: Positively influence attitudes associated with living and doing business in the municipality	
Encourage new industrial, commercial and residential development through Council's Incentive Development Policy.	DCCS
Promote the municipality as a place for investment.	DCCS
Strategy 2.2: Maximise opportunities for new business and industry development	
Develop and promote partnerships and alliances with key stakeholders.	GM
Strategy 2.3: Support activities and services.	
Promote appropriate services that provide positive experiences for visitors and the local community.	DCCS
Explore activities to attract a wider range of sustainable services, activities and events.	DCCS, MCS
Strategy 2.4: Promote economic sustainability and attractive features, strengths and opportunities for business in local centres	
Liaise with the business community in developing the infrastructure and assets of the local commercial sector.	DCCS
Strategy 2.5: Support local businesses in positively marketing George Town and the region	
Work collaboratively with local business and the George Town Chamber of Commerce to increase the knowledge and understanding of current tourism trends, opportunities and benefits.	DCCS
Foster a culture that promotes business and service excellence.	DCCS
Strategy 2.6: Monitor global trends and innovations which could be adopted in the region	
Encourage and involve the community in implementing strategies for achieving regional objectives.	DCCS
Strategy 2.7: Identify, develop and promote George Town's tourism opportunities, destinations and events, including town centres, environmental areas, heritage places and trails, museums, major festivals and facilities	
Continue to increase tourism opportunities through collaboration and cooperation with Tourism North Tasmania and local tourism operators.	DCCS, MCS

Strategies and Action Plans	Action Officer
Strategy 2.8: <i>Develop, implement and continuously improve long term financial Management</i>	
Continue to review the long term financial strategy to maintain and improve strategic assets.	DCCS
Continue to report against corporate performance management and improvement.	DCCS
Strategy 2.9: <i>Develop and implement initiatives to reduce operating costs</i>	
Continue to implement programs for strategic financial planning, including debt management.	DCCS
Continue to review and maximise usage of all plant and equipment owned by Council.	DCCS
Continue to review and maintain a system of fees and charges for the full range of Council services, based on the user pays principle and community service obligation.	DCCS
Continue to review banking and investment products regularly.	DCCS
Continue to develop purchasing and supply practices that maximise value for money.	DCCS
Strategy 2.10: <i>Continue to develop a regional cooperative approach with regional local government authorities</i>	
Continue to explore opportunities for common service provision with other Councils and relevant organisations.	DCCS
Continue to participate in regional local government activities and partnerships.	DCCS
Continue to support and participate in activities of the Local Government Association of Tasmania.	DCCS
Strategy 2.11: <i>Continue to lobby State & Federal Governments to invest and maintain transport infrastructure and services</i>	
Continue to work with key stakeholders to develop transport management strategies that maximises transport efficiency and minimises local impacts.	DCCS

Goal 3 – Community and Wellbeing

Aim:

To foster wellbeing and a sense of belonging for our community by:

- Promoting and facilitating healthy lifestyles for our community
- Creating a community in which people feel safe and included
- Upgrading public facilities and open spaces to optimise use and response to ongoing community needs
- Providing and promoting a range of community events
- Supporting youth services
- Actively engaging with the community

2014/15 Budget

Revenue	\$ 37,400
Operational Expenditure	\$318,166

Strategies and Action Plans	Action Officer
Strategy 3.1: Explore and implement best practice ways to engage our community and understand their needs and expectations	
Develop strategies to communicate and engage with community through website, partnerships and collaborations, community surveys and community reference groups.	MCS, GT
Strategy 3.2: Continue to upgrade and encourage the use and retention of public open space and sporting facilities	
Promote participation in sporting and recreational opportunities for communities. Improve access to and utilisation of Council's sport and recreation areas, halls and facilities.	DCCS, MCS DCCS, DIDS
Ensure the swimming pool facility is maintained and monitored.	DCCS, DIDS
Strategy 3.3: Promote health and wellbeing with a particular focus on children, young people and services	
Constructively contribute to the development of health service delivery partnerships to maximise community wellbeing.	DCCS, MCS
Work collaboratively with Federal and State Government departments and non government organisations to provide services to meet unmet needs through the George Town Strategic Group or equivalent.	DCCS, MCS
Work with community organisations and schools to promote healthy lifestyles and foundations for wellbeing in the community.	DCCS, MCS
Continue to strengthen and encourage community participation in active lifestyle choices including National Heart Foundation Walking Group program.	DCCS, MCS
Strategy 3.4: Support Community Groups	
Facilitate development of strong governance and leadership skills to build capacity in community groups.	DCCS, MCS
Maintain Council's community grants policy to ensure relevance and optimise benefits for community groups and individuals.	DCCS, MCS
Maintain liaison with community groups.	DCCS, MCS
Strategy 3.5: Accommodate the needs of an ageing population	
Continue a Seniors' Week program in collaboration with community groups.	DCCS, MCS
Develop an Age-friendly Framework for Council.	DCCS, MCS
Strategy 3.6: Extend the volunteering programmes, linked to the growing and changing needs of the community, including identifying and promoting a range of volunteering opportunities	
Maintain Volunteers' Induction and Training in line with current WHS changes.	DCCS, MCS
Support Council volunteers who assist Council in the delivery of services.	DCCS, MCS
Maintain a Council Volunteer Recognition Program.	DCCS, MCS
Promote volunteering and opportunities for community members to volunteer.	DCCS, MCS

Strategies and Action Plans	Action Officer
Strategy 3.7: Provide high quality health and regulatory services to safeguard the health of our community (including immunisation and the monitoring of food for sale premises)	
Provide appropriate opportunities to ensure that all school-age children are vaccinated.	DIDS, EHO
Regulate and monitor the preparation and sale of food to the public.	DIDS, EHO
Ensure the domestic wastewater is managed safely.	DIDS, EHO
Minimise the risk of airborne threats to human health.	DIDS, EHO
Ensure that places of assembly do not pose a threat to the health and safety of the public.	DIDS, EHO
Strategy 3.8: Establish local & regional partnerships to maximise the resources and attention given to the prevention of crime, anti-social behaviour and emergency situations	
Facilitate and support Council's Community Safety Group.	DIDS, MCS
Identify opportunities to work with agencies responsible for crime prevention, antisocial behaviour deterrence and emergency situations.	GM, DCCS, DIDS
Maintain Council's responsibility for community recovery.	SEG, CFO
Strategy 3.9: Develop a youth strategy to support youth services	
Encourage youth leadership and participation in Council auspiced activities and services.	DCCS, MCS
Work with providers of youth specific health and wellbeing services to maximise access for young people.	DCCS, MCS
Maintain and promote inclusive, appropriate and accessible facilities for children and youth.	DCCS, MCS
Work collaboratively to promote regional and state youth activities.	DCCS, MCS
Support regional funding applications that seek to address youth issues.	DCCS, MCS
Review Council's Youth Policy.	DCCS, MCS
Strategy 3.10: Expand and further enhance our calendar of community events	
Collaborate with community groups and clubs to hold events in the municipality.	DCCS, MCS
Develop and review Council's Events Calendar.	DCCS, MCS
Implement and manage Council events in line with the Events Calendar.	DCCS, MCS
Strategy 3.11 Develop an appropriate consultation process for specific community initiatives, services and developments	
Actively engage with community interest groups, including cultural, heritage and arts organisations, through targeted programs when appropriate.	DCCS, MCS

Goal 4 - Our Natural Environment and Heritage

Aim:

To manage and enhance our heritage and natural environment by:

- Actively promoting and facilitating the appreciation, interpretation and conservation of significant heritage places and collections
- Minimising the impact of development on natural landforms
- Protecting our beaches, heritage, waterways, wetlands and reserves
- Pursuing renewable energy for future generations
- Minimising waste to landfill and maximising resource recovery
- Assessing opportunities to reduce our carbon footprint

2014/15 Budget

Revenue	\$1,222,296
Operational Expenditure	\$1,429,468

Strategies and Action Plans	Action Officer
Strategy 4.1: Develop and implement policies to improve the identification and retention of heritage areas and collections	
Continue to identify and manage the Town's heritage assets in consultation with the Tasmania Heritage Council.	GM, DIDS
Strategy 4.2: Increase signage and promote historical sites	
Continue to create, maintain and improve appropriate signage.	DIDS, MCS
Strategy 4.3: Maximise the retention of natural landforms	
Pursue funding and partnerships with Federal and State governments and the private sector.	DCCS, DIDS
Strategy 4.4: Reduce the negative impact of development on the environment	
Integrate environmental planning and assessment within the George Town Interim Planning Scheme 2013.	DIDS, MP
Ensure the impact of urban development preserves open spaces and natural vegetation.	DIDS, MP
Nurture and develop natural spaces and reduce impacts on the environment.	DIDS
Continue to improve streetscape amenity.	DIDS
Strategy 4.5: Develop partnerships with environmental agencies and the community in the conservation and protection of our beaches and waterways	
Increase the community's awareness of environmental practices through media.	DIDS
Support local community environmental initiatives.	DIDS
Continue to promote and support the initiatives and recommendations of coastal management plans.	DIDS
Encourage catchment management and support Natural Resource Management groups.	DIDS
Strategy 4.6: Partner with State and Federal Governments and other key stakeholders on renew	
Promote increased energy efficiency and use of renewable energy.	DIDS
Seek State and Federal funding to promote the benefits and importance of transferring to renewable energy within the scope of Federal and State Government priorities.	DIDS

Strategies and Action Plans	Action Officer
Strategy 4.7: <i>Promote waste minimisation through the reduce, reuse, recycle, recover message</i>	
Develop, implement and promote procedures to involve the community in recycling.	DIDS
Strategy 4.8: <i>Develop policies and procedures to support and adopt environmentally sustainable principles whilst undertaking Council activities</i>	
Continue to develop and implement where possible, environmentally sustainable practices and procedures.	DIDS
Pursue solar energy and other renewable energy sources for Council-owned facilities.	DIDS
Strategy 4.9: <i>Review environmental health services including noise, fire abatement and Animal Control</i>	
Take action to control the risks to the safety of drinking water.	DIDS, EHO
Take action to protect human health by preventing transfer of pathogenic organisms during contact with recreational water.	DIDS, EHO
Continue to maintain a programme for abatement of fire hazards.	DIDS, EA
Continue to maintain Animal Management procedures and practices in accordance with Council's Policy.	DIDS, ACO

Goal 5 - Our Built Environment

Aim:

To plan, develop, enhance and maintain a quality built environment based on sustainability principles by:

- Ongoing revision of the Town Planning Scheme
- Achieving a high quality built environment
- Developing our commercial centre as a vibrant community meeting place
- Achieving well planned, developed and maintained infrastructure
- Implementing asset management based infrastructure upgrades and renewals
- Improving pedestrian and cycleway linkages within our municipal area

2014/15 Budget

Revenue	\$2,152,090
Operational Expenditure	\$5,051,394

Strategies and Action Plans	Action Officer
Strategy 5.1: Identify and prioritise opportunities to revitalise existing neighbourhoods to meet the changing needs of the community	
Continue to review the interim Town Planning Scheme towards regional and State uniformity.	GM, DIDS, MP
Partner with State and Federal Governments to enhance urban infrastructure.	DIDS, MP
Facilitate sustainable growth of civic facilities and meeting places.	DIDS
Strategy 5.2: Promote urban design that creates attractive, distinctive and sustainable neighbourhoods	
Balance town planning and development that encourages a choice of residential and business development.	DIDS, MP
Continue to implement Council's 10 year street tree planting program.	DIDS, PE
Strategy 5.3: Create an overall plan to make the town centre attractive, including the development of a street dining policy, developing streetscapes and lighting, enhancing community safety and appropriately managing buildings, infrastructure and spaces	
Develop and implement a street dining policy.	GM, DIDS
Increase public amenity and enhance community safety through the development of streetscapes and lighting.	GM, DIDS
Continue to review and plan for central business area facilities.	GM, DIDS
Strategy 5.4: Engage with the community on changes to the built environment	
Develop a process for engaging and consulting with the community on changes to town centres and localities.	DIDS, MCS, MP
Strategy 5.5: Develop and implement asset maintenance plans for parks and associated infrastructure	
Continue to implement Council's parks management works programme.	DIDS
Develop a five year programme for the maintenance and replacement of parks infrastructure.	DIDS
Strategy 5.6: Develop and implement asset maintenance plans for roads and civil infrastructure	
Continue to coordinate asset management processes.	DIDS
Maintain our asset management system through routine inspection and reporting processes.	DIDS
Develop specific long term asset management plans.	DIDS
Develop a 10 year capital program to ensure long term asset sustainability.	DIDS

Strategy 5.7: Continue to implement best practice regulatory services	
Respond to all applications for building approvals within regulatory timeframes and Council policy. Respond to all planning applications within regulatory timeframes and Council policy.	BS DIDS, MP