



Devonport City Council Strategic Plan 2009-2030



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Customer Service Centre on (03) 6424 0511 or email:
council@devonport.tas.gov.au

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VISION

Devonport will be a thriving and welcoming regional City, living lightly by river and sea.

Strong, thriving and welcoming - Devonport is a regional leader with a strong economy. It is a great place to live, work and play.

Valuing the past, caring for the present, embracing the future - We have been shaped by a rich cultural heritage and enthusiastically embrace present challenges and future opportunities.

Engaging with the world - We have an outward focus and send quality products and experiences to the world. We welcome all to share our beautiful City and all it offers.

Living lightly by river and sea - We live lightly on our valued natural environment of clean rivers, waterways and beaches; rich agricultural land; and coastal landscapes so future generations can also enjoy this special place.

MISSION

A commitment to excellence in leadership and service.

VALUES

We value:

Continuous Improvement and Innovation

We will continually evaluate current practices and changing needs to foster an adaptive and innovative environment.

Customer Satisfaction

We will strive to consistently engage and communicate with our internal and external customers to meet desired outcomes.

Leadership

We will embrace a culture of equity and leadership founded on respect, professionalism and integrity, to ensure we make strategic decisions today for tomorrow.

Results and Accountability

We will be results focused and take pride in our successes and efforts and be accountable for our actions.

Our People

We will respectfully work together by recognising each other's talents, skills, experience and knowledge.

Goal 1

LIVING LIGHTLY ON OUR ENVIRONMENT

Through the integration of sustainable practices, we will ensure Devonport's viability socially, economically and environmentally, preserving our natural geography and landscapes for future generations. Planned and sustainable management of energy, air, water and waste will assist in the delivery of a healthy environment.



Outcomes & Strategies

1.1 Devonport is an energy efficient City

- 1.1.1 Lead and actively promote the adoption of practices that support the sustainable use of energy and other natural resources by Council, businesses and the community
- 1.1.2 Investigate innovative ways of accessing alternative power sources including renewable energy

1.2 Sustainability is promoted and integrated across all sectors

- 1.2.1 Support the conservation and maintenance of biodiversity including coastal landscapes and preservation of areas of remnant vegetation
- 1.2.2 Develop and implement local and regional policies and initiatives to mitigate climate change impacts in partnership with all spheres of Government

1.3 “Living lightly” is promoted and encouraged

- 1.3.1 Identify and implement initiatives to educate and encourage our community on opportunities to “live lightly”

1.4 Our energy use is reduced

- 1.4.1 Promote reduction, re-use and recycling options to minimise waste materials within Council, the community and businesses
- 1.4.2 Facilitate, and where appropriate, undertake improvements in waste and recycling collection, processing services and facilities
- 1.4.3 Lead and actively promote emissions minimisation

1.5 Water is actively conserved and well managed

- 1.5.1 Promote sustainable water usage and water quality management

Goal 2

BUILDING A UNIQUE CITY

Devonport continues to develop its uniqueness as a City. The City's location provides a desirable position and ready-made advantages to guide future development and urban design. Land use planning and building on current strengths shall assist in the creation of precincts linking the river and coast, and offer a range of cultural, recreational and entertainment experiences. Strategic branding and marketing will underpin future development and growth, promoting the City as the place to live, invest, work, shop and visit.



Outcomes & Strategies

2.1 Council's Planning Scheme facilitates appropriate property use and development

- 2.1.1 Apply and review the Planning Scheme as required, to ensure it delivers local community character and appropriate land use
- 2.1.2 Provide consistent and responsive development assessment and compliance processes
- 2.1.3 Work in partnership with neighbouring councils, State Government and other key stakeholders on regional planning and development issues

2.2 The Devonport brand supports our marketing and promotion

- 2.2.1 Maintain a local brand that supports our competitive advantages
- 2.2.2 Develop an integrated approach to local branding in partnership with business and community groups

2.3 Infrastructure priorities support well planned, managed and appropriately funded development within our unique City

- 2.3.1 Develop and maintain long term Strategic Asset Management Plans
- 2.3.2 Provide and maintain roads, bridges, paths and car parks to appropriate standards
- 2.3.3 Provide and maintain stormwater infrastructure to appropriate standards
- 2.3.4 Provide and maintain Council buildings, facilities and amenities to appropriate standards
- 2.3.5 Provide and maintain sustainable parks, gardens and open spaces to appropriate standards

2.4 Promote the development of the CBD in a manner which achieves the LIVING CITY Principles Plan

2.4.1 Implement initiatives from the LIVING CITY Master Plan

2.4.2 Lobby and attract Government support to assist with the implementation of the LIVING CITY Master Plan

2.4.3 Implement initiatives to encourage private investment aligned with the outcomes of the LIVING CITY Master Plan



Goal 3

GROWING A VIBRANT ECONOMY

Devonport's location supports its position as the service and retail centre for North West Tasmania. Accessibility in, around and out of the City will be supported by sound planning and management. Devonport's natural beauty, its location as the sea gateway to Tasmania and home of the Spirit of Tasmania, provides the foundations for developing experiences and unique events to attract and retain visitors. Rich agricultural surrounds provide the opportunity to further develop food production, processing and experiences. With modern communication technology, Devonport engages with the world's markets, consumers and travellers.



Outcomes & Strategies

3.1 Devonport is the business, service and retail centre for North West Tasmania

3.1.1 Market and promote the City as a regional business, service and retail hub

3.2 Devonport's visitor industry is developed around its natural assets, history and location

3.2.1 Support tourism through the provision of well designed and managed infrastructure and facilities

3.2.2 Support regional tourism development through productive relationships with regional partners and State and Federal Government

3.2.3 Facilitate a pro-active approach by business to embrace tourism opportunities

3.2.4 Promote our natural environment and assets to underpin tourism opportunities

3.2.5 Support festivals, events and attractions that add value to the City's economy

3.3 Access in to, out of, and around the City is well planned and managed

3.3.1 Improve the City's physical access and connectivity focusing on linkages to and from key access points

3.4 Our economic progress continuously improves

3.4.1 Work in partnership with industry and government to identify needs of business and industry to pursue opportunities, which fosters economic development in the area

3.4.2 Promote, encourage and develop initiatives that support the local economy

Goal 4

BUILDING QUALITY OF LIFE

The quality of life enjoyed by the community depends largely on its connectedness, access to a range of community services and facilities, and the degree to which people feel safe, secure and included. Provision of education and health services are vital to the well-being of the community, as are recreational and community facilities for sport and individual pursuits, cultural activities which assist people to connect and engage with each other in developing a strong sense of belonging, community spirit and quality of life.



Outcomes & Strategies

4.1 Sport and recreation facilities and programs are well planned to meet community needs

- 4.1.1 Provide and manage accessible sport, recreation and leisure facilities and programs
- 4.1.2 Increase the utilisation of sport and recreation facilities and multi-use open spaces
- 4.1.3 Promote passive recreational usage including walking, bike paths, trails, parks and playspaces
- 4.1.4 Build capacity of the sport and recreation sector

4.2 A vibrant City is created through the provision of cultural activities, events and facilities

- 4.2.1 Acknowledge, preserve and celebrate local art, culture and heritage
- 4.2.2 Cultural facilities and programs are well planned and promoted to increase accessibility and sustainability
- 4.2.3 Develop and implement an integrated approach to public art

4.3 Heritage is valued

- 4.3.1 Develop and implement initiatives to preserve and maintain heritage buildings, items and places of interest

4.4 Our community and visitors are safe and secure

- 4.4.1 Support the community in emergency management response and recovery
- 4.4.2 Coordinate and promote effective management of animals
- 4.4.3 Encourage safe and responsible community behaviour
- 4.4.4 Support a collaborative approach to community safety

4.5 Education and learning is accessible and responsive

- 4.5.1 Support the provision of facilities and services that encourage lifelong learning, literacy and meet the information needs of the community

4.6 Integrated health and wellbeing services and facilities are accessible to all

- 4.6.1 Facilitate and advocate for child and family support services
- 4.6.2 Facilitate and advocate for services for seniors in the community
- 4.6.3 Provide quality public and environmental health services
- 4.6.4 Develop partnerships between all levels of government, the private and not for profit sectors that deliver innovative solutions

4.7 An engaged community promotes and values diversity and equity

- 4.7.1 Develop and implement community development opportunities which strengthen community capacity
- 4.7.2 Encourage opportunities for active participation in community life
- 4.7.3 Promote the equitable distribution and sharing of resources throughout the community that supports the delivery of quality outcomes
- 4.7.4 Advocate for and provide access to quality services, facilities, information and activities that celebrate and promote diversity and harmony which supports engagement, participation and inclusivity

4.8 Young people are recognised and valued allowing them to reach their full potential

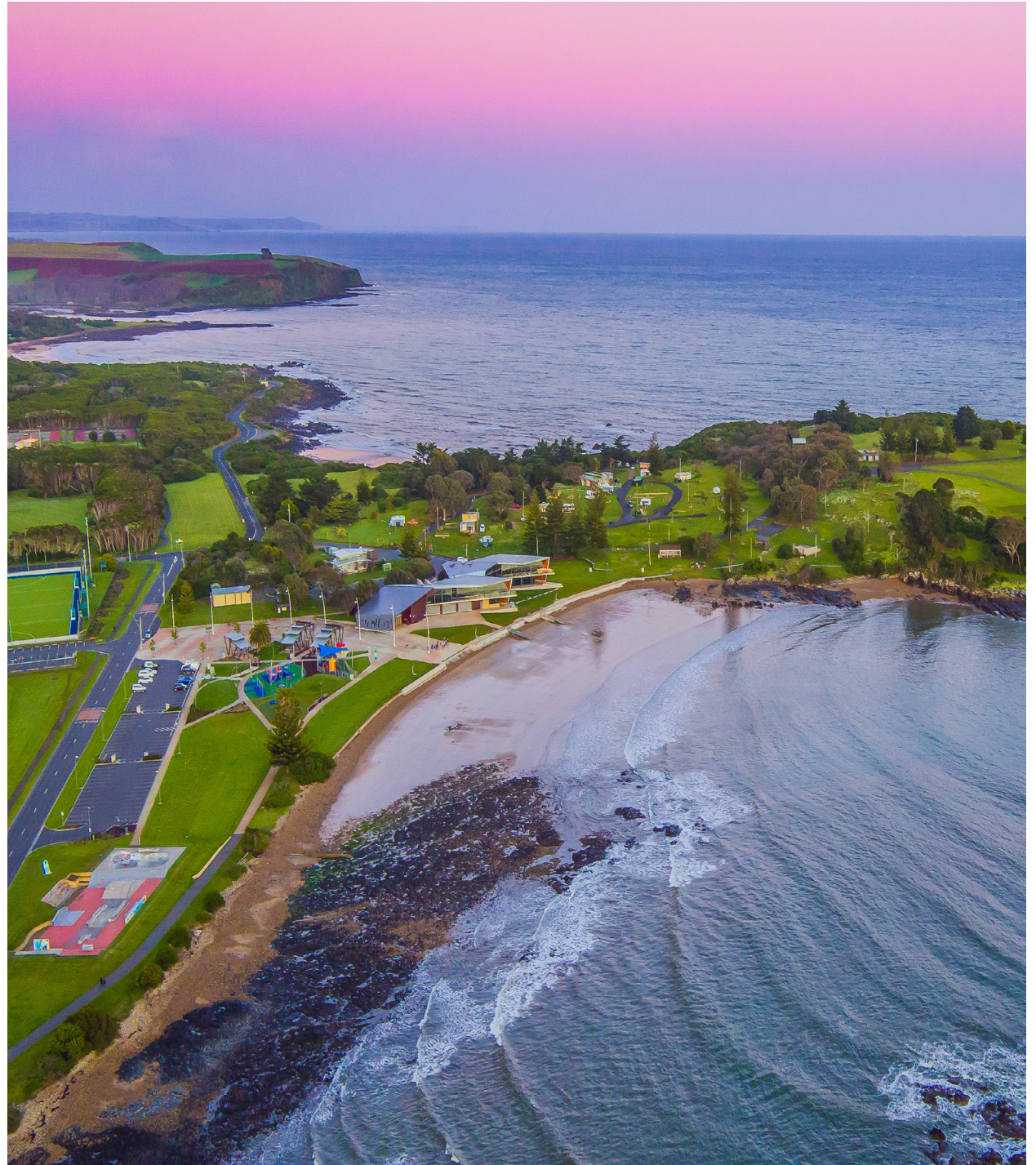
- 4.8.1 Promote programs that encourage youth participation, engagement in decision making, development and leadership
- 4.8.2 Provide, promote and advocate for appropriate and accessible services, information, facilities, activities and spaces for young people
- 4.8.3 Assist in the development, promotion and celebration of young people



Goal 5

PRACTICING EXCELLENCE IN GOVERNANCE

The changing role of local government contributes to the importance of regional cooperation and resource sharing, to deliver cost effective services to communities. Devonport ensures that it has best practice governance processes and systems in place to help provide leadership and develop the skills and performance of the Council. Close liaison and strategic alliances across the three tiers of government continue to be developed and sustained to ensure the future aspirations of the Devonport community can be achieved.



Outcomes & Strategies

5.1 Regional co-operation is achieved through purposeful participation

- 5.1.1 Promote open communication and cooperation whilst representing Council at a regional, state and national level
- 5.1.2 Pursue opportunities for cooperative initiatives including resource sharing with other councils, organisations and community groups
- 5.1.3 Develop and maintain partnerships and advocate for improved service provision, funding and infrastructure that balances the needs of industry, business, community, government and the environment

5.2 Promote active and purposeful community engagement and participation

- 5.2.1 Encourage community participation initiatives that supports two-way communication and consultation which results in increased engagement
- 5.2.2 Develop an integrated approach to “volunteerism” in our community

5.3 Council looks to employ best practice governance

- 5.3.1 Review and amend structures, policies and procedures to adapt to changing circumstances
- 5.3.2 Provide appropriate support to elected members to enable them to discharge their functions
- 5.3.3 Encourage increased community participation in Council elections
- 5.3.4 Ensure effective administration and operation of Council's committees
- 5.3.5 Maintain and monitor a fully integrated strategic and business planning process
- 5.3.6 Integrate continuous improvement behaviours into the organisation's culture

5.4 Council is recognised for its customer service delivery

- 5.4.1 Provide timely, efficient, consistent services which are aligned with and meet customer needs
- 5.4.2 Monitor and evaluate Council's service standards
- 5.4.3 Manage customer requests and complaints with a view to continual improvement of service delivery
- 5.4.4 Provide professional administrative services to support effective and efficient operations

5.5 Council's services are financially sustainable

- 5.5.1 Provide financial services to support Council's operations and meet reporting and accountability requirements
- 5.5.2 Ensure comprehensive financial planning and reporting to guarantee sustainability and meet or exceed financial targets

5.6 Risk management is a core organisational focus

- 5.6.1 Ensure safe work practices through adherence to Work Health and Safety standards
- 5.6.2 Comply with Council's Risk Management Framework
- 5.6.3 Provide internal and external audit functions to review Council's performance
- 5.6.4 Climate change and adverse weather associated risks and their mitigation are key considerations in Council decision making
- 5.6.5 Ensure compliance with all relevant legislative requirements, standards, policies and procedures

5.7 Skilled, engaged and motivated employees have a supportive environment

- 5.7.1 Provide opportunities for the development of Council employees
- 5.7.2 Implement human resource management plans and strategies to meet current and future workforce needs
- 5.7.3 Ensure Human Resource policies, procedures and management systems support effective Council service delivery

5.8 Information management and communication enhances Council's operations and delivery of services

5.8.1 Provide efficient, effective and secure information management services that support Council's operations

5.8.2 Ensure access to Council information that meets user demands

