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City of Clarence Strategic Plan 2016–2026



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Mayor’s Welcome

Welcome to the City of Clarence’s Strategic Plan 2016–2026.

The plan details the prospective opportunities Council has to provide quality services and facilities to enrich the lifestyle of the Clarence community. The following themes have been established to drive the delivery of the plan:

- a people city;
- a well-planned liveable city;
- a prosperous city;
- an environmentally responsible city; and
- a creative and innovative city.

Underpinning these themes, operationally Council will continue to provide leadership and governance of the City of Clarence whilst effectively and efficiently managing Council’s assets and resources.

The plan identifies strategies to ensure Council remains responsive to the community’s needs and is able to adapt to a changing world including climate change, population growth and use of digital technologies.

Council will continue to develop the City as a great place to live and to develop or expand business.

Alderman Doug Chipman

MAYOR



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Vision

Clarence – a vibrant, prosperous, sustainable city.

Mission

At Clarence our mission is:
Responding to the changing needs of the community through a commitment to excellence in leadership, advocacy, innovative governance and service delivery.



Clarence – current and future environment

Clarence is a mix of urban, rural and coastal communities, enterprises and environments.

The resident population of 54,674 persons (June 2015) is the highest of the municipal areas within the southern region. Over a 10 year period (2004-2014), the population of Clarence increased by 4,274 persons (8.6%). The Tasmanian population increased by 6.5% over the same period.

Located on the eastern side of the River Derwent it covers an area of 377.2 square kilometres, with over 191 kilometres of coastal frontage to the Derwent Estuary, Storm Bay, Frederick Henry Bay, and Pittwater. The coastline boasts some of southern Tasmania's most popular recreational beaches and supports an aquaculture industry.

The topography is dominated by the Meehan Range which runs the full length of the municipal area. The range has a maximum height above sea level of only 544 metres but features numerous ravines and escarpments. The predominant vegetation of the Meehan Range is dry sclerophyll woodland.

The range falls abruptly to the River Derwent in the west where there is a narrow coastal plain which is largely urbanised. To the east, the range gives way to more extensive lowlands, including the Coal River Valley, which accommodates a range of agricultural activities including vegetable crops and viticulture, supported by irrigation schemes.

Significant built infrastructure includes the Rosny Park central business centre, the Hobart International Airport at Cambridge, Richmond Historic Village, the Coal River Valley irrigation schemes, Bellerive Oval sports stadium and the Tasman Highway linking through to Tasmania's east coast.

Census data for employment within municipal areas reveals there were 13,446 jobs within Clarence in 2011. The data highlights a reliance on the retail sector for local employment (15.6%), with education and training the second highest employer (13%), the health care and social assistance sector is third ranking (11.1%), with public administration and safety (8.8%) and the construction sector (8.5%) also being significant.

Sport and recreation activities and organisations are prominent for men and women within Clarence including cricket, all codes of football, golf, swimming, yachting and boating, horse riding, little athletics, archery, cycling, surfing, and trail walking.

The City of Clarence, like all communities, faces challenges and opportunities in a fast changing world.

The Tasmanian economy has consistently underperformed as compared to other states over a lengthy period. Major head-winds of a narrow economic base, the transition away from traditional industries, and low levels of employment are factors which have contributed to this situation. However, there have been recent "green shoots" of economic growth emerging which include an acceleration of tourism, major construction activity in the Hobart region, and a maturing of fine food and wine industries, entertainment and the arts.

Economic activity within Clarence has benefited from the positive aspects of the economy, leveraging on developments in the region and the increasing reputation of produce from the Coal Valley. Population growth is contributing to demand for housing construction.

This Plan has been developed in an environment of low inflation and historically low interest rates. Council also operates in a

national and global context resulting in being subject to various external trends, influences and pressures.

Council's forward strategies are directly affected by this economic environment. Low inflation assists forward cost structures, however low interest rates limit the return achieved on investments. Low returns directly affect the significant proportion of the population relying on investment markets for retirement income which, in turn, challenges Council to limit its expenditure commitments given their consequential impact on property rates.

External funding sources available to Council are becoming increasingly fragile, with inflation adjustments to both financial assistance grants and water dividends being recently curtailed. As other service providers seek to manage their own economic demands, Council continues to follow strategies to insulate its operations from external financial shocks.

Other challenges include the uncertainty in regard to the impacts of climate change and the need for all levels of Government to agree on a policy for mitigation and adaptation actions.

Significant opportunities include building on Clarence's current World Health Organisation 'Age Friendly City and Community' status. Clarence will also continue to foster a well connected community which encourages creativity and participation in community life. Clarence will also seek to take advantage of a digital future – SMART cities design and to consider alternative energy sources and transport options.

The Plan includes specific strategies to build upon our successes, embrace these opportunities and to also meet the challenges ahead.

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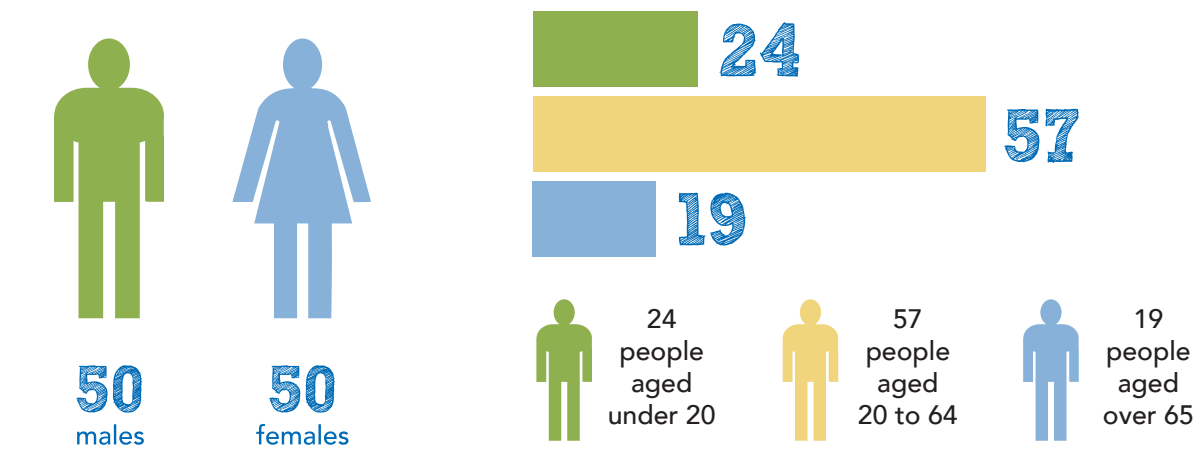
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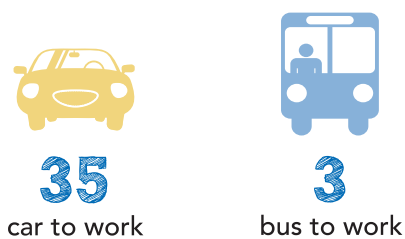
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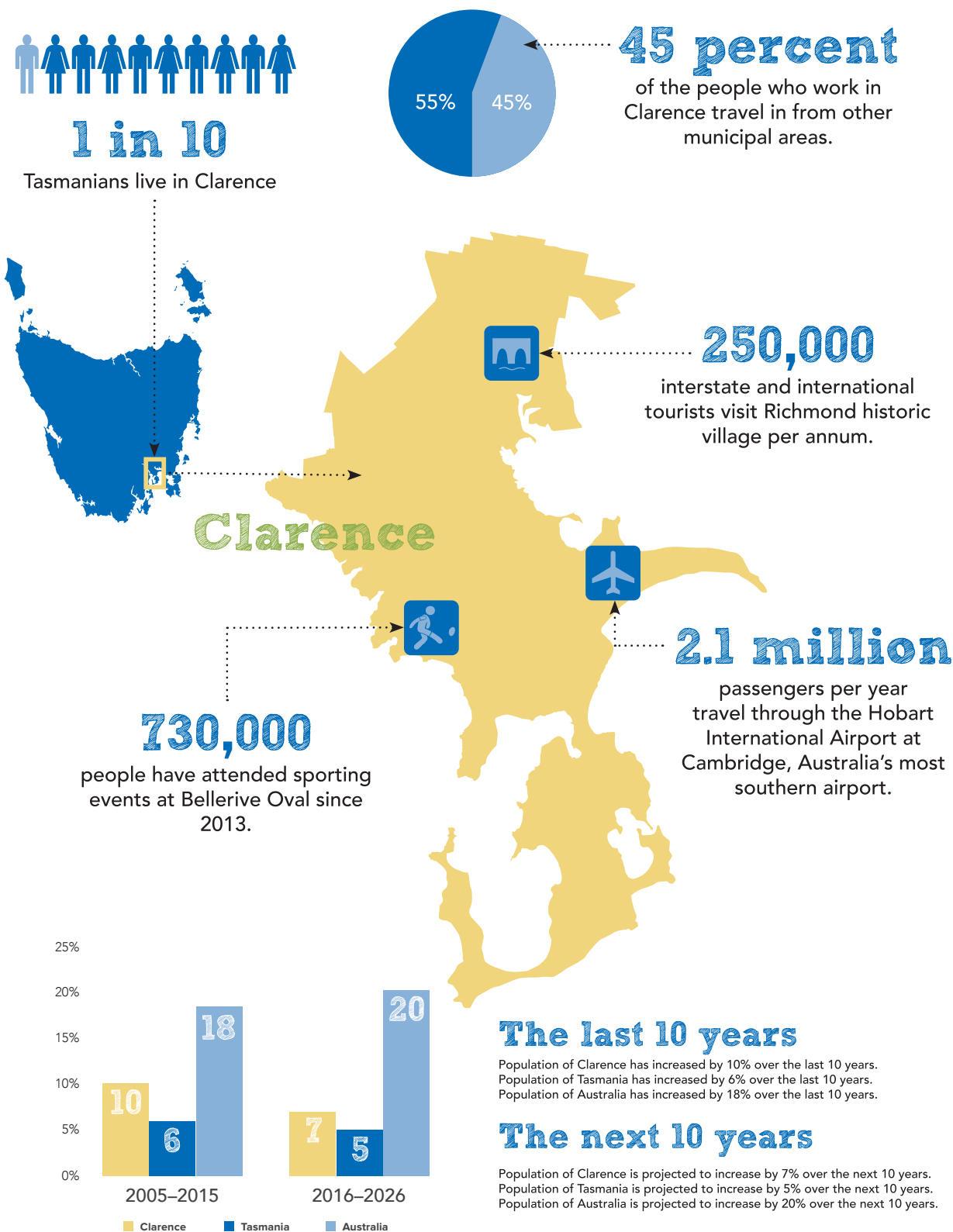
IF CLARENCE WAS A CITY OF 100 RESIDENTS, THERE WOULD BE:



45 ARE EMPLOYED



AT 54,674 PERSONS (2015) CLARENCE IS THE LARGEST CITY IN SOUTHERN TASMANIA.



Data source: ABS Census 2011, Tasmanian Treasury Population Projections (2014) – medium series, ABS Regional Population Growth, Australia, 2014-15 (cat. no. 3218.0). ABS Australian Population projections (on-line).

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Strategic framework

The Local Government Act 1993 requires Councils, in consultation with the community, to prepare a ten year Strategic Plan that will be reviewed at least every four years. The Act also requires that an Annual Plan be prepared, consistent with the Strategic Plan.

The Clarence Strategic Plan 2016-2026 is a ten year Plan which sets out how we are to work towards our long term vision.

The following figure (Figure 1) sets out the positioning of the Strategic Plan in the context of other plans and policies and how the Plan influences the way in which the organisation operates.

The Strategic Plan is supported by four key sub-plans:

- Asset Management Plans
- Health and Wellbeing Plan
- Financial Plan and
- Clarence Planning Scheme

In addition, there are a number of supporting plans such as the Positive Ageing Plan, Economic Development Plan, Tracks and Trails Strategy and Youth Plan which detail projects and activities to meet specific objectives. All of these plans are shown in Figure 1.

Further, Council will continue to develop a range of community plans, planning frameworks and action plans to support the planning, development and implementation of all our activities and services.

The Strategic Plan 2016-2026 will give direction to the preparation of the Annual Plan and Budget for the organisation. The Annual Plan identifies the services, projects and programs derived from the Strategic Plan to be delivered in each financial year.

To ensure accountability to deliver the outcomes of the Annual Plan and budget, there will be reporting on achievements, performance and progress. This will be done in a variety of ways including through the Annual Report and quarterly reporting to Council and the community which detail progress on the activities included in Council’s adopted Annual Plan.

Council’s supporting plans also include regular reporting mechanisms and review timelines.

This Strategic Plan will be reviewed in 2020 in accordance with the requirements of the Act.



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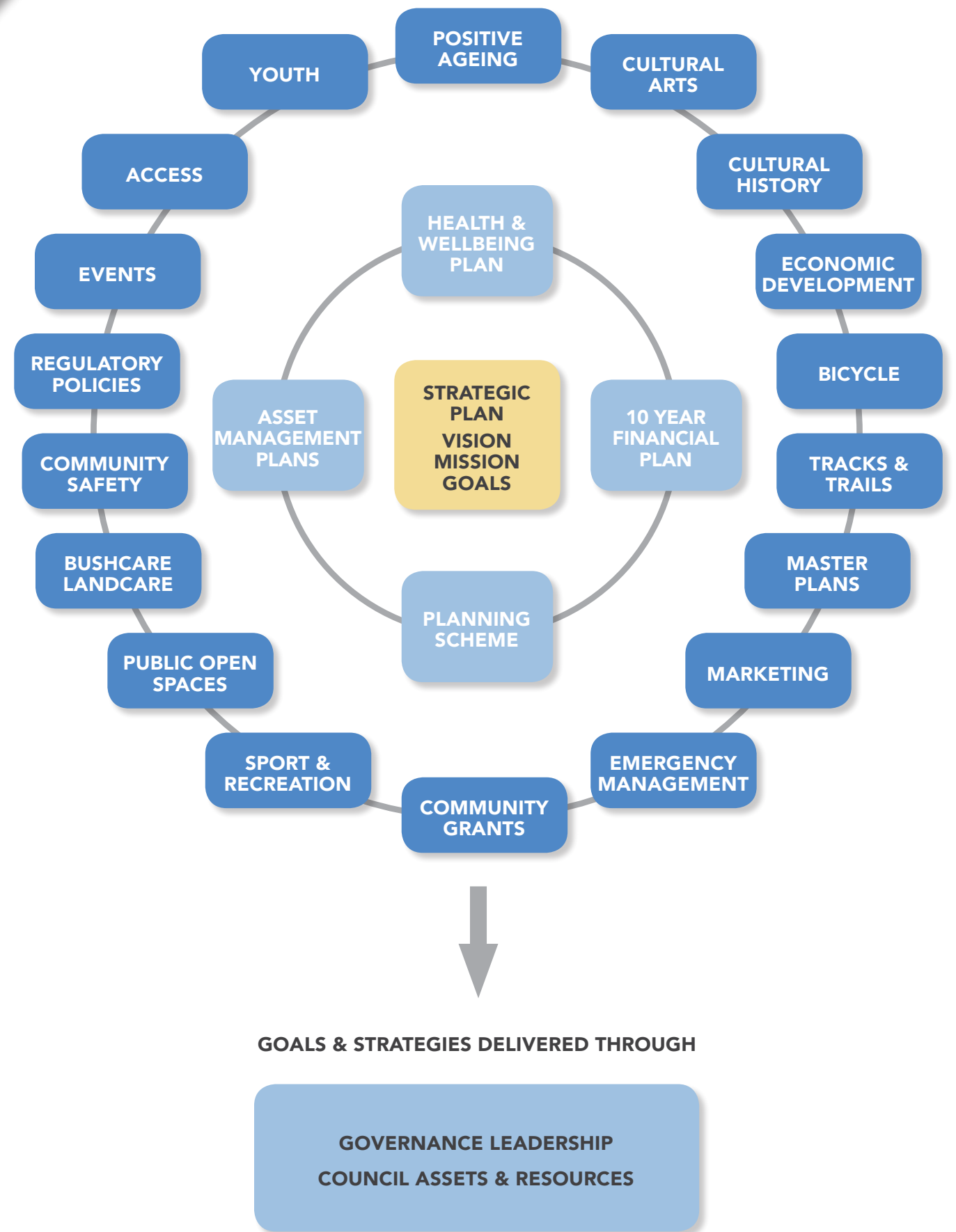


Figure 1.

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Strategic goal areas

The following overarching goals provide the structure of the Strategic Plan to demonstrate how Council aims to achieve the community’s long term vision of a vibrant, prosperous, sustainable city.



A people city

Clarence is a city which values diversity and encourages equity and inclusiveness, where people of all ages and abilities have the opportunity to improve their health and quality of life.



A well planned liveable city

Clarence will be a well-planned liveable city with services and supporting infrastructure to meet current and future needs.



A prosperous city

Clarence will develop its economy, improve prosperity, and expand both the level and equity of personal opportunity within its communities.



An environmentally responsible city

Clarence is a city that values its natural environment and seeks to protect, manage, and enhance its natural assets for the long term environmental, social and economic benefit of the community.



A creative and innovative city

Clarence is a city that fosters creativity, innovation and enterprise.

To further the attainment of the above city strategic goals the following key organisational goals will underpin Council’s operations:

Governance and leadership

Clarence City Council will provide leadership and accessible, responsive, transparent and accountable governance of the City.

Council’s assets and resources

Clarence City Council will efficiently and effectively manage its financial, human, and property resources to attain Council’s strategic goals and meet its statutory obligations.



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STRATEGIES

A people city

GOAL: Clarence is a city which values diversity and encourages equity and inclusiveness, where people of all ages and abilities have the opportunity to improve their health and quality of life.

Liveability

- 1.1 Enhance the liveability of activity centres, community hubs and villages through streetscape and urban design projects and local area masterplans.
- 1.2 Build upon Clarence’s status as a World Health Organisation Age Friendly City and Community.
- 1.3 Develop and implement a public open space network including quality public spaces, parks, reserves, and tracks and trails.
- 1.4 Undertake planning for the Rosny Park activity centre and surrounding green space.

Community planning

- 1.5 Implement and continually develop a community health and wellbeing plan and associated supporting plans to strengthen and improve the physical, mental and social wellbeing of the community.
- 1.6 Implement and review a Community Planning and Development Framework to provide a structured and integrated approach to community and service planning.

Promoting health

- 1.7 Promote active and healthy lifestyles through provision and support for active and passive recreation programs and activities.
- 1.8 Promote opportunities to improve physical and mental health and wellbeing within the community through the targeting of specific health promotion areas.

Caring for our place/environment

- 1.9 Provide opportunities for involvement and increased awareness for the care of the local environment.
- 1.10 Work with bushcare, landcare, coastcare and other volunteer groups to implement plans and initiatives.

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SUPPORTING PLANS

Connectivity

- 1.11 Facilitate residents being connected to the community by having access to resources and opportunities to participate in community activity, employment, volunteering and lifelong learning.
- 1.12 Provide collaborative strategic direction and planning to address the needs and aspirations of the community that support community participation, enablement and leadership.
- 1.13 Recognise, celebrate, and support cultural diversity through a range of cultural programs, activities and events.

Promoting and enhancing safety

- 1.14 Develop and implement plans and programs addressing personal and community safety.
- 1.15 Implement and review disaster response and recovery plans to address all potential emergencies, disaster response and post-disaster response capability.

- Community Health & Wellbeing Plan 2013-2018
- Clarence Access Plan 2014-2018
- Clarence Positive Ageing Plan 2012-2016
- Clarence City Council Youth Plan 2008 – 2012 (under review)
- Sport and Active Recreation Strategy
- Cultural Arts Plan 2012-2016
- Public Art Policy
- Draft Cultural History Plan for Clarence 2016-2021
- Clarence Events Plan 2014-2018
- Tracks and Trails Strategy 2012
- Tracks and Trails Action Plan 2015-2020
- Bushland and Coastal Strategy 2011
- Tangara Trail Management Plan 2012
- Clarence Community Safety Plan (Draft 2016)
- Clarence Emergency Management Plan Issue 7, 2015
- Business Continuity and Recovery Plan
- Pandemic Plan
- Bicycle Strategy 2013-2017
- Bicycle Action Plan 2013-2017
- Open Space Strategy Principles
- Community Planning and Development Framework (Draft)
- Community Participation Policy
- Economic Development Plan 2016-2021
- Community Grants Program
- Volunteer Programs



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STRATEGIES

A well-planned liveable city

GOAL: Clarence will be a well-planned liveable city with services and supporting infrastructure to meet current and future needs.

Asset management planning

- 2.1 Develop and implement contemporary, funded, asset management plans that consider their impacts of environmental change for all Council assets.

Roads and transport

- 2.2 Develop and implement a comprehensive transport strategy for the City.
- 2.3 Establish and review a prioritised list of outstanding road transport and alternative transport issues for the City to facilitate the appropriate ranking of projects for capital works planning and funding.
- 2.4 Develop and implement traffic management plans to enhance connectivity and improve road safety.
- 2.5 Implement and review a cycle plan, and a tracks and trails plan for the City.
- 2.6 Provide and prioritise a safe, reliable and accessible pedestrian network.
- 2.7 Monitor and provide public car parking facilities within activity centres (both on-street and off-street) as a component of broader transport and access strategies involving public transport and alternative transport modes.
- 2.8 Develop and implement a parking infrastructure development plan (based on service level objectives, demand projections and associated pricing policy settings) to guide Council’s capital investment in public parking facilities in activity centres.

Stormwater management

- 2.9 Develop and implement stormwater catchment management plans for the City.
- 2.10 Undertake stormwater management and groundwater monitoring programs.

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Public buildings and community facilities

- 2.11 Undertake an audit of Council’s building stock to establish usage, condition, and compliance to standards.
- 2.12 Undertake a strategic review of Council’s buildings and community facilities to assess fitness for purpose for current and future community needs.

Parks and recreation facilities

- 2.13 Develop and implement a sport and active recreation strategy to monitor trends and changing needs, and provide sport and recreation infrastructure through a planned approach which encourages partnerships with local clubs, state or regional sporting organisations, and other levels of government.
- 2.14 Work with government agencies, community organisations, and private providers with a view to sharing existing and planned assets for sport and recreation.
- 2.15 Planning for and providing new sporting and recreation facilities to meet community demand.
- 2.16 Create safe, well connected and high quality public open spaces that meet the needs of the community and visitors, with a focus on accessibility and safe design principles.

Land use planning and urban design

- 2.17 Undertake contemporary land use policy development, and active participation in regional planning processes, to ensure delivery of a range of planning measures aimed at:
 - well-planned, vibrant and accessible activity centres
 - an adequate supply of well-sited industrial land
 - protection of primary production on land and water
 - meeting demand for a broad distribution and variety of residential land and housing
 - protection of heritage assets
 - utilising serviced greenfield space to facilitate business relocation and expansion
 - expansion of the hospitality sector
 - a regional approach to the planning of major sporting facilities.
- 2.18 Enhance the attractiveness, vibrancy, and accessibility of activity centres and community hubs through urban design and liveability projects and local area plans, including improvements to pedestrian orientated access.

SUPPORTING PLANS

- 10 Year Financial Management Plan
- Asset Management Strategy 2013
- Roads and Transport Asset Management Plan 2013
- Stormwater Asset Management Plan 2013
- Buildings Asset Management Plan 2013
- Public Open Space Asset Management Plan 2013
- Strategic Management of Car Parking in Activity Centres Policy 2011
- Sport and Active Recreation Strategy 2014
- Seven Mile Beach Sport and Active Recreation Precinct Master Plan
- Clarence Bicycle Strategy and Action Plan 2013-2017
- Clarence Interim Planning Scheme 2015
- Public Open Space Policy
- Clarence Activity Centre Strategy
- Community Planning and Development Framework (Draft)
- Public Art Policy
- Community Participation Policy
- Tracks and Trails Strategy 2012
- Tracks and Trails Action Plan 2015-2020
- Lauderdale Structure Plan (2011)
- Southern Tasmanian Regional Land Use Strategy (2013)
- Climate Change Impacts on Clarence Coastal Areas (2009)

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STRATEGIES

A prosperous city

GOAL: Clarence will develop its economy, improve prosperity, and expand both the level and equity of personal opportunity within its communities.

- 3.1 Implement and review an economic development plan that identifies the tools available to Council to facilitate improved economic performance and productivity within key sectors and to encourage innovation.
- 3.2 Develop and implement initiatives aimed at addressing the pockets of significant socio-economic disadvantage within the City.
- 3.3 In recognition of the potential and value of population increase in the City, undertake initiatives aimed at ensuring the residential market provides the necessary choices, investment, and liveability attributes to attract people throughout their life stages.
- 3.4 Market and communicate our City positioning and benefits through the promotion of the City’s attributes, opportunities and visitor attractions, highlighting in particular:
 - sport/recreation/leisure opportunities;
 - Bellerive Oval as a home of national and international sporting events;
 - food, wine and heritage;
 - Richmond and Coal River Valley;
 - City festivals, events and cultural activities;
 - lifestyle/living options (urban, rural, coastal, village).
- 3.5 Build and facilitate productive networks and relationships based on issues of common interest with business groups, regional bodies, other Councils, other levels of government, and including bodies such as Hobart International Airport, Destination Southern Tasmania, and Southern Tasmanian Councils Authority.
- 3.6 Facilitate and/or directly invest in foundation projects and infrastructure aimed at driving further investment and growth.

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SUPPORTING PLANS

- Clarence City Council Economic Development Plan 2016-2021
- City Marketing Plan
- Clarence Business Opportunities Prospectus
- Community Health & Wellbeing Plan 2013-2018
- Clarence Interim Planning Scheme 2015
- Clarence Activity Centre Strategy
- Kangaroo Bay Urban Design Strategy & Concept Plan 2008
- Hobart Airport Masterplan 2015
- Greater Hobart Destination Management Plan
- Community Planning and Development Framework (Draft)
- Clarence Access Plan 2014-2018
- Clarence Positive Ageing Plan 2012-2016
- Clarence City Council Youth Plan 2008 – 2012 (under review)
- Clarence Events Plan 2014-2018
- Community Grants Program

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STRATEGIES

An environmentally responsible city

GOAL: Clarence is a city that values its natural environment and seeks to protect, manage, and enhance its natural assets for the long term environmental, social and economic benefit of the community.

- 4.1 Protect natural assets within Council managed land through development and review of strategies in relation to bushfire, weed, land and coastal management.
- 4.2 Develop activity plans for all natural reserve areas in accordance with Council open space strategies and work with bushcare, landcare, coastcare and other volunteer groups to implement plans and initiatives.
- 4.3 Work collaboratively with relevant agencies to enhance and protect the natural environment, eg. Derwent Estuary Program, Natural Resource Management South, Tasmanian Fire Service.
- 4.4 Encourage energy conservation and sustainable use of resources through promotion of water and energy conservation initiatives to the community and industry, and consider opportunities in relation to emerging or alternative technologies, including energy efficient transport options.
- 4.5 Acknowledge and respond to the impacts of climate change by:
 - continuing to work with all levels of government to meet national climate change objectives as agreed to following the 21st Conference of Parties (COP21, Paris) – the United Nations framework convention on climate change.
 - developing climate change adaptation and mitigation action plans to meet the agreed response to climate change impacts.
 - considering the impacts in all asset management plans and land-use planning strategies;
 - ensuring the community is well informed of potential impacts, particularly coastal communities.

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SUPPORTING PLANS

- 4.6 Develop and implement local and regional waste management strategies and services in relation to household, commercial and trade waste, recycling and green waste, and the promotion of waste reduction initiatives to the community and industry.
- Public Open Space Strategy Asset Management Plan 2013
 - Clarence Bushland and Coastal Strategy 2011
 - Bushfire Management Strategy for Council Owned and Controlled Land 2011
 - Reserve Bushfire Management Plans
 - Meehan Range Fire Management Strategy
 - Clarence Weed Strategy 2016-2030
 - Richmond Bridge Vegetation Management Plan 2015
 - Roscommon Master Plan 2014-2024
 - Rosny Hill Nature Recreation Area Management Strategy
 - Stormwater Catchment Management Plans (numerous)
 - Activity and Management Plans for Council’s parks and reserves (numerous)
 - Climate Change Impacts on Clarence Coastal Areas Report 2009

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A creative and innovative city

GOAL: Clarence is a city that fosters creativity, innovation and enterprise.

STRATEGIES

- 5.1 Deliver a broad program of arts events to increase access, participation and excellence in arts and cultural activities.
- 5.2 Deliver visual and performing arts programs at Rosny Farm and at venues across the City, including exhibitions, music, theatre, dance and film.
- 5.3 Enhance the cultural identity of Clarence by encouraging the creation of public art.
- 5.4 Deliver a diverse and strategically balanced program of City events and festivals.
- 5.5 Build upon the existing range of community and cultural assets at Rosny Park/Bellerive to establish a cultural and creative precinct as a place where ideas, creativity, learning and innovation are developed, shared and promoted.
- 5.6 Examine options for the establishment of a civic centre or performance and exhibition centre within the proposed cultural and creative precinct.
- 5.7 Develop a framework for the identification, preservation and promotion of the unique cultural history of Clarence and the further development of cultural tourism.
- 5.8 Enhance Sister City relationships and international linkages as a mechanism to foster and deliver cultural and/or economic benefits.
- 5.9 Adopt "Smart City" policies and strategies to enhance the quality of life by using emerging technology (including digital and energy technologies) to improve the efficiency of City infrastructure and services for the benefit of the community, business and visitors.
- 5.10 Encourage and facilitate business enterprise through strategies within economic development, land use planning, and cultural development programs.

SUPPORTING PLANS

- Cultural Arts Plan 2012-2016
- Public Art Policy
- Draft Cultural History Plan for Clarence 2016-2021
- Clarence Events Plan 2014-2018
- Clarence City Council Economic Development Plan 2016-2021

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Governance and leadership

GOAL: To provide leadership and accessible, responsive, transparent and accountable governance of the City.

STRATEGIES

- 6.1 Respond to the changing needs of the community through leadership, advocacy and innovative governance.
- 6.2 Formulate and maintain a suite of policies to provide a framework for the establishment and implementation of Council’s plans, strategies, programs, and services.
- 6.3 Improve transparency of Council’s decision-making processes by refining Council’s governance framework and policies in relation to probity, ethics, equity, and code of conduct.
- 6.4 Develop and implement community participation policies to provide effective and timely community and stakeholder engagement to support informed decision-making, and deliver clear, honest and timely communications through a range of communication tools and media.
- 6.5 Undertake regular reporting of Council’s performance to the community and stakeholders.
- 6.6 Establish strategic partnerships to facilitate greater opportunities for Council to improve service delivery.
- 6.7 Explore opportunities with neighbouring Councils into the potential benefits of mergers or resource sharing.
- 6.8 Provide equitable access to Council’s programs and services.
- 6.9 Maintain and continuously review performance monitoring frameworks to ensure identified strategic goals are achieved.
- 6.10 Implement and regularly review customer service policies and standards.
- 6.11 Provide, and represent the community at, civic and ceremonial functions.

SUPPORTING PLANS

- Good Governance Guide for Local Government in Tasmania
- Community Participation Policy 2010
- Code of Conduct framework
- Council Meeting Policy
- Annual Report incorporating audited Annual Financial Statements
- Customer Service Charter
- Community Planning and Development Framework (Draft)

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Council’s assets and resources

GOAL: To efficiently and effectively manage Council’s financial, human, and property resources to attain Council’s strategic goals and meet statutory obligations.

STRATEGIES

Financial management

- 7.1 Maintain a financially sustainable organisation through:
 - ongoing development and implementation of responsible financial strategies;
 - ongoing review and implementation of detailed 10 Year Financial Management Plan;
 - integration of financial and asset management strategies;
 - measurement and reporting of key sustainability indicators.
- 7.2 Maintain Council in a sound financial position through:
 - delivering underlying surplus consistent with long term financial planning;
 - planning for financial flexibility to meet unforeseen future externalities and opportunities;
 - implementing annual financial plans consistent with long term strategies;
 - measuring and reporting of key financial indicators.
- 7.3 Make affordable and equitable rates and charges by:
 - developing and reviewing rating policies which seek to reflect both legislative principles and the expectations of the community;
 - ensuring consistency in the application of rates and charges across the community;
 - reflecting the true cost of providing services to the community;
 - avoiding sudden and unexpected rate movements across the community.



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SUPPORTING PLANS

- 7.4 Have effective control of financial risk by:
- maintaining consistent cash flows, ample liquidity, and ready access to capital;
 - maintaining appropriate and effective systems of internal control;
 - maintaining adequate levels and scope of insurance over appropriate classes of risk.

Human resources management

- 7.5 Provide an equal opportunity workplace.
- 7.6 Foster an environment that encourages staff development and continuous learning to strengthen workforce capabilities.
- 7.7 Foster a culture of creativity and innovation in expressing and realising ideas.
- 7.8 Provide safe and healthy work places.

Statutory and legal responsibilities

- 7.9 Effectively administer compliance with statutory obligations, legal responsibilities, and governance standards.
- 7.10 Ensure appropriate management of risk to reduce exposure associated with Council’s operations and activities.
- 7.11 Deliver a range of regulatory services in relation to environmental health, development assessment and approval, building and plumbing compliance, environmental and public health, animal control, parking, and public places.

- 10 Year Financial Management Plan
- Asset Management Strategy 2013
- Roads and Transport Asset Management Plan 2013
- Stormwater Asset Management Plan 2013
- Buildings Asset Management Plan 2013
- Public Open Space Asset Management Plan 2013
- Annual Plan and Budget
- Annual Report incorporating audited Annual Financial Statements
- Rates and charges policies
- Human resources and employment policies
- Contracts, tenders and procurement policies
- Risk management policies



Image credit: Hobart Airport

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City of Clarence
Strategic Plan 2016–2026
developed in November 2016.