

CIRCULAR HEAD VISION 2050

CIRCULAR HEAD COUNCIL

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Version	Date	Status
1.0	25/09/2025	Adopted
2.0	16/04/2026	Addition of Theme 6 Minor updates to wording of Outcomes (Themes 1-5) Updated Strategic Framework Diagram

INTRODUCTION

Circular Head Vision 2050 (Vision 2050) is Council's long-term roadmap for shaping the future of our region. Developed through meaningful community engagement, it reflects the shared goals, values, and aspirations of our people.

Circular Head is a proud UNESCO Learning City, where lifelong learning underpins our community's growth, resilience and wellbeing. We believe that we learn for life in Circular Head, and that anyone who wants to learn, in Circular Head, can. This commitment shapes how we plan, connect and invest in our future.

Vision 2050 will guide Council's planning, policy, and investment decisions over the coming decades to help create a stronger, more connected and sustainable Circular Head.

The Vision is built around six key themes:

1. ENVIRONMENT
2. COMMUNITY
3. ECONOMY
4. PLACE
5. LEADERSHIP
6. GOVERNANCE

It is about working together to build a future where people, place and prosperity thrive in balance.

MESSAGE FROM THE MAYOR

Circular Head is planning for the long term, guided by a clear and united vision for the future. Vision 2050 is our community's big picture guide - setting out shared aspirations for a region that is thriving, sustainable, and welcoming for all.

Shaped by strong community input, Vision 2050 reflects the values, opportunities and challenges that matter most to us. It provides the overall direction for how we grow, what we protect, and how we work together to build a stronger, more connected region.

Future strategies and initiatives will bring this vision to life to ensure Circular Head grows in a way that reflects our shared values and long-term priorities.

- Mayor Gerard Blizzard



SETTLEMENTS

- ARTHUR RIVER
- CRAYFISH CREEK
- EDGCUMBE BEACH
- EDITH CREEK
- FOREST
- HELLYER
- IRISHTOWN
- MARRAWAH
- MAWBANNA
- REDPA
- ROCKY CAPE
- SMITHTON
- STANLEY
- TROWUTTA

INTRODUCTION

WHAT IS VISION 2050

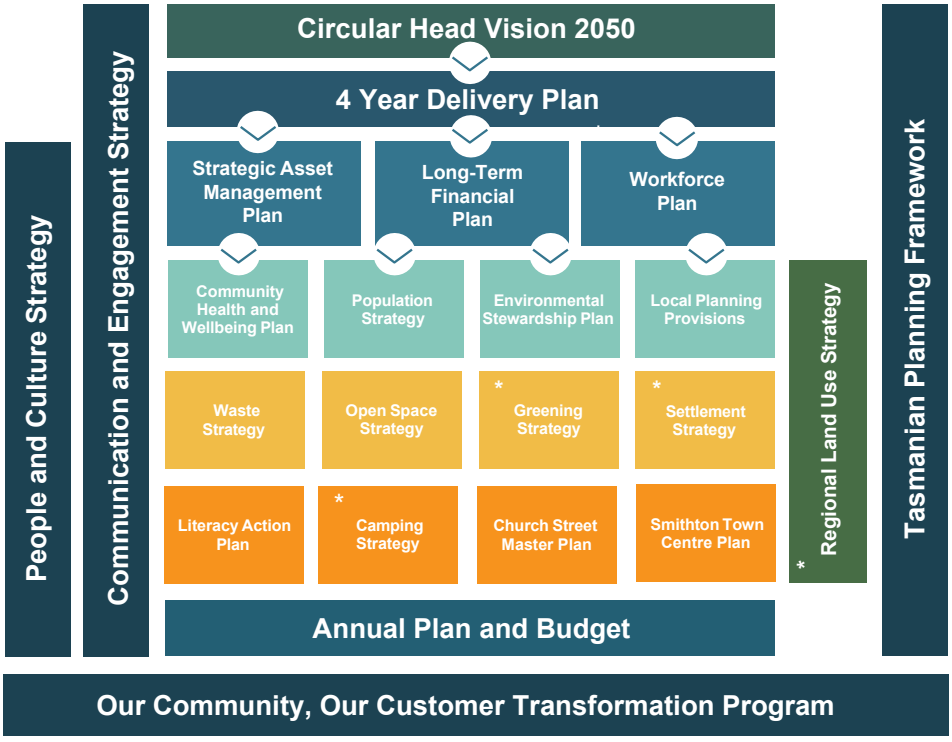
Circular Head Council initiated a 2025 project to better understand the community's priorities, challenges, and aspirations for the future. The result is Vision 2050 - a long-term strategic guide that defines what we collectively aspire to become as a region.

It sets a clear direction for planning, decision-making, and development over the coming decades, grounded in what our community values most.

WHY DO WE NEED A VISION

Vision 2050 provides the foundation for Council's 4 Year Delivery Plan and Budget, ensuring that future decisions reflect the community's voice and advance the Circular Head story in a meaningful and unified way.

Vision 2050 will guide key strategies to support a coordinated, region-wide approach to planning, investment, and delivering outcomes that matter to our people.



Circular Head Council Strategic Framework

** Denotes documents that are in draft, being developed or not adopted.*

VISION 2050 JOURNEY

Vision 2050 is the result of several years of engagement with the Circular Head community. By drawing on past consultation, identifying shared insights, and reflecting shared priorities, a clear and unified vision has emerged.

Vision 2050 captures the community's aspirations across six key themes: Environment, Community, Economy, Place, Leadership and Governance – each one representing a vital pillar of our region's future.

SUMMARY OF VISION 2050 THEMES

THEME 1: ENVIRONMENT

Protecting and enhancing our natural landscapes, rivers, coasts and ecosystems is vital for the health and future of our region. We want to be leaders in climate resilience, land stewardship and environmental restoration.

THEME 2: COMMUNITY

Our people are our strength. We want Circular Head to be a place where everyone belongs, has access to opportunity, and feels safe and supported. This includes celebrating diversity, supporting youth, and ensuring equity in access to services.

THEME 3: ECONOMY

We value a strong and resilient local economy — from agriculture and aquaculture to innovation, entrepreneurship and tourism. We want to ensure future jobs are secure, inclusive and forward-thinking.

THEME 4: PLACE

Circular Head celebrates its natural beauty, rich heritage, and rural lifestyle. We want our built and natural environments to reflect who we are — through inclusive planning, improved access, vibrant town centres, and sustainable infrastructure that enhances quality of life.

THEME 5: LEADERSHIP

Vision 2050 is a call for shared responsibility. Strong governance, partnerships, and transparent decision-making are essential to achieving our goals. We want to build trust, listen to community voices, and act with purpose.

THEME 6: GOVERNANCE

Effective governance and efficient operations ensure transparent decision-making, responsible financial management, and quality service delivery. We aim to be a high-performing, innovative Council that is accountable, efficient and responsive to community needs.

CIRCULAR HEAD VISION 2050

Circular Head is a resilient, inclusive and compassionate community, known for its balance of urban and rural living. Its unique identity is shaped by its rich natural resources, scenic amenities, cultural heritage and natural landmarks. The community values hard work, innovation and success, including opportunities for young people to grow, thrive and prosper.

CIRCULAR HEAD PAST AND PRESENT

Circular Head, situated in north-west Tasmania, is home to the Tasmanian Aboriginal people, as well as generations of European settlers and immigrants. The region is renowned for its agricultural base, particularly in dairy farming and beef cattle production.

Smithton, the main district centre, has expanded steadily with population growth. Stanley - a picturesque residential and tourist town - continues to thrive, celebrated for its rich cultural heritage and coastal charm.

Circular Head boasts a diverse economy, with key sectors including agriculture, fishing, forestry and tourism. The community takes pride in preserving its history and promoting sustainable practices, including renewable energy and local business support.

IMPLEMENTING THE VISION 2050

Circular Head Council is responsible for delivering Vision 2050 as the region's primary strategic framework on behalf of the community. Vision 2050 is implemented by Council in partnership with the community, and in collaboration with State and Federal Governments.

PLAN:

Develop Council strategies and plans that support the Vision 2050.

DELIVER:

Implement Council strategies, plans and policies, and provide services to residents and visitors within the Local Government Area.

REGULATE:

Development, health and safety, and the environment.

PARTNER:

With community, private and Government organisations.

ADVOCATE:

For the Circular Head community.

A WORLD VIEW

In 2015, all 193 United Nations Member States endorsed the 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals (SDGs). These guiding documents and principles set out a plan of action for all countries and stakeholders, acting in a collaborative partnership to implement for the people, planet and prosperity.

The SDGs reflect things that Australians value highly and seek to protect, like a healthy environment, access to opportunity and services, human rights, gender equality, inclusive economies, diverse and supportive communities and our Aboriginal and Torres Strait Islander cultures and heritage.

In 2019, Circular Head became a member of the UNESCO Global Network of Learning Cities (GLNC). The GNLC network supports the achievement of all 17 Sustainable Development Goals (SDGs), in particular SDG 4, 'Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all' and SDG 11, 'Make cities and human settlements inclusive, safe, resilient and sustainable'. Learning cities promote green and healthy environments, strive to achieve equity and inclusion, and support decent work and entrepreneurship.

Our Vision 2050 reflects this by embedding learning across all aspects of community life - from education and employment to environment, culture and wellbeing.



'The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States'.

Source: https://www.un.org/sustainabledevelopment



THEME 1: ENVIRONMENT

ENVIRONMENT

INTRODUCTION

Circular Head's landscapes, including coastal areas, forests, rivers and agricultural lands, should be protected and enhanced through sustainable land use practices. Waste reduction and recycling are encouraged, with renewable energy adoption to foster a more environmentally conscious and resilient community. Local ecosystems should be protected to preserve biodiversity, support wildlife and enhance climate resilience. Modern infrastructure should support transport, digital connectivity and essential services while preserving the region's natural character and scenic beauty.

VISION

To protect and enhance Circular Head's diverse landscapes through sustainable land use practices, waste reduction, recycling, renewable energy adoption and ecosystem protection – while integrating modern infrastructure in a way that respects and preserves the region's distinctive natural character and visual amenities.

WHAT WE VALUE

- Fresh air
- Social aspects of remote living
- Connection with nature
- Landmarks / landscape features
- Pristine forests
- Healthy rivers and waterways
- Coastal areas and beaches
- Duck River Estuary, Boullanger Bay and Northern beaches
- Wildlife and natural habitats

NATURAL ASSETS

ARTHUR PIEMAN CONSERVATION AREA
BOULLANGER BAY
CAPE GRIM (KENNAOOK)
DIP FALLS
DISMAL SWAMP
DUCK RIVER ENVIRONS.
LAKE CHISHOLM
MOUNT CAMERON WEST (POONERLUTTENER)
OFF-SHORE ISLANDS
ROCKY CAPE (PINMATIK)
TIER HILL
THE NUT
THE TARKINE (TAKAYNA)
TROWUTTA ARCH
WES BECKETT FALLS
WOOLNORTH (TEMDUDHEKER)

CHALLENGES

- Balancing development and preservation
- Effluent and pollutants entering rivers and water
- Sustainable use of natural resources
- Funding for conservation projects
- Balancing existing wildlife, habitat and biodiversity
- Reduce impact of environmental hazards
- Access to up-to-date data, education and awareness

OUTCOMES

- Protection of coastal systems and processes
- Improve water quality of rivers and receiving streams, for example, Clean Up the Duck River.
- Reduce waste and increase recycling aiming for reuse
- Protection of visual amenities of Circular Head
- Protect local ecosystems and biodiversity
- Progress renewable energy adoption such as hydro and wind energy
- Resilience to environmental hazards
- Harness more of our abundant water resources e.g., energy, irrigation, flood mitigation, water harvesting and reuse
- Increased level of participation in environmental stewardship and local conservation initiatives
- Community education and lifelong learning support environmental stewardship, climate awareness and sustainable practices.

ENVIRONMENT

MEASURES OF SUCCESS

HEALTHY ENVIRONMENT INDICATORS

- Improved Air Quality Indicators readings and reduced respiratory health issues
- Increased compliance with water quality standards and enhanced biodiversity
- Decreased total waste generated per capita, increased recycling and composting rates
- Managed populations of endangered or threatened species, restoration of native habitats, reduced invasive species presence
- Reduction in overall energy consumption, increased percentage of energy from renewable sources
- Decrease in total emissions over time, progress toward net-zero goals
- Increased engagement in community environmental initiatives, higher reported levels of awareness and knowledge about environmental issues
- Increase in protected natural areas, sustainable farming practices adopted, reduced urban sprawl
- Preparedness for extreme weather events, effective implementation of adaptation strategies
- Growth in the number of jobs, increased investment in sustainable practices and technologies.



THEME 2: COMMUNITY

COMMUNITY

INTRODUCTION

From diverse backgrounds, we strive to create a supportive and inclusive environment. We value strong family connections, local sports, storytelling and community spirit. By ensuring equitable access to resources and opportunities, we strive to create a place where everyone is respected, welcomed and empowered to thrive.

VISION

To cultivate a thriving and sustainable Circular Head - a vibrant and inclusive community that celebrates our rich heritage, rural ruggedness and the unique character of our people. Through connection, learning and opportunity, we support lifelong growth while fostering prosperity, inclusivity and environmental responsibility for generations to come.

WHAT WE VALUE

- Our Aboriginal and European cultural heritage
- Strong family ties and community networks
- Transport and movement
- Access to family, health and learning facilities
- Relaxed flexible lifestyle
- Social connection and support networks
- Resilience of individuals and community groups
- Opportunities to engage in community life
- A place to call home

CHALLENGES

- Lack of housing choice, housing for the aged, and social housing
- Development of Aboriginal language, learning, storytelling and culturally safe places
- Distance to access services from major service centres
- Lack of public transport and mobility options
- Support for ageing population
- Level of access to family, learning and health facilities
- Attracting doctors, medical specialists and skilled workers
- Retaining young people, providing opportunities for children and families
- Viability of rural villages and coastal settlements

OUR COMMUNITIES

FIRST NATIONS
EUROPEAN
CULTURAL DIVERSITY
COMMUNITY GROUPS
SPORTS TEAMS
STANLEY MARKET
RSL
TEACHERS /SCHOOLS CHILDREN
EMERGENCY SERVICES
VOLUNTEERS
LOCAL LEGENDS - CIRCULAR HEAD WALL OF FAME
CHURCHES
LOCAL CHARACTERS
RESIDENTS

COMMUNITY

OUTCOMES

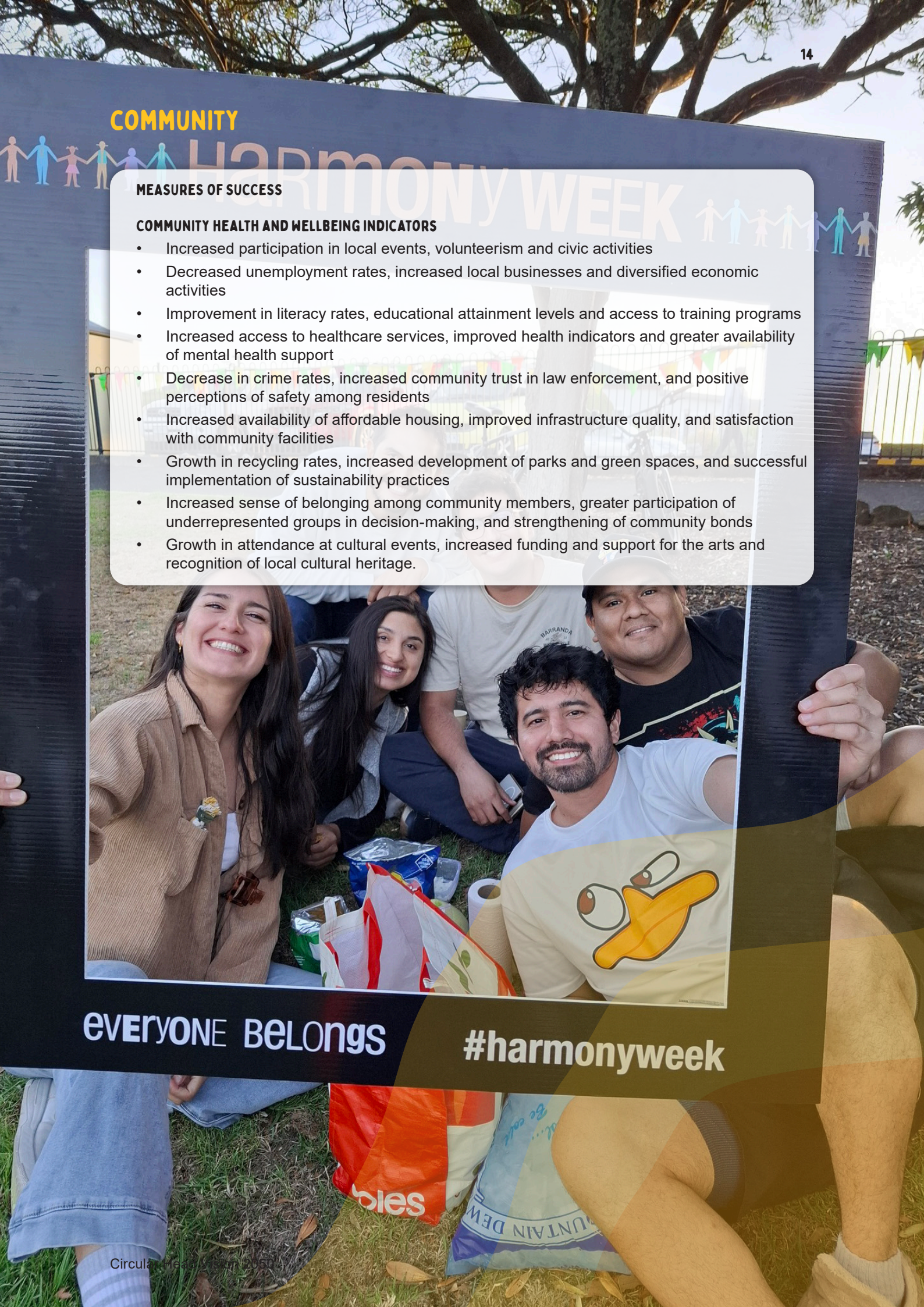
- Increased housing diversity and choice for all
- Provision of adequate family and learning facilities
- Creation of responsive family-friendly environments
- Improve access to community, health, education and wellbeing opportunities
- Prioritise mobility including public transport, walking, cycling and traffic flow
- Improve linkages that promote access and movement to destinations
- Attractive useable public space for events, gatherings, markets and community use
- Celebrate and preserve narratives of the Aboriginal communities and early settlers
- Increase the use of community facilities through events such as A night at the Library
- Provide platforms for local arts, crafts and cultural expression in public spaces
- Increase visitor experience through urban art and cultural displays, and experiences
- Improve social opportunity, the numbers of people taking up new local jobs, education and volunteering
- Increase the number of older people using community facilities and public space
- Child friendly towns and villages
- Embrace our rustic cultural heritage and environmental assets
- Welcoming, inclusive and culturally safe spaces
- Strengthen local communities by enhancing connectivity through improved active transport, walking and cycling paths, accessible playgrounds, parklands, and family-friendly open spaces
- Foster a culture of lifelong learning where people of all ages and backgrounds can access opportunities to build skills, confidence and connection

COMMUNITY

MEASURES OF SUCCESS

COMMUNITY HEALTH AND WELLBEING INDICATORS

- Increased participation in local events, volunteerism and civic activities
- Decreased unemployment rates, increased local businesses and diversified economic activities
- Improvement in literacy rates, educational attainment levels and access to training programs
- Increased access to healthcare services, improved health indicators and greater availability of mental health support
- Decrease in crime rates, increased community trust in law enforcement, and positive perceptions of safety among residents
- Increased availability of affordable housing, improved infrastructure quality, and satisfaction with community facilities
- Growth in recycling rates, increased development of parks and green spaces, and successful implementation of sustainability practices
- Increased sense of belonging among community members, greater participation of underrepresented groups in decision-making, and strengthening of community bonds
- Growth in attendance at cultural events, increased funding and support for the arts and recognition of local cultural heritage.





THEME 3: ECONOMY

ECONOMY

INTRODUCTION

Circular Head promotes sustainable farming practices and supports local producers in accessing broader markets. We invest in resources, training and market access to support growth in agriculture, fishing, tourism, the creative sector and sustainable industries. Embracing change, we aim to diversify our economy through the adoption of renewable energy, emerging technologies and innovative business practices that respond to both local and global markets.

VISION

To cultivate a resilient and prosperous economy that enhances the viability and character of Circular Head. Through fostering innovation, entrepreneurship and diverse business clusters, we aim to create vibrant town centres, attract visitors and investment, and provide lifelong learning and employment opportunities for all community members - supporting a skilled, adaptable and future-ready workforce.

WHAT WE VALUE

- Beef and dairy farming
- Region's economic diversity
- Better transport and roads
- Thriving local business
- Stable governance
- Local jobs
- Not for profits
- Creative industries and innovation
- Clean energy

CHALLENGES

- Adjusting to economic shifts and opportunities
- Productive use of agricultural lands, forests and coastal waters
- Adaptive reuse of vacant shops and empty buildings
- Lack of short-term accommodation and hospitality industries
- Availability of skilled workers
- Providing local jobs for young people
- Access to education and vocational training
- Uncertainty surrounding the future of renewable energy
- Changes in dairy and beef farming practices
- Provision of worker accommodation
- Support for local businesses and entrepreneurs
- Access to data
- Business diversification, innovation and expansion of creative sector

OUR ECONOMY

AQUACULTURE
DAIRY FARMING
FISHING
FORESTRY
LOCAL BUSINESS
LOCAL GOVERNMENT
MANUFACTURING
MINING
RENEWABLE ENERGY
RETAIL AND HOSPITALITY
TOURISM

ECONOMY

OUTCOMES

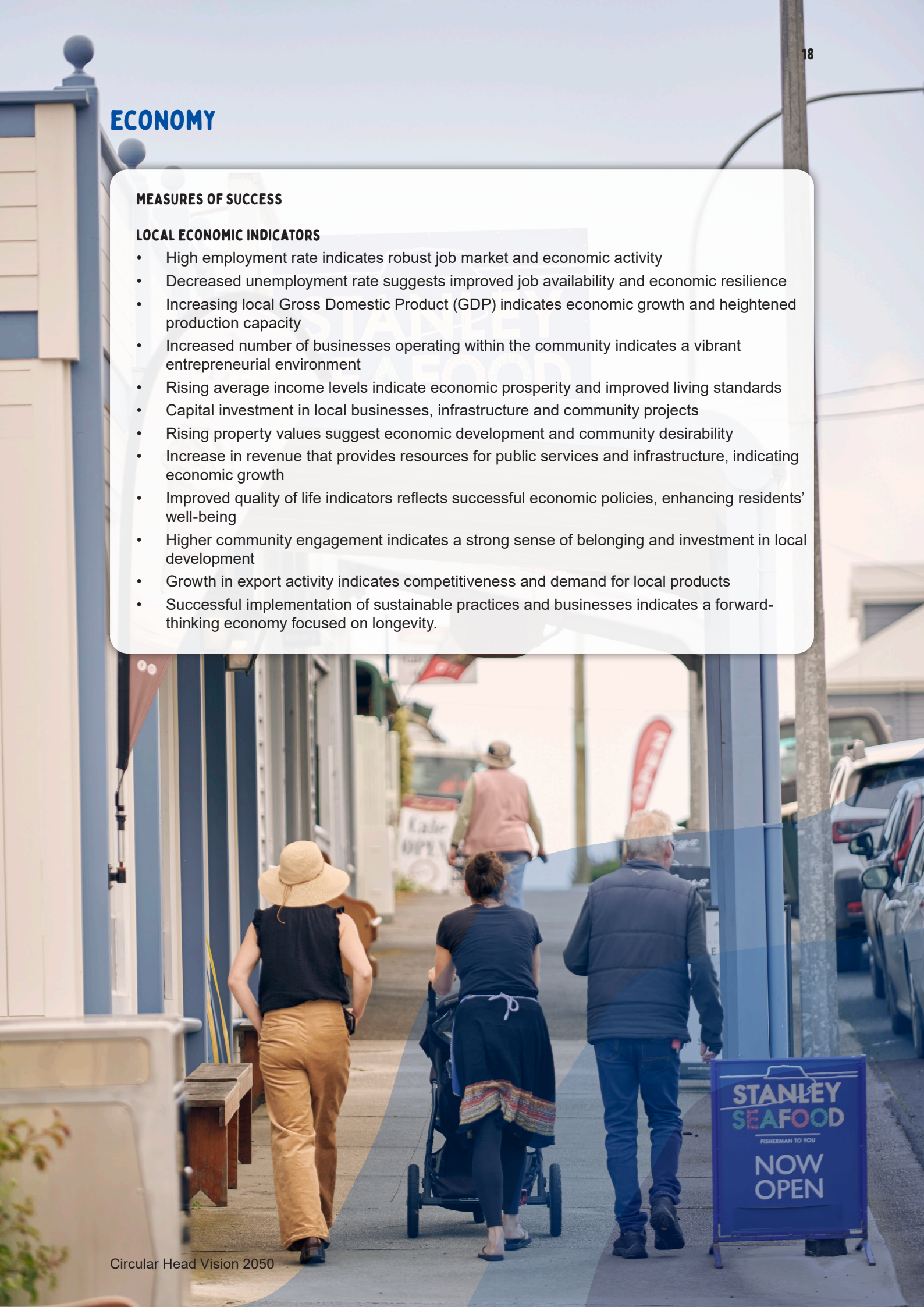
- Invest in modern transport infrastructure i.e. roads, air services, seaports and freight
- Develop strong regional economic ties and connections between Smithton and Stanley
- Support for the growth of agriculture, tourism and sustainable industries
- Strengthen the local economy by fostering innovation, connectivity, entrepreneurship and expansion of the creative sector
- Prepare for environmental hazards and the renewable energy sector
- Support the development of industry clusters capitalising on location, transport communication, collaboration and access to resources
- Encourage technology adoption and eco-friendly industries
- Support more options in tertiary education
- Advocate for essential tertiary education, vocational training, and lifelong learning
- Provisions for worker and visitor accommodation
- Effective branding, marketing, and leveraging of the region
- Develop regional parks and attractions that draw and hold people
- Investigate ways to develop new products and services and to improve existing ones
- Improved tourist connections including sealing of the Western Explorer Road
- Explore locations for adventure hubs, resorts and tourist accommodation
- Leverage community benefit from renewable energy projects
- Strengthen pathways between education, training and local employment through lifelong learning initiatives and partnerships

ECONOMY

MEASURES OF SUCCESS

LOCAL ECONOMIC INDICATORS

- High employment rate indicates robust job market and economic activity
- Decreased unemployment rate suggests improved job availability and economic resilience
- Increasing local Gross Domestic Product (GDP) indicates economic growth and heightened production capacity
- Increased number of businesses operating within the community indicates a vibrant entrepreneurial environment
- Rising average income levels indicate economic prosperity and improved living standards
- Capital investment in local businesses, infrastructure and community projects
- Rising property values suggest economic development and community desirability
- Increase in revenue that provides resources for public services and infrastructure, indicating economic growth
- Improved quality of life indicators reflects successful economic policies, enhancing residents' well-being
- Higher community engagement indicates a strong sense of belonging and investment in local development
- Growth in export activity indicates competitiveness and demand for local products
- Successful implementation of sustainable practices and businesses indicates a forward-thinking economy focused on longevity.





THEME 4: PLACE

PLACE

INTRODUCTION

Situated in Tasmania's remote North West, Circular Head is a picturesque and popular tourist destination for its rich red soils, pristine forests, scenic beaches, rural villages and coastal settlements. These environments offer diverse lifestyle opportunities, deeply rooted in historical narratives, shared traditions and community heritage.

VISION

To honour the region's past and present by celebrating memories, enriching cultural tapestry, fostering community life, preserving natural and built landscapes, and supporting contemporary uses and activities.

WHAT WE VALUE

- Connection to country
- Smithton as a thriving service destination
- Rural lifestyle and flexible living
- Sustainable towns, villages, and coastal settlements
- Accessible community health and education facilities
- Recreational access to forest, rivers and beaches
- Trees, playgrounds and green spaces
- Places to meet, socialise and connect

CHALLENGES

- Smithton town centre is barren and uninviting
- Survival of rural and coastal settlements
- Indigenous engagement through storytelling and knowledge in community space
- Distance from regional services
- Access to community, health and learning facilities
- Lack of public transport and active transport infrastructure
- Maintaining a large rural road network
- Keeping smaller rural villages and coastal settlements going
- Adaptive reuse of heritage buildings
- Passing down stories, traditions, local knowledge and opportunities
- Valuing diverse perspectives

OUR PLACE

ABORIGINAL CULTURAL HERITAGE
ANZAC PARK
CHURCH STREET
COASTAL SETTLEMENTS
CULTURAL MARKERS
EMMETT STREET
HERITAGE ASSETS
HIGHFIELD HOUSE
RECREATION GROUNDS
RURAL VILLAGES
SMITHTON TOWN CENTRE
STANLEY HERITAGE
SWIRL
WOOLNORTH

PLACE

OUTCOMES

- Revitalise Smithton town centre into a vibrant service and tourist destination with attractive public places and spaces
- Support rural villages and coastal settlements to provide more housing and local services
- Ensure universal access to housing for all ages and situations
- Prioritise linkages, pedestrian-friendly streets and active transport
- More diversity, mix of uses, and choice
- Adaptive reuse of heritage buildings
- Attractive streetscapes and public areas with more trees and gardens
- Provide safe and accessible pedestrian, walking and cycling paths
- Invest in digital connectivity and public access to information
- Attractive regional parks that draw and hold families, children and young people
- Embellish built-up areas with urban art, signage, symbolic space, and storytelling
- Prioritise sustainable infrastructure
- Activate public spaces as places of learning through libraries, trails, arts, storytelling and community-led initiatives that make learning visible and accessible

PLACE

MEASURES OF SUCCESS

COMMUNITY QUALITY OF LIFE INDICATORS

- Improved health, education, safety and service access metrics indicate higher quality of life
- Elevated levels of satisfaction and positive perceptions about community amenities and services
- Decreased crime rates and increased safety feeling among residents
- Strength and dynamism of the local economy, growth in local employment, business development and economic diversity
- Efficient public transportation systems, walkability scores and minimal commute times
- Increased attendance at community events and participation rates in local decision-making processes
- Implementation of sustainable initiatives, improvements in air and water quality, and increased green spaces
- Growth in cultural events, accessibility to recreational facilities and increased participation in arts programs
- Regular maintenance and upgrades to physical infrastructure and enhanced service delivery
- Accessibility of affordable housing options, balanced mix of affordable housing and homeownership rates
- Increased graduation rates and access to quality educational institutions
- Representation and engagement of diverse populations within the community, policies promoting inclusivity and increased representation of diverse groups in community leadership.



THEME 5: LEADERSHIP

LEADERSHIP

INTRODUCTION

Community leadership promotes collaboration, growth and resilience. Through open communication, adaptability, strategic planning and inclusivity, leaders at all levels help build a vibrant and connected community. Local Government plays a crucial role in community development through events, programs, services and infrastructure that reflect local needs and aspirations.

VISION

To foster a culture of leadership and create a dynamic, supportive environment where community engagement and good governance thrive, and where all voices contribute to the social fabric and wellbeing of Circular Head.

WHAT WE VALUE

- Open, respectful and inclusive
- Leadership at all levels in our community
- Collaboration and partnerships
- Resilient overcoming obstacles and emergencies
- Ethics and integrity
- Transparency and accountability
- A welcome environment that encourages active participation
- Work to the success of Circular Head and its role within the region
- Responsible budget and resource management with the long-term interests of the Circular Head community in mind.

CHALLENGES

- Recognising cultural differences in leadership and decision-making processes
- Navigating legislation and red tape
- Making balanced decisions for the collective good
- Managing different expectations and polarising opinions
- Diverse needs and interests
- Level of engagement and participation
- Resource limitations including funding
- Conflict resolution
- Building trust and credibility
- Adapting to changing circumstances
- Balancing community expectations, affordability pressures and capacity to pay with the need to fund essential services, infrastructure and long-term priorities.

OUR LEADERS

COUNCILLORS

CIRCULAR HEAD ABORIGINAL CORPORATION (CHAC)

CIRCULAR HEAD YOUTH LEADERS

SCHOOL PRINCIPALS

BUSINESS ASSOCIATIONS

LOCAL SPORTS CLUBS

FACILITY MANAGERS

CULTURE AND ARTS GROUPS

SERVICE GROUPS

INDUSTRY GROUPS

OTHER GROUPS SUCH AS TARKINE COAST PROGRESS GROUP AND STANLEY CHAMBER OF COMMERCE

LEADERSHIP

OUTCOMES

- Promote community engagement and consultation in decision-making
- Council decisions are evidence-informed and widely communicated
- Council engages authentically, with transparency and integrity, in line with Council values
- Promote inclusivity to diverse backgrounds
- Empower community members to participate and have their say
- Active listening and acting on public suggestions
- Fair and equitable distribution of Government funds
- Fair and transparent rating system
- Work collectively with volunteers, community groups and sports clubs
- Champion a culture of shared leadership that supports lifelong learning through collaboration between community, education providers, industry and government

LEADERSHIP

MEASURES OF SUCCESS

LOCAL GOVERNMENT INDICATORS AND MEASURES

- High participation of residents in Local Government initiatives and decision-making processes
- Clear and open operations and decision-making processes
- Effective management of Local Government budgets and resources
- Successful enactment of policies and programs that meet community needs
- Efforts to promote local economic growth and development
- Representation of diverse demographics within the Local Government leadership structure
- Effectiveness in responding to crises
- Timely completion of infrastructure projects, improved road conditions and upgrades to public facilities
- Commitment to promoting sustainable practices and environmental stewardship
- Ability of Local Government to work effectively with other levels of Government and agencies
- Clarity and effectiveness of the Local Government's vision for the community's future.



THEME 6: GOVERNANCE

GOVERNANCE

INTRODUCTION

Strong governance and effective operations are essential to delivering on the community's long-term vision. Circular Head Council plays a critical role in providing leadership, ensuring accountability and delivering quality services that meet the evolving needs of our community

Through responsible decision-making, sound financial management and a commitment to innovation and continuous improvement, Council supports a high-performing organisation that is adaptable, transparent and future-focused. By fostering a positive organisational culture and embracing new ways of working, Council ensures it remains responsive, efficient and aligned with community expectations.

VISION

To be a trusted, high-performing Council that delivers quality services, demonstrates strong governance and accountability, embraces innovation and continuous improvement, and ensures long-term financial sustainability for the Circular Head community.

WHAT WE VALUE

- Strong leadership and clear organisational direction
- Transparency, accountability and ethical decision-making
- Financial responsibility and long-term sustainability
- A positive, safe and inclusive organisational culture
- Continuous improvement and innovation
- Efficient and effective service delivery
- Embracing digital technologies and modern ways of working
- Collaboration across Council, community and partners

CHALLENGES

- Balancing community expectations with available resources
- Managing financial sustainability in a changing economic environment
- Navigating increasing regulatory and compliance requirements
- Keeping pace with digital transformation and emerging technologies
- Attracting and retaining a skilled and capable workforce
- Embedding a culture of continuous improvement across the organisation
- Managing organisational risk and legal obligations
- Ensuring effective governance and accountability frameworks
- Adapting to changing service delivery demands and community needs

OUR ORGANISATION

COUNCIL

COUNCILLORS

GENERAL MANAGER AND EXECUTIVE LEADERSHIP TEAM

COUNCIL EMPLOYEES

OPERATIONAL TEAMS

COMMUNITY SERVICES

INFRASTRUCTURE AND WORKS

CORPORATE SERVICES

GOVERNANCE AND COMPLIANCE

RISK MANAGEMENT

WORKPLACE CULTURE AND WELLBEING

DIGITAL SYSTEMS AND TECHNOLOGY

SERVICE DELIVERY

COMMUNITY PARTNERSHIPS

REGIONAL COLLABORATIONS

STATE AND FEDERAL GOVERNMENT RELATIONSHIPS

AUDIT AND ADVISORY COMMITTEES

VOLUNTEERS AND COMMUNITY CONTRIBUTORS

GOVERNANCE

OUTCOMES

- Embed a fit-for-purpose organisational design with clear roles, governance and ways of working that support Council's organisational strategy, operating context and desired outcomes
- Nurture an environment where employees feel respected, supported, trusted and empowered, underpinned by strong leadership, shared values and effective systems and practices
- Provide a clear roadmap for effective use of digital technologies, data and new ways of working to create value, improve performance, and remain competitive in a rapidly changing environment
- Create a culture of continuous improvement and innovation that drives efficiency, adaptability, and better outcomes for the community
- Manage Council's risk and legal obligations to ensure organisational value and help leaders make informed decisions, protect assets, and ensure long-term success
- Ensure Council's financial sustainability into the long-term
- Management of Council's corporate governance responsibilities and accountabilities
- Embed lifelong learning principles into Council planning, policy and partnerships to ensure coordinated, inclusive and future-focused decision-making.

GOVERNANCE

MEASURES OF SUCCESS

GOVERNANCE AND OPERATIONAL INDICATORS

- High levels of community satisfaction with Council services, responsiveness and communication
- Clear, transparent and timely decision-making processes that are well understood by the community
- Strong financial performance, including balanced budgets, sustainable revenue streams and effective long-term financial planning
- Efficient use of Council resources, with continuous improvements in productivity and service delivery outcomes
- Increased adoption and effective use of digital technologies to enhance service accessibility and operational efficiency
- Demonstrated compliance with legislative, regulatory and governance requirements
- Effective identification, monitoring and mitigation of organisational risks
- High levels of staff engagement, wellbeing and retention, reflecting a positive organisational culture
- Ongoing workforce development, with increased capability, leadership and skills across the organisation
- Evidence of continuous improvement initiatives leading to measurable service and operational enhancements
- Strong governance practices, including accountability, audit outcomes and performance reporting
- Increased collaboration and partnerships that enhance service delivery and community outcomes
- Timely delivery of Council projects, programs and strategic initiatives
- Improved access to services through digital platforms and streamlined processes
- Demonstrated alignment between Council strategies, operations and the community's long-term vision.



PRODUCTION

The **Circular Head Vision 2050** was produced by town planning consultants Downtown Planning with the assistance of TheOCD, and undertaken in partnership with staff at Circular Head Council.

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