



SOUTHERN
MIDLANDS
COUNCIL



Strategic Plan 2014 to 2023



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Introduction

This Strategic Plan¹ for the Southern Midlands has been prepared as a 'blue print' for the future of the Southern Midlands local government area. This document also provides guidance for the organisation, to ensure that it has the capacity to deliver the range of services that the Southern Midlands community has identified.

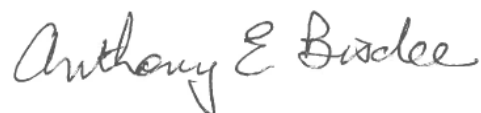
The Strategic Plan has been based on information and advice provided through Community consultation with members of the Southern Midlands Community at a number of levels, as well as discussions with the elected members of Council and advice provided by the officers of Council.

It should be noted that, whilst Council has a major role to play in the achievement of the Community's vision for the Southern Midlands, it is not the only participant responsible for seeing the vision realised. Council, where ever possible, will work in partnership with others, such as the Tasmanian and Australian Governments, other Councils and Community groups as well as business to help achieve the Community's vision.

This is a document that builds on previous Strategic Plans and covers the ten year period to the year 2023 and it will be reviewed every four years to give up-to-date guidance to Council in determination of it's future priorities and directions.

Council welcomes comment on the Strategic Plan at any time. Input into the future direction of the Southern Midlands can be made by contacting one of the elected members or the Council's General Manager directly, or if you would prefer to make comment in writing, written comments can be addressed to: Southern Midlands Council, 71 High Street, Oatlands Tas 7120 or provided via Council's website www.southernmidlands.tas.gov.au

I commend this document to the Community.



Clr Anthony E Bisdée OAM
MAYOR

¹ Approved by Council 22nd July 2014

Southern Midlands Council

Our Vision

The following vision for the Southern Midlands municipal area was developed by Councillors on the basis of the information and advice provided at community meetings.

- A community spirit based on friendliness, cooperation and self help;
- An environment which encourages local creativity, enterprise and self help;
- A diversified local economy creating employment opportunities through sustainable agriculture, heritage tourism, forestry, and viable historic villages/service centres;
- Development based on the proper management of local resources and the physical environment;
- A range and standard of services within the Southern Midlands which meet local needs, are affordable and sustainable.

Our Mission

The Mission for the corporation of Council identifies the roles and purpose of the Council. The mission was developed by Councillors and senior staff. The Council in partnership with the community will:

- Work for the benefit of the community;
- Be progressive and provide leadership;
- Operate as a team of Councillors and employees focused on performance;
- Be financially responsible.

Our Guiding Principles

The following principles or philosophies represent the beliefs and values which will guide the culture of the organisation and underpin its work towards achieving the Vision and Mission. Council and staff will:

- Consult and listen to our customers and employees by maintaining open communication;
- Treat people with respect and courtesy;

- Give advice to the best of our professional ability;
- Be sensitive to the needs of residents and visitors;
- Respond promptly to customers concerns and requests;
- Be fair, equitable and consistent in decisions and conduct;
- Fully utilise the expertise and resources available to Council within the organisation and the Community; and
- Develop the full potential of Councillors as well as Employees.

The Southern Midlands Local Government Area

The Southern Midlands Council was created on the 2nd April 1993 through the merging of the Municipalities of Oatlands, Green Ponds and the Northern wards of the Municipalities of Brighton and Richmond. The municipal area has a predominantly rural based economy.

Towns and localities include Mangalore, Bagdad, Broadmarsh, Elderslie, Dysart, Kempton, Melton Mowbray, Oatlands, Tunbridge, Tunnack, Parattah, Woodsdale, Levendale, Runnymede, Colebrook, Campania and Rekuna.

The area of the Southern Midlands is 2611.3 sq km's, a high proportion of which is privately owned land (2406 sq.kms), divided into 3,544 rateable properties.

The municipal area is centrally located with both the Midland Highway and the north-south rail route bisecting the municipality.

The Council is responsible for:

Roads and Bridges

The third longest municipal road length in Tasmania with 803km, made up of the following;

- 30km or urban sealed roads
- 153km rural sealed roads
- 13km or urban unsealed roads
- 607km of rural unsealed roads
- 152 bridges

Waste Management

There are 3 waste transfer stations; Oatlands, Campania and Dysart

Municipal Offices

Oatlands: Administration, Works & Technical Services, Natural Resource Management and Heritage Projects

Kempton: Development & Environmental Services, Community & Corporate Development

Works Depots

Council has two works depots; Oatlands and Kempton.

Callington Mill Business Precinct

Mill Lane, Oatlands

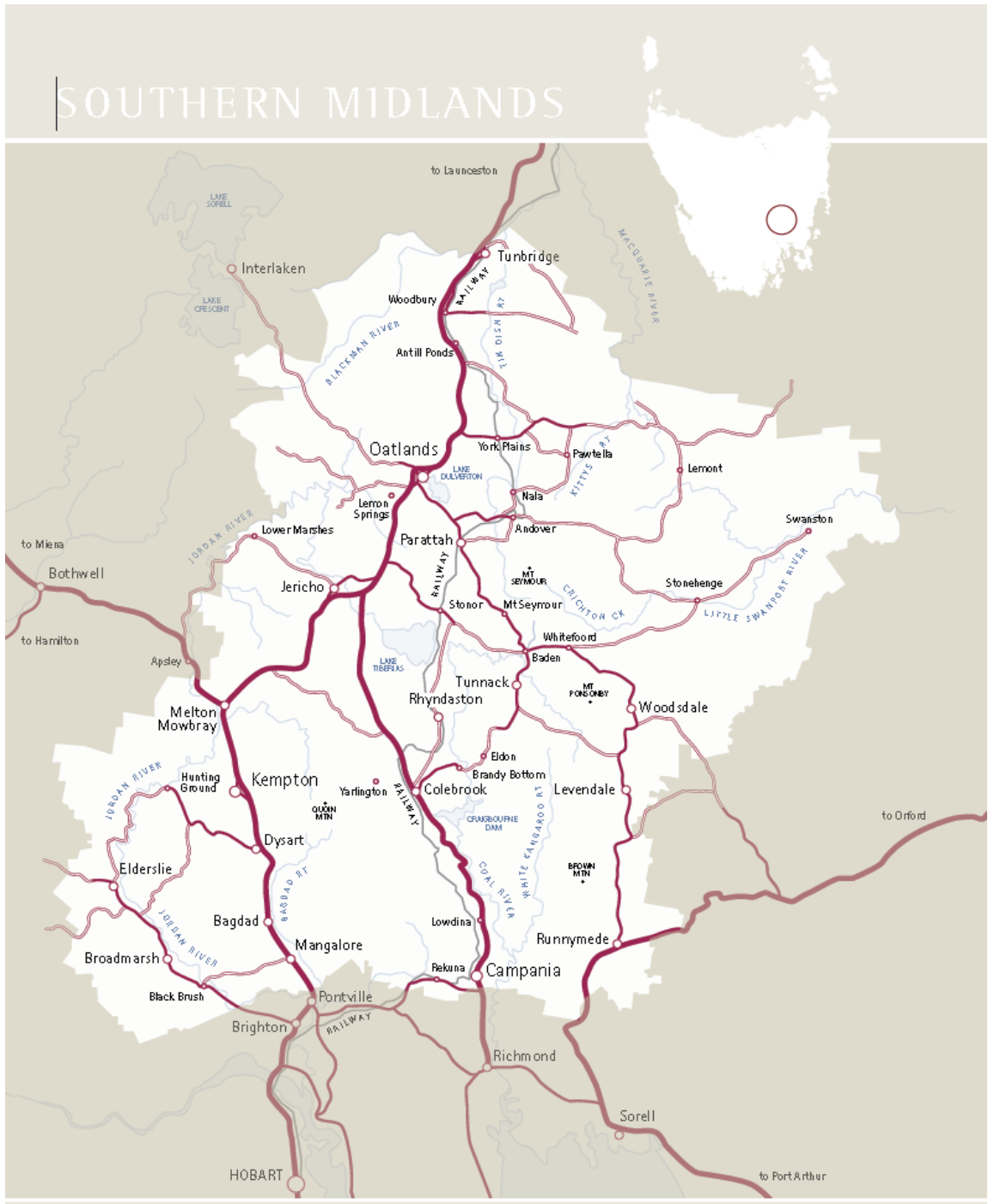
The following infrastructure elements are administered by TasWater

Water

6 water schemes; Oatlands, Tunbridge, Kempton, Bagdad/Mangalore, Campania, Colebrook

Sewerage

5 sewerage schemes; Oatlands, Kempton, Bagdad, Campania, Colebrook



Key Southern Midlands Statistics from the ABS 2011 Census

People - Demographics

	Southern Midlands (M)	%	Tasmania	%	Australia	%
Total	6,049	--	495,354	--	21,507,717	--
Male	3,098	51.2	242,675	49.0	10,634,013	49.4
Female	2,951	48.8	252,679	51.0	10,873,704	50.6
Aboriginal and Torres Strait Islander people	262	4.3	19,626	4.0	548,369	2.5

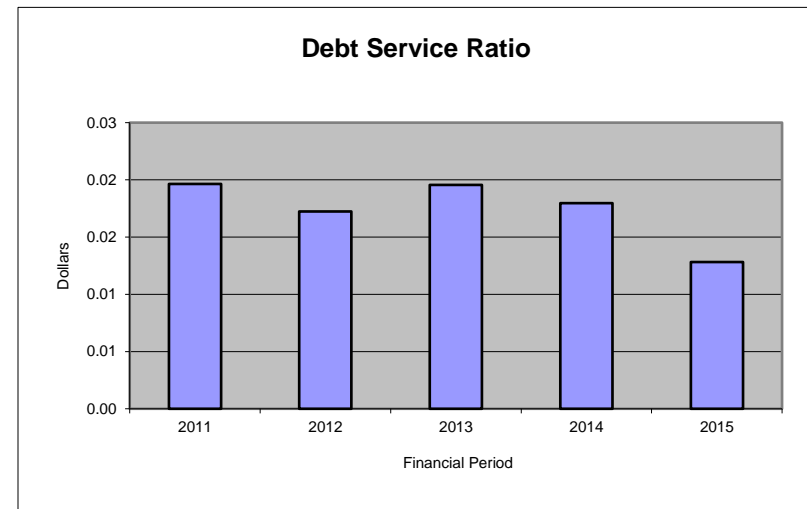
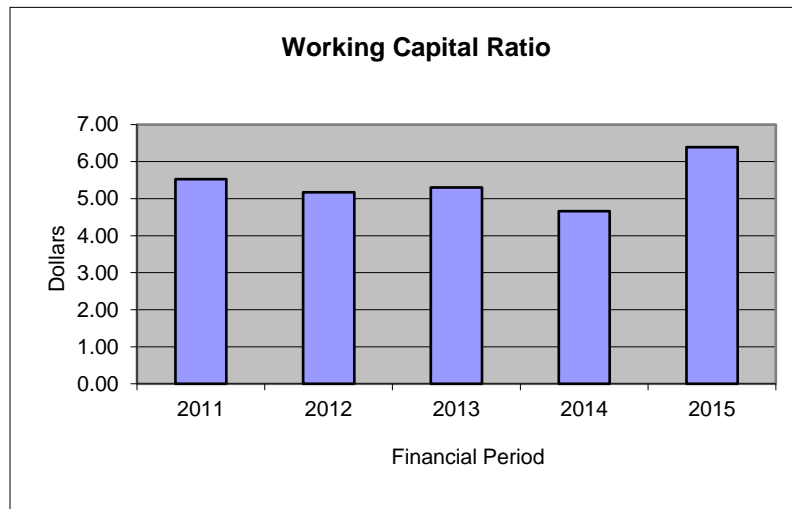
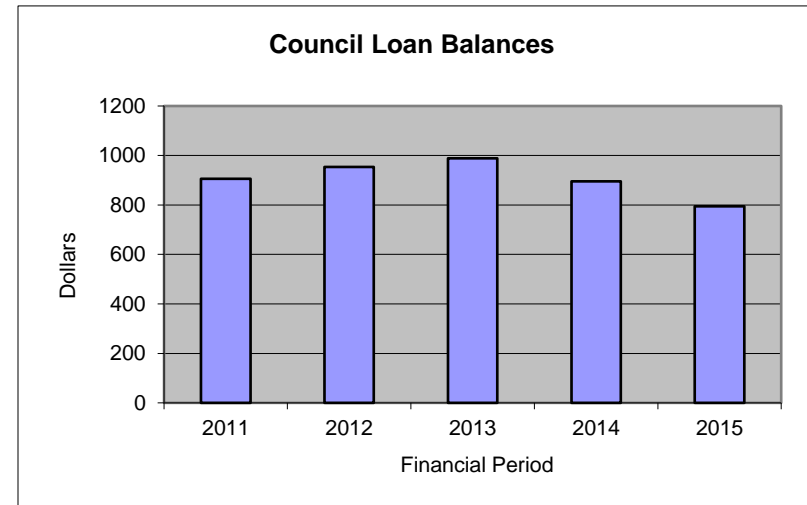
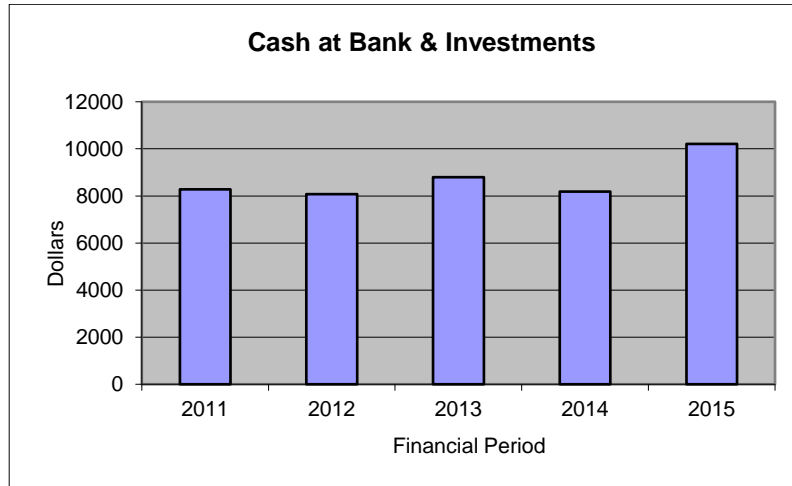
In the 2011 Census, there were 6,049 people in Southern Midlands (M) (Statistical Local Areas) of these 51.2% were male and 48.8% were female. Aboriginal and Torres Strait Islander people made up 4.3% of the population.

Age	Southern Midlands (M)	%	Tasmania	%	Australia	%
<i>People</i>						
0-4 years	391	6.5	31,182	6.3	1,421,050	6.6
5-9 years	428	7.1	30,231	6.1	1,351,921	6.3
10-14 years	429	7.1	32,455	6.6	1,371,054	6.4
15-19 years	360	6.0	32,687	6.6	1,405,798	6.5
20-24 years	261	4.3	29,577	6.0	1,460,673	6.8

25-29 years	286	4.7	28,074	5.7	1,513,236	7.0
30-34 years	300	5.0	27,209	5.5	1,453,775	6.8
35-39 years	369	6.1	30,908	6.2	1,520,138	7.1
40-44 years	453	7.5	33,944	6.9	1,542,879	7.2
45-49 years	476	7.9	35,030	7.1	1,504,142	7.0
50-54 years	512	8.5	36,528	7.4	1,447,404	6.7
55-59 years	489	8.1	34,090	6.9	1,297,244	6.0
60-64 years	433	7.2	32,733	6.6	1,206,116	5.6
65-69 years	366	6.1	25,312	5.1	919,319	4.3
70-74 years	217	3.6	19,449	3.9	708,090	3.3
75-79 years	122	2.0	14,522	2.9	545,263	2.5
80-84 years	93	1.5	11,175	2.3	436,936	2.0
85 years and over	64	1.1	10,247	2.1	402,681	1.9
Median age	42	--	40	--	37	--

The median age of people in Southern Midlands (M) (Statistical Local Areas) was 42 years. Children aged 0 - 14 years made up 20.7% of the population and people aged 65 years and over made up 14.1% of the population.

Council Financial Indicators



Working Capital Ratio: Is a measure of the liquidity or “cash” position of a Council. It is a measure of a Council’s ability to meet its financial obligations as they fall due. If current liabilities exceed current assets (a ratio of <math><1</math>) then a Council would need to improve its liquidity.

Debt Service Ratio: Is a measure of the capacity for a Council to service and repay debt – usually incurred to fund infrastructure and other major capital works. The lower the percentage, the greater the capacity of the Council to service and repay debt.

The Council

Southern Midlands Council has seven elected members.



Mayor
Anthony (Tony) Bisdee OAM



Deputy Mayor
Alex Green



Councillor
Anthony (Tony) Bantick



Councillor
Edwin Batt



Councillor
Robert (Bob) Campbell



Councillor
Donald Fish

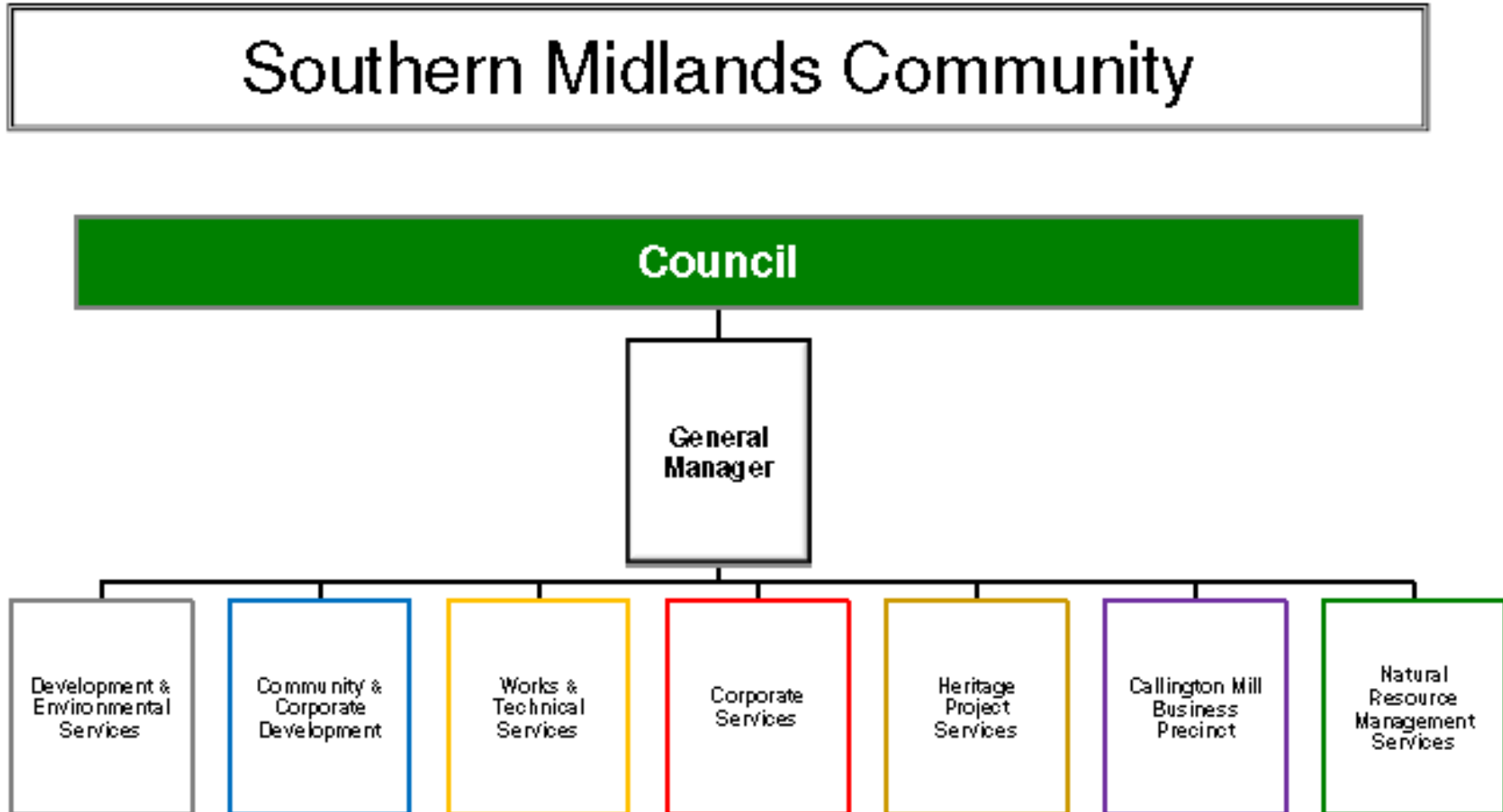


Councillor
David Marshall

Southern Midlands Council has a number of business units which are referred to in the Strategic Plan, which are staffed by the General Manager and his team.

- General Manager's Business Unit (GM)
- Development and Environmental Services (DES)
- Works and Technical Services (W&TS)
- Community and Corporate Development (C&CD)
- Corporate Services (CS)
- Natural Resource Management Services (SMNRM)
- Heritage Project Services (HPS)
- Callington Mill Business Precinct (CMBP)

Organisation Structure by Function



Legislative Requirements for the Strategic Plan

The Strategic Plan

The *Local Government Act 1993* requires all Councils to have a Strategic Plan for the Municipal area. The Strategic Plan is to be in respect of at least a ten (10) year period and updated as required.

Public Consultation

The Local Government Act states that in preparing a proposed Strategic Plan, or updating an existing Strategic Plan, a Council is to consult with the community in its municipal area and any authorities and bodies it considers appropriate.

The General Manager of the Council is to make a copy of the proposed Strategic Plan, or an updated Strategic Plan, available for public inspection at the public office of the Council during ordinary office hours.

Changes to the Strategic Plan

The Southern Midlands Council will formally review the Southern Midlands Strategic Plan every four years.

Once a proposed strategic plan has been prepared, a Council is required to invite submissions from the public in respect of the plan. It is also required to consider those submissions before adopting or updating the strategic plan.

As soon as a Council adopts a strategic plan, or updates it, the General Manager is required, under the Local Government Act 1993 to make a copy of the strategic plan available for public inspection at the public office of the Council during ordinary office hours. The Southern Midlands Strategic Plan will also be available on the Council's website at www.southernmidlands.tas.gov.au

Annual Planning

Councils are also required to prepare an Annual Plan for each financial year, which is required to be consistent with the Strategic Plan; and include:

- a statement of the manner in which the Council is to meet the goals and objectives of the Strategic Plan;
- a summary of the estimates of Council's revenues and expenditures for the financial year as adopted by Council;
- a summary of the major strategies to be used in relation to the Council's public health goals and objectives.

Annual Reporting

A Council must prepare an Annual Report containing, among other things:

- a summary of the Annual Plan for the preceding financial year;
- a statement of its goals and objectives in relation to public health for the preceding financial year;
- a statement of the Council's activities and its performance in respect of goals and objectives set for the preceding financial year;
- the financial statements for the preceding financial year.

The Strategic Plan

Strategic Themes

It should be noted that the strategic themes are not listed in priority order rather they are a set of interrelated themes.

Six strategic themes have been developed from the inputs provided by the Community and Council. The strategic themes provide the structure of the Southern Midlands Strategic Plan. They are:

1. Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council

2. Growth

The need to increase the population in the municipality and to grow the level of agricultural, commercial and industrial activity

3. Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands

4. Lifestyle

The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands

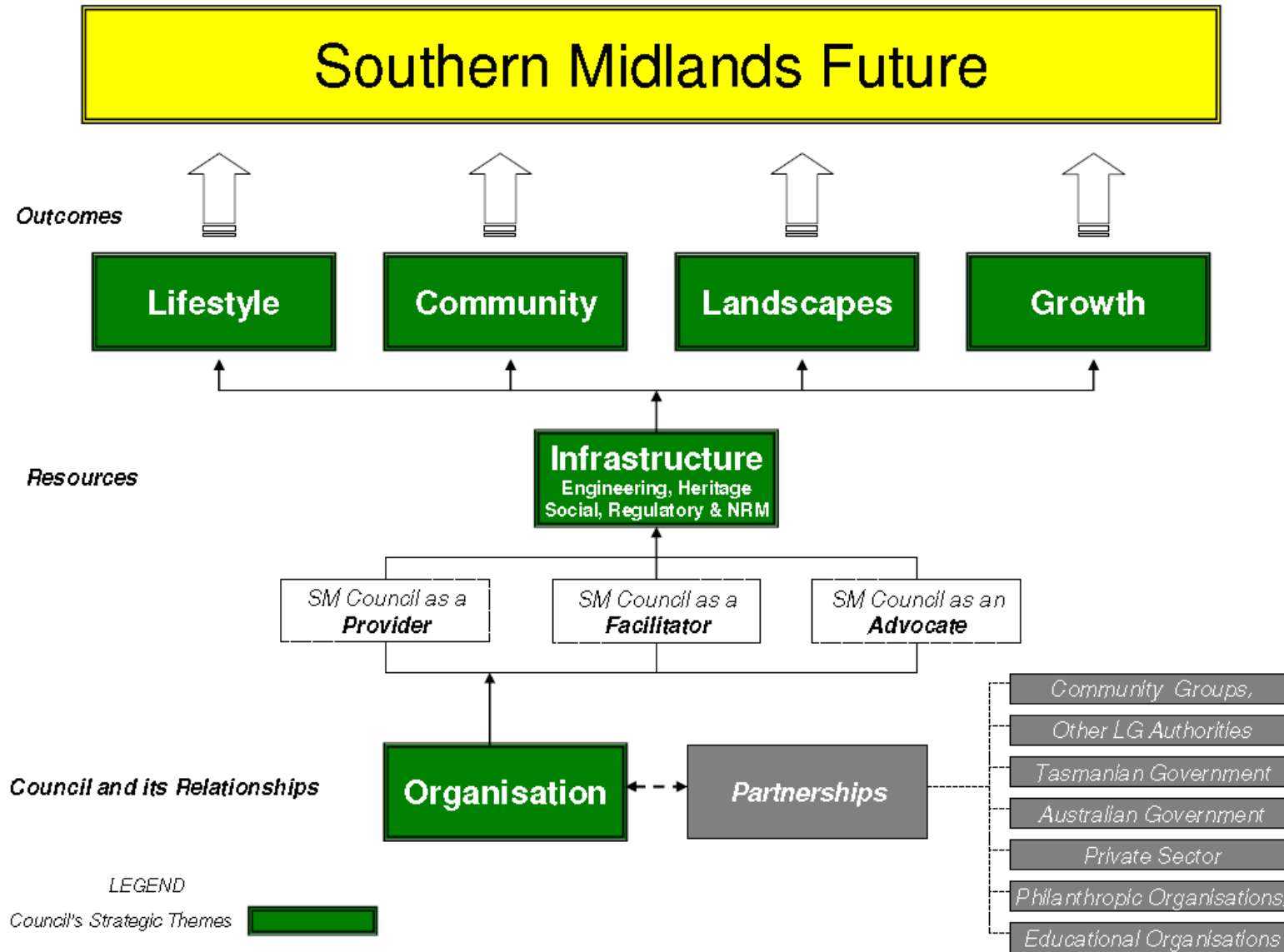
5. Community

The need to retain and build on the strong sense of Community that exists within the Southern Midlands

6. Organisation

The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community

Strategic Plan Structure



I. INFRASTRUCTURE

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

1.1 ROADS		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.1.1	Maintenance and improvement of the standard and safety of roads in the municipal area	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.1.1.1	Continue to seek opportunities to increase funding for road maintenance and construction from Commonwealth and State Governments	GM
1.1.1.2	Seek new, cost effective sources of road materials suitable for road maintenance	W&TS
1.1.1.3	Continue to work with the Department of Infrastructure, Energy and Resources (DIER) to improve the safety and standard of the Midland Highway and other State Roads along with road junctions	GM
1.1.1.4	Continue to focus on road drainage and road improvements as key elements of road maintenance	W&TS
1.1.1.5	Ensure that appropriate sight distances are maintained, for key transport routes, through effective roadside vegetation management / road realignment	W&TS
1.1.1.6	Continue a program of regular safety audits of roads in conjunction with DIER	W&TS
1.1.1.7	In partnership with the State Government examine the issue of reserved roads and their impact on fire and weed management	DES
1.1.1.8	In partnership with the Community and the State Government, undertake highway beautification works, noise attenuation mounding and the development of a walking path, for the townships in the Southern Midlands	DES
1.1.1.9	Actively encourage property owners to embrace Council's Unmade Street Policy	DES

1.2 BRIDGES		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.2.1	Maintenance and improvement of the standard and safety of bridges in the municipal area	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.2.1.1	Continue the current program of bridge maintenance, including the monitoring and consideration of new construction methods for the replacement of timber bridges, including Council's desire to replace timber bridges with concrete bridges, where affordable.	W&TS

1.3 WALKWAYS, CYCLE WAYS & TRAILS		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.3.1	Maintenance and improvement of the standard and safety of walkways, cycle ways and pedestrian areas to provide consistent accessibility	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.3.1.1	Prepare a forward capital upgrade program for existing walkways and pedestrian areas	W&TS
1.3.1.2	Determine priorities for extensions to existing walkways and pedestrian areas	C&CD
1.3.1.3	Identify and develop new cycle ways, walkways and pedestrian areas based on identified need	C&CD

1.4 LIGHTING		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.4.1a	Ensure adequate lighting based on demonstrated need	
1.4.1b	Contestability of energy supply	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.4.1.1	Develop a program for upgrading lighting in areas of community need in accordance with the Australian Lighting Standard	W&TS
1.4.1.2	Continue the undergrounding of power and the establishment of heritage street lighting in the High Street in Oatlands	W&TS
1.4.1.3	Incorporate / monitor cost effective energy solutions for street lighting	SMNRM
1.4.1.4	Progress the next stages of the Oatlands Underground Power Project	W&TS

1.5 BUILDINGS		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.5.1	Maintenance and improvement of the standard and safety of public buildings in the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.5.1.1	Develop a program for building management and maintenance across the municipality	W&TS
1.5.1.2	Develop and maintain public amenities to meet community and visitor needs	W&TS
1.5.1.3	Ensure sustainable use of buildings is maximised	C&CD

1.6 SEWERS		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.6.1	Increase the capacity of access to reticulated sewerage services	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.6.1.1	Monitor the future demand for sewerage services in areas zoned for future residential, commercial and industrial development in partnership with the Water Authority	DES
1.6.1.2	Advocate for Developers and the community to the Water Authority in respect of service level equity	GM

1.7 WATER		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.7.1	Increase the capacity and ability to access water to satisfy development and Community to have access to reticulated water	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.7.1.1	Investigate the future demand for water services in areas zoned for future residential, commercial and industrial development in partnership with the Water Authority	DES
1.7.1.2	Advocate for Developers and the Community to the Water Authority in respect of service level equity	GM

1.8 IRRIGATION		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.8.1	Increase access to irrigation water within the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.8.1.1	Encourage and promote, development plus production opportunities associated with the new irrigation scheme	DES
1.8.1.2	Support the implementation of irrigation schemes that service locations in the local government area	DES
1.8.1.3	Support the State Governments Economic Development Plan in the growth of services to support the irrigation schemes	DES

1.9 DRAINAGE		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.9.1	Maintenance and improvement of the town storm-water drainage systems	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.9.1.1	Continue to program capital works that improve the effectiveness of the storm-water drainage systems in the towns in the municipality	W&TS
1.9.1.2	Research best practice methods for the disposal of Stormwater, that is applicable to country towns and rural living	DES
1.9.1.3	Encourage the adoption of water conservation practices	DES
1.9.1.4	Adopt 'Water Sensitive Urban Design Principles' where appropriate	DES
1.9.1.5	Assess the requirements of the Urban Drainage Act and its implications of the local government area	DES

1.10 WASTE		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.10.1	Maintenance and improvement of the provision of waste management services to the Community	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.10.1.1	Continue to be an active participant in the Southern Waste Strategy	DES
1.10.1.2	Continue to review the ongoing operational arrangements for waste management including co-operation with other local government authorities	DES
1.10.1.3	In conjunction with the Waste Advisory Council seek to identify suitable markets for recyclable products	DES
1.10.1.4	Undertake a review of the whole waste management service delivery system	DES

1.11 INFORMATION, COMMUNICATION TECHNOLOGY		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.11.1	Improve access to modern communications infrastructure	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.11.1.1	Seek opportunities to facilitate the provision of cost effective broadband and mobile telecommunications access across the municipality	GM

2. GROWTH

The need to increase the population in the municipality and to grow the level of agricultural, commercial and industrial activity

2.1 RESIDENTIAL		GROWTH
<i>What we are aiming to achieve:</i>		
2.1.1	Increase the resident, rate-paying population in the municipality	
<i>Key actions to achieve our aims:</i>		Responsible Business Unit(s)
2.1.1.1	Seek opportunities to increase the number of subdivisions providing affordable land in areas that can utilise the existing water, sewer and road infrastructure within the framework of the Planning Scheme	DES
2.1.1.2	Investigate the potential of under-utilised Commonwealth, State and Local Government owned land for use and/or development	DES
2.1.1.3	Investigate and pursue innovative responses to residential developments whilst maintaining “village character”	DES

2.2 TOURISM		GROWTH
<i>What we are aiming to achieve:</i>		
2.2.1	Increase the number of tourists visiting and spending money in the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
2.2.1.1	Seek opportunities to support the development and growth of a wide range of tourism in the Southern Midlands	CMBP
2.2.1.2	Seek opportunities to further develop the Callington Mill Precinct as well as the Oatlands Military Precinct	HPS
2.2.1.3	Support the development of tourism products	CMBP
2.2.1.4	Work in partnership with other State, Regional and local organisations including Destination Southern Tasmania and the Heritage Highway Tourism Region Association	CMBP
2.2.1.5	Develop a new Southern Midlands Tourism Plan in light of recent tourism development	DES
2.2.1.6	Support and monitor the ongoing delivery of services by the Callington Mill Visitor Information Centre	CMBP
2.2.1.7	Work with Heritage Tasmania and Tourism Tasmania to progress the recommendations of the Tasmanian Historic Heritage Tourism Strategy at the local level	DES
2.2.1.8	Investigate and encourage the development of a four star accommodation facility (min 30 beds)	DES
2.2.1.9	Support and maintain the relationship with the Heritage Highway Touring Region	GM

2.3 BUSINESS		GROWTH
<i>What we are aiming to achieve:</i>		
2.3.1a	Increase the number and diversity of businesses in the Southern Midlands	
2.3.1b	Increase employment within the municipality	
2.3.1c	Increase Council revenue to facilitate business and development activities (social enterprise)	
Key actions to achieve our aims:		Responsible Business Unit(s)
2.3.1.1	Continue to facilitate and actively promote the development of new business opportunities	DES
2.3.1.2	Continue to provide support to businesses within the municipality to help ensure their long-term viability and to support them to actively work co-operatively together	C&CD
2.3.1.3	Investigate the development and economic opportunities of equine and services in respect of the former Oatlands racecourse	DES
2.3.1.4	Seek opportunities to support the development of affordable temporary accommodation for seasonal and other workers	DES
2.3.1.5	Pursue the establishment of regional or statewide facilities that can take advantage of the municipalities central location and the accessibility of road and rail facilities	DES
2.3.1.6	Pursue the establishment of regional or statewide facilities that can take advantage of the municipality's central location, accessibility to the State's major road and rail facilities and/or the presence of very large titles affording opportunities for industries requiring large attenuation distances	DES
2.3.1.7	Develop and promote incentives for businesses to establish and expand in the Southern Midlands	DES
2.3.1.8	Develop and maintain infrastructure critical for the establishment and retention of business	DES
2.3.1.9	Develop opportunities and participate in a range of business activities centred on the unique competitive advantage of assets in the Southern Midlands	C&CD
2.3.1.10	Maintain support for viable Council business operations such as Callington Mill Business Precinct, Heritage Building Solutions and Heritage Education & Skills Centre	GM
2.3.1.11	Pursue opportunities for external revenue	GM

2.4 INDUSTRY		GROWTH
<i>What we are aiming to achieve:</i>		
2.4.1	Retain and enhance the development of the rural sector as a key economic driver in the Southern Midlands	
Key actions to achieve our aims:		Responsible Business Unit(s)
2.4.1.1	Develop opportunities that enhance Southern Midlands role as a focal point for rural activity	DES
2.4.1.2	Support the development of activities in association with servicing the irrigation schemes developments	DES
2.4.1.3	Continue implementation of the Southern Midlands Weed Management Strategy as it related to agricultural land	SMNRM
2.4.1.4	Facilitate the development of 'value adding' opportunities in the rural sector through high production agriculture	SMNRM
2.4.1.5	Encourage and facilitate innovation in the rural sector	SMNRM

2.5 INTEGRATION		GROWTH
<i>What we are aiming to achieve:</i>		
2.5.1	The integrated development of towns and villages in the Southern Midlands	
2.5.2	The Bagdad Bypass and the integration of development	
Key actions to achieve our aims:		Responsible Business Unit(s)
2.5.1.1	Continue to review the Oatlands Development Strategy	DES
2.5.1.2	Expand the concept of the Oatlands Integrated Development Strategy to provide for a municipality wide integrated development strategy	DES
2.5.1.3	Finalise and implement the new Planning Scheme	DES
2.5.2.1	Ensure that, through effective strategic planning, Community benefit from development of the Bagdad-Mangalore by-pass is maximised	DES

3. LANDSCAPES

The need to increase the population in the municipality and to grow the level of agricultural, commercial and industrial activity

3.1 HERITAGE		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.1.1	Maintenance and restoration of significant public heritage assets	
3.1.2	Act as an advocate for heritage and provide support to heritage property owners	
3.1.3	Investigate document, understand and promote the heritage values of the Southern Midlands	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.1.1.1	Manage the heritage values of Council owned heritage buildings according to affordable best practice	HPS
3.1.1.2	Work in partnership with the State Government to ensure the strategic long-term management of publicly owned heritage sites	HPS
3.1.1.3	Urgently seek to accelerate the process of relocating the swimming pool from the historic Oatlands gaol site	GM
3.1.1.4	Seek to establish the Oatlands gaol site as an historic/archaeological education centre	HPS
3.1.2.1	Support and monitor the ongoing development of the Heritage Skills Centre in Oatlands	HPS
3.1.2.2	Facilitate and investigate opportunities for assisting heritage property owners in conserving heritage places alongside sustainable ongoing usage	HPS
3.1.3.1	Undertake and encourage research & publications on the heritage values of the Southern Midlands	HPS
3.1.3.2	Undertake the effective heritage interpretation, education and communication programs	HPS
3.1.3.3	Continue to manage and utilise Council's heritage resource and collections	HPS
3.1.3.4	Support the occupancy / use of Council owned heritage buildings and spaces by arts & crafts groups who specialise in heritage crafts	HPS

3.2 NATURAL		LANDSCAPES	
<i>What we are aiming to achieve:</i>			
3.2.1	Identify and protect areas that are of high conservation value		
3.2.2	Encourage the adoption of “best practice” land care techniques		
Key actions to achieve our aims:		Responsible Business Unit(s)	
3.2.1.1	Continue implementation of the Southern Midlands Weed Management Strategy	SNMIRM	
3.2.1.2	Implement and monitor the Lake Dulverton Management Strategy and Operational Plan	SMNRM	
3.2.1.3	Continue to work co-operatively with the Tasmanian Land Conservancy to add value to the Chauncy Vale Wildlife Sanctuary and to develop a new management document reflecting current best practice	SMNRM/DES	
3.2.1.4	Facilitate and encourage voluntary native vegetation conservation agreements to conserve & protect high priority native vegetation communities	SMNRM	
3.2.1.5	Use a regulatory approach (through the planning scheme) to recognise and protect values on private land only where: <ul style="list-style-type: none"> (i) the land contains natural values Council has deemed to be of high conservation value at the local level, (ii) existing spatial information provides a reasonable level of surety as the presence of those values, (iii) the values are not already afforded a reasonable degree of protection by higher levels of government, and (iv) the patch size is sufficiently large to ensure long term environmental sustainability. 	SMNRM/DES	
3.2.2.1	Actively pursue grant opportunities & projects in relation to reservation of bushland remnants, vegetation, and regenerative agricultural techniques	SMNRM	
3.2.2.2	Maintain collaborative partnerships with NRM South, DPIPWE, and other relevant organisations to deliver on-ground projects	SMNRM	

3.3 CULTURAL		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.3.1	Ensure that the cultural diversity of the Southern Midlands is maximised	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.3.1.1	Identify, and promote the Cultural heritage of the Southern Midlands through festivals and events	C&CD
3.3.1.2	Continue to implement and update the Southern Midlands Arts Strategy	C&CD
3.3.1.3	Develop an events and festivals strategy	C&CD
3.3.1.4	Support the establishment and development of the Buddhist Cultural Park in an appropriate location in the Southern Midlands and encourage the State Government to declare the project to be a Project of Regional Significance recognising its scale, importance and the far reaching nature of its potential benefits and impacts	DES

3.4 REGULATORY		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.4.1	A regulatory environment that is supportive of and enables appropriate development	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.4.1.1	Continue to support the State Government's Regional Planning Initiative and to work in co-operation within the Southern Tasmanian region to finalise a new planning scheme	DES
3.4.1.2	Encourage the State Government to provide more direction to the planning system through the introduction of more State Planning Policies, State Planning Directives and common statewide planning scheme provisions	DES
3.4.1.3	Make use of the Joint Land Use Planning Initiative (JLUPI) outcomes to develop the local content for the new planning scheme	DES
3.4.1.4	Process planning, building and plumbing applications in a timely manner and monitor compliance with the relevant legislation	DES
3.4.1.5	Review systems and procedures to ensure that "best value" is being provided in the delivery of customer services	DES

3.5 CLIMATE CHANGE		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.5.1	Implement strategies to address the issue of climate change in relation to its impact on Council's corporate functions and on the Community	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.5.1.1	Implement priority actions defined in Council's corporate Climate Change Adaption Plan	SMNRM
3.5.1.2	Continue implementation of Council's Climate Change Action Plan to continually improve energy efficiency and to assist the Community in energy efficiency initiatives	SMNRM
3.5.1.3	Establish collaborative partnerships with other Councils, key stakeholders and other tiers of government, that strengthen Council's response to climate change	SMNRM

4. LIFESTYLE

The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands

4.1 COMMUNITY HEALTH & WELLBEING		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.1.1	Support and improve the independence, health and wellbeing of the community	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.1.1.1	Partner with Governments, adjoining Councils and non-government organisations to improve the health and well-being of the Community	C&CD
4.1.1.2	Encapsulate the issue of safety in all aspects of Community health & well being	C&CD

4.2 YOUTH		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.2.1	Increase the retention of young people in the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.2.1.1	Facilitate mentoring and leadership programs in partnership with the schools in the Southern Midlands	C&CD
4.2.1.2	Develop youth programs that cover employment and training as well as being linked to social, recreational and entertainment activities	C&CD
4.2.1.3	In partnership with the State Government investigate ways to enhance the delivery of youth services in the Southern Midlands	C&CD
4.2.1.4	Respond and monitor the recreation needs of the young people of the Southern Midlands	C&CD
4.2.1.5	Work with community groups to facilitate meaningful youth engagement and support	C&CD

4.3 SENIORS		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.3.1	Improve the ability of seniors to stay in their communities	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.3.1.1	Provide continuing support to the Midlands Multi-Purpose Health Centre (MMPHC)	C&CD
4.3.1.2	Facilitate assistance for the seniors to stay in their own homes, or with the assistance of Carer & Support organisations in independent living units	C&CD
4.3.1.3	Provide support for & where appropriate, as well as facilitate the meaningful social engagement and social inclusion of older members of our Community	C&CD

4.4 CHILDREN & FAMILIES		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.4.1	Ensure that appropriate childcare services as well as other family related services are facilitated within the community	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.4.1.1	Monitor the adequacy of current childcare facilities (i.e location, accessibility and number of placements)	C&CD
4.4.1.2	Take appropriate action to address any shortfalls/deficiencies identified in the provision of family related services across the Southern Midlands	C&CD

4.5 VOLUNTEERS		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.5.1	Encourage community members to volunteer	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.5.1.1	Ensure that there is support and encouragement for volunteering	C&CD
4.5.1.2	Facilitate training programs aimed at providing volunteers with the necessary skills	C&CD
4.5.1.3	Continue to support volunteers and their respective Community Groups through the Southern Midlands Community Small Grants Program	C&CD
4.5.1.4	Work with Volunteering Tasmania to refine policies and frameworks that support volunteering throughout the Southern Midlands	C&CD

4.6 ACCESS		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.6.1a	Continue to explore transport options for the Southern Midlands community	
4.6.1b	Continue to meet the requirements of the Disability Discrimination Act (DDA)	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.6.1.1	Be an advocate for improving transport services for those in need within the Community	C&CD
4.6.1.2	Continue the implementation of Council's Disability Access and Inclusion Plan in meeting the requirements of the DDA	C&CD
4.6.1.3	Encourage organisations in the Southern Midlands to adopt the 'Access Card' system	C&CD

4.7 PUBLIC HEALTH		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.7.1	Monitor and maintain a safe and healthy public environment	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.7.1.1	Continue to provide school immunisation programs	DES
4.7.1.2	Continue to register and monitor food premises	DES
4.7.1.3	Continue to ensure on-site waste water disposal is effectively disposed of	DES
4.7.1.4	Encourage health professionals, including doctors and nurses, to move to the Southern Midlands	GM
4.7.1.5	Provide continuing support to the Midlands Multi-Purpose Health Centre	C&CD
4.7.1.6	Continually raise the awareness of Notifiable Diseases in the Community	DES
4.7.1.7	Maintain an Emergency Management Plan for the Southern Midlands local government area that will provide safeguards for the health & safety of the Community	GM
4.7.1.8	Ensure that cemetery services continue to be provided	DES

4.8 RECREATION		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.8.1	Provide a range of recreational activities and services that meet the reasonable needs of the community	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.8.1.1	Review the Southern Midlands Recreation Plan	C&CD
4.8.1.2	Identify opportunities to work in partnership with the Community and the State Government to improve recreational services and activities	C&CD
4.8.1.3	Urgently seek opportunities to develop a Regional Aquatic Centre to replace the existing Oatlands Municipal Pool	GM

4.9 ANIMALS		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.9.1	Create an environment where animals are treated with respect and do not create a nuisance for the community	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.9.1.1	Continue dog control, regulatory, licensing and educational programs	DES
4.9.1.2	Continue to conduct a public awareness/education program that informs the community of the need to contain livestock and the associated legal requirements within available resources	DES
4.9.1.3	Continue to provide and maintain sock pounds	W&TS
4.9.1.4	Encourage the State Government to recognise the feral cat problem as distinct from the escaped/released domestic cat problem and to develop and resource a strategy to meaningfully reduce the number of feral cats that now form a self-sustaining and very large population in rural areas	DES

4.10 EDUCATION		LIFESTYLE
<i>What we are aiming to achieve:</i>		
4.10.1	Increase the educational and employment opportunities available within the Southern Midlands	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.10.1.1	Develop partnerships increasing educational opportunities within the Southern Midlands for the entire community	C&CD
4.10.1.2	Provide heritage skills learning opportunities through the Centre for Heritage	HP
4.10.1.3	Continue to work with the schools in the Southern Midlands to address and respond to reform initiatives in a positive manner together	C&CD

5. COMMUNITY

The need to retain and build on the strong sense of Community that exists within the Southern Midlands

5.1 RETENTION		COMMUNITY
<i>What we are aiming to achieve:</i>		
5.1.1	Maintain and strengthen Communities in the Southern Midlands	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.1.1.1	Increase the ability of the aging population to remain in their Communities	C&CD
5.1.1.2	Increase the opportunities for young people to remain in or return to the local Communities they grew up in	C&CD

5.2 CAPACITY & SUSTAINABILITY		COMMUNITY
<i>What we are aiming to achieve:</i>		
5.2.1	Build the capacity of the community to help itself and embrace the framework and strategies articulated through social inclusion to achieve sustainability	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.2.1.1	Support Community groups who wish to run and/or develop Community based facilities	C&CD
5.2.1.2	Support Community groups who wish to run and/or develop Community based events	C&CD
5.2.1.3	Continue to provide funding opportunities for Community Groups through the Southern Midlands Community Small Grants Program	C&CD
5.2.1.4	Provide support to Community groups to access grants from a wide range of sources	C&CD
5.2.1.5	Provide support to Community groups in their establishment and on-going development	C&CD
5.2.1.6	Provide support to the Community in addressing major impacts that affect the ability of the Community to work cohesively together	C&CD

5.3 SAFETY		COMMUNITY
<i>What we are aiming to achieve:</i>		
5.3.1	Increase the level of safety of the community and those visiting or passing through the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.3.1.1	Continue to support the development of Community based policing initiatives such as 'Neighbourhood Watch'	C&CD
5.3.1.2	Work in partnership with the Police to maintain/create a safe Southern Midlands	GM/C&CD
5.3.1.3	Maintain a Southern Midlands Emergency Management Plan and review every two years	GM
5.3.1.4	Convene the Disaster Management Committee twice per year	GM
5.3.1.5	Continue to support the Road Accident Rescue Unit in partnership with the State Emergency Service	GM
5.3.1.6	In partnership with the Community, develop Community Safety Initiatives	C&CD
5.3.1.7	Work in partnership with the Tasmania Fire Service to keep Southern Midlands <i>'fire safe'</i>	C&CD

5.4 CONSULTATION & COMMUNICATION		COMMUNITY
<i>What we are aiming to achieve:</i>		
5.4.1	Improve the effectiveness of consultation & communication with the community	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.4.1.1	Continue to schedule Council meetings in the various districts of the Municipality	GM
5.4.1.2	Monitor emerging trends in Community engagement	C&CD
5.4.1.3	Continue to issue the quarterly Council Newsletter for residents and ratepayers	DES
5.4.1.4	Continue to develop and maintain an 'up-to-date' website	CS
5.4.1.5	Embrace innovative approaches to improving communications e.g Community Radio and 'new media'	C&CD

6. ORGANISATION

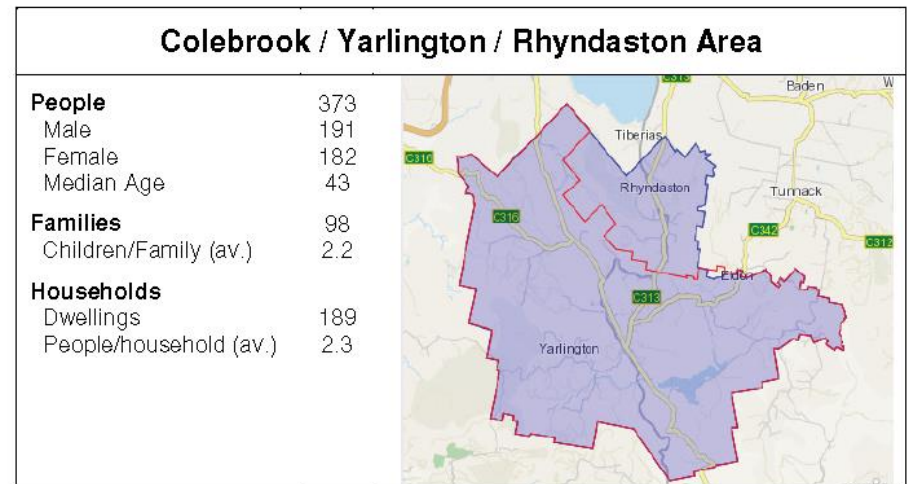
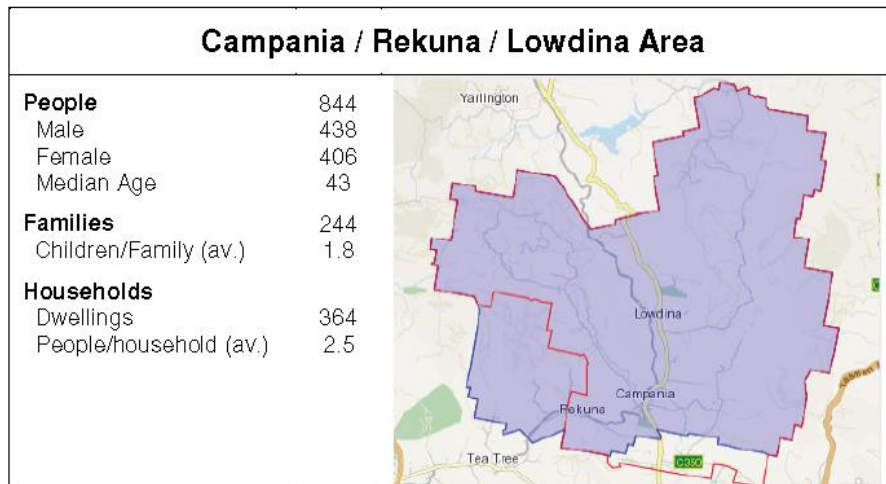
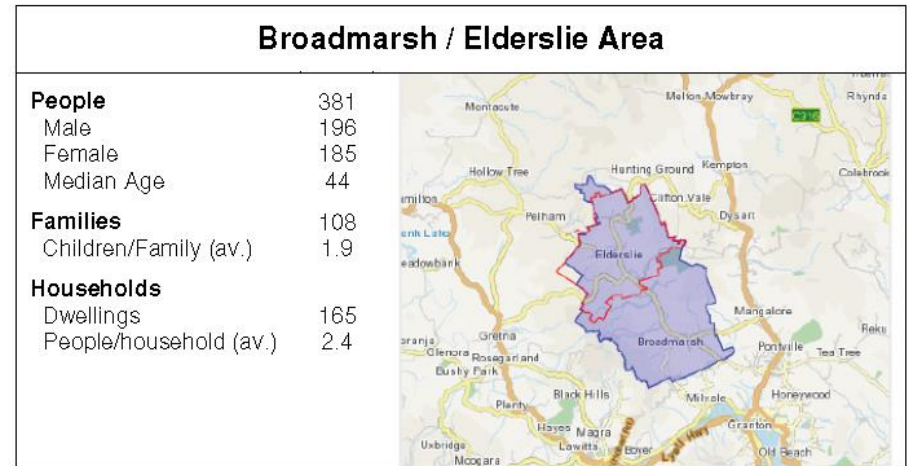
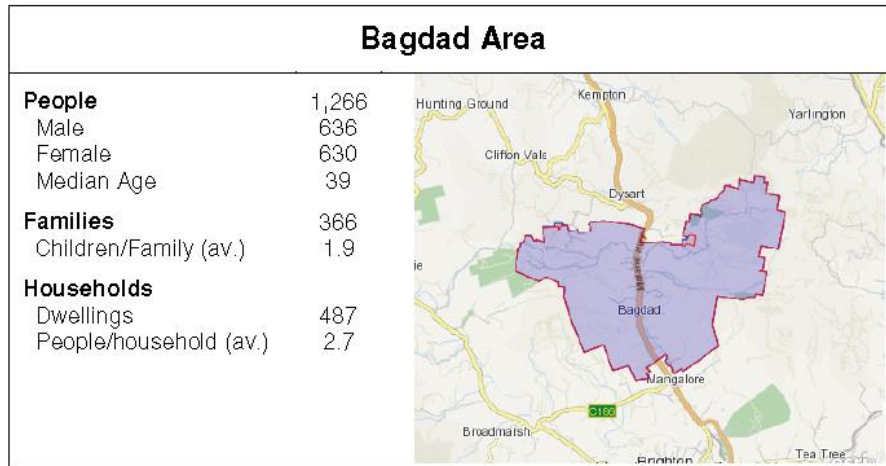
The need to retain and build on the strong sense of Community that exists within the Southern Midlands

6.1 IMPROVEMENT		ORGANISATION
<i>What we are aiming to achieve:</i>		
6.1.1	Improve the level of responsiveness to community needs	
6.1.2	Improve communication within Council	
6.1.3	Improve the accuracy, comprehensiveness and user friendliness of the Council asset management system	
6.1.4	Increase the effectiveness, efficiency and use-ability of Council ICT systems	
6.1.5	Develop an overall Continuous Improvement Strategy and framework	
Key actions to achieve our aims:		Responsible Business Unit(s)
6.1.1.1	Maintain a comprehensive automated work order/public enquiry system as well as a complaints system	GM
6.1.1.2	Improve and maintain the Council website	CS/C&CD
6.1.1.3	Maintain an up to date profile of the municipal area to assist in identifying community needs	C&CD
6.1.2.1	Maintain an effective staff performance appraisal system that provides staff with recognition for their achievements	C&CD
6.1.2.2	Maintain a regular communication briefing to all staff	GM
6.1.3.1	Continue to develop and implement Council's asset management system	GM
6.1.4.1	Continue the Business Process Improvement Program operating with Council	C&CD
6.1.4.2	Develop a strategy to increase the user friendliness of the finance module	CS
6.1.4.3	Identify new IT training needs of staff & elected members and seek opportunities to enhance their skills	C&CD
6.1.5.1	Continue the Business Process Improvement Program established within Council	C&CD

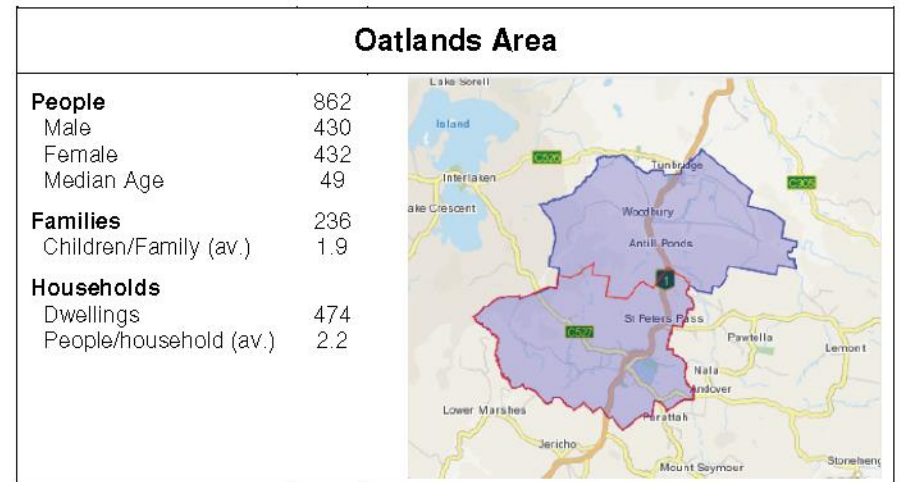
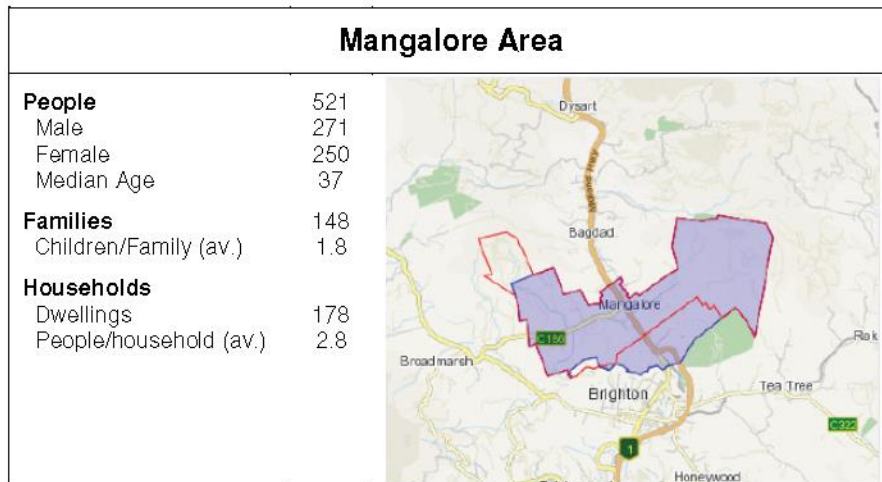
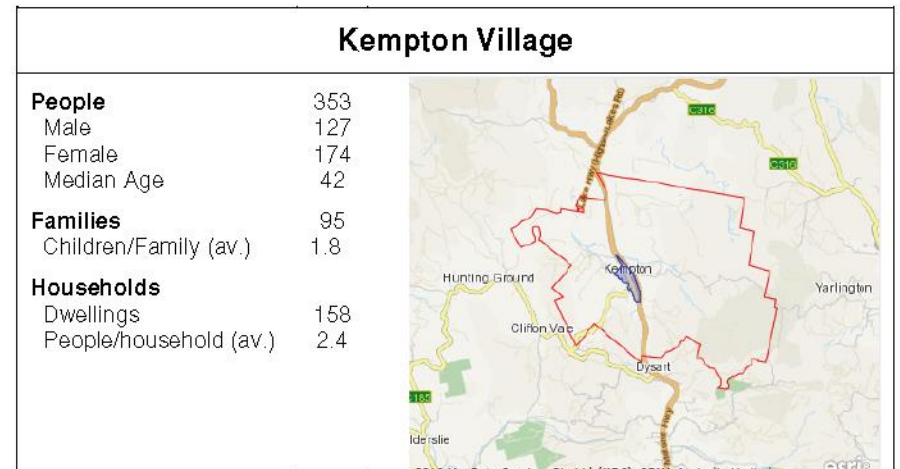
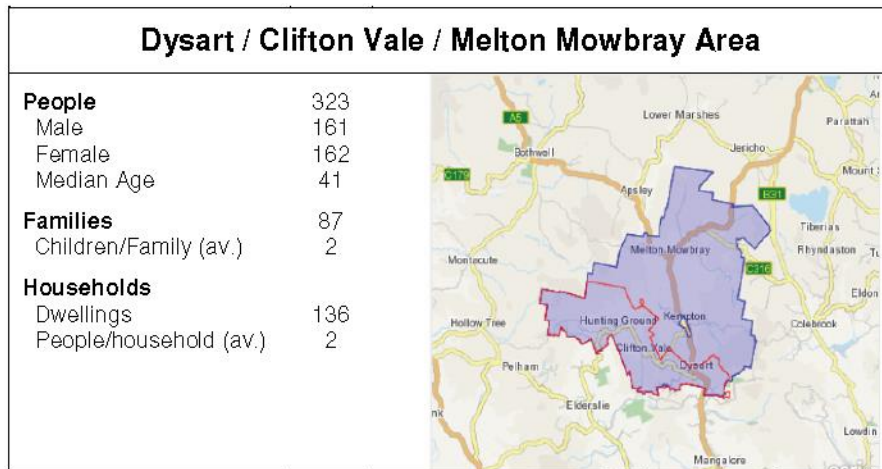
6.2 SUSTAINABILITY		ORGANISATION
<i>What we are aiming to achieve:</i>		
6.2.1	Retain corporate and operational knowledge within Council	
6.2.2	Provide a safe and healthy working environment	
6.2.3	Ensure that staff and elected members have the training and skills they need to undertake their roles	
6.2.4	Increase the cost effectiveness of Council operations through resource sharing with other organisations	
6.2.5	Continue to maintain and improve the level of statutory compliance of council operations	
6.2.6	Ensure that suitably qualified and sufficient staff are available to meet the communities need	
6.2.7	Work cooperatively with State and Regional organisations	
6.2.8	Minimise Councils exposure to risk	
Key actions to achieve our aims:		Responsible Business Unit(s)
6.2.1.1	Continuously refine the records management systems within Council	CS
6.2.2.2	Progress the planning for a new Oatlands Works Depot	GM/W&TS
6.2.2.2	Provide regular updates in respect of legislation and best practice WH&S to all Council team members	C&CD
6.2.3.1	Provide access to education and training in order to support elected members in their role	GM/C&CD
6.2.3.2	Provide access to training for employees to ensure that they have the training, skills and knowledge that the need to undertake their jobs in a professional and 'Customer focused' manner	C&CD
6.2.4.1	Identify opportunities for resource sharing with other Councils	GM/ALL
6.2.4.2	Identify and implement working relationships with the Council in our sub region across a wide range of operational and support areas	GM/ALL
6.2.5.1	Undertake an annual 'in-house' review of statutory compliance, including a review of delegations	GM
6.2.5.2	Maintain the structure and rigor of the Audit Committee in reviewing Council's compliance obligations	GM
6.2.6.1	Review staffing levels at development review time	GM/C&CD
6.2.6.2	Ensure that a rigorous recruitment and selection process is undertaken prior to new team members being appointed	GM/C&CD
6.2.7.1	Continue to participate in State and Regional forums, including the LGAT, as well as other appropriate organisations/structures	GM
6.2.8.1	Continue to refine Council's Risk Management Strategy/Practices and work within the framework of the MAV Insurance risk management model	C&CD/ALL

6.3 FINANCES		ORGANISATION
<i>What we are aiming to achieve:</i>		
6.3.1	Community's finances will be managed responsibly to enhance the wellbeing of residents	
6.3.2	Council will maintain community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrows generation	
6.3.3	Council's financial position will be robust enough to recover from unanticipated events, and absorb the volatility inherent in revenues and expenses	
6.3.4	Resources will be allocated to those activities that generate community benefit	
Key actions to achieve our aims:		Responsible Business Unit(s)
6.3.1.1	Implementation of the Southern Midlands Council Financial Management Strategy, incorporating the long-term Financial Management Plan	GM
6.3.1.2	Achieve and maintain a break-even position at the end of the 10-year strategy (i.e a resultant minimum operating surplus ratio of 0%)	GM
6.3.1.3	Achieve a new financial liabilities ration within the range 0% to 100%	GM
6.3.2.1	Implementation of the Southern Midlands Council Financial Management Strategy, incorporating the long-term Financial Management Plan	GM
6.3.2.2	Decisions in relation to borrowing are to be consistent with the Southern Midlands Council Financial Management Strategy	GM
6.3.3.1	Implementation of the Southern Midlands Council Financial Management Strategy, incorporating the long-term Financial Management Plan	GM
6.3.4.1	Implementation of the Southern Midlands Council Financial Management Strategy, incorporating the long-term Financial Management Plan	GM

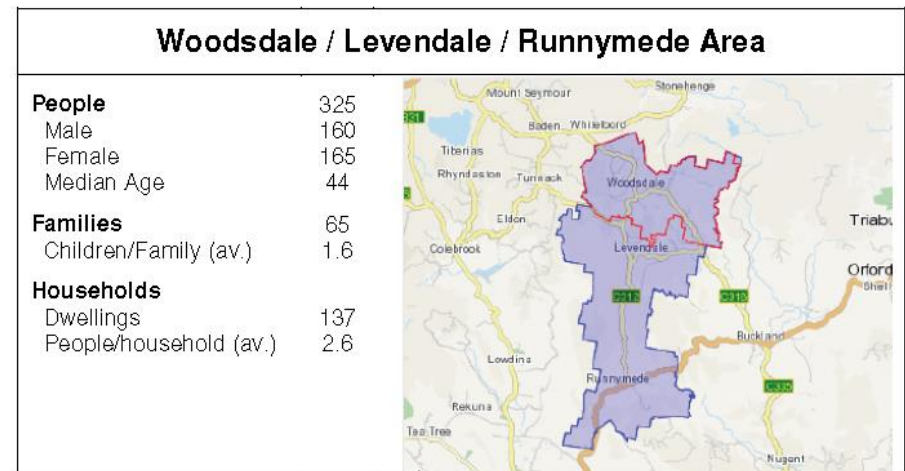
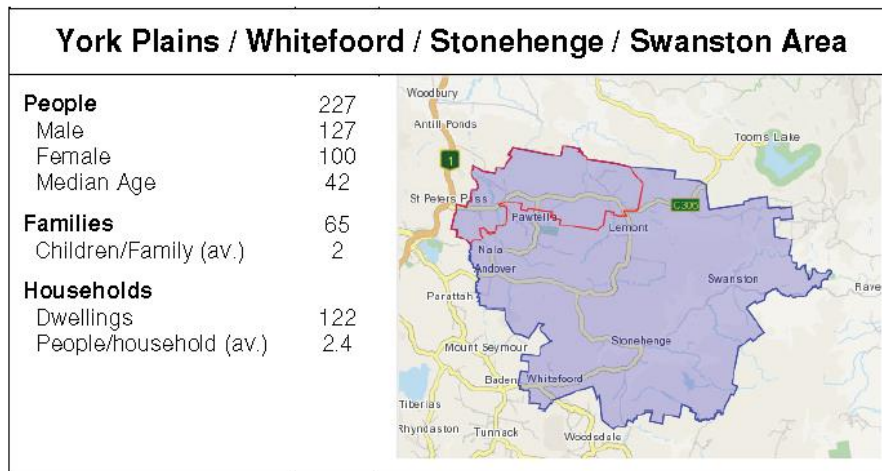
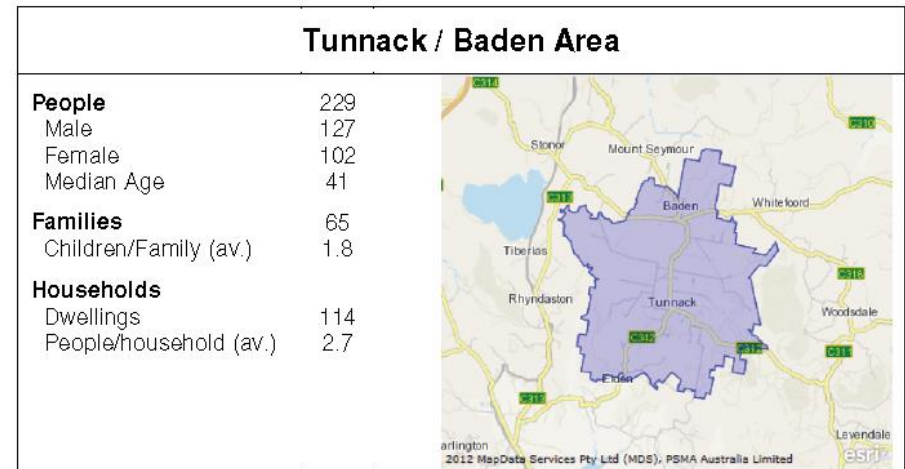
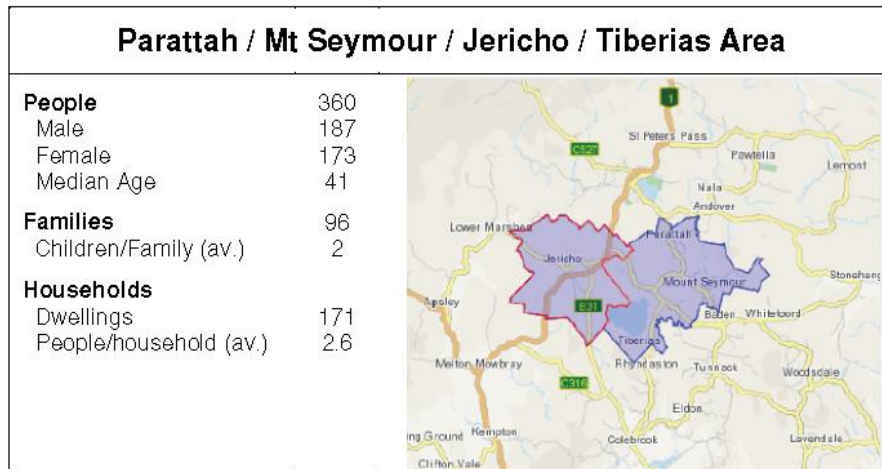
ABS Census 2011 Data by Area across the Southern Midlands



ABS Census 2011 Data by Area across the Southern Midlands (cont.)



ABS Census 2011 Data by Area across the Southern Midlands (cont.)



Reference: http://www.censusdata.abs.gov.au/census_services/getproduct/2011/quickstat/SSC60048?opendocument&navpos=220

Plans & Strategies that support the Strategic Plan

Current agreed plans that support this Strategic Plan include:

- Kempton Streetscape Study
- Southern Midlands Recreation Plan
- Lake Dulverton Wildlife Sanctuary Management Plan
- Lake Dulverton Management Strategy
- Lake Dulverton Action Plan
- Blackman River – Catchment Study and discussion paper
- Oatlands Integrated Development Strategy
- Jordan River Catchment Management Plan
- Southern Midlands Bushcare Strategy
- Pittwater Catchment Strategy
- Southern Midlands Council Climate Adaption Plan
- Southern Midlands Arts Strategy
- Pittwater Catchment integrated vegetation management
- Upper Macquarie Catchment Management Plan
- Little Swanport Catchment Management Plan
- Southern Midlands Planning Scheme
- Southern Midlands Council Financial Strategy and Policies
- Southern Midlands Weed Management Strategy
- Southern Midlands Heritage Strategy
- Joint Land Use Planning Initiative
- Imagine Campania Report
- Southern Midlands Council Climate Change Action Plan
- Heritage Highway Tourism Development Plan



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Photos

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