



SOUTHERN
MIDLANDS
COUNCIL



Strategic Plan 2020 – 2029

Adopted by Council 24th June 2020



Contents

Introduction.....	4
Our Vision	5
Our Mission	5
Our Guiding Principles.....	6
Southern Midlands Local Government Area.....	7
Council Financial Indicators	11
Members of the Council - November 2018 to October 2022.....	12
Organisation Structure by Function	13
Legislative Requirements for the Strategic Plan	14
Strategic Plan Structure	15
Strategic Plan Structure – graphic form.....	16
1. INFRASTRUCTURE.....	17
1.1 ROADS	17
1.2 BRIDGES.....	18
1.3 WALKWAYS, CYCLE WAYS & TRAILS.....	18
1.4 LIGHTING	19
1.5 BUILDINGS.....	19
1.6 SEWER / WATER	20
1.7 DRAINAGE	20
1.8 WASTE	21
1.9 INFORMATION, COMMUNICATION TECHNOLOGY.....	21
2. GROWTH	22
2.1 RESIDENTIAL.....	22
2.2 TOURISM	23
2.3 BUSINESS.....	24

2.4	INDUSTRY.....	25
3.	LANDSCAPES.....	26
3.1	HERITAGE.....	26
3.2	NATURAL.....	27
3.3	CULTURAL.....	28
3.4	REGULATORY - Development.....	28
3.5	REGULATORY – Public Health.....	29
3.6	REGULATORY - Animals.....	30
3.7	ENVIRONMENTAL SUSTAINABILITY.....	30
4.	COMMUNITY.....	31
4.1	COMMUNITY HEALTH & WELLBEING.....	31
4.2	RECREATION.....	32
4.3	ACCESS.....	32
4.4	VOLUNTEERS.....	33
4.5	FAMILIES.....	33
4.6	EDUCATION.....	34
4.7	CAPACITY & SUSTAINABILITY.....	35
4.8	SAFETY.....	36
4.9	CONSULTATION & COMMUNICATION.....	36
5.	ORGANISATION.....	37
5.1	IMPROVEMENT.....	37
5.2	SUSTAINABILITY.....	38
5.3	FINANCES.....	39
	ABS Census 2016 - Data by Area across the Southern Midlands.....	40
	Plans & Strategies that Support the Strategic Plan.....	53

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 2029 and it will be desk top reviewed every two years and consultation reviewed every four years to give up-to-date guidance to Council in determination of its 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 comments in writing can be addressed to: Southern Midlands Council, 71 High Street, Oatlands Tas 7120 or provided via Council's website www.southernmidlands.tas.gov.au



Clr Alex Green

MAYOR

¹ Approved by Council 24th June 2020

Southern Midlands Council

Our Vision

(A Vision Statement is an aspirational description of what an organisation would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.)

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 and through other Community engagement opportunities.

Council's Vision includes

- 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 and viable historic villages/service centres;
- Development based on the sustainable use of local resources and the physical environment; and
- A range and standard of services within the Southern Midlands that are affordable and efficient.

Our Mission

(A Mission Statement is a short sentence or dot points used to explain, in simple and concise terms, an organisations' purpose(s) for being. These statements serve a dual role by helping employees/team members to remain focused on the tasks at hand, as well as encouraging them to find innovative ways of moving towards an increasingly productive achievement of organisational goals.)

The Mission was developed by Councillors and senior staff.

Council's Mission is, that in partnership with the community it 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

(Guiding Principles are any principles or precepts that guide an organisation throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management. They represent the beliefs and values which guide the culture of the organisation and underpin its work towards achieving the Vision and Mission)

Council and staff team members will:

- Consult and listen to our customers and team members by maintaining open communication;
- Treat people with respect and courtesy;
- Provide 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;
- Develop the full potential of Councillors and all Employees; and
- Operate in accordance with the Codes of Conduct adopted by Council.

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 2,561 sq km's, a high proportion of which is privately owned land (2406 sq.kms), divided into 3,564 rateable properties.

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

It is covered by the Federal Government seat of Lyons, the State Government's House of Assembly seat of Lyons, along with the Legislative Council seat of Prosser.

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 – 71 High Street

The following Council Business Units operate from this office.

- Corporate Administration,
- Infrastructure & Works,
- Natural Resource Management and
- Heritage Projects

Kempton – 85 Main Street:

- Development & Environmental Services,
- Community & Corporate Development

Works Depots

Council has two works depots; one at Oatlands and one at Kempton.

The following infrastructure elements are administered by TasWater

Water

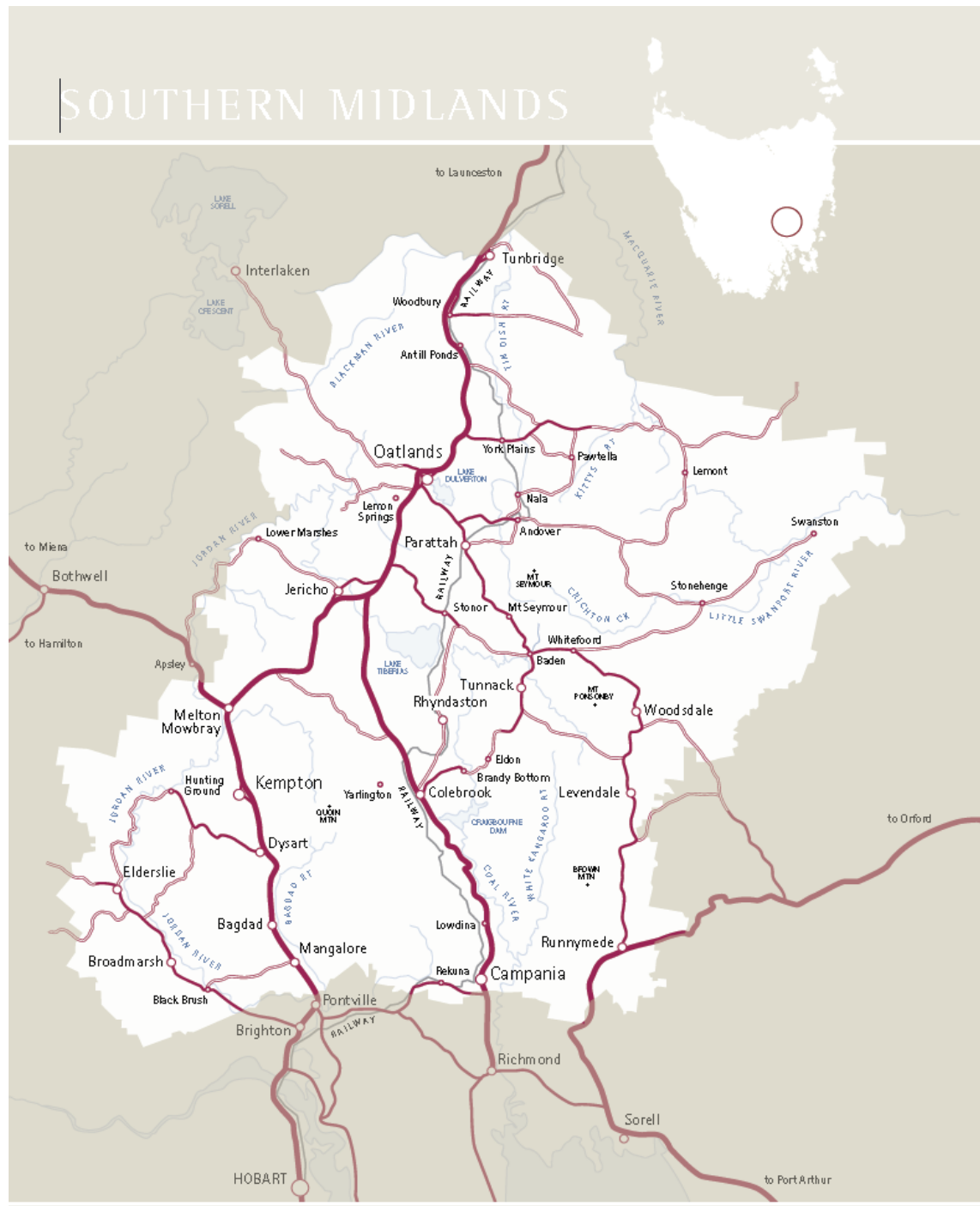
6 water schemes;

Oatlands, Tunbridge, Kempton, Bagdad/Mangalore, Campania, Colebrook

Sewerage

5 sewerage schemes;

Oatlands, Kempton, Bagdad, Campania, Colebrook



2016 Census QuickStats

Australia | Tasmania | Local Government Areas

Southern Midlands (M)

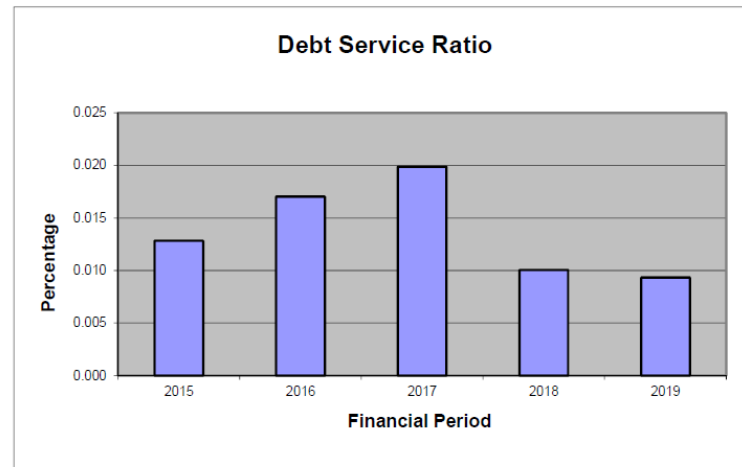
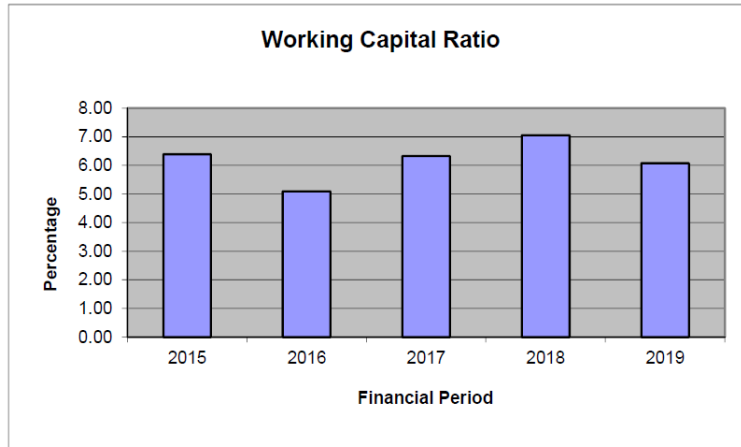
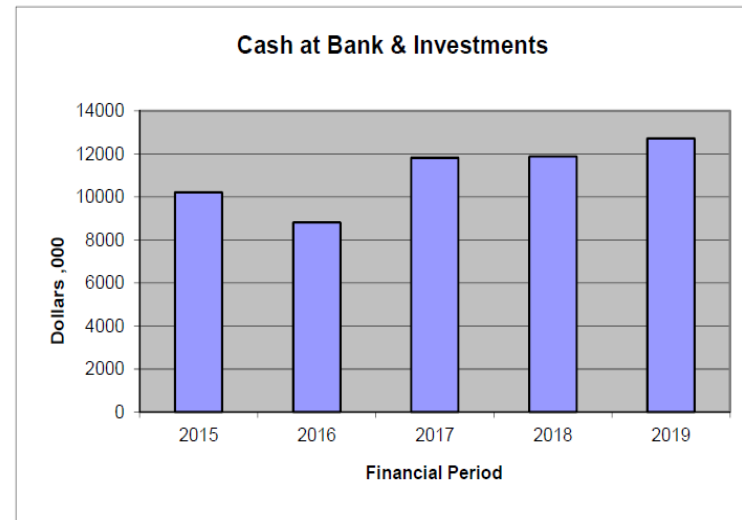
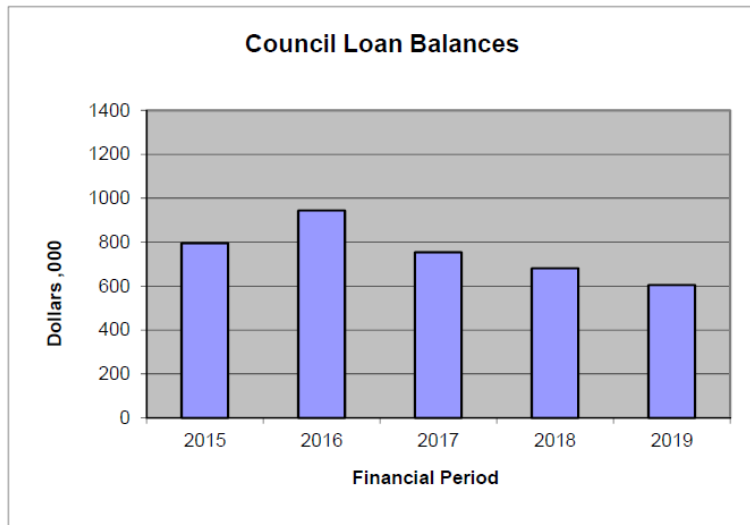
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[Search for a Community Profile](#)

	2016	2011
 People	6,043	6,049
Male	51.5%	51.2%
Female	48.5%	48.8%
Median age	44	42
 Families	1,666	1,691
Average children per family		
for families with children	1.8	1.9
for all families	0.7	
 All private dwellings	2,706	2,690
Average people per household	2.5	2.5
Median weekly household income	\$1,048	\$869
Median monthly mortgage repayments	\$1,192	\$1,188
Median weekly rent	\$170	\$120
Average motor vehicles per dwelling	2.4	2.2



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 <1) 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.

Members of the Council - November 2018 to October 2022

Southern Midlands Council has seven elected members.



Mayor
Alex Green



Deputy Mayor
Edwin Batt



Councillor
Anthony (Tony) Bantick



Councillor
Anthony (Tony)
Bisdee OAM



Councillor
Karen Dudgeon



Councillor
Donald Fish



Councillor
Rowena MacDougall

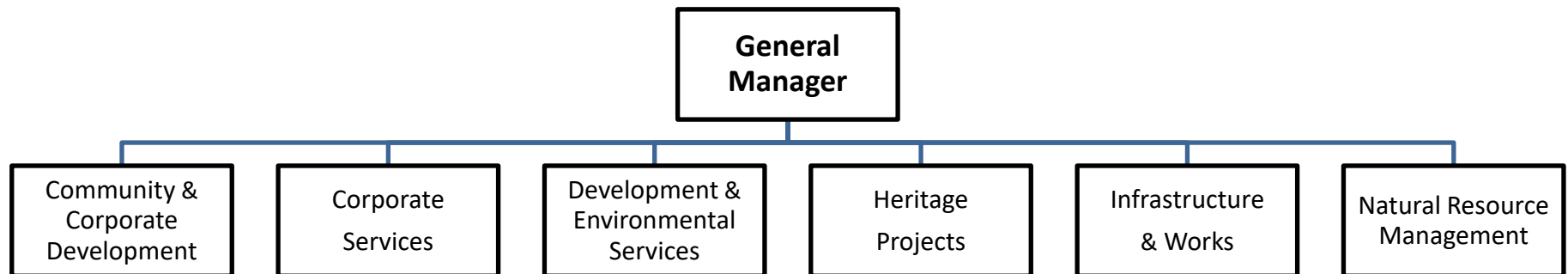
Southern Midlands Council has a number of Business Units that are referred to in the Strategic Plan, which are staffed by the General Manager and his team.

- General Manager's Business Unit (GM)
- Development and Environmental Services (DES)
- Infrastructure & Works (IW)
- Natural Resource Management (NRM)
- Community & Corporate Development (CCD)
- Heritage Projects (HP)
- Corporate Services (CS)

Organisation Structure by Function

Southern Midlands Community

Southern Midlands Council



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.

Strategic Plan Structure

Strategic Themes

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

Five 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, balanced with environmental, heritage and cultural values along with the provision of the appropriate services.

3. Landscapes

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

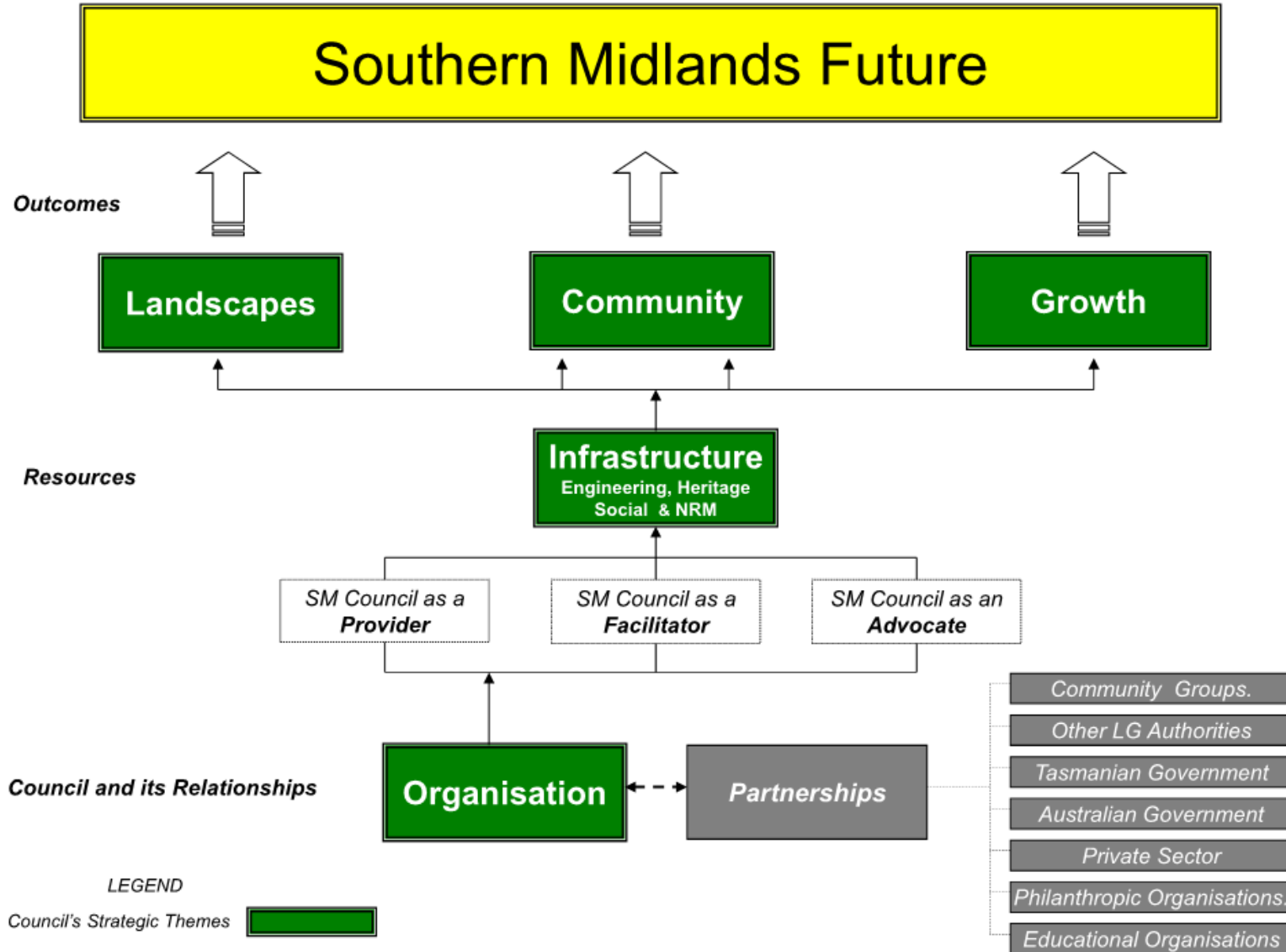
4. Community

The need to increase the opportunities for improved health and well-being, as well as to retain and build on the strong sense of Community that exists within the Southern Midlands

5. 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 – graphic form



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	IW
1.1.1.3	Continue to work with the Department of State Growth (DSG) 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	IW
1.1.1.5	Ensure that appropriate sight distances are maintained, for key transport routes, through effective roadside vegetation management / road realignment	IW
1.1.1.6	Continue a program of regular safety audits of roads in conjunction with Department of State Growth	IW
1.1.1.7	In partnership with the State Government address the issue of reserved roads and their impact on fire and weed management	DES
1.1.1.8	Actively encourage property owners to embrace Council's Unmade Street Policy	DES
1.1.1.9	Continue the program of dust suppression on gravel roads in accordance with Council' policy	IW
1.1.1.10	Provide road infrastructure appropriate to accommodate a measured population growth or decline	IW
1.1.1.11	Use sandstone in kerb & gutters in conjunction with streetscape plans in heritage areas (where appropriate and affordable)	IW
1.1.1.12	Incorporate the use of recyclable materials (e.g tyres/glass) into road pavements and pathways	IW

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 (with the exception of bridges with heritage significance which shall be maintained in an appropriate manner consistent with their original character)	IW

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	Determine priorities for extensions to existing walkways and pedestrian areas.	CCD
1.3.1.2	Identify and develop new cycle ways, walkways and pedestrian areas based on identified need	CCD
1.3.1.3	Investigate options for the accessibility of horse trails within the municipal area	CCD
1.3.1.4	Inter-connect walkways/cycleways with neighbouring Council areas (e.g linkage with Campania to Richmond or Pontville to Bagdad)	CCD

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 safety need in accordance with the Australian Lighting Standard	IW
1.4.1.2	Continue the undergrounding of power and the establishment of heritage street lighting in Oatlands	IW
1.4.1.3	Adopt new technology as it arises to reduce lifecycle costings; for example energetically pursue the implementation of LED (Light Emitting Diode) for replacement of street lighting	IW

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	Enhance the program for building management and maintenance across the municipality	CCD
1.5.1.2	Develop and maintain public amenities to meet community and visitor needs, including continuing to upgrade public amenities with a focus on toilet facilities to meet community and visitor needs	CCD / NRM
1.5.1.3	Ensure sustainable use of Council buildings is maximised for Community benefit	CCD

1.6 SEWER / WATER		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.6.1	Increase the capacity of access to reticulated sewerage services	
1.6.2	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)
1.6.1.1	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
1.6.2.1	Investigate the future demand for water services in areas zoned for future residential, commercial and industrial development in partnership with the Water Authority	DES
1.6.2.2	Advocate for Developers and the Community to the Water Authority in respect of service level equity	GM

1.7 DRAINAGE		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.7.1	Maintenance and improvement of the town storm-water drainage systems	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.7.1.1	Continue to program capital works that improve the effectiveness of the storm-water drainage systems in the towns of the municipality	IW
1.7.1.2	Research best practice methods for the disposal of Stormwater, that is applicable to country towns and rural living	DES
1.7.1.3	Adopt 'Water Sensitive Urban Design Principles' where appropriate	DES
1.7.1.4	Research and monitor forecasts in relation to critical weather events (e.g design/specifications)	IW

1.8 WASTE		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.8.1 Maintenance and improvement of the provision of waste management services to the Community		
Key actions to achieve our aims:		Responsible Business Unit(s)
1.8.1.1	Continue to be an active participant in the Waste Strategy – South and continue to educate people on reducing waste	DES
1.8.1.2	Continue to review the ongoing operational arrangements for waste management including co-operation with other local government authorities	DES
1.8.1.3	In conjunction with the Waste Advisory Council seek to identify suitable markets for recyclable products	DES
1.8.1.4	Undertake a review of the whole waste management service delivery system regularly	DES
1.8.1.5	Explore the opportunities to promote/facilitate a reduction of waste to landfill	DES

1.9 INFORMATION, COMMUNICATION TECHNOLOGY		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.9.1 Improve access to modern communications infrastructure		
Key actions to achieve our aims:		Responsible Business Unit(s)
1.9.1.1	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 to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services.

2.1 RESIDENTIAL		GROWTH
<i>What we are aiming to achieve:</i>		
2.1.1	Increase the resident, rate-paying population in the municipality	
Key actions to achieve our aims:		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
2.1.1.4	Investigate options pertinent to affordable housing	DES
2.1.1.5	Lobby for increased transport services within the municipality and explore alternative transport options	CCD

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, growth and promotion of a wide range of tourism	GM
2.2.1.2	Seek opportunities to further develop and link heritage tourism opportunities both within and outside the region, including convict sites, the Oatlands Military Precinct and Callington Mill Precinct	HP
2.2.1.3	Support the development of tourism products	GM
2.2.1.4	Work in partnership with the State, Regional and local tourism organisations including Destination Southern Tasmania and the Heritage Highway Tourism Region Association	GM
2.2.1.5	Investigate and encourage the development of a four star accommodation facility (min 30 beds) in Oatlands	CCD
2.2.1.6	Encourage local tourism operators to establish and maintain exposure on the Australian Tourism Data Warehouse web site, which allows local tourism operators to easily promote their business or events on numerous digital platforms that connect directly to consumers	CCD
2.2.1.7	Embrace and implement the Heritage Highway Destination Action Plan along with associated initiatives	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	CCD
2.3.1.3	Further develop economic opportunities of equine activities 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 state-wide 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
2.3.1.6	Develop and promote incentives for businesses to establish and expand	DES
2.3.1.7	Develop and maintain infrastructure critical for the establishment and retention of business	DES
2.3.1.8	Develop opportunities and participate in a range of business activities centred on the unique competitive advantage of assets in the area	CCD
2.3.1.9	Maintain support for viable Council business operations such as Heritage Building Solutions and Heritage Education & Skills Centre	GM
2.3.1.10	Target niche high end food/wine outlets to establish businesses	CCD

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	
2.4.2	Increase access to irrigation water within the municipality	
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	NRM
2.4.1.2	Support the development of activities in association with servicing the irrigation schemes developments	NRM
2.4.1.3	Continue implementation of the Southern Midlands Weed Management Strategy as it related to agricultural land/crown land/roads.	NRM
2.4.1.4	Facilitate the development of 'value adding' opportunities in the rural sector through high production agriculture	NRM
2.4.1.5	<p>Skilled labour force - Liaise with Department of Education (DoE) and other stakeholders to advocate for changes that are beneficial to the region</p> <ul style="list-style-type: none"> i. Develop programs that will improve literacy levels and business skills for people in the agricultural industry; ii. Develop programs that will improve skills and customer service standards in the tourism and hospitality sector; and iii. Develop improved approaches to optimising Vocation Education & Training (VET) and DoE programs to continue to increase participation in Trade Training Centres, since these centres are new with good facilities, but are currently under utilised 	CCD
2.4.1.6	Understand and maximise the economic enablers in the region	GM/CCD
2.4.1.6	Encourage and facilitate innovation in the rural sector	NRM
2.4.2.1	Encourage and promote, development plus production opportunities associated with the new irrigation schemes	NRM
2.4.2.2	Support the implementation of irrigation schemes that service locations in the local government area	NRM
2.4.2.3	Support the State Governments Economic Development Plan in the growth of services to support the irrigation schemes	NRM

3. LANDSCAPES

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

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	HP
3.1.1.2	Work in partnership with the State Government to ensure the strategic long-term management of publicly owned heritage sites	HP
3.1.1.3	Continue to implement and review the Oatlands Commissariat and Gaol Master Plans	HP
3.1.1.4	Seek to establish the Oatlands gaol site as an historic/archaeological education centre	HP
3.1.2.1	Support and monitor the ongoing development of the Heritage Skills Centre in Oatlands	HP
3.1.2.2	Facilitate and investigate opportunities for assisting heritage property owners in conserving heritage places alongside sustainable ongoing usage	HP
3.1.3.1	Undertake and encourage research & publications on the heritage values of the Southern Midlands	HP
3.1.3.2	Undertake the effective heritage interpretation, education and communication programs	HP
3.1.3.3	Continue to manage and utilise Council's heritage resources and collections	HP
3.1.3.4	Support the occupancy / use of Council owned heritage buildings and spaces by arts & crafts groups who specialise in heritage crafts	HP
3.1.3.5	Support the creation of centralised initiatives for online accessibility to information relevant to heritage sites/buildings	HP
3.1.3.6	Recognition and ensuring the maintenance of the significance of trees in the landscape especially along the Heritage Highway (Midland Highway) and the revegetation where trees have been removed	HP
3.1.3.7	Ensure that Aboriginal cultural heritage is recognised with appropriate consultation and inclusion	HP

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	NRM
3.2.1.2	Implement and monitor the Lake Dulverton Management Strategy and Water Operational Plan	NRM
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	NRM/DES
3.2.2.1	Facilitate and encourage voluntary native vegetation conservation agreements to conserve & protect high priority native vegetation communities	NRM
3.2.2.2	Use a collaborative approach (through the planning scheme) to recognise and protect values on private land only where: <ol 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. 	NRM/DES
3.2.2.3	Actively pursue grant opportunities & projects in relation to preservation of bushland remnants, weed management, vegetation, and regenerative agricultural techniques	NRM
3.2.2.4	Maintain collaborative partnerships with NRM South, DPIPWE, and other relevant organisations to deliver on-ground projects	NRM

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	CCD
3.3.1.2	Continue to implement and update the Southern Midlands Arts Strategy	CCD
3.3.1.3	Develop an events and festivals strategy	CCD
3.3.1.4	Support the establishment and development of large scale culturally diverse developments and institutions in appropriate locations in the Southern Midlands and encourage the State Government to declare such projects as Projects of Regional Significance recognising their scale, importance and the far reaching nature of their potential benefits and impacts	DES/CCD
3.3.1.5	Continue to promote and develop the Artist in Residence Program using Council owned heritage buildings	HP

3.4 REGULATORY - DEVELOPMENT		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 State-wide Planning Initiative and to work in co-operation within the Southern Tasmanian region to finalise the Local Provisions Schedule for the Tasmanian 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 state-wide 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
3.4.1.6	Ensure staff are adequately resourced and supported to apply consistent, transparent and procedural fairness in pursuing enforcement action in matters of non-compliance	DES

3.5 REGULATORY – PUBLIC HEALTH		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.5.1	Monitor and maintain a safe and healthy public environment	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.5.1.1	Continue to provide school immunisation programs	DES
3.5.1.2	Continue to register and monitor food premises	DES
3.5.1.3	Continue to ensure that on-site waste water disposal is effective	DES
3.5.1.4	Encourage health professionals, including doctors and nurses, to move to the Southern Midlands	GM
3.5.1.5	Provide continuing support to the Midlands Multi-Purpose Health Centre	CCD
3.5.1.6	Continually raise the awareness of Notifiable Diseases in the Community	DES
3.5.1.7	Maintain an Emergency Management Plan for the Southern Midlands local government area that will provide safeguards for the health & safety of the Community	GM
3.5.1.8	Support Council owned cemetery services so they continue to be provided	DES
3.5.1.9	Encourage members of the Community to actively participate in immunisation programs	DES

3.6 REGULATORY - ANIMALS		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.6.1 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)
3.6.1.1	Continue dog control, regulatory, licensing and educational programs	DES
3.6.1.2	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
3.6.1.3	Encourage the State Government to recognise the feral cat problem as distinct from the escaped/released/straying 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

3.7 ENVIRONMENTAL SUSTAINABILITY		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.7.1 Implement strategies to address the issue of environmental sustainability in relation to its impact on Council's corporate functions and on the Community		
Key actions to achieve our aims:		Responsible Business Unit(s)
3.7.1.1	Implement priority actions defined in Council's corporate Climate Change Adaption Plan	NRM/DES
3.7.1.2	Continue implementation of Council's Climate Change Action Plan	NRM/DES
3.7.1.3	Continually improve energy efficiency and assist the Community in energy efficiency initiatives	NRM/DES
3.7.1.4	Establish collaborative partnerships with other Councils, key stakeholders and other tiers of government, that strengthen Council's response to climate change	NRM/DES
3.7.1.5	Investigate options to potentially develop alternative energy sources, including but not limited to, a Solar Array Panel/bank to generate power to be used at the community level and excess back to the grid	NRM/DES
3.7.1.6	Facilitate the installation of a recharging stations for battery operated vehicles in key geographic locations	CCD

4. COMMUNITY

The need to retain and build on the strong sense of Community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands

4.1 COMMUNITY HEALTH & WELLBEING		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.1.1 Support and improve the independence, health and wellbeing of the community		
<i>Key actions to achieve our aims:</i>		Responsible Business Unit(s)
4.1.1.1	Partner with Governments, adjoining Councils and non-government organisations to improve the safety, health and well-being of the Community	CCD
4.1.1.4	Review our play grounds / spaces in recognizing the importance to our Community of inclusive play & universal design	CCD
4.1.1.5	Promote the importance of regular exercise as part of Community health & wellbeing	CCD
4.1.1.6	Explore opportunities for community members to engage with animals in a public space e.g off-lead dog exercise areas	DES

4.2 RECREATION		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.2.1	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)
4.2.1.1	Review and implement the Southern Midlands Recreation Plan	CCD
4.2.1.2	Identify opportunities to work in partnership with the Community and the State Government to improve recreational services and activities	CCD
4.2.1.3	Maximise the potential use and benefits of the Oatlands Aquatic Centre	CCD/GM
4.2.1.4	Maximise the potential for additional recreational facilities for Lake Dulverton (e.g rowing clubs, kayaks, jetty)	CCD/NRM
4.2.1.5	Review our play grounds / spaces in recognizing the importance to our Community of inclusive play & universal design	CCD
4.2.1.6	Undertake recreation space/ground development that facilitates drought tolerant recreation/playing surfaces	CCD/IW
4.2.1.7	Construct the best family/children's park on the Midland Highway to encourage visitation to local Oatlands businesses and to support the health & wellbeing of young people in the Community	CCD/NRM

4.3 ACCESS		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.3.1	Continue to explore transport options for the Southern Midlands community	
4.3.2	Continue to meet the requirements of the Disability Discrimination Act (DDA)	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.3.1.1	Be an advocate for improving transport services for those in need within the Community	CCD
4.3.2.1	Continue the implementation of Council's Disability Access and Inclusion Plan in meeting the requirements of the DDA	CCD
4.3.2.2	Encourage organisations to adopt the inclusivity principle (if a person has a Carer with them then entry is only charged for one person, not two) for entry into events and facilities	CCD

4.4 VOLUNTEERS		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.4.1	Encourage community members to volunteer	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.4.1.1	Ensure that there is support and encouragement for volunteering	CCD
4.4.1.2	Facilitate training programs aimed at providing volunteers with the necessary skills	CCD
4.4.1.3	Continue to support volunteers and their respective Community Groups through the Southern Midlands Community Small Grants Program	CCD
4.4.1.4	Work with Volunteering Tasmania to refine policies and frameworks that support volunteering throughout the Southern Midlands	CCD

4.5 FAMILIES		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.5.1	Ensure that appropriate childcare services as well as other family related services are facilitated within the community	
4.5.2	Increase the retention of young people in the municipality	
4.5.3	Improve the ability of seniors to stay in their communities	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.5.1.1	Monitor the adequacy of current childcare facilities (i.e location, accessibility and number of placements)	CCD
4.5.1.2	Take appropriate action to address any shortfalls/deficiencies identified in the provision of family related services across the Southern Midlands	CCD
4.5.2.1	Facilitate mentoring and leadership programs in partnership with the schools in the Southern Midlands (e.g encourage school attendance at Council meetings and engagement in projects relating to Council).	CCD
4.5.2.2	Develop youth programs that cover employment and training as well as being linked to social, recreational and entertainment activities	CCD

4.5.2.3	In partnership with the State Government investigate ways to enhance the delivery of youth services in the Southern Midlands	CCD
4.5.2.4	Monitor and respond to the recreation needs of the young people of the Southern Midlands	CCD
4.5.2.5	Work with community groups to facilitate meaningful youth engagement and support	CCD
4.5.3.1	Provide continuing support to the Midlands Multi-Purpose Health Centre (MMPHC)	CCD
4.5.3.2	Facilitate assistance for the seniors to stay in their own homes, or with the assistance of Carer & Support organisations in independent living units	CCD/DES
4.5.3.3	Provide support for & where appropriate, facilitate the meaningful social engagement and social inclusion of older members of our Community	CCD
4.5.3.4	Provide continuing support for the Community Shed and similar initiatives	CCD

4.6	EDUCATION	COMMUNITY
<i>What we are aiming to achieve:</i>		
4.6	Increase the educational and employment opportunities available within the Southern Midlands	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.6.1.1	Develop partnerships increasing educational opportunities within the Southern Midlands for the entire community	CCD
4.6.1.2	Provide heritage skills learning opportunities through the Centre for Heritage	HP
4.6.1.3	Continue to work with the schools in the Southern Midlands to address and respond to reform initiatives in a positive manner together	CCD

4.7 CAPACITY & SUSTAINABILITY		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.7.1	Build, maintain and strengthen the capacity of the Community to help itself whilst embracing social inclusion to achieve sustainability	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.7.1.1	Support Community groups who wish to run and/or develop Community based facilities & events	CCD
4.7.1.2	Continue to provide funding opportunities for Community Groups through the Southern Midlands Community Small Grants Program	CCD
4.7.1.3	Provide support to Community groups in their establishment and on-going development as well as assist these groups to access grants from a wide range of sources	CCD
4.7.1.4	Provide support to the Community in addressing major impacts that affect the ability of the Community to work cohesively together	CCD
4.7.1.5	Increase opportunities for the ability of the aging population to remain in their Communities	CCD
4.7.1.6	Increase the opportunities for young people to remain/return to their local Communities	CCD
4.7.1.7	Facilitate meaningful engagement with Business and Traders Groups	CCD

4.8 SAFETY		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.8.1	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)
4.8.1.1	Work in partnership with the Police to maintain and create safer Communities	GM/CCD
4.8.1.2	Maintain the Southern Midlands Emergency Management Plan and review every two years	GM
4.8.1.3	Convene the Southern Midlands Emergency Management Committee twice per year	GM
4.8.1.4	Continue to support the Road Accident Rescue Unit (as well as in incidents more generally besides those on roads) in partnership with the State Emergency Service	GM
4.8.1.5	In partnership with the Community, develop Community Safety Initiatives	CCD
4.8.1.6	Work in partnership with the Tasmania Fire Service to keep Southern Midlands <i>'fire safe'</i>	CCD

4.9 CONSULTATION & COMMUNICATION		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.9.1	Improve the effectiveness of consultation & communication with the Community	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.9.1.1	Continue to schedule Council meetings in the various districts of the Municipality and continue to make available recordings of Council meetings through the Council web site, to enhance the Community consultation process	GM
4.9.1.2	Monitor emerging trends in Community engagement	CCD
4.9.1.3	Continue to issue the quarterly Council Newsletter for residents and ratepayers	GM
4.9.1.4	Continue to develop and maintain an 'up-to-date' Website as well as an effective Social Media presence	CS
4.9.1.5	Embrace innovative approaches to improving communications	CCD

5. ORGANISATION

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

5.1 IMPROVEMENT		ORGANISATION
<i>What we are aiming to achieve:</i>		
5.1.1	Improve the level of responsiveness to Community & Developer needs	
5.1.2	Improve communication within Council	
5.1.3	Improve the accuracy, comprehensiveness and user friendliness of the Asset Management System	
5.1.4	Increase the effectiveness, efficiency and use-ability of Council ICT systems	
5.1.5	Maintain the Business Process Improvement & Continuous Improvement framework	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.1.1.1	Maintain a comprehensive automated work order/public enquiry system as well as a complaints system	GM
5.1.1.2	Maintain an up to date profile of the Municipal Area to assist in identifying Community and Developer needs	CCD
5.1.2.1	Maintain an effective team member performance/development review system that provides employees with recognition for their achievements	CCD
5.1.3.1	Continue to develop and implement Council’s Asset Management System	GM / IW
5.1.4.1	Identify ICT training needs of staff & elected members and seek opportunities to enhance their skills	CCD
5.1.5.1	Maximise the established Business Process Improvement Program	CCD

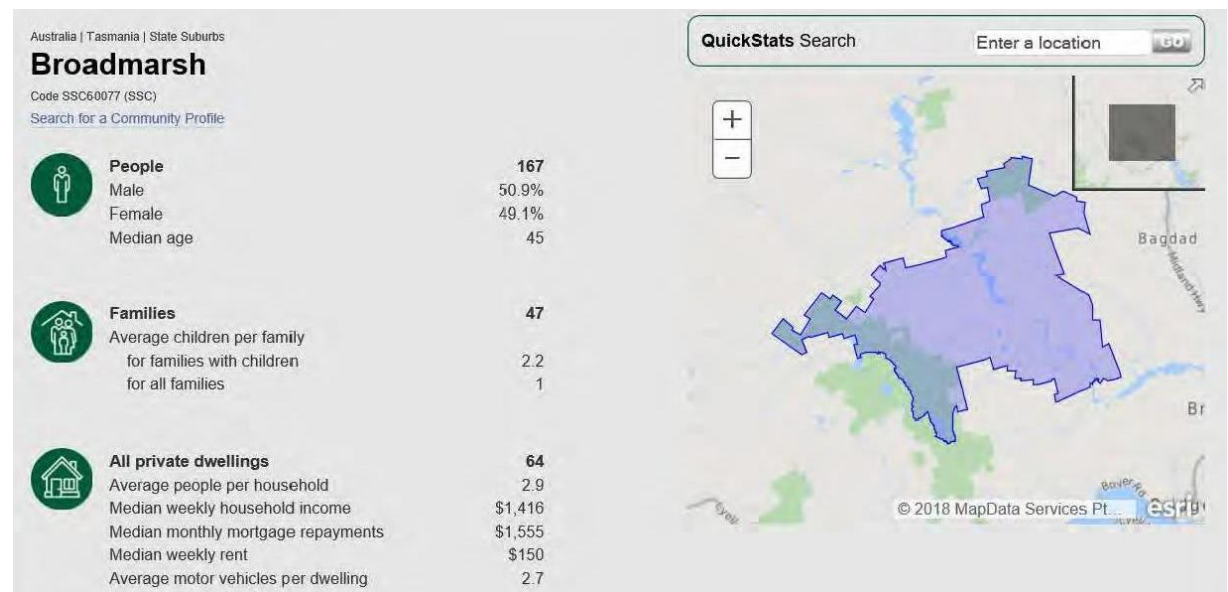
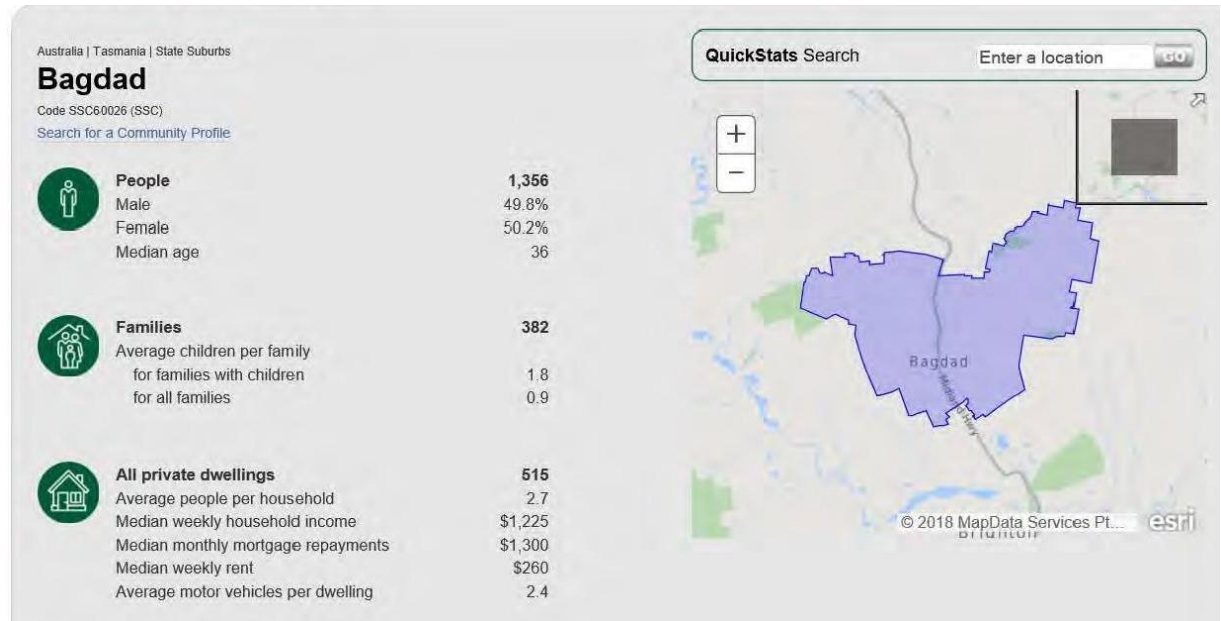
5.2 SUSTAINABILITY		ORGANISATION
<i>What we are aiming to achieve:</i>		
5.2.1	Retain corporate and operational knowledge within Council	
5.2.2	Provide a safe and healthy working environment	
5.2.3	Ensure that staff and elected members have the training and skills they need to undertake their roles	
5.2.4	Increase the cost effectiveness of Council operations through resource sharing with other organisations	
5.2.5	Continue to maintain and improve the level of statutory compliance of council operations	
5.2.6	Ensure that suitably qualified and sufficient staff are available to meet the Communities need	
5.2.7	Work cooperatively with State and Regional organisations	
5.2.8	Minimise Councils exposure to risk	
5.2.9	Ensure that exceptional Customer Service continues to be a hallmark of Southern Midlands Council	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.2.1.1	Provide regular updates in respect of legislation and examples of <i>best practice</i> to all team members	CCD
5.2.2.1	Ensure that the Council is a safe and healthy, worker friendly environment	
5.2.3.1	Provide access to education and training in order to support elected members and staff in their roles	GM/CCD
5.2.3.2	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	CCD
5.2.4.1	Identify opportunities for resource sharing with other Councils	GM/ALL
5.2.4.2	Identify and implement working relationships with the Councils in our sub region across a wide range of operational and support areas	GM/ALL
5.2.5.1	Maintain the structure and rigor of the Audit Committee in reviewing Council's compliance obligations	GM
5.2.6.1	Review staffing levels at development review time	GM/CCD
5.2.6.2	Ensure that a rigorous recruitment and selection process is undertaken prior to new team members being appointed	GM/CCD
5.2.7.1	Continue to participate in State and Regional forums, including the LGAT, as well as other appropriate organisations/structures	GM
5.2.8.1	Continue to refine Council's Risk Management Strategy/Practices and work within the framework of the MAV Insurance risk management model and ISO 31000 - 2009	CCD/ALL
5.2.9.1	Commit to and achieve 'best practice' service level targets throughout the organisation	GM

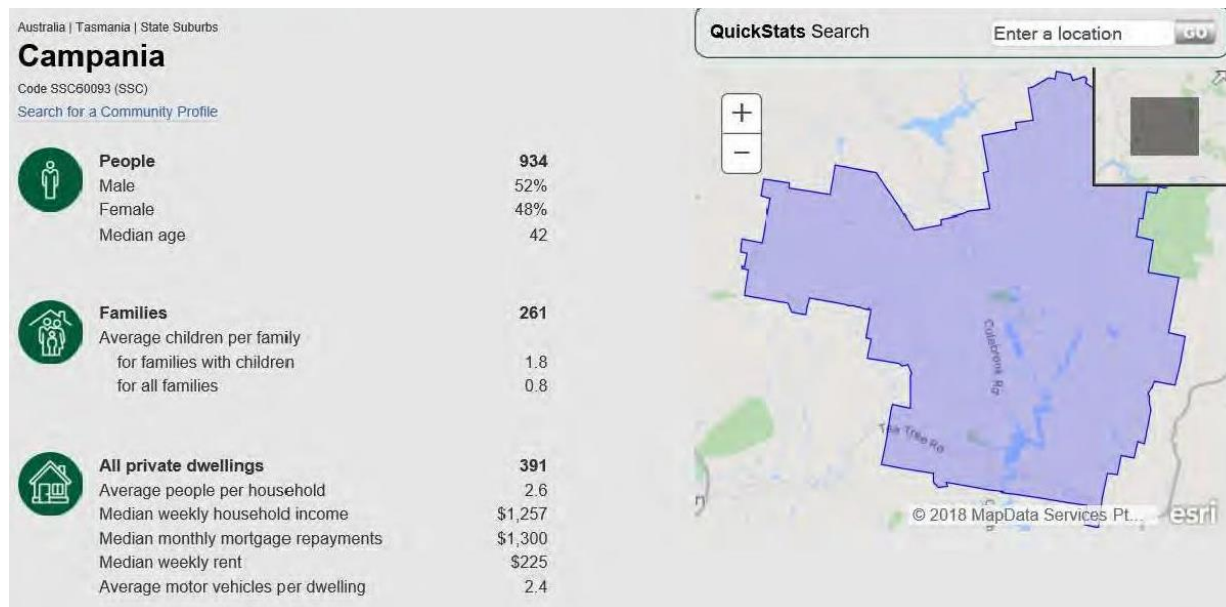
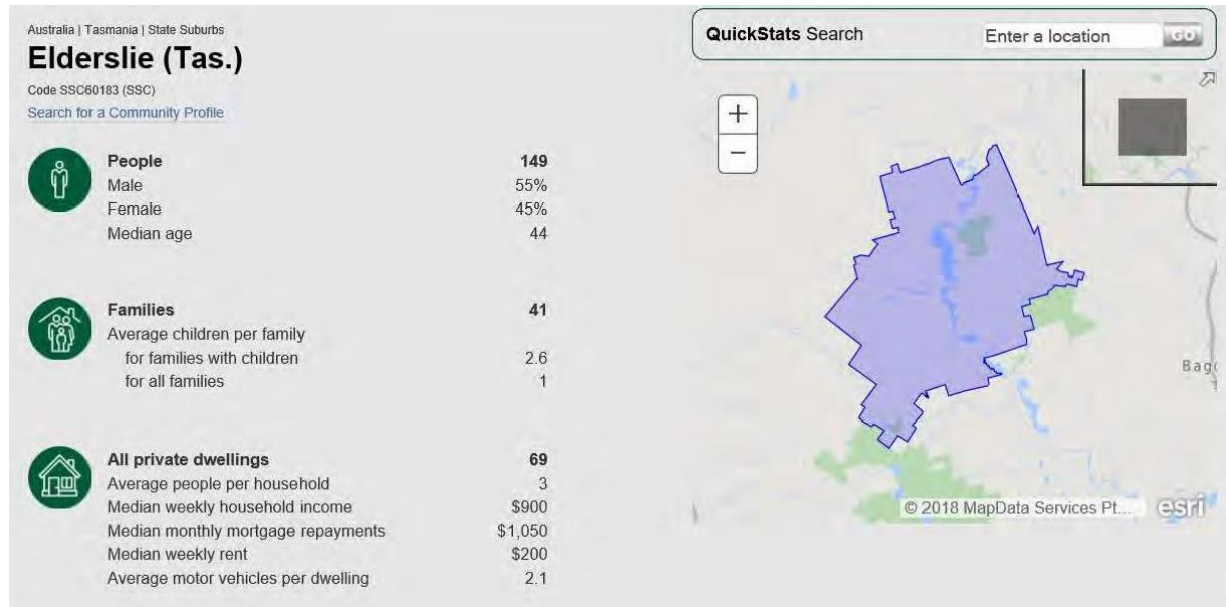
5.3 FINANCES		ORGANISATION
<i>What we are aiming to achieve:</i>		
5.3.1	Community's finances will be managed responsibly to enhance the wellbeing of residents	
5.3.2	Council will maintain Community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrows generation	
5.3.3	Council's financial position will be robust enough to recover from unanticipated events, and absorb the volatility inherent in revenues and expenses	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.3.1.1	Implementation of the Financial Management Strategy, incorporating the long-term Financial Management Plan	GM
5.3.1.2	Continue to support the Audit Panel to monitor financial risks and the potential impacts on Council's financial position	GM
5.3.1.3	Council's resources are managed in an efficient, effective and transparent manner	GM
5.3.2.1	Decisions in relation to borrowing are to be consistent with the Southern Midlands Council Financial Management Strategy	GM
5.3.3.1	Financial risk management is built into the Financial Management Strategy	GM

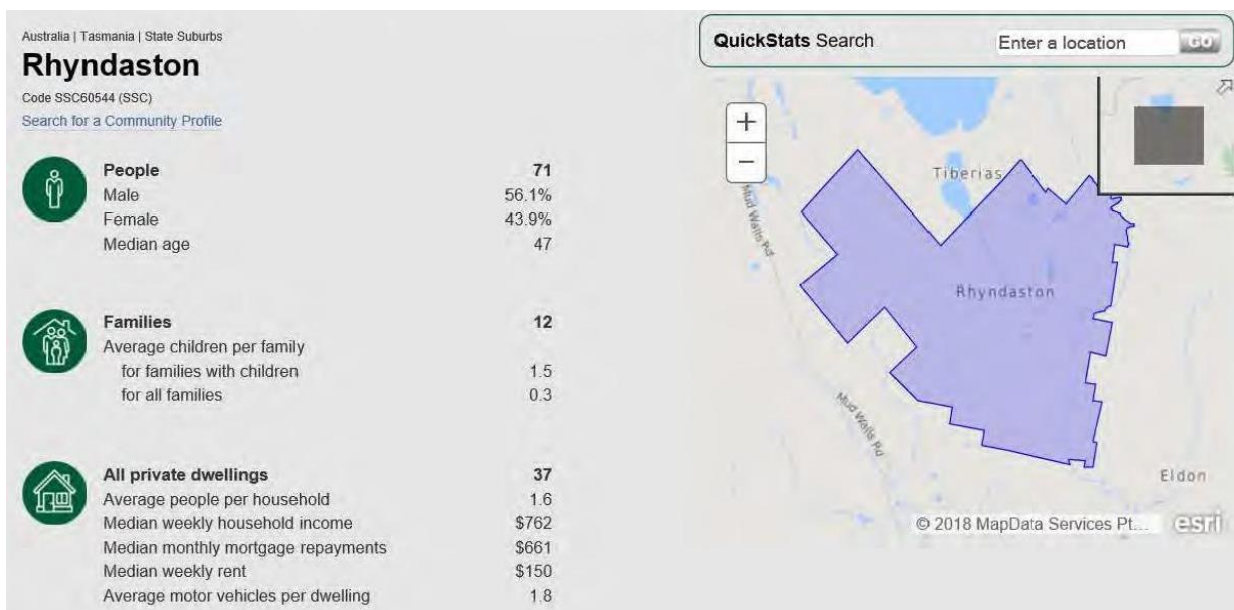
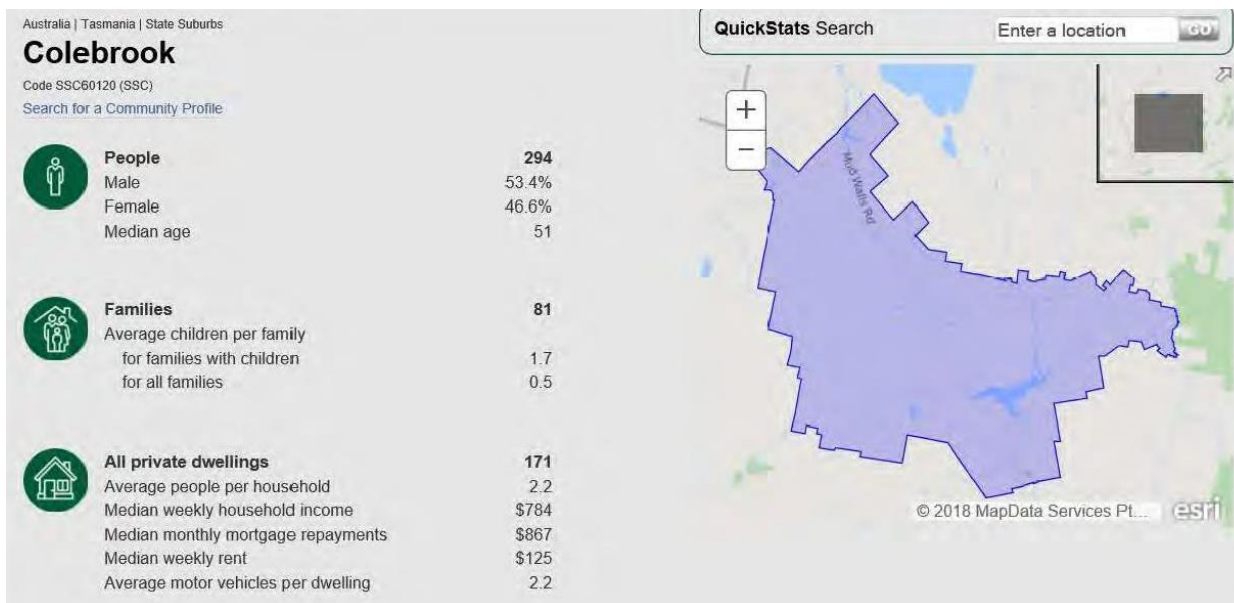
ABS Census 2016 - Data by Area across the Southern Midlands

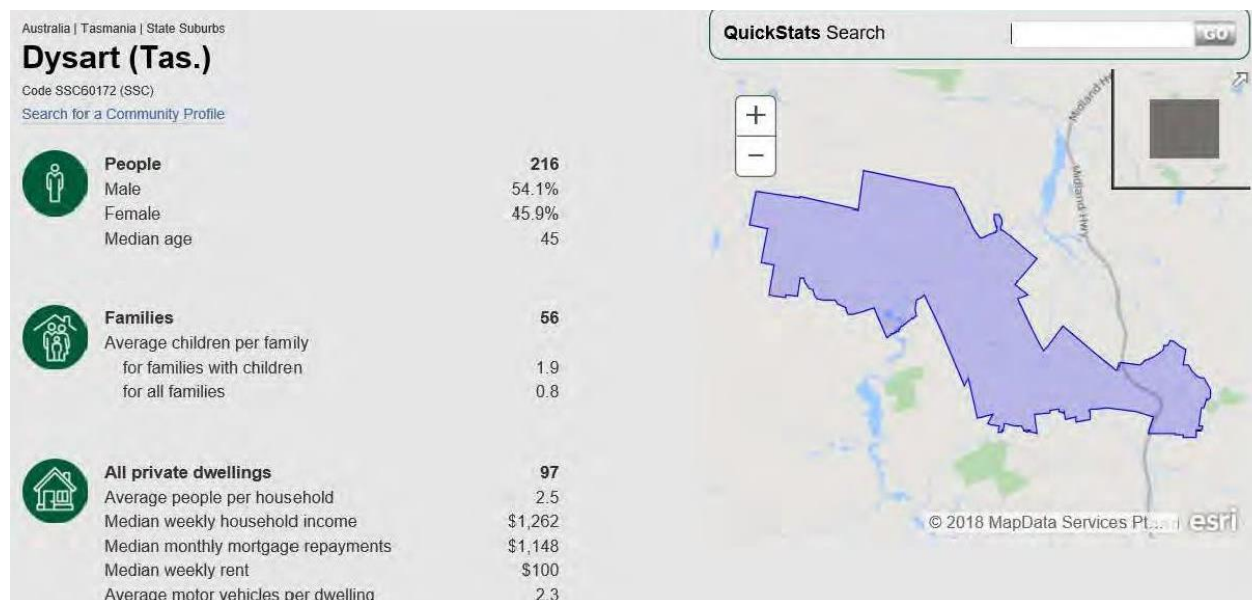
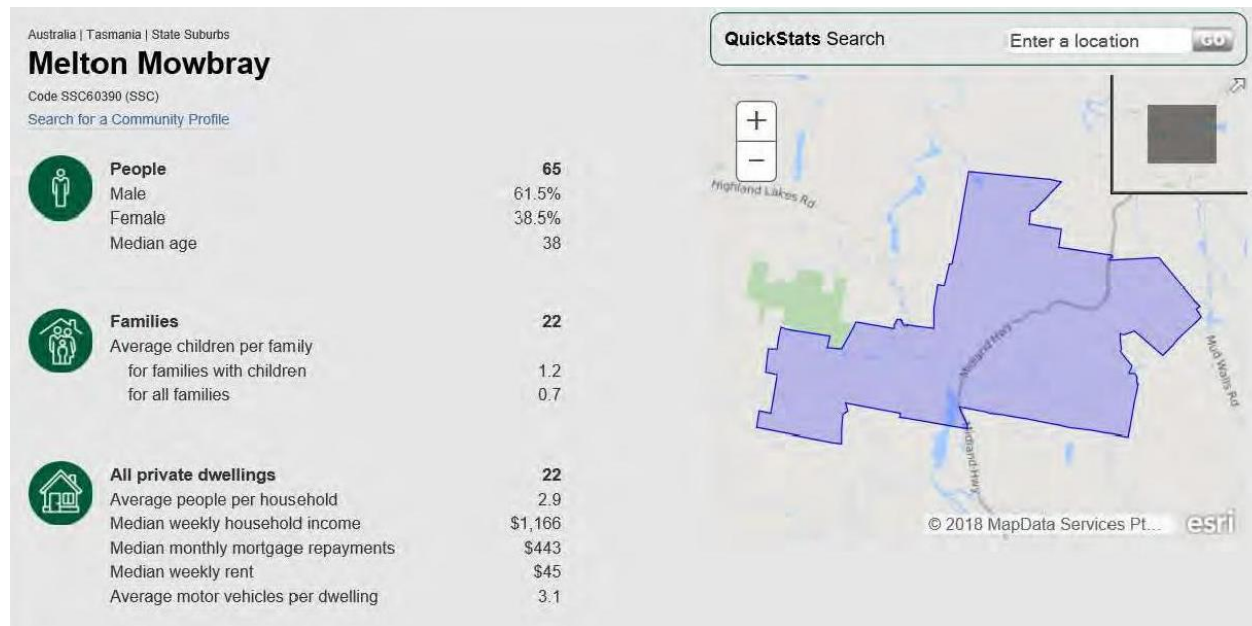
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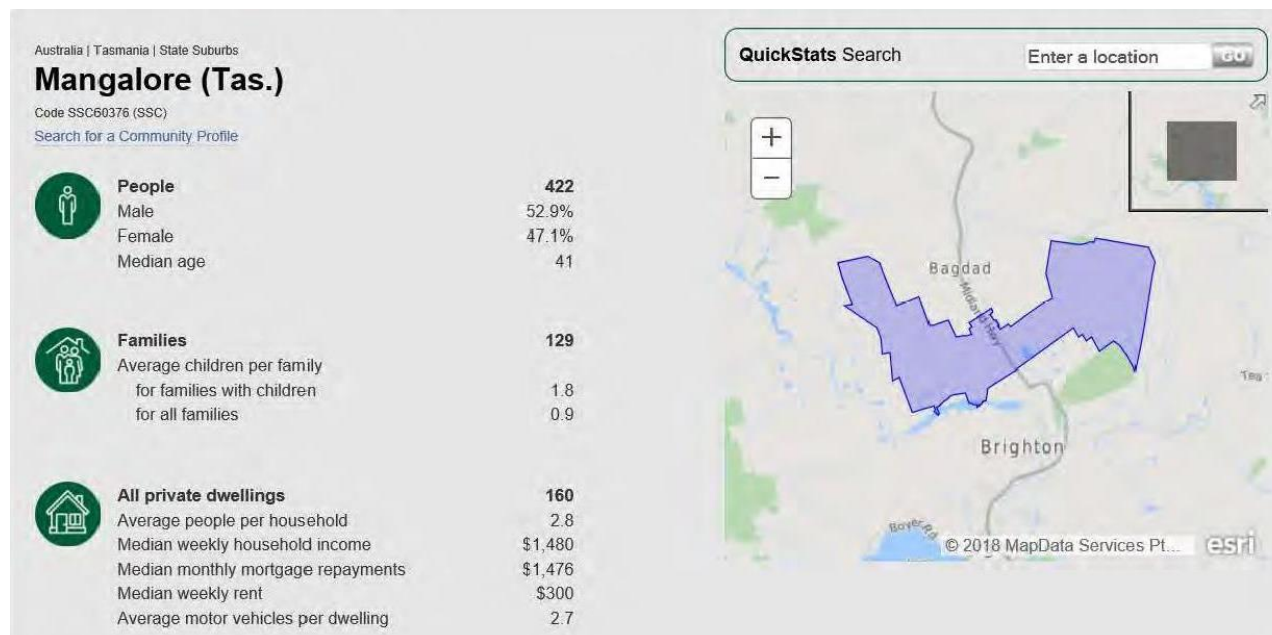
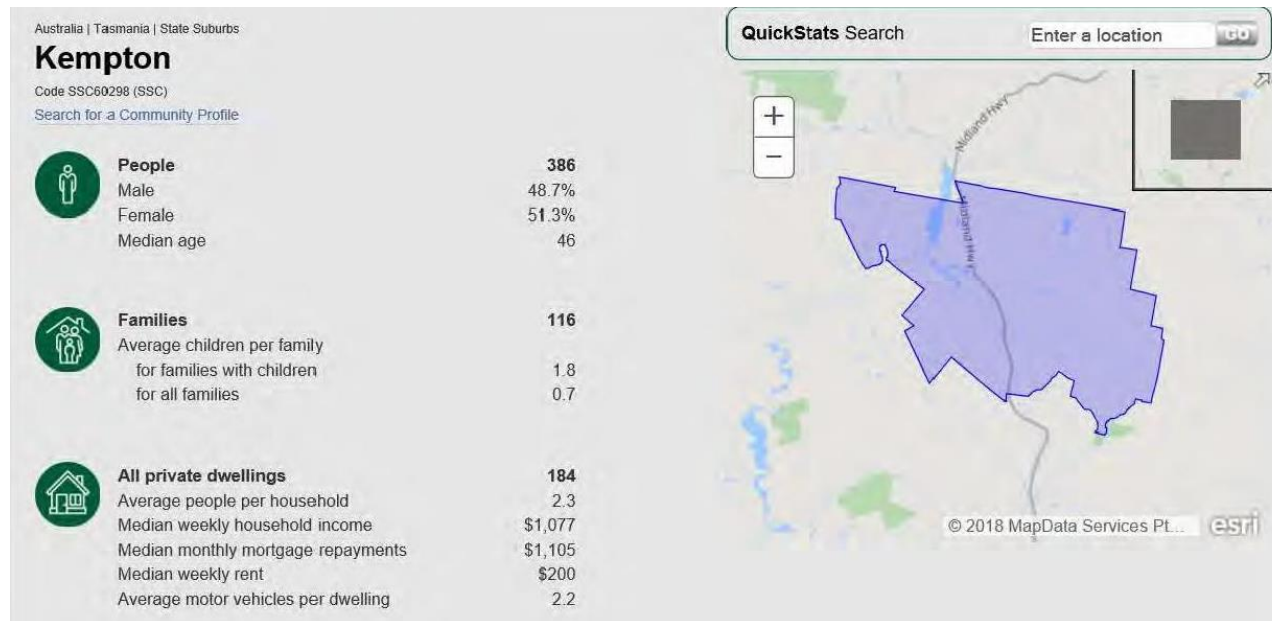
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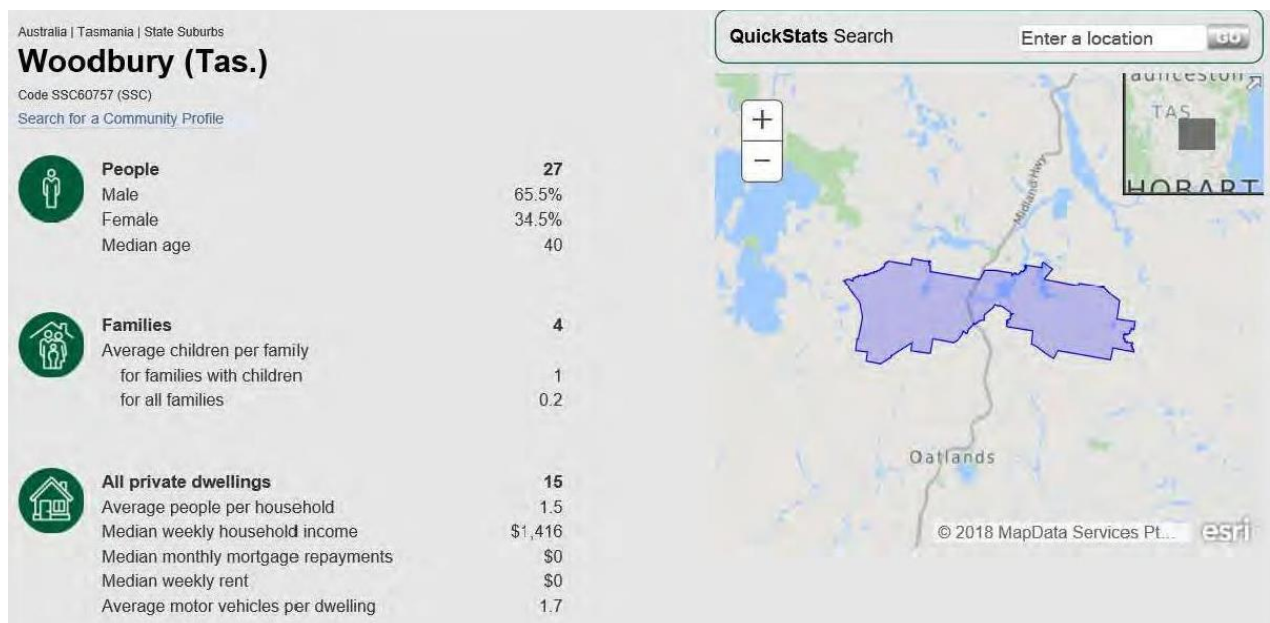
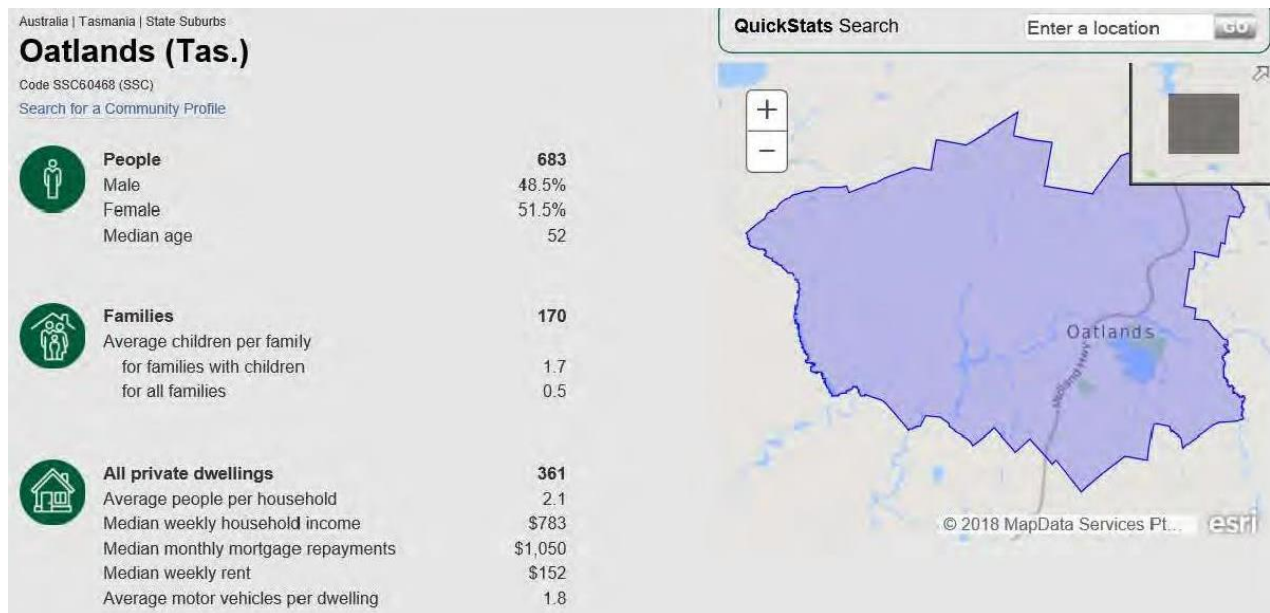


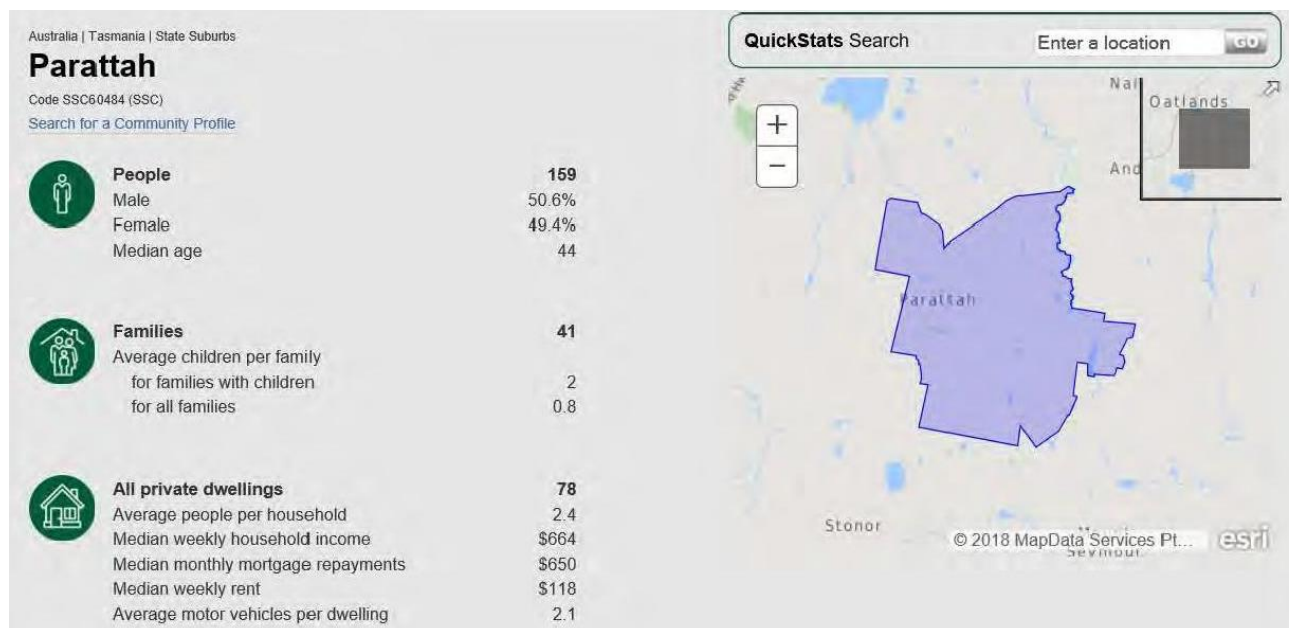
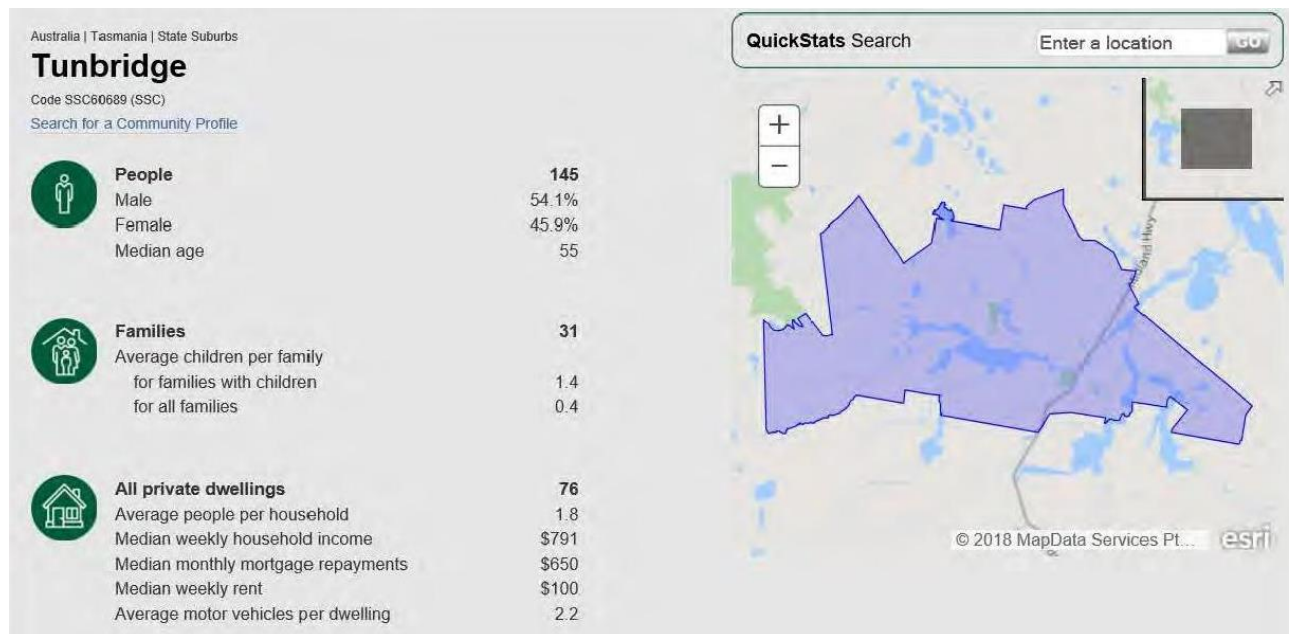


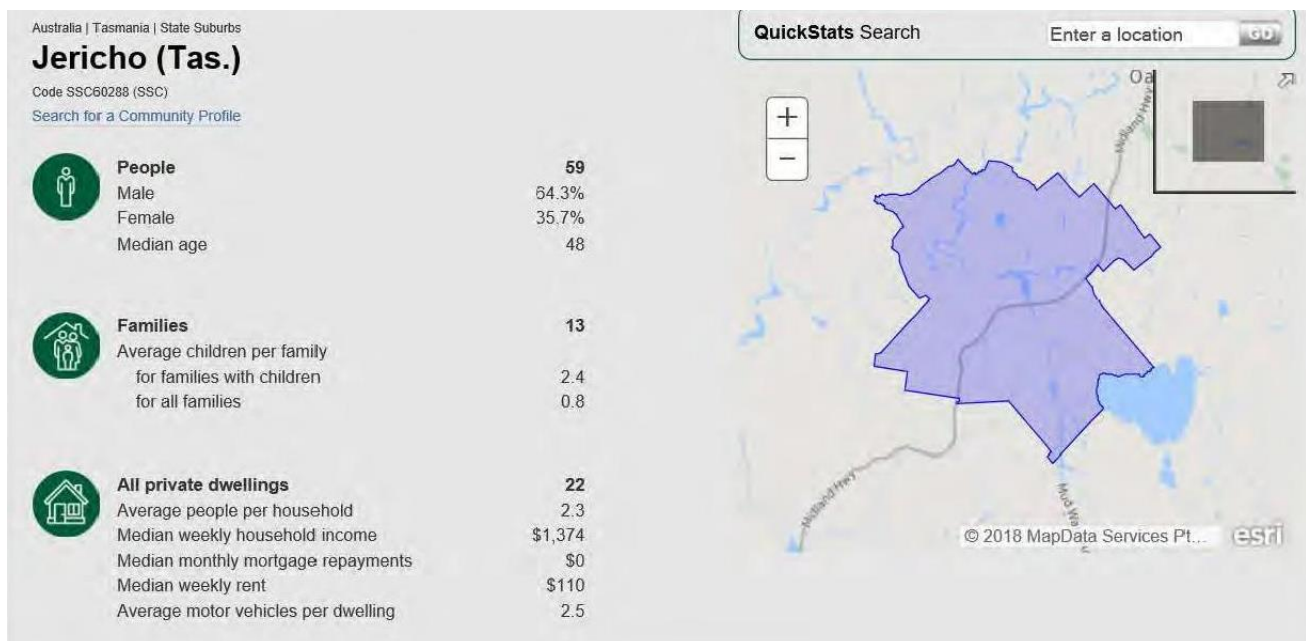
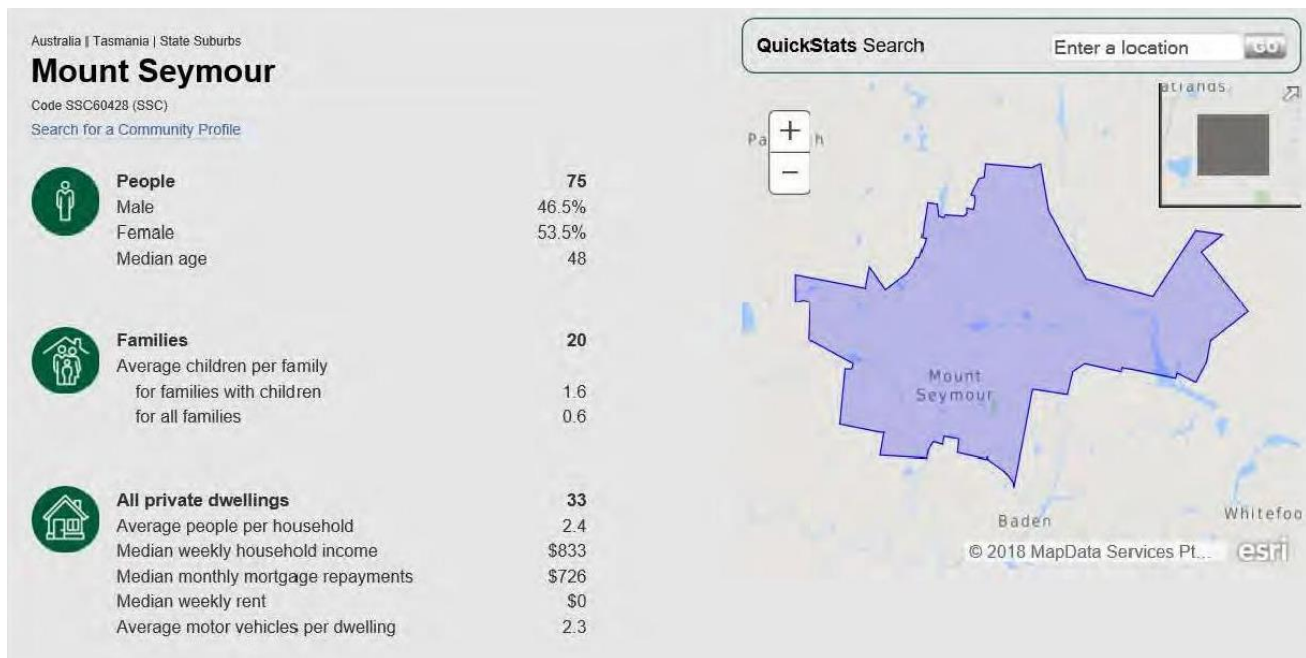


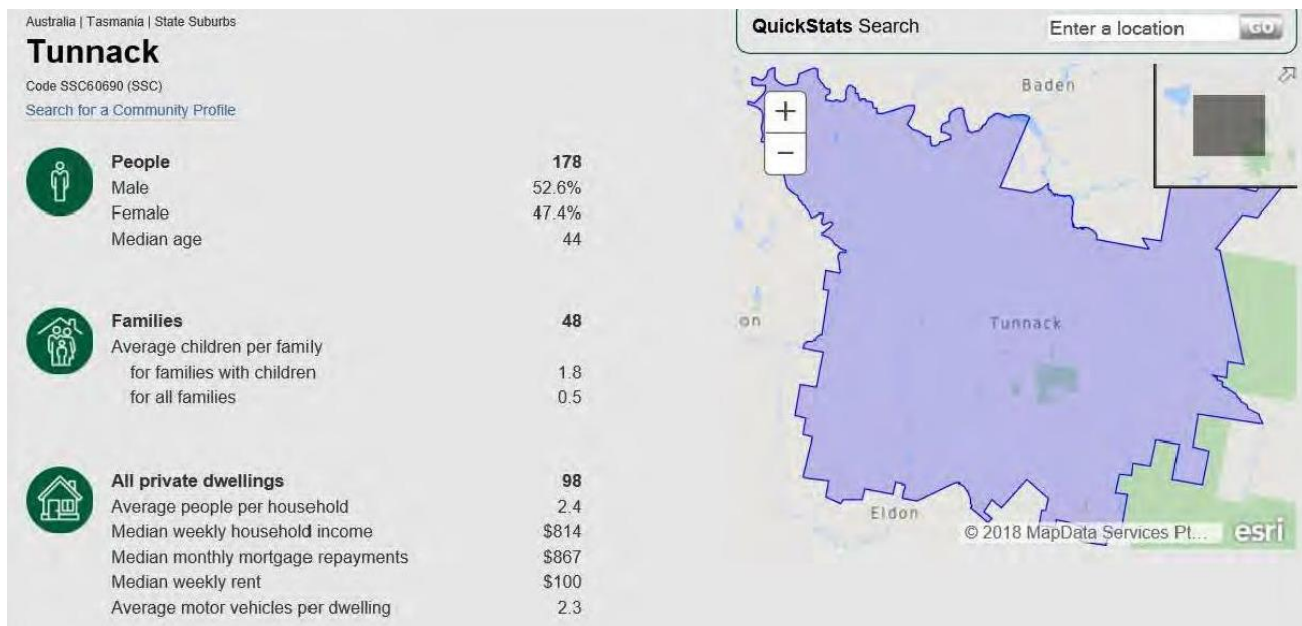
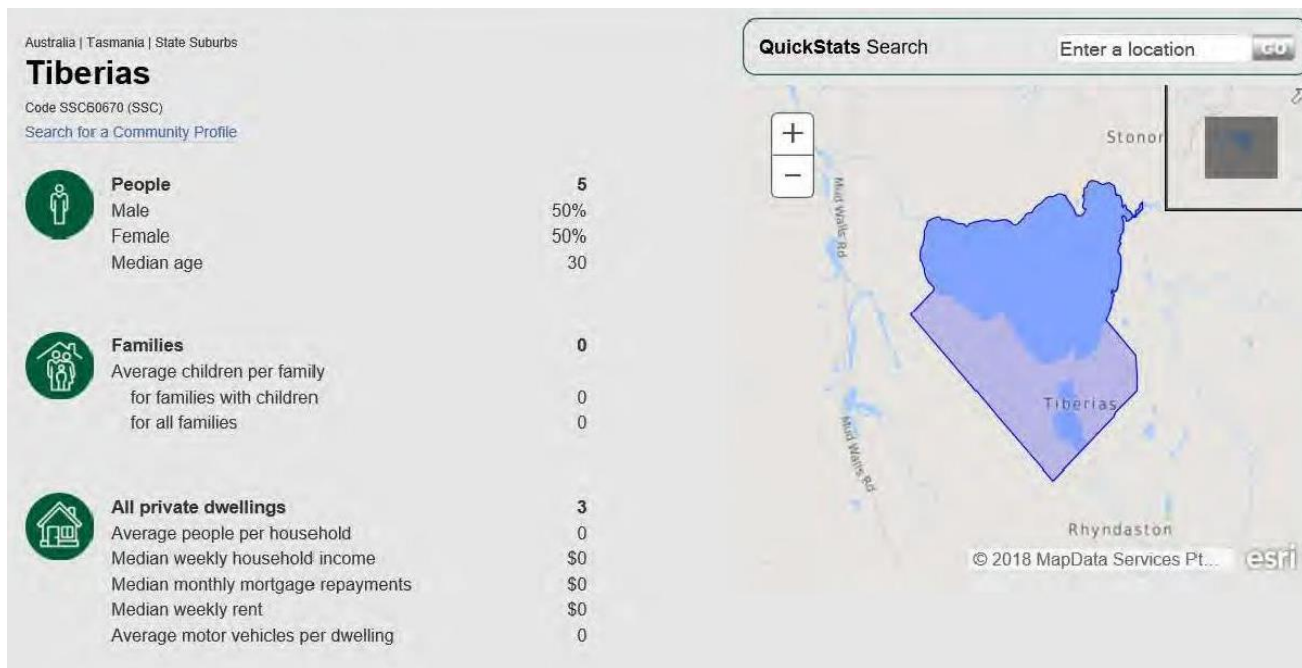


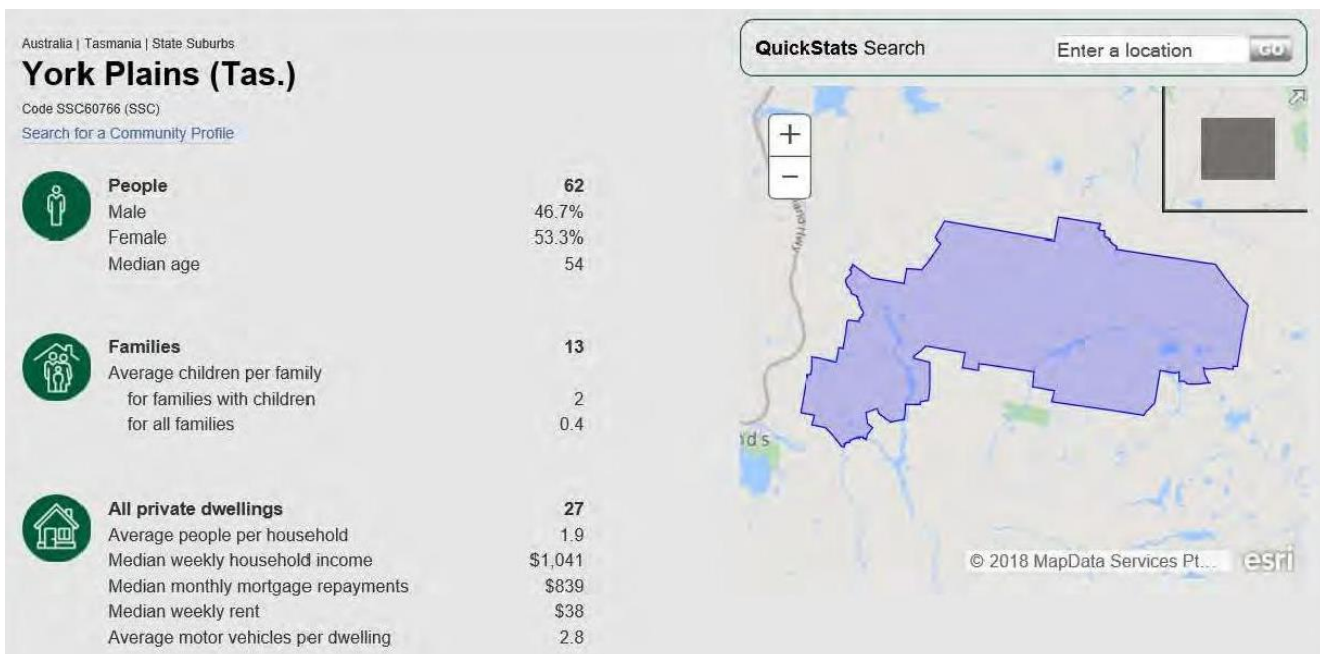
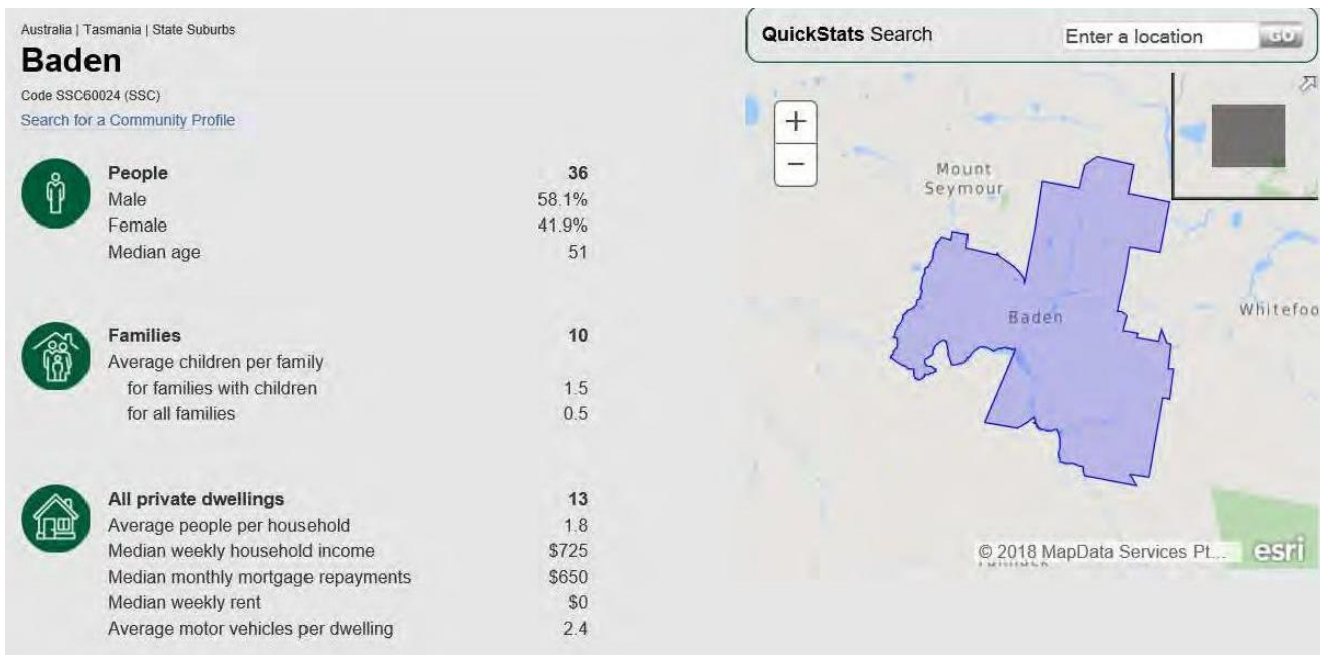


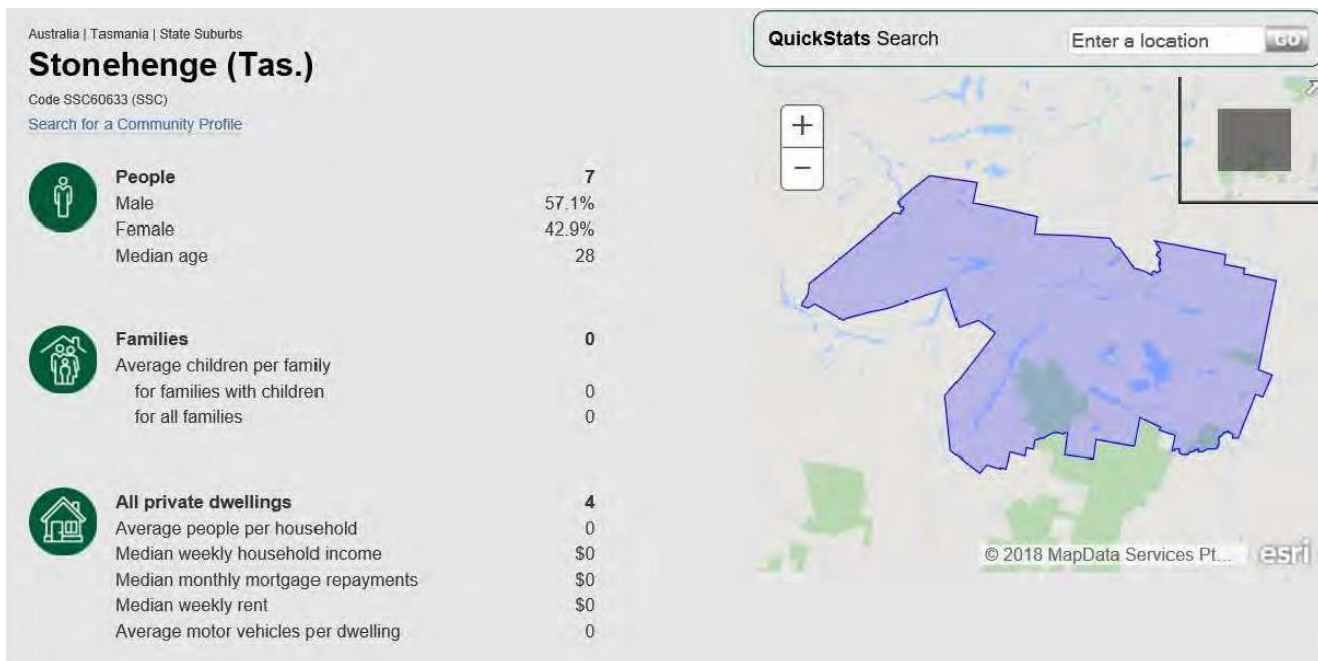
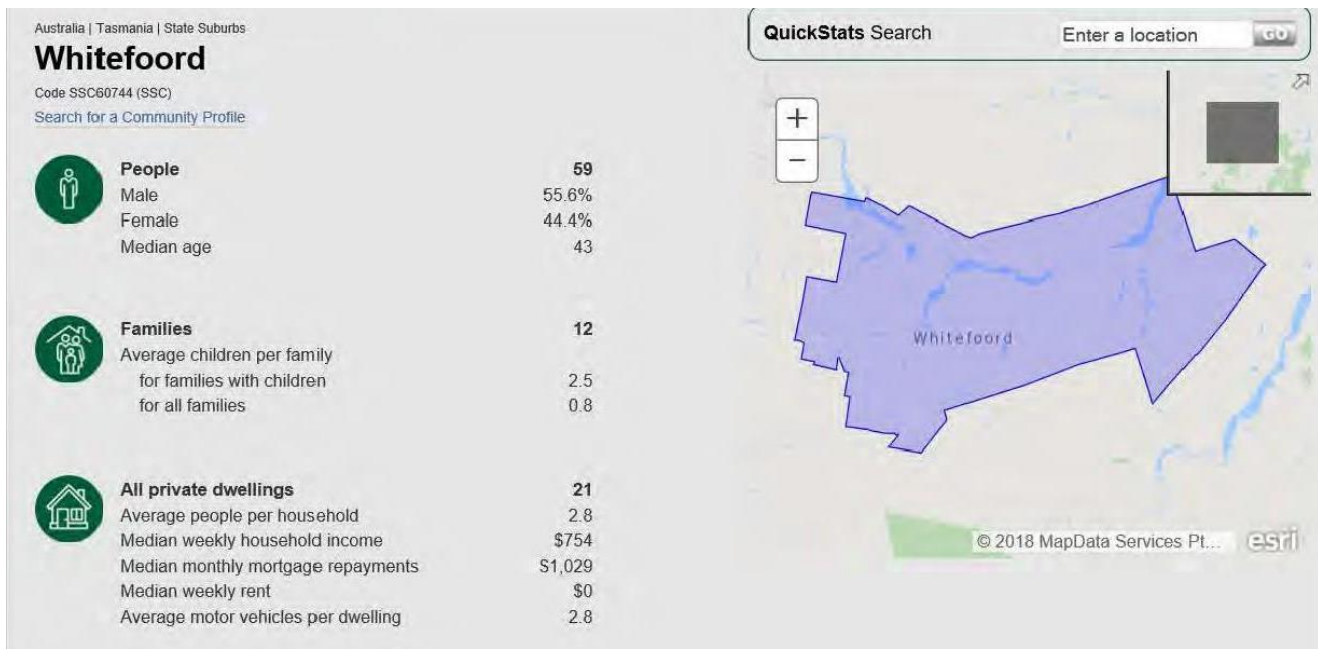


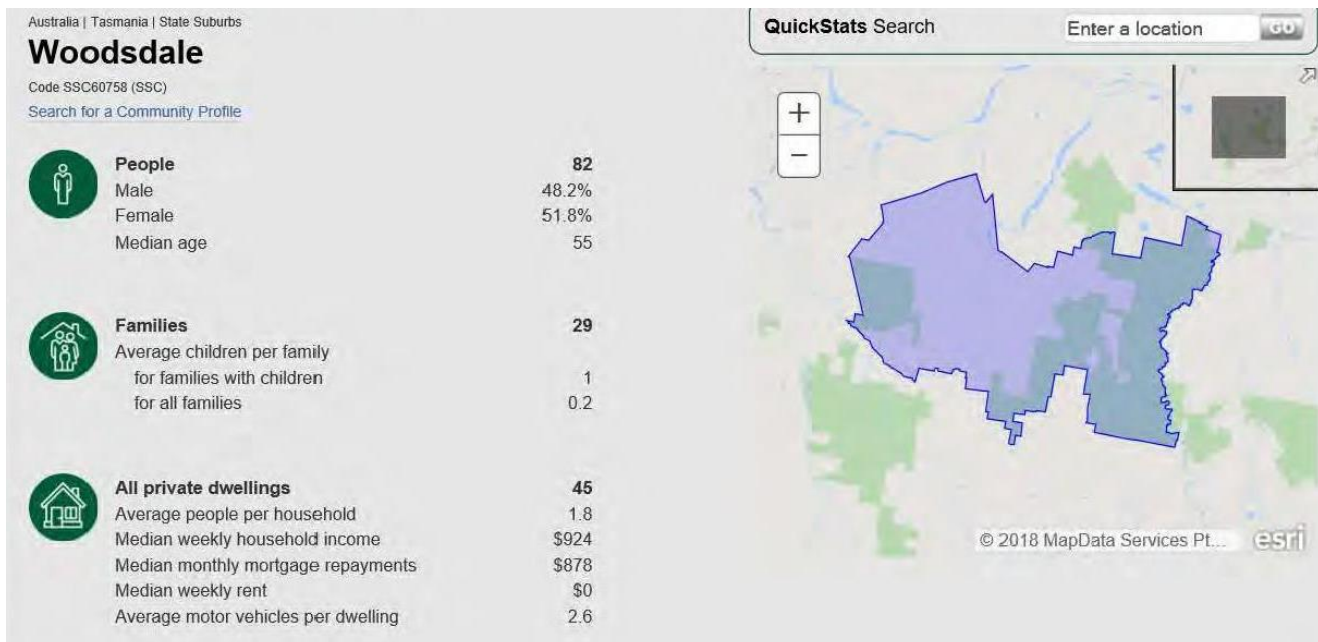
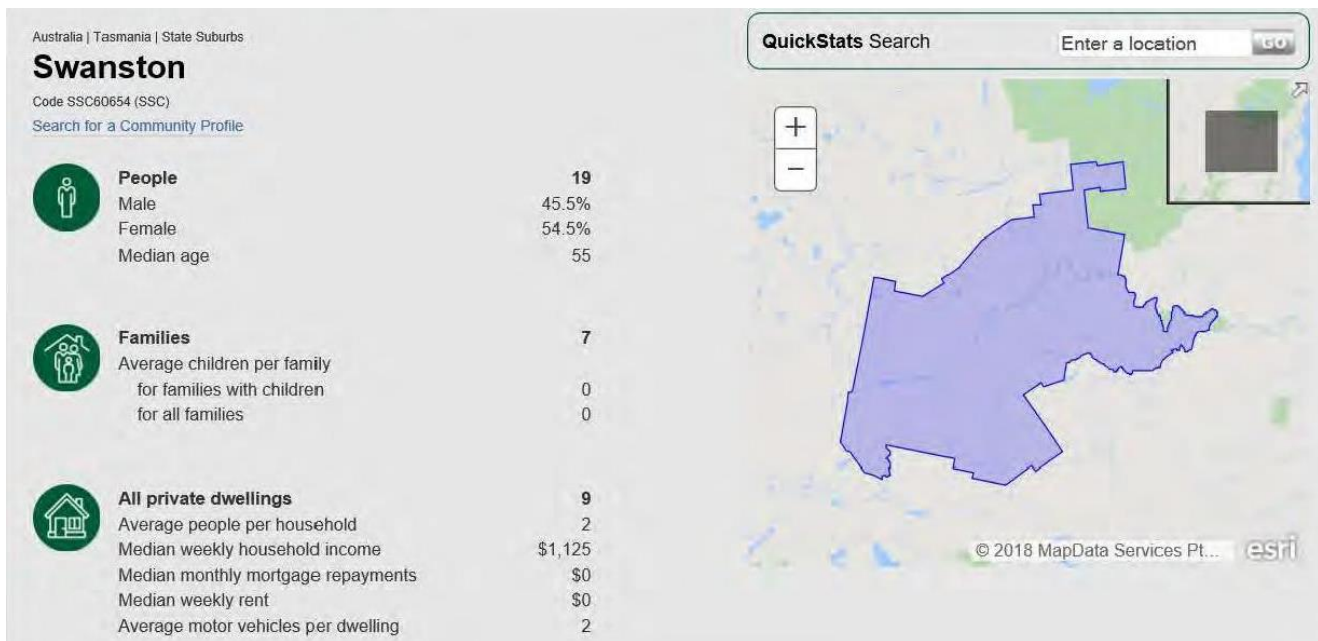


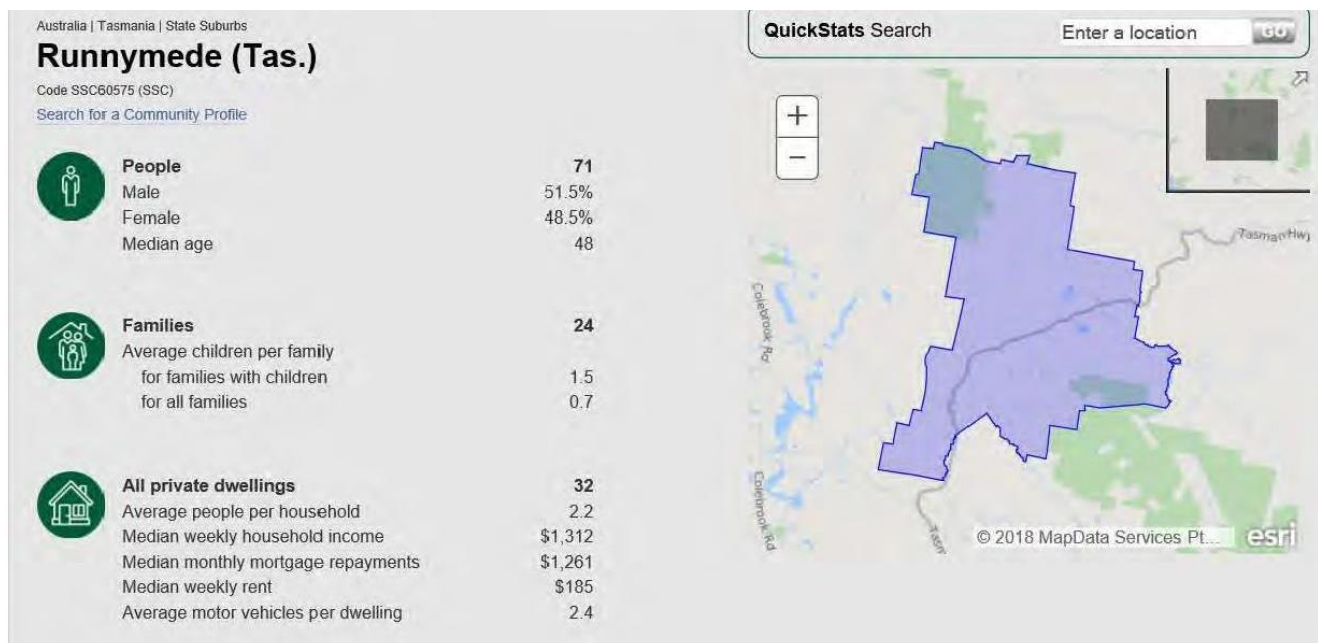
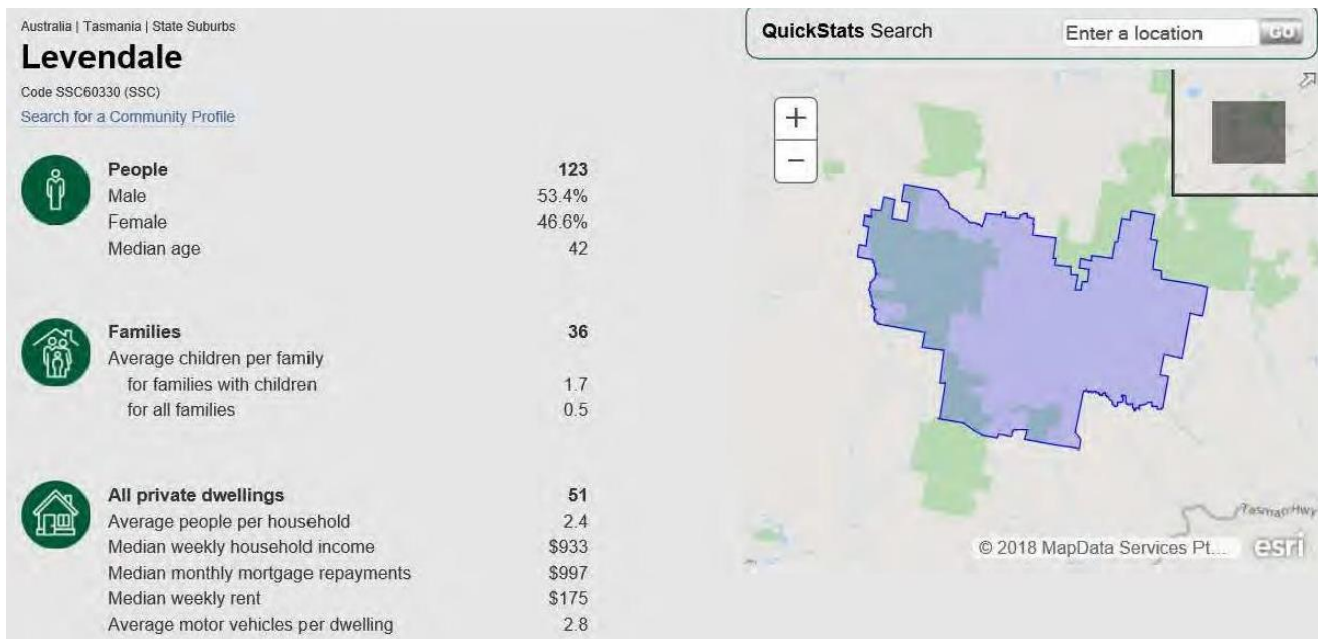












Plans & Strategies that Support the Strategic Plan

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
- Oatlands Structure Plan
- 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
- Creative Colebrook Report
- Heritage Highway Tourism Development Plan
- DST Destination Action Plan



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