NORTHERN MIDLANDS STRATEGIC PLAN 2017 – 2027
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Vision

Northern Midlands is an enviable place to live, work and play. Connected communities enjoy safe, secure lives in beautiful historical towns and villages. Our clean, green agricultural products are globally valued. Local business and industry is strongly innovative and sustainable.

Values

Honesty
Treat all with honesty, respect and trust

Integrity
Listen, learn and proactively deliver Council’s vision

Innovation
Explore, expand and adapt to achieve a shared vision

Pride
Serve community with pride and energy

Mission

Lead and Progress

Leadership
Serve with honesty, integrity, innovation and pride

Progression
Nurture and support economic health and wealth

People and Place

People
Build a vibrant society that respects the past

Place
Nurture our heritage environment

Municipal Goals

- Bold leadership guides innovation and growth
- Economically sound and flexible management
- Sustainable progress creates a vibrant future
- We strategically plan and deliver infrastructure
- Our culture respects the past in building the future
- Our historical landscapes are cherished and protected
- Connected communities are strong and safe
- The municipality is diverse and innovative

The Structure of the Strategic Plan

Council develops four-yearly and annual Departmental plans, to deliver goals from this guiding Strategic Plan.
Lead and Progress

Lead

Serve with Honesty, Integrity, Innovation and Pride
Council is committed to strong advocacy and community collaboration. Living responsibly within our means, through transparent financial planning and governance. Staff culture espouses integrity, honesty and pride.

Leaders with Impact

Strategic Outcomes
Management and Elected Representation
• Council is connected to the community
• Councillors serve with integrity and honesty
• Management is efficient, proactive and responsible

Core Strategies
Communicate – Connect with the community
• Strengthen confidence via collaborative decision-making
Lead – Councillors represent honestly with integrity
• Practice open, accountable governance
• Deliver clear, cohesive core messages
• Represent the concerns of the people
• Apply best practice, compliant governance
Manage – Management is efficient and responsive
• Manage and deliver a responsible Council program
• Advocate for economic investment by Government
• Enable Council and staff to deliver quality service
• Drive projects that deliver a progressive local future

Money Matters

Strategic Outcomes
• Budgets are responsible yet innovative
• Efficiency in resource sharing and Council reform
• Improve community assets responsibly and sustainably

Core Strategies
Budgets are responsible yet innovative
• Deliver a compliant and responsible 10-year Financial Plan
• Flexible fiscal plans enable new projects to be explored
Efficiency in resource sharing and Council reform
• Fiscal and resourcing reform have positive impact
• Strive for best practice customer service
Improve community assets responsibly and sustainably
• A 20-Year Asset Management Plan to maintain assets
• Asset Upgrade Program is responsive to opportunity

Best Business Practice and Compliance

Strategic Outcomes
• Council complies with Government legislation
• Continuous improvement is embedded in staff culture
• Effective and efficient marketing, communications and IT
• Excellent standards of customer service

Core Strategies
Council complies with all Government legislation
• Amend governance regulations as per legislation
• Ensure facilities, volunteers and Committees comply
• Update compliance policy and procedure as required
• Train staff in all compliance policy changes
• Manage Special Committees of Council
Continuous improvement is embedded in staff culture
• Motivate staff via improvement and innovation
Effective and efficient marketing, communications and IT
• Use positive, cohesive marketing to drive core messages
• Improve and maintain current web and social media sites
• Improve IT interface for NBN capability
• Secure and monitor Council against external risk

Excellent standards of customer service
• Ensure timely, high quality customer service
• Continuously improve efficiency in customer service

Workforce Standards

Strategic Outcomes
People and Culture Framework generates professionalism
• Workplace Health and Safety is fully compliant
• Emergency Management and Safety Plans work well

Core Strategies
People and Culture Framework generates professionalism
• Staff are engaged, committed, stable and innovative
• Employment Relations are fair and consistent
• The People and Culture Framework is best practice
• Organisational and personal development is valued
• Strive for nomination as an Employer of Choice
Workplace Health & Safety is fully compliant
• Ensure a healthy, safe, compliant workplace
• Create a culture accepting of WH&S compliance
• Maintain a compliant, best practice Risk Register

Emergency Management and Safety Plans work well
• Maintain and test Emergency Management Plans
• Identify and implement Safety Committee objectives
• Prepare for potential future extreme events
Progress

Economic Health and Wealth – Grow and Prosper
Our infrastructure growth builds capacity and economic sustainability. We support diverse, innovative, independent business and industry. We thrive with strong collaborative regional partnerships.

Strategic Project Delivery – Build Capacity for a Healthy Wealthy Future

Strategic Outcomes
- Strategic, sustainable, infrastructure is progressive
- Proactive engagement drives new enterprise
- Collaborative partnerships attract key industries
- Attract wealth-producing business and industry

Core Strategies
- Strategic, sustainable, infrastructure is progressive
  - A Land Use and Development Strategy to direct growth
  - Flexible project priorities build competitive advantage
  - Prepare Annual Strategic Project Delivery Model

- Proactive engagement drives new enterprise
  - Engage early with business and industry projects
  - Plan and embed ‘Sense of Place’ principles
  - Streamline Planning Approval timeframes

- Collaborative partnerships attract key industries
  - Advocate for high value new business and industry

- Attract healthy, wealth-producing business and industry
  - Seek business able to diversify local capability

Economic Development – Supporting Growth and Change

Strategic Outcomes
- New and expanded small business is valued
- Support new businesses to grow capacity and service
- Towns are enviable places to visit, live and work
- Minimised industrial environment impact on amenity
- Developers address climate change challenges
- Maximised external funding opportunities

Core Strategies
- New and expanded small business is valued
  - Facilitate local entities to enhance communication
  - Ensure streetscapes enhance aesthetic amenity

- Support new businesses to grow capacity and service
  - Support ‘Shop Local’ to strengthen business centres
  - Support new positive growth business and employment

- Towns are enviable places to visit, live and work
  - Raise our media profile to attract investment
  - Ensure inclusion in tourism or investment marketing

Tourism Marketing and Communication

Strategic Outcomes
- Tourism thrives under a recognised regional brand
- Tourism partnerships build sense of place identity

Core Strategies
- Tourism thrives under a recognised regional brand
  - Develop an Economic Development (incl. Tourism) Strategy
  - Support Tourism Northern Tasmania marketing to maximise tourism growth
  - Ally with Tourism Northern Tasmania, community committees and tourism operators

- Tourism partnerships build sense of place identity
  - Support effective regional tourism branding
  - Ally with Community committees and tourism operators
  - Advocate for tourism product enhancement funding

“\nThe essence of strategy is choosing what not to do.” – Michael Porter
People and Place

People

Culture and Society – A Vibrant Future that Respects the Past
Diverse towns and villages service a rural-based industry. Connectivity challenges are innovatively managed to unite disparate communities. Equitable delivery of quality assets, programs and services supports sustainability.

Sense of Place – Sustain, Protect, Progress

Strategic Outcomes
• Planning benchmarks achieve desirable development
• Sympathetic design respects historical architecture
• Developments enhance existing cultural amenity
• Public assets meet future lifestyle challenges

Core Strategies
Planning benchmarks achieve desirable development
• Provide strongly preferred building design criteria

Council nurtures and respects historical culture
• Set benchmarks to complement historical architecture

Developments enhance existing cultural amenity
• Show benefits of retained character of heritage towns
• Signage design control nurtures visual historical amenity

Public assets meet future lifestyle challenges
• Design asset upgrades for climate change challenges

Lifestyle – Strong, Vibrant, Safe and Connected Communities

Strategic Outcomes
• People value quality lifestyles in vibrant, eclectic towns
• Communities speak and leaders listen
• Promote our attractive and liveable places
• Communities are engaged in future planning
• Healthy, safe communities nurture people

Core Strategies
Living well – Valued lifestyles in vibrant, eclectic towns
• Design improvements that espouse a ‘Sense of Place’
• Consult communities for inclusion and participation
• Streetscaping fosters a culture of improving amenity
• Market our desirable amenity and unique qualities

Communicate – Communities speak and leaders listen
• A Councillor Open Day for access to elected members
• Create ‘Northern Midlands Living Business’ on website

Participate – Communities engage in future planning
• Share Draft Strategic Project Plans with community

Connect – Improve sense of community ownership
• Consult community on Council projects and programs

Caring, Healthy, Safe Communities – Awareness, education and service
• Equal access to health, safety and community services
• Advocate for equitable health, education and employment
• Support networks for older persons and youth at risk
• Support networks assisting victims of domestic violence
• Foster arts and culture participation at local level
• All abilities sport and exercise facilities available
• Cater for community members with disabilities

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Environment – Cherish and Sustain our Landscapes

**Strategic Outcomes**
- Cherish and sustain our landscape
- Meet environmental challenges
- Eco-tourism strongly showcases our natural beauties

**Core Strategies**

*Cherish and sustain our landscapes*
- Work with Natural Resource Management to fund environmental protection
- Use education to enhance environmental outcomes
- Nurture landscapes and environment for future benefit
- Create eco-diverse public spaces with ‘Sense of Place’

*Meet environmental challenges*
- Raise awareness of climate change and seek solutions
- Strengthen biodiversity in the natural environment
- Build environmental guidelines into statutory planning
- Explore contemporary waste management techniques

*Eco-tourism strongly showcases our natural beauties*
- Support eco-tourism to attract visitors to our area

History – Preserve and Protect our Built Heritage for Tomorrow

**Strategic Outcomes**
- Our heritage villages and towns are high value assets

**Core Strategies**

*Our heritage villages and towns are high value assets*
- Value and protect our ‘Sense of Place’ heritage assets
- Attract tourism to support and sustain historical assets
- Foster business pride in historical streetscapes

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**Place**

*Nurture our Heritage Environment*

We cherish the historical heritage of our culture and all its people. It is firmly embedded in planning for the future – an enviable place to live, work and play. We protect our environment and work with business and industry to protect inherent values.

“When surrounded by history, soak up its essence. The past creates stepping stones to your future.” - Kathleen Keenan

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Core Departmental Responsibilities

Governance – Economic and Community Development

Strategic Planning and Leadership
• Strategic Plan
• Council Business and Advocacy
• Elected Members Annual Development Plan
• Inter-Government Relations
• Media and Marketing

Local Government Reform
• Benchmarking and Resource Sharing Projects

Best Business Practice
• Compliance
• Local District and Management Committees
• External Statements
• Legislative Audits
• Delegation Reviews
• Policy Document Audit and Review
• Facility Management Committees

Workplace Standards

People and Culture
• People and Culture Framework
• Continuous Improvement

Economic and Community Development

Long Term Economic Planning
• Economic Development Strategy
• Annual Development Plan
• Partnerships and Engagement
• Sustainability of Economic Advantages

Strategic Project Concept Development
• Concept Planning
• Project Business and Community Consultation
• Strategic Project Tenders

Funding
• Sourcing and Applications
• Application Process Management

Tourism
• Industry Support and Collaboration
• Economic Development (incl. Tourism) Strategy

Strategic Community Planning
• Disability Discrimination Strategy
• Youth and Ageing Strategy
• Family Violence Strategy
• Work Participation Programs

Community Inclusion and Participation
• Business Support
• Employment Incentives
• Community Consultation

Corporate Services

Financial Management
• Asset Management Planning
• Annual Budget
• Quarterly Financial Reviews
• Long Term Financial Planning
• Audit and Audit Committee
• Risk Management and Insurances
• Workplace Health and Safety
• Emergency Management
• Customer Service
• Child Care Centres
• Information Technology Management

Planning and Development

Strategic Project Planning and Implementation
• Major Infrastructure Projects
• Strategic Land Use Planning
• Planning Reform and Draft Planning Scheme
• Contract Management

Statutory Planning
• Planning Process
• State and Northern Midlands Interim Planning Scheme
• Planning Applications, Assessment
• Plumbing and Building Applications, Assessment, Compliance
• Abatement Notices – Fire and Nuisance
• Approvals

Health
• Inspections and Notices
• Food Premises Licensing

Animal Control
• Registrations
• Complaints and Compliance

Environment
• Natural Resource Management Program Collaboration
• Climate Change

Works and Infrastructure

Area Management Plan
• Annual Works Program and Review
• Roads, Bridges, Footpaths, Parks and Reserves Programs

Project delivery as delegated
• Tender Management

Building Maintenance
• Building Maintenance Program
• Asbestos Removal Program

Stormwater Management Plans
• TRANSlink
• West Perth
• Towns and villages Stormwater Management Plans

Waste Management
• Waste Management Review
Strategic Departmental Outcomes 2017-2020

Governance and Community Development
- Local Government Reform
- Elected Members Development and Annual Plans
- Economic Development Master Plan
- People and Culture Plan
- Media and Marketing

Strategic Projects Team
- Prepare Economic Development Master Plan
- Identify Economic Development Master Plan priorities
- Prepare Strategic Project Futures Implementation Plan

Strategic Infrastructure Projects
- Launceston Gateway Precinct
  - Stage 1: Freight Demand Analysis
  - Stage 2: Launceston Gateway Master Planning
  - Stage 3: Business Cases
    - Reticulated Gas Project
    - Rail Spur Project
- Perth Town Structure Plan
  - Land Use Planning

Northern Midlands Rural Processing Centre
- Needs Analysis, Site Assessment and Availability
  - Demand, Logistics, Planning and Zoning
  - Business Case and Master Plan

Economic Development Division
- Economic Development Projects
  - Economic Development (incl. Tourism) Strategy

Sense of Place Planning
- Longford Place Activation Plan
  - Implement Place Activation Plan
- Longford CBD Urban Design Strategy
  - Stokes Park Master Plan

Perth Community and Recreations Centre, School Plan
- Integrated Strategy

Ross Town Centre Park Development Plan
- Community Consultation
- Master Plan Process

Campbell Town CBD and Traffic Management Strategy
- Community Consultation
- Master Plan Process

Cressy Recreation Ground Master Plan
- Community Consultation
- Master Plan Process

Morven Park Master Plan
- Community Consultation
- Master Plan Process

Community Development Division
- Community Planning Projects
  - Youth and Ageing Strategy
  - Discrimination Strategy

Corporate Services Department
- Local Government Reform
  - Benchmarking and Resource Sharing Initiatives
- Asset Management Plan Annual Review
- Annual Budget and Quarterly Review
- Information Technology Upgrade Program
- Emergency Management
- Workplace Health and Safety Action Plan Annual Review

Planning and Development Department
- Strategic Planning Projects
  - Land Use and Development Strategy
  - Tasmanian Planning Scheme

Compliance
- Waste Management
  - End of Life Tyres resolution

Works and Infrastructure Department
- TRANSlink Precinct Renewal – Stormwater
  - Implement as budget is allocated
- Campbell Town War Memorial Oval
  - Implementation of Master Plan
- Longford NM Sport and Fitness Centre
  - Implementation of Master Plan
- Honeysuckle Banks
  - Implementation of Master Plan
- Bridge Renewal Program
  - Replace all timber deck bridges by 2020
- Nile Road Upgrade
  - Implementation of Staged Program
- Stormwater Management Plans
  - Devise 3-Year Plan for each town
Major Strategic Project Delivery 2020-2027

 Governance
 • Local Government Reform
 • Elected Members Development and Annual Plans
 • People and Culture Plan
 • Media and Marketing Program
   – Media and Marketing documentation
   – Social Media and Marketing
 • Strategic and Community Projects consultation

 Strategic Projects Team
 • Economic Development Master Plan Annual Review
 • Strategic Project Futures Planning Annual Review

 Strategic Infrastructure Projects
 • Launceston Gateway Precinct Master Plan
   – Stage 4: Implement Launceston Gateway Master Plan
 • Northern Midlands Rural Processing Centre
   – Implementation
 • Perth Community Centre, Recreation Ground, Primary School Master Plan
   – Perth Recreation Ground Master Plan 2030
 • Longford CBD Urban Design Strategy
   – Stokes Park Master
 • Longford Recreation Ground Master Plan
 • Campbell Town CBD Urban Design and Traffic Management Strategy
 • Cressy Swimming Pool Master Plan
 • Cressy Recreation Ground Master Plan
 • Morven Park Master Plan
 • Ross Swimming Pool Master Plan
 • Ross Town Centre Park Development Plan
 • Honeysuckle Banks Master Plan
 • Perth Town Structure Plan
   – Road Works at Perth – State Collaboration
 • Nile Road Upgrade
   – Implementation of staged program

 Economic Development Division
 Strategic Planning Projects
 • Economic Development Master Plan Strategy Delivery
   – Economic Development (incl. Tourism) Strategy
 • Tourism
   – Tourist Business Networks
   – Collaborating in Regional Partnerships
 • Northern Midlands Rural Processing Centre
   – Build Capacity
   – Investment Attraction

 Sense of Place Planning
 • Villages Sense of Place Plans
   – Community Consultations – all towns
   – Master Planning – all towns
   – Seek Funding – all towns

 Community Development Division
 • Local issues
   – Health, Education and Employment
   – Sport and Recreation
   – Cohesive Communities
   – Communities at risk
 • Youth and Ageing Strategy Review
 • Discrimination Strategy Review

 Corporate Services
 • Local Government Reform
   – Resource Sharing Programs
 • Asset Management Plan
 • Annual Budget, Quarterly Review
 • Best Practice Customer Service Program
 • Workplace Health and Safety program
 • Emergency Management
   – Review Climate Change impacts
 • Information Technology NBN Capacity Program

 Planning and Development
 Strategic Planning Projects
 • Review Land Use and Development Strategy
 • Review Local Area Provisions
 • Planning Records System Upgrade

 Works and Infrastructure Department
 • Roads and Bridge Renewal Program
 • Footpaths, Parks and Reserves
 • Stormwater Management Plans
   – Rollout Implementation Plans for each town
 • Waste Management
   – Recycling Centres Review
   – Residential Service Review
   – Green Bins Review
 • Climate Change Impact Mitigation Works
   – As identified

“Now is no time to think of what you do not have. Think of what you can do with what there is.” – Ernest Hemingway
## Strategic Plan Schedule

### Governance and Community Development

<table>
<thead>
<tr>
<th>STRATEGIC PROJECTS, OUTCOMES AND DELIVERY 2017-2027</th>
<th>UNDERWAY</th>
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### Works and Infrastructure Department

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<td>✓ ✓ ✓ ✓</td>
<td>2017-2020</td>
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<tr>
<td>Nile Road Upgrade</td>
<td>✓ ✓ ✓ ✓</td>
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<tr>
<td>Stormwater Management Plans</td>
<td>✓ ✓ ✓ ✓</td>
<td>Review</td>
<td></td>
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</tr>
<tr>
<td>Waste Management 2017-2020</td>
<td>✓ ✓ ✓ ✓</td>
<td>Review</td>
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