Council Term Plan 2025-2026



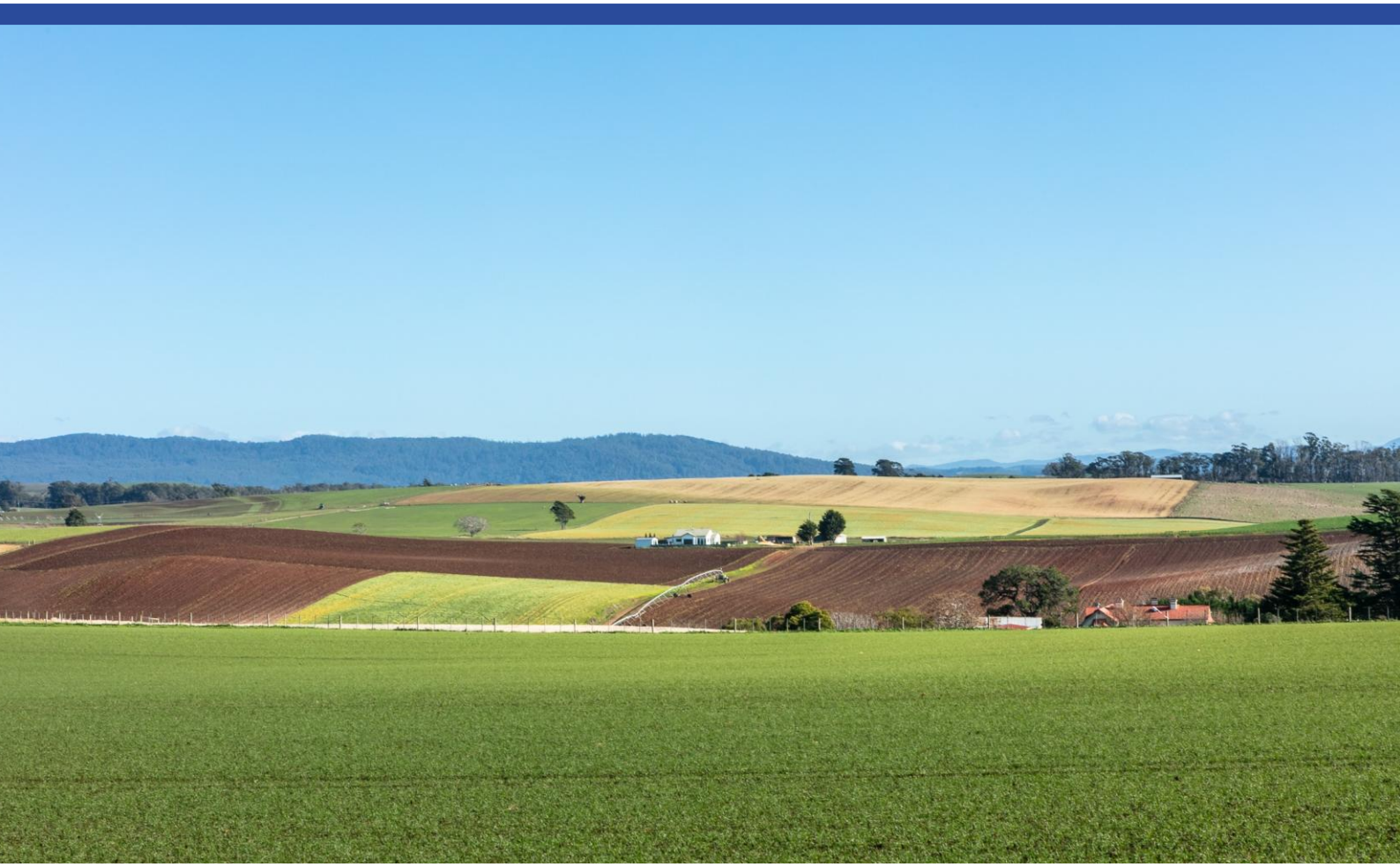


We acknowledge the traditional owners of the land on which we work and live: the punnilerpanner clan of the North Nation. We recognise the continuing connection of Aboriginal and Torres Strait Islander people to land, water and community, and pay our respects to elders; past, present and future.

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Message from Our Mayor

The term plan developed by the current Council was intended to provide elected members with an opportunity to collaboratively identify, prioritise and progress projects, initiatives and programs over the remaining two years of our term. Ideally, this process would have commenced at the beginning of the four-year term, providing a framework to guide Council's priorities and decision-making throughout that period. Although developed later than intended, I believe the exercise was worthwhile in establishing a shared focus and identifying key priorities.

The implementation of the plan was subsequently affected by significant organisational changes, particularly the departure of the then General Manager and the Manager of Corporate and Business. These disruptions impacted Council's capacity to progress some priorities, resulting in delays and, in some cases, preventing initiatives from proceeding as originally intended.

Despite these challenges, a number of positive outcomes have been achieved across governance, infrastructure, recreation, advocacy and strategic planning.

Governance and organisational performance

A significant achievement has been the completion of Council's annual audit in time for presentation at the Annual General Meeting, in accordance with local government requirements. In recent years, Council has experienced difficulties meeting this timeframe, but we now appear to be on track to achieve this consistently. This is a credit to the Finance team and all those involved in completing this important work.

Advocacy and community services

Council's advocacy for childcare provision following the unfortunate closure of St Pat's childcare centre has been particularly important. This included supporting an interim solution for local families, alongside advocacy for a longer-term facility developed in partnership with Lady Gowrie. The new facility is nearing completion and is expected to open in November. These outcomes demonstrate the value of Council working collaboratively with service providers to address community needs.

Infrastructure, recreation and open spaces

Several important infrastructure and recreational projects have progressed during the term. The long-awaited Hawley pathway has been completed, and Council's Open and Green Spaces Strategy has been finalised and endorsed. Construction of the new dog park at Port Sorell is underway, with opening anticipated before the summer holiday period.

Council has also continued to improve sporting and recreational facilities, including works at Bosworth Park, Perkins Park and the Latrobe Recreation Ground, particularly the change rooms and associated facilities.

Progress has also been made on stormwater infrastructure, with the Sankey Street project having gone to tender and construction expected to commence before the end of the calendar year. Similar works in Taroona Street, Hawley, will address another long-standing community priority.

Strategic planning and development

Council has developed its Planning Principles to guide developers on the style and form of subdivision that Council seeks to encourage within the municipality. Available to developers during the early design stages, these principles clearly communicate Council's expectations and provide an opportunity to achieve better planning outcomes that reflect the long-term interests of our community.

Recommendations for the incoming Council

I strongly recommend that the incoming Council develop a term plan early in its four-year term. With at least three of the seven elected representatives expected to be new to Council, the process would provide a valuable opportunity to establish a shared understanding of priorities, identify common objectives and agree on the outcomes that Council wishes to pursue collectively.

The term plan should be developed in partnership with the CEO and executive team and incorporated into Council's annual plans, strategic planning, long-term financial planning and annual budget deliberations. This would help ensure that agreed priorities are appropriately resourced, regularly reviewed and progressively delivered.

A well-developed and actively maintained term plan can provide a clear sense of direction, strengthen collaboration between elected members and the executive team, and help ensure that Council's decisions remain focused on delivering meaningful outcomes for the community.

In my view, the experience gained through our current term reinforces the value of this process and the importance of establishing it early, with clear priorities, appropriate organisational support and a commitment to collective responsibility.



Peter Freshney

Our Strategic Framework

Purpose

Latrobe Council's primary purposes and functions are to:

- Provide for the health, safety, and welfare of the community
- Represent and promote the interests of the community
- Provide for the peace, order, and good government of the municipal area.

Vision

Latrobe is a friendly and welcoming community recognised for:

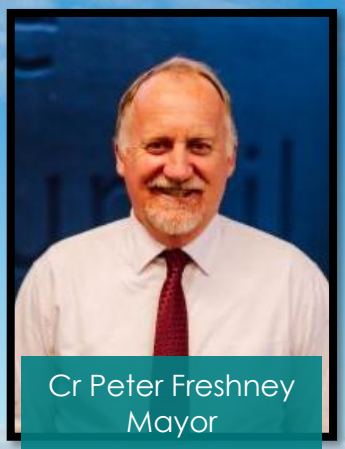
- *The high quality of life enjoyed by residents and visitors within an attractive built environment.*
- *The preservation of the rural character and rich soils of the area which enables agricultural to be a key component of our economy.*
- *The uniquely beautiful natural environment including the seaside settlement areas.*
- *An efficient, responsive, and adaptive Council which provides strong, visionary, and consultative leadership.*

Values

The values which will guide Council's choices and actions as we implement our vision for the future.

- **Leadership** – committed to providing the highest standard of leadership and performance.
- **Community participation** – encourages and values the contributions made by each person.
- **Lifestyle and Environment** – committed to providing, encouraging, and promoting the area's natural advantages and developed attributes which enhances our quality of life.
- **Employee Management** – values the contribution of our staff and is committed to ensuring their ongoing well-being and development.
- **Asset Management** – committed to effective and efficient management of all our infrastructure assets.
- **Regional Co-operation** – to work collaboratively and cooperatively with our neighbours.

Our Council



Cr Peter Freshney
Mayor



Cr Vonette Mead
Deputy Mayor



Cr Claudia Baldock



Cr Graeme Brown



Cr Dave Fidler



Cr Lucy Gorniak



Cr Jacki Martin



Cr Garry Sims



Cr Gerrad Wicks

Our Term Achievements – Goal 1

Goal	Objectives
1: Governance and Organisational Development 	1.1 Provide leadership and advocacy on behalf of our community. 1.2 Provide consistent, accountable, transparent and effective governance. 1.3 Ensure the long-term financial viability of the Council. 1.4 Develop opportunities for skilled, experienced and motivated staff. 1.5 Committed to risk management and building community capacity and resilience.

Term Priority

A. Promote financial stability within the Council through active management of finances and an annual budget that supports a sustainable underlying surplus.

Success Measures	End of Term Result ✖ Delayed > In Progress ✓ Completed
a. *Financial stability within the Council promoted through active management of finances and a balanced annual budget.*	✓
b. *Annual audit completed for presentation at the AGM, held in accordance with local government requirements.*	✓

Comments

The financial stability priority was achieved. The balanced budget measure and annual audit were both completed, demonstrating sound financial management and accountability. Financial stability does remain a work in progress. Long term financial planning, linked with Asset Management and improving operational efficiencies are key priorities.

Term Priority
B. Implement processes for professional development framework and succession planning in Council.

Success Measures	End of Term Result ✗Delayed >In Progress ✓Completed
a. *Development framework is updated and implemented.*	>
b. *Half yearly reports on related measures are provided to Councillors for review.*	>

Comments

Council is continuing to explore opportunities for development across the organisation, including initiatives that support organisational capability and capacity, workplace culture, leadership and people management, workplace practices, and a positive employee experience.

Opportunities for future work in this area will continue to be considered as organisational needs and priorities evolve.

Term Priority
C. Facilitate strategic working relationships with neighbouring councils to support local government reform.

Success Measures	End of Term Result ✗Delayed >In Progress ✓Completed
a. *Action Plan defining outcomes is developed with strategic alliance partners.*	>

Comments

The proposed action plan with strategic alliance partners is in progress. Work within the Mersey Leven Strategic Alliance has progressed well, with industrial land use strategy completed and a variety of other initiatives underway, the most recent being a sub-regional Tourism Strategy.

Term Priority	
D. Undertake strategic work to support possibility of State Government progress on Council mergers.	
Success Measures	**End of Term Result** ✖ Delayed > In Progress ✓ Completed
a. *Advocacy for funding from State Government to support mergers undertaken.*	✖
b. *Strategy to progress consultation is completed.*	✖

Comments

The merger-related success measures were not progressed to completion and no end-of-term result was assigned. Advocacy for State Government funding and a consultation strategy would need to be reconsidered if the State Government renews merger reform activity.

Term Priority	
E. Implement a training program to ensure all councillors understand their roles and responsibilities.	
Success Measures	**End of Term Result** ✖ Delayed > In Progress ✓ Completed
a. *Training needs analysis and training processes developed for councillors.*	✖
b. *Training plans established for current councillors.*	✖

Comments

A formal councillor training needs analysis and individual training plans were not recorded as completed. These measures will be incorporated into the induction and ongoing development program for the incoming Council and will be a legislated requirement for the incoming Council.

Term Priority	
F. Investigate requirements for a Bass Highway people crossing for development by State Government.	
Success Measures	**End of Term Result**

	✖Delayed >In Progress ✓Completed
a. *Data collected and needs analysis completed.*	✖
b. *Advocacy with Dept of State Growth commenced.*	>

Comments

The crossing investigation is partly advanced. Initial engagement has occurred with Building Tasmania regarding Bass Highway upgrades and pedestrian access at the roundabout, while the required data collection and needs analysis remain to be undertaken as planning progresses.

Our Term Achievements – Goal 2

Goal	Objectives
2: Community and Economic Development 	2.1 Identify, promote and support economic development opportunities. 2.2 Promote, develop and support tourism activities. 2.3 Work with the community to facilitate and celebrate festivals, events and culture. 2.4 Provide a range of quality community facilities and services which engage and empower the community to participate. 2.5 Be prepared to respond to emergency situations and assist in the community recovery.

Term Priority

A. Improve townships of Latrobe and Port Sorell to create more vibrant centres and opportunities for business expansion.

Success Measures	End of Term Result ✘ Delayed > In Progress ✓ Completed
a. *Actions from the Latrobe and Port Sorell Structure Plans are prioritised.*	✘
b. *Development plan for Kobe Lane area, including carparking, street connectivity and future commercial development, completed.*	✘

Comments

Both measures remain delayed pending finalisation of the Latrobe and Port Sorell Structure Plans. Prioritisation of township actions and planning for the Kobe Lane area should follow completion and endorsement of those plans.

Term Priority
B. Facilitate the development of the proposed childcare centre or similar facility.

Success Measures	End of Term Result ✘Delayed >In Progress ✓Completed
a. *Sale of land completed.*	✓
b. *Project has commenced.*	✓

Comments

The childcare priority was achieved. The land sale was completed and the development project completed, providing expanded local childcare provision.

Term Priority
C. Undertake development of Youth Engagement Strategy with local schools and community groups.

Success Measures	End of Term Result ✘Delayed >In Progress ✓Completed
a. *Youth Engagement Strategy completed.*	✘

Comments

The Youth Engagement Strategy was not completed. Future progress will require a defined scope, renewed engagement with schools and community groups, and an identified funding source.

Term Priority
D. Promote a vibrant and inclusive community culture that celebrates diversity, honours our history, and encourages participation in our community groups and events.

Success Measures	End of Term Result ✘Delayed >In Progress ✓Completed
a. *Reconciliation Action Plan completed.*	✘
b. *Options paper regarding processes and funding to support community events and groups provided to Council.*	✘

Comments

Neither success measure was completed. The Reconciliation Action Plan was deferred because of limited resourcing and requires reconsideration by Council, while an options paper on support and funding for community events and groups remains outstanding.

Term Priority	
E. Encourage volunteers within the community and connect with Volunteers Tasmania.	
Success Measures	**End of Term Result** ✘ **Delayed** > **In Progress** ✓ **Completed**
a. *Webpage with links to relevant organisations published.*	✘
b. *New volunteering framework implemented.*	> Work commenced but delayed due to position vacancy. It will not be completed within this Term but is scheduled to continue through to completion.

Comments

The volunteering framework was commenced but delayed by a position vacancy and is scheduled to continue beyond the term. No result was recorded for the proposed webpage, which should be completed alongside the broader framework and links to relevant organisations.

Term Priority
F. Develop and promote a physical activity program to increase community engagement with sporting and recreation spaces, venues and decision making.

Success Measures	End of Term Result ✘ Delayed > In Progress ✓ Completed
a. *Communication strategy to promote recreational spaces completed.*	✘
b. *Gap analysis for future infrastructure priorities conducted.*	✓

Comments

Results were mixed. The infrastructure gap analysis was completed through the endorsed Sport, Recreation and Open Spaces Plan, identifying an additional indoor basketball court at the Latrobe Youth Centre as a priority. The communication strategy remains delayed, subject to staff availability.

Our Term Achievements – Goal 3

Goal	Objectives
3: Infrastructure 	3.1 Provide a safe and well-maintained road network that caters for all road users. 3.2 Develop and improve the system for stormwater reticulation and disposal. 3.3 Manage Council owned buildings and facilities for the benefit of the community. 3.4 Maintain parks and reserves for community use. 3.5 Integrate NRM principles into Council's operational environment. 3.6 Provide responsible waste management services.

Term Priority

A. Develop community linkages between towns and spaces through the construction of all-ability pathways.

Success Measures	End of Term Result ✗ Delayed > In Progress ✓ Completed
a. *Hawley pathway build completed.*	✓
b. *Scope and concept design of Latrobe to Tarleton pathway completed.*	>
c. *Scope for Stage 1 of Latrobe to Port Sorell pathway completed.*	>

Comments

The Hawley pathway was completed and well received. The Latrobe–Tarleton and Latrobe–Port Sorell pathway measures remain in progress, with potential alignment criteria discussed but detailed scoping and concept work still required.

Term Priority
B. Finalise the development of an Open and Green Space Strategy, including prioritised activities.

Success Measures	End of Term Result ✗Delayed >In Progress ✓Completed
a. *Strategy endorsed by Council.*	✓
b. *Prioritisation plan completed.*	✓
c. *Dog park in Port Sorell constructed, with community consultation in design phase.*	>

Comments

The strategy and prioritisation plan were completed through Council's endorsed Sport, Recreation and Open Spaces Plan. Construction of the Port Sorell dog park commenced during 2025–26 and remains in progress, with completion expected in 2026.

Term Priority
C. Continue to develop and upgrade sport and recreation facilities within the municipality including playgrounds and access requirements.

Success Measures	End of Term Result ✗Delayed >In Progress ✓Completed
a. *Review of initial design and scope for Bosworth Park completed.*	✓
b. *Construction of prioritised components for Bosworth Park commenced.*	✓

Comments

The Bosworth Park measures were achieved. The endorsed Sport, Recreation and Open Spaces Plan informed the review, priority works were completed, and future improvements will be assessed against needs across other recreation spaces in the municipality.

Term Priority
D. Undertake redevelopment of the Latrobe Youth Centre and associated facilities.

Success Measures	End of Term Result ✖ Delayed > In Progress ✓ Completed
a. *Community and stakeholder consultation completed.*	✓
b. *Development plan finalised with identified funding source.*	>

Comments

Community and stakeholder consultation was completed through the updated Latrobe Recreation Precinct Master Plan. The redevelopment remains in progress, with the Youth Centre identified as a priority and 2026–27 funding allocated for staging and concept development, while external funding opportunities will be pursued.

Term Priority
E. Support Cradle Coast NRM to develop and implement a vegetation management program, including community engagement and education.

Success Measures	End of Term Result ✖ Delayed > In Progress ✓ Completed
a. *Community and stakeholder consultation completed.*	>
b. *Vegetation rehabilitation and maintenance plan developed.*	✓
c. *Advocacy for long-term funding of specific projects completed.*	✖

Comments

Progress was project-specific. Consultation and a rehabilitation and maintenance plan were completed for the Hawley Esplanade project. Broader advocacy for long-term funding was not completed, although rice grass management is expected to be raised again during a future election cycle.

Term Priority	
F. Prioritise the redevelopment of stormwater infrastructure in Sankey Street leading to Hawley Beach.	
Success Measures	**End of Term Result** ✗ Delayed > In Progress ✓ Completed
a. *New design successfully constructed.*	>
b. *Incidents of flooding are significantly reduced.*	>

Comments

The Sankey Street project remains in progress. Design work is complete, TasWater-related plans are being finalised, and construction is scheduled for 2026–27. Interim detention-basin improvements have been made, with further flood mitigation dependent on delivery of the main project.

Term Priority	
G. Undertake monitoring and rehabilitation of the Port Sorell landfill site.	
Success Measures	**End of Term Result** ✗ Delayed > In Progress ✓ Completed
a. *Rehabilitation method decided and agreed.*	>
b. *Environmental Protection Authority sign off on agreed method.*	>

Comments

Rehabilitation planning remains in progress. Council is working with the EPA to determine priorities, an agreed rehabilitation method and the approvals required for the disused Port Sorell landfill site.

Term Priority	
H. Develop a proactive maintenance program for rural roads that is data driven with well-defined service levels.	
Success Measures	**End of Term Result** ✖ Delayed > In Progress ✓ Completed
a. *Reactive work orders are reduced.*	>
b. *Asset Management System is kept up to date and used to generate the maintenance schedule.*	>

Comments

The revised gravel-road program, including Friday pothole runs, reduced customer-requested reactive work orders by 58%, showing meaningful progress toward proactive maintenance. Asset mapping and data capture are substantially complete, but the Asset Management System and Transport Asset Management Plan require further updating following the next independent road-condition survey.

Our Term Achievements – Goal 4

Goal	Objectives
4: Development and Regulatory 	4.1 Effectively manage land use planning and building services. 4.2 Promote and maintain public health standards. 4.3 Encourage and recognise responsible animal ownership.

Term Priority

A. Support the Alberta Street Road reserve as a pilot program to integrate alternative housing options into development projects.

Success Measures	End of Term Result ✗ Delayed > In Progress ✓ Completed
a. *Guidelines for developers on style and type of housing are developed and implemented.*	>
b. *Development applications meeting guidelines increased.*	>

Comments

This priority is in progress. Council has approved planning principles to guide growth and development, and staff are making developers aware of them. Further monitoring is required to determine whether the principles are increasing the number of compliant development applications.

Term Priority
B. Finalise planning and commence implementation of structure plans for Latrobe and Port Sorell.

Success Measures	End of Term Result ✖ Delayed > In Progress ✓ Completed
a. *Latrobe plan is finalised and endorsed.*	>
b. *Port Sorell plan is finalised and endorsed.*	>

Comments

Both structure plans remain in progress. Second drafts of the Latrobe and Port Sorell plans are scheduled for Council consideration in November / December 2026 with endorsement and implementation actions to follow that consideration.

Term Priority
C. Facilitate design and construction of new estates consistent with recent planning principles and community need.

Success Measures	End of Term Result ✖ Delayed > In Progress ✓ Completed
a. *Approved sub-division designs meets Council's planning principles.*	>

Comments

The measure is recorded as in progress. Council's planning principles provide the intended basis for assessing new subdivision designs.

Term Priority
D. Promote the need for all-ability access to public and private spaces to support greater inclusion in the community.

Success Measures	End of Term Result ✘ Delayed > In Progress ✓ Completed
a. *Prioritisation framework developed and review of assets against accessibility standards commenced.*	>
b. *Information pack on accessibility developed and made available to business and community organisations.*	✘

Comments

Work has commenced on the accessibility prioritisation framework through an independent building-condition, componentisation, valuation and floor-plan project. The proposed accessibility information pack for businesses and community organisations was not completed.

Term Priority
E. Promote the future water/sewerage needs of the Latrobe municipality with TasWater.

Success Measures	End of Term Result ✘ Delayed > In Progress ✓ Completed
a. *Engagement plan for TasWater is developed and implemented.*	>

Comments

A formal TasWater engagement plan has not been prepared, but regular meetings and forums are occurring, with a focus on enabling infrastructure for development. The priority is therefore in progress, with future work needed to document objectives, actions and responsibilities for water and sewerage advocacy.



For information about this document or the Latrobe Municipality, contact us:

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