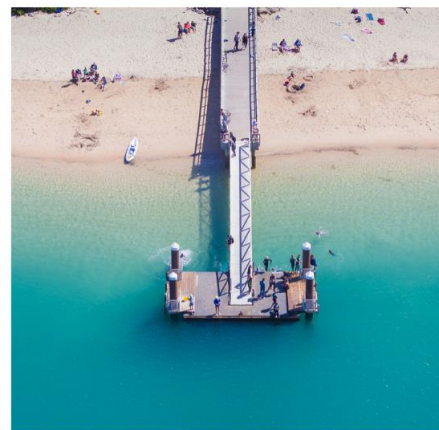


LATROBE COUNCIL STRATEGIC PLAN



2020
—
2030

Contents

Message from the Mayor	3
Introduction	4
Our Vision, Our Values	6
Council's Planning Process	7
Key Challenges	8
Priority Projects	9
Situation Analysis	13
Our Strategic Objectives	15
Governance	16
Community and Economic Development	20
Infrastructure and Assets	24
Development and Regulatory	28
Monitoring the Plan	30



Message from the Mayor

It's with great pleasure and pride that I write this foreword to our Council's Strategic Plan, confident in the belief that we have developed a plan that will guide, but not constrain, our community's growth in the decade to come. This plan clearly sets out our future direction and articulates those issues, opportunities and priorities that lie ahead. Our long held values are reinforced and aspirations are clearly evident to the reader.

Liveability is very much a cornerstone of our plans for the future and quite rightly influences our budgetary deliberations each and every year. Collectively, we are very much aware of the demands and expectations of a rapidly growing regional community whilst always remaining cognisant of those very values that have made the Latrobe Municipality such an attractive community in which to live, both for longer term residents and more recent arrivals alike. We place great value in acknowledging and learning from the work undertaken by previous Councils, much of which has shaped and moulded our Municipality into the vibrant, prosperous and welcoming community we have become.

I take this opportunity to both acknowledge and thank our staff for their contribution to this report and, even more importantly, their collective contribution to the health and wellbeing of our community and its residents. Council employees past and present have each played a role in shaping the municipality and their contribution is often understated but always appreciated.

Our townships have always valued the community spirit that binds us and provides that point of difference for so many when deciding on where to build or buy their new homes. The social fabric is the foundation on which healthy communities are built and maintained and we will continue to promote and encourage active participation in community life for all those who choose to live here.

Planning and partnerships are paramount when setting a course for our community and this council has and will continue to build and maintain those relationships with key stakeholders. We value and rely on the relationship with our residents and we are committed to finding more effective ways in which to engage with those we are elected to represent. We continue to partner with State and Federal Governments and the Cradle Coast Authority to deliver major projects and our municipal alliance with the Council and community of Kentish is fundamental in providing the capacity and capability to undertake the significant workload ahead.

I commend the efforts of all who have contributed to our municipality in previous decades and encourage current and future residents to join us in shaping the next decade and beyond.



Introduction

The Latrobe Council's 2020-2030 Strategic Plan outlines our aspirations to grow and prosper as an inclusive community where people can feel safe, engaged, and valued.

This Plan details the values, goals, and priorities we plan to pursue over the next ten years. The Plan is centred on ensuring our growing community remains a special place in which to live; one that respects and values our history and rural connections and the role we can all play in creating a sustainable and prosperous future.

The Latrobe municipal area is located just ten minutes' drive from our neighbouring regional city of Devonport.

Latrobe covers an area of 600 square kilometres and is at the eastern end of the North West Coast in close proximity to Bass Strait.

Our area has abundant natural attributes ranging from golden beaches extending from Wesley Vale, through to Port Sorell and across the Rubicon River to the Narawntapu National Park; the parkland setting of Latrobe's Bells Parade and adjoining Mersey River/Pig Island precinct; Warrawee Reserve and the rolling farmlands which dominate the landscape.

Agriculture and tourism are key industries co-existing with a wide range of urban services and businesses.

The municipal area includes the towns/localities of Latrobe, Tarleton, Wesley Vale, Moriarty, Northdown, Port Sorell, Shearwater, Hawley Beach, Squeaking Point, Thirlstane, Harford, Bakers Beach, Sassafras and Merseylea.

The Department of Treasury and Finance in June 2019 estimated Latrobe's population at 11,638. Latrobe continues to be one of the fastest-growing areas in Tasmania, with an estimated annual population growth rate of 2%.

The Municipality of Latrobe was established in 1907 and despite local government amalgamations in 1993, the Latrobe Municipal Area has remained largely unchanged.

Latrobe is named after Charles Joseph La Trobe who in 1846 was Lieutenant-Governor of Van Diemen's Land (Tasmania) before becoming the first Governor of Victoria in 1851. Latrobe boasts the country's oldest continuously playing brass band (established in 1872), the famous annual Latrobe Bicycle Club Wheel Race and is the birthplace of competitive wood chopping in Australia.

Port Sorell, located on the Rubicon River, was established in the early 1820's and gained its name from Lieutenant-Governor William Sorell who arrived in Hobart Town in 1817. Originally developed as a fishing and sealing port by the Van Diemen's Company, Port Sorell is the site of the oldest European settlement on Tasmania's north coast and by the 1840s, had grown to be the largest town on the North West Coast.

The Latrobe township was proclaimed as an Australian Historic Town in 1988, during the Bicentennial, by the Governor-General Sir Ninian Stephen.



2020 SNAPSHOT



8,724
ELECTORS



600 KM²
COUNCIL LAND AREA



228 KM
LENGTH OF SEALED ROADS



6,547
PROPERTIES



35
BRIDGES

Our 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.

Our 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.



Preserving the past

Promoting the present

Planning for the future

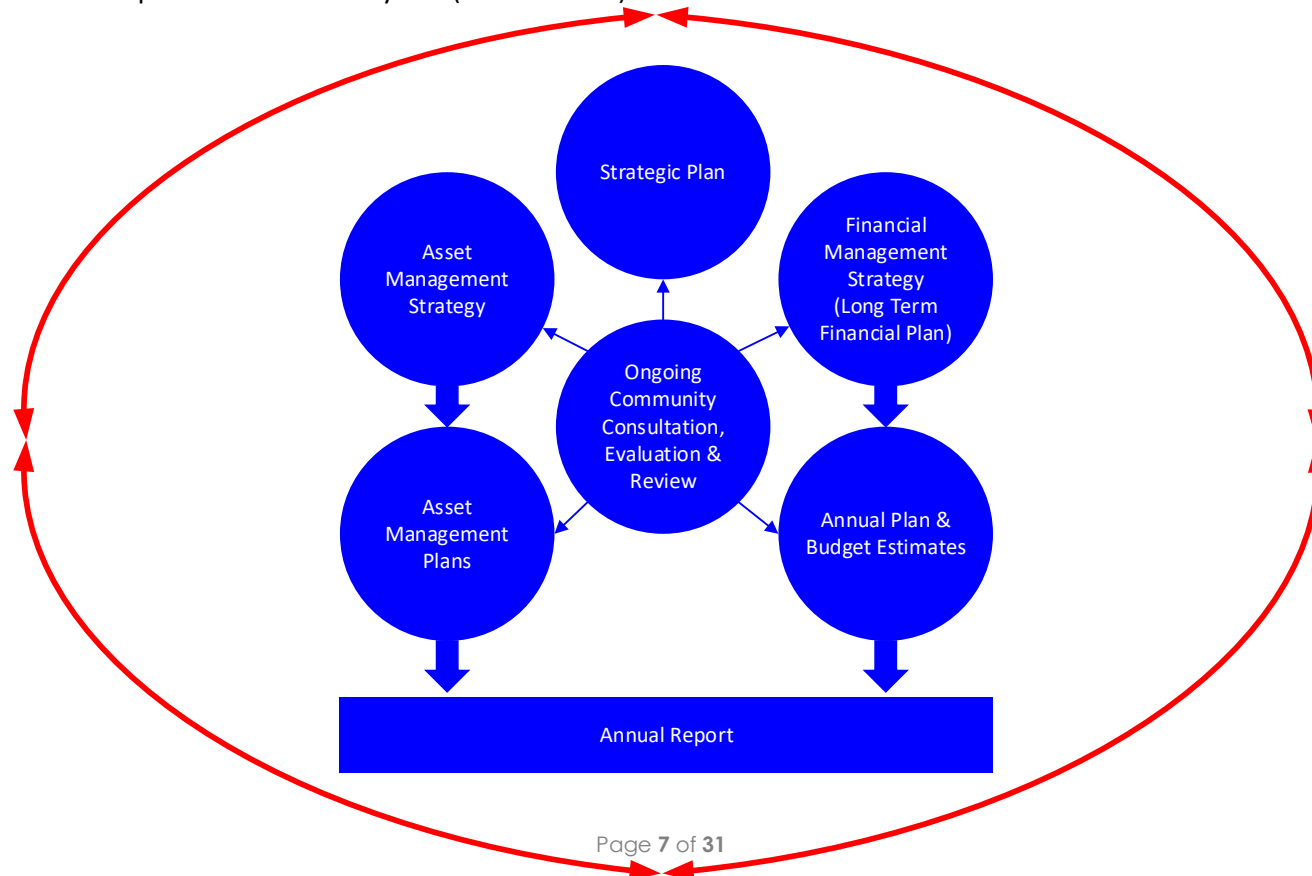
Council's Planning Process

The *Local Government Act 1993* requires Council to prepare a Strategic Plan for the municipal area. The Council's Strategic Plan is to be in respect of at least a 10-year period. In preparing its Strategic Plan, Council is to consult with the community and any authorities or bodies it considers appropriate. The Council is required to review the Strategic Plan at least every 4 years.

The Strategic Plan guides Council decision-making and is underpinned by several other documents which have been developed to assist Council in meeting both our statutory and community obligations.

In reading this Plan it is important to note that the time frames included under each of the program areas have been broken down into:

- Ongoing – regular activity undertaken by Council
- Short term – proposed to be completed within 1 – 3 years (2020 to 2023)
- Medium term – proposed to be completed within 4 – 6 years (2024 to 2026)
- Long term – proposed to be completed within 7 – 10 years (2027 to 2030)



Key Challenges

COVID-19

The community was materially impacted by the COVID-19 pandemic. As a result, Council by necessity adjusted its future financial projections and plans to ensure it could positively respond to the recovery effort. Due to past prudent financial management the Council was in a financial position where it was able to respond positively by bringing forward a number of capital projects while at the same time providing financial measures and incentives to assist particularly the business community moving forward. The effects of the pandemic will continue to influence Council's financial performance during the life of this Strategic Plan.

Shared Services Implementation

The Latrobe and Kentish Councils' have developed a shared services model which has seen the former separate workforces of both Councils' consolidated into a single focused service delivery entity. Significant efficiencies have been achieved through this arrangement which places both Councils' on a more sustainable trajectory moving forward. Through prudent financial management in recent years both Councils' have been able to consistently achieve operating surpluses. Latrobe Council is committed to building on the successes achieved to date through the shared services model. Both Councils' understand they are stronger together and can achieve more when working in collaboration. The challenge continues to be the delivery of outcomes and ensuring through cooperation, all initiatives provide a shared benefit to both communities.

Former Port Sorell Landfill Rehabilitation

The 15-hectare site was the local landfill accepting household garbage and industrial waste from 1973 until 1995. Due to the elevated levels of contaminants and pollutants, Council engaged consultants to prepare a *Detailed Site Investigation Report* to prepare cost estimates related to the required rehabilitation and remediation works required and to identify future possible uses for the site. The rehabilitation of the site is likely to be the largest capital project ever undertaken by the Council and will require continued and considerable external expert assistance and advice to deliver. Future site solutions will need to be flexible to enable a successful long-term outcome to be identified, funded, and implemented. The estimated cost to rehabilitate the site ranges between \$10 and \$20 million and therefore has the potential to materially impact the future financial sustainability of the Council. Council will seek a State Government contribution to assist with the project on the basis that the former tip site was largely impacted by its use by industry from outside of the municipal area.

Council's priority is to complete the *Detailed Site Investigation Report* and to manage any identified risks, as it works towards identifying future funding opportunities to progress the rehabilitation.

Priority Projects

Four major infrastructure projects have been prioritised within the 2020 – 2030 strategy due to their significance in enhancing the economic and social wellbeing of the Latrobe community. Collaboration with other levels of government and with the private sector will be critical to Council's success.

Latrobe Flood Protection and Stormwater Plan

The severity of the June 2016 flood event and its impact on Latrobe caused a high level of concern in the community regarding flood protection of the township.

Council engaged consultants to undertake a flood analysis and to develop options to protect the town from future flooding. Council has determined to implement a recommendation identified in the *Minimising Flood Risk in Latrobe – Hydraulic Modelling and Levee Options Assessment Report* to protect properties from Mersey River floodwaters, while at the same time increasing the flow capacity of Kings Creek by lowering friction losses and the raising of containment walls.

Subject to detailed design and approvals, construction works are planned to commence in December 2020.



Photo © Neil Hargreaves

Wild Mersey Mountain Bike Trail

Council is continuing in partnership with Kentish Council to deliver the Wild Mersey mountain bike experience, building on Tasmania's growing reputation as an international mountain biking destination.

Offering a variety of trail experiences suitable for riders of all abilities, the trail network provides unrivalled experiences taking in spectacular mountain and river views through our part of Tasmania's unique wilderness.

With the ongoing promotion of the Wild Mersey mountain bike trails into key markets, and connection between the trail network and the Coastal Pathway, Latrobe's tourism and business sector will be well positioned to leverage off the increasing cycle-tourism market to deliver benefits for our local community.



Photo © TrailScapes

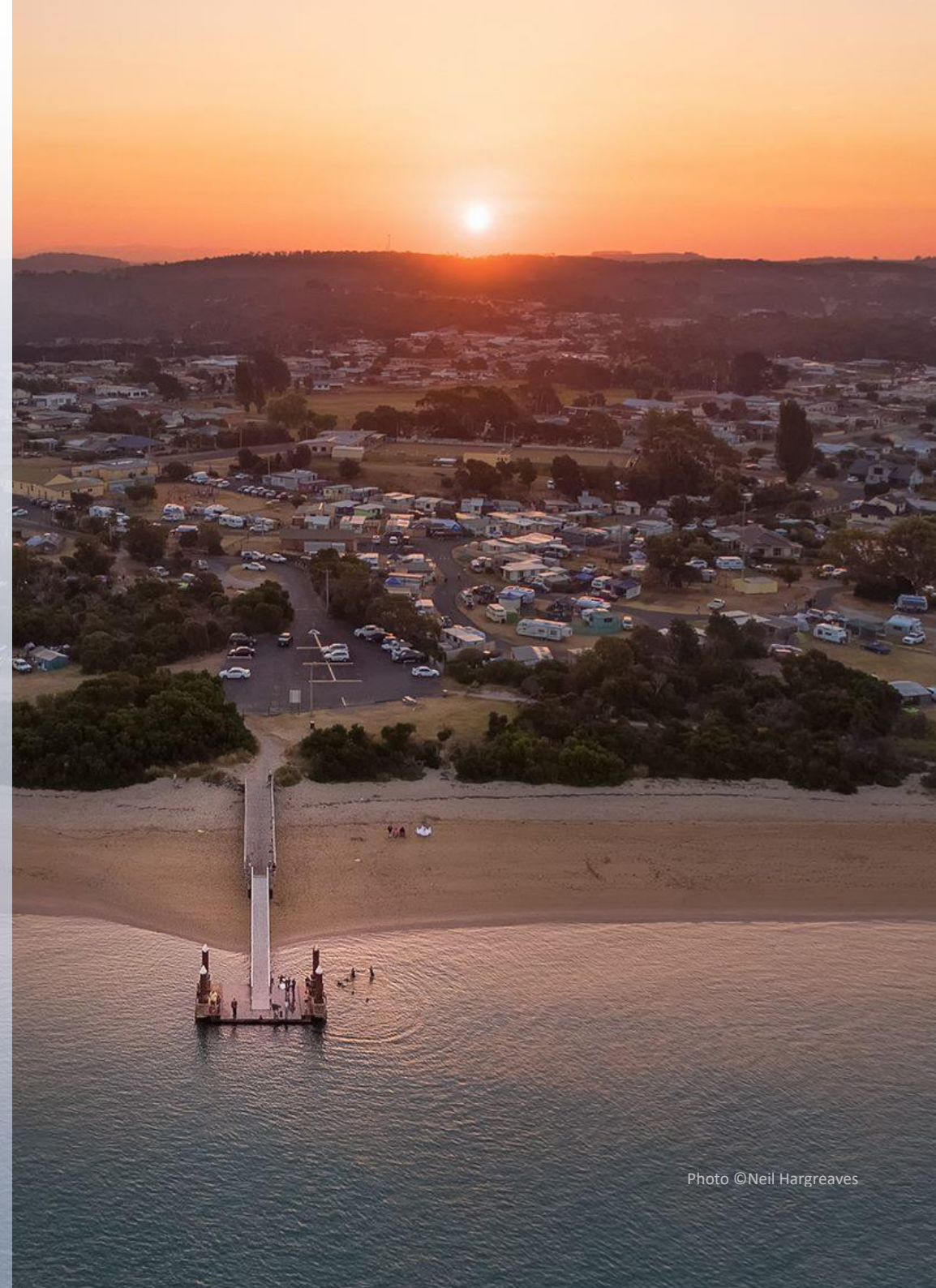
Port Sorell Caravan Park Upgrade

The Port Sorell Caravan Park is located on the foreshore of the Rubicon Estuary and has been operating for over 30 years.

Council resumed operational management of the Park in 2018 and worked through several licencing, risk and compliance issues which had been identified. The advanced age of the building was a major concern, with several amenities blocks and the office area identified as requiring upgrading to meet legislative standards.

A Master Plan developed provides the direction for the continued operation of the site and identified the need for significant capital upgrades of the Park's amenities and accommodation options.

The redevelopment of the Park represents an opportunity for Council to capitalise on the popularity of the site, and further reinforce Port Sorell as a destination for visitors to the North West of Tasmania into the future.



Banksia Facilities Redevelopment

Camp Banksia was initially leased by the Council from the State Government in 2006, eventually being transferred to Council's ownership in 2016.

In 2017 Council commissioned a review of the property and community consultation to identify the future direction of the site.

In 2019, Council accepted a report which detailed the functions of the camp which were to be retained, while allowing improved access to the community through reorientated layout.

The refurbishment of Camp Banksia will result in improved accommodation options, as well as investing in active and passive recreational facilities accessible to the wider community.

The Banksia Centre will be expanded to cater for performing arts and community functions, together with maintaining existing meeting rooms and recreational spaces. This project will result in a significant capital investment, cumulating in several years of research and community feedback.

The revamped Camp Banksia will see a modern, user designed sport and recreational camp with a renewed focus on local participation, while at the same time maintaining its appeal to the wider Tasmanian and interstate user groups.



Situation Analysis

A Situation Analysis undertaken by Council was the foundation used to inform the development of this Strategic Plan.



A SWOT analysis diagram consisting of four colored circles in a row: blue (Strengths), orange (Weaknesses), green (Opportunities), and purple (Threats). Each circle contains a large white letter (S, W, O, T) and a label below it. Below each circle is a corresponding colored rectangular box containing a bulleted list of points.

S

Strengths

- **Natural resources:** prime farmland; National Parks; productive soils; clean environment; attractive local landscapes; pristine beaches.
- **Community** - cohesive community; volunteer participation; engages with local issues and events.
- **Council operations** - financial position of Council; affordable rates; reputation; rapport with community and neighbouring councils; stable; deep local knowledge; resource sharing with Kentish Council; regular schedule of asset maintenance.

W

Weaknesses

- **Council operations:** small size which limits financial, technological, and human resources; funding availability for major infrastructure projects; reliance on external grants; staff succession planning; onerous planning scheme; low entrepreneurial spirit; issues with regional leadership.

O

Opportunities

- transport hub and warehousing capacity with easy air and sea accessibility; disability housing; hospitality and tourism accommodation; elderly persons units beyond Latrobe township; function and convention centre.
- **Natural resources:** agriculture growth including controlled environment; irrigation schemes; catchment management.
- **Community:** festivals and events; recording historic stories; markets; international migrants.
- **Council operations:** planning scheme improvements; economic development plan implementation; resource sharing and partnerships; technology to improve efficiency.

T

Threats

- **Council operations:** amalgamations distract from service delivery; loss of staff with technical skills; complacency; financial position of state/federal governments; populist politics.

Our Strategic Objectives

This Strategic Plan looks to address the social, environmental, infrastructure, economic and civic leadership responsibilities of the Council. The Plan has been structured under four broad themes aimed at ensuring we deliver on our vision of *'Latrobe being a friendly and welcoming community'*.

Governance

- We will maintain an organisation that places customers and the community at the heart of our service delivery
- We will establish a strong governance framework that is transparent, accountable, and employs evidence-based decision making
- We will deliver long-term financial and economic programs focused on improving our financial sustainability
- We will use technology to streamline and enhance our service delivery

Community and Economic Development

- We will support a vibrant, caring, resilient and inclusive community
- We will build a strong local economy focused on improving local employment opportunities
- We will provide and maintain a broad range of services and facilities for the community to use
- We will host and support events that foster and enhances community pride and involvement

Infrastructure and Assets

- We will support our growing population through the provision of modern public infrastructure
- We will improve liveability, health and the quality of life of our residents through a range of recreational opportunities and quality open spaces
- We will build and maintain streetscapes that have unique and a welcoming sense of place
- We will seek opportunities to reduce the amount of waste going to landfill

Development and Regulatory

- We will encourage land use and development strategies which create a connected, sustainable, and accessible community
- We will be guided by contemporary planning and development guidelines which seek a balance between economic, social, and environmental considerations
- We will encourage the broader use of energy efficient technologies in the community, as part of future development strategies

The objectives and strategies outlined in this Strategic Plan aim to make Latrobe a better place to live, work and visit by encouraging community wellbeing, economic growth, good governance, and enhancing our natural and built environments.

Governance

1.1

Advocacy and Leadership:

Objective

Provide leadership and advocacy on behalf of our community

No.	Strategy	Time Frame	Performance Measure
1.1.1	Engage with State, Regional and Local Government bodies to promote local projects and development opportunities and resolve strategic issues affecting the municipal area	Ongoing	Relationships maintained
1.1.2	Support the retention and upgrading of the Mersey Community Hospital	Ongoing	Facility retained
1.1.3	Support the retention and continued upgrading of the services provided through the Devonport Airport	Ongoing	Airport retained and flights increased
1.1.4	Support the North West of Tasmania being recognised as a renewable energy hub, including the Battery of the Nation project	Short term	North west recognised as a renewable energy hub
1.1.5	Lobby for and encourage the continued improvement of National Broadband Network services and mobile phone coverage in the Council area	Ongoing	NBN rollout increased and mobile phone services improved
1.1.6	Advocate for and promote the provision of a range of high quality education and life-long learning opportunities in the municipal area	Ongoing	Quality education provided
1.1.7	Lobby Governments for funding, services and infrastructure important to the community, including upgrading the Devonport to Launceston section of the Bass Highway	Ongoing	Infrastructure improvements
1.1.8	Seek to expand the range of medical and family services available within the Latrobe municipal area	Ongoing	Expanded services
1.1.9	Work with representatives of the agricultural sector to attract and retain seasonal workers	Ongoing	Seasonal workers attracted to the area

Objective

Provide consistent, accountable, transparent and effective governance

No.	Strategy	Time Frame	Performance Measure
1.2.1	Promote the professional development of elected members	Ongoing	Training provided
1.2.2	Promote awareness of Council's Code of Conduct to elected members	Ongoing	No Code of Conduct complaints
1.2.3	Participate in relevant State and regional initiatives and partnership agreements	Ongoing	Council participation
1.2.4	Utilise the Annual Report and Annual General Meeting to promote achievements of the Council	Ongoing	Achievements promoted
1.2.5	Examine specific service delivery options between Council and other providers	Ongoing	Options examined
1.2.6	Engage in efficient resource sharing as an alternative to amalgamation with other Councils	Ongoing	Resource sharing opportunities advanced
1.2.7	Communicate the rationale and outcome of Council's decisions, policies and activities through appropriate communication channels	Ongoing	Decision and activities communicated
1.2.8	Deliver consistent and open community engagement, including where appropriate, community participation through established Council Committees	Ongoing	Community consulted on key initiatives
1.2.9	Ensure Council information meets community and stakeholder interests, is accessible, easy to understand and complies with legislative requirements	Ongoing	Accessibility to information is maintained

1.3

Financial Management:

Objective

Ensure the long-term financial viability of the Council

No.	Strategy	Time Frame	Performance Measure
1.3.1	Achieve an underlying surplus over the medium to long term	Ongoing	Underlying surplus achieved
1.3.2	Maintain fair and equitable rating levels	Ongoing	Positive result when benchmarked against other Councils
1.3.3	Maintain a Financial Management Strategy which is aligned to Asset Management Plans and other strategic documents	Ongoing	Strategy developed and reviewed annually
1.3.4	Support the activities of the Independent Audit Panel	Quarterly	Audits Panel meeting convened
1.3.5	Implement a technology system which is fully integrated throughout Council's operations	Short term	TechOne system fully implemented
1.3.6	Receive an unqualified annual audit report	Annually	Unqualified audit report received

1.4

Employee Development:

Objective

Develop opportunities for skilled, experienced, and motivated staff

No.	Strategy	Time Frame	Performance Measure
1.4.1	Provide and maintain adequate staff and resource levels to meet changing needs	Ongoing	Staffing resources maintained
1.4.2	Identify and provide appropriate training and encourage the personal development of employees	Ongoing	Training plan completed
1.4.3	Develop and review staff policies	Ongoing	Policies reviewed
1.4.4	Develop and retain in-house skills through Council's Workforce Development Plan and Succession Plan	Ongoing	Plans maintained
1.4.5	Encourage commitment to Council's customer service charter	Ongoing	Number of customer complaints
1.4.6	Undertake staff performance reviews	Annually	Performance reviews completed

Risk Management:

Objective

Committed to risk management and building community capacity and resilience

No.	Strategy	Time Frame	Performance Measure
1.5.1	Adopt the Tasmanian Disaster Resilience Strategy and develop an action plan to achieve local outcomes	Short term	Action Plan adopted
1.5.2	Develop a Risk Management Framework aligned with ISO 31000	Short term	Framework developed on time and accepted by Council
1.5.3	Maintain and improve risk management systems and culture as a core organisational focus	Ongoing	CMP assessment shows an annual improvement
1.5.4	Integrate risk management principles into all business practices and establish risk-based decision making	Ongoing	Risk-based decision making is demonstrated
1.5.5	Improve the level of compliance each year of the strategy with relevant legislative requirements and internal policies	Ongoing	Improvements identified
1.5.6	Provide internal and external audit functions as required to review Council's performance, risk management, financial governance and reporting	Ongoing	Audits completed
1.5.7	Investigate and share climate change mitigation and adaptation initiatives with the community	Ongoing	Community informed and engaged
1.5.8	Maintain bushfire management plans for the municipal area	Ongoing	Plans reviewed and updated
1.5.9	Implement actions relating to Latrobe contained in the 2017 'Review into the Tasmanian Floods of June and July 2016'	Short term	Actions implemented
1.5.10	Implement the Latrobe Flood Mitigation Report recommendations	Medium term	Funding secured; recommendations implemented

Community and Economic Development

2.1

Business Development:

Objective

Identify, promote, and support business and economic development opportunities

No.	Strategy	Time Frame	Performance Measure
2.1.1	Implement the Latrobe Economic Development Strategy	Ongoing	Plan implemented
2.1.2	Actively promote the municipal area as an ideal location to conduct business and commerce	Ongoing	Promotion undertaken
2.1.3	Support and assist developers in identifying and managing opportunities for business growth and development	Ongoing	Support provided
2.1.4	Develop a plan to enhance the Latrobe CBD retail precinct, including Station Square	Short term	Plan developed and agreed
2.1.5	Support the establishment of industrial precincts in the Council area	Short term	Site identified and strategy developed
2.1.6	Support business networking and opportunities for collaboration within the municipal area	Ongoing	Support provided

2.2

Tourism:

Objective

Promote, develop, and support tourism activities

No.	Strategy	Time Frame	Performance Measure
2.2.1	Actively participate and encourage tourism operators to support the West by North West tourism organisation and their initiatives	Ongoing	Participation
2.2.2	Provide guidance and support to tourism initiatives developed by the local industry	Ongoing	Support provided
2.2.3	Leverage Port Sorell as the gateway to Narawntapu National Park	Long term	Gateway promoted
2.2.4	Provide sustainable visitor information and interpretive services and infrastructure	Ongoing	Services provided
2.2.5	Maintain a policy on overnight low-cost self-contained camping areas within the municipal area	Ongoing	Policy maintained
2.2.6	Support the development of appropriate short term visitor accommodation	Medium term	Encourage investment in short-term accommodation
2.2.7	Support opportunities for improvements to mobile communication reception in the area, including provision of WiFi where appropriate	Short term	Expansion supported
2.2.8	Complete construction of the Wild Mersey Mountain Bike Trail project	Short term	Construction completed
2.2.9	Develop a modern Latrobe-Port Sorell tourism focussed website	Short term	New website developed

2.3

Culture, Festivals and Events:

Objective

Work with the community to facilitate and celebrate festivals, events and culture

No.	Strategy	Time Frame	Performance Measure
2.3.1	Promote local arts, history and culture through local, regional and state tourism channels	Ongoing	Increased awareness
2.3.2	Support the development of local/regional/state/national events calendar which includes a range of diverse events which encourages community participation and increased overnight visitors	Ongoing	Events calendar established and maintained

Community Facilities/ Services:

Objective

Provide a range of quality community facilities and services which engage and empower the community to participate

No.	Strategy	Time Frame	Performance Measure
2.4.1	Improve community facilities at Port Sorell, to meet changing needs	Ongoing	Facilities improved
2.4.2	Continue to improve walkways and cycleways within the municipal area	Ongoing	Walkways and cycleways improved
2.4.3	Support completion of the North West Coastal Pathway, including extensions to Port Sorell	Long term	Bikeways included in plans
2.4.4	Incorporate the Port Sorell History Group's collection as part of the Banksia Facility Redevelopment	Short term	Collection included as part of the redevelopment
2.4.5	Support and encourage youth participation and engagement in sport and local activities	Ongoing	Support provided
2.4.6	Support ongoing strategies within the Tasmanian Plan for Positive Ageing which are relevant for the Latrobe community	Ongoing	Initiatives identified and support provided
2.4.7	Encourage volunteers through the recognition and celebration of their valuable contribution	Ongoing	Volunteerism recognised
2.4.8	Support schools in their efforts to provide adequate and safe car and bus parking infrastructure	Ongoing	Safe parking infrastructure at all schools
2.4.9	Support local opportunities in the health and human services sectors that arise from the Mersey Community Hospital being situated in the municipal area	Ongoing	Support provided
2.4.10	Create conservation management plans and incentive policies for heritage assets	Medium term	Plans and policies adopted
2.4.11	Support local community groups to provide activities and programs that reduce social isolation and encourage diversity of participation, including via the Council Community Grants Program	Ongoing	Community Grants distributed
2.4.12	Support the affordable housing needs of elderly residents and other vulnerable members of the community	Ongoing	Effective management of assets
2.4.13	Develop a long term plan for the Latrobe Cemetery	Medium term	Plan adopted

Emergency Response and Recovery:

2.5

Objective

Be prepared to respond to emergency situations and assist in the community recovery

No.	Strategy	Time Frame	Performance Measure
2.5.1	Protect community assets in an emergency by having access to available resources when required	Ongoing	Preparedness to respond when necessary
2.5.2	Monitor Council's Community Recovery Plan to ensure the resources can be made available to assist the community during an emergency recovery response	Ongoing	Community Recovery Plan reviewed regularly
2.5.3	Remain an active participant in the Mersey Leven Emergency Management Committee	Ongoing	Participation in the activities of the Committee

Infrastructure and Assets

3.1

Roads:

Objective

Provide a safe and well-maintained road network that caters for all road users

No.	Strategy	Time Frame	Performance Measure
3.1.1	Maintain an updated Transport Services Asset Management Plan	Short term	Plan adopted and reviewed biannually
3.1.2	Prepare parking, pedestrian, and traffic management plans for the key retail areas	Short term	Plan adopted
3.1.3	Ensure there is off-street car parking maintained adjacent to commercial districts	Ongoing	Car parking availability is maintained and improved
3.1.4	Respond to evolving vehicle and transport requirements including the provision of electric vehicle recharging stations	Ongoing	New opportunities explored and implemented where viable
3.1.5	Maintain a policy of free car parking availability in all commercial areas	Ongoing	Provision of free parking is maintained
3.1.6	Lobby other levels of government for the continued safety and access upgrades on key roads which service the Latrobe area	Ongoing	Road upgrades are progressed
3.1.7	Incorporate shared pathways into transport options including the Coastal Pathway	Ongoing	Shared pathways are constructed and maintained

3.2

Stormwater:

Objective

Develop and improve the system for stormwater reticulation and disposal

No.	Strategy	Time Frame	Performance Measure
3.2.1	Develop and adopt a Stormwater Strategy in accordance with the <i>Urban Drainage Act 2013</i>	Short term	Plan adopted and reviewed biannually
3.2.2	Develop and implement the Latrobe Flood Mitigation project	Short term	Flood mitigation measures successfully implemented

Stormwater:

3.2

Objective

Develop and improve the system for stormwater reticulation and disposal

No.	Strategy	Time Frame	Performance Measure
3.2.3	Prepare and implement a Stormwater Asset Management Plan, with a focus on the industrial estate areas	Short term	Plan adopted
3.2.4	Develop a Port Sorell specific stormwater management strategy	Short term	Plan adopted
3.2.5	Upgrade and extend the stormwater reticulation system in consultation with TasWater	Ongoing	Areas identified and upgrades undertaken
3.2.6	Develop a policy to improve the open drains and creeks in all townships	Ongoing	Policy developed and improvement priorities progressed

Buildings and Community Facilities:

3.3

Objective

Manage Council owned buildings and facilities for the benefit of the community

No.	Strategy	Time Frame	Performance Measure
3.3.1	Update and maintain a Buildings and Community Facilities Asset Management Plan	Ongoing	Plan adopted and reviewed biannually
3.3.2	Review Council's disability access plan	Ongoing	Review completed biannually
3.3.3	Redevelop Camp Banksia in line with the Camp Banksia Master Plan 2019	Short term	Works completed
3.3.4	Identify and implement low energy and low emission upgrades in Council facilities	Ongoing	Improvements implemented
3.3.5	Implement an electronic control access system for major facilities	Medium term	Systems installed
3.3.6	Investigate future sporting and recreational needs and plan infrastructure and/or access arrangements and consolidation of sports within designated precincts	Ongoing	Facilities improved
3.3.7	Own and operate the Port Sorell Caravan Park and upgrade the facilities offered to improve the visitor experience and provide increased financial performance	Short term	Capital improvements completed on time and on budget

3.4

Parks and Reserves:

Objective

Maintain parks and reserves for community use

No.	Strategy	Time Frame	Performance Measure
3.4.1	Update and maintain a Parks and Reserves Asset Management Plan	Ongoing	Plan reviewed biannually
3.4.2	Progress improvements to both Kings Park and Shearwater Park in line with the development plans	Ongoing	Improvements completed
3.4.3	Implement the Bells Parade Development Plan including heritage landscape renovations, interpretive signage and improvements to the Pig Island access and usage	Medium term	Plan implemented
3.4.4	Continue implementing the Bosworth Park Master Plan 2018	Medium term	Plan implemented

3.5

Natural Resource Management:

Objective

Integrate NRM principles into Council's operational environment

No.	Strategy	Time Frame	Performance Measure
3.5.1	Support and assist local NRM groups and the community to deliver approved projects	Ongoing	Projects delivered
3.5.2	Support preparation of a Rubicon Estuary Management Plan, including removal of rice grass	Short term	Plan prepared
3.5.3	Develop a coastal inundation risk management strategy, including flexible coastal adaptation pathways for the Port Sorell community and the Rubicon Estuary	Medium term	Strategy completed
3.5.4	Work with State Government and relevant agencies in relation to environmental flows, health and biodiversity of the Mersey River	Ongoing	Healthy river system
3.5.5	Maintain a weed management strategy and action plan	Ongoing	Weed control implemented

Waste Management:

Objective

Provide responsible waste management services

No.	Strategy	Time Frame	Performance Measure
3.6.1	Review all waste management services for the municipal area and implement strategy changes, as appropriate	Short term	Review completed
3.6.2	Rehabilitate the Port Sorell landfill site to align with future land use plans, including potential for the construction of a modern Transfer Station	Medium term	Rehabilitation plan implemented
3.6.3	Monitor feasibility of organics waste collection, including as a regional or sub-regional partnership and maintain green waste disposal services and infrastructure	Short term	Reduced organics in landfill
3.6.4	Participate in regional waste management projects and activities	Ongoing	Participation in activities
3.6.5	Identify illegal dumping hotspots and encourage community reporting of dumped waste	Ongoing	Reduced incidence of dumping
3.6.6	Focus on the delivery of safe, cost effective, innovative and convenient waste management services including options for improved recycling and reuse opportunities	Ongoing	Efficient delivery of waste services

Development and Regulatory

4.1

Planning and Building Services:

Objective

Effectively manage land use planning and building services

No.	Strategy	Time Frame	Performance Measure
4.1.1	Administer the Planning Scheme to manage development and land use	Ongoing	Plan administered
4.1.2	Work with other levels of government and regional stakeholders on regional development and planning issues	Ongoing	Input into regional issue
4.1.3	Implement the recommendations of the Port Sorell and Environs Strategic Plan Review 2019	Medium term	Staged implementation plan finalised
4.1.4	Continue to promote community awareness of the Latrobe Heritage precinct	Ongoing	Awareness increased
4.1.5	Meet Council's statutory planning, building and plumbing services requirements	Ongoing	Requirements met
4.1.6	Invigorate and extend the Latrobe township business centre	Medium term	Business land and services provided
4.1.7	Implement the new Latrobe Planning Scheme as part of the Tasmanian Planning Scheme Framework	Short term	Planning Scheme implemented

4.2

Health Services:**Objective****Promote and maintain public health standards**

No.	Strategy	Timeline	Performance Measure
4.2.1	Maintain a municipal area Health Plan which incorporates monitoring, reporting and regulatory compliance	Ongoing	Plan reviewed annually
4.2.2	Promote healthy eating and lifestyle activities	Ongoing	Promotion provided
4.2.3	Conduct inspection of food premises to ensure a high level of food safety	Ongoing	Inspections conducted
4.2.4	Undertake compliance, education and licencing to ensure public health and environmental standards are maintained	Ongoing	Environmental standards maintained
4.2.5	Undertake assessments of proposed on-site wastewater disposal systems and monitor existing systems to ensure compliance with environmental standards	Ongoing	Environmental standards met
4.2.6	Continue recreational water sampling program during the summer	Ongoing	Samples tested

4.3

Animal Control and Regulatory Services:**Objective****Encourage and recognise responsible animal ownership**

No.	Strategy	Timeline	Performance Measure
4.3.1	Promote responsible dog ownership including compliance with the Dog Control Act and Council's Dog Management Policy	Ongoing	Compliance achieved
4.3.2	Promote responsible cat ownership	Ongoing	Cats voluntarily registered
4.3.3	Implement compliance requirements with regulations covering domestic animals and stray animals	Ongoing	Compliance achieved
4.3.4	Identify fire risks and issue Fire Abatement Notices where required	Ongoing	Risks identified and Abatement Notice issued

Monitoring the Plan

The indicators and targets included in this Plan form the basis for monitoring our progress

- We acknowledge that some measures are more ambitious than others, and the success of these measures and targets are at times not solely driven by Council and can be influenced by external factors.
- We will work together with partners, including residents, the private sector, community organisations, visitors and other levels of government, to ensure the success of the Strategic Plan.
- We will monitor and report on progress against the indicators and targets through our Annual Planning and Annual Reporting processes.
- We will celebrate our successes and adapt in areas that need change, to achieve our vision for the community.



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