





**Our Vision for 2014**

Tasman will continue to progress as an innovative and vibrant community, valuing its people, environment and heritage while building a sustainable and diverse future.

**Vision Statement**

Tasman — custodians of the past; visionaries for the future.

**Mission Statement**

Tasman Council will be responsive to its community by:

- providing effective and strategic leadership;
- working in partnership with the community to progress its ideas, values and needs;
- identifying and acting on current and emerging priorities and service needs;
- enhancing economic growth opportunities through sound planning and leadership;
- responding efficiently to the expectations of the community through quality and value-for-money service; and
- adopting a creative and progressive approach in all that we do.

**Statement of Values**

Tasman Council will operate in a way that:

- values our historical, cultural and natural environment and the things that make the Municipality such a unique place to live and work;
- seeks and encourages quality sustainable, innovative and compatible development;



- fosters and supports community participation and involvement, tolerance, and pride in our community;
- promotes and maintains a community that is healthy, active, skilled and informed.

## Introduction and Purpose

The 2004-14 Strategic Plan, which replaces the August 2000 Tasman Council Strategic Plan, was developed from the discussions and outcomes of the *Future Search Conference* held at the Tasman Community Centre, Taranna, from Sunday 28 to Tuesday 30 March 2004.

Seventy-six people, including residents and representatives of community groups, council, government, education, primary industry and business, participated in the Conference. A further nine people, who could not attend the Conference, participated in a post-conference workshop and provided input to the Conference outcomes. This plan has been developed using the values, vision statements and action plans from the Conference. The Tasman Council gratefully acknowledges the valuable input provided by these participants.

This Strategic Plan has been developed to provide, over the next ten years, a clear focus for Council and Council staff to develop and achieve the desires and expectations voiced by the Tasman community at the Future Search Conference. It aims to increase awareness, both within and outside the community, of the Council's priority objectives and policies, and to provide a guiding framework for the Council's Annual Plan, which replaces the annual Operational Plan. The Council will review, on an annual basis, the effectiveness of the Strategic Plan in meeting the requirements of the community and will seek input from the Community prior to and during this review process. This 2005 revision of the 2004-2014 Strategic Plan does not, because of the relatively short period since the development of the original plan, contain any major changes, and incorporates minor changes to reflect the work program priorities outlined in the 2005-2006 Annual Plan and the progress of the original 2004-2014 plan.

The ten key result areas (KRAs) presented in the Strategic Plan have been developed using the future directions and values identified at the *Future Search Conference*. No priority has been accorded to the list of KRAs and the order in which they appear in this document is not intended to indicate their relative value or importance.

The Strategies derived from the KRAs have been developed using relevant Future Directions identified at the Conference, and the Action Plans proposed by the Conference focus groups. Key Performance Indicators (KPIs) have been identified for each of the Strategies. The KPIs address the ten-year timeframe of the Strategic Plan and are restricted to actions that fall within the scope of the Council's responsibilities. The KPIs will provide focus and direction for the Council's annual Operational Plans.

The Plan has been revised to incorporate dates and new key performance indicators in line with the key outputs identified in the Council's Annual Plan 2005-2006. Annual updates of the Plan will occur in line with each new Annual Plan and with considered community consultation.

Cr Peter Wilson, Mayor, September 2005 (revised)

## Key Result Areas 2004 – 2014 - Summary

1. Managing and preserving our heritage and our history.
2. Investigating and promoting relevant and diverse cultural, educational, training and employment opportunities within the Municipality.
3. Maintaining and strengthening the health and well-being of people in our community.
4. Working towards a sustainable, valuable and viable primary industry sector.
5. Ensuring effective and responsible local government management and direction, including the ongoing development and promotion of a responsive and entrepreneurial focus for all relevant Council activities.
6. Managing our environment, and the impacts on our environment, in a sustainable manner, including protection and regulation of valued ecosystems.
7. Maximisation of tourism potential for the Municipality, and the value of experiences for tourists.
8. Growing and supporting the development of quality small business in the Municipality.
9. Developing and encouraging effective community communication and participation strategies and practices.
10. Investigating and developing more effective and efficient service, energy, communication, and commercial infrastructure within the Municipality and with adjacent regions.

**Note:** Dates for completion of Key Performance Indicators, not included in this version of the Strategic Plan, will be reviewed and inserted as appropriate in line with the priorities and work programs identified in future versions of the *Tasman Council Annual Plan*.

## Key Result Area 1

Managing and preserving our heritage and our history.

## Strategies

- 1.1 Ensure that all relevant Council Planning Schemes and Work Plans consider, and are responsive to, Tasman's heritage values, sites and structures.
  
- 1.2 Investigate and develop mechanisms to promote Tasman's heritage within and outside the Municipality.

## Key Performance Indicators

- (i) Development of a Planning Scheme that identifies and considers heritage values, sites and structures in the Tasman Municipality [by 31 December 2005].
- (ii) Development of mechanisms to assess potential impact of proposed developments on relevant heritage values, sites and structures [date to be determined].
- (iii) Proportion of proposed developments assessed as being sympathetic to relevant heritage values, sites and structures.
  
- (i) Development of a program to help promote, and increase understanding of Tasman's heritage within and outside the Municipality and through tourism promotions, including development of extended tourism program and Convict Trail [by 30 June 2006] in line with the implementation of the Tasman Tourism Development Strategy.
- (ii) Initiation of discussions between relevant community groups and organisations to investigate the incorporation of Tasman heritage studies and content into school curricula and practical studies [date to be determined].
- (iii) Investigation of the establishment of a community arts and heritage officer position within the Municipality [date to be determined].

- 1.3 Develop relevant registers and databases of heritage sites and structures within the Municipality to assist in sound planning decisions.
- (i) Initiation, together with PAHSMA and relevant community and historical groups, of the development of a register and database for heritage sites and structures within the Municipality [by 30 June 2006].

## Key Result Area 2

Investigating and promoting relevant and diverse cultural, educational, training and employment opportunities within the Municipality.

## Strategies

- 2.1 Investigate and develop training opportunities within the area, and access to relevant training opportunities outside the area, which are aligned with the current and future requirements of business and the local community.
  
- 2.2 Establish and promote better cultural and recreational facilities and events (both within and outside the Municipality) specifically for young people in the community, and encourage greater use and participation by them of those facilities and events.

## Key Performance Indicators

- (i) Investigation of potential training partnership agreements between the local business community, community groups and educational authorities for relevant outreach and similar education resources, including volunteer training and adult literacy [by 30 June 2006] and to meet the training needs identified in the implementation of the Tourism Development Strategy.
- (ii) Number of training partnership agreements negotiated.
- (iii) Development of a strategy to promote the use of the natural, cultural and heritage resources of, and knowledge within, the Municipality for specialist training courses [date to be determined].
  
- (i) Investigation of mechanisms to assist young people in the community to access cultural and recreational events outside, or from outside, the Municipality [date to be determined].
- (ii) Development of a program of cultural and artistic events and competitions for young people [by 30 June 2006].

- 2.3 Encourage and promote more cultural events and facilities, and alternative learning opportunities within the Municipality.
- (i) Development of an annual calendar of cultural and community events [date to be determined] and incorporate this calendar into the marketing program for the Tasman Tourism Development Strategy.
  - (ii) Development of a strategy to initiate and promote cultural and heritage events within the Municipality [by date].

### Key Result Area 3

Maintaining and strengthening the health and well-being of people in our community.

### Strategies

- 3.1 Develop and encourage more effective and extensive health and well-being facilities and services in the community, and access to facilities outside the Municipality as required.
- 3.2 Promote and encourage better health and well-being within the community, including through the provision of effective leisure and recreation facilities and opportunities.

### Key Performance Indicators

- (i) Extend MPS services and facilities; scope and timeframe will be determined following 2005 review of facilities with Federal and State governments [date to be determined]
- (ii) Using the outcomes of the 2003 Health Needs Assessment, undertake an investigation of potential ways of providing a greater range of health services within the community; scope and timeframe to be reviewed determined in line with 2005 MPS review [date to be determined]
- (iii) Preparation of a community security program (e.g. Neighbourhood Watch) for the Municipality [Neighbourhood Watch Program established]
- (iv) Preparation, in conjunction with the Council's Access and Advisory Committee, of a program to assess and plan improved access to Council facilities for people with disabilities [by 30 April 2006].
- (v) Provision of appropriate transport services and number of people using those services. Provision of additional community transport vehicle by 30 June 2006.
- (i) Development, prioritisation and promotion of identified health programs [by 30 June 2006].

3.3 Develop and maintain appropriate and effective sporting and recreational facilities and services within the Municipality, and appropriate access to facilities outside the Municipality.

(i) Continue consideration and implementation of the recommendations of the March 2003 Tasman Council Recreation report and undertake a review of those recommendations [by 31 January 2006].  
(ii) Prepare a rolling work-plan to maintain, build and upgrade sporting and recreational facilities within the Municipality [date to be determined].  
(iii) Undertake a review of Saltwater River and Koonya halls by 30 September 2005.

#### Key Result Area 4

Working towards a sustainable, valuable and viable primary industry sector.

#### Strategies

4.1 Develop, encourage and promote efficient, diverse and viable primary industries within the Municipality.

#### Key Performance Indicators

(i) Development of a Council business plan to promote and encourage new and existing primary industries within the Municipality [date to be determined]. Development of Farmers' Market and Taste of Tasman (for Taste of Tasmania) by 31 December 2005.  
(ii) Development of a quarantine and weed management strategy for the Municipality [by 31 March 2006].  
(iii) Development of a fire management strategy for the Municipality [by 31 December 2005].

- 4.2 Develop and encourage greater and more diverse participation in the agricultural industry sector, particularly by women and young people.
  - (i) Investigation and development of a rural incentive and training program for the Municipality [by 30 June 2006].
  
- 4.3 Develop and promote environmentally responsible and sustainable primary industries.
  - (i) Development and promotion of a program to encourage environmentally sustainable and responsible primary industry best practice within the Municipality using appropriate resources available from relevant State and Federal government agencies [date to be determined].

## Key Result Area 5

Ensuring effective and responsible local government management and direction, including the ongoing development and promotion of a responsive and entrepreneurial focus for all relevant Council activities.

## Strategies

- 5.1 Develop mechanisms to provide (and measure) more timely, entrepreneurial and effective Council services to the community.
- 5.2 Develop greater visibility/transparency in Council decision-making processes and encourage greater community involvement in that decision making.
- 5.3 Develop better integrated planning and development systems.

## Key Performance Indicators

- (i) Implementation of a review mechanism to ensure timely and effective provision of Council services to the community [by 30 March 2006].
- (i) Development and implementation of an effective communication strategy for the Council [completed September 2004].
- (ii) Development of an effective website for Tasman Council [by 30 November 2005].
- (iii) Review and implementation of Council meeting procedures in accordance with revised *Local Government Act* and to provide greater transparency in Council decision making and involvement of the community in that process [by November 2005].
- (iv) Review and implementation of revised *Local Government Act* to optimise the operation of the in line with statutory requirements [by 31 October 2005]
- (i) Development of a revised Municipal Planning Scheme that incorporates community views and values, and the new State Coastal Policy [by 31 December 2005].
- (ii) Development and implementation of a revised and effective Emergency Risk Management Plan and Community Recovery Strategy [by 30 April 2006].



## Key Result Area 6

Managing our environment, and the impacts on our environment, in a sustainable manner, including protection and regulation of valued ecosystems.

## Strategies

- 6.1 Develop mechanisms to ensure effective consideration and application of environmental best-practice methods in Council planning and management systems.
  
- 6.2 Encourage community appreciation of, and commitment to, the Municipality's environmental values.

## Key Performance Indicators

- (i) Development of a planning assessment mechanism to ensure planning approvals comply with all relevant environmental legislation, policy, regulations and best practice requirements [by 30 June 2005]
- (ii) Proportion of planning proposals advertised and number of submissions, on environmental grounds, received to those proposals, the number of appeals against planning decisions, based on environmental grounds, and the outcomes of those appeals.
  
- (i) Development and support of a community environment program that encourages the establishment and operation of relevant environment groups (bushcare, coastcare etc.), and community participation in those groups [by 31 March 2006].

## Key Result Area 7

Maximisation of tourism potential for the Municipality, and the value of experiences for tourists.

## Strategies

- 7.1 Investigate and support infrastructure and services to increase tourist numbers and the diversity of tourism experiences in the area.
- 7.2 Develop and support more effective coordination mechanisms for tourism in the region.

## Key Performance Indicators

- (i) Development, in association with relevant agencies, of a tourism strategy for the Municipality [completed July 2005].
- (ii) Undertake a review of tourism signage within the Municipality [by 30 June 2006] as part of the implementation of the Tourism Strategy.
- (iii) Review the provision and location of visitor facilities within the Municipality [by 30 June 2006] as part of the implementation of the Tourism Strategy.
- (iv) Establishment of new Council Committee to advise on business and tourism development opportunities and to oversee the implementation of the Tourism Strategy [completed September 2005]
- (i) Undertake a viability study for the establishment of a visitor information centre in the Municipality [by 30 June 2006], noting the centre and eatery at Tasman National Park lookout suggested in the Tourism Strategy.
- (ii) Provision of comprehensive links to relevant visitor information on the Council website [by 30 November 2005].
- (iii) Redevelopment of PARM and development of Tourism Strategy marketing program [by 30 June 2006]

- 7.3 Actively seek, in conjunction with relevant stakeholders, new tourism initiatives that benefit the Municipality and that are sustainable and sympathetic to Tasman's heritage and environmental values.
- (i) Development of a tourism business plan, as part of the implementation of the Tourism Strategy, to identify and promote potential new tourism and associated business opportunities and events within the Municipality [by 30 June 2006].

## Key Result Area 8

Growing and supporting the development of quality small business in the Municipality.

## Strategies

- 8.1 Develop pro-active mechanisms to encourage the growth and diversity of quality small business in the community, including more effective liaison with relevant government agencies and service providers.
- 8.2 Expand opportunities for youth employment within the small business sector.
- 8.3 Enhance cooperation and liaison with small business in the community.

## Key Performance Indicators

- (i) Development of a small business plan to identify and promote potential new businesses, and support established businesses, and infrastructure needs within the Municipality [by 30 June 2006].
- (i) Initiation of a youth development and training program within the local business sector and integration of that program with other relevant youth programs [by 30 June 2007].
- (i) Provision of comprehensive links to relevant local businesses via the Council website [by 31 May 2006].
- (ii) Preparation and maintenance of a local business register/directory [by 31 May 2006].
- (iii) Attendance at local chamber of commerce meetings and other relevant business fora.

## Key Result Area 9

Developing and encouraging effective community communication and participation strategies and practices.

## Strategies

9.1 Develop and promote greater community participation and pride in community activities.

## Key Performance Indicators

(i) Development of a strategy to increase the proportion of eligible persons voting in the Municipal election [date to be determined].  
[REVIEW THIS, POST OCTOBER 2005, GIVEN THE HIGH PROPORTION VOTING IN TASMAN]

(ii) Increase in proportion of eligible persons voting.

(iii) Development of a strategy to increase and sustain volunteer participation within the community [by 30 June 2006].

(iv) Number of community members participating in volunteer organisation and roles.

(v) Number of community advisory committees, number of meetings of those committees, number of meeting participants, and number of outcomes and recommendations from those meetings.

- 9.2 Develop and implement improved communication mechanisms between Council and the community.
- (i) Number of community organisations with links to or pages on the Council website. Develop links to community organisation via Council website and through liaison with On-line Access Centre [by 30 November 2005].
  - (ii) Number of Council newsletters and brochures produced.
  - (iii) Number of information pages on the Council website.

## Key Result Area 10

Investigating and developing more effective and efficient service, energy, communication, and commercial infrastructure within the Municipality and with adjacent regions.

## Strategies

- 10.1 Investigate and develop improved Council services and facilities.
- 10.2 Investigate and promote improved State and Federal Government and private sector services and infrastructure within the Municipality.

## Key Performance Indicators

- (i) Development of a priority maintenance, capital upgrade and replacement program for Council infrastructure and services [by 28 February 2006].
- (ii) Number of kilometres/metres of road, footpath, walking track and cycle path repaired and developed each year.
- (iii) Funding expended on maintaining and developing community infrastructure each year.
- (iv) Development of plans for, and declaration of, sewerage districts at, Nubeena, White Beach and Port Arthur [by 28 February 2006].
- (v) Upgrade of reticulated water supply at Penzance Road [by 28 February 2006].
- (i) Establishment of a Partnership Agreement with the Tasmanian Government [completed May 2004].
- (ii) Number of State Government Partnership Agreement action items completed and/or achieved within timeframe.
- (iii) Review(s) of State Government Partnership Agreement undertaken and completed [ongoing].
- (iv) Establishment of partnership agreements with relevant private organisations and agencies to provide upgraded or basic infrastructure services within the Municipality.

