



Meander Valley Council

W O R K I N G T O G E T H E R

Community Strategic Plan

2014 to 2024

The Vision for Meander Valley in 2024

The backdrop of the Great Western Tiers, the mix of urban lifestyle and rural countryside give Meander Valley its unique look and feel, offering livability and healthy lifestyle choices.

A community working together
growing for generations to come.

Values

To guide our choices and behaviour
In all that we do we will:

- Respect, listen and care for one another
- Be trustworthy, honest and tolerant
- Be positive and receptive to new ideas
- Be innovative, creative and learn
- Take a fair, balanced and long term approach
- Use sound business practices
- Work together

Our six future directions

1. A sustainable natural and built environment
2. A thriving local economy
3. Vibrant and engaged communities
4. A healthy and safe community
5. Innovative leadership and community governance
6. Planned infrastructure services

The planning framework

Community Strategic Plan Meander Valley 2024 The whole of Meander Valley not just a Council plan		
Vision (What we want Meander Valley to be) Values (To guide future choices and behaviour) Future Directions (Groupings of similar work)	Council Delivery Plan (4 years) Where Council has a role Supported by: Financial plan Asset management plan Workforce plan	
Strategic Outcomes Councils role Provider (Regulator), Facilitator Advocate	Strategic Outcomes (Where Council has a role)	Council Annual Plan Supported by the annual budget. Layout usually reflects departmental or program structure
	Actions Programs Projects	Actions Programs Projects
Performance measures	Performance measures	Tasks
A “what” document	A “what and how” document	A “how” document

The planning framework links the Community Strategic Plan to the work of Council. The Community Strategic Plan is for the whole municipality and was auspiced by Council through a process of community engagement.

Council cannot realise the Community Strategic Plan on its own. All sectors of the community need to work on the parts relevant to them. Council can only act where it has a role.

Council has three roles,

- Provider (which includes regulatory responsibilities)
- Facilitator (works with and assists others)
- Advocate (speaks out and lobbies on behalf of the community)

The Council Delivery Plan contains the programs and projects for each strategic outcome in the Community Strategic Plan, where Council has a role to play. The plan also schedules the work over the four financial years of the Council term.

The Annual Plan details the specific work to be budgeted and completed in a financial year.

The Community Strategic Plan and the Council Delivery Plan are linked at the Strategic Outcome level.

To achieve a Strategic Outcome Council will take actions that are programs or projects. A program is usually operational and ongoing from one year to the next. A project has a beginning and an end. Most capital works are projects. Some projects can span more than one financial year.

The Council Delivery Plan also estimates the funding needed on an annual basis. This is strongly guided by Councils long term financial and asset management plans.

The Council Delivery Plan and the Annual Plan are linked at the actions level. The Annual Plan however will have a lot more detail about tasks required to complete the programs or projects and have an approved budget.

Set out on the following pages are the Strategic Outcomes within each Future Direction along with Councils role and the other groups that need to collaborate.

There are also indicators to help assess progress.

Future direction (1) - A sustainable natural and built environment

Managing the balance between growth and the conservation of our natural and built environment is a key issue. Decisions will respect the diversity of community values, will be fair, balanced and long term in approach. Specific areas are forestry, protection of our natural, cultural and built heritage, scenic landscape protection, karst management, salinity, water quality, infrastructure and building design.

Code	Strategic Outcome	Council Role	Groups that need to collaborate
1.1	Contemporary planning supports and guides growth and development across Meander Valley.	Provider Advocate	<ul style="list-style-type: none"> State Government Tasmanian Planning Commission Developers TasWater Department of State Growth
1.2	Liveable townships, urban and rural areas across the local government area with individual character.	Provider Facilitator	<ul style="list-style-type: none"> Community groups Developers TasWater
1.3	The natural, cultural and built heritage of Meander Valley is protected and maintained.	Provider Facilitator	<ul style="list-style-type: none"> Tasmanian Heritage Council NRM North Parks & Wildlife Service
1.4	Meander Valley is environmentally sustainable.	Facilitator Advocate	<ul style="list-style-type: none"> NRM North Local industry & primary producers
1.5	Public health and the environment is protected by the responsible management of liquid and solid waste at a local and regional level	Provider	<ul style="list-style-type: none"> Environmental Protection Authority Department of Health and Human Services Transport providers
1.6	Participate and support programs that improve water quality in our waterways	Provider	<ul style="list-style-type: none"> Tamar Estuary and Esk Rivers Program TasWater Department of Health and Human Services

Assessing progress

- Number of planning applications
- Time taken to process development applications
- Number of planning appeals
- Salinity levels
- Water pollution readings
- Biodiversity data
- Protected land and vegetation data
- River health
- Land erosion data
- Chemical usage
- Population changes
- Heritage listings
- Flood events
- Environmental orders
- Renewable energy usage
- Air quality and greenhouse gas emissions data
- Activities of environmental groups

Future direction (2) - A thriving local economy

Meander Valley needs to respond to changes and opportunities to strengthen and broaden its economic base. We need to attract investors, build our brand, grow population, encourage business cooperation, support development and promote the liveability of Meander Valley.

Code	Strategic Outcome	Council Role	Groups that need to collaborate
2.1	The strengths of Meander Valley attract investment and provide opportunities for employment.	Provider Facilitator	<ul style="list-style-type: none"> State government Australian government Local industry & primary producers Tasmanian Irrigation TasWater Developers Tourism organisations Department of State Growth
2.2	Economic development in Meander Valley is planned, maximising existing assets and investment in infrastructure.	Provider Facilitator	<ul style="list-style-type: none"> Department of State Growth Northern Tasmania Development Meander Valley Enterprise Centre Meander Valley Economic Renewal Action Group
2.3	People are attracted to live in the townships, rural and urban areas of Meander Valley.	Provider Facilitator	<ul style="list-style-type: none"> Meander Valley Enterprise Centre Local Progress Associations Northern Tasmania Development Meander Valley on the Move
2.4	A high level of recognition and demand for Great Western Tiers products and experiences.	Facilitator	<ul style="list-style-type: none"> Great Western Tiers Tourism Association Tourism Tasmania Tourism Northern Tasmania Local producers Local tourism operators
2.5	Current and emerging technology is available to benefit both business and the community.	Facilitator Advocate	<ul style="list-style-type: none"> NBN Co. Northern Tasmania Development Local industry

Assessing progress

- Investment attracted
- New developments
- Employment statistics – workforce participation, age and gender profile
- Industry data – production and exports
- Grant funding
- Population changes
- Visitor statistics
- Internet connections
- Mobile coverage
- Industry innovation
- Personal and household income
- Child care availability
- Housing affordability

Future direction (3) Vibrant and engaged communities

Building capacity will enable our communities to change and grow through resilience and capability. It will also build character and a sense of community across our townships and urban areas. We will support a culture of life long learning and creativity through community partnerships.

Code	Strategic Outcome	Council Role	Groups that need to collaborate
3.1	Creativity and learning are part of daily life across the communities of Meander Valley	Facilitator	<ul style="list-style-type: none"> Arts Tasmania Schools and education providers Launceston Arts Society University of Tasmania TAFE Community groups
3.2	Successful local events enhance community life.	Provider Facilitator	<ul style="list-style-type: none"> Event organisers Events Tasmania Service clubs
3.3	Education and training opportunities are available to everyone across the local government area.	Provider Advocate	<ul style="list-style-type: none"> Schools and education providers University of Tasmania TAFE Registered Training Organisations
3.4	Meander Valley communities have the resilience and capacity to address and overcome life's challenges and emergencies.	Provider Facilitator	<ul style="list-style-type: none"> Emergency Services Department of Health & Human Services Community volunteer groups
3.5	Young people have the opportunity to be engaged in community life	Provider Facilitator	<ul style="list-style-type: none"> Schools and education providers Local employers Youth service providers Community groups

Assessing progress

- Number of local events
- Attendance at local events
- Revenue generated by events
- School enrolment and retention rates
- School literacy and numeracy data
- Adult literacy
- Educational attainment data
- Community use of school facilities
- Age mix of population
- Participation in training opportunities
- Participation in the arts and grant funding
- Employment in arts and culture
- Emergency planning and response
- Participation in voluntary groups and activities
- Award recognition for communities e.g. Tidy Towns
- Aboriginal participation in community activities
- Community support networks
- Youth advisory and leadership programs

Future direction (4) A healthy and safe community

To make the most of our lifestyle and cope with change we need to be fit and healthy. Participation in structured and informal recreation activities will support this goal. Meander Valley's environment provides the opportunity to develop nature based recreational activities. We need to work together to develop and maintain the infrastructure and activities that support health and safety through all stages of life.

Code	Strategic Outcome	Council Role	Groups that need to collaborate
4.1	The health and wellbeing needs of all sectors in the community are planned, met and managed.	Provider Facilitator	<ul style="list-style-type: none"> • Department of Health & Human Services • Aged Care providers • Education Department • Youth service providers
4.2	Infrastructure, facilities and programs encourage increased participation in all forms of active and passive recreation.	Provider Facilitator	<ul style="list-style-type: none"> • Parks & Wildlife Service • Sporting groups • Sport & Recreation Tasmania • Heart Foundation • Service clubs & community groups • Great Western Tiers Tourism Association • Tourism Northern Tasmania • Tourism Tasmania • Inland Fisheries Service • Tasmanian Irrigation • Forestry Tasmania • Marine and Safety Tasmania • Crown Land Services
4.3	Public health and safety standards are regulated, managed and maintained.	Provider Facilitator	<ul style="list-style-type: none"> • Department of Health & Human Services • Police & Emergency Services • TasWater • Department of State Growth
4.4	Prepare and maintain emergency management plans and documents and work with our communities to educate and plan for emergencies.	Provider Facilitator	<ul style="list-style-type: none"> • Police and Emergency Services • Department of Health and Human Services • Department of State Growth.

Assessing progress

- Population health statistics – obesity, diabetes, smoking, drug usage and teenage pregnancy rates, drug and alcohol usage
- Availability and access to health services
- Participation in recreation
- Availability of recreation programs
- Organised sport for young children
- Road safety statistics
- Crime rates
- Domestic water quality
- Notifiable health events
- Aged care data
- Data on food premises inspection and certification
- Emergency events
- Workplace injuries
- Accidental and avoidable deaths
- Gambling data

Future direction (5) Innovative leadership and community governance

Meander Valley Council's leadership role is strengthened by community engagement in long-term planning, transparent decision-making and advocacy coupled with planned financial and asset management. Continuous review of service levels and organisational systems together with skills training for Councillors and staff will ensure the responsible management of Council as an organisation. Collaboration and resource sharing between Councils in the region will provide best value for future planning and service provision.

Code	Strategic Outcome	Council Role	Groups that need to collaborate
5.1	Meander Valley Council programs are regularly reviewed to support the achievement of the Community Strategic Plan.	Provider Facilitator	<ul style="list-style-type: none"> TasWater Department of Infrastructure Energy & Resources
5.2	Long term financial planning and asset management underpins the ongoing viability of Meander Valley	Provider Facilitator	<ul style="list-style-type: none"> Department of Treasury & Finance Tasmania State Grants Commission
5.3	Evidence based decision-making engages the community and is honest, open and transparent.	Provider	<ul style="list-style-type: none"> Community groups
5.4	Meander Valley Councillors and employees have the knowledge, skills and attitude to responsibly undertake community governance and operational responsibilities.	Provider Facilitator	<ul style="list-style-type: none"> Local Government Association of Tasmania Tasmanian Office of Local Government Registered training organisations
5.5	Councils in the region collaborate and share resources for the collective good of their communities.	Provider Facilitator	<ul style="list-style-type: none"> Local Government Association of Tasmania Tasmanian Office of Local Government Northern Tasmania Development Councils in the region
5.6	Meander Valley Council is recognised as a responsibly managed organisation.	Provider	<ul style="list-style-type: none"> Tasmanian Office of Local Government

Assessing progress

- Community satisfaction with services
- Resource sharing activities
- Participation in community engagement activities
- Resource sharing savings and efficiencies
- Referrals to the Ombudsman and other dispute settling agencies
- Council's financial position
- Legislative non-compliance events
- Requests for service and complaints
- Interventions by the Office of Local Government
- Amount and number of community service obligations
- Participation in local government elections
- Right to information requests

Future direction (6) - Planned infrastructure services

Infrastructure for transport, water, waste management and community facilities form the foundations our communities are built on. Existing infrastructure, plant and equipment needs to be maintained while long term innovative solutions are developed to respond to rural and urban needs. It is important to understand what assets we have now, the services they deliver, their condition and ongoing costs so responsible future plans can be made.

Code	Strategic Outcomes	Council Role	Groups that need to collaborate
6.1	The future of Meander Valley infrastructure assets is assured through affordable planned maintenance and renewal strategies.	Provider Facilitator	<ul style="list-style-type: none"> Department of State Growth TasWater
6.2	Regional infrastructure and transport is collaboratively planned and managed by all levels of government.	Provider Facilitator Advocate	<ul style="list-style-type: none"> Department of State Growth
6.3	The Meander Valley transport network meets the present and future needs of the community and business.	Provider Facilitator Advocate	<ul style="list-style-type: none"> Department of State Growth Transport providers
6.4	Open space, parklands, recreation facilities, cemeteries and public buildings are well utilised and maintained.	Provider Facilitator	<ul style="list-style-type: none"> Parks & Wildlife Service Sporting and user groups Inland Fisheries Service Tasmanian Irrigation Forestry Tasmania Marine and Safety Tasmania Crown Land Services
6.5	Stormwater and flooding cause no adverse impacts	Provider	<ul style="list-style-type: none"> Department Primary Industry Water & Environment State Emergency Services
6.6	Infrastructure services are affordable and meet the community's needs into the future.	Provider Advocate	<ul style="list-style-type: none"> TasWater

Assessing progress

- Asset management shortfalls
- Asset condition assessments
- Pollution events from sewage, waste water and solid waste
- Participation in recycling
- Landfill usage rates
- Utilisation of public facilities
- Requests for service and complaints
- Community satisfaction
- Road and bridge condition assessments
- Public transport availability and usage
- Disabled access to public facilities and spaces