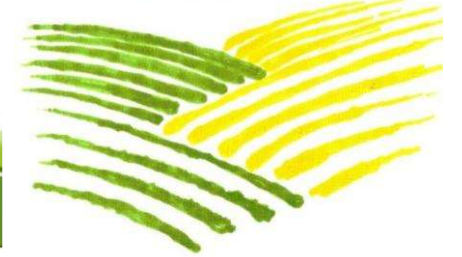




SOUTHERN
MIDLANDS
COUNCIL



Strategic Plan 2024 – 2034

Adopted by Council at its meeting on the 26 June 2024



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Introduction

This Strategic Plan for the Southern Midlands has been prepared as a ‘blue print’ for the future of the Southern Midlands local government area. This document also provides guidance for the organisation, to ensure that it has the capacity to deliver the range of services that the Southern Midlands community has identified.

The Strategic Plan has been based on information and advice provided through Community consultation with members of the Southern Midlands Community at a number of levels, as well as discussions with the elected members of Council and advice provided by Council officers.

It should be noted that, whilst Council has a major role to play in the achievement of the Community’s vision for the Southern Midlands, it is not the only participant responsible for seeing the vision realised. Council, where ever possible, works in partnership with others, such as the Tasmanian and Australian Governments, other Councils and Community groups as well as business to help achieve the Community’s vision.

This is a document that builds on previous Strategic Plans and covers the ten year period to the year 2034. It is subject to broad consultation review every four years, this ensures up-to-date guidance to Council in the determination of its future priorities and directions.

Council welcomes comment on the Strategic Plan at any time. Input into the future direction of the Southern Midlands can be made by contacting one of the elected members or the Council’s General Manager directly, or comments in writing can be addressed to: Southern Midlands Council, 71 High Street, Oatlands Tas 7120 or provided via Council’s website www.southernmidlands.tas.gov.au



Clr Edwin Batt

MAYOR

Southern Midlands Council

Our Vision

(A Vision Statement is an aspirational description of what an organisation would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.)

The following vision for the Southern Midlands municipal area was developed by Councillors on the basis of the information and advice provided at community meetings and through other Community engagement opportunities.

Council's Vision includes

- A community spirit based on friendliness, cooperation and self-help;
- An environment which encourages diversity, inclusion, local creativity, manufacturing, enterprise and self-help;
- Resilient and sustainable Communities across the Southern Midlands;
- A diversified local economy creating employment opportunities through sustainable agriculture/horticulture, commercial, industrial activity, heritage tourism and viable historic villages/service centres;
- Development based on the sustainable use of local resources and the physical environment;
- An enduring commitment to child and youth safety; and
- A range and standard of services within the Southern Midlands that are affordable and efficient.

Our Mission

(A Mission Statement is a short sentence or dot points used to explain, in simple and concise terms, an organisations' purpose(s) for being. These statements serve a dual role by helping employees/team members to remain focused on the tasks at hand, as well as encouraging them to find innovative ways of moving towards an increasingly productive achievement of organisational goals.)

The Mission was developed by Councillors and senior staff.

Council's Mission is, that in partnership with the community it will:

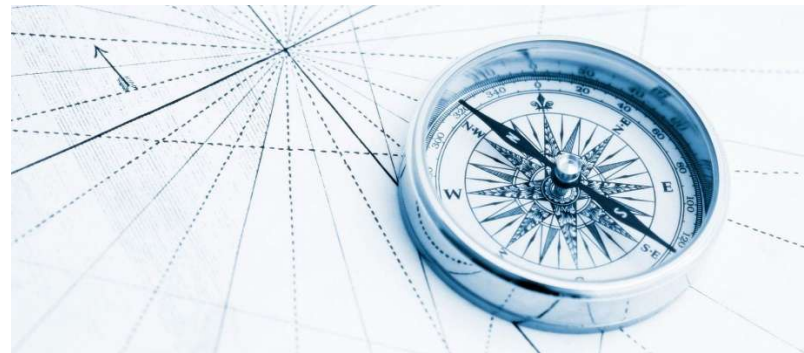
- Work for the benefit of the community;
- Be progressive and provide leadership;
- Operate as a team of Councillors and employees focused on performance;
- Be financially responsible.

Our Guiding Principles

(Guiding Principles are any principles or precepts that guide an organisation throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management. They represent the beliefs and values which guide the culture of the organisation and underpin its work towards achieving the Vision and Mission)

Council and Employee team members will:

- Consult as well as listen to our customers & team members by maintaining open communication and keep the community informed;
- Treat people with respect and courtesy;
- Provide advice to the best of our professional ability;
- Be sensitive to the needs of residents and visitors;
- Respond promptly to customers concerns and requests;
- Be fair, equitable and consistent in decisions and conduct;
- Facilitate participation as well as be responsive to the input of children and young people;
- Fully utilise the expertise and resources available to Council within the organisation and the Community;
- Develop the full potential of Councillors and all employees; and
- Operate in accordance with the “Codes of Conduct” adopted by Council.



Southern Midlands Local Government Area

The Southern Midlands Council was created on the 2nd April 1993 through the merging of the Municipalities of Oatlands, Green Ponds and the Northern wards of the Municipalities of Brighton and Richmond. The municipal area has a predominantly rural based economy.

Towns and localities include Mangalore, Bagdad, Broadmarsh, Elderslie, Dysart, Kempton, Melton Mowbray, Oatlands, Tunbridge, Tunnack, Parattah, Woodsdale, Levendale, Runnymede, Colebrook, Campania and Rekuna.

The area of the Southern Midlands is 2,561km², a high proportion of which is privately owned land (2406km²), divided into 3,700 rateable properties.

The municipal area is centrally located with both the Midland Highway and the north-south rail route bisecting the municipality.

It is covered by the Federal Government seat of Lyons, the State Government's House of Assembly seat of Lyons, along with the Legislative Council seat of Prosser.

The Council is responsible for:

Roads and Bridges

The third longest municipal road length in Tasmania with 814km, made up of the following;

- 34km of urban sealed roads
- 175km rural sealed roads
- 605km of rural unsealed roads
- 167 bridges

Waste Management

There are 3 waste transfer stations; Oatlands, Campania and Dysart

Municipal Offices

Oatlands – 71 High Street

The following Council Business Units operate from this office.

- Corporate Administration;
- Infrastructure & Works;
- Natural Resource Management; and
- Heritage Projects.

Kempton – 85 Main Street:

- Development & Environmental Services,
- Community & Corporate Development

Works Depots

Council has two works depots; one at Oatlands and one at Kempton.

Oatlands Aquatic Centre – 70 High Street Oatlands

The following infrastructure elements are administered by TasWater

Water

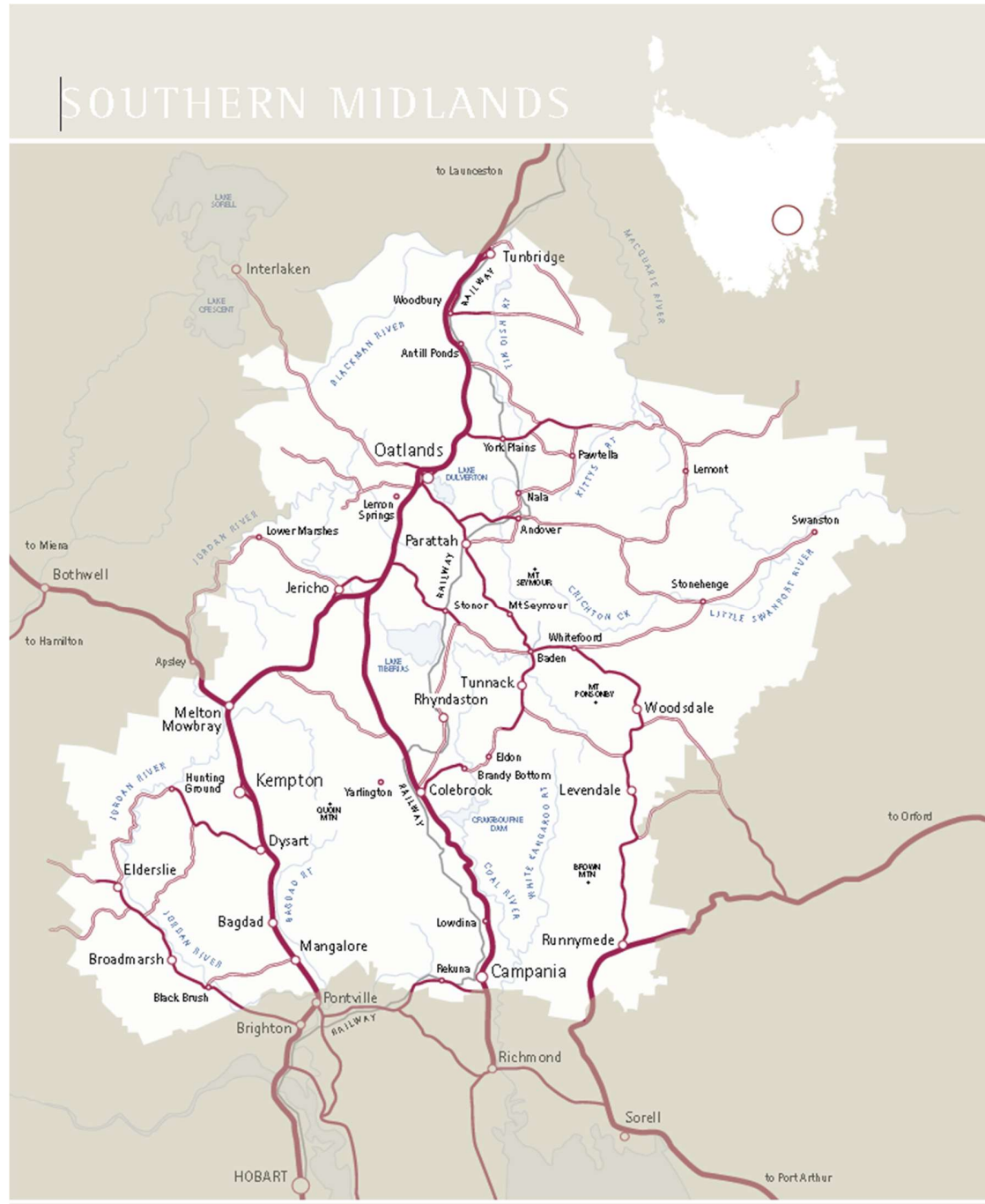
6 water schemes;

Oatlands, Tunbridge, Kempton, Bagdad/Mangalore, Campania, Colebrook

Sewerage

5 sewerage schemes;

Oatlands, Kempton, Bagdad, Campania, Colebrook






Southern Midlands

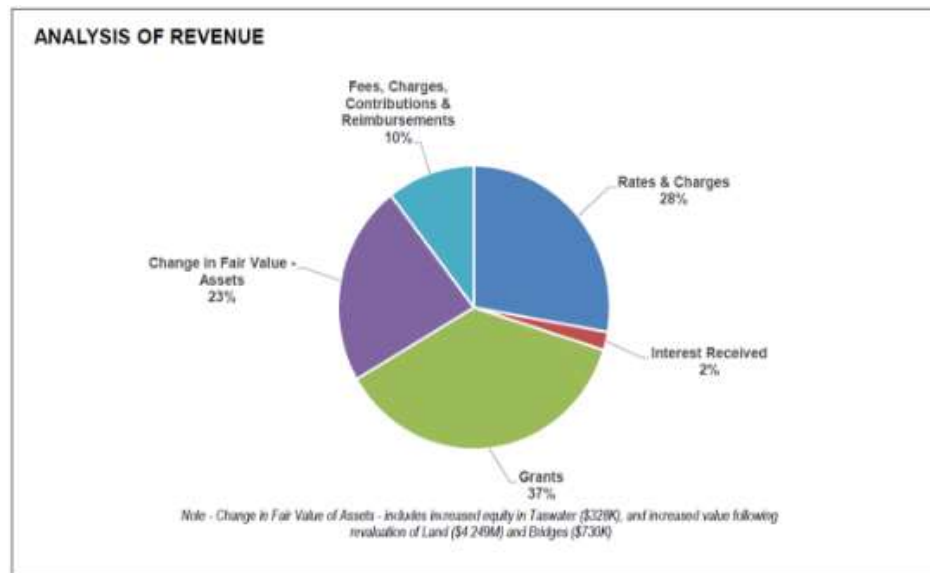
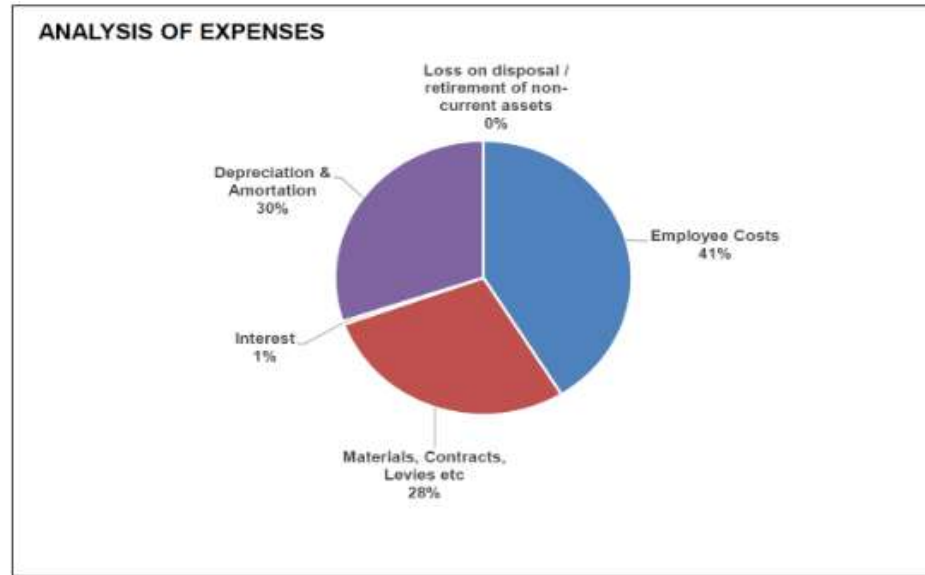
2021 Census All persons QuickStats

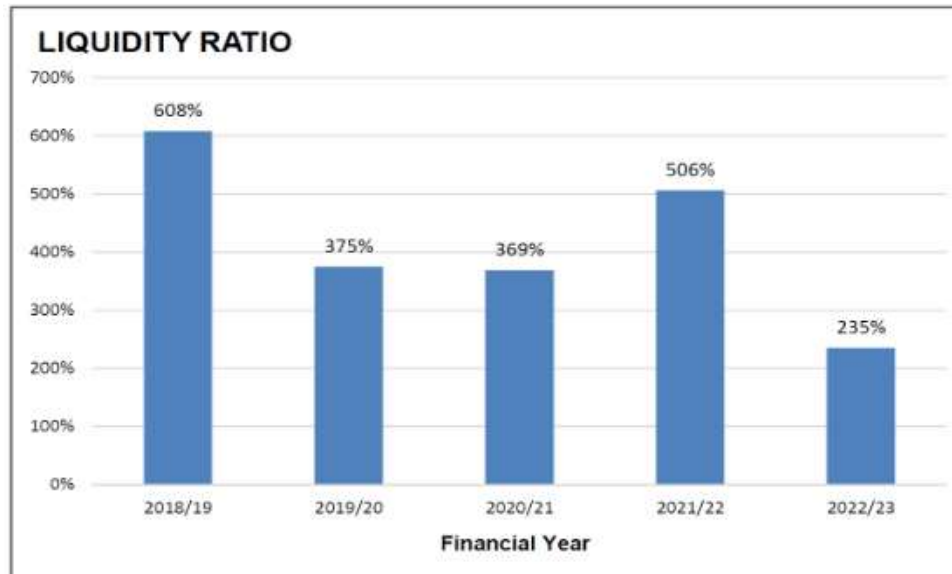
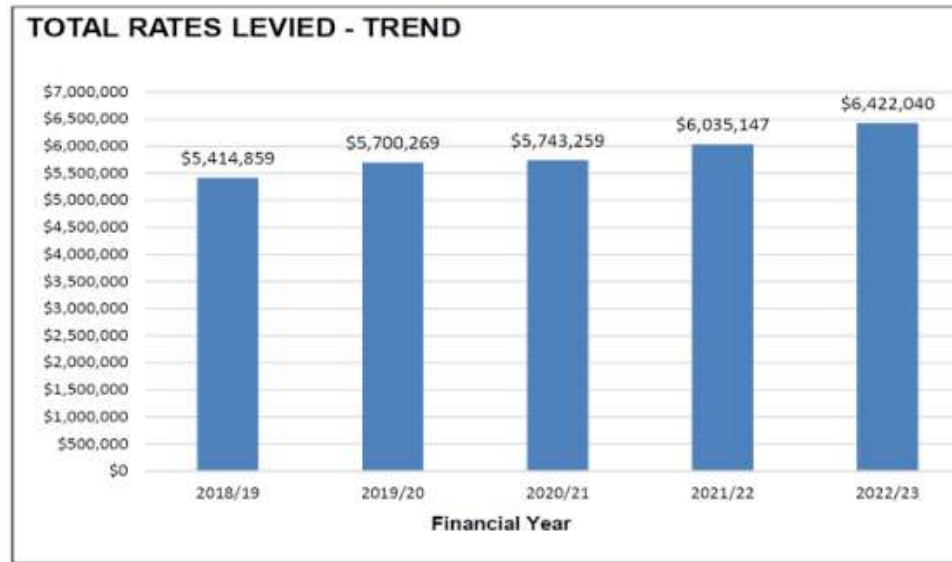
Geography type [Local Government Areas](#)

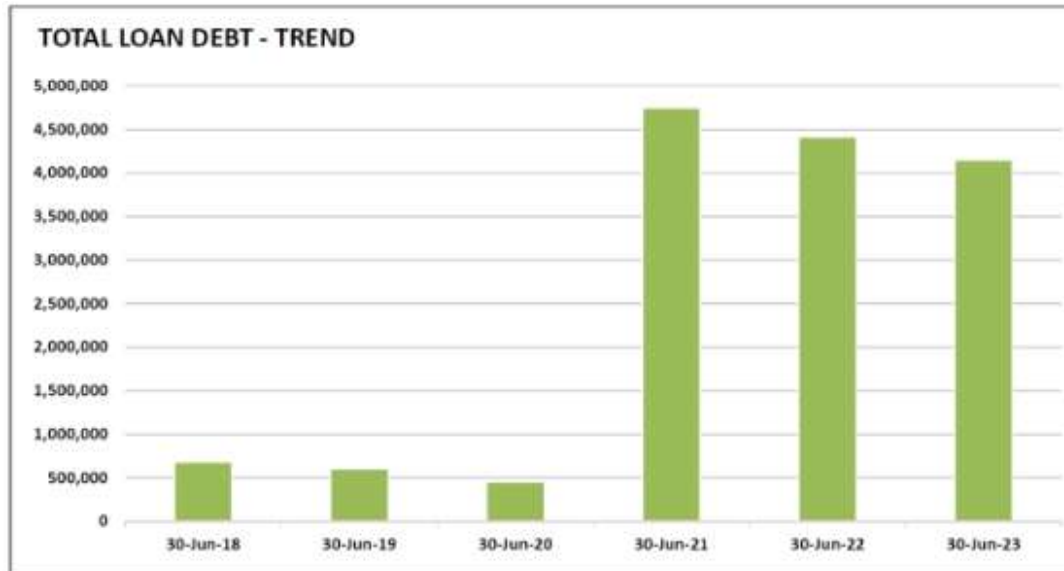
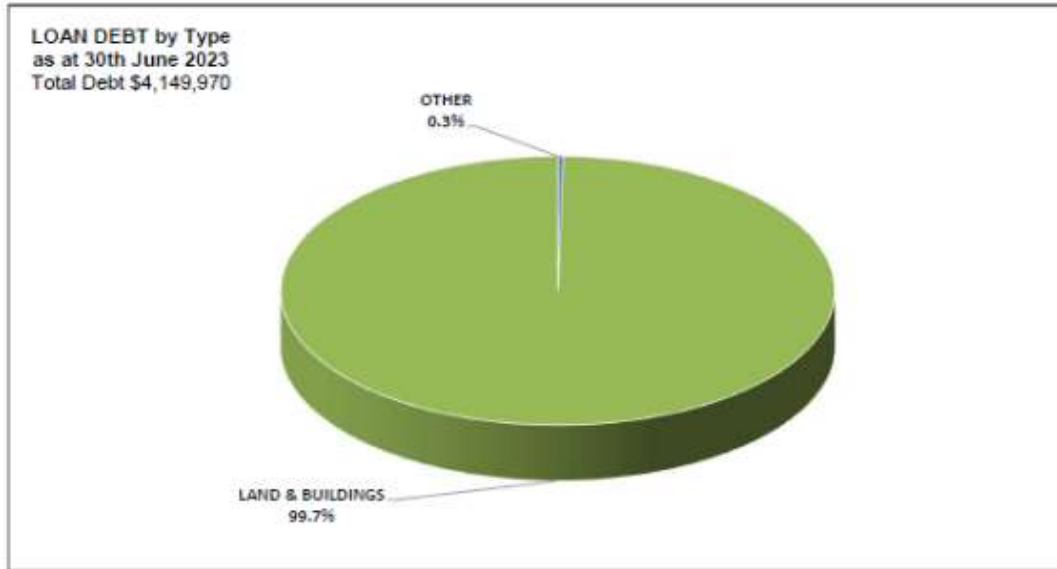
Area code LGA65010

	People	6,662
	Male	51.6%
	Female	48.4%
	Median age	44
	Families	1,865
	Average number of children per family	
	for families with children	1.8
	for all households (a)	0.7
	All private dwellings	2,976
	Average number of people per household	2.5
	Median weekly household income	\$1,332
	Median monthly mortgage repayments	\$1,300
	Median weekly rent (b)	\$250
	Average number of motor vehicles per dwelling	2.5

Council Financial Indicators







Members of the Council

Southern Midlands Council has seven elected members.



Mayor
Edwin Batt



Deputy Mayor
Karen Dudgeon



Councillor
Donna Blackwell



Councillor
Anthony (Tony)
Bisdee OAM



Councillor
Robert (Bob) Campbell



Councillor
Donald Fish



Councillor
Fraser Miller

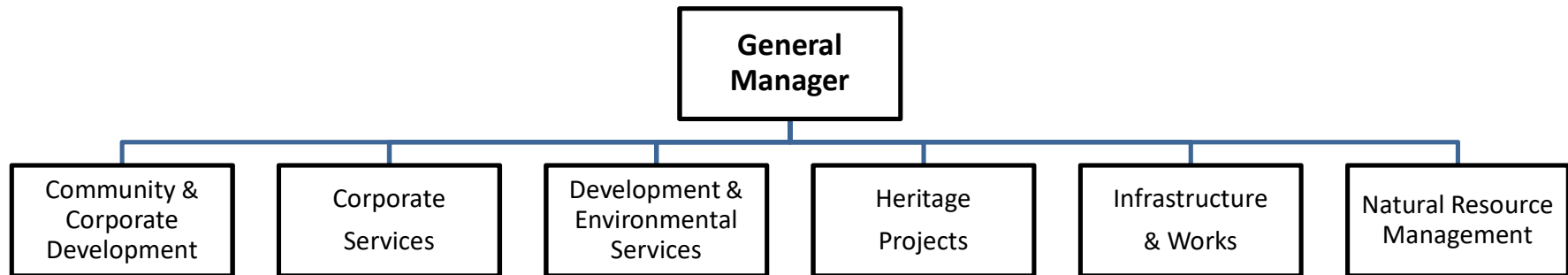
Southern Midlands Council has a number of Business Units that are referred to in the Strategic Plan, which are staffed by the General Manager and his team. Activities within the Plan have been allocated to a business unit with the business unit abbreviation shown adjacent to the activities.

- General Manager’s Business Unit (GM)
- Development and Environmental Services (DES)
- Infrastructure & Works (IW)
- Natural Resource Management (NRM)
- Community & Corporate Development (CCD)
- Heritage Projects (HP)
- Corporate Services (CS)

Organisation Structure by Function

Southern Midlands Community

Southern Midlands Council



South Central Sub-region (SCS) Councils

Southern Midlands, Derwent Valley, Central Highlands and Brighton

Working together for the benefit of our broader Communities



21.7% of Tasmania's land mass and 6.6% of Tasmania's population

Major Joint Projects and Initiatives

- SCS Augmented Reality Tourism Project (2016)
- SCS Regional Workforce Planning Project – KPMG (2017)
- SCS Local Government Workforce Planning (2018)
- SCS Workforce Planning Grant – TCF \$395,000 (2020)
- SCS Economic Infrastructure Development Study – KPMG (2022)
- Establishment of SWN Jobs Hub – Jobs Tas - \$1,625,000 (2022)
- Further funding of SWN Jobs Hub – Jobs Tas - \$2,100,000 (2024)



Southcentral Workforce Network (SWN) Jobs Hub

Legislative Requirements for the Strategic Plan

The Strategic Plan

The *Local Government Act 1993* requires all Councils to have a Strategic Plan for the Municipal area. The Strategic Plan is to be in respect of at least a ten (10) year period and updated as required.

Public Consultation

The Local Government Act states that in preparing a proposed Strategic Plan, or updating an existing Strategic Plan, a Council is to consult with the community in its municipal area and any authorities and bodies it considers appropriate.

The General Manager of the Council is to make a copy of the proposed Strategic Plan, or an updated Strategic Plan, available for public inspection at the public office of the Council during ordinary office hours.

Changes to the Strategic Plan

The Southern Midlands Council will formally review the Southern Midlands Strategic Plan every four years. Once the formal review has been undertaken the Council is required to invite submissions from the public in respect of the plan. It is also required to consider those submissions before adopting or updating the strategic plan.

As soon as a Council adopts a strategic plan, or updates it, the General Manager is required, under the *Local Government Act 1993* to make a copy of the strategic plan available for public inspection at the public office of the Council during ordinary office hours. The Southern Midlands Strategic Plan will also be available on the Council's website at www.southernmidlands.tas.gov.au

Annual Planning

Councils are also required to prepare an Annual Plan for each financial year, which is required to be consistent with the Strategic Plan; and include:

- a statement of the manner in which the Council is to meet the goals and objectives of the Strategic Plan;
- a summary of the estimates of Council's revenues and expenditures for the financial year as adopted by Council;
- a summary of the major strategies to be used in relation to the Council's public health goals and objectives.

Annual Reporting

A Council must prepare an Annual Report containing, among other things:

- a summary of the Annual Plan for the preceding financial year;
- a statement of its goals and objectives in relation to public health for the preceding financial year;
- a statement of the Council's activities and its performance in respect of goals and objectives set for the preceding financial year;
- the financial statements for the preceding financial year.

Strategic Plan Structure – Strategic Themes

Strategic Themes

It should be noted that the strategic themes are not listed in priority order rather they are a set of interrelated themes.

Five strategic themes have been developed from the inputs provided by the Community and Council. The strategic themes provide the structure of the Southern Midlands Strategic Plan. They are:

1. Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council

2. Growth

The need to increase the population in the municipality and to grow the level of agricultural/horticulture, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of the appropriate services.

3. Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

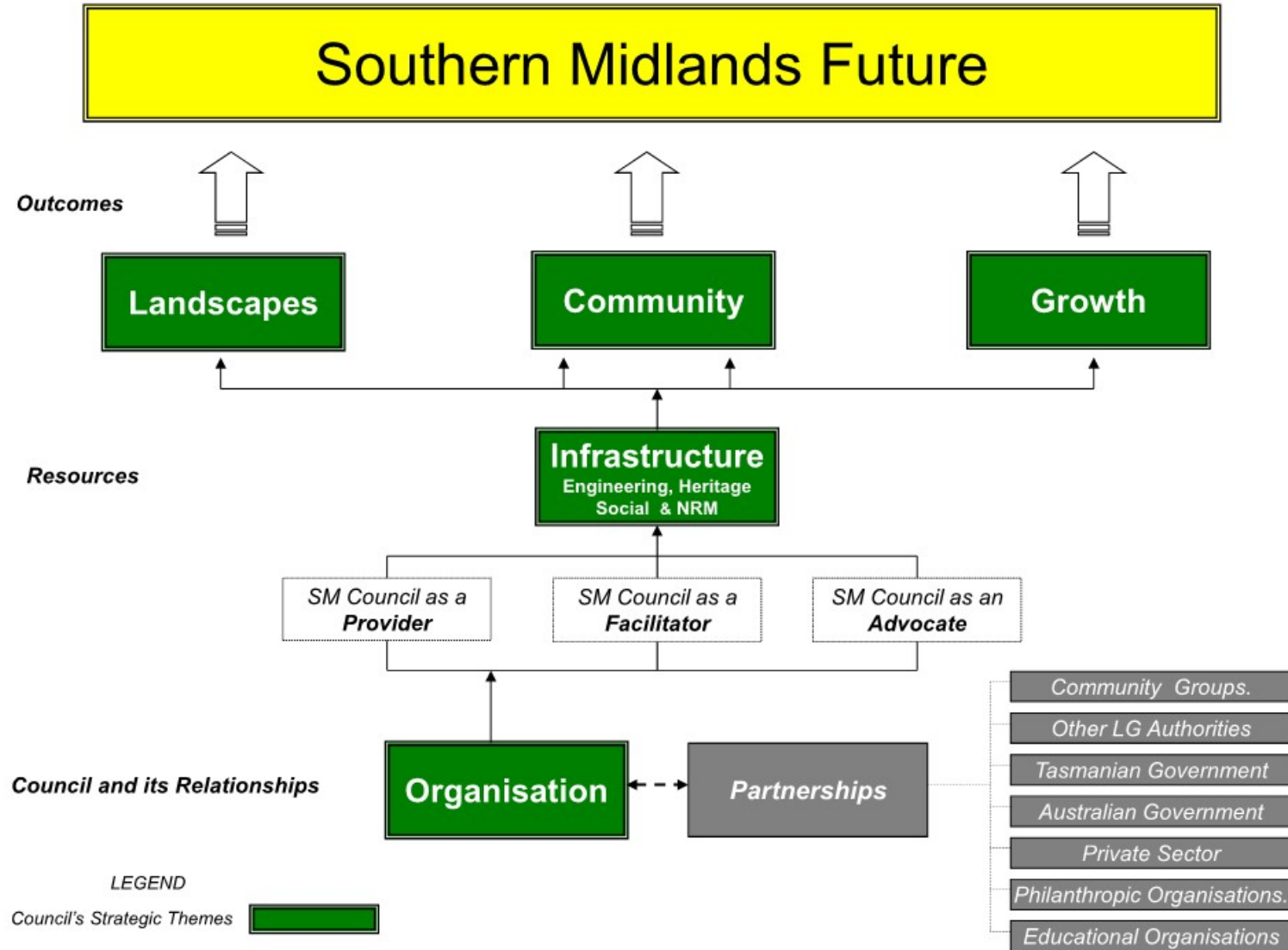
4. Community

The need to increase the opportunities for improved health & well-being, including retaining then building on the strong sense of Community and resilience that exists within the Southern Midlands.

5. Organisation

The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community.

Strategic Plan Structure – graphic form



I. INFRASTRUCTURE

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

1.1 ROADS		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.1.1	Maintenance and improvement of the standard and safety of roads in the municipal area	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.1.1.1	Continue to seek opportunities to increase funding for road maintenance and construction from Australian and State Government, whilst incorporating appropriate design outcomes for public infrastructure in heritage areas where practicable	GM/IW
1.1.1.2	Assess new, cost effective sources and methods of road construction/sealing materials suitable for road maintenance	IW/GM
1.1.1.3	Continue to work with the Department of State Growth (DSG) to improve the safety and standard of the Midland Highway and other state roads along with road junctions, with a high priority on the Mood Food Midland Highway access.	GM
1.1.1.4	Continue to focus on road drainage and road improvements as key elements of road maintenance	IW
1.1.1.5	Ensure that appropriate sight distances are maintained, for key transport routes, through effective roadside vegetation management / road realignment	IW
1.1.1.6	Continue a program of regular safety audits of roads in conjunction with Department of State Growth	IW
1.1.1.7	In partnership with the State Government address the issue of reserved roads and their impact on fire and weed management	IW
1.1.1.8	Continue the program of dust suppression on gravel roads in accordance with Council's policy	IW
1.1.1.9	Provide road infrastructure appropriate to industry demand	IW
1.1.1.10	Use design and material finishes appropriate to the local context	IW
1.1.1.11	Incorporate the use of recyclable materials (e.g tyres/glass, etc) into road pavements and pathways	IW
1.1.1.12	Update Long-Term Strategic Asset Management Plan to reflect condition assessment	IW
1.1.1.13	Establishment of appropriate trees and related streetscapes elements in our villages	IW

1.1.1.14	Government investment in the Bagdad-Mangalore Bypass as a major component in the State road network	GM
1.1.1.15	Explore the viability of creating a road link from Southern Midlands to the Tasman Highway on the East Coast north of Triabunna	GM
1.1.1.16	Pursue the further development of the road link from the Southern Midlands to the East Coast by upgrading the existing Buckland Road link	IW
1.1.1.17	Investigate a road connection between East Bagdad Rd Bagdad and Native Corners Rd Campania	IW
1.1.1.18	Implement the engineering outputs from the Oatlands Structure Plan	IW

1.2 BRIDGES		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.2.1	Maintenance and improvement of the standard and safety of bridges in the municipal area	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.2.1.1	Continue the current program of bridge maintenance and replacement including the monitoring and consideration of new construction methods for the replacement of timber bridges and related structures, with the exception of bridges having heritage significance, which shall be maintained in an appropriate manner consistent with their original character	IW

1.3 WALKWAYS, CYCLE WAYS & TRAILS		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.3.1	Maintenance and improvement of the standard and safety of walkways, cycle ways and pedestrian areas to provide consistent accessibility	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.3.1.1	Determine through consultation, the priorities for extensions to existing walkways and pedestrian areas	CCD
1.3.1.2	In consultation with the community identify and develop new cycle ways, walkways and pedestrian areas based on identified need	CCD
1.3.1.3	Investigate options for the accessibility of horse trails within the municipal area	CCD

1.3.1.4 Inter-connect walkways/cycleways with neighbouring Council areas (e.g linkage with Campania to Richmond or Pontville to Bagdad)	CCD
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1.4 LIGHTING INFRASTRUCTURE	
<i>What we are aiming to achieve:</i>	
1.4.1a	Ensure adequate lighting based on demonstrated need
1.4.1b	Contestability of energy supply
Key actions to achieve our aims:	
1.4.1.1	Develop a program for upgrading lighting in areas of community safety need, in accordance with the Australian Lighting Standard
1.4.1.2	Continue the undergrounding of power in Oatlands as well as all new residential Village Zoned subdivisions
1.4.1.3	Adopt new technology as it arises to reduce lifecycle costings; for example energetically pursue the implementation of LED (Light Emitting Diode) for replacement of street lighting

1.5 BUILDINGS INFRASTRUCTURE	
<i>What we are aiming to achieve:</i>	
1.5.1	Maintenance and improvement of the standard and safety of public buildings in the municipality
Key actions to achieve our aims:	
1.5.1.1	Enhance the program for building management and maintenance across the municipality
1.5.1.2	Develop and maintain public amenities to meet community and visitor needs, including continuing to upgrade public amenities with a focus on toilet facilities to meet community and visitor needs with regard to possible future use as well as current use'
1.5.1.3	Ensure sustainable use of Council buildings is maximised for Community benefit
1.5.1.4	Update Long-Term Strategic Asset Management Plan to reflect condition assessment of buildings
1.5.1.5	Improve the quality, safety and fit-for-purpose of community halls and facilities.
1.5.1.6	Address community needs with well-targeted, focused and strategic approaches to facility supply

1.6 SEWER / WATER / ENERGY		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.6.1	Increase the capacity of access to reticulated sewerage services	
1.6.2	Increase the capacity and ability to access water to satisfy development and Community to have access to reticulated water	
1.6.3	Increase the capacity of access to reticulated energy services	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.6.1.1	Monitor the future demand for sewerage services in areas zoned for future residential, commercial and industrial development in partnership with the Water Authority	DES
1.6.1.2	Investigate the provision of a sewer to service Parattah	
1.6.1.2	Advocate for Developers and the community to the Water Authority in respect of service level equity	GM
1.6.2.1	Investigate through the adoption of Structure Plans the future demand for water services in areas zoned for future residential, commercial and industrial development in partnership with the Water Authority	DES
1.6.2.2	Advocate for Developers and the Community to the Water Authority in respect of service level equity	GM
1.6.3.1	Investigate the future demand for energy services in areas zoned for future residential, commercial and industrial development in partnership with the energy authorities	GM
1.6.3.2	Advocate for Developers and the Community to the energy authorities in respect of service level equity	GM

1.7 DRAINAGE		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.7.1	Maintenance and improvement of the town storm-water drainage systems	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.7.1.1	Continue to program capital works that improve the effectiveness of the storm-water drainage systems in the towns of the municipality	IW
1.7.1.2	Research best practice methods for the disposal of Stormwater, that is applicable to country towns and rural living	DES

1.7.1.3	Adopt 'Water Sensitive Urban Design Principles' where appropriate	DES
1.7.1.4	Research and monitor infrastructure requirements to ensure that the placement of future infrastructure is designed to withstand the impact of critical weather events	IW
1.7.1.5	Continue the program of hydraulic assessment of the municipal area (i.e. the provision of flood mapping and assess the interaction of stormwater with existing and potential future land uses). Includes investigating the availability of external funding support. The initial focus being the main population and transit areas around Bagdad and Mangalore.	IW
1.7.1.6	Undertake the flood mitigation on-ground activities highlighted through hydraulic assessment.	IW

1.8	WASTE	INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.8.1	Maintenance and improvement of the provision of waste management services to the Community	
Key actions to achieve our aims:		Responsible Business Unit(s)
1.8.1.1	Support and participate in the activities of the newly established Southern Tasmanian Regional Waste Authority	GM
1.8.1.2	Continue to review the ongoing operational arrangements for waste management including co-operation with other local government authorities	DES
1.8.1.3	Undertake a review of the whole waste management service delivery system regularly	DES
1.8.1.4	Explore the opportunities to promote/facilitate a reduction of waste to landfill	DES
1.8.1.5	Investigate the introduction of a 'user pays' system at the Waste Transfer Stations (in lieu of the charging the standard Waste Management Levy)	GM
1.8.1.6	In alignment with existing Tasmanian Government policies, target to halve the amount of organic waste sent to landfill by 2030.	DES

1.9 INFORMATION, COMMUNICATION TECHNOLOGY		INFRASTRUCTURE
<i>What we are aiming to achieve:</i>		
1.9.1 Improve access to modern communications infrastructure		
Key actions to achieve our aims:		Responsible Business Unit(s)
1.9.1.1	Seek opportunities to facilitate the provision of cost effective broadband and mobile telecommunications access across the municipality	GM

2. GROWTH

The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural/horticulture, timber, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services.

2.1 RESIDENTIAL		GROWTH
<i>What we are aiming to achieve:</i>		
2.1.1	Increase the resident, rate-paying population in the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
2.1.1.1	Seek opportunities to increase the number of subdivisions providing affordable land in areas that can utilise the existing water, sewer and road infrastructure within the framework of the Planning Scheme	DES
2.1.1.2	Investigate the potential of under-utilised Australian, State and Local Government owned land for use and/or development	DES
2.1.1.3	Investigate and pursue innovative responses to residential developments whilst maintaining an appropriate townscape context including rural and heritage character where appropriate	DES
2.1.1.4	Investigate options pertinent to affordable housing	DES
2.1.1.5	Lobby for increased transport services within the municipality and explore alternative transport options	CCD
2.1.1.6	Actively participate in the 'Outer Hobart Residential Demand and Supply Study' to understand demand and supply of land and housing across the Outer Hobart Council areas	DES

2.2 TOURISM		GROWTH
<i>What we are aiming to achieve:</i>		
2.2.1	Increase the number of tourists visiting and spending money in the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
2.2.1.1	Seek opportunities to support the development, growth and promotion of a wide range of tourism	GM

2.2.1.2	Seek opportunities to further develop and link heritage tourism opportunities both within and outside the region, including convict sites, the Oatlands Military Precinct and Callington Mill Precinct	HP
2.2.1.3	Pursue appropriate development and adaptive re-use of Council's Heritage buildings for tourism e.g. Court house and Gaol in Oatlands'	HP
2.2.1.4	Support the development of tourism products	GM
2.2.1.5	Work in partnership with tourism organisations including Destination Southern Tasmania and the Heritage Highway Tourism Region Association	GM
2.2.1.6	Encourage local tourism operators to establish and maintain exposure on the Australian Tourism Data Warehouse web site, which allows local tourism operators to easily promote their business or events on numerous digital platforms that connect directly to consumers	CCD
2.2.1.7	Continue to embrace and implement the Heritage Highway Destination Action Plan along with associated initiatives	GM
2.2.1.8	Implement the tourism related outputs from the Oatlands Structure Plan	GM
2.2.1.9	Investigate an alternative location for the Caravaners that park in the Callington Park Rodeo Paddock.	NRM

2.3	BUSINESS	GROWTH
<i>What we are aiming to achieve:</i>		
2.3.1a	Increase the number and diversity of businesses in the Southern Midlands	
2.3.1b	Increase employment within the municipality	
2.3.1c	Increase Council revenue to facilitate business and development activities (social enterprise)	
Key actions to achieve our aims:		Responsible Business Unit(s)
2.3.1.1	Continue to facilitate and actively promote the development of new business opportunities	DES
2.3.1.2	Continue to provide support to businesses within the municipality to help ensure their long-term viability and to support them to actively work co-operatively together	CCD
2.3.1.3	Further develop economic opportunities of equine activities and services in respect of the former Oatlands racecourse	DES
2.3.1.4	Seek opportunities to support the development of affordable temporary accommodation for seasonal and other workers	DES

2.3.1.5	Pursue the establishment of regional or state-wide facilities that can take advantage of the municipality's central location, accessibility to the State's major road and rail facilities and/or the presence of very large titles affording opportunities for industries requiring large attenuation distances	DES
2.3.1.6	Develop and promote incentives for businesses to establish and expand	GM
2.3.1.7	Develop and maintain infrastructure critical for the establishment and retention of business	DES
2.3.1.8	Develop opportunities and participate in a range of business activities centred on the unique competitive advantage of assets in the area	CCD
2.3.1.9	Assess future governance and management options for the Council owned business 'Heritage Education and Skills Centre Ltd'	GM
2.3.1.10	Target niche high end food/wine outlets to establish businesses	CCD
2.2.1.11	Investigate opportunities for supporting the establishment of a private bakery in Oatlands	GM

2.4	INDUSTRY	GROWTH
	<i>What we are aiming to achieve:</i>	
2.4.1	Retain and enhance the development of the rural sector as a key economic driver in the Southern Midlands	
2.4.2	Increase access to irrigation water within the municipality	
	Key actions to achieve our aims:	Responsible Business Unit(s)
2.4.1.1	Develop opportunities that enhance Southern Midlands role as a focal point for rural activity	NRM
2.4.1.2	Continue implementation of the Southern Midlands Weed Management Strategy as it related to agricultural land/crown land/roads.	NRM
2.4.1.3	Facilitate the development of 'value adding' opportunities in the rural sector through high production agriculture/horticulture.	NRM
2.4.1.4	Continue playing a leadership role with the Southcentral Jobs Hub Network and other stakeholders to advocate/facilitate changes that are beneficial to the region <ul style="list-style-type: none"> i. Facilitate employment opportunities – <i>Local Jobs for Local People</i> ii. Develop programs that will improve literacy levels and business skills for people in the agricultural industry; iii. Develop programs that will improve skills and customer service standards in the tourism and hospitality sector; and 	GM

	iv. Develop improved approaches to optimising Vocation Education & Training (VET) and DoE programs	
2.4.1.6	Understand and maximise the economic enablers in the region	GM/CCD
2.4.1.7	Encourage and facilitate innovation in the rural sector	NRM
2.4.2.1	Encourage and promote, development as well as production opportunities associated with irrigation schemes	NRM
2.4.2.2	Support the implementation of irrigation schemes that service locations in the local government area	NRM
2.4.2.3	Support the State Governments Economic Development Plan in the growth of services to support rural and regional economies	NRM

3. LANDSCAPES

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands

3.1 HERITAGE		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.1.1	Maintenance and restoration of significant public heritage assets	
3.1.2	Act as an advocate for heritage and provide support to heritage property owners	
3.1.3	Investigate document, understand and promote the heritage values of the Southern Midlands	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.1.1.1	Manage the heritage values of Council owned heritage buildings according to affordable best practice	HP
3.1.1.2	Work in partnership with the State Government to ensure the strategic long-term management of publicly owned heritage sites	HP
3.1.1.3	Continue to implement and review the Oatlands Commissariat and Gaol Master Plans	HP
3.1.1.4	Seek to establish the Oatlands gaol site as an historic/archaeological interpretation centre	HP
3.1.2.1	Support and monitor the ongoing development of the Heritage Skills Centre in Oatlands	HP
3.1.2.2	Facilitate and investigate opportunities for assisting heritage property owners in conserving heritage places alongside sustainable ongoing usage	HP
3.1.3.1	Undertake and encourage research & publications on the heritage values of the Southern Midlands	HP
3.1.3.2	Undertake effective heritage interpretation, education and communication programs	HP
3.1.3.3	Continue to manage and utilise Council's heritage resources and collections	HP
3.1.3.4	Support the occupancy / use of Council owned heritage buildings and spaces by arts & crafts groups who specialise in heritage crafts	HP
3.1.3.5	Support the creation of centralised initiatives for online accessibility to information relevant to heritage sites/buildings	HP
3.1.3.6	Recognition and ensuring the maintenance of the significance of trees in the landscape especially along the Heritage Highway (Midland Highway) and revegetation where trees have been removed	HP
3.1.3.7	Ensure that Aboriginal cultural heritage is recognised with appropriate consultation and inclusion	HP

3.2 NATURAL		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.2.1	Identify and protect areas that are of high conservation value	
3.2.2	Encourage the adoption of “best practice” land care techniques	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.2.1.1	Continue implementation of the Southern Midlands Weed Management Strategy	NRM
3.2.1.2	Implement and monitor Lake Dulverton Water Operational Plan and the Lake Dulverton Management Strategy, including commencing a process to create a Management Statement that will eventually replace the Lake Dulverton Management Strategy.	NRM
3.2.1.3	Continue to work co-operatively with the Tasmanian Land Conservancy to protect and monitor the natural values of add value to the Chauncy Vale Wildlife Sanctuary and to: <ul style="list-style-type: none"> i. facilitate quality visitor experiences for a broad range of user groups; ii. manage threats to the natural environment such as weeds and feral pests; iii. develop indigenous interpretation resources; iv. maintain important cultural heritage sites; v. continue to maintain as well as add new elements to the Wombat Walk to facilitate interaction between young people and the natural environment in an engaging & enjoyable way; and vi. review the Joint Management Plan every five years. 	NRM/DES
3.2.2.1	Facilitate and encourage voluntary native vegetation conservation agreements to conserve & protect high priority native vegetation communities	NRM
3.2.2.2	Use a collaborative approach (through the planning scheme) to recognise and protect values on private land only where: <ul style="list-style-type: none"> i. the land contains natural values Council has deemed to be of high conservation value at the local level, ii. existing spatial information provides a reasonable level of surety as the presence of those values, iii. the values are not already afforded a reasonable degree of protection by higher levels of government, and iv. the patch size is sufficiently large to ensure long term environmental sustainability 	NRM/DES
3.2.2.3	Actively pursue grant opportunities & projects in relation to preservation of bushland remnants, weed management, vegetation, and regenerative agricultural techniques	NRM

3.2.2.4	Maintain collaborative partnerships with NRM South, the Department of Natural Resources & Environment (NRE), and other relevant organisations to deliver on-ground projects	NRM
3.2.2.5	Implement the outputs from the Oatlands Structure Plan in relation to the Lake Dulverton and Callington Park areas, commencing with community consultation to develop a. <ul style="list-style-type: none"> i. detailed design for the traffic and pedestrian shared precinct on the foreshore area; ii. walkway on the Lake; and iii. walkway to Mary’s Island. 	NRM/CCD

3.3	CULTURAL	LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.3.1	Ensure that the cultural diversity of the Southern Midlands is maximised	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.3.1.1	Identify, and promote the cultural identity of the Southern Midlands through festivals and events	CCD
3.3.1.2	Continue to implement and update the Southern Midlands Arts Strategy	CCD
3.3.1.3	Support the establishment and development of large scale culturally diverse developments and institutions in appropriate locations in the Southern Midlands and encourage the State Government to declare such projects as Projects of Regional Significance recognising their scale, importance and the far reaching nature of their potential benefits and impacts	DES/CCD
3.3.1.4	Continue to promote and develop the Artist in Residence Program using Council owned heritage buildings	HP

3.4 REGULATORY - DEVELOPMENT		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.4.1 A regulatory environment that is supportive of and enables appropriate development		
Key actions to achieve our aims:		Responsible Business Unit(s)
3.4.1.1	Encourage the State Government to provide more direction to the planning system through the introduction of more State Planning Policies, State Planning Directives and common state-wide planning scheme provisions	DES
3.4.1.2	Actively participate in the review of the Southern Tasmania Regional Land Use Strategy (STRLUS)	DES
3.4.1.3	Review systems and procedures to ensure that “best value” is being provided in the delivery of customer services	DES
3.4.1.4	Actively participate in the ‘Outer Hobart Residential Demand and Supply Study’ to understand demand and supply of land and housing across the Outer Hobart Council areas	DES
3.4.1.5	Implement the outputs from the local Structure Plan projects.	DES/IW/GM

3.5 REGULATORY – PUBLIC HEALTH		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.5.1 Monitor and maintain a safe and healthy public environment		
Key actions to achieve our aims:		Responsible Business Unit(s)
3.5.1.1	Continue to provide school immunisation programs	DES
3.5.1.2	Continue to register and monitor food premises	DES
3.5.1.3	Continue to ensure that on-site waste water disposal is effective	DES
3.5.1.4	Encourage health professionals, including doctors and nurses, to move to the Southern Midlands	GM
3.5.1.5	Provide continuing support to the Midlands Multi-Purpose Health Centre	CCD
3.5.1.6	Continually raise the awareness of Notifiable Diseases in the Community	DES
3.5.1.7	Maintain an Emergency Management Plan for the LGA that will provide safeguards for the health & safety of the Community	GM
3.5.1.8	Support Council owned cemetery services so they continue to be provided	DES
3.5.1.9	Maintain the Kempton Community Health Centre and encourage health professionals along with other community service providers to use the premises as a base for the provision of services	GM
3.5.1.10	Work with the State Government and our neighbouring Councils in the implementation of responses to epidemics and/or pandemics to keep our Community safe	DES/CCD

3.6 REGULATORY - ANIMALS		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.6.1 Create an environment where animals are treated with respect and do not create a nuisance for the community		
Key actions to achieve our aims:		Responsible Business Unit(s)
3.6.1.1	Continue dog control, regulatory, licensing and educational programs	DES
3.6.1.2	Continue to conduct a public awareness/education program that informs the community of the need to contain livestock and the associated legal requirements within available resources	DES
3.6.1.3	Investigate the establishment of Off-Lead Dog Parks in Oatlands and Campania.	CCD

3.6.1.3	Encourage the State Government to recognise the feral cat problem as distinct from the escaped/released/straying domestic cat problem and contribute to a State wide/regional strategy to meaningfully reduce the number of feral cats that now form a self-sustaining and very large population in rural areas	DES
3.6.1.4	Review the endorsed 'Southern Tasmania Regional Cat Management Strategy 2021-2026' recognising that the Strategy is based on an 'opt-in' approach which would be reliant on available resources, and taking into account the extent of the problem within each municipal area	DES

3.7 ENVIRONMENTAL SUSTAINABILITY		LANDSCAPES
<i>What we are aiming to achieve:</i>		
3.7.1	Implement strategies to address the issue of environmental sustainability in relation to its impact on Council's corporate functions and on the Community	
Key actions to achieve our aims:		Responsible Business Unit(s)
3.7.1.1	Implement priority actions defined in Council's corporate Climate Change Adaption Plan 2023. Review and update the Adaption Plan at least every five years or as new information regarding climate forced hazards become available.	NRM/DES
3.7.1.2	Regularly review Council's Climate Change Action Plan to define emissions reduction and energy efficiency priorities.	NRM/DES
3.7.1.3	Continually improve energy efficiency and assist the Community in energy efficiency initiatives	NRM/DES
3.7.1.4	Establish collaborative partnerships with other Councils, key stakeholders and other tiers of government, that strengthen Council's response to climate change	NRM/DES
3.7.1.5	Investigate options to potentially develop alternative energy sources, including but not limited to, a Solar Array Panel/bank to generate power to be used at the community level and excess back to the grid	NRM/DES
3.7.1.6	Facilitate the installation of further EV charging stations for battery operated vehicles in key geographic locations	GM
3.7.1.7	Implement actions identified/directed by the State Government in respect of biodiversity emergency and/or vector borne diseases that may arise from climate change.	GM

4. COMMUNITY

The need to increase the opportunities for improved health & well-being, including retaining then building on the strong sense of Community and resilience that exists within the Southern Midlands

4.1 COMMUNITY HEALTH & WELLBEING		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.1.1 Support and improve the independence, health and wellbeing of the Community		
Key actions to achieve our aims:		Responsible Business Unit(s)
4.1.1.1	Partner with Governments, adjoining Councils and non-government organisations to improve the safety, health and well-being of the Community	CCD
4.1.1.2	Review our play grounds / community spaces in recognizing the importance to our Community of inclusive play & universal design for broadest possible user catchment	CCD
4.1.1.3	Promote the importance of regular exercise as part of Community health & wellbeing	CCD
4.1.1.4	Explore opportunities for community members to engage with animals in a public space e.g off-lead dog exercise areas	DES
4.1.1.5	Improve the quality, safety and fit-for-purpose of community sport and active recreation facilities.	CCD
4.1.1.6	Address community needs with well-targeted, focused and strategic approaches to facility supply	CCD
4.1.1.7	Work with the State Government in implementing the Tasmanian Community Sport and Active Recreation Infrastructure Strategy	CCD

4.2 RECREATION		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.2.1	Provide a range of recreational activities and services that meet the reasonable needs of the community	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.2.1.1	Implement the Southern Midlands Community Infrastructure Plan	CCD
4.2.1.2	Identify opportunities to work in partnership with the Community and the State Government to improve recreational services and activities	CCD
4.2.1.3	Maximise the potential use and benefits of the Oatlands Aquatic Centre	CCD/GM
4.2.1.4	Facilitate additional recreational facilities for Lake Dulverton (e.g wetland walks and other passive recreation pursuits)	CCD/NRM
4.2.1.5	Review our play grounds / spaces in recognizing the importance to our Community of inclusive play & universal design	CCD
4.2.1.6	Undertake recreation space/ground development that facilitates drought tolerant recreation/playing surfaces	CCD/IW
4.2.1.7	Address recreation grounds long-term & large-scale maintenance issues, including future upgrades and facility renewal strategies, to address in terms of cost, ongoing monitoring and triggers for change.	CCD/IW
4.2.1.8	Address community needs with well-targeted, focused and strategic approaches to facility supply	CCD
4.2.1.9	Further develop Callington Park as a family friendly recreation space	CCD/NRM
4.2.1.10	Work with the Community to maximise opportunities in a Bagdad Recreation Precinct	CCD/GM

4.3 ACCESS		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.3.1	Continue to explore transport options for the Southern Midlands community	
4.3.2	Continue to meet the requirements of the Disability Discrimination Act (DDA)	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.3.1.1	Be an advocate for improving transport services for those in need within the Community	CCD
4.3.2.1	Continue the implementation of Council’s Disability Access and Inclusion Plan in meeting the requirements of the DDA	CCD
4.3.2.2	Encourage organisations to adopt the inclusivity principle (if a person has a Carer with them then entry is only charged for one person, not two) for entry into events and facilities	CCD
4.3.2.3	Further explore the viability of a lift in the Oatlands Town Hall / Council Chambers	HP

4.4 VOLUNTEERS		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.4.1	Encourage community members to volunteer	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.4.1.1	Ensure that there is support and encouragement for volunteering	CCD
4.4.1.2	Facilitate training programs aimed at providing volunteers with the necessary skills	CCD
4.4.1.3	Continue to support volunteers and their respective Community Groups through the Southern Midlands Community Small Grants Program	CCD
4.4.1.4	Work with Volunteering Tasmania to refine policies and frameworks that support volunteering throughout the Southern Midlands	CCD
4.4.1.5	Continue to provide the SMC Community Small Grants Program to support Community groups and their volunteers	GM

4.5 FAMILIES		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.5.1	Ensure that appropriate childcare services as well as other family related services are facilitated within the community	
4.5.2	Increase the retention of young people in the municipality	
4.5.3	Improve the ability of seniors to stay in their communities	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.5.1.1	Monitor the adequacy of current childcare facilities (i.e location, accessibility and number of placements)	CCD
4.5.1.2	Take appropriate action with supporting, partner organisations to address any shortfalls/deficiencies identified in the provision of family related services across the Southern Midlands	CCD
4.5.2.1	Facilitate mentoring and leadership programs in partnership with the schools in the Southern Midlands (e.g encourage school attendance at Council meetings and engagement in projects relating to Council).	CCD
4.5.2.2	Develop youth programs that cover employment and training as well as being linked to social, recreational and entertainment activities	CCD
4.5.2.3	In partnership with the State Government and not-for-profit partner organisations, investigate ways to enhance the delivery of youth services in the Southern Midlands	CCD
4.5.2.4	Monitor and respond to the recreation needs of the young people of the Southern Midlands	CCD
4.5.2.5	Work with community groups to facilitate meaningful youth engagement and support	CCD
4.5.3.1	Provide continuing support to the Midlands Multi-Purpose Health Centre (MMPHC)	CCD
4.5.3.2	Facilitate assistance for the seniors to stay in their own homes, or with the assistance of Carer & Support organisations in independent living units	CCD/DES
4.5.3.3	Provide support for & where appropriate, facilitate the meaningful social engagement and social inclusion of older members of our Community	CCD
4.5.3.4	Provide continuing support for the Community Shed Oatlands as well as similar initiatives	CCD

4.6 EDUCATION		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.6	Increase the educational and employment opportunities available within the Southern Midlands	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.6.1.1	Develop partnerships increasing educational opportunities within the Southern Midlands for the entire community	CCD
4.6.1.2	Identify and implement the preferred management and operating model for Heritage and Education Skills Ltd.	HP
4.6.1.3	Facilitate/provide heritage learning opportunities through public engagement, via Heritage and Education Skills Ltd, in partnership with universities and schools, wherever opportunity arises	HP
4.6.1.4	Continue to work with the schools in the Southern Midlands to address and respond to reform initiatives in a positive manner together	CCD
4.6.1.5	Continue playing a leadership role with the SWN Jobs Hub Network and other stakeholders to advocate/facilitate changes that are beneficial to the region <ul style="list-style-type: none"> i. Facilitate employment opportunities – <i>Local Jobs for Local People</i> ii. Develop programs that will improve employment prospects, literacy levels and business skills for people in the agricultural industry; iii. Develop programs that will improve skills and customer service standards in the tourism and hospitality sector; and iii. Develop improved approaches to optimising Vocation Education & Training (VET) and DoE programs 	GM

4.7 CAPACITY, SUSTAINABILITY & RESILIENCE		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.7.1	Build, maintain and strengthen the capacity of the Community to help itself whilst embracing social inclusion to achieve sustainability	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.7.1.1	Support Community groups who wish to run and/or develop Community based facilities & events	CCD
4.7.1.2	Continue to provide funding opportunities for Community groups through the Southern Midlands Community Small Grants Program	CCD
4.7.1.3	Provide support to Community groups in their establishment and on-going development as well as assist these groups to access grants from a wide range of sources	CCD
4.7.1.4	Provide support to the Community in addressing major impacts that affect the ability of the Community to work cohesively together	CCD
4.7.1.5	Increase opportunities for the ability of the aging population to remain in their Communities	CCD
4.7.1.6	Increase the opportunities for young people to remain/return to their local Communities	CCD
4.7.1.7	Facilitate meaningful engagement with Business and Traders Groups	CCD
4.7.1.8	Prepare and support Communities in anticipation of future focused events to address and reduce their disaster risk as well as increase resilience to future natural hazards.	GM
4.7.1.9	Implement the Community based outputs from the Oatlands Structure Plan	DES/IW/GM

4.8 SAFETY		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.8.1	Increase the level of safety of the community and those visiting or passing through the municipality	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.8.1.1	Work in partnership with the Police to maintain and create safer Communities	GM/CCD
4.8.1.2	Maintain the Southern Midlands Emergency Management Plan and review every two years	GM
4.8.1.3	Convene the Southern Midlands Emergency Management Committee twice per year	GM
4.8.1.4	Continue to support the Road Accident Rescue Unit (as well as in incidents more generally besides those on roads) in partnership with the State Emergency Service	GM
4.8.1.5	In partnership with the Community, develop Community Safety Initiatives	CCD
4.8.1.6	Work in partnership with the Tasmania Fire Service to keep Southern Midlands <i>'fire safe'</i>	CCD
4.8.1.1	Continue to undertake hydraulic assessment of the municipal area (i.e. the provision of flood mapping and assess the interaction of stormwater with existing and potential future land uses). Includes investigating the availability of external funding support.	IW

4.9 CONSULTATION & COMMUNICATION		COMMUNITY
<i>What we are aiming to achieve:</i>		
4.9.1	Improve the effectiveness of consultation & communication with the Community	
Key actions to achieve our aims:		Responsible Business Unit(s)
4.9.1.1	Continue to schedule Council meetings in the various districts of the Municipality and continue to make available recordings of Council meetings through the Council web site, to enhance the Community consultation process	GM
4.9.1.2	Monitor emerging trends in Community engagement	CCD
4.9.1.3	Continue to issue the quarterly Council Newsletter for residents and ratepayers	GM
4.9.1.4	Continue to develop and maintain an 'up-to-date' Website as well as an effective Social Media.	CS
4.9.1.5	Embrace innovative approaches to improving communications	CCD

5. ORGANISATION

The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community

5.1 IMPROVEMENT		ORGANISATION
<i>What we are aiming to achieve:</i>		
5.1.1	Improve the level of responsiveness to Community & Developer needs	
5.1.2	Improve communication within Council	
5.1.3	Improve the accuracy, comprehensiveness and user friendliness of the Asset Management System	
5.1.4	Increase the effectiveness, efficiency and use-ability of Council ICT systems	
5.1.5	Maintain the Business Process Improvement focus & Continuous Improvement framework	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.1.1.1	Maintain a comprehensive automated work order/public enquiry system as well as a complaints system	GM
5.1.1.2	Maintain an up to date profile of the Municipal Area to assist in identifying Community and Developer needs	CCD
5.1.2.1	Maintain an effective team member performance/development review system that provides employees with recognition for their achievements	GM
5.1.3.1	Continue to develop and implement Council's Asset Management System	GM / IW
5.1.4.1	Identify training needs of staff & elected members and seek opportunities to enhance their skills	CCD
5.1.5.1	Maintain-continual improvement processes across the organisation	GM
5.1.5.2	Complete the implementation of the new ICT information management system and integration from existing systems	CS

5.2 SUSTAINABILITY		ORGANISATION
<i>What we are aiming to achieve:</i>		
5.2.1	Retain corporate and operational knowledge within Council	
5.2.2	Provide a safe and healthy working environment	
5.2.3	Ensure that staff and elected members have the training and skills they need to undertake their roles	
5.2.4	Increase the cost effectiveness of Council operations through resource sharing with other organisations	
5.2.5	Continue to maintain and improve the level of statutory compliance of council operations	
5.2.6	Ensure that suitably qualified and sufficient staff are available to meet the Communities need	
5.2.7	Work cooperatively with State and Regional organisations	
5.2.8	Minimise Councils exposure to risk	
5.2.9	Ensure that exceptional Customer Service continues to be a hallmark of Southern Midlands Council	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.2.1.1	Provide efficient, effective and transparent governance, accountability and representation throughout all levels of the organisation	GM
5.2.1.2	Provide regular updates in respect of legislation and examples of <i>best practice</i> to all team members	CCD
5.2.2.1	Ensure that the Council is a safe and healthy, worker friendly environment, which implements Child Safe policies and procedures.	
5.2.3.1	Provide access to education and training in order to support elected members and staff in their roles	GM/CCD
5.2.3.2	Provide access to training for employees to ensure that they have the training, skills and knowledge that the need to undertake their jobs in a professional and 'Customer focused' manner	CCD
5.2.4.1	Continue to provide shared services to other LGAs for Council officers to work in an outreach manner	GM/ALL
5.2.4.2	Continue to identify opportunities for resource sharing with other Councils at a project level	
5.2.4.3	Identify and implement working relationships with the Councils in our sub region across a wide range of operational and support areas	GM/ALL
5.2.5.1	Maintain the structure and rigor of the Audit Committee in reviewing Council's compliance obligations	GM
5.2.6.1	Review staffing levels at development review / performance appraisal time	GM/CCD
5.2.6.2	Ensure that a rigorous recruitment and selection process is undertaken prior to new team members being appointed	GM/CCD
5.2.7.1	Continue to participate in State and Regional forums, including the LGAT, as well as other appropriate organisations/structures	GM

5.2.8.1	Continue to refine Council's Risk Management Strategy/Practices and work within the framework of the MAV Insurance risk management model and ISO 31000;	CCD/ALL
5.2.9.1	Commit to and achieve 'best practice' service level targets throughout the organisation;	GM
5.2.1.1	Review the Strategic Plan including an appreciation of Community expectations, every two years.	GM

5.3 FINANCES		ORGANISATION
<i>What we are aiming to achieve:</i>		
5.3.1	Community's finances will be managed responsibly to enhance the wellbeing of residents	
5.3.2	Council will maintain Community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrow's generation	
5.3.3	Council's financial position will be robust enough to recover from unanticipated events, and absorb the volatility inherent in revenues and expenses	
Key actions to achieve our aims:		Responsible Business Unit(s)
5.3.1.1	Implementation of the Financial Management Strategy, incorporating the long-term Financial Management Plan	GM
5.3.1.2	Continue to support the Audit Panel to monitor financial risks and the potential impacts on Council's financial position	GM
5.3.1.3	Council's resources are managed in an efficient, effective and transparent manner	GM
5.3.2.1	Decisions in relation to borrowing are to be consistent with the Southern Midlands Council Financial Management Strategy	GM
5.3.3.1	Financial risk management is built into the Financial Management Strategy	GM

ABS Census 2021 - Data by Area across the Southern Midlands

NOTE: To be updated when the current Census data is available

Reference:

<http://www.censusdata.abs.gov.au/>

Baden

2021 Census All persons QuickStats

Geography type [Suburbs and Localities](#)
Area code: SAL60024

	People	43
	Male	54.5%
	Female	45.5%
	Median age	39
	Families	14
	Average number of children per family	
	for families with children	1.6
	for all households (a)	0.8
	All private dwellings	17
	Average number of people per household	2.6
	Median weekly household income	\$982
	Median monthly mortgage repayments	\$939
	Median weekly rent (b)	\$0
	Average number of motor vehicles per dwelling	2.5

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

Search all persons QuickStats for another area

2021





Map data © OpenStreetMap contributors, CC-BY-SA. Powered by Esri

Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	1,482
	Male	51.5%
	Female	48.5%
	Median age	38
	Families	428
	Average number of children per family	
	for families with children	1.9
	for all households (a)	0.9
	All private dwellings	563
	Average number of people per household	2.8
	Median weekly household income	\$1,587
	Median monthly mortgage repayments	\$1,341
	Median weekly rent (b)	\$350
	Average number of motor vehicles per dwelling	2.6

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	160
	Male	48.1%
	Female	51.9%
	Median age	44
	Families	50
	Average number of children per family	
	for families with children	1.8
	for all households (a)	0.9
	All private dwellings	64
	Average number of people per household	2.7
	Median weekly household income	\$1,562
	Median monthly mortgage repayments	\$1,509
	Median weekly rent (b)	\$205
	Average number of motor vehicles per dwelling	2.7

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	1,158
	Male	51.8%
	Female	48.2%
	Median age	39
	Families	319
	Average number of children per family	
	for families with children	1.3
	for all households (a)	0.8
	All private dwellings	459
	Average number of people per household	2.4
	Median weekly household income	\$1,560
	Median monthly mortgage repayments	\$1,324
	Median weekly rent (b)	\$300
	Average number of motor vehicles per dwelling	2.5

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.

(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	372
	Male	52.4%
	Female	47.6%
	Median age	44
	Families	81
	Average number of children per family	
	for families with children	1.7
	for all households (a)	0.4
	All private dwellings	182
	Average number of people per household	2.1
	Median weekly household income	\$980
	Median monthly mortgage repayments	\$1,083
	Median weekly rent (b)	\$225
	Average number of motor vehicles per dwelling	2.4

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.

(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	252
	Male	51.8%
	Female	48.2%
	Median age	43
	Families	69
	Average number of children per family	
	for families with children	2.1
	for all households (a)	0.8
	All private dwellings	107
	Average number of people per household	2.6
	Median weekly household income	\$1,267
	Median monthly mortgage repayments	\$1,127
	Median weekly rent (b)	\$315
	Average number of motor vehicles per dwelling	2.6

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area see [Search Census data](#).

	People	168
	Male	55.5%
	Female	44.5%
	Median age	45
	Families	55
	Average number of children per family	
	for families with children	2.1
	for all households (a)	0.8
	All private dwellings	81
	Average number of people per household	2.8
	Median weekly household income	\$1,266
	Median monthly mortgage repayments	\$1,105
	Median weekly rent (b)	\$216
	Average number of motor vehicles per dwelling	2.9

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area see [Search Census data](#).

	People	51
	Male	57.1%
	Female	42.9%
	Median age	46
	Families	17
	Average number of children per family	
	for families with children	.2
	for all households (a)	0.6
	All private dwellings	27
	Average number of people per household	2.4
	Median weekly household income	\$1,292
	Median monthly mortgage repayments	\$693
	Median weekly rent (b)	\$145
	Average number of motor vehicles per dwelling	2.3

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	420
	Male	52.5%
	Female	47.5%
	Median age	43
	Families	126
	Average number of children per family	
	for families with children	1.9
	for all households (a)	0.8
	All private dwellings	193
	Average number of people per household	2.6
	Median weekly household income	\$1,241
	Median monthly mortgage repayments	\$1,300
	Median weekly rent (b)	\$250
	Average number of motor vehicles per dwelling	2.3

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

Category	Value
People	129
Male	52.6%
Female	47.4%
Median age	36
Families	34
Average number of children per family	
for families with children	1.9
for all households (a)	0.7
All private dwellings	61
Average number of people per household	2.0
Median weekly household income	\$1,252
Median monthly mortgage repayments	\$508
Median weekly rent (b)	\$213
Average number of motor vehicles per dwelling	2.8

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

Category	Value
People	68
Male	63.6%
Female	36.4%
Median age	40
Families	17
Average number of children per family	
for families with children	1.4
for all households (a)	0.7
All private dwellings	24
Average number of people per household	2.5
Median weekly household income	\$1,333
Median monthly mortgage repayments	\$737
Median weekly rent (b)	\$100
Average number of motor vehicles per dwelling	3.2

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

Icon	Category	Value
	People	78
	Male	48.7%
	Female	51.3%
	Median age	55
	Families	24
	Average number of children per family	
	for families with children	1.6
	for all households (a)	0.6
	All private dwellings	37
	Average number of people per household	2.3
	Median weekly household income	\$1,375
	Median monthly mortgage repayments	\$552
	Median weekly rent (b)	\$340
	Average number of motor vehicles per dwelling	2.2

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

Search all persons QuickStats for another area

2021






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Other 2021 Census products available for this area:

- [Community Profiles](#)


To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

Icon	Category	Value
	People	728
	Male	48.5%
	Female	51.5%
	Median age	57
	Families	197
	Average number of children per family	
	for families with children	1.7
	for all households (a)	0.4
	All private dwellings	400
	Average number of people per household	2
	Median weekly household income	\$936
	Median monthly mortgage repayments	\$953
	Median weekly rent (b)	\$188
	Average number of motor vehicles per dwelling	2

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

Search all persons QuickStats for another area

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

People		147
Male		47.9%
Female		52.1%
Median age		49
Families		37
Average number of children per family		
for families with children		1.9
for all households (a)		0.6
All private dwellings		74
Average number of people per household		
Median weekly household income		\$875
Median monthly mortgage repayments		\$768
Median weekly rent (b)		\$190
Average number of motor vehicles per dwelling		2.3

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles


To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

People		73
Male		58.1%
Female		41.9%
Median age		48
Families		15
Average number of children per family		
for families with children		1.9
for all households (a)		0.7
All private dwellings		45
Average number of people per household		
Median weekly household income		\$1,187
Median monthly mortgage repayments		\$1,300
Median weekly rent (b)		\$280
Average number of motor vehicles per dwelling		2.2

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles


To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	17
	Male	63.6%
	Female	36.4%
	Median age	42
	Families	5
	Average number of children per family	
	for families with children	2.5
	for all households (a)	1.3
	All private dwellings	8
	Average number of people per household	3
	Median weekly household income	\$2,750
	Median monthly mortgage repayments	\$0
	Median weekly rent (b)	\$188
	Average number of motor vehicles per dwelling	3.8

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

No information can be provided because the area selected had no people or a very low population in the 2021 Census.

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Other 2021 Census products available for this area:

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	123
	Male	54.8%
	Female	45.2%
	Median age	55
	Families	37
	Average number of children per family	
	for families with children	1.6
	for all households (a)	0.5
	All private dwellings	75
	Average number of people per household	2.1
	Median weekly household income	\$933
	Median monthly mortgage repayments	\$542
	Median weekly rent (b)	\$200
	Average number of motor vehicles per dwelling	2

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	212
	Male	51.5%
	Female	48.5%
	Median age	46
	Families	60
	Average number of children per family	
	for families with children	1.9
	for all households (a)	0.6
	All private dwellings	104
	Average number of people per household	2.3
	Median weekly household income	\$1,083
	Median monthly mortgage repayments	\$1,018
	Median weekly rent (b)	\$200
	Average number of motor vehicles per dwelling	2.5

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

Search all persons QuickStats for another area

2021



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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

	People	46
	Male	56.1%
	Female	43.9%
	Median age	56
	Families	12
	Average number of children per family	
	for families with children	1.5
	for all households (a)	0.5
	All private dwellings	21
	Average number of people per household	2.3
	Median weekly household income	\$762
	Median monthly mortgage repayments	\$867
	Median weekly rent (b)	\$140
	Average number of motor vehicles per dwelling	3.3

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
 (b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

People 31	
Male	46.9%
Female	53.1%
Median age	43


Families 12	
Average number of children per family	
for families with children	2
for all households (a)	0.7

All private dwellings 15	
Average number of people per household	2.5
Median weekly household income	\$1,875
Median monthly mortgage repayments	\$1,300
Median weekly rent (b)	\$150
Average number of motor vehicles per dwelling	2.9

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

People 84	
Male	48.2%
Female	51.8%
Median age	56


Families 24	
Average number of children per family	
for families with children	2.3
for all households (a)	0.6

All private dwellings 43	
Average number of people per household	2.3
Median weekly household income	\$1,174
Median monthly mortgage repayments	\$1,084
Median weekly rent (b)	\$150
Average number of motor vehicles per dwelling	2.7

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.
(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- [Community Profiles](#)

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).


Category	Value
People	69
Male	48.5%
Female	51.5%
Median age	52
Families	21
Average number of children per family	
for families with children	1.8
for all households (a)	0.8
All private dwellings	30
Average number of people per household	2.5
Median weekly household income	\$1,625
Median monthly mortgage repayments	\$407
Median weekly rent (b)	\$195
Average number of motor vehicles per dwelling	2.5

(a) This label has been updated to more accurately reflect the Census concept shown in this data item. The data has not changed.

(b) For 2021, median weekly rent calculations exclude dwellings being occupied rent-free.

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Other 2021 Census products available for this area:

- Community Profiles

To view more QuickStats or Community Profiles for a different area, see [Search Census data](#).

Plans & Strategies that Support the Strategic Plan

Current agreed plans that support this Strategic Plan include:

- Kempton Streetscape Study
- Pittwater Catchment Strategy
- Lake Dulverton Wildlife Sanctuary Management Plan
- Lake Dulverton Management Strategy
- Lake Dulverton Action Plan
- Blackman River – Catchment Study and discussion paper
- Oatlands Integrated Development Strategy
- Jordan River Catchment Management Plan
- Southern Midlands Bushcare Strategy
- Southern Midlands Arts Strategy
- Southern Midlands Council Climate Adaption Plan
- Campania Structure Plan
- Oatlands Structure Plan
- Pittwater Catchment integrated vegetation management
- Upper Macquarie Catchment Management Plan
- Little Swanport Catchment Management Plan
- Southern Midlands Planning Scheme
- Southern Midlands Council Financial Strategy and Policies
- Southern Midlands Weed Management Strategy
- Southern Midlands Heritage Strategy
- Imagine Campania Report
- Creative Colebrook Report
- Heritage Highway Tourism Development Plan
- DST Destination Action Plan
- Economic Infrastructure Development Study – KPMG
- SM Community Infrastructure Plan 2024



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