

SOUTHERN
MIDLANDS
COUNCIL



ATTACHMENTS

ORDINARY COUNCIL MEETING

Wednesday, 23rd June 2021
Kempton Municipal Offices, 85 Main Street, Kempton
10.00 a.m.

Item 4.1	Draft Council Meeting Minutes (Open) – 26 th May 2021
Item 4.3.1	Southern Tasmanian Councils Authority Minutes – 17 th May 2021
Item 15.7.1	Oatlands Structure Plan Draft Version
Item 16.3.3	2021/2022 Annual Plan & Operating Budget 2021/2022 Capital Works Program Budget Estimates
Item 16.3.5	Schedule of Fees & Charges 2021-2022

SOUTHERN
MIDLANDS
COUNCIL



MINUTES

ORDINARY COUNCIL MEETING

Wednesday, 26th May 2021
10.00 a.m.

Oatlands Municipal Office
71 High Street, Oatlands

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OPEN COUNCIL MINUTES

MINUTES OF AN ORDINARY MEETING OF THE SOUTHERN MIDLANDS COUNCIL
HELD ON WEDNESDAY, 26th MAY 2021 AT THE OATLANDS MUNICIPAL
OFFICES COMMENCING AT 10:01 A.M.

1. PRAYERS

Rev Dennis Cousens recited prayers.

2. ATTENDANCE

Mayor AO Green, Deputy Mayor E Batt, Clr K Dudgeon, Clr D Fish, Clr R McDougall

Mr T Kirkwood (General Manager), Mr A Benson (Deputy General Manager), Mrs W Young (Manager Community & Corporate Development), Mr D Richardson (Manager, Infrastructure & Works), Mr D Cundall (Manager Development & Environmental Services), Mrs A Burbury (Finance Officer), Mrs J Crosswell (Executive Assistant)

3. APOLOGIES

Clr A Bisdee OAM, Clr A Bantick

DECISION

Moved by Clr K Dudgeon, seconded by Clr D Fish.

THAT the apologies be received and accepted, noting that Clr A Bantick has been previously granted leave of absence.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

4. MINUTES

4.1 Ordinary Council meeting

The Minutes (Open Council Minutes) of the previous meeting of Council held on the 28th April 2021, as circulated, are submitted for confirmation.

DECISION

Moved by Cllr R McDougall, seconded by Cllr D Fish

THAT the Minutes (Open Council Minutes) of the previous meeting of Council held on the 28th April 2021, as circulated, be confirmed.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Cllr K Dudgeon	✓	
Cllr D F Fish	✓	
Cllr R McDougall	✓	

4.2 Special Committees of Council Minutes

Nil.

4.2.1 Special Committees of Council - Receipt of Minutes

Nil.

4.2.2 Special Committees of Council - Endorsement of Recommendations

Nil.

4.3 Joint Authorities (Established Under Division 4 of the *Local Government Act 1993*)

4.3.1 Joint authorities - Receipt of Minutes

Nil.

4.3.2.1 Joint Authorities - Receipt of Reports (Annual & Quarterly)

Nil.

5. NOTIFICATION OF COUNCIL WORKSHOPS

DECISION

Moved by Deputy Mayor E Batt, seconded by Cllr R McDougall

THAT the information be received.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Cllr K Dudgeon	✓	
Cllr D F Fish	✓	
Cllr R McDougall	✓	

6. COUNCILLORS – QUESTION TIME

6.1 Questions (On Notice)

Regulation 30 of the *Local Government (Meeting Procedures) Regulations 2015* relates to Questions on notice. It states:

- (1) *A councillor, at least 7 days before an ordinary council meeting or a council committee meeting, may give written notice to the general manager of a question in respect of which the councillor seeks an answer at that meeting.*
- (2) *An answer to a question on notice must be in writing.*

Nil.

6.2 Questions Without Notice

Section 29 of the *Local Government (Meeting Procedures) Regulations 2015* relates to Questions without notice.

It states:

“29. Questions without notice

(1) A councillor at a meeting may ask a question without notice –

- (a) of the chairperson; or
- (b) through the chairperson, of –
 - (i) another councillor; or
 - (ii) the general manager.

(2) In putting a question without notice at a meeting, a councillor must not –

- (a) offer an argument or opinion; or
- (b) draw any inferences or make any imputations – except so far as may be necessary to explain the question.

(3) The chairperson of a meeting must not permit any debate of a question without notice or its answer.

(4) The chairperson, councillor or general manager who is asked a question without notice at a meeting may decline to answer the question.

(5) The chairperson of a meeting may refuse to accept a question without notice if it does not relate to the activities of the council.

(6) Questions without notice, and any answers to those questions, are not required to be recorded in the minutes of the meeting.

(7) The chairperson of a meeting may require a councillor to put a question without notice in writing.

An opportunity is provided for Councillors to ask questions relating to Council business, previous Agenda items or issues of a general nature.

Clr K Dudgeon – Noted that a photograph has not been taken of the current Council. It was decided that upon Clr Bantick’s return a photo session would be arranged.

Deputy Mayor E Batt – Questioned whether we can advertise the upcoming event: *Taste of Bagdad*, an event being held on 31st July 2021. General Manager responded that we can place advertisements for the event on the Council website and Facebook page.

Deputy Mayor E Batt – Questioned whether Station Park at Kempton is on Council owned land. Has had requests from locals that it be turned into a skate park.

Advice from General Manager is that the area is Council Owned. The Deputy Mayor informed Council that this will be discussed at a community convened meeting being held tonight in Kempton, with the aim of the community group being to prepare a grant application.

Deputy Mayor E Batt – Requested an update on commitments made by the Liberal Government during the recent Election process.

General Manager advised that successful projects included:

- Tunbridge Community Club – Accessible toilet facilities.
- Midlands Multi-Purpose Health Centre - \$3.5 million upgrade / extension to the facility.

The Liberal Party response also made reference to a number of other initiatives.

Mayor AO Green – Identified items for discussion at forthcoming Council Workshop(s):

- Election Submission – confirm / further consider Project(s) identified for funding
- South Central Sub-Region – identify priorities for submission to the Sub-Regional Group to consider

Note: Mayor Green also commented in regard o the need to consider the development of a multi-sport facility within the municipal area i.e. as opposed to a single sport focus.

Cllr K Dudgeon – Thanked Paul Lang and employees based at Kempton for preparing the Kempton Recreational Ground for last weekend's football matches.

7. DECLARATIONS OF PECUNIARY INTEREST

Nil.

8. CONSIDERATION OF SUPPLEMENTARY ITEMS TO THE AGENDA

In accordance with the requirements of Part 2 Regulation 8 (6) of the *Local Government (Meeting Procedures) Regulations 2015*, the Council, by absolute majority may decide at an ordinary meeting to deal with a matter that is not on the agenda if the General Manager has reported –

- (a) the reason it was not possible to include the matter on the agenda; and
- (b) that the matter is urgent; and
- (c) that advice has been provided under section 65 of the Act.

- 1. Community Walks Update
- 2. Bagdad Community Club Inc – Closed Council Agenda Item
- 3. Deed of Sale – relating to land – signing and sealing of deed.
- 4. Brand Tasmania – ‘Brand story-telling Workshop’

RECOMMENDATION

THAT the Council resolve by absolute majority to deal with any supplementary items not appearing on the agenda, as reported by the General Manager in accordance with the provisions of the *Local Government (Meeting Procedures) Regulations 2015*.

DECISION

Moved by Clr Fish, seconded by Clr R McDougall

THAT the Council resolve by absolute majority to deal with any supplementary items not appearing on the agenda, as reported by the General Manager in accordance, with the provisions of the *Local Government (Meeting Procedures) Regulations 2015*.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

9. PUBLIC QUESTION TIME (SCHEDULED FOR 10.30 A.M.)

Mayor A O Green to then invite questions from members of the public in attendance.

JULIA JABOUR – Southern Midlands Regional News - Oatlands

Questioned whether there were still plans to build a bus shelter on Mangalore on the Midland Highway as promised previously.

Deputy General Manager responded that he has been in touch with the Department of State Growth on various occasions and had the commitment that this would be built after Easter 2021. Deputy General Manager to follow up with DSG.

Julia has been contacted by various Oatlands community members who have been sent a request to attend an appointment with Max Employment in Oatlands, only to arrive and find there is no one available to assist.

Deputy General Manager responded that he will discuss these issues with Anthony McConnon (who has previously addressed council regarding his work with the Southern Central Sub Region Workforce Development Project) to request he discuss the issues with Max Employment.

Mayor AO Green also suggested advising Brian Mitchell MP to see if he can be of assistance.

DECISION

Moved by Clr D Fish, seconded by Clr K Dudgeon

THAT the meeting be adjourned for morning tea at 10.37a.m.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

DECISION

Moved by Deputy Mayor E Batt, seconded by Clr K Dudgeon

THAT the meeting reconvene at 11.02 a.m.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

9.2 Permission to Address Council

Permission has been granted for the following person(s) to address Council:

- Nil.

10. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN UNDER REGULATION 16 (5) OF THE LOCAL GOVERNMENT (MEETING PROCEDURES) REGULATIONS 2015

Nil.

11. COUNCIL ACTING AS A PLANNING AUTHORITY PURSUANT TO THE LAND USE PLANNING AND APPROVALS ACT 1993 AND COUNCIL'S STATUTORY LAND USE PLANNING SCHEME

Session of Council sitting as a Planning Authority pursuant to the Land Use Planning and Approvals Act 1993 and Council's statutory land use planning schemes.

11.1 Development Applications

Nil.

11.2 Subdivisions

Nil.

11.3 Municipal Seal (Planning Authority)

Nil.

11.4 Planning (Other)

Nil.

12. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – INFRASTRUCTURE)

12.1 Roads

Strategic Plan Reference 1.1

Maintenance and improvement of the standard and safety of roads in the municipal area.

12.1.1 Reeve Street and Climie Street Junction Improvements - Grant Deed Vulnerable Road Users Program 2020/2021

DECISION

Moved by Deputy Mayor E Batt, seconded by Clr R McDougall

That: Council approve the Signing and Sealing the Grant Deed for the funding agreement between the Tasmanian Government through the Department of State Growth and the Southern Midlands Council for the amount of \$200,000.00 for the construction of footpaths, kerb and channel, boxing out shoulders and resheeting of pavement on Reeve Street at the intersection of Climie Street in Campania.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

12.2 Bridges

Strategic Plan Reference 1.2

Maintenance and improvement of the standard and safety of bridges in the municipality.

Nil.

12.3 Walkways, Cycle ways and Trails

Strategic Plan Reference 1.3

Maintenance and improvement of the standard and safety of walkways, cycle ways and pedestrian areas to provide consistent accessibility.

Nil.

12.4 Lighting

Strategic Plan Reference 1.4

Ensure adequate lighting based on demonstrated need / Contestability of energy supply.

Nil.

12.5 Buildings

Strategic Plan Reference 1.5

Maintenance and improvement of the standard and safety of public buildings in the municipality.

Nil.

12.6 Sewers / Water

Strategic Plan Reference(s) 1.6

Increase the capacity of access to reticulated sewerage services / Increase the capacity and ability to access water to satisfy development and Community to have access to reticulated water.

Nil.

12.7 Drainage

Strategic Plan Reference 1.7

Maintenance and improvement of the town storm-water drainage systems.

Nil.

12.8 Waste

Strategic Plan Reference 1.8

Maintenance and improvement of the provision of waste management services to the Community.

Nil.

12.9 Information, Communication Technology

Strategic Plan Reference 1.9

Improve access to modern communications infrastructure.

Nil.

12.10 Officer Reports – Infrastructure & Works

12.10.1 Manager – Infrastructure & Works Report

Author: MANAGER INFRASTRUCTURE & WORKS (JACK LYALL & DAVID RICHARDSON)

Date: 19 MAY 2021

Roads Program

Council's graders have been working on various Roads and are heading to the Southern un-sealed roads, including Clifton Vale and Elderslie areas, then on to Kempton roads as required. General road maintenance will continue, including a focus on storm-water culvert and table drain clearing works being a priority.

The road re-stabilisation program is completed.

The 2021 Road Reseal Program is complete.

Storm water rectification works are completed on Roberts Road.

The footpath at East Bagdad Road is completed with some minor top-dressing works to be done.

Woodsdale Road - Traffic Counter – summary

- Location one (Tasman Highway side from proposed quarry site) - average number vehicles travelling = 2128 per week (for comparison – average 304 vehicles per day x 7 days).

In June 2016 the traffic counter was placed at Woodsdale Road in a similar position and the average number of vehicles travelling was 1823 per week.

- Location two (northern side of quarry) - average number vehicles travelling = 1708 per week (for comparison – average 244 vehicles per day x 7 days).

Lake Dulverton Pathway

Construction of the walkway has commenced.

Campania Bush Reserve

An official opening of the walkway was held on Tuesday the 18th May

Waste Management Program

Ongoing safety improvements are being completed as a result of risk assessments that have been undertaken. Further works are required over the coming period. Shelter sheds are now in place at Campana and Dysart to provide shelter to staff while working at the sites

Parks and Reserves

General maintenance of parks and reserves will continue with a focus on rectifying the issues relating to the recently installed slides.

QUESTIONS WITHOUT NOTICE TO MANAGER, INFRASTRUCTURE & WORKS

Clr K Dudgeon - Requested that the Woodsdale Recreational Ground be mowed prior to 5th June 2021 as there is a cracker night being held.

RECOMMENDATION

THAT the Infrastructure & Works Report be received and the information noted.

DECISION

Moved by Clr McDougall, seconded by Clr K Dudgeon

THAT the Infrastructure & Works Report be received and the information noted.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

13. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – GROWTH)

13.1 Residential

Strategic Plan Reference 2.1
Increase the resident, rate-paying population in the municipality.

Nil.

13.2 Tourism

Strategic Plan Reference 2.2
Increase the number of tourists visiting and spending money in the municipality.

Nil.

13.3 Business

Strategic Plan Reference 2.3
Increase the number and diversity of businesses in the Southern Midlands / Increase employment within the municipality / Increase Council revenue to facilitate business and development activities (social enterprise).

Nil.

13.4 Industry

Strategic Plan Reference 2.4
Retain and enhance the development of the rural sector as a key economic driver in the Southern Midlands / Increase access to irrigation water within the municipality.

Nil.

14. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – LANDSCAPES)

14.1 Heritage

Strategic Plan Reference – Page 22

- 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.

14.1.1 Heritage Project Program Report

DECISION

Moved by Deputy E Batt, seconded by Cllr R McDougall

THAT the Heritage Projects Report be received and the information noted.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Cllr K Dudgeon	✓	
Cllr D F Fish	✓	
Cllr R McDougall	✓	

14.2 Natural

Strategic Plan Reference – page 23/24

- 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.

14.2.1 NRM Unit – General Report

DECISION

Moved by Clr K Dudgeon, seconded by Clr D Fish

THAT the Landcare Unit Report be received and the information be noted

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

14.3 Cultural

Strategic Plan Reference 3.3

Ensure that the cultural diversity of the Southern Midlands is maximised.

Nil.

14.4 Regulatory (Development)

Strategic Plan Reference 3.4

A regulatory environment that is supportive of and enables appropriate development.

Nil.

14.5 Regulatory (Public Health)

Strategic Plan Reference 3.5

Monitor and maintain a safe and healthy public environment.

Nil.

14.6 Regulatory (Animals)

Strategic Plan Reference 3.6

Create an environment where animals are treated with respect and do not create a nuisance for the community

14.6.1 Animal Management Report

DECISION

Moved by Cllr D Fish, seconded by Cllr K Dudgeon

THAT the Animal Management report be received and the information be noted

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Cllr K Dudgeon	✓	
Cllr D F Fish	✓	
Cllr R McDougall	✓	

14.7 Environmental Sustainability

Strategic Plan Reference 3.7

Implement strategies to address the issue of environmental sustainability in relation to its impact on Councils corporate functions and on the Community.

Nil.

15. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – COMMUNITY)

15.1 Community Health and Wellbeing

Strategic Plan Reference 4.1

Support and improve the independence, health and wellbeing of the Community.

Nil.

15.2 Recreation

Strategic Plan Reference 4.2

Provide a range of recreational activities and services that meet the reasonable needs of the community.

Nil.

15.3 Access

Strategic Plan Reference 4.3

Continue to explore transport options for the Southern Midlands community / Continue to meet the requirements of the Disability Discrimination Act.

Nil.

15.4 Volunteers

Strategic Plan Reference 4.4

Encourage community members to volunteer.

Nil.

15.5 Families

Strategic Plan Reference 4.5

Ensure that appropriate childcare services as well as other family related services are facilitated within the community / Increase the retention of young people in the municipality / Improve the ability of seniors to stay in their communities.

Nil.

15.6 Education

Strategic Plan Reference 4.6

Increase the educational and employment opportunities available within the Southern Midlands

Nil.

15.7 Capacity & Sustainability

Strategic Plan Reference 4.7

Build, maintain and strengthen the capacity of the community to help itself whilst embracing social inclusion to achieve sustainability.

15.7.1 Improvement of Community Facilities and Proposed Subdivision of Council-Owned Land: “Campania Bush Reserve”, Water Lane/Native Corners Road, Campania

DECISION

Moved by Cllr R McDougall, seconded by Cllr K Dudgeon

That Council:

- 1 In accordance with Section 178(3) of the *Local Government Act 1993*, determine an intention to dispose of that part of Lot 5 on Sealed Plan 162947 that is covered by Lots 1 to 14 on the attached ‘Master Plan – Campania Bush Reserve’ and proceed to advertise that intention accordingly.
- 2 Reaffirm its existing policy position that, if the disposal of the subject land progresses, the net proceeds are to be reinvested into the local community.
- 3 Commit to consulting with the local community to identify and prioritise the needs and desires for the purposes of expending the net sale proceeds.
- 4 Note the results of the 12 May 2021 community consultation process and endeavour to prioritise the funding of the matters with the most community support in coming financial years.

CARRIED

DECISION (MUST BE BY ABSOLUTE MAJORITY)		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Cllr K Dudgeon	✓	
Cllr D F Fish	✓	
Cllr R McDougall	✓	

15.8 Safety

Strategic Plan Reference 4.8

Increase the level of safety of the community and those visiting or passing through the municipality.

Nil.

15.9 Consultation & Communication

Strategic Plan Reference 4.8

Improve the effectiveness of consultation & communication with the community.

Nil.

16. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – ORGANISATION)**16.1 Improvement****Strategic Plan Reference 5.1**

Improve the level of responsiveness to Community & Developer needs / Improve communication within Council / Improve the accuracy, comprehensiveness and user friendliness of the Council asset management system / Increase the effectiveness, efficiency and use-ability of Council ICT systems / maintain the Business Process Improvement & Continuous Improvement framework

16.1.1 Donations & Community Support Policy**DECISION**

Moved by Cllr K Dudgeon, seconded by Cllr R McDougall

THAT Council:

- 1. Receive and note the report; and**
- 2. Adopt the Donations & Community Support Policy.**

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Cllr K Dudgeon	✓	
Cllr D F Fish	✓	
Cllr R McDougall	✓	

16.2 Sustainability**Strategic Plan Reference 5.2**

Retain corporate and operational knowledge within Council / Provide a safe and healthy working environment / Ensure that staff and elected members have the training and skills they need to undertake their roles / Increase the cost effectiveness of Council operations through resource sharing with other organisations / Continue to manage and improve the level of statutory compliance of Council operations / Ensure that suitably qualified and sufficient staff are available to meet the Communities need / Work co-operatively with State and Regional organisations / Minimise Councils exposure to risk / Ensure that exceptional customer service continues to be a hallmark of Southern Midlands Council

16.2.1 Local Government Association of Tasmania – 2021 Elections**DECISION**

Moved by Clr Dudgeon, seconded by Clr R McDougall

THAT Council suspend the meeting at 11.39 a.m. to consider the voting preferences in a workshop format.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

DECISION

Moved by Clr McDougall, seconded by Clr Dudgeon

THAT the meeting reconvene at 11.46 a.m.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

DECISION

Moved by Deputy Mayor E Batt, seconded by Clr R McDougall

THAT Council confirm the following voting preferences for each of the Ballot Papers:

- a) **LGAT President (numbered 1 to 3) – C Holmdahl (1); B Thomas (2) and B Shaw (3);**
- b) **General Management Committee position representing the Southern District (population less than 20,000) (numbered 1 to 5) – A Green (1); K Spaulding (2); C Arnol (3); F Pearce (4); T Murtagh (5); and**

- c) **General Management Committee position representing the Southern District (population more than 20,000) (numbered 1 to 3) – B Thomas (1); F Fox (2); R James (3).**

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

16.2.2 **Tabling of Documents**

Nil.

16.2.3 **Elected Member Statements**

An opportunity is provided for elected members to brief fellow Councillors on issues not requiring a decision.

Damien Mackey (on behalf of Mayor Alex Green)

Provided an update on the Oatlands Accommodation Project.

Council has sought submissions for the construction of an Accommodation facility at Oatlands. Submissions closed 30th April 2021.

An independent Assessment Panel (i.e. no direct Council membership) has been appointed, all of which have signed 'confidentiality' and 'conflict of interest' declarations.

The first assessment panel meeting was held 25th May 2021 with the intent of that Panel reporting back to the appointed Steering Committee (and subsequently Council).

Clr R McDougall

Expressed disappointment in the sign(s) on the Midlands Highway for Heartlands. The only picture on the sign is of the Ross Bridge. Enquired whether we were consulted on the signs content/graphics.

Mayor A Green responded that we could possibly write to Tourism Tasmanian with our concerns. Advised that the web content is also out of date.

Clr McDougall voiced ongoing concerns with the roadside stop-over at Kempton. Has recently been informed by a member of the public that there was a van that had stayed 5 nights and would like to revisit options for an alternate location for the stop-over.

The General Manager advised that this will be a discussion in an upcoming Council Workshop.

Deputy Mayor E Batt

Expressed thanks for Councillors support during the recent election.

16.3 Finances**Strategic Plan Reference 5.3**

Community's finances will be managed responsibly to enhance the wellbeing of residents / Council will maintain community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrow's generation / Council's financial position will be robust enough to recover from unanticipated events, and absorb the volatility inherent in revenues and expenses.

16.3.1 Monthly Financial Statement (period ending 30 April 2021)**DECISION**

Moved by Clr R McDougall, seconded by Clr K Dudgeon

THAT the Financial Report be received and the information noted.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

16.3.2 Monthly Oatlands Aquatic Centre Capital Expenditure Report (period ending 30 April 2021)**DECISION**

Moved by Clr D Fish, seconded by Clr K Dudgeon

THAT the Financial Report be received and the information noted.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

16.3.3 2021/2022 Loan Borrowing**DECISION**

Moved by Deputy Mayor E Batt, seconded by Clr K Dudgeon

THAT Council approve the borrowing of \$4,365,000 from the Tasmanian Public Finance Corporation. Repayments to over a twenty-year period, fixed for the first 3 years, at an indicative rate of 1.21%.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

17. MUNICIPAL SEAL

Nil.

18. CONSIDERATION OF SUPPLEMENTARY ITEMS TO THE AGENDA

Council to address urgent business items previously accepted onto the agenda.

18.1 Community Walks Update**DECISION***Moved by Clr R McDougall, seconded by Clr K Dudgeon*

- (a) **The information be received.**
- (b) **Council agree to coordinate and facilitate activities for senior week in place of the community walks.**

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

18.2 Deed of Acquisition of Land for Public Open Space in Memorial Avenue, Kempton - Donated to Council by Tim and Tania Hoskinson**DECISION***Moved by Clr K Dudgeon, seconded by Clr R McDougall***That Council:**

- A. Approve the Signing and Sealing of the Deed of Sale for the acquisition of 4,401m² of land in Memorial Ave from Tim and Tania Hoskinson for the sum of \$1.00, with this land being dedicated Public Open Space for the development of Memorial Park which is adjacent to the Memorial Trees in Kempton;**
- B. Provide a letter of appreciation to Tim and Tania Hoskinson for their very kind and generous donation of the land; and**
- C. In consultation with Tim and Tania Hoskinson design and install an appropriate sign/plaque on the site acknowledging the donation of this land to the Council for the Community**

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

18.3 Brand Tasmania - Brand Story-telling Workshop**DECISION***Moved by Deputy Mayor E Batt, seconded by Clr K Dudgeon***That the information be received.****CARRIED**

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

DECISION

Moved by Clr R McDougall, seconded by Clr D Fish

THAT in accordance with Regulation 15 of the Local Government (Meeting Procedures) Regulations 2015, the following items are to be dealt with in Closed Session.

Matter	Local Government (Meeting Procedures) Regulations 2015 Reference
<i>Closed Council Minutes - Confirmation</i>	15(2)
<i>Applications for Leave of Absence</i>	15(2)(h)
<i>Appeal Gadtech v Southern Midlands Council – Runnymede Quarry</i>	15(2)(i)
<i>Bagdad Community Club</i>	15(2)(i)

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr K Dudgeon	✓	
Clr D F Fish	✓	
Clr R McDougall	✓	

RECOMMENDATION

THAT in accordance with Regulation 15(2) of the *Local Government (Meeting Procedures) Regulations 2015*, Council move into Closed Session and the meeting be closed to members of the public.

DECISION

Moved by Clr K Dudgeon, seconded by Deputy Mayor E Batt

THAT in accordance with Regulation 15(2) of the *Local Government (Meeting Procedures) Regulations 2015*, Council move into Closed Session and the meeting be closed to members of the public.

CARRIED

DECISION (MUST BE BY ABSOLUTE MAJORITY)		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Clr D F Fish	✓	
Clr K Dudgeon	✓	
Clr R McDougall	✓	

CLOSED COUNCIL MINUTES

19. BUSINESS IN “CLOSED SESSION”

19.1 Closed Council Minutes – Confirmation

In accordance with the Local Government (Meeting Procedures) Regulations 2015, the details of the decision in respect to this item are to be kept confidential and are not to be communicated, reproduced or published unless authorised by Council.

Item considered in Closed Session in accordance with Regulation 15 (2) of the Local Government (Meeting Procedures) Regulations 2015.

19.2 Applications for Leave of Absence

In accordance with the Local Government (Meeting Procedures) Regulations 2015, the details of the decision in respect to this item are to be kept confidential and are not to be communicated, reproduced or published unless authorised by Council.

Item considered in Closed Session in accordance with Regulation 15 (2) (h) of the Local Government (Meeting Procedures) Regulations 2015.

19.3 Appeal Gadtech v Southern Midlands Council Runnymede Quarry DA 2020-32

In accordance with the Local Government (Meeting Procedures) Regulations 2015, the details of the decision in respect to this item are to be kept confidential and are not to be communicated, reproduced or published unless authorised by Council.

Item considered in Closed Session in accordance with Regulation 15 (2) (i) of the Local Government (Meeting Procedures) Regulations 2015.

19.4 Bagdad Community Club Inc.

In accordance with the Local Government (Meeting Procedures) Regulations 2015, the details of the decision in respect to this item are to be kept confidential and are not to be communicated, reproduced or published unless authorised by Council.

Item considered in Closed Session in accordance with Regulation 15 (2) (i) of the Local Government (Meeting Procedures) Regulations 2015.

RECOMMENDATION

THAT Council move out of “Closed Session”.

DECISION

Moved by Deputy Mayor E Batt, seconded by Cllr D Fish

THAT Council move out of “Closed Session”.

CARRIED

DECISION		
Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	✓	
Deputy Mayor E Batt	✓	
Cllr K Dudgeon	✓	
Cllr D F Fish	✓	
Cllr R McDougall	✓	

OPEN COUNCIL MINUTES

20. CLOSURE

The meeting closed at 1.18 p.m.



**SOUTHERN TASMANIAN COUNCILS AUTHORITY
DRAFT MINUTES**

**Minutes of a meeting of the Southern Tasmanian Councils Authority held on
17 May 2021 commencing at 11.00am**

- Present:** Brighton Council – Deputy Mayor Barbara Curran and Mr James Dryburgh
Derwent Valley Council – Mayor Ben Shaw and Ms Amanda McCall
Glamorgan/Spring Bay Council – Mayor Robert Young and Mr Greg Ingham
Hobart City Council – Deputy Lord Mayor Helen Burnet and Ms Kelly Grigsby
Huon Valley Council – Mayor Bec Enders and Mr Andrew Wardlaw
Sorell Council - Mayor Kerry Vincent and Mr Robert Higgins
Southern Midlands Council - Mayor Alex Green
Tasman Council – Mayor Kelly Spaulding and Ms Kim Hossack
- Apologies:** Central Highlands Council – Mayor Loueen Triffitt and Ms Lyn Eyles
Southern Midlands Council - Mr Tim Kirkwood

1. Welcome and apologies

The Chair opened the meeting at 11.05am.

Apologies for the meeting were noted and are listed above.

The Chair welcomed the new CEO of the City of Hobart, Ms Kelly Grigsby, and invited her to provide a brief introduction of herself to Board members.

2. Confirmation of the minutes of the meeting held on 22 February 2021

RECOMMENDATION

That the minutes of the meeting of the Southern Tasmanian Councils Authority (STCA) Board held on 22 February 2021 be confirmed as a true record of that meeting.

Moved: Mayor Spaulding

Seconded: Mayor Shaw

CARRIED



3. Matters Arising

The Chair provided an update in relation to the Australian Research Council Linkage Grant which was unsuccessful and what action has occurred since this announcement, including the return of funds (\$100,000) to the STCA.

In acknowledging the significant amount of STCA funds earmarked for this project and the time which has been taken waiting for a decision in relation to the Linkage Grant, the Board requested that the RCCI provide a proposal to the August meeting, with no further extensions to be provided.

Moved: Deputy Lord Mayor Burnet

Seconded: Deputy Mayor Curran

CARRIED

4. City Deal Presentation

Ms Kat Panjari, Executive Officer, Greater Hobart Strategic Partnership and Ms Anne Beach, Director Projects and Policy at State Growth provided a presentation in relation to the Greater Hobart Vision. Community consultation on the Vision has closed, however, the purpose of today's presentation was to seek feedback from the Board.

The Vision is the first step toward a coordinated long term approach to planning and development in Greater Hobart. The second step will be the development of a Metropolitan Plan which will deliver the outcomes of the Vision.

A range of issues were raised by the Board, including traffic congestion; encouraging more employment in local areas; service delivery hubs in regional areas; settlement patterns/strategy; opportunity to express Hobart's significant economic and social role and investment in key transport routes.

The Board were advised that a settlement strategy, economic development strategy and infrastructure and services strategy will be developed.

It was noted that the Metropolitan Plan is the metro update of the Southern Tasmanian Regional Land Use Strategy (STRLUS) and that this work has the potential to serve as a template for further updates on the Regional Land Use Strategies. The Board were very supportive of a wholesale review of the STRLUS being done in parallel to the development of the Metropolitan Plan.

Further information on the Metropolitan Plan will be provided to the Board when available.

5. Huon Valley Presentation

Mayor Enders provided a presentation on the Huon Valley; a copy is attached to the minutes.



6. Southern Tasmanian Regional Land Use Strategy Review

The Board discussed the Southern Tasmanian Regional Land Use Strategy and resolved as follows:

A request for a meeting with the Minister for Planning to discuss the review of the Southern Tasmanian Regional Land Use Strategy be arranged once the Premier announces his new Cabinet.

A small working group be established with representatives from the STCA (Mr Dryburgh, to lead), City of Hobart and LGAT (with input from the Greater Hobart Strategic Partnership) to determine a way forward for a review to be undertaken, including the provision of high level discussion points for the meeting with the Minister.

The Board recommends that the review of the STRLUS be undertaken concurrently with the development of the Metropolitan Plan.

The money allocated during the State Election for the review of the Regional Land Use Strategies be quarantined to ensure that the money remains allocated for this purpose.

Moved: Deputy Lord Mayor Burnet
Seconded: Mayor Green

CARRIED

7. Election Commitments

The information was noted by the Board.

8. 2021/22 STCA Budget

The 2021/22 STCA budget was approved by the Board.

Moved: Mayor Green
Seconded: Mayor Shaw

CARRIED

9. Regional Economic Development Strategy

The update in relation to the Regional Economic Development Strategy was noted by the Board.

Moved: Mayor Green
Seconded: Mayor Shaw

CARRIED



10. Representation Updates

LGAT – GMC Activities

Mayor Shaw commended the new CEO, Dion Lester, for the work he has done thus far. GMC have also raised concerns around the review of the Regional Land Use Strategies and will push to seek clarity around funding and the timing of the reviews.

The LGAT are keen to speak with the Premier in relation to the recommendations around local government in the PESRAC report.

Mayor Vincent has been appointed to the Regional Recovery Committee for the southern region.

Mayor Shaw also advised that no increase in FAGs funding has occurred, however, funds will be brought forward to the current financial year.

The Board noted the update provided.

Destination Southern Tasmania

The Chair advised that Tourism Tasmania and the three regional tourism organisations has submitted a multimillion proposal around agri-tourism.

The Board noted the update provided.

11. Updates of Projects

South East Regional Development Authority

Mayor Vincent provided an update on the South East Regional Development Authority (SERDA) noting that there is a lack of available space in the municipal area for mature aged students who are accessing the Trade Training Centres.

The Board noted the update provided.

Regional Climate Change Initiative

The Chair spoke to the survey which was provided to councils with a total of 8 responses out of 12 received.

A submission was provided to the review of the Climate Change Act and Action Plan 2021.

The Board approved the 2021-2023 RCCI Action Plan.

Moved: Mayor Green

Seconded: Deputy Lord Mayor Burnet

CARRIED



13. 31 March 2021 Draft Financial Statement

The Board noted that with 75 per cent of the year elapsed, 50.55 per cent of the annual budget has been spent and \$318,817 has been carried forward.

Recommendation

The draft STCA financial position to 31 March 2021 be noted.

Moved: Mayor Green

Seconded: Mayor Shaw

CARRIED

13. Governance and Audit Committee Meeting Minutes

The Governance and Audit Committee minutes from the 3 May 2021 meeting were noted.

Recommendations

The minutes from the Governance and Audit Committee Meeting be noted.

Moved: Mayor Green

Seconded: Deputy Lord Mayor Burnet

CARRIED

14. Other Business

No other business was discussed.

14. Next Meeting

It was agreed that the City of Hobart would host the next meeting which is to take place on Monday 16 August 2021.

Meeting closed at 12.34pm.



Funding Population Growth

20,464 people
by 2042

HUONVILLE FUNDED PROJECTS

\$16 million

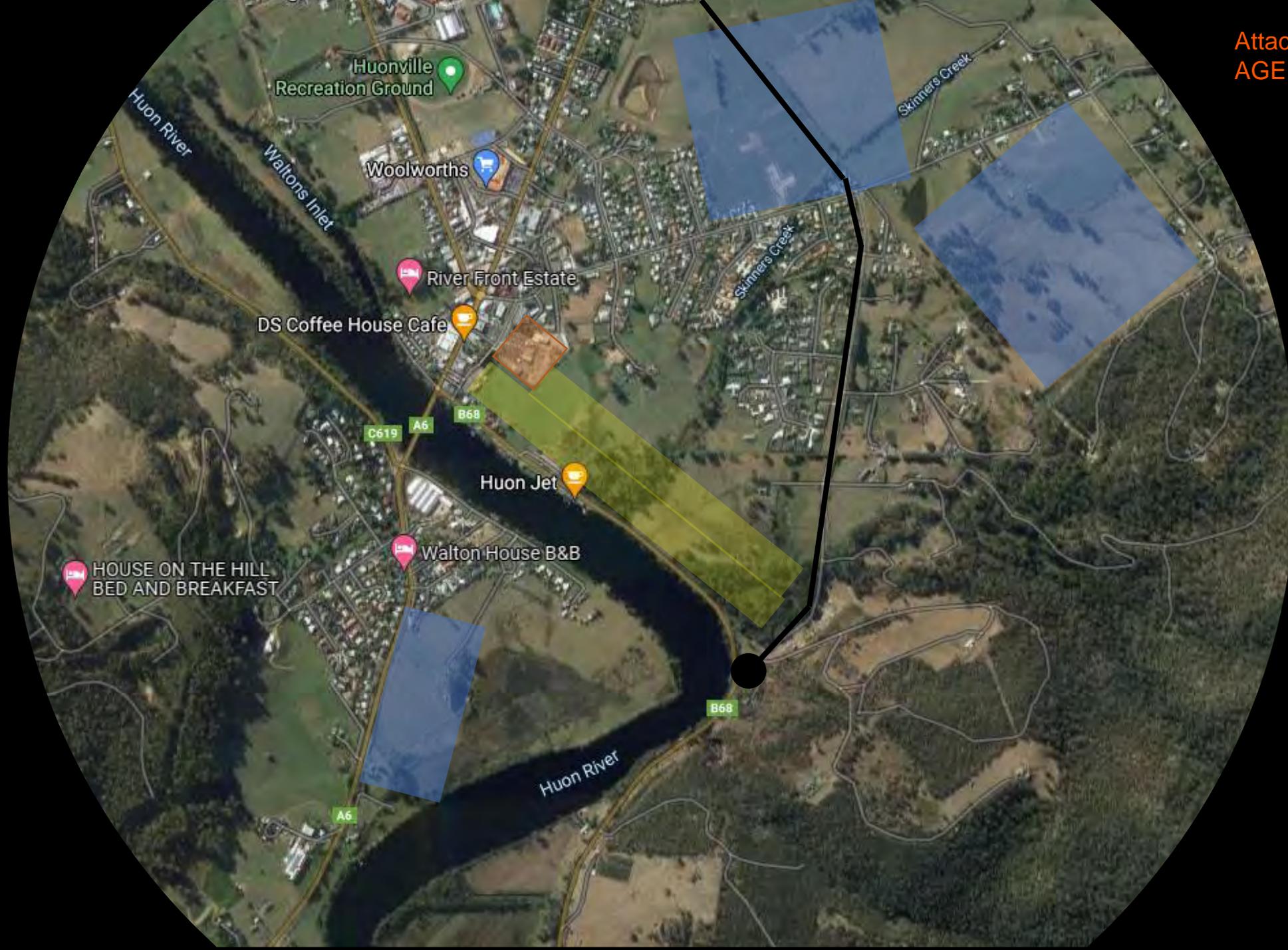
Construction of Channel Highway Diversion – State Growth Project

\$2 million

Redevelopment of Huon River Esplanade – Council Project

\$7.5 million

Activation of second commercial centre and relocation of council depot to light industrial park –
Council Project



CYGNET FUNDED PROJECT

\$5 million

Construction of new road, new commercial area and masterplan – Council Project



Agnes Rivulet Walking Track
and Riparian Reserve

DOVER FUNDED PROJECTS

\$1 million

Redevelop Dover Esperance Medical Centre and expand GP and allied health services – Council Project

\$300,000

Helicopter pad – State Government project



Funding Community



Port Esperance Sailing Club

FUNDED PROJECT

\$430,000

Brand new build

Total project value \$900,000

Now fully funded



Fanny Smith Museum

@
Nicholls Rivulet

\$150,000

All weather access Aboriginal
interpretive centre

Not-for-profit project SETAC



Funding Job Hubs

HUONVILLE JOB HUB

\$10.6 million

To establish new job hubs in regional communities and expand the coverage of the Northern Employment and Business Hub – State Government Project

The Huonville Jobs Hub will focus on the Huon Valley, Channel region and Bruny Island

The Hub models are based on the learnings and operation of the SERDA model

The Job Hubs will be supported by a new dedicated Jobs Tasmania unit in the Department of State Growth

Each new hub will be governed by a local board



Funding Tourism



WOODEN BOAT CENTRE - FRANKLIN

\$1.25 million

Redevelopment of centre to promote tourism –
Not-for-profit Project



TRANSFORMER

@
Ida Bay

\$2.7 million

New permanent art installation
– Private Project MONA



HASTINGS SPRINGS

@
Hastings

\$3 million

Upgrade thermal pool and surrounds to ensure access for mobility impaired.

State Government project



COCKLE CREEK CAMPGROUND

@
Cockle Creek

\$3 million
Stage 2 Cockle Creek Camping Grounds and Road
Upgrade
State Government Project



Unfunded Priorities

\$2 million

Dover Community Hall – Expansion of the Old School Building

\$1.6 million

Redevelopment of Huon Valley Children's Services in Huonville

\$400,000 (Stage 1) to \$14 million

Construct a new shared pathway between Huonville and Franklin with a distance of 7.5km's

\$2 million

Huonville beautification project

\$125,000

Dover mountain bike proposal business plan

\$1.5 million

Port Huon Sports and Aquatic Centre Redevelopment



Town Teams



OUTLOOK CONCEPTS



OATLANDS STRUCTURE PLAN

FOSTERING AN ENLIVENED AND HISTORIC RURAL TOWNSHIP

PRODUCED FOR SOUTHERN MIDLANDS COUNCIL BY JMG ENGINEERS AND PLANNERS

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INTRODUCTION

Attachment
AGENDA ITEM 15.7.1



The Southern Midlands Council have commissioned the preparation of this structure plan for the township of Oatlands.

The Oatlands Structure Plan provides a broad framework of policies and recommendations that can be used at the strategic level to guide Council priorities on land use and development. Importantly, the structure plan seeks to present a vision for Oatlands that is shared by the local community.

Oatlands is one of the most significant heritage towns in Tasmania and plays a significant role in servicing the local rural economy.

Oatlands has had recent success with the aquatic centre and the conversion of Callington Mill into a distillery. The restoration of the Callington Mill created a major tourist attraction for the town and became the catalyst for further exploration of the wider history of the town.

Importantly, whilst Oatlands has strong tourism growth potential, it has not lost its primary function as a rural service town accommodating local residents. Oatlands' challenges relate to improving tourism potential whilst creating better lifestyle opportunities for residents.

There is some lack of structure in the movement network, both for vehicles and pedestrians, which can be improved. There is no central space on High Street for community events and there is a need for improved street treatments (such as improved accessibility for prams and better lighting).

For this Structure Plan to be a success and to reflect the community's aspirations, stakeholder engagement was considered of critical importance. As such, a key focus for this project was broad community engagement. A community workshop planning process has been used to identify local issues, explore potential solutions and prioritise outcomes.

The final set of strategies also draw on a number of existing strategies prepared for Oatlands and address the local issues, values and aspirations of the community.

The vision for Oatlands is to make it an enlivened historic rural township which balances its functions as a rural service centre and a major tourist destination.

The desired outcomes of the strategy are:

- Improved passive recreation opportunities across the town;
- Protect the heritage values of the town whilst planning for residential and industrial growth;
- Retention of employment pathways, for local workers in the agricultural and tourism sector, in particular youth employment;
- Resolve parking issues, particularly on the High Street and around the Aquatic Centre and Esplanade;
- Streetscape improvements, particularly around lighting, disabled access and landscaping;
- Resilience of the town to climate change impacts such as bushfire and flooding.

Key Actions of the Structure Plan are to:

- Create an Oatlands Town square in front of Oatlands Town Hall and the Old State School fronting High Street as a focal point for town events;
- Improve the recreational activities on Lake Dulverton by creating an accessible walk into the lake (including information on the importance of the local habitat) and creating a destination point (such as an art installation) on the eastern end of the lake and upgrading the 4km pathway to it along the lake edge.
- Encourage affordable housing and rural support opportunities within the town and boost local employment;
- Improve the streetscape by develop a streetscape palette for landscaping, street furniture and finishes the town and undertake an urban design plan for Main Street;
- Upgrade parking, vehicle access and pedestrian wayfinding across the town, including widening of the Esplanade, creating designated Recreational Vehicle and bus parking points, and installing signage and refuges to improve pedestrian movement; and
- Increase the resilience of the town to climate change by undertaking a bushfire management plan for the town and exploring options of power resilience.

These actions have been developed through the community and stakeholder engagement process, and are both costed and prioritised in the Implementation Plan. They will deliver the vision for Oatlands as an enlivened historic rural township which balances its functions as a rural service centre and a major tourist destination.



2.1 Purpose

The purpose of this plan is to develop an integrated framework of policies and recommendations that can be used at a strategic level to guide local and state government priorities in relation to land use and development in line with the community's vision for Oatlands. To date, land use and development within Oatlands has been occurring based on a number of discrete strategic plans related to a range of areas relevant to the township's development such as heritage, economic development, recreation, and open space. However, these have not yet been consolidated into a cohesive knowledge base to provide contemporary strategic directions for the long-term settlement, development and establishment of clear, integrated planning objectives for the township moving forward. A key objective of the project is therefore to provide clarity to a range of stakeholders including community members, investors, businesspeople and public servants about the long-term vision for the township, tactical and strategic opportunities, and its role and responsibilities within the region of Southern Tasmania.

2.2 What is a Structure Plan?

A structure plan is a document that provides a framework for the coordinated provision and arrangement of future land use, subdivision and development in new urban areas. It is intended to coordinate the provision of transport networks, public open space, utility and service networks, water management and development standards across an area comprised of multiple properties and ownership.

2.3 Key Benefits

Key benefits of structure plans include:

- Infrastructure coordination - identification of infrastructure priorities that are determined based on strategic directions;
- Land supply monitoring - identification of likely future demand for land and prospective yields;
- Efficiency - by resolving broader planning issues ahead of detailed planning for subdivision and development, structure plans allow for a more efficient subdivision and development approvals;
- Guidance - structure plans assist landowners and planning authorities to identify the specific issues and actions required to progress future developments;
- Implementation of regional and sub-regional planning policy at a local level;
- Resolution of potential land use conflicts;
- Implementation of regional and sub-regional planning policy at a local level.





3.2 Existing Conditions

The Study Area is the Oatlands township and immediate surrounds, as shown in Figure 1. The Study Area is centred on the land adjoining, and immediately surrounding, the Callington Mill and Park, Council Chambers and the former Oatlands Council Depot site. The area then extends out to include the Oatlands light industrial zone towards the Midland Highway, the recreation ground, and the Lake Dulverton foreshore area. There is specific reference and consideration of the Oatlands District School, the Midlands Multi-purpose Health Centre, the parking area adjacent to the supermarket, and the various access roads and other vehicle parking areas.

Oatlands is a rural township located in the north western area of the Southern Midlands municipal area, as shown in Figure 2. The township is located immediately off of the Midlands Highway, a key freight route for the state, and surrounds the north western side of Lake Dulverton.



Figure 1 - Oatlands study area locality

In relation to surrounding activity centres, Oatlands is located (in straight line distance):

- 46km north of Brighton (Rural Service Centre);
- 54km north of Sorell (Rural Service Centre);
- 62km north of Hobart City (Primary Activity Centre);
- 43km south of Campbell Town (Rural Service Centre);
- 62km north of Rosny Park and Glenorchy (Primary Activity Centres).

Commuting time to the Principal Activity Centres is approximately:

- 1 hour, 15 minutes to Hobart City;
- 1 hour to Rosny Park and Glenorchy.

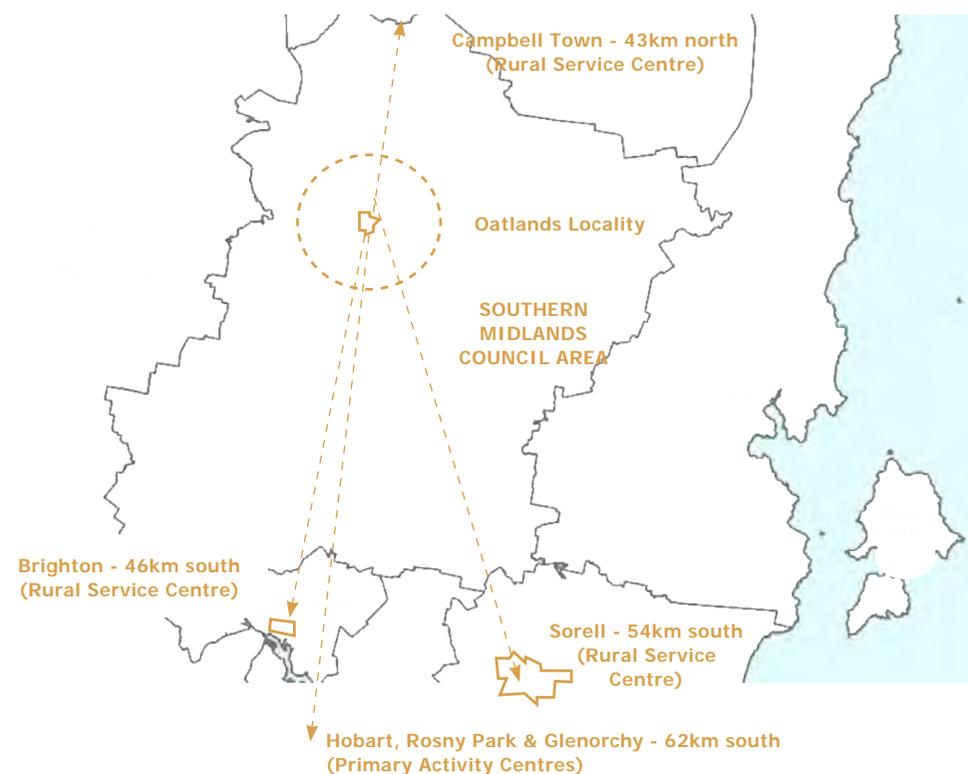


Figure 2 - Oatlands regional locality

3.2 Existing Conditions

To understand existing conditions of Oatlands, a review was undertaken of the townships' land use patterns, cultural heritage (both Aboriginal and European), environmental values, service and social infrastructure, as well as tourism and socioeconomic characteristics, each of which are summarized below.

Land Use Patterns

Existing conditions of the township consist of a land use pattern shown in Figure 3. Key features of this are General Residential uses in the south western and northern areas of the township; General Business activities centered around High Street (the township's main road around which the rest of the town is structured, zoned Utilities); and Light Industrial predominantly on the outskirts of the township's south west portion (with a small portion in the north eastern portion of the town zoned Local Business). Land within the township most frequented by locals during work hours is that around the supermarket, fuel station, shops and Oatlands District High School. That most frequented by visitors is around Callington Park and Callington Mill. The Lake Dulverton foreshore area is of equal importance to locals and visitors alike.

Key areas within the township identified as requiring further consideration due to having a special character, experiencing land use pressures, or having development potential in the near future are way finding improvements from the Barrack Street car park through to the Main Road; investigating and incentivising the development of a four-star accommodation facility (with a minimum of 30 beds); improving flow through the area surrounding the planned hotel facility; and maintaining the historic character of a group of Georgian and Sandstone Cottages on High Street at the eastern end of the township, near the northern part of Lake Dulverton.

Further to areas of the township identified as requiring further consideration, there are a number of sites with opportunity for improved development in the near to medium term.

Current parking issues outside the IGA on High Street need to be resolved. Connectivity and way finding around a new swimming pool on the former depot site should be optimised (construction commenced in February 2021, subsequent to Council attaining planning approval and funding). The use of land with public toilets (opposite the new playground area) should also be optimised, with consideration given to using it as a stopover point for campervans, including reconfiguration of the road. Connectivity between the swimming pool site and health centre should be improved, maximising opportunity for the swimming pool to augment services currently provided by the centre.

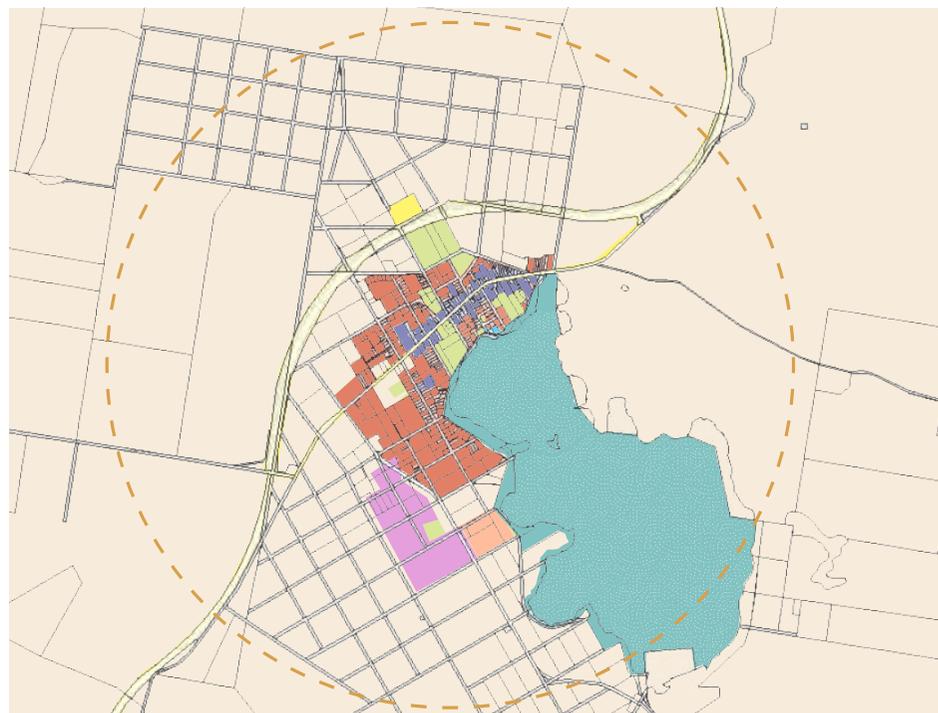


Figure 3 - Zoning Map



3.2 Existing Conditions

Cultural Heritage

Oatlands has areas of both identified Aboriginal and European heritage significance. Key components of each are summarized below.

Aboriginal Heritage

Historically, Oatlands is estimated to be located on the border of two historic Aboriginal tribe territories, namely the 'Big River' and 'Oyster Bay' tribes. An audit of Aboriginal heritage sites for the Oatlands and the surrounding locality has been provided by Aboriginal Heritage Tasmania (AHT) which identified the area is considered to be conducive to Aboriginal heritage. Despite the relatively little Aboriginal heritage assessment which has occurred, there is a wealth of Aboriginal heritage recorded in the Oatlands area, specifically:

<ul style="list-style-type: none">• 7 stone quarries;• 30 artefact scatters;• 15 isolated artefacts;	<ul style="list-style-type: none">• 4 occupied rock shelters;• 9 unoccupied rock shelters.
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In addition to the above, there are over 60 Aboriginal Heritage items in the locality and AHT have advised that further undetected Aboriginal heritage will certainly be present.

Historic Heritage

Oatlands historic Heritage is of unusually high significance at both a regional and state level. It is said to be home to the most pre-1837 sandstone buildings in all of Australia, comprising a collection of 138 sandstone buildings within Oatlands, of which 87 are situated on the Main Street.

Substantial work has gone into preserving the character of these places whilst ensuring they contribute to present-day cultural and economic activities of the town. In particular, Callington Mill is the only fully restored and working Lincolnshire wind driven flour mill in the Southern Hemisphere. The majority of heritage items contained in the township are shown on the following page in Figure 4. General heritage zones of the township are shown on the same page in Figure 5.

Many of the original buildings have been reinvented as retail outlets, galleries, bakeries, cafes, and accommodation. In Figure 5, precincts are as follows:

- the Liturgical Precinct (purple) contains churches, a cemetery and a substantial convent complex;
- the Early Commercial area (red) has been developed from the 1830s onwards with a strong residential presence;
- the Early Industrial area (yellow) contains a mill, quarry, blacksmiths, tannery, and saleyards;
- the Military Precinct (blue) contains convict, military and civic infrastructure; and
- the Opportunistic (light orange) area contains late-nineteenth-century



3.2 Existing Conditions



Figure 4 - Oatlands Heritage Items

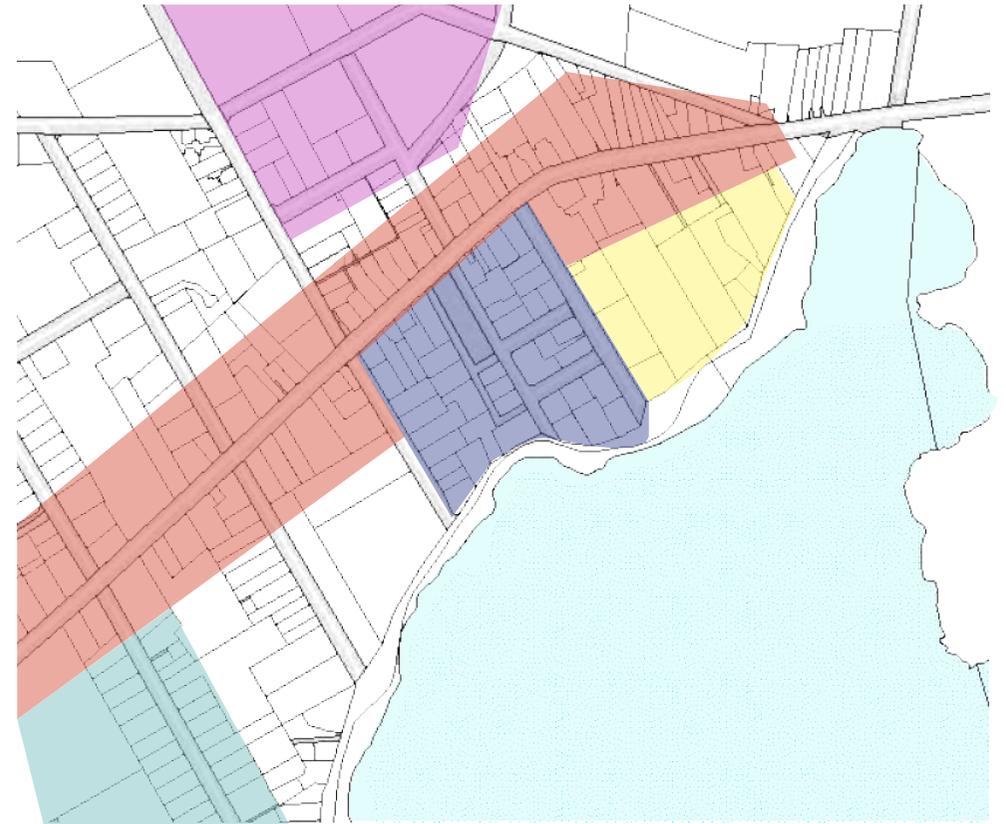


Figure 5 - Traditional Heritage Precincts



3.2 Existing Conditions

Heritage

The Southern Midlands Council (SMC) administers the management and protection of historic heritage buildings and other historically significant areas in Oatlands and the greater municipality through both statutory and strategic policy levers.

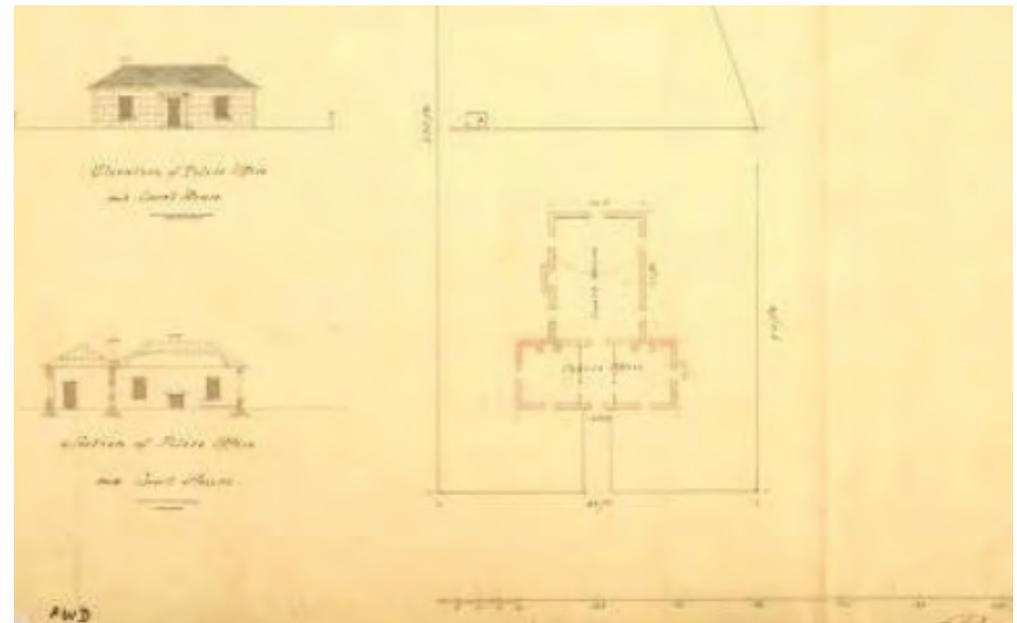
These are implemented through listings, overlays, and local policies within the *Southern Midlands' Interim Planning Scheme 2015*, specifically, the 'Oatlands Cultural Landscape Precinct', the 'Oatlands Heritage Precinct', and the 'Callington Heritage Precinct' (refer to Figure 10). In tandem with statutory processes, the *Southern Midlands Council Historic Strategy 2019-2023* (the Strategy) also provides strategic guidance on the management and optimisation of Oatlands historic assets (reviewed every five years). A number of notable buildings are identified within the Strategy.

Callington Mill is nominated as the 'icon of Oatlands' having undergone substantial restoration works; the Oatlands Gaol is the largest building remaining in the Military Precinct; and the Commissariat and 79 High Street both have a high level of archaeological potential, due to substantial remains of the demolished guard house. The Court House is one of the oldest Supreme Court Houses in Australia, in remarkably original condition, and the former Oatlands School has strong historic significance.

The Strategy also lists other properties, township areas, collective items and sites that hold particular heritage significance. Properties include Campbell Memorial Uniting Church, St Peters Church, St Pauls Pugin Church, and Council's portfolio of public and administrative heritage buildings.

Heritage significant areas are the Oatlands Military Precinct and Oatlands streetscape. Heritage significant items are the township's heritage collections (that should be located in a purpose-built/fitted facility).

Both the properties and areas outlined above have potential to be integrated into tourism initiatives both for the township and the broader region.



3.2 Existing Conditions

Environment

To understand Oatlands environmental profile, a review has been undertaken of its topography, reserve areas, flora and fauna, contamination areas, natural hazards and associated risks. Key points of this review for each area are summarised below.

Landform and Soils and Reserve Estates

The township has been found to consist of a topography that is relatively flat (400 metres above sea level) which extends for a 1 to a 5-kilometre radius to the surrounding area. The nearest hills are an estimated 1km north of the town on privately owned land. Substantial portions of the hilly topography surrounding the plains on which the Oatlands township sits are within the 'low' landslide hazard band which means that although they have no known active landslides, Mineral Resources Tasmania have identified them as susceptible to landslides. Furthermore, most of the land has a capability of six, which means it is only marginally suited to grazing due to severe limitations. Some portions of land have a capability of five, which means the land is unsuited to cropping with slight to moderate limitations to pastoral use. These factors should be considered in any future scenarios as to how land is used or developed.

Furthermore, Oatlands is surrounded by twelve reserve estates. Those immediately adjoining the town are the Lake Dulverton Conservation Area (containing Lake Dulverton) and an informal reserve, both of which are areas of publicly managed land. Additional informal reserves south west and east of the township are managed by the Department of Primary Industries, Parks, Water and Environment (DPIPWE).

All other reserves are privately owned and located north west, west, and southwest of Oatlands township, being subject to conservation covenants under Part 5 of the *Nature Conservation Act 2002*.

Both publicly and privately managed reserves have a terrestrial (dry) environment and therefore opportunity for conservation and rehabilitation, combined with eco-tourism (such as trails and huts). This could be considered in strengthening the identity of the area surrounding Oatlands.

Flora and Fauna

Flora surrounding the township is largely agricultural land with pockets of weed infestation and pockets of native grasslands, with a number of threatened areas identified. These are the wetlands (within the Lake Dulverton Conservation Area) and the Eucalyptus tenuiramis forest and woodland (on hilly areas approximately 4 kilometres south, 2 kilometres north, and 7 kilometres west of the township).

Over 30 conservation significant fauna data points and over 50 threatened fauna data points have been identified in and around Oatlands. Of those for conservation significant fauna, four are within the township and Lake Dulverton Conservation Area (namely, the brown tree frog, the large forest bat, the common eastern froglet and the purple swamphen). Of those for threatened fauna, seven are within the township and Lake Dulverton Conservation Area (namely, the Australasian Bittern and Great Crested Grebe birds, the Spotted-Tail Quoll, the Eastern Barred Bandicoot, the Tasmanian Devil, the Wedge-Tailed Eagle and the Masked Owl).

3.2 Existing Conditions

Natural Hazards

Risk from natural hazards largely relates to bushfires, with the Tasmanian Fire Service (TFS) identifying that due to the township's location, there is some potential for grassfire impacts from grassland of the surrounding agricultural land and the township is at bushfire risk from surrounding vegetation.

The surrounding grassland fuels are the key hazard for the area, as they are highly flammable once they have cured and can carry fast moving fires.

Prevailing winds associated with fire weather for the area suggest the most likely direction of attack would be from the north to the west. However, the Midland Highway provides a significant fuel break in these directions.

From a strategic risk management perspective, Oatlands is considered to have a relatively low risk based on previous iterations of the Midlands Fire Management Area Committee's (MFMAC) *Bushfire Risk Management Plan*. As such, no Community Bushfire Protection Plan has been prepared for the town.

Further to the above, given the terrestrial (dry) nature of the land surrounding Oatlands, and changing weather patterns due to climate change, bushfire risk to the township is likely to increase over time. Responsive adaptation measures can be put in place, such as Bushfire Hazard Management Plans for newly subdivided land; use of the existing fire station facilities in Church Street, Oatlands; and use of the volunteer run fire station 6 kilometres south east at the township of Parattah.

Key existing community and commercial assets, such as the high number of heritage buildings, are concentrated in the town centre rather than on the interface with rural land and bushland. This means that the township is not at significant risk of social and economic loss that may result from damage to or destruction of such assets.

Flooding

There are a number of Waterway and Coastal Protection Areas surrounding the township, including the Dulverton Rivulet which connects to Lake Dulverton. Management and protection of these areas is applied through a Waterway and Coastal Protection Overlay within the local Planning Scheme (refer Figure 12). The Midland Highway acts as a barrier to flooding to the town, but there are culverts under the highway which could produce localised flooding in a major event.

Site Contamination

Four sites within Oatlands have been identified as either contaminated or potentially contaminated and are summarised in the table below.

Oatlands sites contaminated or potentially contaminated		
Current site use unknown	107 High St Oatlands (CT 24112/1)	Former Petrol Station
BP Petrol Station, High Street	52 High St Oatlands (CT 104815/7)	An underground fuel tank.
The Bagdad Pottery Site	43 High Street Oatlands (CT 52999/3)	Potential fuel bowsers due to being a former service station.
Current site use unknown	35 High Street Oatlands (CT 5842741)	Petroleum product or oil storage.

3.2 Existing Conditions

The underground fuel tank contained on the BP Petrol Station Site referred to in the table above is a particularly sensitive use and it should be noted that any future change of use on this site would require remediation works to accommodate the intended use (the level of remediation required for an alternate commercial use would be less substantial than that for residential use).

Furthermore, although the former Council Works' Depot was identified as a contaminated site as part of the planning and design process for the Midlands Aquatic Centre redevelopment, remediation of the site was completed in 2020 as part of the site's decommissioning. The site is no longer regarded as a contaminated site and is fit for new land use and development.

Water, Sewer and Stormwater

Oatlands is fully serviced with water and sewer infrastructure that is owned and operated by TasWater, which consists of a water treatment plant and sewage lagoons. These are located at Lot 1, Interlaken Road (CT 175672/1, CT 149586/1) and Church Street, Oatlands (CT 115869/2, CT 133538/1) respectively. Water for the treatment plant is sourced from the Blackman River at a reservoir/dam located approximately 10km west of the treatment plant.

The sewage treatment plant services 509 connections and a population of 789 persons. Reticulated sewer services are available to approximately 118ha of land within the Oatlands township, most of which is gravity fed to the Oatlands Sewage Lagoons located at Church Street, on the western side of the Midland Highway.

The average daily inflow exceeds licence capacity discharge rates. However, there is currently a recycled water scheme, which takes approximately 70% of the annual effluent. This effectively reduces discharges to the environment to within licence limits during dry weather flows.

Increasing sewage flows to the treatment plant may require a combination of the following:

- expansion of the recycled water scheme;
- expansion of the treatment lagoons; and/or
- additional storage of treated effluent to store wet weather flows for later reuse.

Increasing demands to the Sewerage Treatment Plan may be able to be accommodated without upgrade if the recycled water system and customer is retained/expanded. There may be the need for expansion of the treatment lagoons to allow sufficient retention time for treatment and/or recycled storage lagoons to minimise discharges to environment during winter months

Sewage is predominantly transferred to the treatment plant via gravity mains. There are four small sewage pumping stations that lift sewage from low lying areas on the urban fringe into the gravity network that drains to the treatment plant. There are no known issues with these pumping stations but they may require augmentation should growth exceed their current capacity. This would likely involve additional emergency storage.

3.2 Existing Conditions

Water is treated with sodium fluoride and is provided to the town via a network of underground pipes and metered connections. Oatlands is included in regional towns Stage 4 and requires the existing treatment plant to be replaced to achieve best practice risk mitigation. This is expected to be complete within approximately 3 years. In addition, the Blackman Dams are identified as not having sufficient storage and the subject of a separate piece of work to increase raw water storage for Oatlands. Dam safety are in the process of undertaking an assessment of Blackmans 1 & 2 and as part of that will consider what would be involved in increasing the size of the storages. Once this work is completed we will initiate a project to increase the size of either or a new storage depending on the outcomes of Dam Safety's assessment.

There are no identified issues with the quality of the water or forecast chronic shortages that would prevent further development or subdivision of land within the town boundaries. However, Tas Water's Asset Strategy department have identified that the existing treatment plant requires replacement (within approximately 3 years). Further to this, the Blackman Dams do not have sufficient storage and Tas Water's Dam Safety department are currently investigating what would be involved in increasing the size of their storage. This will be followed by a project to either increase the size of the Blackman Dams or develop a new storage asset, dependent upon the outcomes of the safety assessment.

The *Southern Midlands Interim Planning Scheme 2015* specifies attenuation distances around Sewage Treatment Plants to operate as a buffer between the facility and sensitive uses (such as residential use).

This buffer would need to be reviewed to accommodate any expansion of the Sewage Treatment Plant in the future.

Five Development Priority Areas were identified for the township based on the level to which land within the township is serviced by sewer, stormwater, and water mains. Each of these are shown in Figures 7 to 9. The sequence of these has been determined by the least amount of servicing upgrades required to develop the area. Priority areas 1 and 2 are both able to be readily developed, with the only distinction being that priority area 1 is geographically closer to the town centre. Priority areas 3 and 4 would require the construction of new sewer pump stations to be development ready. In addition to these upgrades, Priority area 5 would require rezoning as the land is currently zoned 'Rural Resource'.

It is important to note that regardless of the absence of identified chronic water shortage forecasts, climate scenario modelling identifies that key rainfall and flooding risks (such as heavier rainfall events interspersed by longer dry periods) may result in difficulty accessing sufficient water resources for fire fighting, farming and the environment. This would certainly impact upon development opportunities within Oatlands immediate township in relation to water servicing.

Stormwater infrastructure serving the Oatlands township is owned and managed by Southern Midlands Council in accordance with the *Southern Midlands Council Stormwater Strategy 2016* and the *Southern Midlands Council Stormwater Asset Management Plan 2016*. It is imperative that future management and planning of these assets should account for key rainfall and flooding risks (identified through climate scenario modelling) at both a strategic and operational level.

Service Infrastructure Infrastructure Priority Development Areas



Figure 6 - Priority Development Areas 4 and 5

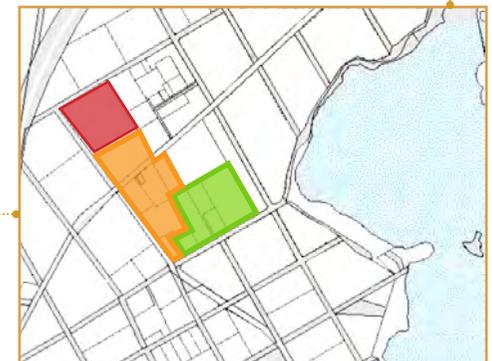
Priority Development Area 5 - Land serviced by sewer and water; required upgrades being rezoning (currently rural resource) and a main extension (storm water).

Priority Development Area 4 - Land serviced by water; required upgrades being new SPS (sewer servicing) and main extension (stormwater).



Figure 7 - Priority Development Area 1

Priority Development Area 1 - Land serviced by sewer, water and stormwater.



Service Infrastructure *Infrastructure Priority Development Areas*

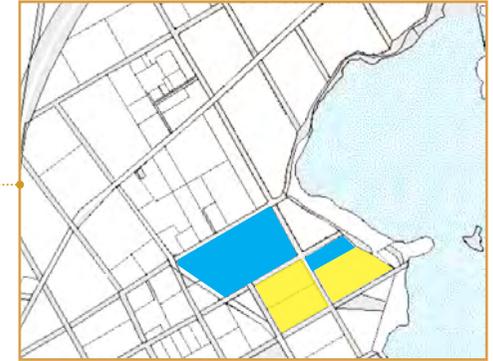


Figure 8 - Priority Development Areas 2 and 3

Priority Development Area 2 - Land serviced by sewer, water and stormwater;

Priority Development Area 3 - Land serviced by water; required upgrades being new SPS (sewer servicing) and main extension (stormwater).

3.3 Socioeconomic Profile

To understand socioeconomic characteristics of Oatlands, a review was undertaken of key population, economic and community ABS census data for the township. This was benchmarked against the same data categories for other townships within the municipality of a similar size (namely, Campania, Ross and Bothwell), as well as the Council area as a whole, to understand the relative development of the town. Key findings of the review are summarised below.

Oatlands Population Profile

Over a broad period of time, the population of Oatlands has steadily been declining¹. However, between 2011 and 2016, there was a divergence from this trajectory with Oatlands population increasing by 24 percent with a total population of 683 persons (from 552 persons in 2011)². This was in contrast to population change of the overall Southern Midlands' Council area, which declined by 2.6% between 2012 and 2016. Furthermore, when comparing Oatlands population growth with that of three nearby comparator townships (namely, Campania, Ross and Bothwell) and the overall Council area, it is above average and can therefore be considered a significant point of growth within the region overall.

1. SGS Economics & Planning, Midlands Economic Development and Land Use Strategy (MEDals), May 2014;

2. ABS, 2016 Census Quick Stats – Oatlands (Tas).

Oatlands Economic Characteristics

Benchmarking and analysis of Oatlands key economic characteristics identified the following points:

- Unemployment was higher than average in comparison to comparator townships as well as the Council area as a whole, although this gap has reduced between 2011 and 2016, which is positive;
- Dominant industries of employment consisted of Sheep Farming (13%), Local Government Administration (6.7%), Supermarkets and Grocery Stores (5.3%), Aged Care Residential Services (5.3%) and Secondary Education (4.3%);
- Of dominant industries, the only notable increase was in Sheep Farming which was by 2%;
- Housing affordability by weekly rent payments was marginally more affordable in Oatlands than comparator townships as well as the Council area as a whole;
- Housing affordability by mortgage repayments was marginally more affordable in Oatlands than comparator townships but less affordable than the Council area as a whole.

Further to the above, Council building and subdivision statistics over a 10-year period (2010 to mid-2020) reveal the following:

- For subdivision, the total number of lots created in the township were 11;

- Over the same time period, there were 25 dwelling approvals for the Oatlands locality (with the highest number being 6 in 2017);
- Furthermore, there were a total of 63 Commercial, Infrastructure and Community Development Approvals (including signage and building improvements) within the township (with the highest number being 11 in 2013).

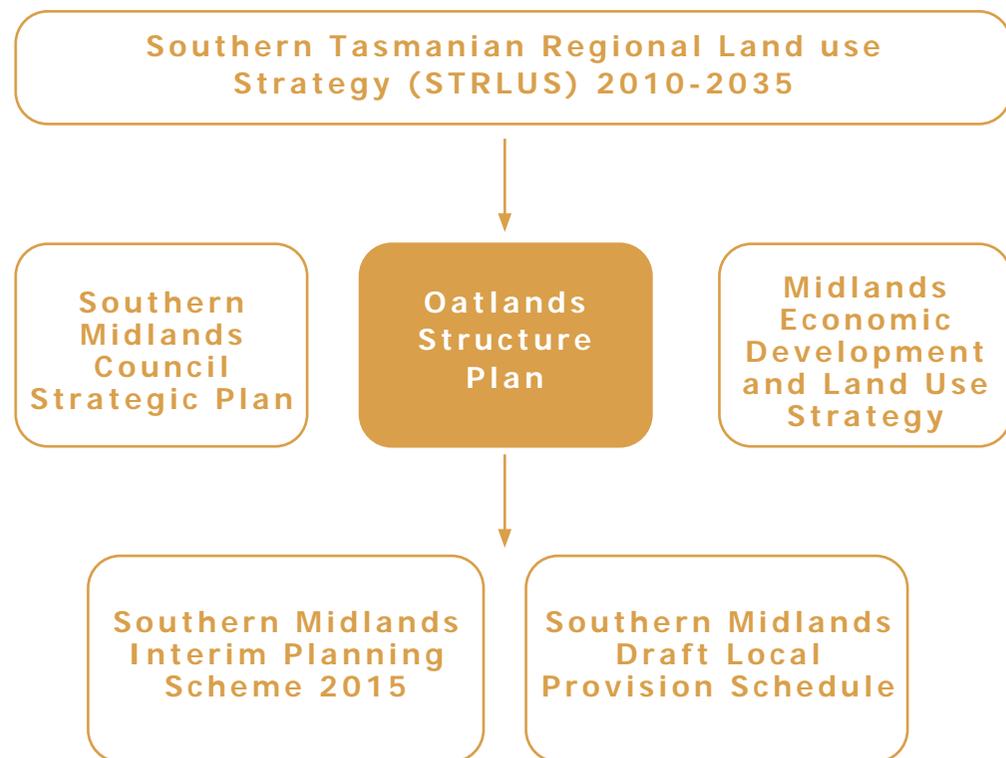
Oatlands Community Characteristics

Benchmarking and analysis of Oatlands key community characteristics identified the following points:

- The township's ageing population was found to be above average when analysed against comparator townships as well as the Council area as a whole in both 2011 and 2016 (noting due to the township's role as a rural service centre, it contains a larger number of aged care supports and housing initiatives);
- Positively, unpaid (voluntary) work increased in the township by 3.9% between 2011 and 2016;
- Culturally, the township has higher levels of diversity than the surrounding area indicated by more households where a non-English language was spoken.

3.4 Planning Policy Framework

This Structure Plan is to provide strategic directions for the development of Oatlands township in land use planning and its future integrated development. As the Southern Midlands Council is the relevant authority which coordinates and facilitates much of this development, the structure plan must be in accord with the intent of the State’s Resource Management and Planning System (RMPS) as well as the planning and policy directives which cascade down at a regional and local level as shown in the image below.



Seven key documents have been identified as pertinent with each summarised on the following pages.

The Southern Tasmania Regional Land Use Strategy 2010-2035 (STRLUS)

The Southern Tasmania Regional Land Use Strategy 2010-2035 (STRLUS) provides land use policies and strategies for the Southern Tasmania region. The STRLUS seeks to ensure that land use planning within the region is consistent with broader economic, social and environmental objectives. Council’s Interim Planning Scheme is consistent with the STRLUS, which was informed by Background Reports which provide further detail on key issues. Summarised in the STRLUS, this information provides key data and information on the region, encapsulating its historic, landscape and population features. However, this data is now significantly outdated being based on the 2006 Census.

The STRLUS provides an overview of key historic, landscape and population features for the area, highlighting that in the northern part of the region, where the township of Oatlands is located, the landscape is characterised by extensive dryland farming and grazing areas. Eleven of the regional policies contained in the STRLUS are applicable to Oatlands. These are for Cultural Values, Recreation and Open Space, Social Infrastructure, Physical Infrastructure, Land Use and Transport Integration, Tourism, Strategic Economic Opportunities, Productive Resources, Industrial Activity, Activity Centres, and Settlement and Residential Development. The relevance of each of these is summarised under key sub-headings on the following pages.

3.4 Planning Policy Framework

The Southern Tasmania Regional Land Use Strategy 2010-2035 (STRLUS)

Social Infrastructure

Planning schemes can further objectives of social infrastructure and social sustainability by providing flexibility that supports the development of centrally located aged care and nursing home facilities, ageing in place opportunities, principles for Crime Prevention through Environmental Design, and supporting a variety of housing types in residential areas and ensuring social housing is not prevented in such areas. The building approvals process should also be recognised for its role in providing access for people with disabilities.

Tourism

Protecting and enhancing authentic and distinctive local features and landscapes throughout the region. This directive is particularly relevant to Oatlands given the state and national significance of its heritage items and precincts.

Productive Resources

This sub-policy is to manage and protect the value of non-significant agricultural land in a manner that recognises sub-regional diversity in land and production characteristics.

This is through a range of avenues including tailoring according to the designated subregion; ensuring the minimum lot size takes into account the optimum size for the predominating agricultural enterprise within that subregion; providing flexibility for commercial and tourism uses provided that long-term agricultural potential is not lost and it does not further fetter surrounding agricultural land; and ensuring the introduction of sensitive uses not related to agricultural use (such as dwellings on small non-farming titles) are only allowed where it can be demonstrated the use will not fetter agricultural uses on neighbouring land.

Industrial Activity

Three sub-policies to deliver on the productive resources regional policy under three key themes are applicable to Oatlands. The first theme is to identify, protect and manage the supply of well-sited industrial land that will meet regional need across the 5, 15- and 30-year horizons.

This is through ensuring industrial land is relatively flat, enabling easy access to relevant infrastructure (such as transport routes, water and telecommunications); locating it away from sensitive land uses such as residentially zoned land; and providing for a 15-year supply of industrial land, zoned for industrial purposes within the new planning schemes and a minimum 5-year supply of subdivided and fully serviced industrial land.

The impact on regional industrial land supply should also be accounted for using the best available data prior to rezoning existing industrial land to non-industrial purposes.



3.4 Planning Policy Framework

Activity Centres

Within Table 1 of this regional policy, Oatlands is identified as a rural services centre which means its role is to provide predominantly non-urban communities with a range of goods and services to meet their daily and weekly needs. The first key theme related to rural services centres is that activity centres are areas not only of focussed employment, retail and commercial uses, but also to provide community services and opportunities for social interaction. Such centres should have a high level of amenity and good transport links with residential areas.

To achieve these objectives, a range of land uses should be provided in relevant zones within the relevant planning scheme including the General Business zone, which occupies land on either side of the High Street. This will contribute to creating a multi-functional activity centre. Further to this, out-of-centre development should be discouraged by only providing for in-centre development within the relevant planning scheme; development standards within the relevant scheme should ensure high quality urban design and pedestrian amenity; and active street frontage layouts should have preference over parking lot dominant retailing.

Settlement and Residential Development

The settlement and residential development regional policy defines the settlement network for the region and proposes regional functions for each key settlement area based on the functions that the settlement provides, its population, utility connections, and services. According to the settlement network categories, Oatlands has a population so as to be categorised as a 'Township' as defined below in Table 2.

Township	
Description	Townships are residential settlements with prominent town centres providing a number of facilities, some local employment opportunities and convenience shopping.
Population	500 to 1500 (excluding any surrounding rural living areas).
Utility Connections	Electricity. May have reticulated water and sewerage if existing.
Services	See Activity Centre Network: Town Centre.

However, the growth management strategy of the settlement and residential development regional policy is for it to become a 'District Town' with a moderate growth rate and a consolidated growth.

Only one of the sub-policies outlined to deliver on the settlement and residential development regional policy is relevant to Oatlands. This is as follows:

SRD1 Provide a sustainable and compact network of settlements with Greater Hobart at its core, that is capable of meeting projected demand.

SRD1.2 Manage residential growth in District Centres, District Towns and Townships through a hierarchy of planning processes as follows:

- 1. Strategy (regional function & growth scenario);*
- 2. Settlement Structure Plans (including identification of settlement boundaries);*
- 3. Subdivision permit;*
- 4. Use and development permit.*

SRD1.5 Ensure land zoned residential is developed at a minimum of 15 dwellings per hectare (net density).

This Structure Plan contributes to the hierarchy of planning processes for the local area to manage residential growth for the township of Oatlands.

3.4 Planning Policy Framework

Midlands Economic Development and Land Use Strategy MEDALS) 2014

The *strategy* identifies key initiatives to drive economic development within the Southern Midlands Council area, including reviewing the area's strengths, weaknesses, opportunities and threats. Through a rigorous methodology, the MEDaLS identified 23 potential economic development initiatives with more than half of these having some application to Oatlands. These are generally across five themes namely agriculture and related industries, tourism and heritage, location and spaciousness, lifestyle opportunities, and infrastructure and enabling services. Nine of these were found to be applicable to Oatlands and are outlined below.

Agriculture and Related Industries

1. Land For Rural Support Services, Logistics And Processing

Once the region starts to expand agricultural production as a result of the roll-out of the irrigation scheme, there will likely be demand for support services, logistics and processing of produce. While some of these activities may take place before the farm gate, some demand for industrial land needs to be accommodated. An easily accessible location near the source of production is often required. The existing industrial land in Oatlands may not be optimally suitable to accommodate these activities.

Tourism and Heritage

2. Support Heritage Construction And Education

Council set up this business enterprise a number of years ago and has been successful since in terms of operation, training new staff and education. During the internal workshop it was mentioned there is demand for more services and education in the area, and possibly in developing some type of education standards and recognition of the education. There is a need to determine the exact opportunities and how these can be exploited.

3. Investigate Development Of A Heritage Collection Facility At Oatlands

There is also an opportunity to investigate the establishment of a dedicated heritage artefacts storage facility (and a possible records archives storage facility) that provides a state-wide service. There is anecdotal evidence that existing heritage artefact storage facilities in Tasmania (such as the two main museums) have little to no remaining capacity to store heritage artefacts. Storage of such items is usually a requirement of heritage approvals involving development at heritage sites. There appears to be other sources of demand for such a facility and a centrally located store at Oatlands may be able to meet this demand.

4. Support Oatlands Heritage Precinct

Heritage tourism is a specific niche that is relevant to the Southern Midlands. The recent redevelopment of the Callington Mill precinct appears to have driven a significant increase in visitation (which has levelled off somewhat). Increasing visitation will improve the viability and commercial aptitude of the tourism industry. It is understood this initiative is an adopted project by Council. It is important to determine what support would be required from the economic development point of view.

5. Support for Larger Scale Tourism Accommodation in Oatlands

Larger scale accommodation of 4 stars or over would enable Oatlands to penetrate a new market segment targeting groups (tourism, business and education) and high-end tourism. It would enable the tourism sector to grow significantly and would generate benefits beyond accommodation to restaurants, cafes, tourism attractions and other retail. Council should ensure it is ready and prepared in case of business interest. Council can support by demonstrating market demand and business feasibility.

3.4 Planning Policy Framework

Lifestyle Opportunities

6. Support Residential Development Especially in Southern Part

It is important to establish what Council can and is willing to do to better accommodate residential development. One action is to provide clear upfront information about the planning scheme and planning process as was raised as being an issue during the external workshop. The implementation of the Bagdad Mangalore Structure Plan (BMSP) is to be a key element. It is recommended to amend the planning scheme to allow for the BMSP implementation. Another action would be for Council to liaise with potential developers and agree on arrangements for infrastructure provision. The latter would likely be beyond the capacity of Council.

7. Development of the Oatlands Aquatic and Recreation Centre

Will enhance the regional service level of the township with the wider area, supporting and enabling population growth. Works commenced in February 2021 (due in March 2022). Timely progress is dependent on external funding and it remains uncertain how realistic this objective is and it may need to be regarded as a long-term objective requiring significant advocacy and patience to respond swiftly when the opportunity does occur.

Infrastructure and Enabling Services

8. Oatlands Racecourse/Equestrian Centre

Support further development of the Oatlands racecourse/equestrian centre.

9. Attract Large Employers such as The University or a Government Institution

The Southern Midlands would benefit from a large institutional employer which would increase local employment and flow on benefits as well enabling demand for infrastructure and services. Council identifies specific areas of science/education that have a specific link with the Southern Midlands. Possible links could include archaeology, arts, architecture, astronomy and related sciences, agricultural sciences. Council approaches key stakeholders in universities and State (Fed) Government to explore possibilities and funding.



3.4 Planning Policy Framework

Joint Land Use Planning Initiative – Settlement and Open Space Strategy 2010

The purpose of the *Joint Land Use Planning Initiative – Settlement and Open Space Strategy 2010* (JLUPI) is to develop specific recommendations for identified settlement areas that will allow them to develop in a way that enhances their liveability.

The Strategy makes a number of recommendations for Oatlands comprising increased housing supply and opportunities to age in place.

It also highlights Oatlands importance to the region as a rural service centre; identifies key values related to heritage, nature, scale and service provision; as well as key issues related to asset management, visitor facilities, and connection with surrounding agricultural lands.

Key needs identified are to strengthen the township's local identity and provide accommodation and tourism facilities; to support increased visitation through greater diversity in the range of accommodation; and a clear order in which future residential development should be undertaken.

Immediately, this should focus on infill of existing Residential Zoned land south of High Street and some sympathetic infill of key areas north of High Street, followed by longer term development within Oatlands south east quarter.

Further to this, there is a need to build a stronger economic base for the township, support walking and cycling, and improve the public realm.

Southern Midlands Council Strategic Plan 2018 - 2027 (SMCSP)

The Southern Midlands Council Strategic Plan 2018 – 2027 (SMCSP) provides a 'blueprint' for the future of the Southern Midlands Local Government Area (LGA). The Plan outlines a clear vision and mission for the LGA, and provides an overview of the Southern Midlands LGA, highlighting Oatlands as accommodating a number of key facilities for the region. These are one of three waste transfer stations within the LGA; one of two Council Offices (the other is at Kempton); and one of two Council works depots is also located at Oatlands (the other is at Kempton). In addition to these, 2 infrastructure schemes administered by TasWater apply to the township, namely one water scheme and one sewerage scheme.

Further to the strategic directions outlined above, the 'Landscape' focus area references actions in three other strategic documents, namely the *Oatlands Commissariat Master Plan* and the *Lake Dulverton Management Strategy and Operational Plan*.

Key points of each of these and their potential application to the Structure Plan is summarised in subsequent sections of the Planning Policy Framework.

Oatlands Commissariat Master Plan

- Provides rationale for the historic and archaeological significance of the site within the heart of the Oatlands Military Precinct;
- Provides direction on adaptive reuse of key historic features (namely, the former commissariat store, the shop and cottage, and the grounds) and the site's archaeological remains and directions for the management and optimisation of these;
- Encourages linkages of the site with other projects namely the Callington Mill Complex,

3.4 Planning Policy Framework

The Lake Dulverton Management Strategy and Operational Plan

- Identifies the environmental importance of Lake Dulverton for flora and fauna (particularly bird life) including important breeding grounds around patches of foreshore;
- Identifies the recreational importance of Lake Dulverton for camping and day use, bird observation opportunities, walking trails, fauna observation points, boating (notably restricted by low water levels); fishing; interpretation and education;
- Highlights water quality and quantity as important.

Lake Dulverton is filled via rainwater run off or through the water reuse scheme

Oatlands Integrated Development Strategy (OIDS) October 2015

The *Oatlands Integrated Development Strategy (OIDS) October 2015* is designed to provide a framework for the Southern Midlands Council and the Oatlands Community to work together in a systematic and efficient way to ensure the prosperity and sustainability of the Oatlands township and district.

The Strategy is structured around eight key themes, all of which are relevant to the Oatlands Structure Plan.

In addition to the strategic directions, the focus areas of Health, Education and Training, Recreation, Cultural Heritage and Landscapes, and Economic Development all reference actions in other strategic documents. The relevant Planning Strategy document is the STRLUS and relevant policies and directions of this have been addressed on Pages 20 to 22 of this document.

Relevant directions within Tasmania's *Affordable Housing Strategy 2015-2025 (AHS)* and the associated Action Plan have also been reviewed. Strategic directions and actions applicable to Oatlands are summarised as follows:

New Affordable Housing Supply

- Policies to ensure developments promote a mix of housing types to suit different household sizes at different life stages and promote the development of community infrastructure and amenity in larger residential developments;
- New residential development to be built in accordance with universal design and liveability principles, where possible.

New Social Housing in Regional Areas

- Continued availability of grants to local governments and community organisations to construct suitable housing in regional and rural areas where demand and affordability is demonstrated and value for money is shown, which could assist older people or people living with disability to stay in their community or deliver new supply in areas where there is demand for affordable accommodation for key workers.

Construct Supported Accommodation (new)

- Provide homes in small groups of units for people with chronic mental illness to provide secure lease terms and long term clinical and psycho-social support (sustain their homes and live within their community);
- Provide homes that are purpose-built for those participants of the National Disability Insurance Scheme with exceptional needs who require a tailored form of integrated housing and support.

3.4 Planning Policy Framework

Southern Midlands Climate Change Adaptation Plan 2020 (SMCCAP)

The *Southern Midlands Climate Change Adaptation Plan 2020 (SMCCAP)* emerged from a corporate adaptation plan originally produced by the Southern Midlands' Council through the *Regional Council's Climate Adaptation Project 2010-2013* (initiated by the Southern Tasmanian Council Authority's Regional Climate Change Initiative). The SMCCAP aims to improve the capability of Southern Midlands Council to manage the risks associated with climate change by identifying key risks of heat, bushfire, rainfall and flooding within the municipality by 2100. It identifies key implementation steps and adaptation actions across Infrastructure and Works, Community and Corporate Development, Development and Environmental Services, and Emergency Management. These have been considered and used to inform the development of strategic directions within this Structure Plan.

Lake Dulverton and Lake Dulverton Action Plan 2013

The Lake Dulverton Plans include directions on recreation and tourist services for the Oatlands Township, including a walkway surrounding and over Lake Dulverton.

The Plan was replaced by a newer Edition (v. 4, 2017), with community support for a walk around or into the Lake Environment still evident.

Therefore, findings of the Plan from 2013 are still considered relevant. These comprise a long term proposal to develop either a floating or piled walkway, identifying two options. The first option is the development of a circular walkway that links the foreshore near the Aquatic Club building to Mary's Island and then onto Maher's Point. The second option is the development of a walkway bridge that links Mary's Island and Maher's Point. Concepts should be developed in partnership with the Department of Parks and Wildlife to provide appropriate separation. Both should be investigated further.

Southern Midlands Interim Planning Scheme 2015 (SMIPS)

The purpose of the *Southern Midlands Interim Planning Scheme 2015 (SMIPS)* is to further the Objectives of the Resource Management and Planning System (RMPS), to be consistent with the Southern Regional Land Use Strategy (the STRLUS), and to achieve local objectives of the Planning Scheme.

These encompass infrastructure, residential growth, activity centres, economic infrastructure, productive resources, natural environment, water resources, healthy communities, competitiveness and liveability.

(Scheme) Zoning

The Oatlands township is subject to eight zones within the Scheme (General Residential, Community Purpose, Local Business, General Business, Light Industrial, Rural Resource, Utilities, and Particular Purpose Zone 1 - Settlement Growth). These are shown in Figure 3. The intent of each of the Zones shown in Figure 3 is summarised as follows:

- *The General Residential Zone (10.0)* primarily supports residential and visitor accommodation uses as well as allowing for other business, food and retail if not displacing a residential use with certain constraints to limit the scale and impact;
- *The Community Purpose Zone (17.0)* primarily supports passive and sports recreation uses, hospital and emergency services, community meeting and entertainment;
- *The Local Business Zone (20.0)* primarily supports business and professional services, community meeting and entertainment, and educational and occasional care with limitations upon the scale of these. It also supports passive recreation;

3.4 Planning Policy Framework

- *The General Business Zone (21.0)* primarily supports business and professional services, community meeting and entertainment, passive recreation, and supermarket uses. To a lesser extent and with limitations, food services, residential, research and development, educational and occasional care uses are also supported;
- *The Light Industrial Zone (24.0)* primarily supports manufacturing and processing, service industry and storage, and equipment and machinery sales and hire (with limitations);
- *The Rural Resource Zone (26.0)* primarily supports passive recreation, resource development (for uses such as agriculture, crop production, and forestry), and natural and cultural values management (use of land to protect, conserve or manage ecological systems, habitat, species, cultural sites or landscapes);
- *The Utilities Zone (28.0)* is to provide for use of land for utilities and infrastructure (such as telecommunications, transport networks, and storm water management), primarily supporting utilities;
- *The Particular Purpose Zone 1 – Urban Growth Zone (34.0)* primarily supports residential, resource development and utilities uses, noting these have qualifications that restrict their scale and impacts.

Planning Scheme Codes

Codes of the Planning Scheme set out provisions for particular types of use or development that may apply to more than one zone and matters that affect land that cannot be described by zone boundaries. Generally, they are indicated by overlays on maps. Those relevant to the township and its surrounds are the Bushfire Prone Areas Code (refer to Figures 9 and 10); the Historic Heritage Code has two Heritage Precincts (shown below in Figure 11); and one Waterway and Coastal Protection Area (shown below to Figure 12).

Specific Area Plans

The Specific Area Plans (SAP's) identify areas either within a single zone or covered by a number of zones and set out more detailed planning provisions for use or development in those areas. One of the two SAP's applies to the township of Oatlands. The primary purpose of this SAP is to facilitate the development and use of the former Oatlands Racecourse as a multi-use equestrian centre accommodating shared race horse training facilities and other compatible horse-oriented uses and facilities, fulfilling the need for a central Tasmanian facility providing services on a region-wide and state-wide basis.



3.4 Planning Policy Framework

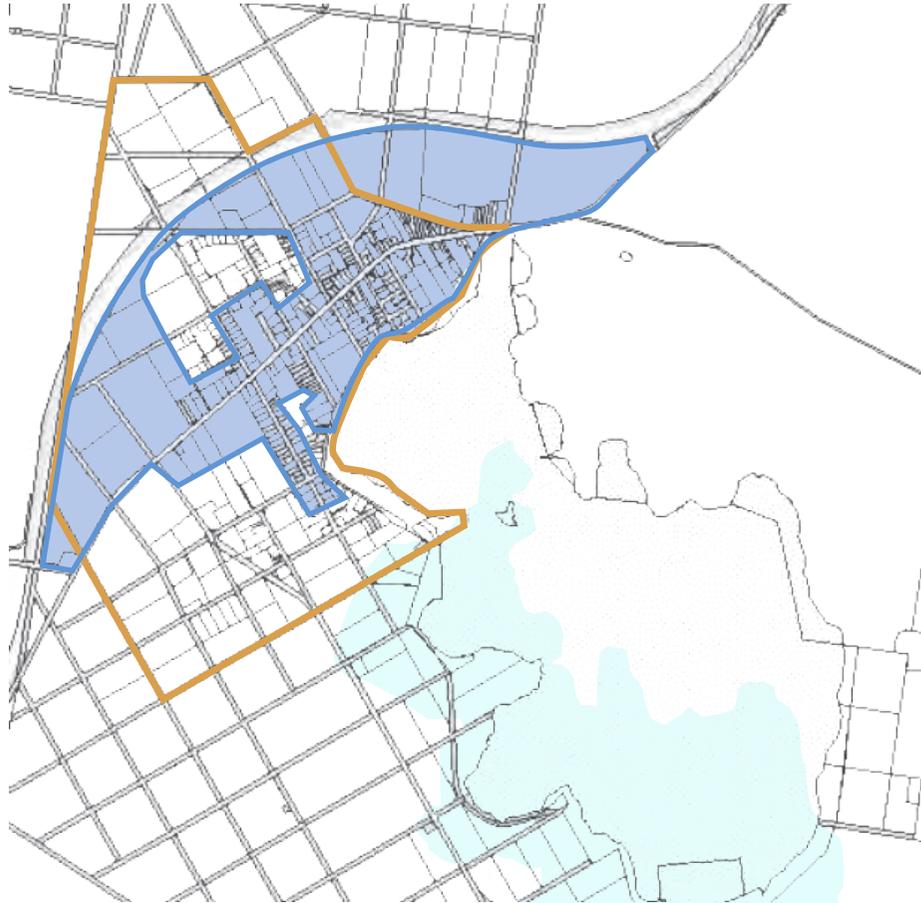


Figure 9 - Heritage Precinct Overlay

 Heritage Precinct Overlays combined, triggering the Historic Heritage Code.

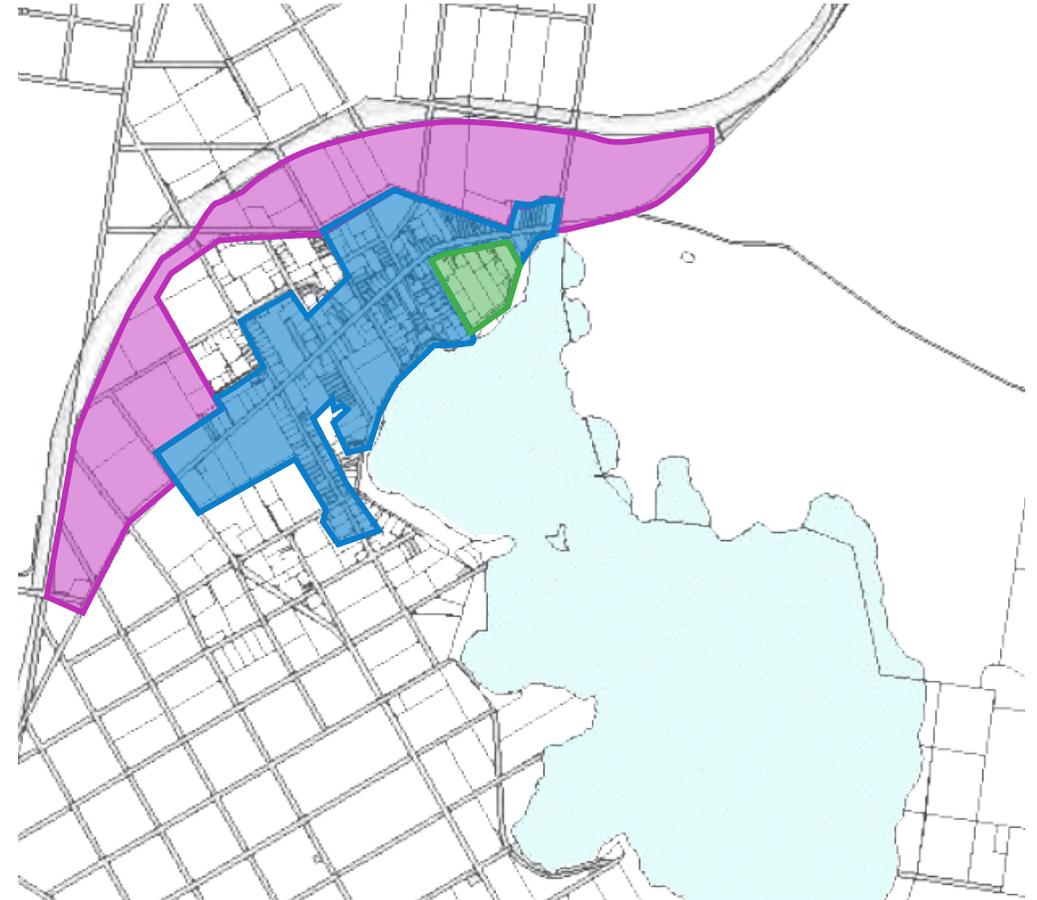


Figure 10 - Heritage Precincts

Three distinct heritage overlays provide nuanced development objectives within the Planning Scheme's Historic Heritage Code.

 Callington Heritage Precinct  Heritage Cultural Landscape Precinct
 Oatlands Heritage Precinct

3.4 Planning Policy Framework

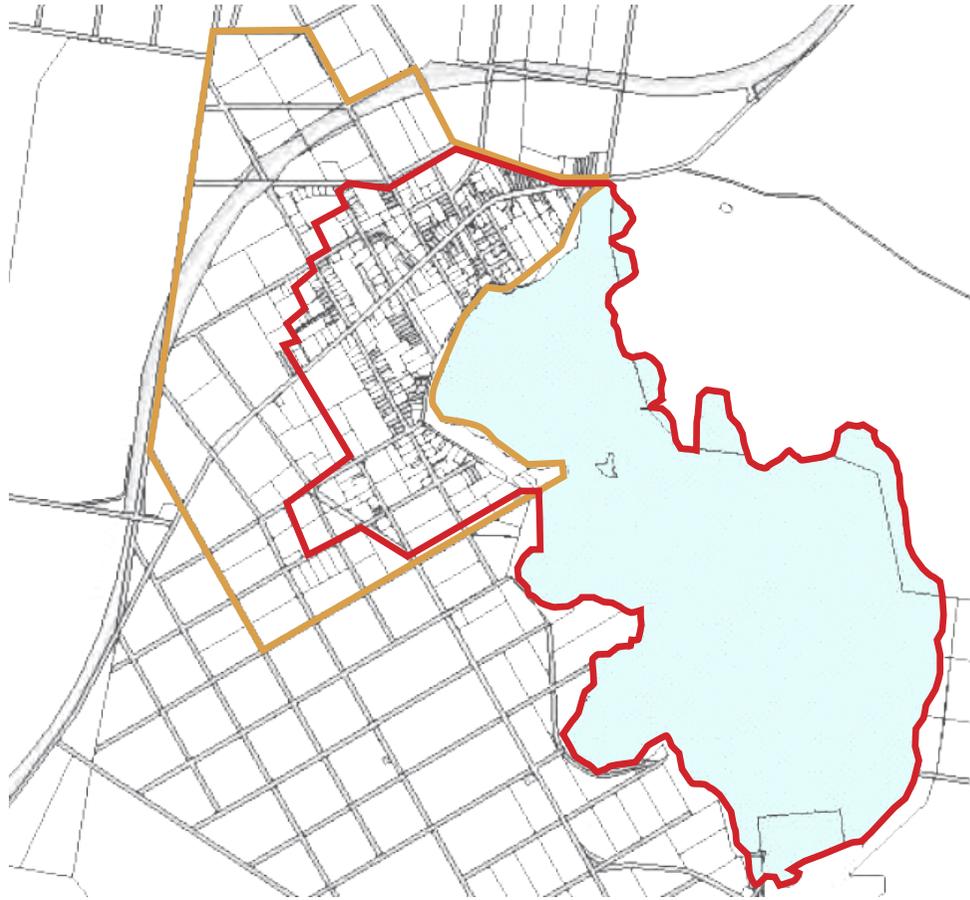


Figure 11 - Bushfire Overlay

 Bushfire Hazard Zone exclusion area of Lake Dulverton and the Oatlands township. The remaining area surrounding the township is subject to the Bushfire Hazard Zone.

 Township Boundary

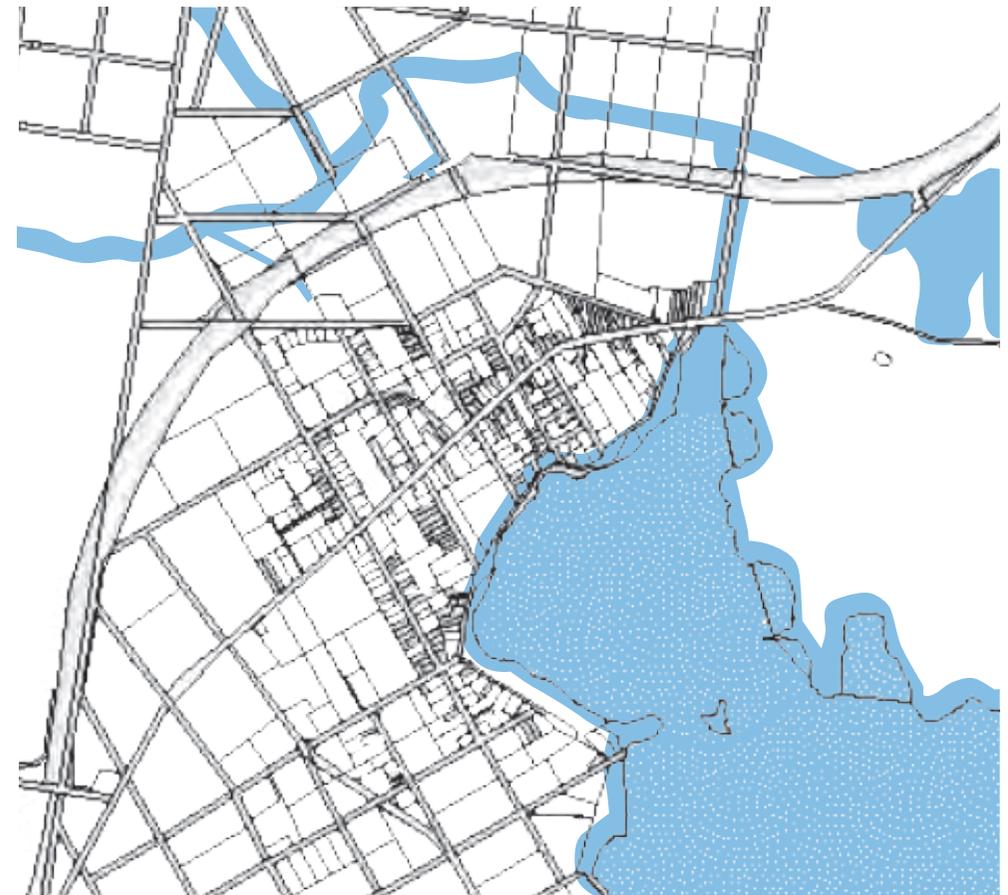


Figure 12 - Waterway and Coastal Protection Overlay

 The Waterway and Coastal Protection Overlay seeks to identify, manage and protect Waterway and Coastal Protection Areas and Potable Water Supply Areas.

3.0 Context

3.5 Stakeholder and Community Engagement

As part of the process of preparing a Structure Plan for the township of Oatlands, Council sought to understand local issues and opportunities accurately, as well as ensuring local ownership of the Structure Plan. This was through ensuring that the community and key stakeholders had an opportunity to provide meaningful input and shape the content of the document to ensure it is a truly shared vision in the form of a structured engagement process.

The engagement process consisted of three phases, namely:

- *Phase 1 (August 2020)* - the purpose of Phase 1 was to inform the development of a draft Structure Plan through consulting the community to identify general issues and opportunities and consisted of a Student Engagement Workshop, Public Stall Display, Community (Town Hall) Meeting, Online Surveys, and an Invitation for Written Submissions;
- *Phase 2 (January/February 2021)* - the purpose of Phase 2 was to present the draft Structure Plan back to the Community for any additional feedback and inputs;
- *Phase 3 (June 2021)* - Council present the final Structure Plan to Council for adoption by Elected Members.

All engagement avenues were promoted via email, posters throughout the township, word of mouth, radio and on social media (Facebook). The engagement process generated feedback on a broad cross section of issues, opportunities, and strategic directions. Given the breadth of information collected throughout the engagement process, there was a need to distil key points into key themes. To do this and to prioritise areas of greatest importance to the local community, all feedback underwent a qualitative (thematic) analysis with priority



3.5 Stakeholder and Community Engagement

Key Themes of Engagement

Such themes were across employment pathways and diverse economic development; collaboration between local businesses (including strong governance); traffic and car parking (particularly around High Street); improved streetscapes, parks, and associated activation (such as recreational activities); improved environmental management and activation of Lake Dulverton; and protection and promotion of the heritage characteristics of the township. Key points for each of these have been summarised as follows.

Economic Development

Greater diversity is required in local employment and business opportunities including support for youth, agricultural, and seasonal workers. Diversity of small businesses should also be supported, looking beyond tourism, with effective governance including consistent opening hours, coherent marketing and promotion, and strong leadership and mentoring to foster collaboration. Coherent marketing and promotion should include improved tourism and business signage, particularly that off the Midlands' Highway. This is currently too close to the southern entrance off the highway and should be relocated closer to the business areas.

Sound economic development should be underpinned by evidence-based decision making for attracting services to the township and Council acting as a facilitator rather than directing initiatives, providing impartial, creative, engaged and dynamic leadership.

Safety, Traffic and Parking

Key issues raised are:

- safety issues with angled car parking on High Street;
- a need for increased accessible (disability) car parking, particularly near shops, services and facilities;
- traffic and car parking being busy in some areas of town and underutilised in other areas;
- requirement of traffic management measures (particularly around the Aquatic Centre and Esplanade);
- slowing and calming measures on High Street (including buses turning, appropriate RV parking, and traffic slowing); and
- heavy vehicle issues, such as vibration, due to their travelling through the township and not being re-routed in accordance with a clear road hierarchy or road network plan.

Recreation and Open Space

Passive recreation should be encouraged through:

- parks (with suggestions including a central village green, dog park, mountain bike park, and network of parks);
- activation of Lake Dulverton (including water based recreational opportunities, seating and public use facilities, and more rubbish bins); and
- general streetscape improvements to the town's public realm.

Streetscape improvements to the town's public realm

Streetscape improvements should comprise:

- consistent street lighting;
- public seating, tables, and shelters;
- universal access and crossing points along High Street;
- upgraded and new public toilet facilities; and
- consistent signage.

Such improvements should be supported by environmental initiatives, namely:

- regular maintenance of trees;
- tree planting in Callington Park;
- an increased tree canopy in the township (including over car parking areas and footpaths);

- removal of non-native flora species (particularly near Lake Dulverton); and
- improved environmental management of Lake Dulverton (including native tree plantings and weed management).

Measures should also be taken to protect Callington Park from encroachment by caravans. Pedestrian navigation and access should be improved, including linkages and clear signage between key sites, improved street lighting, and more frequent pedestrian crossings (universally designed).

Recreation and open space improvements should be activated by community development initiatives that support the wellbeing of locals and visitors to the township, including activities for a broad cross section of age groups and demographics.

Heritage and Tourism

The value of heritage is to be improved through regular maintenance, heritage precinct controls, greater information, and protection of the authentic heritage character of the township. Further to this, tourists should be supported to understand the township through provision of a visitor information centre as well as historic and township tours, complemented by creative and cultural events.



STUDENT FEEDBACK

Findings of the Student Engagement largely reiterated the key themes outlined on previous pages (which emerged through other avenues of engagement). Key points are outlined under key themes below.

Local Economic Development

- Local retail offerings in the township have opportunity to be improved through affordable fresh produce and more flexible opening hours for access after school or work hours.

Safety, Traffic and Parking

- Improved universal access on footpaths located within the township, particularly for elderly residents;
- Traffic calming measures and parking, particularly around the Aquatic Centre and health services;
- Signage directing caravans to the stop over area (which ensure they do not travel through local residential areas of the township); and
- A Tourist Information Centre within the Callington Mill precinct and additional car parking adjacent to the school upon land between the nearest school building and the frontage.

Recreation, Open Space and Activities

- There is a need to retain open grassed spaces and barbeque areas for local use, not being dominated by tourists and grey nomads, and there should be greater opportunity for cultural activities outside of school, including sports teams (such as a junior football or cricket team);
- Improved activation of the township through public realm furniture and environmental management around Lake Dulverton;
- General streetscape improvements including footpaths, improved way finding (marked trails and signs), public toilet facility improvements (particularly at the new playground and new toilets on High Street to replace those located to the rear of the Council chambers); and more barbeque areas and covered spaces;
- A greater offering of dining, artistic, and community involvement opportunities (including a greater range of activities for diverse age groups); and
- Improved pedestrian linkages between key areas of the township and regional walking track links (such as that to Parattah).

3.6 Constraints and Opportunities

Key Opportunities

1. Connectedness with the Surrounding Region

Oatlands is situated within a picturesque natural and rural landscape setting, with potential to be better connected to its surrounds. This would unlock its recreational, economic, lifestyle and tourism potential. The Town is located nearby to smaller settlements (such as Parattah), as well as the Lake Dulverton Conservation Area, Golf Course and Equestrian Area. Consistently signed and designed walking and cycling tracks with viewpoints, shade, and other amenities would interconnect these areas for tourists and locals alike. Furthermore, Oatlands proximity to a major freight corridor (the Midlands Highway) and agricultural land in the process of realising its economic potential (through irrigation schemes) positions the township to contribute industrial land supply that connects these areas whilst cultivating local employment opportunities.

2. A Distinct Local Identity

Oatlands has a distinct local identity, attributed to its fine grain character and village atmosphere. Small scale shops and a strong sense of respect for European history within the local community support this. The town has an unusually high concentration of significant heritage buildings of both state and national significance.

These are intact to the degree that they form precincts (as shown in Figure 10). Precincts and individual buildings that contribute to this concentration include the Oatlands Military Precinct, the general streetscape, Callington Mill, and a range of cottages, outbuildings, hotels, carriage houses and churches. This strength is recognised through controls within the local Planning Scheme and as a unique asset to the township. This should continue to be preserved and built upon, including for tourism, history, and education purposes, all of which stimulate the town's development.

3. A Strategic Rural Services Hub

The geography of Oatlands and its surrounding area lies on the population threshold that makes such a range of services viable. Located off a key freight route and delegated the role of a Rural Service Centre within the Activity Centre Hierarchy of the *Southern Tasmanian Regional Land Use Strategy 2010-2035* (the STRLUS), Oatlands is responsible for servicing smaller surrounding settlements (such as Parattah and Jericho). It is therefore a prime regional centre for retail, health, aged care, education, community and agricultural services. These facilities pull people into the township, providing the market for other service businesses and enable older people to remain in the Midlands communit

With an ageing population, transition away from traditional methods of farming and manufacturing to those more advanced, and structural changes in the economy (due to the Covid-19 pandemic), Oatlands is well positioned to strengthen its role as a service hub in the region and co-locate service providers that support local needs whilst strengthening its economic resilience.

4. An Educational and Recreational Hotspot

Oatlands contains a number of key educational and recreational assets. The District High School services the township and surrounding region. The Heritage Education and Skills Centre is an educational resource which provides equipping with new skills. The Golf Club, Lake Dulverton Track, Sports Fields, Parks and Equestrian Precinct all provide recreational amenity and opportunity for both locals and visitors alike. Given Oatlands strategic positioning halfway between the State's two largest population centres (Hobart and Launceston), there is opportunity to further cultivate these assets as 'meeting points' for functions, conferences, sporting meets and other activities. Oatlands role in providing educational and recreational opportunity should be strengthened.

3.6 Constraints and Opportunities

5. Potential for Residential Growth

Oatlands has significant amounts of flat, serviced residential land of scale and is designated as a growth area under the STRLUS. There is significant scope to identify, masterplan, service (if required) and assist in the delivery to market of these sites. This could include affordable housing projects, social housing and housing to service the rural industry. Likely to be staged over a significant period of time, this initiative could be a significant contributor to supporting local business and the vitality of the town.

Key Constraints

1. Economic Resilience

Currently, there is an unfocussed approach to local business within the township due to a lack of coordination of trading hours; too much competition in some pockets and not enough in others; homogeneity of local businesses with a need to further diversify/distinguish them from businesses of surrounding townships (including looking beyond tourism); an overreliance on tourism and services; and higher than average unemployment (in comparison to comparator townships). Specifically, gaps identified in the township's general economy consist of a need for adequate housing and services to support the

higher-than-average aged population; likely demand for support services, logistics and processing of produce as a result of expanded agricultural production from the roll-out of the irrigation scheme; and an identified need for larger scale tourism accommodation of 4 stars or over that would attract new market segment targeting groups and high-end tourism.

To build a strong and diverse economic base for the township's future, greater coordination, governance and creative leadership needs to be cultivated within the business community. Further to this, a range of other economic activities need to be investigated and informed by cost-benefit analysis to ensure the township's economy has increased resilience outside of funding cycles for services and tourism peaks.

2. Appropriate Accommodation Options

A clear case has been identified for supply of appropriate accommodation options for the Oatlands township for two distinct cohorts – tourists and vulnerable persons. To support tourism, greater diversity of visitor accommodation is required. To support vulnerable persons, supply of new social and affordable housing options should be investigated within the township.

This is due to Oatlands strategic role as a rural service centre which supports vulnerable cohorts within the region, not because of the township's local population, as the socioeconomic profiling undertaken to inform this structure plan indicates that the township's housing is relatively affordable for locals. Furthermore, given the trend of an ageing population and Oatlands role to provide health and other services for older persons, strategic planning should ensure that adequate accommodation options are available for the elderly, including a proportion of housing stock that is universally designed.



3.6 Constraints and Opportunities

3. Maintenance and Asset Management

Proactive planning for the maintenance, management and augmentation of the township's infrastructure and assets is required across a number of key areas, namely environmental management, infrastructure, public amenities and roads. Details of each are outlined as follows:

- Environmental Management - a proactive approach to environmental management is required for key assets affected by drought and other conditions, such as the low water levels in Lake Dulverton (a critical habitat for a range of species, particularly threatened migratory birds); open space and recreational areas that should be provided shade and drought tolerant native plant species for sustainability; and management of environmentally significant land.
- Infrastructure - Oatlands is at the end of the Aurora energy distribution network so is affected by low reliability and future capacity constraints, having no direct connection to NBN or gas infrastructure. Further to this, there are stormwater drainage issues to be addressed at the precincts of Glenelg and Harriett Street and after a recent big rain event, there was grey water and/or septic run off into the lake.

- Public Amenities - A number of public amenities are in need of either replacement or upgrade including dilapidated footpath areas, inconsistent signage, poor condition of public toilets that either need to be upgraded or replaced, either more regular emptying or augmentation of rubbish bins, and a greater tree canopy within the township.
- Road Reserves - A review of the township's road reserve hierarchy so as to prevent heavy vehicles travelling on local roads, as well as ensuring consistency in maintenance and treatment of footpaths.



4. Inconsistent Approach to Public Realm Design and Traffic Management

Oatlands public realm, including public amenities and linkages between key areas of the township, lack both an integrated and contemporary urban design approach as well as a strategic lens. There is a need for cohesion in way finding between key sites (such as High Street and Callington Mill); street lighting that is both energy efficient and consistent with the historic character of the township; a consistent design approach to infrastructure (e.g. kerbing, footpaths, crossovers etc.) particularly within the heritage precincts, appropriate and universally designed pedestrian crossings (to support an ageing population); consistent and clear car parking and signage strategy; as well as connection with surrounding trails. Currently, a lack of consistency and clarity in this area means Oatlands does not capitalise on its potential and is less 'marketable' and 'liveable' than alternate townships with similar features and of a similar scale.



THE STRUCTURE PLAN VISION AND STRATEGIC RESPONSE

4.1 Vision

To make Oatlands an enlivened historic rural township which balances its functions as a rural service centre and a major tourist destination.

The desired outcomes are:

- Improved passive recreation opportunities across the town;
- Protect the heritage values of the town whilst planning for residential and industrial growth;
- Retention of employment pathways, for local workers in the agricultural and tourism sector, in particular youth employment;
- Streetscape improvements, particularly around lighting, disabled access and landscaping;
- Resilience of the town to climate change and environmental impacts such as bushfire and flooding;
- Development of key infrastructure to support economic development;
- Resolve parking issues, particularly on the High Street and around the Aquatic Centre and Esplanade.

The vision outlined above will be achieved through five strategic planning principles, namely:

- Leveraging the township's strengths;
- Tactical interventions to build consensus and inform decisions;
- Targeted development opportunities;
- Iterative, hand in glove strategic and statutory processes; and
- A whole of System approach.

Each of these five strategic planning principles is outlined in further detail on the following pages.



4.1 Vision

Strategic Planning Principles

1. Leverage Oatlands strengths

Oatlands has distinct strengths in its heritage character, rural service centre role, local business community, value of surrounding agricultural land, and strategic location off the Midlands' Highway, halfway between Hobart and Launceston. The Structure Plan should build on these strengths to drive future development of the township, distinct from that of similar settlements.

2. Iterative, hand in glove strategic and statutory processes

Future directions outlined within a Structure Plan must be informed by an evidence base of contemporary State and Regional Policies which apply to Oatlands which are used to inform urban design, land use and general directions for the township. Such directions are then translated into updates to the local Planning Scheme (through Codes, Zones, and Specific Area Plans). This ensures that strategic outcomes are applied at a local level.

To ensure that application of such outcomes achieves strategic directions, iterative local policy reviews should occur through evaluation of data on statutory approvals, conditions, and enforcements.

3. A whole of system approach

Although a Structure Plan is a strategic planning tool to inform land use decisions at a local level, it is to be consistent with the overarching objectives of the *Southern Tasmania Regional Land Use Strategy* (the STRLUS).

The intent of the regional strategy is to consider population centres and regions as a whole system to account for interrelated dependencies, integrating strategic thinking, economic analysis, natural resource management and engineering knowledge.

The alignment that comes from a whole of system approach focusses on outcomes at scale rather than building too narrow a brand; provides clear roles and responsibilities which in turn promote shared interests and ownership; and resourcefully aligns knowledge, resources and financial capital.

4. Tactical interventions to build consensus and enable longer term improvements

As a discrete rural community, Oatlands has established rhythms and routines, a unique community life, and a strong connection to place. This includes pride in the township's heritage character and natural landscape setting. Naturally, these values are to be respected and preserved whilst progressing initiatives that support economic development, affordability and activation.

Whilst major infrastructure developments and structural economic improvements require traditional planning processes, the detailed shaping of neighbourhoods and townships is often more effectively progressed through tactical interventions. These are temporary spaces that model a change or preferred future for a place and are short-term in nature (1 to 12 months), low-cost, scalable, and build local ownership and support for more permanent change.

They can include street makeovers that test new parking arrangements, local economic renewal (such as pop-up shops within vacant buildings), and visual improvements to run down public spaces.

4.2 Strategic Response

Such interventions can generate valuable data on visitation levels, community acceptance, and other tangible information, providing proof of concept for projects which may otherwise be hindered by community perception and red tape or even halted altogether.

However, these must be underpinned by high levels of citizen participation and strong partnerships (with relevant Government departments as well as financial and in-kind partners).

5. Targeted Development Opportunities

Analysis of Oatlands has identified that whilst heritage and service provision contribute strongly to the local economy, there is a need to attract additional industries and opportunities which can withstand potential lulls in service provision funding cycles and tourism visitation numbers. Identifying these requires sound evidence bases informed by supply and demand analysis at a regional and state level, supported by rigorous cost benefit analysis to demonstrate value that would be provided at a local level. Implementation of these through expression of interest processes must be timely, targeted, and evidence based to attract appropriate investors and not compromise the reputation of Oatlands local economy and activity.

A range of strategies have been developed and prioritised based on the input received during stakeholder consultation.

The strategies described in this section are summarised in the Spatial Plan.

1. *Improved Passive Recreation Opportunities*
2. *Protecting the heritage values of Oatlands whilst planning for growth*
3. *Retention of Employment Pathways*
4. *Resolve parking issues, particularly on the High Street and around the Aquatic Centre and Esplanade*
5. *Streetscape improvements, particularly around lighting, disabled access and landscaping.*
6. *Resilience of the town to climate change impacts such as bushfire and flooding.*
7. *Facilitating development of key infrastructure to support economic development.*



1. Improved Passive Recreation Opportunities

Action 1.1 - Create an Oatlands Town square in front of Oatlands Town Hall and the Old State School fronting High Street.

There is an opportunity to create a space to support public events, festivals and markets in an area that includes the forecourts of both the Oatlands Town Hall and the Old State School fronting High Street. The space crosses Stutzer Street, thus some urban design treatment would be required to delineate this part of the street as a pedestrian zone.

The Town square can connect to the Barrack Street Car Park (via Mason Street) or the Military Precinct and Lake Dulverton via Campbell Street. The hub would act as an important focal point on the main street and the main pedestrian link to and from Lake Dulverton, the residential areas to the south west, and the community facilities to the north of High Street.

A town square design plan(or master plan) is to be prepared and include public consultation prior to a final design being prepared for implementation.

Action 1.2 - Continued development of the playground.

Playgrounds are a strong drawcard for travellers with children wanting a stopping point on longer trips, or day trippers from Hobart wanting to give children a change of scene. The newly created playground delivers this but there is an opportunity to expand on this to cater for older age groups.

The park could be expanded to accommodate older age groups with infrastructure such as outdoor table tennis tables, chess sets or kayak hire.

To encourage teenagers and young adults to stop in Oatlands, free Wi-Fi could be provided and associated seating, trees and shelter in the vicinity of the Callington Park.

Having the playground close to the Callington Mill also has synergies in that adults can experience the mill attraction.

Action 1.3 - Upgrade and construct toilet facilities at the playground

The quality and convenient location of public toilet facilities is a key factor in both tourist visitation and local residential amenity, particularly for the elderly or those with young children.

The location of the new toilet should be close to the playground, Barrack Street car park and the events area (former rodeo paddock).

Toilets do not have to be strictly utilitarian and with creativity, they can become a point of interest in their own right.

The toilets facilities/amenities at the rear of the Council chambers could also be upgraded.

Action 1.4 - Promote the former rodeo paddock for events.

The former rodeo paddock is a large accessible vacant space that could be used for gatherings involving large areas, such as vintage car clubs or the Tasmania Medieval Festival. To encourage local theatre, musical acts and other performing arts, a dedicated performance spacesmall outdoor stage should be constructed in a strategic location within the rodeo park for events or for local groups.

The backdrop of the Callington Mill and Lake Dulverton, combined with amenities, the playground and parking, would make this an attractive venue. The proximity to the proposed hotel site also accords with this concept.

The site could be used for other informal purposes between events and . This could also be include used by food vans. A small outdoor stage for performance arts or musical acts could be constructed in a strategic location.

Action 1.5 - Increase conservation based activities on Lake Dulverton.

Create an accessible boardwalk, which transverses into the wetlands. The walk will traverse over the water to showcase Lake Dulverton and its diverse birdlife.

An interpretation point will explain the cultural and natural values of the lake. There may also be an opportunity for an interpretation centre or building.

All works will require Aboriginal Heritage and natural values assessment in the planning and design phase.

The short walk should be easy with wheelchair access and both the centre and track will be linked to accessible toilet facilities.

Action 1.6 - Increase walking activities around Lake Dulverton.

Widen the existing 1.2m wide gravel track along the western side of Lake Dulverton to 2.5m in width and create a focal point at the southern end of Hawthorn Bay (on the point).

The focal point could be an art installation or a similar point of interest with seating and other amenities.

The focal point will include a small car park off Tunnack Road and a small public toilet. This will be undertaken on either Council, Crown or Parks and Wildlife Land (there are several titles in different ownership in this location).

The works create a good opportunity for weed control and revegetation with endemic species. Hawthorn Bay provides excellent views across Lake Dulverton against the backdrop of the rural landscape. All works will require Aboriginal Heritage and natural values assessment in the planning and design phase.

2. Protecting heritage values of Oatlands and planning for growth

Action 2.1 - Unlock residential growth in the town through site identification, master planning and service upgrades.

There are approximately 25 hectares (Ha) of developable General Residential zoned land in Oatlands, equating to 300 to 375 residential lots. The area south of the Recreation Ground (approximately 7Ha or 70 to 100 lots) has full access to services without the need for upgrades.

The General Residential zoned areas south of Glenelg Street and east of the Recreation Ground require significant services upgrades, though those east of the recreation ground are likely to be resolved as the industrial area develops.

There are a number of key sites in serviced or partially serviced areas that are suitable for residential development. A feasibility study is required to identify these suitable sites, masterplan good outcomes in terms of access, open space and servicing, liaise with landowners and assess pathways to develop these sites in a staged manner. This master planning process should also consider the Little Wesleyan Chapel site as a pedestrian access link.

Action 2.2 - Investigate land for rural support services, logistics and processing.

With the continued roll-out of the irrigation scheme in the midlands, agricultural production will likely continue to expand, driving a requirement for support services, logistics and processing of produce. This will likely generate demand for industrial land that is at an easily accessible location near the source of production to accommodate some of these needs.

There is 23Ha of industrial land on the eastern side of Oatlands, most of this is undeveloped or underdeveloped.

There is water available on Glenelg Street and on the Tunnack Road alignment. The closest sewer is on the corner of Marlborough and Tunnack Road.

If the Light Industrial area were to expand it is logical this would occur to the east where there is water supply and away from historically significant areas and viewsheds.

Action 2.3 - Review and update relevant provisions of the Planning Scheme's Historic Heritage Code.

A review and update of the relevant provisions covered by three Heritage overlays (namely, the Callington Mill Precinct, the Oatlands Heritage Precinct, and the Oatlands Cultural Landscape Precinct) in the Planning Scheme.

These are currently regulated under the Historic Heritage Code, which is generic in the southern region but has specific local inputs in the tables at the rear of the code. The Oatlands Township Precinct Overlay has provisions that generally ensure the scale, setback, roof pitch, building height, form, bulk, rhythm, materials and colour of new buildings and additions to existing buildings respect the principles of the predominant Georgian architectural style.

The Callington Mill Precinct has similar requirements to respect the Georgian architectural style, but should also be in accordance with the existing buildings on the Callington Mill site.

The Oatlands Cultural Landscape precinct again requires the design and siting of buildings to respect the Georgian architectural style but with some material and fencing.

Whilst the current provisions are robust at a domestic scale, a review of the provisions is warranted to accommodate larger developments as well as accounting for general changes to the code under the Tasmanian Planning Scheme.

The Design Guidelines for Georgian Buildings in the Main Streets of Kempton and Oatlands (1998) and the Historic Heritage Context and Guidelines – Boutique Hotel Development Opportunity should (2020) should be the basis of this review.



3. Retention of Employment Pathways

Action 3.1 - Create Affordable Housing Opportunities.

Capitalise on the significance of Oatlands role as a rural service centre within Tasmania's southern region activity centre hierarchy and, together with local community organisations (such as ODHA), leverage this to capture grants and partnership opportunities with Housing Tasmania to achieve the following:

- Development of resourceful social housing projects within Oatlands which demonstrate value for money in both upfront construction and whole of lifecycle costs;
- Supported accommodation for the elderly through constructing community homes in small groups of units for vulnerable persons with associated psycho-social supports; and
- Construction of new, purpose-built homes for participants of the National Disability Insurance Scheme with exceptional needs who require a tailored form of integrated housing and support.

This will create local skill creation in the construction industry and a valuable housing resource for the town.

Action 3.2 - Create a Heritage-based knowledge economy development.

Review the effectiveness of the 'Centre for Heritage' and each of its arms, namely 'Heritage Building Solutions' and the 'Heritage Education & Skills Centre', in terms of jobs generated, skills developed, and value added to the local and regional economy.

Investigate opportunity to expand the effectiveness of the Centre and develop a knowledge economy component through potential alignment with industry partners such as TAFE Tasmania, the Tasmanian Building and Construction Industry Training Board and Heritage Tasmania.

Action 3.3 - Investigate attraction of a new artefact storage facility within Oatlands.

The MEDaLS study identified that there is anecdotal evidence that existing heritage artefact storage facilities in Tasmania (such as the two main museums) have little to no remaining capacity to store heritage artefacts, with storage of such items usually a requirement of heritage approvals involving development at heritage sites.

To this end a formal investigation needs to be undertaken in partnership with relevant industry partners to substantiate this with formal evidence and develop a business case to justify Oatlands as a strategic position for a new artefact storage facility complementary to those already existing (such as the two main museums).

Action 3.4 - Investigate attraction of a major institution.

Given Oatlands location as a rural service centre for the municipality, directly off of a key transit corridor (the Midlands Highway), it is the logical and strategic location for such a development.

The Council should consider the development of a business case for an institution such as a research and development facility to capitalise on economic strengths of the area (i.e heritage conservation) and co-locate these with complementary uses (i.e. a function and conference centre facility).

This would improve the township's economic resilience.

Action 3.5 - Continue support for a larger scale tourism facility.

Council are supporting and facilitating the establishment of larger scale tourism accommodation in Oatlands of 4 stars or more to penetrate a new market segment targeting groups (tourism, business and education) and high-end tourism.

They have pursued this through undertaking market research to demonstrate demand for such a facility, put out a subsequent expression of interest to the market based on evidence found, and partnering with interested parties in establishment within the township (such as permit approvals, local business relations, marketing and promotion). Care should be taken that such a facility does not compete with existing accommodation on offer in the town by targeting a new market sector.

4. Resolve Parking Issues

Action 4.1 - Improve High Street Traffic Management

Address pedestrian safety and access by installing a two-way right turn median treatment along the middle of High Street (between just south of Dulvertn Street to a point 50m to the south of Wellington Street). Pedestrian refuge installed every 100-150m which will provide storage for right turning vehicles clear of following vehicles when giving way to oncoming traffic.

Action 4.2- Alter Parking Restrictions along High High Street

Remove the angle parking sign opposite the IGA store and provision for normal parallel parking.

Provide a disabled parking space on High Street outside the store (in accordance with the Australian Standard 2890.5).

Increase use of the (gravel) parking areavacant land at the rear of the café and next to the IGA and High Street shops.

This could be done by:

- Sealing the area and access off Church Street (see also Action 4.5);
- Installing a sign to carry on-way traffic from High street; and
- Increasing the number of parking spaces;
- Installing signs to assist drivers to and from the car park.

Bring up to standard the time-limited parking signs along High Street (outside shops) as required and the parking bay (mark in accordance with the Australian Standard 2890.5).

Install compliant time limited parking signs in other locations such as the post office, chemist and Pancake and Crepe Shop.

Other locations should be established by Council in further consultation with adjoining land and business owners.

Action 4.3 - Provision and Update Accessable Parking

The on-street disabled parking bay does not have the required adjacent shared area which can be rectified by installing the standard post and markings

Two disabled parking spaces should be installed off Barrack Street.

Discuss the provision of additional disability parking at the hospital and IAG store.

Action 4.4 - Provide Coach Parking drop off and pick-up points on High Street to create pedestrian flow

There is a bus shelter with a widened footpath on the eastern side of High Street just to the south of Church Street. This facility is not signed as a bus stop. Bus stop designation and signing should normally be provided on a needs basis for public bus services or for touring buses at tourist attractions when the business operator defines such a need.

The Council should investigate provision of signage at the bus stop.

Action 4.5 - Church Street around Health Center and Hospital Parking

Council will to explore the opportunity to facilitate a public sealed access way along the rear of the Kentish hotel and side boundary of the Midlands Multi-Purpose Health Centre (Council owned land). The access way would provide access to the vacant land (approximately 4000m²) at the rear of the IGA, Midlands Multi-Purpose Health Centre and the High Street shops.

Council to facilitate in collaboration with the landowners a new car park area to service the shops, hospital and precinct.

An access way would provide frontage for further development by those landowners and should be a good incentive for collaboration and co-operation between landowners and Council. Further development may include further business, services or even residential development. sell the lot to the west of the ambulance building, install marked parking bays and provide a pedestrian pathway to/from the hospital.

Short term parking restrictions are to be installed along Church Street (in this area).

Action 4.6 - Esplanade Road Width

Widen sections of the Esplanade along its full length where it is less than 6.0m, so that it has a trafficable width of 6.0m. This should improve safer vehicle passing; especially buses and motorhomes which frequent the area.

Action 4.7 - Church Street, South Parade and Gay Street around Aquatic Centre

South Parade is to be upgraded with kerb and gutter as well as a footpath along both sides of the road and dedicated parking areas. Upgraded works need to include adequate street lighting.

Bus set down and pick up for children and other groups (at the Aquatic Centre) can conveniently occur along the western side boundary to the fire station. A 'bus zone' should be installed between gutter crossovers on the northern side of Church Street (can accommodate bus length).

To complement this facility the accessway beside the fire station will need to be sealed. Council should facilitate safe pedestrian access to the Aquatic Centre along the laneway from Church Street to the Centre.

As vehicles occasionally use this accessway 'Shared Zone - 10km/hr signs should be installed. Lighting should also be installed. New footpaths along the South Parade and the southern side of Gay Street (between South Parade and High Street) require an upgrade with offending vegetation removed.

Action 4.8 - Recreation Vehicle and Bus/Coach Parking

In order to encourage larger tourist vehicles to park further away from the business frontage area in defined locations, such as possible the large parking area off Barrack Street, information signing would be necessary on the High Street approaches informing drivers of locations for such parking. Signage should clearly indicate RV and coach parking. This in turn communicates that Oatlands is a coach and RV friendly town and facilitate coach tours and the like.

There would be a voluntary use of such locations and it could be counterproductive if the locations are not used. Council will need to identify these exact locations and undertake necessary works for parking and amenity and install signage at key locations.

Action 4.9 - Callington Park Precinct

To define the Callington Park precinct zone Council should consider repaving between the two threshold entry treatments with a different surface treatment. This will identify the zone as 'different' to motorists. There should not be any other strip treatments across the road within this area as they might appear to be a pedestrian crossing points.

Install precinct threshold entry treatments on Esplanade around 60m to north of distillery boundary and also around 30m to north of Barrack Street corner.

Construct pedestrian pathway along the western side of Esplanade to link with other walking paths within the area of Lake Dulverton.

Construct pathway extensions at a point between the Distillery access and Mill access to the road edge to align with a pathway extension from the toilet block to the road edge, to provide a defined pedestrian crossing point across the road in this area. There must not be any defining 'coloured strip' across the roadway in this area.

Repair, reseal and extend pavement in car park (to rectangular shape for better parking arrangements) to the south of toilet block and install parking bay markings in northern part of car park to formalise legal angle parking bays.

Seal the parking area on the western side of the Esplanade adjacent to the new playground/BBQ area as well as driveway to overflow camping/parking area (to gateway), to prevent loose material being carried onto sealed Esplanade pavement and formalise parking in the parking area at playground.

At the Barrack Street/Esplanade junction:

- splay the rock wall on the inside corner for a distance of 2m along both roads;
- widen seal road pavement on outside of bend to provide a sealed width of 7.5m;
- install a centreline marking on curved section of roads; and
- provide street lighting on the bend.

At the Barrack Street/Mason Street junction, install give way signs to face Mason Street and the Carrington Park car park, plus holding lines across both approaches.

Install signing on the western Barrack Street approach to Barrack Street/Mason Street junction (50m in advance of the junction) to inform motorists of the car park for Carrington Park visitors.

At the Campbell Street/Esplanade junction:

- Install raised barrier (e.g. Koppers log barrier) along gravel edge of bowling club car park;
- Widen the Esplanade - Campbell Street pavement to 6m between the junction of Esplanade (south) with Campbell Street and at least to the driveway to radio station;
- Install a centreline marking on curved section of the roads;
- Ensure holding line marking on southern Esplanade approach is properly maintained; and
- Improve street lighting in this junction area.

Install direction signing on High Street to define Barrack Street and Esplanade at the access roads to the Carrington Park precinct.

Action 4.10- Wellington Street School

Improve the narrow width of Wellington Street by installing 30m long sections of 'no stopping' restrictions along one side of the road every 60m.

Where there are trees and power poles, a kerb extension around trees and poles into the roadway would be an acceptable treatment to not disturb these fixtures.

At the eastern end of Wellington Street where it curves into the Esplanade, it is recommend a centreline marking is installed on the road for a distance of 40m (20m each way from the middle of the curve) to between define the through road direction for eastbound traffic.

An 'obstruction marker' sign (D4-5) should be installed at the very end of Wellington Street, just past the school parking area, to face west and at a height to be visible by approach eastbound motorists just before the start of the centreline marking.

Regularly trim trees to allow clear passage for school buses.

Action 4.11- Espalanade/Marlborough Street Junction

When turning right from Marlborough Street, motorists need to travel almost to the line of Esplanade to gain sufficient forward sight distance to any oncoming vehicle.

This could be improved by providing a centreline marking on Esplanade (east) back from the edge of Marlborough Street to define the path that the right turn vehicle needs to follow.

Widen the southern Esplanade approach from Campbell Street to Esplanade junction (just to the north of Barrack Street) to a width of 6m for a distance of 30m back from the junction and install 'no left turn sign' on this approach.

Action 4.12 - Pedestrian and Direction Signing

Provide more directional/information signing about places of tourist attraction.

Install pedestrian direction signage that assists in directing pedestrian traffic from High Street to Lake Dulverton via the Military Heritage Precinct; through the sale yards to the playground and across to Callington Mill, then returning back to High Street via both Mill Lane and the Callington Park Laneway.

There also needs to be pedestrian direction from High Street to the Aquatic Centre.

Pedestrian signage could also be investigated for a Heritage Trail through the town.

5. Streetscape improvements

Action 5.1 - Develop Streetscape Guidelines

Develop an integrated landscaping, lighting, signage and street furniture details guideline to provide:

- a palette for the township based on local materials, landscape colours and textures of the local area, specify signage, public furniture, railing and toilets based on the above palette;
- a selection of plantings and complementary heritage landscaping works;
- gateway and rest point treatments;
- finishes and specifications of the footpath and trail network; and
- a consistency in approach, particularly within heritage precincts.

This guideline will provide direction for individual Council projects and improvements to the public realm through private development.

Action 5.2 - Create a Village Design Plan

Strengthening the Main Street environment of High Street to act as the central organising element through consistency in approach, particularly within heritage precincts. This approach will be what that 'ties' the town together through:

- 'Walkable' streets via consistent tree planting, seating, public art, and landscaped pedestrian crossings;
- Lighting that is warm and complements the township's heritage character with higher level provisions at central gathering spaces and other key areas;
- Sensitive infill development that complements the heritage character of the High Street;
- Tactical interventions that test activities on vacant sites and in vacant buildings to inform longer term changes and attract investment;
- Target niche high end food/wine outlets to establish business on the High Street;

- Encouraging buildings to be used for their historic purpose, to avoid the High Street evolving into a purely tourist business function;
- Provide and promote access to Callington Park through the public laneway alongside the Midland Hotel; and
- Upgraded toilets.

Action 5.3 - Underground the Power on High Street

Investigate the undergrounding of the power infrastructure on High Street from Dudley Street to Church Street consistent with the work already undertaken on the northern end of High Street. The distance is approximately 900m.

6. Resilience of the town to climate change impacts

Action 6.1 - Create a bushfire management plan for Oatlands.

The Tasmanian Fire Service in conjunction with Council is currently creating a bushfire management plan for the town. This plan will need to include bushfire hazard management areas, consideration of appropriate fire truck access and available water supply. This document should be designed to meet the requirements of future subdivisions against the Bushfire Hazard Code of the planning scheme.

Action 6.2 - Ensure power network resilience.

Energy to Oatlands is provided by Aurora, however as the township is at the end of the distribution network, it is affected by low reliability and future capacity constraints.

The township is located within the Central Planning Area of TasNetworks planning area network, which is generally supplied from the 110 kV network between New Norfolk, Tungatinah (near Tarraleah) and Waddamana substations.

TasNetworks have advised that recent works have been undertaken to supply the new distillery to improve reliability to the Oatlands area.

Furthermore, a review of the TasNetworks Annual Planning Report 2020 identifies that within the central planning area, there are a number of proposed network developments and asset replacements planned for the central planning area over the next 10 years.

However, these are predominantly scheme replacements or asset replacement works, not augmentation of the network. Council should continue to liaise with TasNetworks to ensure the network has resilience in the event of damage by a climate change event (including increased bushfire risk to power lines), particularly in relation to the communications network.

Further alternative community energy sources (such as wind and solar) could also be investigated to supplement the grid supply to the town and potentially supply a charging station for electric vehicles.

7. Facilitating development of key infrastructure to support economic development.

Action 7.1 - Undertake a feasibility study into provision of fibre to the premises for high speed NBN.

Encourage a feasibility study into provision of fibre to the premises for high speed NBN.

Action 7.2 - Undertake a feasibility study of providing an underground gas service to Oatlands.

Undertake a feasibility study into provision of an underground gas service to Oatlands to meet current and future energy requirements and to encourage industry to the township.

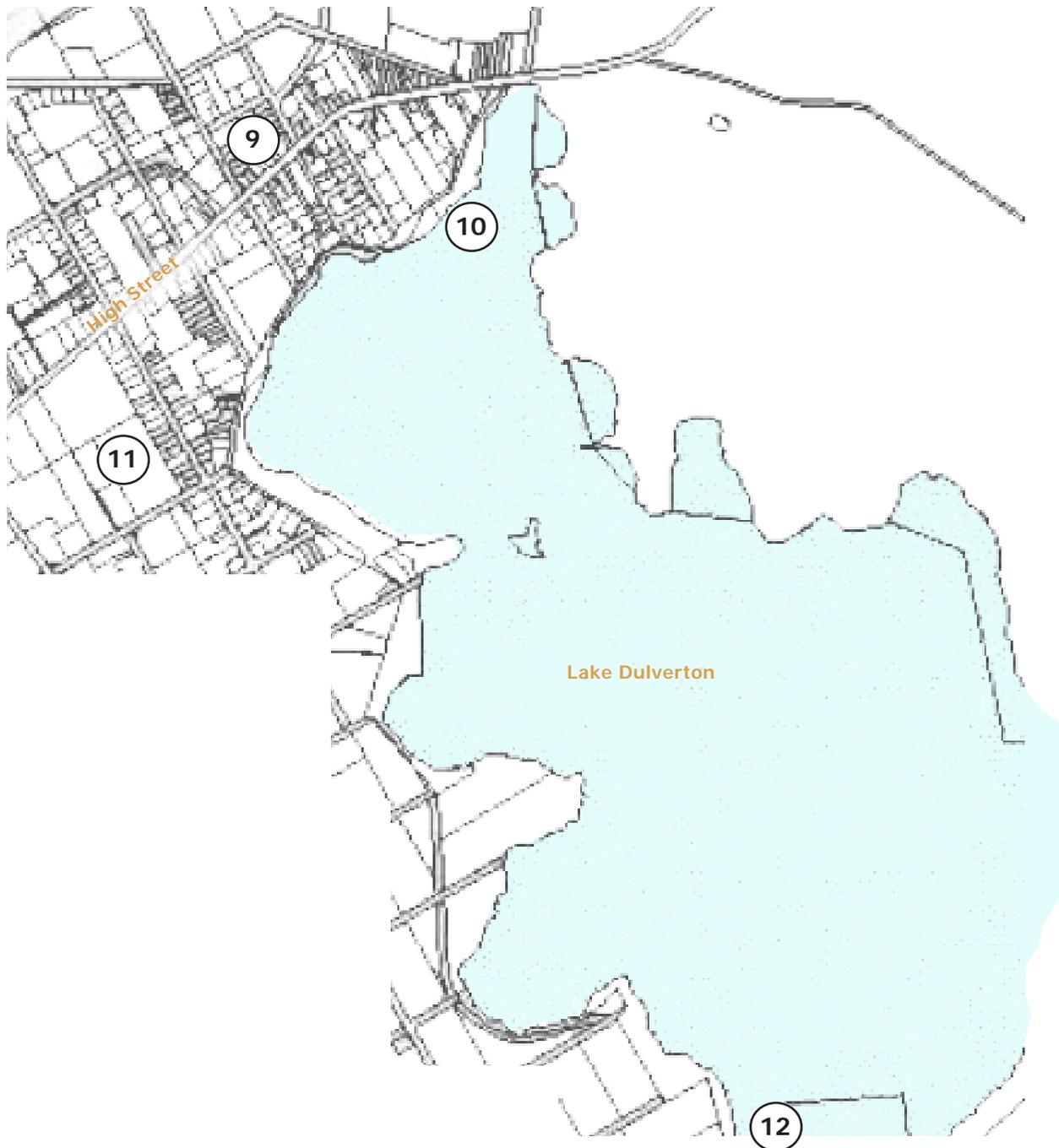
The service would effectively be a spur line from the TasGas pipeline located to the west of the township.

Land Use and Development Directions



Key actions for Oatlands have been translated into development directions for the township and those with a spatial application are shown in the following maps (excluding those for traffic found in Appendix C).

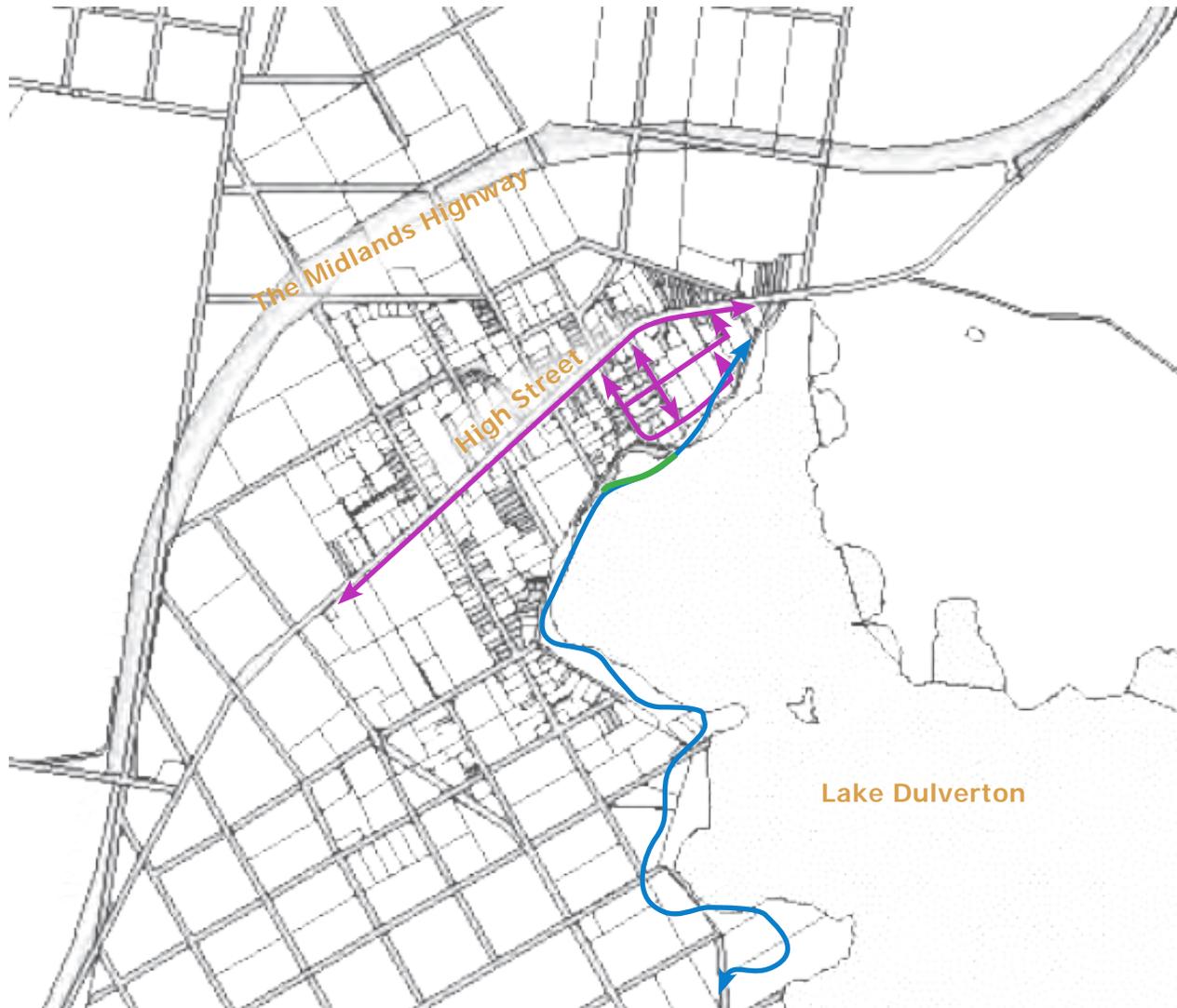
- ① Create an Oatlands Town square in front of Oatlands Town Hall and the Old State School fronting High Street.
- ② Construct new toilets facilities at the new playground and upgrade the toilet facilities at the rear of the Council chambers to a high standard.
- ③ Strengthen trail links around Oatlands.
- ④ Create a Conservation-based interface with Lake Dulverton.
- ⑤ Unlock residential growth in the town through site identification, master planning and services upgrades.
- ⑥ Investigate land for rural support services, logistics and processing.
- ⑦ Foster development of a knowledge based economy development centered around Heritage.
- ⑧ Create a Village Design Plan that focusses on strengthening the High Street's identity



Land Use and Development Directions (continued)

- 9 Install improved pedestrian signage to link the Aquatic Centre, Town Square, Lake Dulverton and Callington Mill, creating pedestrian flow along High Street.
- 10 Create an accessible boardwalk, which traverses over the water to showcase Lake Dulverton and its diverse birdlife; an interpretation point will explain the cultural and natural values of the lake.
- 11 Unlock residential growth in the town through site identification, master planning and services upgrades.
- 12 Widen the existing 1.2m gravel track along the western side of Lake Dulverton; create a focal point at the southern end of the lake in Bacons Bay which will include a small carpark and public toilet off Tunnack Road.

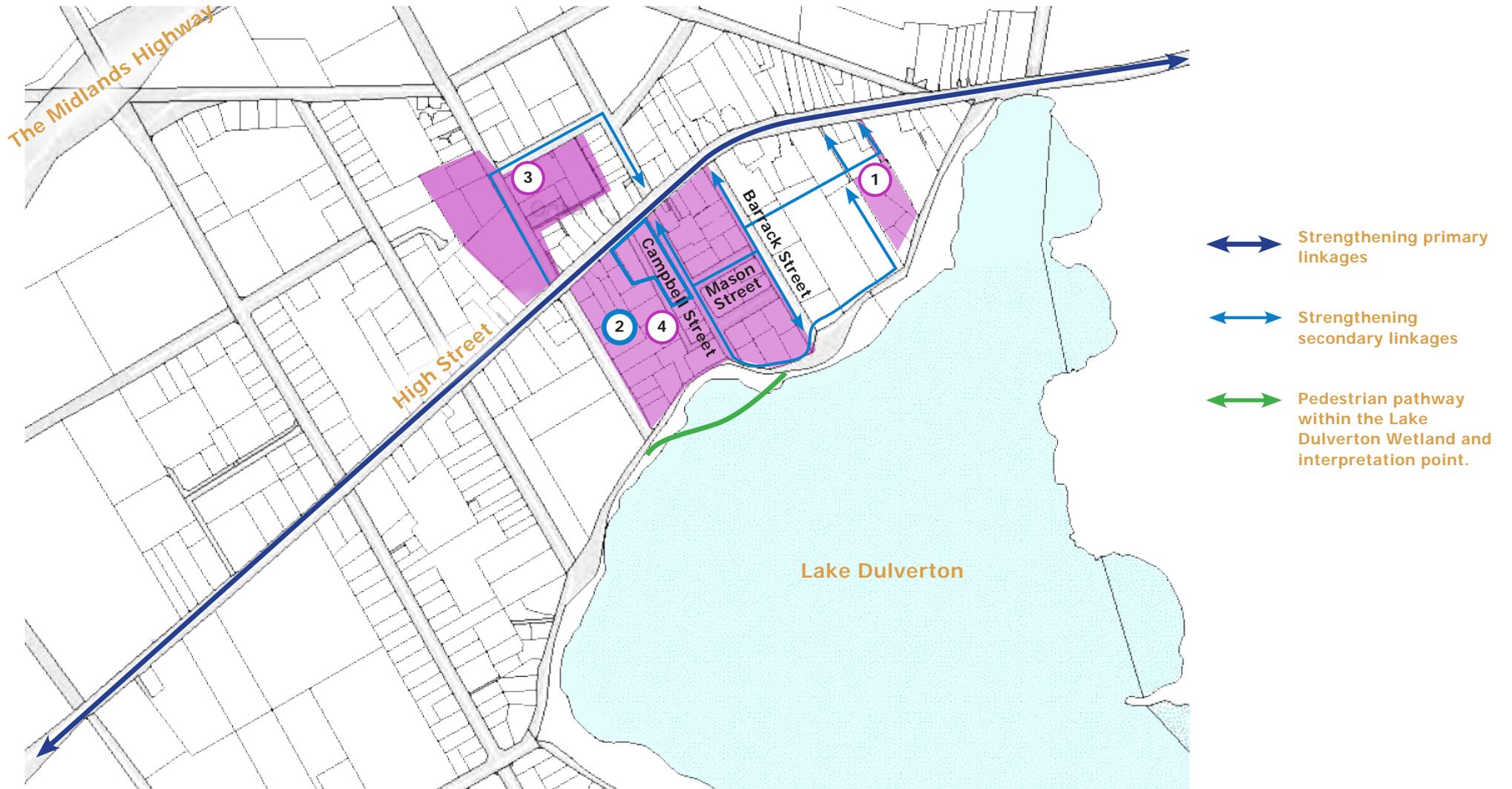
Key Linkages



-  Widen the trail to the Southern end of Lake Dulverton and create a focal point.
-  Development of a Heritage Walking Trail through the township linking key sites.
-  Construct a pedestrian pathway within the Lake Dulverton Wetland and interpretation point.

4.0 The Structure Plan

Township Precincts



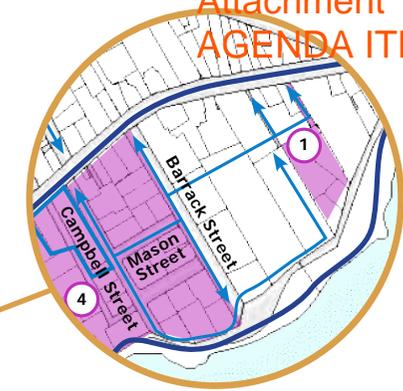
Key Precinct

- 1 Callington Mill Precinct
- 2 Callington Mill Precinct
- 3 Health & Wellbing Precinct
- 4 Military Precinct

- Strengthening primary linkages
- Strengthening secondary linkages
- Pedestrian pathway within the Lake Dulverton Wetland and interpretation point.

4.0 The Structure Plan

Callington Mill Precinct



(from) Township Precincts

 Precinct Boundary

 Car Parking Areas

 Key Pedestrian Linkage

 Continued development of the playground

 Food Van/Open Space

 Construct new toilet facilities at the playground

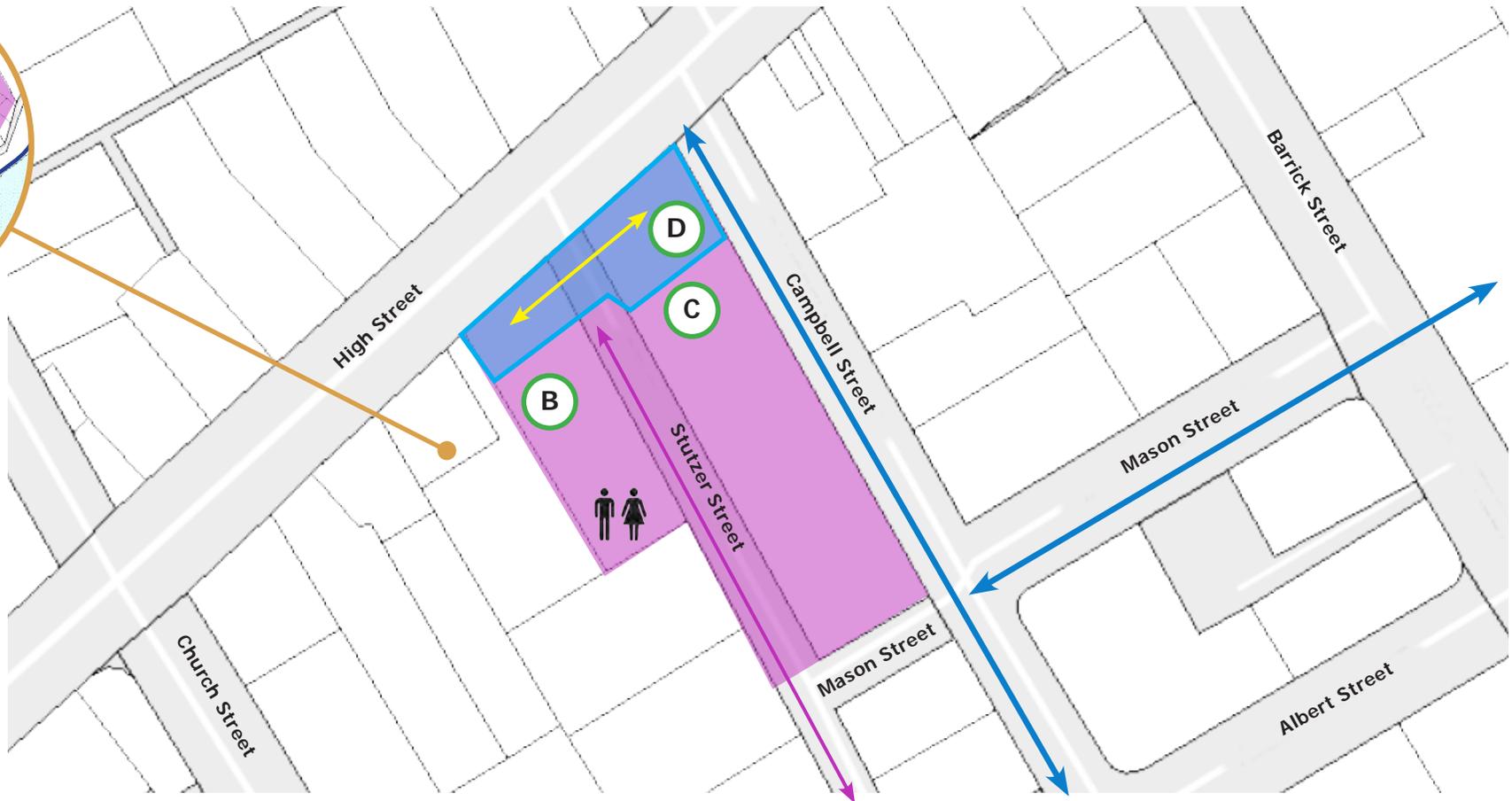
A

Construct new toilets facilities at the new playground and upgrade the toilet facilities at the rear of the Council chambers to a high standard.

Proposed Town Square Precinct



(from) Township Precincts



- Precinct Boundary
- New Civic Open Space
- Landscaping and sightliness between the Town Square and former Courthouse Site
- Strengthen connection between forecourt areas of Council and the Old School Site
- Key Pedestrian Linkage
- Upgrade/replace toilet facilities (to the rear of the Council Chambers)

- B Council Chambers
- C Old School

- D Create an Oatlands Town Square in front of Oatlands Town Hall and the Old State School fronting High Street.

4.0 The Structure Plan

Health and Wellbeing Precinct



(from) Township Precincts

-  Precinct Boundary
-  Key Pedestrian Linkeage
-  Strengthening Pedestrian Linkages to support navigation to the town centre (universally designed, children & age friendly)

-  Midlands' Multi Purpose Health Centre
-  Aquatic Centre Building



5.0 Implementation

Attachment AGENDA ITEM 15.7.1

The purpose of this section is to set out how the above actions will be realised in practice. The Strategies and Actions relating to them have been summarised in the Implementation Plan found in Appendix A.

The actions have all been given an agency that is responsible for delivering it and an approximate cost for that delivery and a priority. This gives decision makers the tools necessary to utilise existing budgets and formulate future budgets to include the capital requirements to deliver the Actions. Some Actions do not require a budget and can be commenced within existing operating expenditure.

It is recommended that the Council hold a community meeting annually for three years following the completion of this Structure Plan to update the community on the progress of the implementation plan.



A. Implementation Plan

STRATEGIES	ACTION	RESPONSIBILITY	EST. COSTS (APPROX)	PRIORITY (HIGH, MEDIUM, LOW) & TIMING
1. IMPROVED PASSIVE RECREATION OPPORTUNITIES.	Action 1.1 - Design and co-create an Oatlands Town Square in front of Oatlands Town Hall and the Old State School fronting High Street.	Council	\$600K	High
	Action 1.2 - Continued development of the playground.	Council	\$800K	High
	Action 1.3 – Construct new toilets facilities at the new playground and upgrade the toilet facilities at the rear of the Council chambers to a high standard.	Council	\$1M	High
	Action 1.4 – Promote the former rodeo paddock for events.	Council	Operational Budget	Medium
	Action 1.5 - Increase conservation based activities on Lake Dulverton (pathway and focal point)	Council	\$850K	Medium
	Action 1.6 - Increase walking activities around Lake Dulverton (pathway and interpretation point)	Southern Midlands Council/ PWS	\$350K	Medium
2. PROTECTING THE HERITAGE VALUES OF OATLANDS WHILST PLANNING FOR RESIDENTIAL AND INDUSTRIAL GROWTH.	Action 2.1 - Unlock residential growth in the town through site identification, master planning and service upgrades.	Council/TasWater	\$50K (Strategic Master Planning only)	High
	Action 2.2 – Investigate land for rural support services, logistics and processing.	Council	Operational Budget	Low
	Action 2.3 – Review and update relevant provisions of the Planning Scheme’s Historic Heritage Code.	Council/Heritage Tasmania	Operational Budget	Low
3. RETENTION OF EMPLOYMENT PATHWAYS FOR LOCAL WORKERS IN THE AGRICULTURAL AND TOURISM SECTOR, IN PARTICULAR YOUTH EMPLOYMENT.	Action 3.1 – Affordable Housing Opportunities (create)	Council/Housing Tasmania	Operational Budget	High
	Action 3.2 – Create a heritage-based knowledge economy development.	Council	Operational Budget	High
	Action 3.3 – Investigate land for rural support services, logistics and processing.	Council	Operational Budget	Low
	Action 3.4 – Investigate attracting a major institution (i.e. University)	Council	Operational Budget	Low
	Action 3.5 – Continue support for a larger scale tourism facility.	Council	Operational Budget	Low

A. Implementation Plan

STRATEGIES	ACTION	RESPONSIBILITY	EST. COSTS (APPROX)	PRIORITY (HIGH, MEDIUM, LOW) & TIMING
4. RESOLVE PARKING ISSUES, PARTICULARLY ON THE HIGH STREET AND AROUND THE AQUATIC CENTRE AND ESPLANADE (REFER TO APPENDIX C).	Action 4.1 - Create refuge islands at strategic points on High Street, supporting people to cross the road safely and providing awareness signage to encourage traffic slowing at the entrance to the town.	Council	\$206,630	High
	Action 4.2 & 4.7 & 4.8 - Replace the angled car parking arrangement on High Street, improve parking facilities in Church Street and strategically locate caravan/RV parallel parking with the direction of overflow into the Barrack Street car park.	Council	\$260,250	High
	Action 4.3 & 4.5 - Provide accessible car parking spaces at strategic locations along High Street, outside the hospital and at the Barrack Street car park.	Council	\$19,235	High
	Action 4.2 - Update existing parking restrictions along High Street, where the time limit is 15 minutes or longer, to show a legend (including 1/4 P etc) and be marked in accordance with Australian Standard 2890.5.	Council	\$4,182	High
	Action 4.3 - Formalise Parking & Access to the rear of the IGA Store.	Council	\$247,290	High
	Action 4.4 - Provide Coach Parking drop off and pick-up points on High Street to create pedestrian flow.	Council	\$18,984	High
	Action 4.2 - Install 15-minute parking restrictions outside local businesses (including the Post Office, Chemist, Pancake and Crepe Shop).	Council	\$4,182	High
	Actions 4.1- 4.8 - Improve accessibility by foot, bus and bike to key areas of the township through signage, sealing, bus and parking improvements.	Council	\$172,650	High
	Action 4.6 & 4.9 - Define the precinct and improve traffic and pedestrian access by widening the Esplanade and defining it through a new surface, along the Esplanade as well as north of Barrack Street.	Council	\$1,148,622	Medium
	Action 4.9 - Implement traffic improvement and safety measures along the Esplanade and nearby locations.	Council	\$555,800	High

A. Implementation Plan

STRATEGIES	ACTION	RESPONSIBILITY	EST. COSTS (APPROX)	PRIORITY (HIGH, MEDIUM, LOW) & TIMING
5. STREETScape IMPROVEMENTS	Action 5.1 - Develop Streetscape Guidelines for the township (integrated lighting, landscaping, signage and street furniture)	Council	\$50K	High
	Action 5.2 - Create a Village Design Plan to strengthen the High Street's identity with a focus on identity and which provides a cohesive and unified approach to streetscape works.	Council	\$30K	Medium
	Action 5.3 - Underground the Power on High Street	Council	TBA	Low
6. RESILIENCE OF THE TOWN TO CLIMATE CHANGE AND ENVIRONMENTAL IMPACTS, SUCH AS BUSHFIRE AND FLOODING	Action 6.1 - Create a Bushfire Management Plan for Oatlands	Council	\$20K	High
	Action 6.2 - Ensure power network resilience , particularly given increased bushfire risk to power lines.	Council	\$30K	Medium
7. FACILITATING DEVELOPMENT OF KEY INFRASTRUCTURE TO SUPPORT ECONOMIC DEVELOPMENT	Action 7.1 - Undertake a feasibility study into provision of fibre to the premises for high speed NBN.	NBNCo	NBNCo Capital Works (budget)	Medium
	Action 7.2 - Undertake a feasibility study of providing an underground gas service to Oatlands.	TasGas	TasGas Capital Works (budget)	Low

B. Stakeholder and Community Engagement

As part of the process of preparing a Structure Plan for the township of Oatlands, Council sought to understand local issues and opportunities accurately, as well as ensuring local ownership of the Structure Plan. This was through ensuring that the community and key stakeholders had an opportunity to provide meaningful input and shape the content of the document to ensure it is a truly shared vision in the form of a structured engagement process. The engagement process consisted of three phases which are outlined as follows:

- Phase 1 (August 2020) – The purpose of Phase 1 was to inform the development of a draft Structure Plan through consulting the community to identify general issues and opportunities;
- Phase 2 (January/February 2020) – The purpose of Phase 2 was to present the draft Structure Plan back to the Community for any additional feedback and inputs;
- Phase 3 (June 2021) – Council present the final Structure Plan to Council for adoption by elected members.

In addition to the above avenues, residents, ratepayers, and other interested community and stakeholder representatives were provided opportunity to have their say either by completing a survey or making a written submission. Further detail of phases one and two of engagement is outlined in further detail below.

Informing development of the draft Structure Plan

Engagement Activities

To inform the initial development of the Draft Structure Plan, the Community and Key Stakeholders were provided an opportunity to provide feedback on issues and opportunities through a combination of online and in-person avenues. Each of these is outlined as follows:

- *Student Engagement Workshop* - A Student Engagement Workshop was held on August 14 at Oatlands District High School to obtain input from younger demographics (with the Student Leadership Group which consisted of eight students from grades 7 to 10);
- *Public Stall Display* - A Public Stall Display outside the IGA supermarket on August 14;
- *Community (Town Hall) Meeting* - A Town Hall meeting to capture feedback from key stakeholders and the community broadly;
- *Online Surveys* - Dissemination of an online survey via Survey Monkey and an invitation to provide written submissions;
- *Invitation for Written Submissions* - Members of the local community were invited to make written submissions.

Promotion of Engagement Activities

Details of the above engagement activities, including venues, key dates, and activities, were promoted through the following avenues:

- A general email to all key stakeholders;
- A general poster placed in both the Council chambers and small businesses throughout the township; and
- Social media posts on the Southern Midlands Council Facebook page.

Details of levels of engagement, key representation data and findings of the engagement activities are outlined on the following pages.

B. Stakeholder and Community Engagement

Engagement Findings – Student Engagement and Public Stall Display

Consultation comprised student engagement and the public stall display, which was generally structured around eight key themes. Feedback from all activities from Phase 1 of the engagement has been synthesized under each as follows.

1. Township areas important to locals

Areas of the township important to locals are its heritage values, food stores, a library open to everyone, agricultural study pathways, safety, a sense of community (including between peers), and supports and services (particularly healthcare and the ease of seeing a doctor and access to emergency services).

2. Limitations and Constraints

Local Economic Development

- Shops in the township are unaffordable, particularly for fresh produce;
- Most stores close around 3pm, so cannot be accessed after school or work hours.

Safety, Traffic and Parking

- Angled car parking on High Street is unsafe;
- There is a lack of accessible car parking spaces, including to the rear of the IGA;
- Numerous trip hazards on footpaths, including high kerbs on High Street (posing a problem for elderly residents);

- Traffic speeding and parking issues, particularly around the Aquatic Centre and Health Services (including Church Street, High Street, South Parade, and Gay Street);
- Night-time anti-social driving behaviour;
- Lack of footpath and wheelchair access from Hawthorn House (disability/respite care) at 12 Church Street, particularly to the Aquatic Centre and High Street services;
- Provision of additional car parking adjacent to the school upon land between the nearest school building and the frontage.

Recreation, Open Space and Activities

There is concern about use of Public Open Space, namely:

- for provision of overnight caravan parking and other uses other than its intended purpose for local recreation and amenity;
- the need to retain open grassed spaces, including for games;
- the barbeque area is popular and some people want more of this type of covered space either in the park or elsewhere (apparently used by community groups, including for meetings).

At peak times, barbeques can be too occupied by grey nomads and those passing through in caravans. There are limited cultural activities outside of school, nor a junior football or cricket team.

B. Stakeholder and Community Engagement

3. Opportunities and Improvement Areas

Programming, Activation, and the Public Realm

- Activation of Lake Dulverton, including odour reduction, provision of water based recreational opportunities, seating, and more rubbish bins;
- An Artist residence and/or community art gallery;
- A hotel to improve accommodation options within the town (currently limited);
- Improved street lighting around the township;
- Provision of all ages activities that encourage people to spend time in the township;
- More barbeque areas and covered spaces either in the park or elsewhere (which can also be used by community groups for meetings);
- Explore opportunities for more engaging activities suitable for a range of age groups (e.g. mini golf with a heritage theme);
- General streetscape improvements to improve the town's public realm, including to all footpaths in the township (including universal access and crossing points along High Street);
- Consideration as to whether the bus stop adjacent to the bottle shop is in the best location;
- Public toilet facilities - consider either renovation of existing public toilets to the rear of the Council chambers or new public toilet facilities; if new public toilets are developed on High Street, they should have a line of sight with businesses;
- Improved way finding, including marked trails and signs to direct people around the town with information and interpretative signage.

Health and Recreation

- A community gym to support health and fitness;
- The use and future of the former swimming pool site;
- Widening of the existing walking track to Parattah to allow for a dual walking and cycling use;
- Increased pedestrian linkages between uses/areas (e.g. Callington Park playground to High Street and the Aquatic Centre);
- Improved and increased number of paths and trails for both cycling and walking (including around the foreshore of the lake and around the town, plus covered seating and stops in more places);
- The existing walking track to Parattah should be widened to allow for dual use as a walking and cycling track;
- Paths and trails for cycling to be improved as well as walking (e.g. around the lake foreshore and possibly dedicated bike paths around town, plus covered seating/stops in more places).

Transport and Facilities

- Car parking at the IGA site and on a section of High Street adjacent to the school;
- Additional car parking adjacent to the school (on land between the school building and frontage);
- Signage for caravans to the stop over area which ensure they do not travel through local residential areas of the township;
- Considering relocating bus stops adjacent to the bottle shop;
- A tourist information centre is needed within the Callington Mill precinct;
- Inclusion of toilets at the new playground and new toilets on High Street to replace those dated to the rear of the Council chambers (which should have a line of sight with businesses);
- Consider relocation of the existing blackwater dump as it currently draws caravans and motorhomes into otherwise quiet areas of the town.

B. Stakeholder and Community Engagement

4. Opportunities and Improvement Areas

Transport and Facilities (continued)

- Improvement of driving behaviours through traffic calming measures; an assessment of speed limit measures on Church Street, South Parade and Gay Street; as well as considering making these streets one-way.

Engagement Findings – Community Meeting

The Community Meeting consultation consisted of two components, each of which is outlined below.

Consultation on issues generally relevant to the township were structured around six key themes, namely 'Community Development and Youth Employment'; 'Activation of the Township (Visitor and Resident Growth)'; 'Economic Development'; 'Landscaping, Urban Design, Linkages and Public Facilities'; 'Heritage'; and 'Traffic, Parking and Safety'.

Issues raised at the Student Workshop and Public IGA Stall were further unpacked to achieve a greater level of practical application, though this formed a minor component of the Community Meeting.

Each of these is synthesised as follows.

Community Development and Youth Employment

To strengthen educational and other opportunities for young people in the township, the following steps were identified:

- Undertake a skills audit to determine skills that are required (e.g. stonemasons, electricians, builders, and hospitality workers) as well as exploring opportunities with the School farm and shearing school;
- Conduct a survey of businesses to provide a benchmark of business prepared to be engaged with students for longer experience, work placement, and other trials;
- Increase school holiday and after school programs with cultural and historic activities in mind.

To strengthen Oatlands role as a rural service centre, the following needs have been identified:

- Increased provision for women's health services;
- Improved disability access and parking at strategic locations, including limited accessible parking outside the hospital;
- Improving affordability of the community car (which is currently available but not cheap);
- In planning for an ageing population, increase supply of aged care accommodation and provision of a greater number of affordable transport options;
- Strengthening a sense of community through a Country Women's Association, a greater connection with the school farm, and similar initiatives;
- Improved GP services in the town.

To strengthen the health, wellbeing and sense of community amongst local residents, the following needs have been identified:

- More structured recreation areas such as tennis courts and facilities for aged care fitness classes;
- Utilise the school gym as a Police Citizens Youth Club to get town youth engaged in more diverse recreational activities;
- Investigate the development of a community gym to support health and fitness;

B. Stakeholder and Community Engagement

- Community goals linked with fundraising efforts (such as 'Dry July');
- Explore the development of a historical society.

Activation of the Township (Visitor and Resident Growth)

To encourage greater visitor numbers to stop and stay for longer in Oatlands, the following initiatives were identified:

- More overnight accommodation, sympathetic to the township and up market (such as a boutique bed and breakfast);
- More cafes, coffee shops, and other experiences;
- Improved, consistent signage including:
 - Clear signs between Lake Dulverton and High Street;
 - Clearer directions to parking areas and the Lake on the Esplanade;
 - Directional signage to redirect heavy vehicles to appropriate routes.
- Signage to be complemented by a clear, strategic approach to digital communications and internet information (such as social media, relevant tourism websites and other avenues);
- Activation of Lake Dulverton, particularly in visibility from the northern entrance to the town;
- Creating a weekend experience;
- Strengthening of Oatlands unique identity, including:
 - through marketing and promotion of good news stories;
 - advertising the community as a whole;
 - the township as a base for people to enter the lake country/highlands;
 - township tours linking historic areas of the township such as the Courthouse, Jail, Township and Lake;
- More creative public events such as book launches, festivals, films, historic tours, markets at the village square, as well as continuation of the Heritage and Bullock Festival annually;

- An improved information centre, including volunteers to assist;
- An improved bus service to link with Glenorchy and Hobart.

To encourage greater population retention and encourage new residents:

- Employment opportunities, residential land supply, and affordable housing must be provided;
- A diverse range of small businesses and a strong sense place should also be cultivated.

Economic Development

Current issues that local businesses face have been identified as follows:

- Tourism and business signage is too close to the southern entrance off the highway and should be relocated closer to the business areas;
- There are seasonal fluctuations in trade numbers and activations, such as festivals, should be considered for colder months of the year;
- The economy needs to be diversified beyond a focus on tourism for long term sustainability and one recommendation was conference facilities;
- Opening hours of businesses problematic because they are not regular or coordinated, which reduces consumer confidence as people do not always know businesses are open;
- There is nowhere to get a coffee on a Monday or Tuesday or enough locations for an evening meal;
- RV parking in front of businesses – relocation of this parking should be considered for Barrack Street;
- Consider capturing some fees from campers for power and water that they are supplied to capture value.

B. Stakeholder and Community Engagement

To further economic development within the Oatlands, local business types suggested by locals that the township should seek to attract include accommodation, a Country Women's Shop, artisans and businesses on the High Street, an iconic bakery, and more opportunities to showcase heritage crafts and skills. Development of a retirement village should also be considered.

Landscaping, Urban Design, Linkages and Public Facilities

Issues:

- Given the close proximity of the Distillery to Callington Mill, concern was raised regarding the Distillery's aesthetic impact;
- The character of the block near Callington Mill should be improved;
- The current street light design is not in keeping with the heritage character of the township and a coordinated urban design approach needs to be taken;
- There is currently no central gathering point;
- The area of Callington Park and other open space has been reduced by RVs – although it is not zoned as a caravan park, it is illegally used by caravans;
- There are no public seating spaces on High Street – it should be more welcoming for pedestrians.

Opportunities:

- Retain a fine grain character and build on the township's strong aesthetic values;
- Alter the frontage of the Town Hall building allowing ease access for events such as ANZAC day; Traffic slowing initiatives to attract people to the town;
- Develop an area for caravans and RVs;

- Road reserves throughout town could allow for future recreational opportunities;
- New linkage opportunities identified are as follows:
 - between the historic precinct and the commercial precinct (High Street);
 - between High Street and the health centre;
 - wayfinding and signage to strengthen the connection between High Street and Callington Mill;
 - a heritage walking trail that links heritage buildings along the way;
- Provision of a park and toilets at the Aquatic Centre site;
- Improved street lighting around the township, namely:
 - Installment at the rear of the IGA and the Kentish Hotel;
 - Amber lighting was exchanged for white lighting, but this is not considered in keeping with the character of the town;
 - Use of yellow lighting should be considered for the town precinct;
 - Lighting at pedestrian crossings.
- Ensure that major paths around the township, not only High Street, are suitable for mobility scooters, walking frames, and sticks;
- Walking and cycling routes to be provided on shared paths;
- Improved signage at Campbell Street, Barrack Street, the entrances to the township, the Court House and Jail, and for Lake Dulverton;
- Incorporation of small seating areas surrounded by garden and trees around the township to enhance the heritage character;
- Grassed open space;
- Consider replacement of trees along the Esplanade with different species;

B. Stakeholder and Community Engagement

Opportunities (continued):

- Provision and improvement of public toilet facilities through renovation or rebuilding of those behind the Council offices and provision of additional public toilets, particularly in Callington Park and at the new playground;
- Provision of areas for additional barbeque and public use facilities, with the community considering the most appropriate locations as the Old Council Depot and the edge of Lake Dulverton and areas of the foreshore;
- Investigate an appropriate location for a Tourist Information Centre, possibly within the Callington Mill Precinct (noting Council previously ran one), or at the heritage hub or stables.

Strengths:

- Retain the line of sight between High Street and Lake Dulverton;
- The walking track to Parattah that follows the old rail line;
- The walking track around Lake Dulverton.

Heritage

- To distinguish the township from Richmond, residential properties in the main street should be protected from becoming commercial;
- Apply the Burra Charter principles to the township and use the Callington Mill site for what it is (mill, grain store, residence etc);
- Strengthen creative information on convict heritage (similar to the Campbell Town pavement) identifying which convicts were located in Oatlands, including a static display;
- Increase use and improve interpretation of heritage spaces and sites, including a phone application, advertising campaign, consistent signage and staffing for 'open' events and sites.

Traffic, Parking and Safety

Assets and maintenance

- Concern about vibration from heavy vehicles and impacts on heritage buildings – have noticed cracking;
- Footpaths and drainage require upgrading and current pavements are dangerous or mismatched;
- Upgrade the Esplanade and Barrack Street;
- Provide shading for car parking.

Traffic Slowing

- on Church Street outside the MMPHC;
- traffic calming and safety measures along Esplanade;
- general speed reductions;
- consider traffic calming devices for Church Street, Gay Street and South Parade, but no change to speed limit;
- traffic slowing at the entrance to the town, speeding is an issue, particularly along High Street.

Safety and Access

- Pedestrian crossings needed at the medical centre, care facility, and new pool; safer pedestrian crossings at designated areas;
- Address dangerous conflict at end of school day between vans and other vehicles turning left from Wellington Street into the Esplanade;
- Improve car parking and reduce conflict through line marking, consideration of rear to curb angle parking, and designated spaces for long vehicles;
- Tight access for caravans along the Esplanade;

B. Stakeholder and Community Engagement

- Heavy vehicles should not travel through the heritage precinct and should be provided designated parking;
- The angled car parking arrangement on High Street is considered unsafe and needs relocating, line marking and safety measures for oncoming traffic and pedestrians; angle parking from Gay Street to Chemist & angle parking Elm Cottage would improve car parking arrangements;
- Parking near the supermarket is dangerous as not many people seem to park at a 45-degree angle;
- Identify a specific area for RV parking off the High Street as it is problematic on High Street, due to currently blocking businesses;
- Areas of Oatlands where key car parking issues are experience are outside the IGA on the main street and all along High Street as drivers randomly 'U' turn anywhere – limit and slow traffic through High Street;
- Disability Parking should be provided near chemist and hospital and in Barrack Street car park;
- Concerns about anti-social behaviour from pub for access;
- Dangerous u-turns, including illegal turns from Wellington Street onto the Esplanade.

Supply and Demand

- Businesses are considered to provide adequate parking at present;
- Some car parking in the township is not used (e.g. Barrack Street);
- Traffic and car parking has been getting busier with people parking all day;
- There is a lack of accessible car parking spaces, including to the rear of the IGA, and signage to IGA parking needs to be provided as well as sealing of that car parking;
- Tourist bus parking required.

Time Limits

- 15-minute parking has been good for pharmacy business;
- Place time limit on other parking for a higher turnover.

Issues with heavy vehicle movements

- Barrack Street should be expanded for big vehicles – clear road network plan/road hierarchy;
- Trucks coming from Parattah, Tunnack and other places travel north through the town and not directly out to the highway.

Further unpacking student and community matters

Student matters

Township matters identified in the student workshop were further unpacked. The students identified heritage as a core value and those that the community identified of particular importance for preservation and optimisation are as follows:

- Character areas at the end of High Street;
- Greater information provision on a Pugin Church in the township;
- Cemetery tours;
- Support for heritage precinct controls; and
- Removal of a pseudo Georgian modern development which compromises the township's authentic heritage identity.

Facilities

Facilities of greatest importance are the ease of being able to see a doctor and access health and emergency services.

B. Stakeholder and Community Engagement

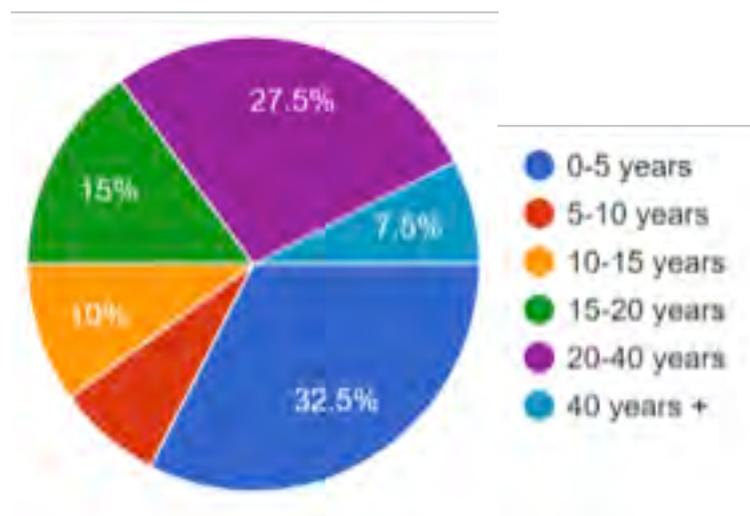
Engagement Findings – Online Survey

Survey Participant Representation

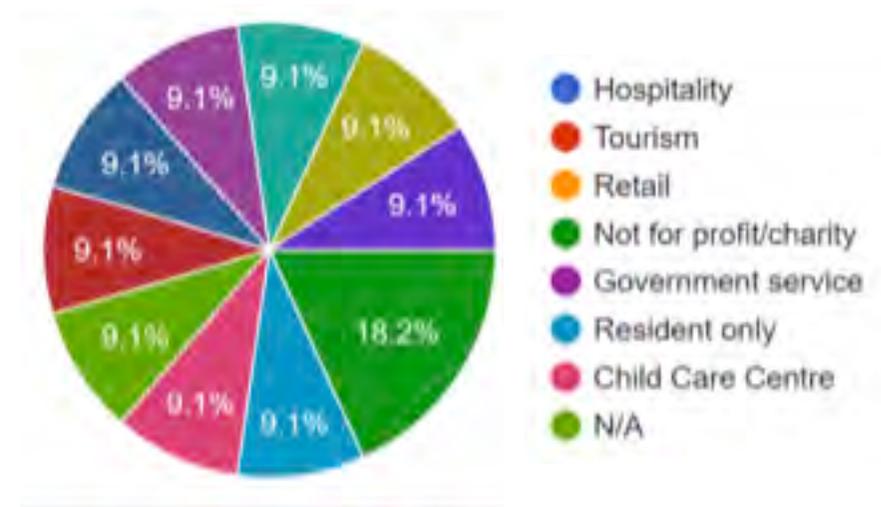
The online survey had 40 responses and of these:

- 87.5% of participants were residents or ratepayers;
- 44.5% of participants were either business owners or employed within the township (20% and 22.5% respectively);
- 15% of participants lived in the region but visited Oatlands to access services.

Of the residents that participated, the dominant group of participants (32.5%) were relatively new to Oatlands, having lived there between 0 and 5 years. The second most represented group were those who had lived there between 20 and 40 years (27.5%). Representation of all residents is shown in the Pie Chart below.



Ratepayers or tenant survey participants that were not residents of Oatlands represented a diverse range of businesses as shown in the Pie Chart below.



Township Priorities

Based on survey results, general consensus for township priorities against key areas is as follows:

- Access and Public Realm – Streetscape and Urban Design (64.9%), followed by Traffic and Parking (43.2%);
- Recreation and Play – Lake Dulverton and the Foreshore Area (62.2%), followed by Active Recreation opportunities (48.6%);
- Employment and Services – Health Services (77.8%), followed by access to Essential Services (75%) and Aged Care Services (66.7%);
- Tourism, History and Heritage – European History and Heritage (75%), followed by Aboriginal Cultural Heritage Values (52.8%).

B. Stakeholder and Community Engagement

Access and Public Realm

Survey participants prioritised the Access and Public Realm for a number of reasons. They consider current public spaces need improvement due to not being in accordance with the general character of the township; requiring more green areas and tree planting; as well as greater safety. Furthermore, accessibility and the public realm is particularly important to Oatlands as a small town, as it is best explored on foot and its appearance is interconnected with economic development as visitors find the township's authentic, unspoiled streetscape a key attraction. Good accessibility and public realm environments also prevent poor public health outcomes by being walkable and safe for diverse groups (including an ageing population).

Survey participants identified a range of areas within the township's public realm for improvement and opportunity. Lake Dulverton was a key area (particularly the southern end) and its surrounds (including tree stump removal). Tree plantings should be provided for all streets, increased green areas on High Street, as well as improvement to lighting, public toilet facilities, and historical information. Furthermore, larger rubbish bins are needed outside the IGA and near the lake, as they often overflowing as well as public toilet facilities (close to cafes and playgrounds).

Pedestrian access should also be improved, including:

- provision of pedestrian crossings and universally designed accesses;
- refuge islands in areas of the town where visibility of traffic is poor and the street is wide (such as near the chemist) to support elderly people to cross the road safely;
- safety and pavement improvements to all footpaths, including consistency of pavement;

- improved, subtle but clear signage linking town features (including access to the Heritage Precinct car park, public toilets, and the Lake);
- improved maintenance of dirt tracks and recreational trails surrounding the township; and
- Improved aesthetics, including the distillery building; street art to address less aesthetically pleasing buildings within the township; and warm street lighting.

Further to this, historic buildings in the main street and adjacent heritage precincts should be carefully preserved; areas near the Lake to be safe and secure for children; cypress pines replaced with Tasmanian species native to the area; as well as more landscaping tree plantings (older species) and topiaries.

Recreation and Play

Key Recreation and Play areas within the township of most importance to survey participants were analysed with passive and active recreation opportunities being of similar value (49% and 51% respectively). Activity types within both passive and active recreation opportunities were ranked in the following order:

- Lake Dulverton and the surrounding area – 22%;
- The Swimming Pool, Walking Track, and Sports Fields were all of equal importance – 17%;
- Parks and Gardens – 16%;
- Play Spaces – 10%.

Survey participants prioritised Recreation and Play for a number of reasons. Firstly, green areas are key in supporting community health and wellbeing, including providing safe recreation areas for children and families and supporting diverse outdoor activities for a broad cross section of people.

B. Stakeholder and Community Engagement

Callington Park brings history and the capacity for events together. The value of the Lake and Callington Park both need to be promoted, including protection of Callington Park's historic identity. Preservation of natural areas is important to attract those interested in camping and nature. There should be increased planting of trees and shrubs as Oatlands is a cold place (in particular, shade and wind protection in parks and gardens) and appropriate planting is also important for future generations. Finally, playing sport, swimming, walking safely and cycling are all important aspects for community members, and recreational areas that support these have been somewhat neglected.

These areas also have potential to attract visitors, and their maintenance and design enhances the experience for locals and visitors alike.

Survey participants identified a range of areas within the township's recreation and play areas for improvement and opportunity relating to a number of themes. These are outlined as follows:

- Trees - regular maintenance of trees (rather than cutting them down) and removal of cypress pines and replacement with native species; tree planting in Callington Park;
- Public facilities - upgrading play and barbeque areas (including child friendly environments and playgrounds with modern equipment); general improvements including better use of the football grounds which could include a skate park and outdoor ball courts;
- Clear signage to indicate the car park location beside Callington Park and walks that stem from there;
- Investigate the development of a village green and parks and gardens as a central attraction (to compete with similar historic towns such as Evandale, Westbury and Richmond);

- Recreational paths – investigation of a mountain bike track; continued development of walking tracks; developing a network of parks that are accessible to both young families and senior citizens; investigation of a bicycle and walking track through village byways that are sign posted with by way benches/landscaped distances marked (for runners) plaques at points of interest;
- Activation of the Lakeside – restoration of paths around the Lake that have washed away and are unsafe in many areas; development of a walking track and access to viewing spots (including bird watching); promotion of the lake and bird sanctuary; development of picnic areas and educational information about the Lake's value; development of a board walk to the small island within Lake Dulverton and construction of a heritage style gazebo (including a kiosk);
- Recreational amenities - completion of the swimming pool; investigate development of an off-leash dog park near the layover area would be an asset for grey nomads traveling with dogs; development of a mountain bike park; appropriately sized and designed playground equipment;

In addition to the above, other recommendations including provision of walking tracks, sports fields and a swimming pool; passive recreation through parks (including Callington Park); gardens, children's play spaces and the Lake Dulverton foreshore area; and a township gymnasium. Further recommendations related to recreational community development initiatives which consisted of providing environments for children to engage and participate in community; team sport options for all ages; community fitness goals; and recreational opportunities for young people in Oatlands.

B. Stakeholder and Community Engagement

Employment and Services

Employment and Services within the township of most importance to survey participants were analysed and ranked in the following order:

- Health Services – 17%;
- Access to essential services – 16%;
- Aged Care Services – 14%;
- Range of local businesses – 13%;
- Employment opportunities – 11%;
- Education opportunities and maintaining/increasing population – both 10%;
- Activities/services for young people – 8%;

Survey participants prioritised Employment and Services for a number of reasons. Essential services such as these underpin equity in supporting vulnerable community cohorts such as older persons; they encompass education, health services, aged care and child care which are vital to the life of the town; and they support economic development through providing local employment opportunities, as well as contributing to environmental sustainability (due to reducing carbon outputs through reducing travel to other service centres).

In turn, this is of benefit in maintaining and attracting diverse demographics to the town (particularly families and young people), which is necessary for economic development, particularly as transport to Hobart is limited to private transport. They also reduce travel time to larger centres (such as Hobart) for shopping and medical needs, supporting the wellbeing of older persons and other vulnerable demographics.

Survey participants identified a range of areas within the township's employment and services for improvement and opportunity relating to a number of themes. These are outlined as follows:

- Improved access to public transport;
- Investigate VET within schools to offer broader programme, peer support, and mentoring of skills and employment;
- Government agencies to optimise use of the community centre to bring services to town in order to promote the Southern Highlands as a desirable place to do business;
- Professional training for those in-service provision and maintaining existing services;
- Improved garbage disposal (this should be kept discreet) as well as general clean-up of residential properties;
- Consider upgrading and expansion of the Oatlands hospital (the Midlands Multi-Purpose Health Centre).

Local Economic Development

Survey participants identified a range of areas within the township's employment and services for improvement and opportunity relating to a number of themes. However, these were better suited under the additional category of local economic development and are therefore outlined as follows:

- Impartial economic development by Council, not only based on networks, including through streamlined and supportive planning processes;
- Local and diverse employment opportunities, including in tourism, aged care (including supporting industries), hospitality (quality meals to be available for tourists on all evenings after 4pm), local grocery options (linked with fresh produce of nearby agricultural land), a hardware store, plant nursery and boarding kennels;
- Youth employment opportunities complemented by community development to motivate individuals and assist young people to become 'job ready';
- Fostering and supporting entrepreneurship;

B. Stakeholder and Community Engagement

- Investigate the development of an annual festival (including more activity around the Mill), with one suggestion being a winter festival in the township with food, wine and fire pits;
- Investigate establishment of a local chamber of commerce run by skilled local businesspeople who are effective in promoting Oatlands and co-ordinating events and communications;
- Consider expansion of the library;
- Temporary installations that stimulate the local economy whilst trialling use of spaces within Oatlands for ongoing activation (such as theatre, music venues, a temporary skate bowl) with associated improvements to place (such as murals, street bunting, trees and plantings);
- Greater promotion of new businesses.

Survey participants identified a number of limitations and barriers to growth of business and employment. These can be summarised as follows:

- Burdensome Council restrictions;
- Concern that major projects delivered over the last 15 years lacked financial accountability and transparency;
- Infrequent public transport access to both local centres and major centres – more frequent and accessible service at an appropriate cost would enhance the opportunity for Oatlands to be an option for people to live and commute; closure of the train line from Parattah;
- Inadequate strategy for retention of and employment pathways for local workers, specifically:
 - Youth employment pathways;
 - Upskilling of those employed in unskilled labour displaced due to modernisation of farming practices;
- Apathy in attracting long term investment to the township, such as decentralising arms of Government to rural towns;
- A scattered, unfocussed approach to local business, specifically:

- Homogeneity of local businesses within the region and a need to further diversify/distinguish them from businesses of surrounding areas, including looking beyond tourism;
- Lack of collaboration between businesses (including trading hours) as well as lack of coordinated promotion and exposure of local businesses within the broader region and State;
- Unreasonably competitive restaurant trade resulting in a low profit margin with unpredictable trading hours;
- Lack of family activities.

Factors identified and/or perceived as contributing to the above by survey participants are fear of change and a 'small town' mentality; poor quality public facilities; lower visitation following the highway by-pass; an immediate, short term focus over long-term, strategic planning targets and associated service delivery; a need for increased focus general services and competition; and not understanding the needs of the town.

Recommended approaches to overcoming these barriers consist of education and encouraging new ideas; fostering community and business partnerships; providing contemporary attractions in the township and surrounding area (particularly for young people); fostering niche markets/points of difference from surrounding areas to attract investment; and increased advertising to promote businesses coherently. To underpin all of the above, good governance was identified as key, guided by transparency, fairness, and reforms where required. This consists of evidence-based decisions for attracting services to the township (e.g. cost benefit analysis); diverse and creative leadership from elected members; Council acting as a facilitator in supporting shop and café owners but not acting on their behalf; and engaged, dynamic leadership from Council. Furthermore, Oatlands should seek to attract effective, high calibre business leaders who have demonstrated success in business and can drive economic initiatives.

B. Stakeholder and Community Engagement

Youth Retention and Employment

There are divergent views on encouraging young people to stay in the township. Some survey participants are supportive of young people who grow up in the township remaining there and encourage support of this through employment and training opportunities such as apprenticeships, affordable housing pathways (in both rental and home ownership), secure employment opportunities, and a trade centre (including a childcare centre) operated by a Registered Training Organisation to provide career pathways for school leavers. Other survey participants are supportive of encouraging young people to leave the township so as to enrich their prospects and perspective on the world, then ensuring Oatlands is an attractive place to return to should they choose.

Regardless of pathways young people choose (which may depend on aspiration, life experience, and psychosocial functioning), survey participants provided a number of suggestions that would either encourage young people to stay or return after other experiences. These comprised adequate broadband and food franchises; good infrastructure and amenities (including a gymnasium and night time activities); a contemporary, modern education system (to ensure job readiness for employment in modern agricultural processes and advanced manufacturing); retaining the character of the township; access to global opportunities; and providing a wider range of experiences, including those that support a family oriented lifestyle.

Tourism, History and Heritage

Tourism, History and Heritage within the township of most importance to survey participants were analysed and ranked in the following order:

- History and Heritage (historic/European heritage values) – 30%;
- Aboriginal Cultural Heritage Values – 21%;
- Tourism and Visitor Services/Experiences – 20%;
- Callington Mill – 18%;
- Visitor Accommodation (e.g. range/quality) – 11%.

Survey participants prioritised Tourism, History and Heritage for a number of reasons. These comprised the following:

- Heritage - a recognised need for regular maintenance of heritage buildings and surrounding landscapes as well as more accommodation; the foundational importance of heritage to the township's identity (including the Mill as an icon) and the need to protect its future;
- Economic development – flow on employment from increased tourism and visitation; stimulation of the private economy by private investors with Council taking a hands-off approach;
- Indigenous reconciliation – working towards reconciliation with Tasmania's Indigenous peoples and history.

Survey participants identified a range of areas within the township's tourism, history and heritage for improvement and opportunity relating to a number of themes. These are outlined as follows:\

- Information provision - safe, illuminated information centres at St Peter's Pass and Lemon's Hill; greater information on agricultural and heritage history; cohesive and accessible information housed in a facility that utilises technology to engage current generations with history in a contemporary way; a visible tourist information kiosk;
- Signage - improved signage, including directional signage on high street to areas of interest and historical story boards as part of a 'history trail' around the township; adoption of local fauna symbols;
- Public facilities and the public realm – improve landscaping (including plantings along High Street and tree lined streetscapes); improve and increase public facilities such as toilets, access and information panels to encourage day trips;

B. Stakeholder and Community Engagement

Heritage

- development of a heritage hub;
- transition of the little Wesleyan chapel site opposite the school (currently in disrepair) into a small park area;
- partnering with the Oatlands District Historical Society to provide help with those interested in local and family history;
- maintenance of current sites and buildings, including updating plaques on heritage buildings explaining their history;
- government support of the history room;
- improved national heritage information (which is currently hard to read); promotion of existing accommodation and heritage buildings and sites;
- an information centre that offers guided walks and bicycle

Other areas of improvement

In addition to the areas outlined above, other areas that survey participants identified as requiring improvement and attention in Oatlands. Those relating to traffic and safety are as follows:

- Identification of roads, footpaths and car parking areas to be sealed, particularly for elderly residents;
- Angle parking safety issues;
- Provision of designated disability parking and caravan facilities;
- Traffic management, particularly around the Aquatic Centre and Esplanade;
- Safety of school buses turning onto High Street;
- Consistent road network planning across (including upgrades) across the Council region to improve accessibility to Oatlands;

- Improvement to the off-street parking area in Barrack Street with landscaping, clearly marked vehicle parking bays, and the addition of clean public toilets;
- An awkward road traffic area around Lake Dulverton (between school and radio buildings on lower level) needs clarification;
- A traffic plan around the Aquatic Centre.

Those relating to environmental management are as follows:

- Lake Dulverton environmental management and restoration; weed management, including addressing cape weed on the nature strips and non-native plantings around the lake;
- Stormwater drainage at Glenelg and Harriett Street's precinct;
- After a recent big rain there was grey water and/or septic run off in to the lake (Lake Street).

In addition to the above, other comments were that there should be planning in relation to housing development (particularly rentals) and infrastructure provision, including social housing partnerships with State Government; strategies for population growth and subsequent economic development; and a good train system. Furthermore, the township's strategic location between the State's two main cities should be capitalised on.

B. Stakeholder and Community Engagement

There was also general sentiment picked up in the survey responses that the community perceived issues with the level of impartiality and transparency of both Council and local groups (namely, the High Street Traders and the Oatlands Progress Association).

Specifically, concerns related to matters of local economic development (particularly tourism and heritage); engagement with the local business and resident communities; evidence-based decision making (based on comprehensive community surveys and consultation beyond simply informing locals of decisions already made); and consensus based decision-making processes of both Council and community associations and interest groups.

Township Events

Based on survey results, the most frequented local events based on those participants attended or were involved with are as follows:

- The Heritage and Bullock Festival (82.9%);
- The Community Market (60%);
- The Farmers' Market (54.3%).

Only 2.9% of participants attended the Oatlands Christmas Pageant and open-air craft events. 93% of participants identified events as important for Oatlands. General survey feedback on events was that they are important for the culture of the town in fostering pride and community togetherness; they can attract new people to the township; and have a role in putting that township 'on the map'. (such as sheep shearing and wool events).

In addition to existing events, those recommended to be introduced and/or explored are markets, concerts, agricultural events, food fairs, festivals (including music by the lake), arts and performance, garden events, use of the school farm to encourage agrarian activities, spring festivals (including incorporation of a 'retro' event), trades events (workshops or displays), continue with the Christmas pageant, and local events that promote rural qualities of the town

These should be coordinated into an events program on an annual schedule; have potential to be coordinated and aligned with broader calendar events (e.g. National Trust Heritage Week); and should be promoted at a State level. Recommendations to support existing and new event initiatives in Oatlands largely encompassed the establishment of strong governance structures, including working groups, a dedicated events/tourism officer (possibly a volunteer position), and a dedicated community development officer, including community from all levels not only select groups or committees. Further to this, events could be better supported with public facilities, more undercover spaces for those held outdoors, and better signage to toilets.

Township Values

Participants identified what they valued about Oatlands. This consisted of its people, community spirit and a sense of safety; small town charm and heritage character and architecture; a relaxed pace of life and local hospitality; access to day to day requirements such as services, shopping and medical requirements; and the natural landscape. In particular, participants favoured garden areas with trees; nature reserves; the Lake Dulverton walking track and esplanade (including birdlife and other wildlife); historic areas of the town including the Mill and High Street; the peace and tranquillity of private residential gardens; and the graveyard.

B. Stakeholder and Community Engagement

Full Survey Results – Priority Areas

Further to the above, full survey results are as follows.

Engagement Findings – Written Submissions

One written submission was received from a local community member.

The written submission highlighted the importance of the township's historic atmosphere and associated qualities such as grass swales (not curbing and guttering and concrete footpaths); soft and green country roadside verges and hawthorn hedges; as well as the 'northern' end of High Street, with its unbroken row of Georgian houses (strong streetscape). More broadly, the general character of High Street should be retained though. The submission also states the Pseudo Georgian appearance of infill buildings in historic areas of the town compromises on the local character and authentic heritage identity.

The submission also stated other concerns not specifically related to heritage. These consisted of concern about erosion of Public Open Space (particularly at Callington Park due to caravans) and that streets should be protected from overcrowding.

Other suggestions contained in the written submission were that the old Council depot should be considered a potential area of public open space; a modern public toilet should be developed; more planting of local native trees and shrubs around Lake Dulverton; a brochure box provided outside the history room for access to out of hours information; development of a Tourist Information Facility; as well as disability parking provided nearby the Chemist, Roxy Supermarket and the Midlands Multi-Purpose Health Centre.

Distilling Key Engagement Findings

Reviewing all community engagement responses combined from the Student Engagement, Public Stall Display, Community Meeting, Online Survey and Written Submissions, it is evident that a broad cross section of issues, opportunities, constraints and priority directions emerged. Given that the breadth of these responses was greater than anticipated and that Council is under budgetary and statutory timeframe limitations within which to deliver the Structure Plan, it is not practically possible to distil all content outlined in this appendices into actionable directions and recommendations within a timely manner. Therefore, JMG has sought to prioritise areas of greatest importance to the local community through determining community consensus using a qualitative (thematic) analysis method applied through Microsoft Excel.

Key Themes of Qualitative Analysis

Using Qualitative (Thematic) Analysis, key words were analysed against seven key areas which the Structure Plan seeks to address. Priority areas for each were determined based on words that appeared most, with each summarised as follows:

- Economic Development - Employment, RV, Business Tourism, Council, Service, Promotion, Youth, Access;
- Safety, Traffic and Parking - Car Park, Traffic, High Street, Disability, Caravan, Esplanade, Vehicle, Angle, Access;
- Recreation, Open Space - Park, Trees, Community;
- Programming, Activation - No dominant theme, all themes equal;
- Community Development, Youth Retention - Health, Community, Service, Aged Care, Access;
- Landscaping, Public Realm - Trees, Lake Dulverton, Park, High Street, Access;
- Heritage and Tourism - Trees, Heritage, High Street, Signage.

B. Stakeholder and Community Engagement

Strategic Focus Areas

Strategic Focus Areas have been determined against the primary focus areas for each of the seven themes, noting that for Programming and Activation, there was no dominant theme. Therefore, all content categorised under that theme was reviewed with the key points extracted. These are shown below in Table 4 and have been used to inform the development of constraints and opportunities as well as future directions for the township.

C - Constraint

O - Opportunity

Economic Development	C	O
Inadequate strategy for retention of and employment pathways for local workers, specifically youth employment.	X	
Local and diverse employment opportunities to support youth, agricultural, and seasonal workers.		X
A scattered, unfocussed approach to local business (including lack of diversity and collaboration).	X	
Diversity of small businesses with effective governance including consistent opening hours, coherent marketing and promotion, and strong leadership and mentoring.		X
Diversify business beyond tourism.		X
Tourism and business signage is too close to the southern entrance off the highway and should be relocated closer to the business areas.	X	
Council to facilitate not direct initiative, providing impartial, creative, engaged and dynamic leadership.		X
Evidence based decision making for attracting services to the township.		X
Greater promotion of new businesses.		X
Safety, Traffic and Parking	C	O
Angled car parking is unsafe and there is a lack of accessible (disability) car parking.	X	
Traffic and car parking is busy in in some areas of town and underutilised in other areas of town.	X	
Traffic management measures are required (particularly around the Aquatic Centre and Esplanade) as well as slowing and calming measures on High Street.	X	
There are parking and safety issues to be resolved on High Street, including busses turning, appropriate RV parking, and traffic slowing.		X
Adequate provision of disability parking near to shops, services and facilities.		X
There are issues with heavy vehicles travelling through the township (such as vibration) and not being re-routed in accordance with a clear road hierarchy and road network plan.	X	

B. Stakeholder and Community Engagement

C - Constraint

O - Opportunity

Recreation, Open Space	C	O
Encourage passive recreation through parks, with options including a central village green, dog park, mountain bike park, and network of parks.		X
Improved, regular maintenance of trees; removal of non-native species (particularly near Lake Dulverton); and tree planting in Callington Park.		X
Community development initiatives which support the wellbeing of locals and visitors to the township.		X
Activation of Lake Dulverton, provision of water based recreational opportunities, seating and public use facilities, and more rubbish bins.		X
General streetscape improvements to the town's public realm, comprising consistent street lighting; public seating, tables, and shelters; universal access and crossing points along High Street; upgraded and new public toilet facilities; and consistent signage.		X
Activities for a broad cross section of age groups and demographics.		X
Community Development, Youth Retention	C	O
Supporting health and wellbeing through provision of women's health services and the development of a gym.		X
Strengthen a sense of community.		X
Improved planning for an ageing population, including increase supply of aged care accommodation, affordable transport options, aged care activities, and universal design.		X
Landscaping, Public Realm	C	O
An increased tree canopy in the township, including over car parking areas and footpaths.		X
Improved environmental management of Lake Dulverton including native tree plantings, weed management, and removal of unnatural items from the Lake.		X
Take measures to protect Callington Park from encroachment by caravans.		X
Improved pedestrian navigation and access including linkages and clear signage between key sites, improved street lighting, and more frequent pedestrian crossings (universally designed).		X
Heritage and Tourism	C	O
Improved value of heritage through regular maintenance, heritage precinct controls, greater information, and protection of the authentic heritage character of the township.		X
Supporting tourists to understand the township through provision of a visitor information centre as well as historic and township tours, complemented by creative and cultural events.		X

C. Oatlands Traffic and Parking Plan

The following items are the detailed basis for the Actions identified in the Oatlands Structure Plan. These are action items 4.1 to 4.12.

Traffic Assessment and Advice

Milan Prodanovic (Traffic Engineering & Road Safety)

In order to recommend beneficial and achievable traffic safety improvements, increased accessibility and an improved traffic environment within Oatlands, the following investigative measures have been taken:

- Consideration has been given to the outputs from stakeholder and community consultation that was undertaken during this year;
- The vehicle crash record within the built-up area of Oatlands was reviewed; and
- Visits to Oatlands to observe the behaviour of drivers and pedestrians, parking activity and the road and traffic conditions along the streets.

There have been only 13 reported on-road collisions and three off-road incidents within the built up area of Oatlands since January 2015. Seven of these collisions occurred along High Street.

Three have been collisions with pedestrians, and three were parking manoeuvres, with the three pedestrian collisions and two of the parking manoeuvres resulting in minor injury. Two of the pedestrian collisions occurred in the area of the IGA store and the other occurred between Barrack Street and Dulverton Street. The collisions with the parking/unparking manoeuvres occurred at different locations along High Street. All other six on-road collisions away from High Street occurred at different locations; three at four leg intersections in the Dudley Street and Stanley Street area and three in midblock locations on different side streets.

All of these collisions, except for one loss of control crash, resulted in property damage only.

High Street Traffic Management

The width of High Street between kerb faces varies from 15.6m just south of Dulverton Street to 17.4m near the IGA store and 16.9m to the south of Wellington Street. In order to address concerns about pedestrian safety and access across High Street, it is proposed that a two-way right turn median treatment be installed along the middle of High Street between just to the south of Dulverton Street to a point around 50m to the south of Wellington Street.

The treatment would be similar to that through Campbell Town and other arterial roads in Tasmanian metropolitan areas. It would include a pedestrian refuge installed every 100-150m (aligned with pedestrian crossing desire lines) with broken lines (to the set standard) separated by a distance of 3.0m, which will provide storage for right turning vehicles clear of following vehicles when giving way to oncoming vehicles.

This median treatment should include a 'threshold entry' treatment at each end which would consist of kerb extensions into the parking lane, a median traffic island and distinctive 'town entry' signing.

The treatment could also include edge lines installed along the outside of the parking lanes, so that at the narrowest section the markings would define 2.8m wide parking lanes and 3.7m or wider through traffic lanes.

Parking restrictions along High Street

It is proposed that the angle parking sign opposite the IGA store be removed and normal parallel parking occur in this area.

It is also recommended that council install 30 minute parking restrictions (½ P) along both sides of High Street between Wellington Street and Church Street.

C. Oatlands Traffic and Parking Plan

There are several time limited parking restriction signs installed at other different locations along High Street, with only one sign at each location. Where these signs need to be retained (outside shops), the signing needs to be brought up to the required standard.

This includes a length of the kerbside where time limited parking defined by a sign at each end of the parking restriction and a sign in the middle if this length is longer than 70m.

It is recommended such existing parking restrictions along High Street in other locations be updated to this standard and ¼P restrictions also be installed outside businesses including the post office, chemist and Pancake and Crepe Shop.

It is further recommended that the parking bay within all time limited parking restrictions be marked in accordance with Australian Standard 2890.5.

In the area of the IGA store, a parking space for disabled parking should be installed on High Street outside the store in accordance with Australian Standard 2890.5.

There is a gravel parking area behind the café, next to the IGA store, which is accessed via a narrow laneway off High Street and a wider gravel driveway off Church Street.

Council should explore the increased use of this rear parking area by:

- signing the laneway to carry one-way traffic from High street;
- sealing the parking area (assist with owner responsibilities);
- sealing the access off Church Street;
- increasing the number of parking spaces within the available land; and
- installing signing to direct drivers to/from this parking area.

Accessible Parking

General concern has been expressed by the community about the lack of parking for disabled persons, particularly at the hospital and the IGA store.

There are currently two parking bays at the hospital that are designated for disabled parking – one angle parking bay on Church Street and the other in the internal circulation road at the front of the hospital building. This number of disabled parking bays is sufficient for this area.

The internal bay meets required standards, but the on-street bay does not have the required adjacent shared area. This shared area needs to be provided by installing the standard post and markings in the adjacent parking bay.

Past traffic reports have recommended installation of two disabled parking in the car park off Barrack Street, which services pedestrian access to the Callington Mill and Park, when the distillery is opened to the public.

Church Street around the Health Centre and Hospital (MMPHC)

There is a high parking demand in Church Street around this medical facility including angle parking on the nature strip in the side street and on the grassed lot to the west of the ambulance building.

It is proposed that the Council explore the opportunity to seal the lot to the west of the ambulance building, install marked parking bays and provide pedestrian pathway to/from the hospital.

Church Street in this area appears congested due to the extent of parallel and angle parking along both sides of the street. With the above additional off-street parking it is recommended short term

C. Oatlands Traffic and Parking Plan

With these actions, there is not a perceived need for any traffic calming measures in the street.

Church Street, South Parade and Gay Street around the Aquatic Centre

There are community concerns about traffic impacts that the Aquatic Centre will have on the surrounding streets, namely Church Street, South Parade and Gay Street.

Following inspection of this area and discussion with council officers, some road infrastructure works will be required.

It is recommended South Parade is upgraded with kerb and gutter as well as a footpath along both sides of the road. The kerbing needs to be located to provide for parking along both sides of the road and should include kerb bulbing at the Church Street and Gay Street junctions to effectively have indented parking along the street.

The driveway gutter crossover at the Aquatic Centre needs to be wide enough for turning two way car traffic (i.e. at around 7m plus 1m wings).

The upgrade works needs to include adequate street lighting.

Clearly the Aquatic Centre will generate significant additional traffic along South Parade as well as Church Street and Gay Street.

While these streets will become busier, it is considered there should not be a need for any traffic calming measures. Although the streets will become busier, with the driveway to the Aquatic Centre being around midblock in South Parade and there not being a marked increase in through traffic along South Parade, vehicle speeds will not be such to require traffic calming type measures.

It is understood buses will set down and pick up children and other groups at the Aquatic Centre and this will need to occur from an adjacent street.

This can conveniently occur from Church Street with pedestrians walking along the accessway along the western side boundary to the fire station directly to the Aquatic Centre.

It is recommended a 'bus zone' be installed between gutter crossovers on the northern side of Church Street, immediately to the east of fire station where there is sufficient kerb space to accommodate a 11-12m bus.

To complement this facility, the accessway beside the fire station will need to be sealed to provide a better bitumen road surface.

While there is narrow footpath along the side of the fire station, pedestrian will also use the roadway for access.

As there will be an occasion car using this accessway, it is further recommended the accessway be signed as a 'Shared Zone – 10km/h' area.

As well as new footpaths along South Parade, the footpath along the southern side of Gay Street between South Parade and High Street should also be upgraded and offending vegetation removed.

Esplanade Road Width

There have been ongoing concerns raised about the width of Esplanade in accommodating the mix of cars, car-caravan combinations, campervans and motorhomes.

C. Oatlands Traffic and Parking Plan

Sections of the Esplanade are fairly narrow road, and the road width can be an issue in places for passing of larger vehicles. An excessively wide road width is not supported as this can increase vehicle speeds to levels that can affect local amenity. To address this matter, Council should consider the widening sections of the Esplanade, along its full length where it is less than 6.0m, so that it has a trafficable width of 6.0m.

Callington Park Precinct

Callington Park with the Callington Mill and associated historic buildings, Lake Dulverton and its water views, campervan/motorhome parking for overnight stayovers is the major tourist attraction for Oatlands as well as the residents of the town.

The recently improved facilities, including playground and BBQ areas plus the soon to be completed distillery will add to the attraction of this area for all.

The Esplanade is the one access road that passes through this area. Improvements to the attractions and facilities will increase the number and mix of vehicles passing through this area.

In setting an objective of addressing recognised or perceived traffic issues in this area, but also improving the accessibility, amenity, and safety as well as overall traffic environment into the future, a list of actions or measures have been identified which can be considered as an overall traffic management plan for the area.

In order to define the Callington Park precinct zone, it is recommended Council consider repaving of the Esplanade, between to the two threshold entry treatments referred to below, with a different surface i.e. a textured treatment, paving or 'red' bitumen, which will identify the area to motorists as a special zone.

In order to define the Callington Park precinct zone, it is recommended council consider the repaving of Esplanade, between to the two threshold entry treatments referred to below, with a different surface. This can include a textured treatment, paving or 'red' bitumen, which will identify the area to motorists as a special zone.

Apart from the strip treatments at the threshold entry treatments, there should not be any other strip treatments across the road within this area, which might appear as a pedestrian crossing point.

The other recommended actions include:

1. Install precinct threshold entry treatments on Esplanade around 60m to north of distillery boundary and also around 30m to north of Barrack Street corner, including elements such as:
 - raised feature and signing on nature strip/road shoulder (both sides) to define entry to Carrington Park precinct along Esplanade;
 - 4m wide coloured or distinctive strip across the road (no pedestrian crossing) at the treatment;
 - signing to define start/end of 40km/h speed zone;
 - could include characteristic markers for a short distance along the road beyond the treatment.
2. Construct pedestrian pathway along the western side of Esplanade to link with other walking paths within the area of Lake Dulverton.
3. Construct pathway extensions at a point between the Distillery access and Mill access to the road edge as to align with a pathway extension from the toilet block to the road edge, to provide a defined pedestrian crossing point across the road in this area. There must not be any defining 'coloured strip' across the roadway in this area.

C. Oatlands Traffic and Parking Plan

4. Repair, reseal and extend pavement in car park (to rectangular shape for better parking arrangements) to the south of toilet block and install parking bay markings in northern part of car park to formalise legal angle parking bays.

5. Seal parking area on the western side of the Esplanade adjacent to new playground/BBQ area as well as driveway to overflow camping/parking area (to gateway), to prevent loose material being carried onto sealed Esplanade pavement and formalise parking in the parking area at playground.

6. At the Barrack Street/Esplanade junction:

- splay the rock wall on the inside corner for a distance of 2m along both roads;
- widen seal road pavement on outside of bend to provide a sealed width of 7.5m;
- install a centreline marking on curved section of the roads;
- provide street lighting on the bend.

7. At the Barrack Street/Mason Street junction, install give way signs to face Mason Street and the Carrington Park car park, plus holding lines across both approaches.

8. Install signing on the western Barrack Street approach to Barrack Street/Mason Street junction (50m in advance of the junction) which informs motorist of the car park for Callington Park visitors.

9. At the Campbell Street/Esplanade junction:

- install raised barrier (e.g. Koppers log barrier) along gravel edge of bowling club car park;
- widen the Esplanade - Campbell Street pavement to 7m between the junction of Esplanade (south) with Campbell Street and at least to the driveway to radio station;
- install a centreline marking on curved section of roads;

- ure holding line marking on southern Esplanade approach is properly maintained;
- improve street lighting in this junction area.

10. Install direction signing on High Street to define Barrack Street and Esplanade at the access roads to the Callington Park precinct.

11. Widen southern Esplanade approach from Campbell Street to Esplanade junction (just to the north of Barrack Street) to width of 6m for distance of 30m back from the junction and install 'no left turn sign' on this approach.

RV Vehicle and Bus/Coach Parking

Some concerns have been raised about the lack of defined parking areas or bays for coaches and larger tourist vehicles.

There is a bus shelter with a widened footpath on the eastern side of High Street just to the south of Church Street. This facility is not signed as a bus stop. Bus stop designation and signing is normally be provided on a needs' basis for public bus services or for touring buses at tourist attractions when the business operator defines such a need.

It is difficult to regulate the parking of larger tourist vehicles at set-aside areas in off-street parking areas, particularly if the parking area is some distance from the point of destination. During site investigations, RV vehicles were parked near the IGA store and café with occupants of the vehicles visiting these businesses.

In order to encourage larger tourist vehicles to park further away from business frontage area in defined locations, such as possible the large parking area off Barrack Street, information signing would be necessary on the High Street approaches informing drivers of locations for such parking. There would be a voluntary use of such locations and it could be counterproductive if the locations are not used.

C. Oatlands Traffic and Parking Plan

Direction Signing

There is virtually no signing along High Street to inform passing motorists of places of attractions along High Street (historic buildings) and also along the side streets. It is proposed that council provide more directional/information signing about places of tourist attraction.

Wellington Street School Parking

Due to the narrow width of Wellington Street in the area of the school, at school pick up set down times, parent parking lined along both sides of the road create problems for passing two-way traffic flow include passage for school buses without any passing bays.

This issue could be slightly improved by installing 30m long sections of 'no stopping' restrictions along one side of the road every 60m. However, a permanent solution to overcome this issue is to modify the kerb lines to create indented parking along both sides of the road. Where there are trees and power poles, a kerb extension around trees and poles into the roadway would be an acceptable treatment to not disturb these fixtures.

At the eastern end of Wellington Street where it curves into the Esplanade, it is recommend a centreline marking is installed on the road for a distance of 40m (20m each way from the middle of the curve) to between define the through road direction for eastbound traffic.

In addition, an 'obstruction marker' sign (D4-5) should be installed at the very end of Wellington Street, just past the school parking area, to face west and at a height to be visible by approach eastbound motorists just before the start of the centreline marking.

Esplanade/Marlborough Street Junction

An inspection of this junction has not identified any significant deficiencies.

When turning right from Marlborough Street, motorists need to travel almost to the line of Esplanade to gain sufficient forward sight distance to any oncoming vehicle.

The situation can be improved with a centreline marking on Esplanade (east) back from the edge of Marlborough Street to define the path that right turn vehicle needs to follow.

C. Oatlands Traffic and Parking Plantters
Traffic Measures for the overall township



1 Replace angled car parking arrangement on High Street, improve parking facilities in Church Street and strategically locate caravan/RV parallel parking with the direction of overflow into the Barrack Street car park.

2 Provide accessible car parking spaces at strategic locations along High Street, outside the hospital and at the Barrack Street car park.

3 Provide Coach Parking drop off and pick-up points on High Street to create pedestrian flow.

Implement traffic improvement and safety measures along the Esplanade and nearby locations, namely:

4 Repair and reseal pavement in the car park south of the toilet block and install parking bay markings in the northern part of the car park to formalise legal angle parking bays;

5 Install direction signage on High Street to define Barrack Street and the Esplanade at the access roads to the Carrington Park precinct;

6 Widen the southern Esplanade approach from Campbell Street to the Esplanade junction (just to the north of Barrack Street) to a width of 6m for a distance of 30m back from the junction and install a 'no left turn sign' on this approach;

7 Seal the pedestrian thoroughfare to the rear of the IGA and Midlands Multi Purpose Health Centre.

C. Oatlands Traffic and Parking Plan
Traffic Measures for the overall township



8 Create refuge islands at strategic points on High Street, supporting elderly people to cross the road safely and providing awareness signage to encourage traffic slowing at the entrance to the town.

9 Update existing parking restrictions along High Street, where the time limit is 15 minutes or longer, to show a legend (including 1/4 P etc) and be marked in accordance with Australian Standard 2890.5.

10 Install 15 minute parking restrictions outside local businesses (including the Post Office, Chemist, Pancake and Crepe Shop).

Improve accessibility by foot, bus and bike to key areas of the township through signage, sealing, bus and parking improvements.

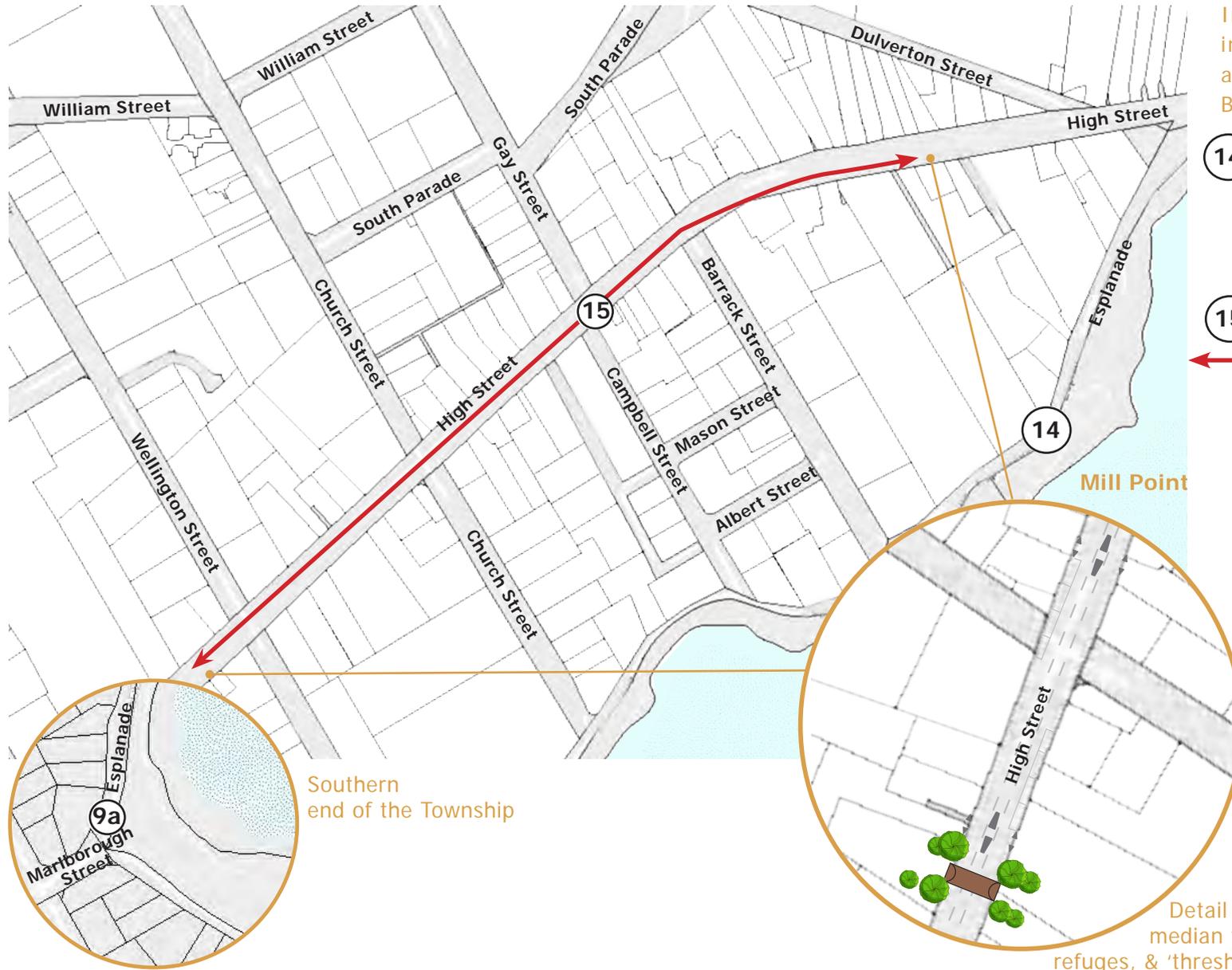
11 Upgrading of South Parade with a kerb and gutter as well as a footpath along both sides of the road. The kerbing needs to be located to provide for parking along both sides of the road and should include kerb bulbing at the Church Street and Gay Street junctions to effectively have indented parking along the street.

Improve traffic and pedestrian access, including through signage, particularly along the Esplanade as well as north of Barrack Street.

12 Council to investigate widening sections of the Esplanade along it's full length where it is less than 6.0m, so that it has a trafficable width of 6.0m.

13 Install direction signing on High Street to define Barrack Street and Esplanade at the access roads to the Callington Park precinct.

C. Oatlands Traffic and Parking Plan
Traffic Measures for the overall township



Improve traffic and pedestrian access, including through signage, particularly along the Esplanade as well as north of Barrack Street.

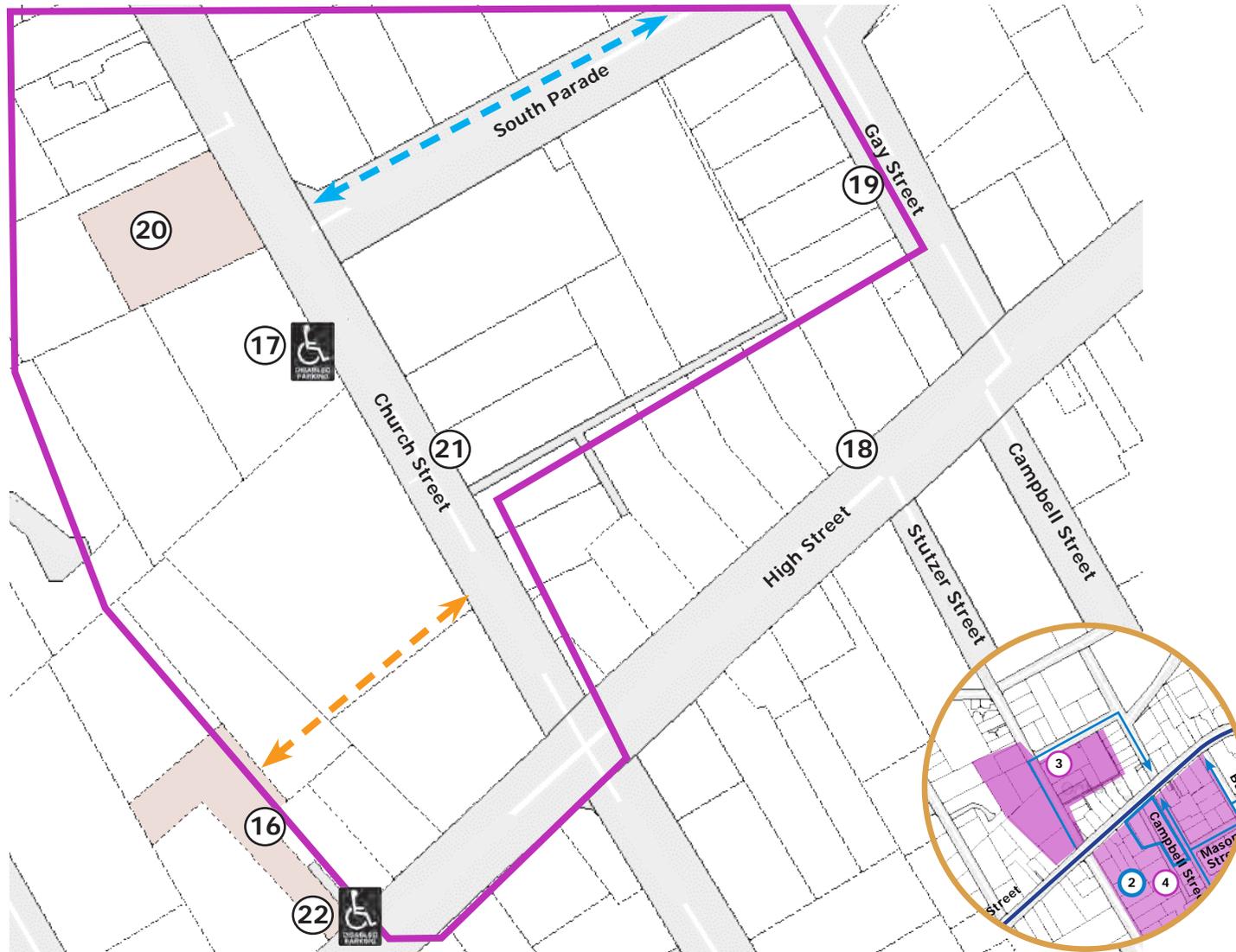
14 Provide centreline marking on the Esplanade (east) back from the edge of Marlborough Street to define the path that right turn vehicle needs to follow.

15 Install a two-way right turn median treatment along the middle of High Street between just to the south of Dulverton Street to a point around 50m to the south of Wellington Street, with edge lines along the outside of the parking lanes; pedestrian refuges installed every 100-150m (aligned with pedestrian crossing desire lines); and 'threshold entry' treatments at each end (including provision of awareness signage).

Southern end of the Township

Detail of two-way right turn median treatment, pedestrian refuges, & 'threshold entry' treatments.

C. Oatlands Traffic and Parking Plan
Health and Wellbeing Precinct



Improve accessibility by foot, bus and bike to key areas of the township through signage, sealing, bus and parking improvements.

- 16 Council should explore the increased use of this rear parking area by signing the laneway to carry one-way traffic from High street, sealing the parking area (to assist with owner responsibilities), sealing the access off Church Street, increasing the number of parking spaces within the available land, and installing signing to direct drivers to/from this parking area.
- 17 Provision of an on street bay with an adjacent shared area by installing the standard post and markings in the adjacent parking bay.
- 18 Widening the driveway gutter crossover at the Aquatic Centre for turning two way car traffic (e.g. at around 7m plus 1m wings).
- 19 Upgrading of the footpath along the southern side of Gay Street between South Parade and High Street with offending vegetation removed.
- 20 Seal the lot west of the ambulance building, install marked parking bays and provide pedestrian pathway to/from the hospital.
- 21 Church Street bus drop off point between South Parade and High Street.
- 22 Mark a disabled parking space outside the IGA Store.

(see) Township Precinct Summary

- Areas to be sealed.
- Access strip between car park and the Midlands Multi-Purpose Health Centre.
- Traffic calming along South Parade and marking of street parking.

C. Oatlands Traffic and Parking Plan
Callington Mill Precinct



(see) Township Precinct Summary

Improve traffic and pedestrian access, including through signage, particularly along the Esplanade as well as north of Barrack Street.

23 Repaving of the Esplanade between the two threshold entry treatments with a different surface, which can include a textured treatment, paving or 'red' bitumen, which will identify the area to motorists as a special zone.

24 Install precinct threshold entry treatments on the Esplanade around 60m north of the distillery boundary and also around 30m north of the Barrack Street corner, including elements such as:

- signing to define start/end of the 40km/h speed zone;
- raised feature and signing on nature strip/road shoulder (both sides) to define entry to Carrington Park precinct along Esplanade;
- 4m wide coloured or distinctive strip across the road (no pedestrian crossing) at the treatment;
- inclusion of characteristic markers for a short distance along the road beyond the treatment.

25 Construct a pedestrian pathway along the western side of the Esplanade to link with other walking paths within the area of Lake Dulverton.

26 Seal the parking area on the Esplanade's western side (adjacent to new playground/BBQ areas) and the driveway to the overflow camping/parking area (to gateway), preventing loose material being carried onto the sealed Esplanade pavement and formalising parking in the area at the playground.

C. Oatlands Traffic and Parking Plan
Callington Mill Precinct



Implement traffic improvement and safety measures along the Esplanade and nearby locations.

- 4a** At the Barrack Street/Esplanade junction:
- splay the rock wall on the inside corner for a distance of 2m along both roads;
 - widen/seal road pavement on the outside of the bend to provide a sealed width of 7.5m;
 - install a centreline marking on curved section of the roads;
 - provide street lighting on the bend.

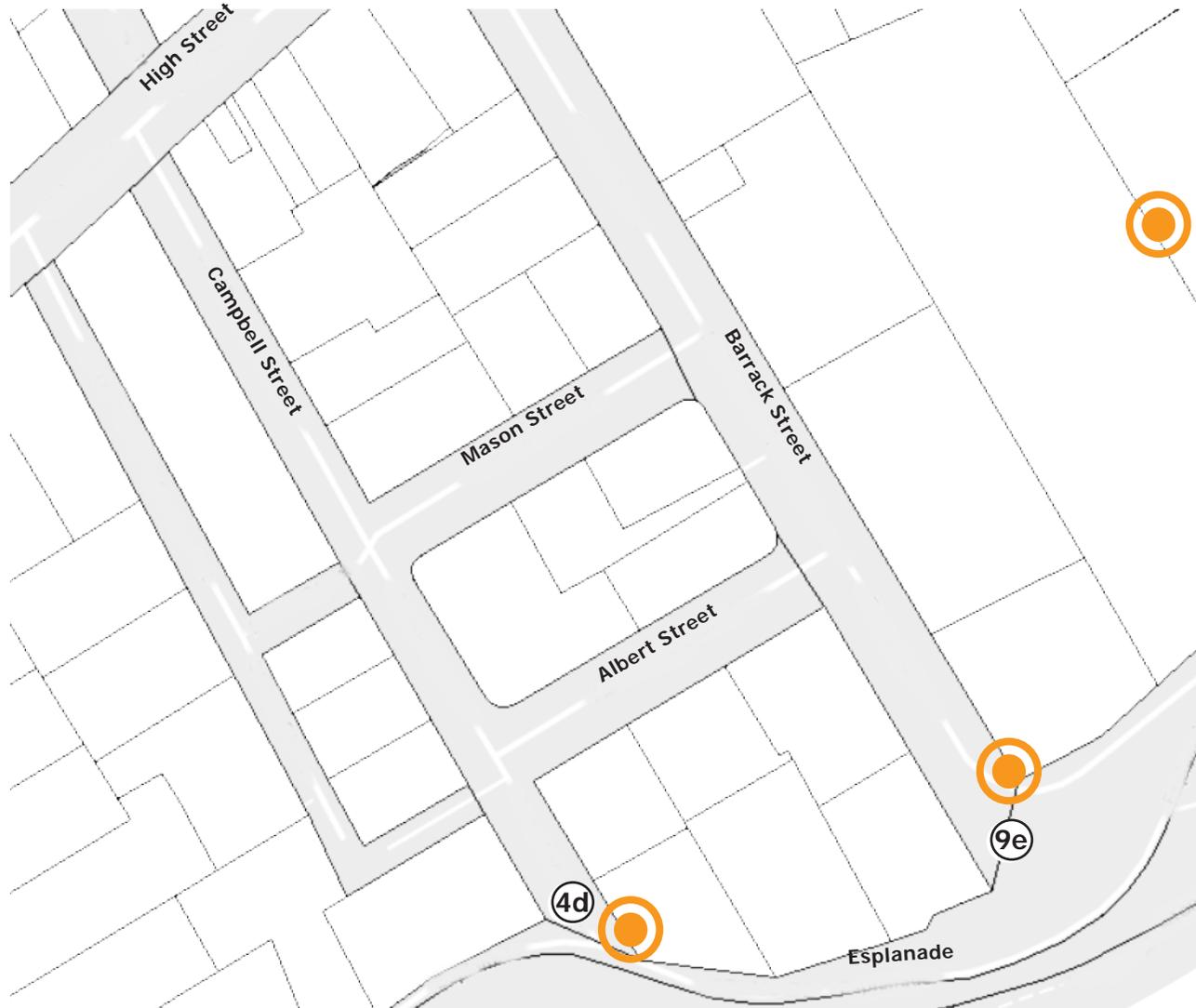
- 4b** At the Barrack Street/Mason Street junction, install 'give way' signs to face Mason Street and the Carrington Park car park, plus holding lines across both approaches.

- 4c** Install signage on the western Barrack Street approach to the Barrack Street/Mason Street junction (50m in advance of the junction). This will inform motorists of the car park for Carrington Park visitors.

(see) Township Precinct Summary

C. Oatlands Traffic and Parking Plan

Campbell Street and Barrack Street junctions with the Esplanade



 Provide street lighting on both the Campbell Street and Barrack Street junctions with the Esplanade.

Implement traffic improvement and safety measures along the Esplanade and nearby locations.

- 4d** At the Campbell Street/Esplanade junction:
- install a raised barrier (e.g. Koppers log barrier) along the gravel edge of the bowling club car park;
 - widen the pavement to 6m between the junction of the Esplanade (south) with Campbell Street and at least to the driveway to the radio station;
 - install a centreline marking on curved section of the roads;
 - ensure holding line marking on the southern Esplanade approach is properly maintained;
 - improve street lighting in this junction area.

Improve traffic and pedestrian access, including through signage, particularly along the Esplanade as well as north of Barrack Street.

- 9e** At the Barrack Street/Esplanade junction:
- install a raised barrier (e.g. Koppers log barrier) along the gravel edge of the bowling club car park;
 - widen the Esplanade - Campbell Street pavement to 7m between the junction of Esplanade (south) with Campbell Street and at least to the driveway to radio station;
 - install a centreline marking on curved sections of both Barrack Street and the Esplanade;
 - ensure holding line marking on the southern Esplanade approach is properly maintained;
 - improve street lighting in this junction area;
 - splay the rock wall on the inside corner for a distance of 2m along both Barrack Street and the Esplanade.

D. Activation Opportunities

Activation opportunities for Oatlands include equestrian activity, upgraded toilet facilities, events in open spaces, mountain biking, play equipment, landscaping and food.



**Produced for Southern Midlands' Council
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**SOUTHERN
MIDLANDS
COUNCIL**



2021/22

ANNUAL PLAN

AND

BUDGET DOCUMENTS



2021-2022 BUDGETED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

		LTFMP	VARIANCE
RECURRENT INCOME			
RATES AND CHARGES	\$ 5,995,491	\$ 5,885,000	\$ 110,491
USER FEES	\$ 786,810	\$ 771,000	\$ 15,810
GRANTS - RECURRENT	\$ 3,619,473	\$ 3,635,000	\$ (15,527)
INTEREST	\$ 125,000	\$ 280,000	\$ (155,000)
COMMERCIAL REVENUE	\$ 765,000	\$ 765,000	\$ -
OTHER INCOME	\$ 82,431	\$ 30,000	\$ 52,431
INVESTMENT REVENUE FROM WATER CORPORATION	\$ 182,400	\$ 77,000	\$ 105,400
	\$ 11,556,605	\$ 11,443,000	\$ 113,605
NET CAPITAL INCOME			
GRANTS - CAPITAL	\$ 3,063,096	\$ 1,065,000	\$ 1,998,096
CONTRIBUTIONS	\$ -	\$ -	\$ -
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS	\$ (7,000)	\$ -	\$ (7,000)
	\$ 3,056,096	\$ 1,065,000	\$ 1,991,096
TOTAL INCOME	\$ 14,612,701	\$ 12,508,000	\$ 2,104,701
EXPENSES FROM CONTINUING OPERATIONS			
EMPLOYEE COSTS	\$ 4,387,132	\$ 4,268,000	\$ 119,132
MATERIALS AND CONTRACTS	\$ 3,357,595	\$ 3,270,000	\$ 87,595
DEPRECIATION & AMORTISATION	\$ 3,004,300	\$ 3,004,000	\$ 300
CONTRIBUTIONS	\$ 245,179	\$ 237,000	\$ 8,179
FINANCE COSTS	\$ 67,891	\$ 10,000	\$ 57,891
COMMERCIAL EXPENSES	\$ 765,000	\$ 765,000	\$ -
OTHER EXPENSES	\$ 147,571	\$ 148,000	\$ (429)
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$ 11,974,668	\$ 11,702,000	\$ 272,668
RESULT FROM CONTINUING OPERATIONS	\$ 2,638,033	\$ 806,000	\$ 1,832,033
<i>Less Net Capital Income Section</i>	\$ (3,056,096)	\$ (1,065,000)	\$ (1,991,096)
	\$ (418,063)	\$ (259,000)	\$ (159,063)

SOUTHERN
MIDLANDS
COUNCIL



2021-2022 BUDGETED STATEMENT OF CASH FLOWS

CASH FLOWS FROM OPERATING ACTIVITIES

Payments

Employee Costs	\$	(4,387,132)	
Materials and Contracts	\$	(3,357,595)	
Interest	\$	(67,891)	
Other	\$	(1,157,750)	
			\$ (8,970,368)

Receipts

Rates	\$	5,995,491	
User Charges	\$	786,810	
Interest Received	\$	125,000	
Subsidies	\$	82,431	
Other revenue grants	\$	3,619,473	
Other	\$	947,400	
			\$ 11,556,605
Net Cash from operating activities	\$	2,586,237	

CASH FLOWS FROM INVESTING ACTIVITIES

Payments for Property, Plant and Equipment (subject to confirmation of Carry Forwards)	\$	(16,041,820)	
Payments for Investments	\$	-	
Proceeds from Sale of Property, Plant and Equipment	\$	422,000	
Capital grants	\$	3,063,096	
Net Cash used in investing activities	\$	(12,556,724)	

CASH FLOWS FROM FINANCING ACTIVITIES

Repayment of Borrowings	\$	(332,720)	
Proceeds from Borrowings	\$	-	
Net cash used in financing activities	\$	(332,720)	

Net increase / (decrease) in cash held **\$ (10,303,207)**

Cash at beginning of reporting year \$ 17,865,000

Cash at end of reporting year **\$ 7,561,793**

SOUTHERN
MIDLANDS
COUNCIL



OPERATING BUDGET - PROGRAM CLASS SUMMARY

PROGRAMS:	REVENUE	EXPENDITURE	(SURPLUS) / DEFICIT
INFRASTRUCTURE	2,265,608	5,208,333	-2,942,725
GROWTH	1,167,586	1,006,604	160,982
LANDSCAPES	295,250	1,668,997	-1,373,747
COMMUNITY	2,066,398	1,155,000	911,398
ORGANISATION	8,824,859	2,935,736	5,889,123
TOTALS:	14,619,701	11,974,670	2,645,031

**PROGRAM SUMMARY**

	REVENUE	EXPENDITURE	(SURPLUS)/DEFICIT
INFRASTRUCTURE			
Roads	1,030,231	3,250,313	-2,220,082
Bridges	0	400,987	-400,987
Walkways	147,565	226,220	-78,655
Lighting	0	85,200	-85,200
Buildings (Public Toilets)	0	77,741	-77,741
Sewer / Water	0	0	0
Drainage	0	79,614	-79,614
Waste	1,087,812	1,088,258	-446
Information, Communication Technology	0	0	0
INFRASTRUCTURE TOTAL:	2,265,608	5,208,333	-2,942,725
GROWTH			
Residential	0	0	0
Tourism	5,000	48,700	-43,700
Business	1,159,931	957,904	202,027
Industry	2,655	0	2,655
GROWTH TOTAL:	1,167,586	1,006,604	160,982
LANDSCAPES			
Heritage	0	414,926	-414,926
Natural	2,750	219,603	-216,853
Cultural	0	13,500	-13,500
Regulatory - Development	212,500	889,530	-677,030
Regulatory - Public Health	6,000	20,325	-14,325
Regulatory - Animals	74,000	111,113	-37,113
Environmental Sustainability	0	0	0
LANDSCAPES TOTAL:	295,250	1,668,997	-1,373,747
COMMUNITY			
Community Health & Wellbeing	0	267,425	-267,425
Recreation	2,057,898	729,670	1,328,228
Access	0	0	0
Volunteers	0	45,000	-45,000
Families	0	11,500	-11,500
Education	0	0	0
Capacity & Sustainability	0	44,405	-44,405
Safety	8,500	39,700	-31,200
Consultation & Communication	0	17,300	-17,300
COMMUNITY TOTAL:	2,066,398	1,155,000	911,398
ORGANISATION			
Improvement	0	106,890	-106,890
Sustainability	132,900	2,500,667	-2,367,767
Finances	8,691,959	328,179	8,363,780
ORGANISATION TOTAL:	8,824,859	2,935,736	5,889,123
OPERATING BUDGET DEFICIT :			2,645,031

Program: **INFRASTRUCTURE**Sub Program: **ROADS****Program Objectives:****Strategic Theme: Infrastructure**

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

Strategic Plan Reference:

1.1.1 Maintenance and improvement of the standard and safety of roads in the municipal area.

Description & Level of Service:

Council has responsibility for 635 kms of unsealed and 165 kms of sealed road. These roads have been classified into a hierarchy - UA, UB, UC, & UD and SA, SB & SC (where "A" is the higher design standard), based on the use/traffic and the economic and social importance of each road. Maintenance of the road network is undertaken by the Council workforce in conjunction with external Contractors as necessary and appropriate. Maintenance is undertaken in accordance with clear specifications adopted by Council.

Strategies / Action Plans:

- 1.1.1.1 Continue to seek opportunities to increase funding for road maintenance and construction from Commonwealth and State Governments
- 1.1.1.2 Seek new, cost effective sources of road materials suitable for road maintenance
- 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
- 1.1.1.4 Continue to focus on road drainage and road improvements as key elements of road maintenance
- 1.1.1.5 Ensure that appropriate sight distances are maintained, for key transport routes, through effective roadside vegetation management / road realignment
- 1.1.1.6 Continue a program of regular safety audits of roads in conjunction with Department of State Growth
- 1.1.1.7 In partnership with the State Government address the issue of reserved roads and their impact on fire and weed management
- 1.1.1.8 Actively encourage property owners to embrace Council's Unmade Street Policy
- 1.1.1.9 Continue the program of dust suppression on gravel roads in accordance with Council Policy
- 1.1.1.10 Provide road infrastructure appropriate to accommodate a measured population growth or decline
- 1.1.1.11 Use sandstone in kerb & gutters in conjunction with streetscape plans in heritage areas (where appropriate and affordable)
- 1.1.1.12 Incorporate the use of recyclable materials (eg tyres/glass) into road pavements and pathways

Performance Indicators:

Average cost per tonne of material placed for resheeting of gravel roads. Average cost per klm per grader for maintenance grading of gravel roads. Average cost per square metre of area repaired for bitumen patching. Average cost per kilometre of roadside slashing. No. of complaints per klm of sealed/unsealed road per year.

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Heavy Vehicle Licence Fees	11,700	11,658	11,700
Sale of Road Materials	1,000	3,174	3,000
Developer Contributions	0	0	0
Grant - Elderslie - Bluff Road Junction	150,000	0	150,000
Grant - Vulnerable Road User Program - Reeve St, Campania	0	0	200,000
Local Roads and Comm Infrastructure Program (Phase 1 - Total \$665,531)	360,000	637,282	0
Roads to Recovery Program	665,531	476,756	665,531
Total Revenue:	1,188,231	1,128,870	1,030,231
EXPENDITURE:			
Pavement Maint.	744,984	715,421	752,484
Shoulder Maint.	71,382	45,110	72,246
Drainage	247,195	197,941	249,101
Traffic Facilities	43,001	9,701	53,335
Verges	270,395	185,543	271,147
Depreciation	1,852,000	0	1,852,000
Budget Reduction/Adjustment	0		
Total Expenditure:	3,228,957	1,153,715	3,250,313
(Surplus)/Deficit:	2,040,726	24,845	2,220,082

Program: **INFRASTRUCTURE**Sub Program: **BRIDGES****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:**

1.2.1 Maintenance and improvement of the standard and safety of bridges in the municipal area.

Description & Level of Service:

Council has responsibility to maintain 154 Bridge structures (includes major culverts) with a total deck area of 7,260 m2. Maintenance of bridges is generally undertaken by the Council workforce and replacement / renewal of Bridges is done by suitability qualified Contractors. Major renewal / replacements projects go through a tender process. All Bridge structures are inspected on a quarterly basis by AusSpan (Total Bridge Management).

Strategies / Action Plans:

1.2.1.1 Continue the current program of bridge maintenance, including the monitoring and consideration of new construction methods for the replacement of timber bridges, including Council's desire to replace timber bridges with concrete bridges, where affordable (with the exception of bridges with heritage significance which shall be maintained in an appropriate manner consistent with their original character)

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance	20,418	10,439	22,320
AusSpan Inspections	21,521	10,474	21,367
Special Purpose Vehicles Network Inspection	0	0	0
Interest Charges - Bridges	0		
Depreciation	357,300		357,300
Budget Reduction/Adjustment	0		0
Total Expenditure:	399,239	20,913	400,987
(Surplus)/Deficit:	399,239	20,913	400,987

Program: **INFRASTRUCTURE**Sub Program: **WALKWAYS, CYCLEWAYS & TRAILS****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:**

1.3.1 Maintenance and improvement of the standard and safety of walkways, cycleways and pedestrian areas to provide consistent accessibility.

Description & Level of Service:

To pro-actively undertake strategic asset management for the long-term construction as well as reconstruction of walkways and related infrastructure.

Actively seek sources of funding for high priority infrastructure projects.

To apply a balanced engineering / technical view to issues that demands such an approach.

Strategies / Action Plans:

1.3.1.1 Determine priorities for extensions to existing walkways and pedestrian areas

1.3.1.2 Identify and develop new cycle ways, walkways and pedestrian areas based on identified need

1.3.1.3 Investigate options for the accessibility of horse trails within the municipal area

1.3.1.4 Inter-connect walkways/cycleways with neighbouring Council areas (eg linkage with Campania to Richmond or Pontville to Bagdad)

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Comm Dev Grant Program - Kempton Streetscape Project	75,000	30,000	0
Comm Dev Grant Program - Broadmarsh Streetscape Project	230,000	0	0
Department of State Growth - Midland/Mood Food Pathway	147,565	0	147,565
Local Roads and Comm Infrastructure Program (Phase 1 - Total \$665,531)	305,531	partial	0
Total Revenue:	758,096	30,000	147,565
EXPENDITURE:			
Footpath Maintenance	42,242	19,531	42,565
Township Verges & Nature Strips (Mowing/Spraying etc)	123,185	115,898	124,961
Street Cleaning	57,725	56,705	58,694
Budget Reduction/Adjustment	0		0
Total Expenditure:	223,152	192,135	226,220
(Surplus)/Deficit:	-534,944	162,135	78,655

Program: **INFRASTRUCTURE**Sub Program: **LIGHTING****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:**

- 1.4.1a Ensure adequate lighting based on demonstrated need
- 1.4.1b Contestability of energy supply

Description & Level of Service:

- * Council manages lighting in built up areas for residents and visitors to enjoy a safe and ready access to roads, streets and Council buildings.
- * Aurora provides the installation and maintenance service for street lighting

Strategies / Action Plans:

- 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 and the establishment of heritage street lighting in Oatlands
- 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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Comm Dev Grant Program - Oatlands U/Ground Lighting	250,000	125,000	0
Total Revenue:	250,000	125,000	0
EXPENDITURE:			
Street Lighting	91,200	69,028	85,200
Total Expenditure:	91,200	69,028	85,200
(Surplus)/Deficit:	-158,800	-55,972	85,200

Program: **INFRASTRUCTURE**Sub Program: **BUILDINGS (PUBLIC TOILETS)****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:**

1.5.1 Maintenance and improvement of the standard and safety of public buildings in the municipality

Description & Level of Service:**Strategies / Action Plans:**

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

1.5.1.3 Ensure sustainable use of Council buildings is maximised for Community benefit

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Mobile Toilet Hire	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance - Public Toilets	76,936	60,444	77,741
Depreciation			
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	76,936	60,444	77,741
(Surplus)/Deficit:	76,936	60,444	77,741

Program: **INFRASTRUCTURE**Sub Program: **SEWER / WATER****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:**

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

Description & Level of Service:**Strategies / Action Plans:**

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

1.6.1.2 Advocate for Developers and the community to the Water Authority in respect of service level equity

1.6.2.1 Investigate the future demand for water services in area zoned for future residential, commercial and industrial development in partnership with the Water Authority

1.6.2.2 Advocate for Developers and the Community to the Water Authority in respect of service level equity

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
	0	0	0
Depreciation			
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

Program: **INFRASTRUCTURE**

Sub Program: **DRAINAGE**

Program Objectives:

Strategic Theme: Infrastructure

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

Strategic Plan Reference:

1.7 Maintenance and improvement of the town storm-water drainage system

Description & Level of Service:

* To pro-actively undertake strategic asset management for the long-term construction, reconstruction and maintenance of stormwater reticulation and related infrastructure.

* Actively seek sources of funding for high priority infrastructure projects.

* To apply a balanced engineering/technical view to issues that demands such an approach.

Strategies / Action Plans:

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

1.7.1.2 Research best practice methods for the disposal of Stormwater, that is applicable to country towns and rural living

1.7.1.3 Adopt 'Water Sensitive Urban Design Principles' where appropriate

1.7.1.4 Research and monitor forecasts in relation to critical weather events (eg design/specifications)

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Inspection & Connection Fees	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance	27,269	22,822	27,614
Interest Charges	0		0
Depreciation	52,000		52,000
Budget Reduction/Adjustment	0		
Total Expenditure:	79,269	22,822	79,614
(Surplus)/Deficit:	79,269	22,822	79,614

Program: **INFRASTRUCTURE**Sub Program: **WASTE****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:**

1.8 Maintenance and improvement of the provision of waste management services to the community

Description & Level of Service:**Strategies / Action Plans:**

- 1.8.1.1 Continue to be an active participant in the Waste Strategy – South and continue to educate people on reducing waste
- 1.8.1.2 Continue to review the ongoing operational arrangements for waste management including co-operation with other local government authorities
- 1.8.1.3 In conjunction with the Waste Advisory Council seek to identify suitable markets for recyclable products
- 1.8.1.4 Undertake a review of the whole waste management service delivery system regularly
- 1.8.1.5 Explore the opportunities to promote/facilitate a reduction of waste to landfill

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Waste Transfer Stations - Disposal Fees / Sale of Recyclables	15,000	34,598	27,500
Waste Transfer Stations & Sale of Recyclables	0	0	0
Rates (Est Rates based on \$195 per collection point - prev \$178)	304,736	308,073	340,860
Waste Management Levy (Est based on \$220 & \$76 - prev \$180 & \$60)	581,460	583,775	719,452
Total Revenue:	901,196	926,446	1,087,812
EXPENDITURE:			
Household Collection Service	277,788	217,134	316,447
Operating Expenses - Oatlands WTS	263,763	198,336	246,696
Operating Expenses - Campania WTS	268,867	175,974	255,646
Operating Expenses - Dysart WTS	213,264	197,726	237,469
Other Expenditure	0	0	0
Waste Management Plan (incl. Regional Group etc)	4,500	2,816	4,500
Land Tax Payable	0		0
Interest Charges	0		0
Depreciation	27,500		27,500
Budget Reduction/Adjustment	0		0
Total Expenditure:	1,055,682	791,986	1,088,258
(Surplus)/Deficit:	154,486	-134,460	446

Program: **INFRASTRUCTURE**

Sub Program: **INFORMATION COMMUNICATIONS TECHNOLOGY**

Program Objectives:

Strategic Theme: Infrastructure

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

Strategic Plan Reference:

1.9.1 Improve access to modern communications infrastructure

Description & Level of Service:

Strategies / Action Plans:

1.9.1.1 Seek opportunities to facilitate the provision of cost effective broadband and mobile telecommunications access across the municipality

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Total Revenue:	0	0	0
EXPENDITURE:			
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

Program: **GROWTH**

Sub Program: **RESIDENTIAL**

Program Objectives:

Strategic Theme: Growth

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

Strategic Plan Reference:

2.1.1 Increase the resident, rate-paying population in the municipality

Description & Level of Service:

Strategies / Action Plans:

- 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
- 2.1.1.2 Investigate the potential of under-utilised Commonwealth, State and Local Government owned land for use and/or development
- 2.1.1.3 Investigate and pursue innovative responses to residential developments whilst maintaining "village character"
- 2.1.1.4 Investigate options pertinent to affordable housing
- 2.1.1.5 Lobby for increased transport services within the municipality and explore alternative transport options

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
	0	0	0
Budget Reduction/Adjustment			
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

Program: **GROWTH**Sub Program: **TOURISM****Program Objectives:****Strategic Theme: Growth**

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

Strategic Plan Reference:

2.2.1 Increase the number of tourists visiting and spending money in the municipality

Description & Level of Service:**Strategies / Action Plans:**

- 2.2.1.1 Seek opportunities to support the development, growth and promotion of a wide range of tourism in the Southern Midlands
- 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
- 2.2.1.3 Support the development of tourism products
- 2.2.1.4 Work in partnership with other State, Regional and local organisations including Destination Southern Tasmania and the Heritage Highway Tourism Region Association
- 2.2.1.5 Investigate and encourage the development of a four star accommodation facility (min 30 beds) in Oatlands
- 2.2.1.6 Encourage local tourism operators to establish and maintain exposure on the Australian Tourism Data Warehouse website, which allows local tourism operators to easily promote their business or events on numerous digital platforms that connect directly to consumers
- 2.2.1.7 Embrace and implement the Heritage Highway Destination Action Plan along with associated initiatives

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Misc. Income (Event Income / Lake Dulverton Showers)	2,000	1,029	2,000
Kempton Roadside Stopover	2,500	3,318	3,000
Grant(s)	0	0	0
Total Revenue:	4,500	4,347	5,000
EXPENDITURE:			
Tourism (Promotion & Other Council activities)	26,750	548	24,900
Contributions (HHTRA)	12,000	12,000	12,000
Contributions (Destination South)	6,752	6,561	6,800
Special Projects (Incl. Marketing Plan)	10,000	0	5,000
Grant Expenditure	0		
Budget Reduction/Adjustment			
Total Expenditure:	55,502	19,109	48,700
(Surplus)/Deficit:	51,002	14,762	43,700

Program: **GROWTH**Sub Program: **BUSINESS****Program Objectives:****Strategic Theme: Growth**

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

Strategic Plan Reference:

- 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)

Description & Level of Service:**Strategies / Action Plans:**

- 2.3.1.1 Continue to facilitate and actively promote the development of new business opportunities
- 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
- 2.3.1.3 Further develop economic opportunities of equine activities and services in respect of the former Oatlands racecourse
- 2.3.1.4 Seek opportunities to support the development of affordable temporary accommodation for seasonal and other workers
- 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
- 2.3.1.6 Develop and promote incentives for businesses to establish and expand
- 2.3.1.7 Develop and maintain infrastructure critical for the establishment and retention of business
- 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
- 2.3.1.9 Maintain support for viable Council business operations such as Heritage Building Solutions and Heritage Education & Skills Centre
- 2.3.1.10 Target niche high end food/wine outlets to establish businesses within the Southern Midlands

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Sale of Water (TasWater)	0	0	0
Private Works - Income	160,998	193,488	131,579
Private Works - Stornoway Contract	65,185	61,784	70,952
Callington Mill - Operations	0	4,781	0
TasWater - Distributions	76,000	38,000	182,400
Subsidiary - HBS Dividend	10,000	0	10,000
Subsidiaries (HBS & HESC)	765,000		765,000
Total Revenue:	1,077,183	298,053	1,159,931
EXPENDITURE:			
Filler Stations - Water Payments (TasWater)	0		
Incentives	0		
Private Works - Expenditure	134,165	184,195	109,649
Stornoway Contract	62,708	included above	64,502
Subsidiaries (HBS & HESC)	765,000		765,000
Callington Mill - Operations (includes property maintenance)	12,850	10,090	12,850
MEDALS (prev. Oatlands Develop Strategy) - trf to Capacity & Sustainability	0		0
SCSR Workforce Development Coordinator	5,000	5,000	5,000
Interest Charges	1,210	642	903
Budget Reduction/Adjustment			
Total Expenditure:	980,933	199,927	957,904
(Surplus)/Deficit:	-96,250	-98,126	-202,027

Program: **GROWTH**Sub Program: **INDUSTRY****Program Objectives:****Strategic Theme: Growth**

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

Strategic Plan Reference:

- 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

Description & Level of Service:**Strategies / Action Plans:**

- 2.4.1.1 Develop opportunities that enhance Southern Midlands role as a focal point for rural activity
2.4.1.2 Support the development of activities in association with servicing the irrigation schemes developments
2.4.1.3 Continue implementation of the Southern Midlands Weed Management Strategy as it related to agricultural land/crown land/roads.
2.4.1.4 Facilitate the development of 'value adding' opportunities in the rural sector through high production agriculture
2.4.1.5 Skilled labour force - Liaise with Department of Education (DoE) and other stakeholders to advocate for changes that are beneficial to the region
i. Develop programs that will improve literacy levels and business skills for people in the agricultural industry;
ii. 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 to continue to increase participation in trade Training Centres, since these centres are new with good facilities, but are currently underutilised
2.4.1.6 Understand and maximise the economic enablers in the region
2.4.1.7 Encourage and facilitate innovation in the rural sector
2.4.2.1 Encourage and promote, development plus production opportunities associated with the new irrigation schemes
2.4.2.2 Support the implementation of irrigation schemes that service locations in the local government area
2.4.2.3 Support the State Governments Economic Development Plan in the growth of services to support the irrigation schemes

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Tunbridge Dam - Water Lease	2,655	2,956	2,655
Total Revenue:	2,655	2,956	2,655
EXPENDITURE:			
Operating Expenses	0	0	0
Total Expenditure:	0	0	0
(Surplus)/Deficit:	-2,655	-2,956	-2,655

Program: **LANDSCAPES**Sub Program: **HERITAGE****Program Objectives:****Strategic Theme: Landscapes***The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.***Strategic Plan Reference:**

- 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

Description & Level of Service:**Strategies / Action Plans:**

- 3.1.1.1 Manage the heritage values of Council owned heritage buildings according to affordable best practice
- 3.1.1.2 Work in partnership with the State Government to ensure the strategic long-term management of publicly owned heritage sites
- 3.1.1.3 Continue to implement and review the Oatlands Commissariat and Gaol Master Plans
- 3.1.1.4 Seek to establish the Oatlands gaol site as an historic/archaeological education centre
- 3.1.2.1 Support and monitor the ongoing development of the Heritage Skills Centre in Oatlands
- 3.1.2.2 Facilitate and investigate opportunities for assisting heritage property owners in conserving heritage places alongside sustainable ongoing usage
- 3.1.3.1 Undertake and encourage research & publications on the heritage values of the Southern Midlands
- 3.1.3.2 Undertake the effective heritage interpretation, education and communication programs
- 3.1.3.3 Continue to manage and utilise Council's heritage resource and collections
- 3.1.3.4 Support the occupancy / use of Council owned heritage buildings and spaces by arts & crafts groups who specialise in heritage crafts
- 3.1.3.5 Support the creation of centralised initiatives for online accessibility to information relevant to heritage sites/buildings
- 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 the revegetation where trees have been removed

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Oatlands Gaol - Rental Income / Donations	0	0	0
Oatlands Court House - Rental Income / Donations	0	0	0
Grant - NSRF (Commissariat)	0	0	0
Heritage Volunteer Program / Archaeological Digs	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Staffing / General Operating	295,205	187,465	331,375
Court House (incl. gen funds for displays/interps etc)	16,744	8,713	20,486
Gaolers Residence	21,678	11,636	22,156
Parattah Railway Station	3,490	1,622	3,490
73 High Street (Roche Hall)	14,197	11,335	13,547
79 High Street (Commissariat)	14,624	9,499	15,872
Heritage Volunteer Program / Archaeological Digs	8,000	893	8,000
Interest Charges	0	0	0
Depreciation	0	0	0
Total Expenditure:	373,938	231,164	414,926
(Surplus)/Deficit:	373,938	231,164	414,926

Program: **LANDSCAPES**Sub Program: **NATURAL****Program Objectives:****Strategic Theme: Landscapes***The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.***Strategic Plan Reference:**

- 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

Description & Level of Service:**Strategies / Action Plans:**

- 3.2.1.1 Continue implementation of the Southern Midlands Weed Management Strategy
- 3.2.1.2 Implement and monitor the Lake Dulverton Management Strategy and Water Operational Plan
- 3.2.1.3 Continue to work co-operatively with the Tasmanian Land Conservancy to add value to the Chauncy Vale Wildlife Sanctuary and to develop a new management document reflecting current best practice
- 3.2.1.4 Facilitate and encourage voluntary native vegetation conservation agreements to conserve & protect high priority native vegetation communities
- 3.2.1.5 Use a collaborative approach (through the planning scheme) to recognise and protect values on private land only where:
 - 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.
- 3.2.2.1 Actively pursue grant opportunities & projects in relation to preservation of bushland remnants, weed management, vegetation, and regenerative agricultural techniques
- 3.2.2.2 Maintain collaborative partnerships with NRM South, DPIPWE, and other relevant organisations to deliver on-ground projects

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Chauncy Vale - Gate Donations	2,750	4,268	2,750
Lake Dulverton - Donations & Signage Charges	0	136	0
Rental - Chauncy Vale Cottage	0	345	0
Rental - Railway Station Building	0	0	0
Comm Dev Grant Program - Campania Bush Reserve	100,000	0	0
Comm Dev Grant Program - Chauncy Vale Pedestrian Bridge	55,000	55,000	0
Comm Dev Grant Program - Lake Dulverton Walkways	220,000	0	0
Total Revenue:	377,750	59,749	2,750
EXPENDITURE:			
Campania Bush Reserve	2,360	342	2,360
Chauncy Vale Reserve	9,660	46,009	10,000
Weed Management Program	44,948	6,959	74,568
Landcare Facilitator (incl New Grant Application allocation)	86,790	81,501	88,325
Lake Dulverton (Aquatic Club)	0	10,660	0
Committee (incl. Dulverton Corridor)	14,750	4,211	18,550
Lake Dulverton (Midlands Water Scheme)	28,125	32,840	25,800
Depreciation	0	0	0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	186,633	182,521	219,603
(Surplus)/Deficit:	-191,117	122,772	216,853

Program: **LANDSCAPES**Sub Program: **CULTURAL****Program Objectives:****Strategic Theme: Landscapes***The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.***Strategic Plan Reference:**

3.3.1 Ensure that the cultural diversity of the Southern Midlands is maximised

Description & Level of Service:**Strategies / Action Plans:**

3.3.1.1 Identify, and promote the Cultural heritage of the Southern Midlands through festivals and events

3.3.1.2 Continue to implement and update the Southern Midlands Arts Strategy

3.3.1.3 Develop an Events and Festivals Strategy

3.3.1.4 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

3.3.1.5 Continue to promote and develop the Artist in Residence Program using Council owned heritage buildings

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Community Donations	0		
Heritage Hub (79 High Street)	5,000	71	0
Total Revenue:	5,000	71	0
EXPENDITURE:			
Arts Advisory Committee	10,000	955	10,000
Heritage Garden (Callington Mill)	1,500	0	1,500
Commissariat HUB (transfer to Heritage Program)	5,000	0	0
Artist in Residence Program	0	0	2,000
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	16,500	955	13,500
(Surplus)/Deficit:	11,500	884	13,500

Program: **LANDSCAPES**Sub Program: **REGULATORY (DEVELOPMENT)****Program Objectives:****Strategic Theme: Landscapes**

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

Strategic Plan Reference:

3.4.1 A regulatory environment that is supportive of and enables appropriate development

Description & Level of Service:**Strategies / Action Plans:**

- 3.4.1.1 Continue to support the State Government's State-wide Planning Initiative and to work in co-operation within the Southern Tasmanian region to finalise the Local Provisions Schedule for the Tasmanian Planning Scheme
- 3.4.1.2 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
- 3.4.1.3 Make use of the Joint Land Use Planning Initiative (JLUPI) outcomes to develop the local content for the new planning scheme
- 3.4.1.4 Process planning, building and plumbing applications in a timely manner and monitor compliance with the relevant legislation
- 3.4.1.5 Review systems and procedures to ensure that "best value" is being provided in the delivery of customer services
- 3.4.1.6 Ensure staff are adequately resourced and supported to apply consistent, transparent and procedural fairness in pursuing enforcement action in matters of non-compliance

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Subdivision & Development App Fees	70,000	88,854	85,000
Env Health - PPE's, Septic Tank & Food Premises	7,500	4,597	7,500
Building / Plumbing Application Fees	95,000	121,526	120,000
Public Open Space Contributions	0	5,845	0
Total Revenue:	172,500	220,822	212,500
EXPENDITURE:			
Salaries (incl. On-Costs)	626,972	526,386	651,136
Office - Operating Expenses (incl Legal Fees)	84,523	76,869	85,011
Advertising	15,000	19,376	15,000
Vehicle Costs	42,000	27,686	42,000
Consultancy Costs - EHO; Engineering & Building Surveying	101,995	62,494	87,619
Planning Scheme Development	5,000	0	7,500
Interest Charges	1,693	899	1,264
Depreciation			
Budget Reduction/Adjustment	0		
Total Expenditure:	877,183	713,710	889,530
(Surplus)/Deficit:	704,683	492,888	677,030

Program: LANDSCAPES

Sub Program: **REGULATORY (PUBLIC HEALTH)****Program Objectives:****Strategic Theme: Lifestyle**

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

Strategic Plan Reference:

3.5.1 Monitor and maintain a safe and healthy public environment

Description & Level of Service:**Strategies / Action Plans:**

3.5.1.1 Continue to provide school immunisation programs

3.5.1.2 Continue to register and monitor food premises

3.5.1.3 Continue to ensure that on-site waste water disposal is effective

3.5.1.4 Encourage health professionals, including doctors and nurses, to move to the Southern Midlands

3.5.1.5 Provide continuing support to the Midlands Multi-Purpose Health Centre

3.5.1.6 Continually raise the awareness of Notifiable Diseases in the Community

3.5.1.7 Maintain an Emergency Management Plan for the Southern Midlands local government area that will provide safeguards for the health & safety of the Community

3.5.1.8 Support Council owned cemetery services so they continue to be provided

3.5.1.9 Encourage members of the Community to actively participate in immunisation programs

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Cemetery Income	2,000	1,055	2,000
Immunisation	500	357	0
Grant - Kempton Health Facility	0	0	0
Kempton Community Health Centre - Rental Income	0	0	4000
Total Revenue:	2,500	1,412	6,000
EXPENDITURE:			
Immunisation Costs	735	101	735
Medical Officer of Health	4,780	0	4,780
Cemeteries - Maintenance	4,800	3,711	6,685
Community Health Centre	5,950	3,600	8,125
Budget Reduction/Adjustment	0		
Total Expenditure:	16,265	7,412	20,325
(Surplus)/Deficit:	13,765	6,001	14,325

Program: **LANDSCAPES**

Sub Program: **REGULATORY (ANIMALS)**

Program Objectives:

Strategic Theme: Lifestyle

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

Strategic Plan Reference:

3.6.1 Create an environment where animals are treated with respect and do not create a nuisance for the community

Description & Level of Service:

Strategies / Action Plans:

3.6.1.1 Continue dog control, regulatory, licensing and educational programs

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

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 to develop and resource a strategy to meaningfully reduce the number of feral cats that now form a self-sustaining and very large population in rural areas

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Dog Registration Fees	65,000	36,650	65,000
Infringement Notices	7,500	-4,013	7,500
Impounding & Complaint Fees	1,500	473	1,500
Total Revenue:	74,000	33,109	74,000
EXPENDITURE:			
Animal Control Services	100,867	92,705	111,113
Budget Reduction/Adjustment			
Total Expenditure:	100,867	92,705	111,113
(Surplus)/Deficit:	26,867	59,596	37,113

Program: **LANDSCAPES**

Sub Program: **ENVIRONMENTAL SUSTAINABILITY**

Program Objectives:

Strategic Theme: Landscapes

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

Strategic Plan Reference:

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

Description & Level of Service:

Strategies / Action Plans:

- 3.7.1.1 Implement priority actions defined in Council's corporate Climate Change Adaption Plan
- 3.7.1.2 Continue implementation of Council's Climate Change Action Plan
- 3.7.1.3 Continually improve energy efficiency and assist the Community in energy efficiency initiatives
- 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
- 3.7.1.5 Investigate options to potentially develop alternate energy sources, including but not limited to Solar Array Panel/bank to generate power to be used at the community level and excess back to the grid
- 3.7.1.6 Facilitate the installation of recharging stations for battery operated vehicles in key geographic locations

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Commissions - Solar Units	0	0	0
Home Energy Audits	0	0	0
Grants	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Salaries (incl. On-Costs)	0		0
Climate Change Grant Expenditure (Grant rec'd 2011/12) (Grant received 2011/12 - \$20934 - 90%)	0	7,142	0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	0	7,142	0
(Surplus)/Deficit:	0	7,142	0

Program: **COMMUNITY**Sub Program: **COMMUNITY HEALTH & WELLBEING****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.1.1 Support and improve the independence, health and wellbeing of the community

Description & Level of Service:**Strategies / Action Plans:**

4.1.1.1 Partner with Governments, adjoining Councils and non-government organisations to improve the safety, health and well-being of the Community

4.1.1.2 Review our play grounds / spaces in recognising the importance to our Community of inclusive play & universal design

4.1.1.3 Promote the importance of regular exercise as part of Community health & wellbeing

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Drop-In-Centre (Aquatic Centre)	0	0	0
Rental - Sumo Suits	0	0	0
Communities for Children	0	0	0
Grant - Healthy Comm Initiative	0	0	0
Rural Primary Health / Grants - School Holiday Program	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Salaries (incl. On Costs)	245,616	150,387	245,425
Operating Costs (incl. Vehicle Costs)	27,750	28,156	12,000
Holiday Program	10,000	3,972	10,000
School Community Garden	0		0
Communities for Children	0		0
Budget Reduction/Adjustment	0		
Total Expenditure:	283,366	182,515	267,425
(Surplus)/Deficit:	283,366	182,515	267,425

Program: **COMMUNITY**Sub Program: **RECREATION****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.2.1 Provide a range of recreational activities and services that meet the reasonable needs of the community

Description & Level of Service:**Strategies / Action Plans:**

- 4.2.1.1 Review and implement the Southern Midlands Recreation Plan
- 4.2.1.2 Identify opportunities to work in partnership with the Community and the State Government to improve recreational services and activities
- 4.2.1.3 Maximise the potential use and benefits of the Oatlands Aquatic Centre
- 4.2.1.4 Maximise the potential for additional recreational facilities for Lake Dulverton (e.g rowing clubs, kayaks, jetty)
- 4.2.1.5 Review our play grounds / spaces in recognising the importance to our Community of inclusive play & universal design
- 4.2.1.6 Undertake recreation space/ground development that facilitates drought tolerant recreation/playing surfaces
- 4.2.1.7 Construct the best family/children's park on the Midland Highway to encourage visitation to local Oatlands businesses and to support the health & wellbeing of young people in the Community

BUDGET:	2020/21	CURRENT	PROPOSED
	Est.	2020/21 Actual	2021/22 Budget
REVENUE:			
Pool - Admission Fees	12,000	9,769	91,667
Recreation Facilities - User Charges (incl. Aurora reimburs)	8,500	2,686	5,000
Hall Facilities - User Charges (incl. Aurora reimburs)	6,500	7,445	6,500
Grant(s) - State (Final Instalment) and Aust Government	0	0	1,900,000
Management Committee - Reimbursements	2,500	4,060	2,500
Comm Dev Grant Program - Callington Park Playground	500,000	500,000	0
Comm Dev Grant Program - Oatlands Aquatic Centre	500,000	0	0
Dept Treasury & Finance - Local Gov't Loans Program (21/22 - year 1 of 3)	0	0	52,231
Total Revenue:	1,029,500	523,960	2,057,898
EXPENDITURE:			
Recreation Grounds (incls Land Tax Payable)	135,085	121,541	137,759
Swimming Pool	104,403	78,127	0
Aquatic Centre	0	0	260,053
Council Halls	48,600	34,856	48,600
Community Halls	11,210	2,833	11,210
Community Centre - Oatlands	7,410	7,806	7,410
Community Centre - Levendale	6,260	9,303	6,260
Topiaries	3,250	1,087	3,250
Parks & Reserves	161,323	52,619	170,336
Tree Removal	6,000	0	6,000
Interest Payments	11,698	9,697	62,792
Recreation Plan	16,000	0	16,000
Budget Reduction/Adjustment	0		
Total Expenditure:	511,239	317,867	729,670
(Surplus)/Deficit:	-518,261	-206,093	-1,328,228

Program: **COMMUNITY**Sub Program: **ACCESS****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

- 4.3.1a Continue to explore transport options for the Southern Midlands community
4.3.1b Continue to meet the requirements of the Disability Discrimination Act (DDA)

Description & Level of Service:**Strategies / Action Plans:**

- 4.3.1.1 Be an advocate for improving transport services for those in need within the Community
4.3.1.2 Continue the implementation of Council's Disability Access and Inclusion Plan in meeting the requirements of the DDA
4.3.1.3 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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Access Committee	0	0	0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

Program: **COMMUNITY**Sub Program: **VOLUNTEERS****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.4.1 Encourage community members to volunteer

Description & Level of Service:**Strategies / Action Plans:**

4.4.1.1 Ensure that there is support and encouragement for volunteering

4.4.1.2 Facilitate training programs aimed at providing volunteers with the necessary skills

4.4.1.3 Continue to support volunteers and their respective Community Groups through the Southern Midlands Community Small Grants Program

4.4.1.4 Work with Volunteering Tasmania to refine policies and frameworks that support volunteering throughout the Southern Midlands

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Community Grants Program	40,000	23,140	30,000
Partnership - Bagdad Community Club	10,000	1,885	15,000
Budget Reduction/Adjustment	0		
Total Expenditure:	50,000	25,024	45,000
(Surplus)/Deficit:	50,000	25,024	45,000

Program: **COMMUNITY**Sub Program: **FAMILIES****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

- 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

Description & Level of Service:**Strategies / Action Plans:**

- 4.5.1.1 Monitor the adequacy of current childcare facilities (i.e location, accessibility and number of placements)
 4.5.1.2 Take appropriate action to address any shortfalls/deficiencies identified in the provision of family related services across the Southern Midlands
 4.5.2.1 Facilitate mentoring and leadership programs in partnership with the schools in the Southern Midlands (eg. encourage school attendance at Council meetings and engagement in projects relating to Council)
 4.5.2.2 Develop youth programs that cover employment and training as well as being linked to social, recreational and entertainment activities
 4.5.2.3 In partnership with the State Government investigate ways to enhance the delivery of youth services in the Southern Midlands
 4.5.2.4 Monitor and respond to the recreation needs of the young people of the Southern Midlands
 4.5.2.5 Work with community groups to facilitate meaningful youth engagement and support
 4.5.3.1 Provide continuing support to the Midlands Multi-Purpose Health Centre (MMPHC)
 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
 4.5.3.3 Provide support for & where appropriate, facilitate the meaningful social engagement and social inclusion of older members of our Community
 4.5.3.4 Provide continuing support for the Community Shed and similar initiatives

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Contributions	0	380	0
Total Revenue:	0	380	0
EXPENDITURE:			
Operating Grants (Child Care Centres)	2,500	0	2,500
Operating Grant (FDC)	4,000	4,000	4,000
Seniors	2,500	1,409	5,000
Budget Reduction/Adjustment	0		
Total Expenditure:	9,000	5,409	11,500
(Surplus)/Deficit:	9,000	5,029	11,500

Program: **COMMUNITY**

Sub Program: **EDUCATION**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.6.1 Increase the educational and employment opportunities available within the Southern Midlands

Description & Level of Service:

Strategies / Action Plans:

4.6.1.1 Develop partnerships increasing educational opportunities within the Southern Midlands for the entire community

4.6.1.2 Provide heritage skills learning opportunities through the Centre for Heritage

4.6.1.3 Continue to work with the schools in the Southern Midlands to address and respond to reform initiatives in a positive manner together

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Total Revenue:	0	0	0
EXPENDITURE:			
Budget Reduction/Adjustment			
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

Program: **COMMUNITY****Sub Program: CAPACITY AND SUSTAINABILITY****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.7.1 Build, maintain and strengthen the capacity of the Community to help itself whilst embracing social inclusion to achieve sustainability

Description & Level of Service:**Strategies / Action Plans:**

- 4.7.1.1 Support Community groups who wish to run and/or develop Community based facilities & events
- 4.7.1.2 Continue to provide funding opportunities for Community Groups through the Southern Midlands Community Small Grants Program
- 4.7.1.3 Provide support to Community groups in their establishment and on-going development as well as assist those groups to access grants from a wide range of sources
- 4.7.1.4 Provide support to the Community in addressing major impacts that affect the ability of the Community to work cohesively together
- 4.7.1.5 Increase opportunities for the ability of the aging population to remain in their Communities
- 4.7.1.6 Increase the opportunities for young people to remain in or return to their local Communities
- 4.7.1.7 Facilitate meaningful engagement with Business and Traders Groups

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Special Events - Recoveries (Aust Day & ANZAC Centenary)	0		0
Men's Shed Income	0		0
Total Revenue:	0	0	0
EXPENDITURE:			
Special Events (Festivals etc)	14,525	2,256	20,525
Donations	8,500	3,136	8,500
Grant - Oatlands District Historical Assoc. (Rates equivalent)	900	0	900
Regional Development Campaign (SCSR)	3,000	0	3,000
Community Men's Shed	5,480	6,047	6,480
Grant Exp - Special Events - Aust Day & ANZAC Centenary	0		0
Volunteer Recognition Program	0		0
Oatlands Structure Plan	5,000		5,000
Budget Reduction/Adjustment	0		
Total Expenditure:	37,405	11,439	44,405
(Surplus)/Deficit:	37,405	11,439	44,405

Program: **COMMUNITY**Sub Program: **SAFETY****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.8.1 Increase the level of safety of the community and those visiting or passing through the municipality

Description & Level of Service:**Strategies / Action Plans:**

4.8.1.1 Work in partnership with the Police to maintain and create a safer Communities

4.8.1.2 Maintain the Southern Midlands Emergency Management Plan and review every two years

4.8.1.3 Convene the Southern Midlands Emergency Management Committee twice per year

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

4.8.1.5 In partnership with the Community, develop Community Safety Initiatives

4.8.1.6 Work in partnership with the Tasmania Fire Service to keep the Southern Midlands 'fire safe'

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
MAIB Reimbursements	7,500	8,500	8,500
Donations	0		
Total Revenue:	7,500	8,500	8,500
EXPENDITURE:			
Emergency Service Unit	12,175	6,435	12,175
Fire Protection - General	5,350	143	5,350
Emergency Management Plan	2,425	499	2,425
Ambulance Service	25,141	6,052	19,750
		1,088	0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	45,091	14,218	39,700
(Surplus)/Deficit:	37,591	5,718	31,200

Program: **COMMUNITY**Sub Program: **CONSULTATION & COMMUNICATION****Program Objectives:****Strategic Theme: Community**

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.9.1 Improve the effectiveness of consultation and communication with the community

Description & Level of Service:**Strategies / Action Plans:**

- 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 website, to enhance the community consultation process
- 4.9.1.2 Monitor emerging trends in Community engagement
- 4.9.1.3 Continue to issue the quarterly Council Newsletter for residents and ratepayers
- 4.9.1.4 Continue to develop and maintain an 'up-to-date' website as well as an effective Social Media presence
- 4.9.1.5 Embrace innovative approaches to improving communications

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Community Consultation	2,500	0	0
Radio Station	4,800	3,152	4,800
Council Newsletters & Reports	12,500	11,233	12,500
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	19,800	14,385	17,300
(Surplus)/Deficit:	19,800	14,385	17,300

Program: **ORGANISATION**Sub Program: **IMPROVEMENT****Program Objectives:****Strategic Theme: Organisation***The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community***Strategic Plan Reference:**

- 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 Council 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 & Continuous Improvement framework

Description & Level of Service:**Strategies / Action Plans:**

- 5.1.1.1 Maintain a comprehensive automated work order/public enquiry system as well as a complaints system
- 5.1.1.2 Maintain an up to date profile of the Municipal Area to assist in identifying Community & Developer needs
- 5.1.2.1 Maintain an effective team member performance/development review system that provides employees with recognition for their achievements
- 5.1.3.1 Continue to develop and implement Council's Asset Management System
- 5.1.4.1 Identify ICT training needs of staff & elected members and seek opportunities to enhance their skills
- 5.1.5.1 Maximise the established Business Process Improvement Program

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Enterprise Bargaining Unit	1,740		1,740
Work Practices Review	3,900	5,440	3,900
Corporate Compliance etc.	110,815	59,728	101,250
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	116,455	65,168	106,890
(Surplus)/Deficit:	116,455	65,168	106,890

Program: **ORGANISATION**Sub Program: **SUSTAINABILITY****Program Objectives:****Strategic Theme: Organisation**

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

Strategic Plan Reference:

- 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

Description & Level of Service:**Strategies / Action Plans:**

- 5.2.1.1 Provide regular updates in respect of legislation and best practice WH&S to all Council team members
- 5.2.2.1 Ensure that the Council is a safe and healthy, worker friendly environment
- 5.2.3.1 Provide access to education and training in order to support elected members and staff in their roles
- 5.2.3.2 Provide access to training for employees to ensure that they have the training, skills and knowledge that they need to undertake their jobs in a professional and 'Customer focused' manner
- 5.2.4.1 Identify opportunities for resource sharing with other Councils
- 5.2.4.2 Identify and implement working relationships with the Councils in our sub region across a wide range of operational and support areas
- 5.2.5.1 Maintain the structure and rigor of the Audit Committee in reviewing Council's compliance obligations
- 5.2.6.1 Review staffing levels at development review time
- 5.2.6.2 Ensure that a rigorous recruitment and selection process is undertaken prior to new team members being appointed
- 5.2.7.1 Continue to participate in State and Regional forums, including the LGAT, as well as other appropriate organisations/structures
- 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 - 2009
- 5.2.9.1 Maintain the high level of Customer Service that Southern Midlands is acknowledged for

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Rental - Kempton Depot (TasWater)	10,631	10,631	10,748
Rental - 70 High Street, Oatlands	0	2,000	0
Rental - 73 High Street, Oatlands	9,306	8,250	9,099
Aurora Reimbursements - 73 High Street, Oatlands	3,000	0	3,000
Rental - Oatlands Racecourse	0	0	0
Rental - Tunnack Mail Centre	374	382	400
Rental - Erskine Street, Cemetery	0	18	0
Rental - Town Hall (Misc Uses)	0	0	0
Rental - Radio Tower (Glamorgan / Spring Bay)	561	570	580
Rental - Service Tasmania	15,477	15,647	15,819
Rental - NBN Co, Vodafone, Optus (Campania)	30,275	29,719	30,936
Rental - Barrack Street House	7,091	6,545	5,318
Labour On-Costs - Recoveries	500	13,570	500
Works - Minor Reimbursements	0	0	0
General Income Photocopies, Incl. Section 132 & 337 Certificates	55,000	49,635	55,000
Corporate - Minor Reimbursements	1,500	30,851	1,500
Total Revenue:	133,714	167,818	132,900

Program: **ORGANISATION**Sub Program: **SUSTAINABILITY**

EXPENDITURE:			
Staff Training	27,100	9,142	27,100
Housing (Roche Hall; 16 Church; 16 Barrack)	24,470	68,281	19,372
Risk Management	6,000	1,990	6,000
Council Services	324,718	173,221	325,653
Administration	1,110,443	1,154,844	1,234,449
Asset Management	55,678	33,397	59,026
Engineering	310,943		358,185
Strategic Planning	14,450	937	14,450
Depreciation (Buildings, Computer & Minor Plant)	453,066		453,500
Loan Interest Charges - C/Chamber, Depot & Cap Works Gen	4,249		2,932
Total Expenditure:	2,331,117	1,441,811	2,500,667
(Surplus)/Deficit:	2,197,403	1,273,993	2,367,767

Program: ORGANISATION

Sub Program: FINANCES

Program Objectives:**Strategic Theme: Organisation**

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

Strategic Plan Reference:

- 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

Description & Level of Service:**Strategies / Action Plans:**

- 5.3.1.1 Implementation of the Financial Management Strategy, incorporating the long-term Financial Management Plan
- 5.3.1.2 Continue to support the Audit Panel to monitor financial risks and the potential impacts on Council's financial position
- 5.3.1.3 Council's resources are managed in an efficient, effective and transparent manner
- 5.3.2.1 Decisions in relation to borrowing are to be consistent with the Southern Midlands Council Financial Management Strategy
- 5.3.3.1 Financial risk management is built into the Financial Management Strategy

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
State Fire Commission - Collection Fee (4%)	9,356	7,017	9,807
Fire Service Contributions	235,604	234,430	245,179
Debt Collection Recoveries	2,500	2,982	2,500
Insurance Claim Recoveries	0	18,041	0
Interest on Investments	175,000	32,755	125,000
Interest & Penalties (Rates)	88,000	5,580	85,000
General Rates	4,587,606	4,604,589	4,605,000
Australian Gov't - FAGS Grant	3,564,167	1,689,016	3,619,473
FBT Refund	0	0	0
Australian Gov't - Election Commitment	0	0	0
Total Revenue:	8,662,233	6,594,411	8,691,959
EXPENDITURE:			
State Levies & Charges - State Fire Commission	233,907	175,430	245,179
State Levies & Charges - Land Tax (3% Inc)	10,000	6,341	10,000
Bank Fees	18,000	18,786	20,000
Debt Collection Costs	10,000	6,961	10,000
Agency Commission Costs	5,000	152	5,000
Rate Discounts (Early Payment)	30,000	33,082	35,000
Rate Remissions	3,000	2,738	3,000
Interest Charges - Misc	0		
Depreciation	0		
Budget Reduction/Adjustment	0		
		0	
		0	
Total Expenditure:	309,907	243,491	328,179
(Surplus)/Deficit:	-8,352,326	-6,350,920	-8,363,780

**CAPITAL EXPENDITURE PROGRAM
2021-22**

	ASSET VALUE	ASSET RENEWAL/ REPLACEMENT	ASSET RENEWAL/ REPLACEMENT PROJECTS	R2R	SPECIFIC PURPOSE GRANTS	LRCI PHASE 1	LRCI PHASE 2	LRCI PHASE 3	GRANT FUNDED PROJECTS (Fed Election)	LOAN/RESERVE FUNDED PROJECTS	NEW ASSETS - PREVIOUSLY COMMITTED	NEW ASSET PROJECTS	CARRIED FORWARD FROM 2020/21	TOTAL PROJECT COST
COMMUNITY RECREATION														
Recreation Committee			25,000											\$ 25,000
Bagdad - Bagdad Community Club (Precinct Plan)												25,000		\$ 25,000
Kempton - Skate Park (Council Commitment)			5,000											\$ 5,000
Campania - Public Open Space Dev (Justitia Court)												12,000		\$ 12,000
Campania - Recreation Ground (Internal Toilet Improvements)														\$ -
Campania - Recreation Ground (Fence)														\$ -
Kempton - Recreation Ground (Lighting)													16,000	\$ 16,000
Kempton - Recreation Ground (Roof Structure - Entry to Clubrooms)													15,000	\$ 15,000
Kempton - Recreation Ground (Site Development & Playground Equipment)			25,000											\$ 25,000
Kempton - Memorial Hall Portico							52,000							\$ 52,000
Mangalore - Hall (replace Gutters and Roofing)													18,000	\$ 18,000
Oatlands - Aquatic Centre (New Pool) - Current Year Expenditure									500,000				8,879,600	\$ 9,379,600
Oatlands - Callington Park - Two seats with arm rest & back support			7,000											\$ 7,000
Oatlands - Callington Park - Lighting and Surveillance			6,000											\$ 6,000
Oatlands - Community Hall - Refer Works Program			51,300											\$ 51,300
Oatlands - Midlands Memorial Community Centre - Roof & Insulation			39,000											\$ 39,000
Tunbridge Hall (Repair Works - Council Contribution)												12,500		\$ 12,500
Tunbridge Park - Perimeter Fence (Safety)													30,000	\$ 30,000
	\$ -	\$ -	\$ 158,300	\$ -	\$ -	\$ -	\$ 52,000	\$ -	\$ 500,000	\$ -	\$ 12,500	\$ 37,000	\$ 8,958,600	\$ 9,718,400
ACCESS														
All Buildings (Priority Approach - Year 5 of 5 c/fwd)													50,000	\$ 50,000
Tunbridge Community Club (Council Cont - Accessible Toilets)												20,000		\$ 20,000
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 50,000
CAPACITY & SUSTAINABILITY														
Levendale Community Centre													38,390	\$ 38,390
Campania Structure Plan - Town gateway and traffic calming														\$ -
Campania - Cemetery / Bush Reserve / Land Subdivision										300,000				\$ 300,000
Oatlands - Stanley Street Master Plan												20,000		\$ 20,000
Oatlands - Church Street Sub-Division														\$ -
Oatlands Structure Plan													25,000	\$ 25,000
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 20,000	\$ 63,390	\$ 383,390
SAFETY														
Nil			\$ -											\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ORGANISATION SUSTAINABILITY														
ADMINISTRATION Building Assets														
WDV Asset Value - 30/6/20	\$		13,897,316											
Est Annual Depreciation	\$	(374,566)	\$ 374,566											
WDV Asset Value - 30/6/21	\$		13,522,750											
Oatlands - Council Chambers - Internal Toilets Upgrade													100,000	\$ 100,000
Oatlands - Council Chambers - Damp Issues & Stonemasonry													15,000	\$ 15,000
Oatlands - Council Chambers - Works Office (floor coverings)													5,000	\$ 5,000
Office Furniture & Equipment														
WDV Asset Value - 30/6/20	\$		241,503											
Est Annual Depreciation	\$	(27,500)	\$ 27,500											
WDV Asset Value - 30/6/21	\$		214,003											
Oatlands - Town Hall (General - Incl. Office Equip/Furniture)			5,000											\$ 5,000
Computer Software														
WDV Asset Value - 30/6/20	\$		93,050											
Est Annual Depreciation	\$	(37,500)	\$ 37,500											
WDV Asset Value - 30/6/21	\$		55,550											
Computer System (Hardware / Software)			80,000											\$ 80,000
Records System			10,000										20,000	\$ 30,000
	\$	\$ 439,566	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 235,000

**CAPITAL EXPENDITURE PROGRAM
2021-22**

	ASSET VALUE	ASSET RENEWAL/ REPLACEMENT	ASSET RENEWAL/ REPLACEMENT PROJECTS	R2R	SPECIFIC PURPOSE GRANTS	LRCI PHASE 1	LRCI PHASE 2	LRCI PHASE 3	GRANT FUNDED PROJECTS (Fed Election)	LOAN/RESERVE FUNDED PROJECTS	NEW ASSETS - PREVIOUSLY COMMITTED	NEW ASSET PROJECTS	CARRIED FORWARD FROM 2020/21	TOTAL PROJECT COST
WORKS														
Kempton Depot - Property Purchase (Year 3 Budget of \$180K)											45,000			\$ 45,000
Kempton Depot - Internal Building Improvements			15,000										15,000	\$ 30,000
Kempton Depot - Storage Lockers													2,000	\$ 2,000
Oatlands Depot - Solar Panels														\$ -
Oatlands Depot - Roof over containers													34,300	\$ 34,300
														\$ -
Minor Plant														
WDV Asset Value - 30/6/20	\$ 61,119													
Est Annual Depreciation	\$ (13,500)	\$ 13,500												
WDV Asset Value - 30/6/21	\$ 47,619													
Minor Plant Purchases			9,500											\$ 9,500
Radio System			3,000											\$ 3,000
Plant Replacement Program														
WDV Asset Value - 30/6/20	\$ 2,493,659													
Est Annual Depreciation	\$ (262,000)	\$ 262,000												
WDV Asset Value - 30/6/21	\$ 2,231,659													
Heavy Vehicles - Refer separate Schedule (Trade Allowance - \$320K)			715,000											\$ 715,000
Light Vehicles (Net Changeover) (Trade Allowance - \$102K)			108,000											\$ 108,000
	\$ 275,500	\$ 850,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 51,300	\$ 946,800
GRAND TOTALS	\$ 3,003,866	\$ 3,237,443	\$ 690,850	\$ 526,815	\$ 158,281	\$ 609,032	\$ 463,625	\$ 1,200,000	\$ 320,000	\$ 145,700	\$ 175,270	\$ 10,573,470	\$ 18,100,486	

2021/2022 Schedule of Fees & Charges



2021-2022

Details	Description	Charge
BUILDING FEES (BUILDING AUTHORITY)		
Building Permit & demolition work Category 4 Works - Class 1 OR Class 10 OR Class 7B	Per application	\$250.00
Building Permit and demolition work Category 4 Works - Class 2 -9 (excluding Class 7B)	Per application	\$250.00 Or 0.1% V.O.W. whichever is greater
Building Permit Category 4 Works - Staged development	Per stage	\$ 250.00
Building Permit Category 4 Works - Multiple Dwellings (2 or more)	Per application	\$ 315.00 + \$ 40.00 <i>per tenement unit</i>
Lodgement of Notifiable Building Works Category 3 Works	Per lodgement	\$250.00
Lodgement of Amended Certificate of Likely Compliance for Notifiable Works Category 3 Works	Per lodgement	\$125.00
Lodgement of Low Risk Notifiable Work Category 1 and 2 Works	Per lodgement	Nil
Certificate of Completion		\$ 120.00
Permit of Substantial Compliance		\$380.00
Variation to a Building Permit	Per amendment	\$ 125.00
Building Permit Extension – one-year extension Note: Building Surveying fees may also apply		\$ 110.00
Building Permit Extension - two-year extension Note: Building Surveying fees may also apply		\$ 220.00
Building Permit Extension – each year after 2 nd year Note: Building Surveying fees may also apply		\$ 220.00
Cancellation of Building Permit Refundable component	50% of the Permit Fee & 100% Inspection not carried out	
Building Permit Lapsed		Nil
Building Plan - Search Fee (Archived)	Per property	\$ 90.00
Building Plans Search Fee (Non-Archived / Electronic)	Per property	\$ 40.00

Details	Description	Charge
STATE GOVERNMENT LEVY		
Tasmanian Building & Construction Industry Levy As prescribed under Part 3 of the Building & Construction Industry Training Fund Act 1990 which applies to value of work more than \$20,000 – 0.2% of estimated costs of works		0.2% Value of works completed
Building Administration Fee Building Administration Fee as prescribed under Part 21 of the <i>Building Act 2016</i> which applies to value of works more than 20,000 – 0.1% of estimated cost of works		0.1% Value of works completed
COUNCIL BUILDING SURVEYING SERVICES		
Category 3 (Notifiable Works) for 10a works 7b and 10b works (farm buildings) <i>Includes Certificate of Completion & up to two inspections</i>	Per application	<u>Up to 108m2:</u> \$755.00 <u>Over 108m2:</u> \$860.00
Category 4 (Permit works) for 10a, 10b and 7b works (farm buildings) <i>Includes Certificate Final Inspection & up to two inspections</i>	Per application	<u>Up to 108m2:</u> \$755.00 <u>Over 108m2:</u> \$860.00
Notifiable Works (all categories) with bathroom facilities <i>Includes inspections and Final Certificate</i>	Per application	<u>Up to 108m2:</u> \$860.00 <u>Over 108m2:</u> \$965.00
Inspection by Councils Building Surveyor	Per inspection	\$ 130.00 + GST + \$130.00 /hr
Amended Certificate of Likely Compliance (Category 3 and Category 4)	Per Amendment	\$220.00
Extension of Certificate of Likely Compliance (12 months) <i>Only if Council is Building Surveyor</i>	Per application	\$165.00
Occupancy Permit (where no other building approvals) <i>Includes one inspection</i>	Per application	\$580.00
Application for a Building Certificate to the General Manager	Per application	\$460.00
Building Certificate <i>requested during the sale of a property</i>	Per application	\$715.00 + inspection fee \$495.00
Temporary Occupancy Permit <i>Includes one inspection</i>	Per application	\$485.00

Details	Description	Charge
Schedule of Essential Safety Health Features & Measures <i>This fee may be varied and is at the discretion of the Building Surveyor</i>		\$ 495.00
Caravan Licence <i>Refer to Council policy</i>	Minimum fee for 6 months, renewable up to 24 months	\$ 235.00 per 6 months

PLUMBING / DRAINAGE FEES

Certificate of Likely Compliance - Class 1a & 1b (Category 3 or 4 Works)		\$295.00
Certificate of Likely Compliance (Category 3 or 4 Works) - Class 2-9's (excluding Class 7B) 0.1% of value of total works whichever is greater		\$295.00 min or 0.1% vow
Certificate of Likely Compliance (Category 3 or 4 Works) - Multiple Dwellings Class 1a's		\$295.00 + \$40.00 per unit
Certificate of Likely Compliance (Category 3 or 4 Works) - 10a (Garage, shed or like) with internal fixtures		\$295.00
Certificate of Likely Compliance (Category 3 or 4 Works) Staged development		\$295.00 + \$ 40.00 per unit
Plumbing Permit (Category 4 Works)	Per application	\$ 305.00
Plumbing Permit (Category 4 Works) – Other Backflow, Swimming Pools incl. of Plumbing Permit (which requires a CLC Plumbing)	Per application	\$305.00
Lodgement of Notification of Plumbing Works (Category 2B Works)	Per lodgement	Nil
Inspections	Per inspection	\$ 120.00
Certificate of Completion all categories	Per certificate	\$ 120.00
Variation to a Plumbing Permit (Category 4 Works)	Per Variation	\$150.00
Variation to a Certificate of Likely Compliance (Category 3 or 4 Works)	Per Variation	\$150.00
Extension of Duration of Plumbing Permit (Permit or CLC) – 1 st year	Annual	\$ 110.00
Extension of Duration of Plumbing Permit (Permit or CLC) - each year after 1 st extension	Annually	\$ 220.00
As Constructed Plans - Search Fee (Archived) (non-Archived / Electronic)	Per property Per property	\$ 55.00 \$ 25.00
Cancellation of Plumbing Permit or Certificate of Likely Compliance before Assessment <i>Refundable component</i>	50% of the Permit Fee & 100% of Inspections not carried out	
Cancellation of Plumbing Permit or Certificate of Likely Compliance after issued <i>Refundable component</i>	100% of Inspections not carried out	
Form 46 essential building services schedule of maintenance plumbing matters	Per application/request	\$80.00

Details	Description	Charge
LAND USE FEES (PLANNING PERMITS, SEALING, SUBDIVISION)		
PLANNING PERMIT		
Application for a Planning Permit	Per application	\$ 200.00 min or 0.1% value of works
Application for a Minor Amendment to an existing Planning Permit		\$ 170.00
Application for Signage only		\$ 80.00
Application for Extractive Industry (quarries and mining) – level 1 or level 2	Per application	\$ 660.00 min or 0.15% value of works
Application for Level 2 Activities	Per application	\$660.00min or 0.15% value of works
Application for a Planning Scheme amendment		\$ 2,330.00 (price inclusive of two adverts in local paper)
Application for a Section 43A Planning Scheme amendment (permit and amendment to scheme)	Price inclusive of two adverts in local paper	\$ 2,330.00 + \$200.00 or 0.1% value of works (whichever is greater)
Application for Mobile Food Vendor Permit (3 Month Permit)		Business owned by Southern Midlands Resident - \$80.00 All other Vendors - \$100.00
Application for Mobile Food Vendor Permit (1 year Permit)		Business owned by Southern Midlands Resident - \$200.00 All other Vendors - \$250.00
Application for an Extension of time to a Planning Permit		\$ 115.00
Advertising - Discretionary Use/Development		\$ 295.00
Planning Certification (where developer wants formal assessment of no permit required works or exempt works)		\$90.00

Details	Description	Charge
Tas. Heritage Council DA (Only)		\$125.00 <i>Plus advertising fee</i>
Review of Part 5 Agreements	Per agreement	\$210.00
Scanning of application documentation <i>(where submitted in hardcopy)</i>		\$2 per page (only up to A3)

SUBDIVISION

Application for Subdivision or Boundary Adjustment (Lot incl. road)	Per application	\$ 445.00 min + \$ 20.00 per lot including balance (Plus advertising fee)
Application for an Adhesion Order	Per application	\$ 125.00
Sealing Fee (approved final seal plans and schedule of easements and strata certificates)	Per request for seal of plans or certificates	\$ 250.00
Amendment to a Sealed Plan	Per request	\$ 315.00
Amendment to Sealed Plan Hearing (if objections)		\$840.00
Exemption Certificate <i>Local Government (Building & Miscellaneous Provisions) Act 1993</i>	Per request	\$ 230.00

ENGINEERING SERVICES ASSESSMENT OF SUBDIVISION OR OTHER APPLICATIONS

Engineering Assessment of Plans (Min fee or % whichever is the greater)		\$ 335.00 min or 1.0% value of works
Additional Inspections by Engineer		\$ 210.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
ENVIRONMENTAL HEALTH FEES		
REGISTRATION & LICENCE FEES		
P1 Classification Food Licence	Per application & per annual renewal	\$ 250.00
P2 Classification Food Licence	Per application & per annual renewal	\$ 150.00
P3 Classification Food Licence	Per application & per annual renewal	\$80.00
P3-N Classification Food Licence	Per application (once only fee)	\$50.00
P4 Classification Food Licence	Per application (once only fee)	\$50.00
Food Licence for sporting club canteens, food vans etc (P1, P2 or P3)	Per application & per annual renewal	\$80.00
Temporary Food Licence Certificate of Registration (<i>food stalls etc</i>)	Per application	\$35.00
Temporary Food Licence Certificate of Registration (<i>Local Not-For-Profit Community Organisation etc</i>)	Per application	\$ 0.00
Food Business Inspection	Per notification	\$115.00
Place of Assembly Licence	Per year	\$ 140.00
Special Event Place of Assembly Licence (over 1000 people)	Per application	\$ 125.00
Special Event Place of Assembly Licence (over 1000 people) <i>Local Not-For-Profit Community Organisation</i>	Per application	Nil
Water Carrier Licence	Valid 3 years	\$ 210.00
Water Carrier Licence Renewal (every year after expiry)	Per renewal	\$100.00
Private Water Supply Licence		\$ 100.00
Registration of Premises / Licence (e.g. body piercing, tattoo studio)		\$80.00 + \$55 for licence per person
Air & Water Systems (Legionella)		\$ 100.00
Non Standard Inspection Fee		\$ 115.00
Supply of Sharps Container 1.4lt	Per container	\$6.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
ANIMAL CONTROL		
REGISTRATION FEES		
Dog desexed	(Vet Certificate or Stat Dec Required)	\$31.50 annually
Dog Non-desexed		\$ 42.00 annually
Greyhound/Working Dog/Purebred Dog for breeding	Certificate required, TCA, or GRT membership or ABN	\$31.50 annually
Dangerous Dog/Restricted Breed/Guard Dog	Declared by General Manager	\$94.50 annually
Pension Card Holder (one dog per property)	Pension Concession Card & Health Care Card	50% off scheduled fee (one dog only)
Guide Dogs/Hearing Dogs		Nil
Replacement Tag (metal lifetime tag)		\$10.50
Formal Notice of Complaint		\$ 63.00
KENNEL LICENCE		
Application for a Licence under the <i>Dog Control Act 2000</i>	Per application	\$ 126.00 (+Advertising Fee)
Advertising of Application for Licence		\$280.00
Annual Licence renewal fee		\$ 52.50 annually
IMPOUNDING		
Impound Fee (for all animals)		\$ 31.50
Feed/Care Fee for impounded animals (daily charge)	Per day	\$10.50
Dogs Home of Tasmania Fee for impounding	Paid direct to Dogs Home	Refer Dogs Home of Tasmania

<i>Details</i>	<i>Description</i>	<i>Charge</i>
CEMETERIES - CAMPANIA		
Reserved Cemetery Plot (non-refundable)		\$ 580.00
Wall of Remembrance		\$ 175.00
Exhumation		Cost recovery basis

STORMWATER		
Price on application		Price on application

ROAD AND FOOTPATH REINSTATEMENT		
Price on application		Price on application

FOOTPATH AND CROSSOVER CONSTRUCTION		
Price on application		Price on application

<i>Details</i>	<i>Description</i>	<i>Charge</i>
RECREATION GROUNDS & CLUB FACILITIES - USAGE		
The fees and charges for recreation ground usage have been developed to reflect costs incurred for maintenance, facility management, irrigation and general ground maintenance		
Oatlands Recreation Ground (not including Club Room hire)		Price on application
Oatlands Recreation Ground – Club Rooms Casual users to book through Oatlands Football Club	Oatlands Football Club	
Kempton Recreation Ground (not including Club Room hire)	Council	Price on application
Kempton Recreation Ground – Club Rooms Casual users to book through Council	Council	Price on application
Campania Recreation Ground Casual users to book through Management Committee	Management Committee	
Colebrook Recreation Ground Casual users to book through Management Committee	Management Committee	
Mangalore Recreation Ground Casual users to book through Council	Council	Price on application
Woodsdale Recreation Ground Casual users to book through Management Committee	Management Committee	
Tunnack Recreation Ground Casual users to book through Management Committee	Management Committee	
Parattah Recreation Ground Casual users to book through Management Committee	Management Committee	
Mt Pleasant Recreation Ground Casual users to book through Management Committee	Management Committee	

<i>Details</i>	<i>Description</i>	<i>Charge</i>
HALLS		
Oatlands Town Hall (former Court Room) Local Organisation Other Organisation		\$ 16.50 per day \$ 33.00 per day
Gay Street Hall, Oatlands Casual users to book through Management Committee	Management Committee	
Victoria Memorial Hall, Kempton Casual user to book through Brighton Green Ponds RSL	Brighton/Green Ponds RSL	Booking contact: Ken Clark Ph: 6259 1216
Blue Place, Kempton		\$ 44.00 per day
Campania Community Hall & Campania War Memorial Hall Casual users to book through Management Committee	Management Committee	
Colebrook Memorial Hall Casual users to book through Management Committee	Management Committee	
Woodsdale Hall Casual users to book through Management Committee	Management Committee	

Details	Description	Charge
WASTE MANAGEMENT		
WASTE TRANSFER STATION DISPOSAL FEES – Campania, Dysart & Oatlands		
Car Boot/Station Wagon		\$12.00
Utility/Single Axle Trailer		\$30.00
Double Axle Trailer		\$60.00
Light Truck (up to 3m3)		\$84.00
Tyres - Car / Motor Bike		\$6.00
Tyres - 4WD / Light Truck		\$12.00
Tyres - Heavy Truck		\$25.00
Whitegoods	per item	\$6.00
Car Bodies	per item	\$40.00
Large Construction Material	per m3	\$30.00
ROADSIDE COLLECTION WHEELIE BIN REPLACEMENT		
Replacement Wheelie Bin	140 litre	\$ 71.50
Replacement Wheelie Bin	240 litre	\$ 71.50
USED GARBAGE BINS AND CRATES (FOR PRIVATE USE ONLY)		
140 litre Wheelie Garbage Bin (used) <i>Used green plastic wheelie bin with Council logo removed. Axle and wheels damaged and removed. The wheels and axle are included if required by customer.</i>	140 litre	\$15.00
55 litre Black Crate (used) <i>Used black 55 litre recycling crate with Council logo removed.</i>	55 litre	\$10.00

Details	Description	Charge
GENERAL		
PHOTOCOPYING - A4 OR A3 DOCUMENTS		
A4 Single copy		\$ 0.30
A4 Single	1 - 20	\$ 0.30
A4 Single	21 to 50	\$ 0.25
A4 Single	51 +	\$ 0.20
A4 Double	1 to 20	\$ 0.55
A4 Double	21 to 50	\$ 0.45
A4 Double	51 +	\$ 0.35
A3 Single copy		\$ 0.40
A3 Single	1 – 20	\$ 0.40
A3 Single	21 to 50	\$ 0.35
A3 Single	50 +	\$ 0.30
A3 Double	1- 20	\$ 0.75
A3 Double	21 to 50	\$ 0.65
A3 Double	50 +	\$ 0.55
COLOURED COPIES		
A4 Single copy		\$ 1.25
A4 Single	1 – 20	\$ 1.25
A4 Single	21 to 50	\$ 1.20
A4 Single	51 +	\$ 1.15
A4 Double	1 to 20	\$ 1.45
A4 Double	21 to 50	\$ 1.35
A4 Double	51 +	\$ 1.25
A3 Single copy		\$2.25
A3 Single	1 - 20	\$ 2.25
A3 Single	21 to 50	\$ 2.15
A3 Single	50 +	\$ 2.10
A3 Double	1- 20	\$ 4.50
A3 Double	21 to 50	\$ 4.40
A3 Double	50 +	\$ 4.30
LAMINATING - A4 OR A3 DOCUMENTS		
A4		\$1.10
A3		\$1.50

<i>Details</i>	<i>Description</i>	<i>Charge</i>
PROPERTY & RATES CERTIFICATES		
132 Certificate of Liabilities (set by Regulation)		
337 Land Information Certificate (set by Regulation)		

CODE OF CONDUCT		
Complaint - Lodgement - 50 units		\$ 82.50

COPY OF DOCUMENTS		
Request for information under the <i>Right to Information Act 2009</i>		\$41.25
Copy of Council Minutes or Agenda		Nil
Copy of Council By-Law		N/A
Copy of Council Policy		\$2.00 (plus \$0.20 per page)

FACSIMILE		
Processing faxes for the Public Transmitted or receiving	per page	\$ 1.30