

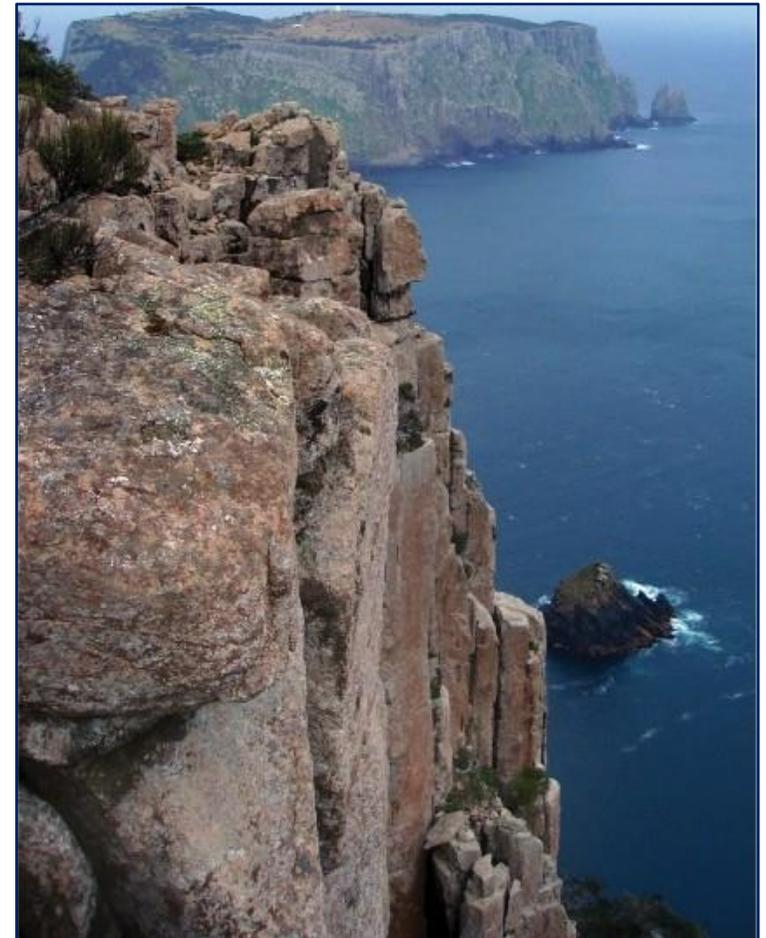
# Tasman Council

## Strategic Plan

2021 — 2031



TASMAN COUNCIL



Document Control: Tasman Council Strategic Plan 2021 – 2031

Version	Date	Details
1	26/05/21	Draft Tasman Council Strategic Plan 2021-2031: endorsed by Council for public comment
2	28/07/21	Draft Tasman Council Strategic Plan 2021 – 2031: incorporating changes as a result of public comment endorsed by Council
3	27/07/21	FINAL Tasman Council Strategic Plan 2021 – 2031: uploaded to Council website and provided to all Councillors following check for typographical and spelling errors and final check of pagination and other design details.





# Mayor's Message

I am very pleased to be presenting this Strategic Plan to the Tasman community on behalf of the Tasman Council.

Thankyou to all the community members, Councillors and staff who shared their thoughts, ideas and hopes for the future in the creation of this plan.

This plan will be used to guide the Council's priorities for the coming decade, and will help to determine budget and infrastructure priorities. It can also be used by Council and the community as a reference document to help us look at the areas that the community sees as being important in regard to service provision and community development.

Council will use the Strategic Plan to guide our activities in the Annual Plan and then we will report back to you on our progress in the Annual Report at the end of each year.

When we created this plan, we were very mindful that we don't want a document that will sit on the shelf and gather dust. We will periodically review the plan and seek feedback from the community about whether priorities have changed.

The plan shows us that there is a lot to do, and Council can't do this on its own, so you'll see in the Strategic Actions sections of the plan where we will be working with other organisations and people to make things happen. The key to making this plan a living document, something that the whole community can be involved with, is for us to continue to talk with you about what you value and where you would like to see the Tasman go in the next 10 years.

And finally, one of the things that really shone through to Council is that we are an optimistic community, we are focused on a strong future and we are proud of who we are. This plan reflects that and gives us the opportunity to work together to build a bright, strong future for our community and the municipality.

Thankyou again, to everyone who shared their hopes for the future with us and we look forward to working with you to make the ideas in this plan a reality.



**Kelly Spaulding**

**Mayor**



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# Introduction

The Tasman is a community of permanent and part-time residents, with services, production and harvest workers located within a wonderful mix of natural, cultural and recreational experiences. We attract one of the State's highest levels of visitation, with 247,000 visitors for the year ending March 2020 (Tasmanian Visitor Survey). Our environmental and cultural uniqueness is recognised through our National Parks and the World Heritage listed, Port Arthur Historic and Coal Mine Sites.

The mix of permanent and part-time residents provides a "population equivalent" much larger than our approximately 2,500 permanent residents. Part-time and visiting residents and workers are a significant and arguably underutilised economic benefit to the community but can also cause stress on amenity and infrastructure during peak periods.

This strategy, facilitated by the Tasman Council in consultation with the community and major stakeholders, aims to provide a balance of protecting our values, creating opportunity to enhance liveability and promoting the Tasman as A Natural Escape to visitors.

Our strategic plan combines community input with analysis of community demographics, service and asset condition and future aspirations. This input and analysis have enabled formulation of priorities for our community and frames Council's strategic principles and focus on the key actions that will guide it for the next decade.



## Strategic Impact

### Our Vision

The Tasman is a sustainable, dynamic and liveable community founded on our people and our natural and cultural attributes.

### Council's Mission

To ensure Tasman is an attractive place to live, work, visit and invest.

### Council's Strategic Principles

- We have an emphasis on the safety and security of our communities and people, natural heritage and cultural values within an environment increasingly subject to both short term change and longer-term risks such as climate change.
- We focus on positive, interconnected and balanced community outcomes.
- Our governance equitably and professionally balances resource allocation, opportunity and risk management.
- We engage in a transparent manner to manage and facilitate the delivery of services, support our community and maintain and improve our assets in a responsible way.
- We are stewards of sustainable development, and liveability and support the development of resilience in our community.



## Strategic Objectives

We aim for success and balance by achieving the following interconnected objectives.

### A protected, engaging and beneficial environment

In the Tasman, our natural environment and amenity combine with employment and leisure/recreation to create multiple and varied benefits. The importance of protecting the bushland, coastal and marine environment was identified during community consultations as being critical to our way of life.

In parallel, the way we develop our communities and townships and the mix of resident and visitor infrastructure (including, for example, roads, walking trails and other amenities) is designed to make living and visiting here attractive and safe. It is the key to building our future.

With a limited potable water supply, it is essential that we deal with run-off and waste water in an effective way. This is an example of how we develop a balance between continued growth and development and how we live our lives in and protect this place.

### Success Measures

- The Tasman's land and marine ecosystems and associated outlooks are protected;
- Our infrastructure encourages and enables safe and convenient use, while considering environmental sustainability;
- Potential tensions between residential amenity and high visitation uses are managed; and
- Visitors are aware of our natural environment, encouraged to experience it and understand their potential impact on it.



## **A prosperous, resilient economy**

Strong visitation and the business activity generated by visitors throughout the Tasman is important if our economy is to thrive and provide employment opportunities. Demand for the Tasman's produce and value-added products is largely driven by external markets. Growing local consumption to provide a stronger local economy is also important if we are to generate more business and provide a broader range services that can be viably operated. Encouraging part-time residents to become permanent will increase demand for mixed residential, service and commercial development and help to boost our economy and bring different skills into our community.

### **Success Measures**

- Increased scale, diversity and value added production across our economy;
- Increased consumption of goods and services and construction from local providers; and
- Providing a balance of externally and internally generated income and associated flow-on impacts.

## **Capable, productive people and assets**

People, their connections and the things that they use for daily living, working, recreation and cultural interests create the core of a community.

The things that we value and hope to achieve are dependent on our physical assets and our people and business and community organisations being able to provide for the needs of the people who live here.



As a community we cannot influence some of the external factors that affect us. We can however influence is how we develop community capability and capacity. While this is intangible and difficult to measure it is central to our community resilience and growth.

Our community assets such as roads, playgrounds, buildings and other facilities need to be fit for purpose and productive. These facilities must achieve significant and valued utilisation and/or create a flow-on benefit to provide a return on public investment. Over time assets can become redundant, either no longer meeting contemporary standards or by supporting activities no longer in demand. We must manage and transform this redundancy into beneficial use. Careful direct investment is required to ensure that community assets are maintained, new additions made, upgraded or removed as is appropriate to the needs of the community and visitors and the financial ability of the Council.

### **Success Measures**

- Community groups and enterprises contribute to the Tasman's liveability and experiences through membership, active participation and volunteering;
- Commercial business and community groups have the knowledge and skills that underpin success;
- All members of the community have access to services and support to enable them to lead independent and fulfilling lives;
- Our community assets are located to where they are most needed and are fit for purpose and well utilised; and
- Our community is well connected through the right mix of support networks, services and infrastructure.



## Community wellbeing and livability

A community's sense of wellbeing is determined by a range of factors such as health, economic circumstances, social connections and ability to participate in areas of interest, amongst other things. Some of these factors have already been mentioned, demonstrating that, for example, local amenity is an important contributor to wellbeing and liveability.

Differing circumstances and life-stages necessitate different services and supports that contribute to positive wellbeing. While the Tasman has pockets of social and economic advantage, there is also a significant resident population which face economic, family, education, chronic health or age-related stressors that affect wellbeing.

From a health perspective, the Tasman Multi Purpose Service (MPS), with its community care, social work, health planning and medical services provides a solid foundation upon which other services such as early learning/childcare and enhanced in-home support can be added. This is complemented by programs through the Neighbourhood House and the Tasman District School.

For these services to provide full value and utilisation, in some circumstances people also require complementary access to housing options, for example, the ability for people to “age in place” is related to both social support and housing suitability. For young people transitioning to work, both skills development and appropriate work experience is important. This diversity reflects a mix of community challenges.

The mix of the above recurrent service with emergency service, particularly out of hours, demonstrates important features necessary to enhance the Tasman as a place to both retain its current residents and attract new residents.

### Success Measures

- Increase in the scope and level of care and support services to match the needs of at-risk groups within the community;
- Services reflect contemporary risk factors, life stages and transition approaches to meet community need;
- Agency and community provider services are coordinated, interconnected and responsive;



- Community satisfaction with access and outcomes; and
- Our emergency management system provides strong protection to lives and livelihoods in times of crisis.

## **Implementation and evaluation**

Council will translate these objectives into action on the ground as outlined in the following strategies. Some of this will be done by Council working on behalf of the community, but for many things to be achieved, the Council will collaborate and work with other organisations, both from within the Tasman community and from visiting service providers and organisations. The Council will also act as a facilitator with other organisations and will lobby on behalf of the community to State and Federal Government representatives and agencies, and key infrastructure providers.

Council's Annual Plan will detail annual programs and goals and its Annual Report will detail actual results and progress.

## **Council's role**

The COVID-19 Pandemic has reinforced the need to develop the capacity to respond to change, but also drive change based on the opportunities that present to us. This is reflected in the balance of governance and action that is delivered through Council's operations.

As a Council, we are part of the community. Given our small scale, partnerships are essential in developing responses to community concerns and challenges. Council is not only a direct provider of services to the community, but also lobbies on behalf of the community around specific issues and works to attract services to the area. Our focus is on getting the balance right and adapting to legislative change, changes within our community, climate change, market influences and State Government focus on Local Government reform.



## The role of the Tasman Council Strategic Plan

The plan outlines our:

**Strategic Principles:** these are the reflection of our community's and Council's values. The values are drawn from our consultation, focused on the way Council works within and for the community and are the foundations of our governance and operational decision making.

**Strategic Focus:** this is the focus of the Council's governance, operational decisions and actions in the key areas of responsibility. Our Annual Plan will work in conjunction with the Strategic Plan to set goals for the coming year. We will measure our performance in implementing the Strategic Plan and provide the community with feedback on and reporting against our targets in the Annual Report.

**Strategic Responsibilities:** As a Council we have responsibility for legislative compliance, governance and risk mitigation concerning strategic factors such as climate change and public safety around Emergency Management.



# Our Strategic Focus

To deliver these objectives, the strategy that follows is designed around the following key areas.

- Community & stakeholder connections & engagement
- Settlements structure, purpose & connection
- People & their wellbeing
- Tourism, visitation & recreation
- Environment
- Physical services, Infrastructure & facilities
- Business & employment

Each area of responsibility includes a picture of:

- Current situation
- What does it mean for our future?
- Conclusions and key strategic directions/actions





Councils have specific delivery and compliance obligations but also play a key role in connecting up the parts of the community. This is done by facilitating activity, lobbying, influencing and working with other levels of government and key private and non-profit organisations.

The following is drawn from the community workshops and discussions with key local, private and public sector entities.

### **Current situation**

The community has told us that transparency, access and inclusion is critical to Council governance. Council being out and active in the community is part of this and key to ensuring that it has an understanding of the multiple parts of the community, their issues and challenges.

People have said that they would like an open, helpful, supportive and innovative Council that taps into the community by drawing upon its knowledge and expertise.



## **What does it mean for our future?**

As one of Tasmania's smallest Local Government Areas, Tasman Council has a limited revenue base, this leads to a limited capacity to provide the scope of services that contemporary communities tend to expect.

The Tasman community operates with multiple social and economic layers, which impact on how the place works and whether people experience good health, a sense of wellbeing and prosperity - both currently and in the future. These characteristics are related to individuals' circumstances, what opportunities and choices exist and at various times the mix of services provided by other levels of government, community organisations and Council through its services, community facilities and infrastructure.

Getting this mix right is critical to the community's balance of liveability, prosperity, wellbeing and the stewardship of the Tasman environment. Council is uniquely placed to make sense of how the Tasman works as a community, where risks and opportunities are emerging and how we can ensure our community is both safe and developing.

## **Conclusions and key strategic directions/actions**

Our liveability and viability requires population retention and growth. This includes amenity and services necessary to support us. We can look to capitalise locally from the visitation, growth in demand for holiday homes and the production and value add of primary resources produced from our natural resources and attributes.

A key foundation of this is the connectivity and collaboration that moves us as a community towards shared goals and objectives. It is critical both within the community and with the key entities that are responsible for and benefit from, our natural and cultural resource base and those with responsibility for the provision of key services and infrastructure.



Council is committed to developing an outcome focused, equitable and efficient consultation foundation to its strategic decision making, direct operations. From this engagement and understanding it will facilitate co-designed infrastructure and service responses.



## Community & Stakeholder Connections & Engagement – Strategic Actions

Focus Area	Action No.	Action Approach	Outcome - Performance Measures
<b>Community wide</b>	1.2	Increase structured public access to elected members (e.g., Councillor meet & greet at community halls)	Increased Council/Community interaction
	1.2	Newsletter, notice board, website and social media	Opportunity to have structured input to Council
	1.3	Specific issue and periodic workshop sessions with interest groups	Information provided to support decision making
	1.4	Annual survey for residents and property owners	Enhanced understanding of Council and its role
	1.5	Equitable access to discuss issues, and concerns	
<b>Infrastructure</b>	1.6	Bi-annual planning & review workshop with the Department of State Growth, Parks & Wildlife, State Emergency Services, Marine and Safety Tasmania, Tasmania Fire Service, Sustainable Timbers Tasmania	Infrastructure capital investment reflects community need and responds to community requests
	1.		Infrastructure at locations identified as strategic with improved contribution from external sources and, less delay in installation
	1.7	Specific purpose, project/issue workshops as required, including relevant local stakeholders and interests	Multiple, adjacent landowner and jurisdiction issues resolved
<b>Wellbeing</b>	1.8	Quarterly workshops combining the Tasman Community & Health Centre (TH&C), Dunalley Tasman Neighbourhood House, not for profit	Services match stressors need and priority



		service providers, Tasman District School, Police and Ambulance to identify community profile changes, service gaps and lead indicators to facilitate service focus, delivery and investment	<p>Early support intervention</p> <p>Effective wellbeing, health &amp; care hub at TH&amp;C Centre</p> <p>Support agencies have strategy to guide service delivery and address service gaps.</p> <p>Community reports increased individual wellbeing and livelihood functioning</p>
<b>Business and Employment</b>	1.9	Support business and tourism associations and businesses to enhance capacity to address barriers to economic activity and to collaborate with the South East Regional Development Association (SERDA), Business Tasmania, Department of State Growth and other business orientated organisations to modernise the Tasman economy	<p>Increased visitor expenditure conversion enhances local expenditure levels.</p> <p>New economic opportunity, more diverse, resilient profile</p> <p>Business engaged, contributing and seek advice/support through an effective, inclusive business and tourism group</p>
<b>Community organisations</b>	1.10	Structured bi-annual workshop with community organisations based on an issue/development. Agendas aimed at liveability, wellbeing and prosperity and focused on and supporting their individual and collective roles within this	<p>Increase in widely beneficial volunteerism.</p> <p>Improved community engagement and collaboration</p> <p>Identification of individual and community stressors</p> <p>Success with grants that demonstrate strategic benefit</p>





Our population, full and part-time residents, are concentrated in our settlements and townships. These are separated by our great landscapes. When we think about settlements, there are some key liveability perspectives we consider:

- Attractiveness and amenity;
- Functionality;
- Room for, and priority areas of development;
- Affordable Housing; and
- How we connect within and between them within our daily lives.

Key questions include:

How well do they work as places to live, shop and provide access to services, individually and as a “set” of places?

When you enter and move through them, do they provide a “face” and range of housing and activity options that reflect the key characteristics of the Tasman as a place to live, work and visit?



## Current situation

The Tasman's growth and the establishment of townships has largely been the result of a focus on the coastal 'shack' communities and agriculture. Over time this has changed to reflect the community profile, changes to the economy, transport options and the growth of the commuter corridor both into and out of Hobart and Sorell. In 2019 – 2020 there were 125 Development Applications and 58 Building Applications lodged, this trend has continued in the 2020 -2021 financial year, with a similar number of Development Applications and an increase in Building Applications to 83.

Our townships are beautifully located and provide the residential amenity, recreational experiences and environment that attracts people to the Tasman. However, our facilities within townships are not as accessible as the community would like. The distribution of facilities, their location and consolidation of commercial, recreational and community service facilities within the townships can make them difficult to access and use by residents and visitors.

Consultation identified that people thought there is a "bit of everything everywhere", this was observed from both a resident perspective and in relation to visitor facilities. Facility locations and the lack of "bundling" of complementary facilities e.g., parks, boat launch/jetty, toilets and picnic etc. in specific high use and attractive locations was identified as a shortcoming.

The Tasman's 2253 dwellings, of which around 1,100 are permanent resident occupied, are distributed between the main townships of Nubeena, Eaglehawk Neck, Taranna, Port Arthur and Murdunna. The Tasman exhibits a higher proportion of owner-occupied and lower proportion of rental properties than for Tasmania overall. Consultation has identified that although demand exists, there is a lack of property available for longer term rent and also housing that is affordable and suitable for some older residents.

Our settlements tend to be linear, characterised by long stretches of development reflecting traditional road alignments and making the connections between households and local facilities challenging. While these have allowed people to live close to the water, and usually with stunning views, cars are a necessity for transport within and between settlements. The "C" roads, creating the Port



Arthur – Nubeena – Taranna loop include sections of road with site distance standards that increase risk for alternate transport such as cycling. Similarly, within some settlements there is a need to utilise roadways for people walking, as there is a lack of suitable paths or path surfaces.

These transport challenges particularly impact younger people, the elderly and economically disadvantaged sections of the community.

### **What does it mean for our future?**

For residents, the Tasman provides great amenity, recreational and lifestyle opportunity and a place to live and work. Its retail and commercial businesses provide for daily needs, and, as with the school and medical care, are primarily located at Nubeena.

While the current situation functions adequately for people who have access to transport etc., for those who are without transport or in some other way disadvantaged the fragmented nature of the settlement pattern can be a source of social isolation, and make accessing services difficult.

Part-time residents tend to bring their provisions in with them and residents from the northern part of the municipality centre most of their purchase and service consumption at Sorell.

These settlements are also used by visitors and shack owners in some locations, in particular during the height of the tourism season or when specific events occur. The ability of the place or specific sites to deal with these peak loads, while maintaining amenity is challenged. This can lead to frustration for both regular users and visitors.

The mix of location, limited transport options and resident and visitor population can create major challenges in determining the site of and providing the scale and standard of infrastructure expected in a contemporary community. Historically this mix of community and visitor infrastructure has been considered on a “project by project basis”; leading to some community assets being in over-supply



while other facilities are lacking or at a lower than expected standard. This creates a significant tension between Council's financial capacity and the provision of places and facilities that support community liveability and economic activity.

### **Conclusions and key strategic directions/actions**

Our settlements assets must be “fit for purpose”, that is they reflect prioritised and weighted need and expectations. They must be productive and/or support flow-on amenity, social and economic benefit.

Settlements within the Tasman play different roles dependent upon their resident and visitor values and the use and scale of attraction characteristics. These characteristics are the specific drivers of the scope, scale and type of services and infrastructure and the way all the parts of our community interact.

Understanding the key role and characteristics of a settlement or township provides the strategic context to the planning and development of residential, infrastructure and facilities plans.

Settlement, commercial and public infrastructure characteristics are key drivers of liveability, business viability and visitor attraction.

Council plans and specific decisions relating to each settlement within the Tasman will be framed by our strategic objectives and how that translates to the specific role(s) of each settlement or township.



## Settlements Structure, Purpose & Connections – Strategic Actions

Settlement Categories	Action No.	Primary Role	Strategic Directions
<b>Attractor Centre - Green</b>			
Eaglehawk Neck Port Arthur	2.1	Effective visitor entrance points and destination Resident and visitor amenity, access to recreation, heritage and experiences. Employment engine, hub for visitor distribution	Structured engagement, co-design and co-investment to manage the diverse needs and interests of residents and visitors  High quality infrastructure to promote amenity, visitor expenditure and private investment
<b>Amenity Centre - Blue</b>			
Murdunna Taranna White Beach Premaydena/ Saltwater River	2.2	Resident and visitor amenity, access to recreation and experience.	Local daily living and lifestyle services  Local parks and community, including visitor amenities and access to existing facilities such as boat ramps  Local pedestrian, bike connections
<b>Service Centre - Cream</b>			
Nubeena	2.3	Service Hub Resident and visitor amenity, access to recreation and experiences. Employment engine Access to daily living and lifestyle services	Consolidation of services to increase local usage and flow-on connections/expenditure  Build on Tasman Multi Purpose Service and Tasman District School location, affordable housing  Consolidation of major facilities to use standards

<b>Potential Transition – Purple</b>			
Coal Mines – Sloping Main – Attractor	2.4	Resident and visitor amenity, access to recreation, heritage and experiences. Major camping	Structured engagement, co-design and investment to manage tensions and interests in high quality infrastructure to promote amenity, visitor expenditure and public/private investment



The following map represents the categorisation of settlements described above. The colour coding on the following map is designed to demonstrate the distribution of the key roles, not as an indicator of any traditional land use planning approaches.

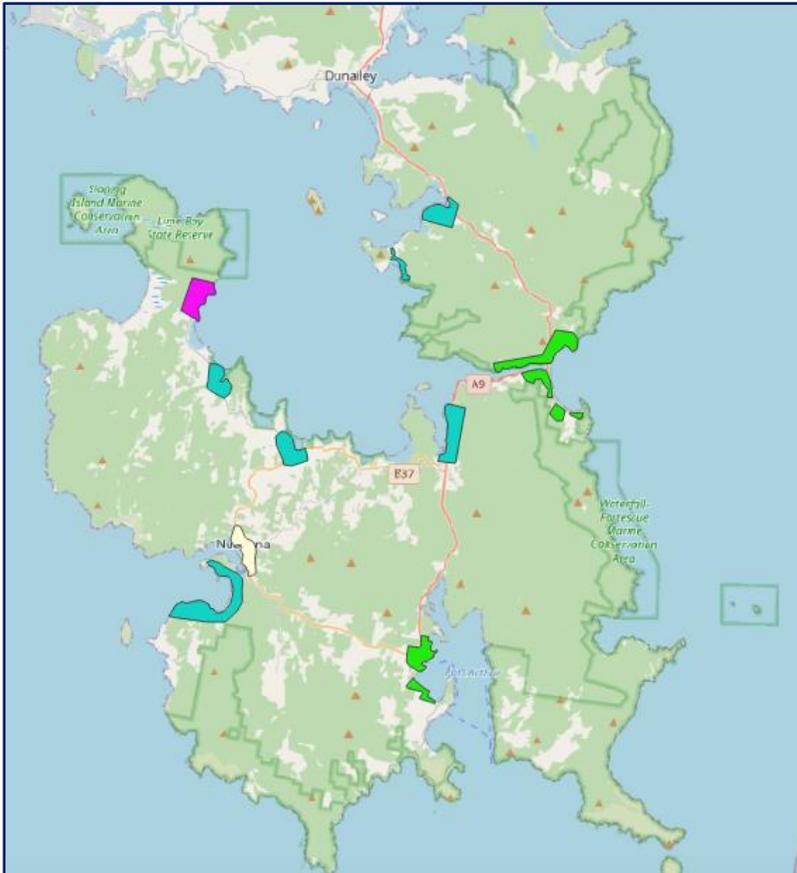


Figure One – Tasman Settlements Structure Purpose & Connections



People are the heart of a community. Those who live here permanently, part-time and who visit are all important.

Health and wellbeing, including how we choose to engage with the community is critical to leading a fulfilling life. If the Tasman is to attract and encourage people to become residents and to ensure people are, for example, able to confidently "age in place", or able to prepare for employment, we need effective, connected-up identifiable services and our informal community support networks in place,

### **Current situation**

The Tasman is a place of contrast, at one level, if we look at Australian Bureau of Statistics (ABS) data, there are pockets of disadvantage in the community. This leads to a need for the delivery of multiple support services. Despite this, the community is strong, resilient and supportive, offering opportunities for everyone to contribute in their own way.

The 2016 ABS Census identified that we have a relatively higher proportion of older residents, older workers, pre-retirees and retirees than the State as a whole. Workforce participation sits at around 40% of the population. There is a lower proportion of babies and young children and of those who are at school, young workforce members and homebuilders. Around 33% of permanent resident households are classified as low income.



In the period leading up to October 2020, the proportion of the 15 to 64 year old population receiving jobseeker payments rose from 9.6% to 17.4%, much higher than the average 10.9% across Tasmania. The labour force, which reflects a relatively low 40% participation rate, has a slightly higher proportion of part-time (50%) to full-time (43%) jobs. The employment, tourism and service focus of workforce qualifications demonstrates the operational focus of many of the jobs in the area.

13.8% of the population provide an unpaid carer role. Around 40% of the families of school children attending Tasman District School receive some form of Centrelink support payment. Underlying chronic health conditions within the community are primarily related to lifestyle issues. Hospitalisation is mostly driven by a combination of diabetes and heart conditions, with cancer, circulatory disease and heart conditions the primary causes of death (Primary Health Tasmania).

The ABS uses a complex set of Census data to develop a statistical comparison of social and economic circumstances between Local Government Areas (LGAs) across Australia. These are known as the SEIFA Index. The SEIFA index uses a figure of 1000 to reflect the Australian average, a number below this reflects a below average situation and therefore a higher level of disadvantage. Rural and regional areas tend to experience more disadvantage.

The current index scores include:

- Index of relative socio-economic disadvantage – the Tasman index number is 917, ranking 97 across all Australian LGAs and similar to Dorset Council;
- Index of relative socio-economic advantage and disadvantage – the Tasman index number is 907, ranking 91 across all Australian LGAs, similar to Southern Midlands and Waratah/Wynyard Councils;
- Index of economic resources – the Tasman index number is 960, ranking 155 across all Australian LGAs, similar to Glamorgan/Spring Bay Council; and
- Index of education and occupation – the Tasman index number is 950, ranking 247 across all Australian LGAs and similar to Meander Valley Council.



Data alone does not reflect the Tasman community. As a region and a community we have experienced major disasters (for example the 2013 Dunalley Bushfires), which over the past 25 years, have shaped the community and put a focus on planning around prevention, immediate response and recovery.

Major events such as these cannot help but affect the way we live our lives, and how we feel about the place that is our home.

Planning in prevention and preparedness requires structured and ongoing management to help address risk, and provide both immediate and ongoing support for those affected.

The emergence of the COVID-19 Pandemic has provided another form of disaster, one with widespread human, social and economic impact.

Post the outbreak of COVID-19 many Tasmanians have experienced significant emotional and mental health impacts from the social and economic stressors that emerged from the public health response strategy. Some of these effects have been slow to emerge, and will see the community continuing to access services to support them through the changes that COVID-19 has created, for example counselling and emergency food support provided by the Dunalley Tasman Neighbourhood House and other organisations

The Tasman is also a place of opportunity - a great lifestyle and good prospects to develop strong business.

Our tourism sector has grown in scale and diversity, in particular through an increasing focus on experiences and value added produce and products.

As a centre for agriculture and aquaculture we are able to demonstrate the connections between primary production tourism and locally produced specialty products, for example cider and 'paddock to plate' beef. These innovations have been driven by longstanding families, corporations and new enterprises. There are also examples of digital economy specialists working from the Tasman and the integration of digital technologies to improve both visitor experiences and production productivity.



As our community changes, we need to consider adopting new technology that will allow access to a contemporary mix of health and wellbeing services and infrastructure and facilities.

### **What does it mean for our future?**

As a community there are pockets of both economic advantage and disadvantage, when planning for the future we must consider this and provide ways that everybody can access the services they might need at some point, and be involved in the community.

The COVID-19 Pandemic has presented even the most resilient with new challenges. This has had a flow on effect to all areas of the community. It can, for example impact on people's employment and the way that households function and how people engage in education, employment and training. It has also had an impact on our social activities, and placed limitations on many things that people have taken for granted. This can have an impact on our wellbeing as a community as well as on us as individuals.

A measure of our community is how we provide formal and informal support to ensure people are able to address and overcome various challenges that they face. This includes those brought about by, for example age, health, skills, income, lack of transport, to enable them to pursue their interests and access critical supports to enable them to achieve their goals.

The Tasman's network of community organisations, interest and recreational groups is critical in providing the connections that support socialisation and facilitate people's ability to be part of community events and most importantly, to create links to both informal and formal support networks.



## Conclusions and key strategic directions/actions

Wellbeing, liveability and having a strong community are linked. Council identifies four (4) core roles in addressing this:

1. Striving to ensure that the amenity and liveability of its settlements, including facilities, their condition and access to services, contribute to people's wellbeing and safety.
2. Playing a key connecting role between services/agencies, the community, its groups and these services. This includes co-designing a place-based approach to service provision and in facilitating connections for those who require support to the right services to assist them. Part of this is influencing and lobbying for new mixes of and additions to service provision to reflect the local context.
3. Build on the Tasman MPS to create a health and wellbeing "lifecycles and conditions hub" to combine early learning, General Practice other allied health and visiting specialists and aged care in one location.
4. Facilitating an effective emergency prevention, incident and event response preparedness and community recovery system to provide the underpinning safety for the community.

The consequence of designing, constructing and maintaining places, infrastructure and services from a people's wellbeing perspective by default means that they meet the needs of residents through their life stages and circumstances and also provide for visitors.

Demonstrable provision of access to health and wellbeing support is a contributor to population retention and attraction and, in the case of emergency response capability, to business being confident in escalating operations, particularly in high-risk undertakings.



## People and Their Wellbeing – Strategic Actions

Focus Area	Action No.	Action Approach	Outcome - Performance Measures
<b>Settlement Amenity &amp; Liveability</b>	3.1	Ongoing assessment of recreation and community facilities, promotion of their use and investment based on broad benefit-cost principles	<p>People enjoy high levels of access to facilities, value their local amenity and the liveability of their location</p> <p>Facilities reflect scope of demand and the multiple uses and demonstrable value to the community</p>
	3.2	Clustering of facilities that enable combined resident and visitor utilisation	<p>Compliance with regulation, use standards and optimise reduction of recurrent costs</p> <p>The spread of facility location and bundling encourages resident, and visitor use and achieves mitigates high visitation impact on resident amenity</p>
<b>Services and Agency Coordination &amp; Service Levels</b>	3.3	Work with Huon Regional Care, Dunalley Tasman Neighbourhood House, agencies and community sector providers to develop a common sense process to improve the level and coordination of support service delivery	<p>People have access to services that reflect their condition and life-stage challenges</p> <p>There is a local option for preventive and primary health treatment and common emergencies</p> <p>Services are complementary, not overlapping as a result of cooperative delivery</p>
	3.4	Ensure local community groups are aware of what is accessible across the community and how to access those supports	

<b>Health &amp; Wellbeing Hub</b>	3.5	In partnership with the Tasman Community Service and Health Centre build on the professional and allied health services capacity and infrastructure (including neighbourhood house) to create an effective health and wellbeing hub	There is a central access point and cluster of services that complement broader development and prevention access pathways  Children have access to early learning and parents' access to employment opportunities through early learning access
<b>Emergency Management</b>	3.6	In conjunction with State, other statutory and volunteer agencies to ensure risks are identified and that actionable plans are in place to ensure coordinated preparedness, prevention, response and recovery	The local community and key organisations are capable and effective in prevention practice and in the event of emergency, able to provide an initial rapid response to mitigate and control risk





Tourism, hospitality and recreation provide employment for around 25% (Australian Bureau of Statistics 2016 Census) of the Tasman's workforce.

The Port Arthur Historic Site (PAHS) and Coal Mines Historic Site in conjunction with the Tasman National Park, and in particular Eaglehawk Neck for both fishing and its natural features, have been the traditional attractors.

PAHS, as a result of its World Heritage Site status and associated management model has gone through major upgrades.

The Parks and Wildlife Service (Parks) in developing the Three Capes Walk has helped to enhance the reputation of the Tasman's natural heritage, which while recognised previously, did not have similar prominence an experience. Parks proposed program of investment around the Tasman Municipality demonstrates this attractiveness.

The Tasman has long been attractive for specific interest groups – fishers, walkers, divers, surfers and paragliders, along with people interested more widely in cultural and natural heritage, and eco-systems. Visitation by such groups is increasing. For example, the newly installed Parks car park at Stormlea, which has around 100 car capacity is often times full.

Many residents have been attracted by the same range of experiences. The Tasman's residents share their place and their recreational activities with many times their population in visitors.



This informal visitation is complemented by specific events. These include annual events such as the Tasman Feast, Koonya Garlic Festival, Arts & Craft Exhibition, Ships Stern Bluff (Cape Fear) Surfing Competition. These are primarily summer period events.

## **Current situation**

The Tasmanian Visitor Survey for 2019/20 identifies around 260,000 interstate and overseas travellers to Port Arthur, with some 112,000 bed nights in the Tasman attributable to this group.

Local, Tasmanian travellers visiting for the range of purposes such as those identified above result in a high population equivalent, where on any one day, in peak season, the Tasman may be hosting a population of up to 10,000 people. There are businesses which have tapped into these markets, however as with the hospitality industry more broadly, at this stage many are experiencing the impacts of COVID-19.

Consultation identifies three specific challenges arising from visitation:

1. Provision of day use facilities, infrastructure and hospitality to ensure the Tasman experience is of high quality;
2. The ability to maintain the amenity of the Tasman with this level of visitation; and
3. How this visitation converts to local business and employment opportunity and viability.

While special interest visitors disperse to specific sites, the goal and challenge has long been to encourage visitors to circulate around the municipality. There are two basic dimensions to this:

1. Ensuring visitors know and are attracted to the locations and their value; and
2. Ensuring that when they are travelling to, or reach their destination, they experience quality.



The capacity to achieve these outcomes is demonstrated by successful specialist production businesses together with marine and land-based guiding and experience based tourism which are complementing the more traditional accommodation/hospitality venues. This is however countered by feed-back indicating a lack of evening dining venues.

### **What does it mean for our future?**

While there has been some disruption to tourism by COVID-19, significant visitation is still occurring. Strong domestic regional tourism growth as a result of challenges and concerns about overseas travel, provides significant further opportunity in the short to medium term.

Conversations around regional dispersal within the Tasman and across the State have been occurring for decades.

The Tasman has a number of core advantages:

- Well known and high-profile attractors and strong visitation;
- Lesser known but high-quality natural environment and recreational experiences; and
- A strong positioning statement in “Tasman Council – a Natural Escape” which can be built upon.

It is not just about numbers, it's about motivation to visit, and enticing people to spend while they are here. To achieve this, understanding the interests, motivations and expectations of visitors is essential.

We know that it is not easy to convert a visitor with a strong heritage motivation to other experiences, no matter how close. There are examples where a significant proportion of heritage motivated interstate and overseas visitors arrive early, spend little time and head off to their next destination. Later in the morning and through the day visitors who have been motivated by broader cultural interests and the natural environment arrive, spend much more time and cover much more of the place. Other visitors are also “just going somewhere”, with the right offer, they can turn into repeat visitors.



There are some fundamentals we need to get right to be able to service our community, and meet the goal of having visitation and recreation playing an important role in our local economy.

### **Conclusions and key strategic directions/actions**

All visitors and the community in their travels around the place, expect to be able to access high quality, clean basic facilities and navigable tracks. Consultation identifies that these need to be strategically designed and located:

- Adjacent to places of interest/attraction and other complementary facilities (picnic spots, car parks, playgrounds, launching ramps and retail/hospitality sites;
- Designed and located in a manner that minimises the impact of close residents; and
- Designed to minimise maintenance costs necessary to maintain standards.

These facilities will not necessarily attract new visitors BUT they will help ensure that the Tasman is not broadcast as a “beautiful – but” place.

As earlier identified (action number 1.6), the “Infrastructure Working Group” will bring Council and key agencies together to establish policy, practice and priorities as the foundation to efficiency and effectiveness. For specific projects, further community engagement and potential contribution is also important.

Directional signage and digital interpretation are a critical attractor providing discoverability and visibility to people as they enter and move around the Tasman. While people with specific interests will have their targets, they may be unaware of other locations that also match their interests.



The digitisation of interpretation extends the range and depth of information that can be included. It also improves the efficiency of engaging key tourism and community organisations and agencies who can contribute content within a structured and dynamic interpretation system. This could be further linked into, for example, events promoted through social media channels.

In a structural sense, heritage attracts the most number of visitors. The Port Arthur Historic Site's complementary site is its Coal Mine Site; this is considered underutilised. Council recognises that investment is necessary to establish the basic facility and interpretation infrastructure as an attractor to a standard that facilitates the dispersal of visitors, at a significant scale, throughout Tasman. The feasibility of this development and investment must be carefully examined, in conjunction with other stakeholders, including Parks who have an interest in the surrounding reserve areas.

The supply mix identified above is the foundation upon which people can then privately invest in activity and hospitality experiences. Creating a "place based" approach to visitation, one that connects different markets to the place, is important in terms of diversification of visitation and revenue streams and limiting off-seasons.

The "connecting up" identified above and as discussed in the Settlements component is also important physically. Safe and accessible walking, road and bike connections are of potential value as both an attractor and a mechanism to increase length of stay. The emergence of "e" bikes has diminished the challenges of some of the Tasman's hilly terrain. The Tasman's combination of natural beauty, accessible through a network of roads owned by Council and other organisations, could, subject to feasibility analysis and stakeholder consent, provide a unique destination for these activities. This would complement our review of tracks and pathways suitability within settlements.



## Tourism, Visitation & Recreation – Strategic Actions

Focus Area	Action No	Action Approach	Outcome - Performance Measures
<b>Coal Mines, Sloping Main attractor</b>	4.1	Determine its feasibility as a key tourism and visitation attractor in conjunction with Port Arthur Historic Site and Parks and Wildlife Service based on broad benefit-cost principles	Provision of a structured feasibility, business case upon which to attract development and investment  If feasible increased visitation, dispersal and length of stay  Enhanced business and employment opportunity
<b>Visitation facility rationalisation</b>	4.2	Ensuring Council, Parks and Wildlife Service, Marine and Safety Tasmania and other facilities are located at key locations, clustered in a manner that assists complementary use (e.g., boat ramps, toilets, tracks entry/interest points and picnic facilities) and high amenity	High quality facility clusters enhancing local recreation, amenity and visitor experience
<b>Direction, interpretation and engagement information strategy</b>	4.3	A primarily digital based interpretation tool that provides specific interest and interconnected information and narratives that both attract people to Tasman as part of the marketing mix and, while there, guide their journey and engagement with the place	Council, Parks and Wildlife Service, Port Arthur Historic Site and the community collaborating to provide a place-based narrative to assist with the place's sense of identity, enhances the visitor experience and increases both visitation and length of stay
<b>Connecting up</b>	4.4	A mix of road, cycle path and foot track (including some potential shared use) connections within and between settlements and points of attraction	Safe design standards and surfaces that match use



			<p>A cycling destination option that offers a mix of road and mountain bike options with suitable to varied skill levels</p> <p>Multiple mode access to key attractions</p> <p>Non-vehicle access between settlements is a viable option</p>
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The Tasman is a rural Local Government area which is dominated by sclerophyll forested hills, coastal vegetation and grazing land. The coastline is arguably our State's most spectacular with sheer cliffs, towering rocky outcrops along with sheltered but accessible bays and beaches. The marine ecosystems are influenced by the relatively high energy of the surrounding ocean and include rocky reefs, kelp forests (which are diminishing), seagrass beds and sandy sediments.

There is a large network of State controlled land, including the Tasman National Park, Lime Bay State Reserve and Crown Land that is outside Council or private ownership, this protects a large section of coastline and forest. There are marine conservation areas at Blackman Rivulet (seagrass and seaweed beds), Hippolyte Rocks (seals and seabird breeding area), Sloping Island (hand fish) and Waterfall-Fortescue (rocky reefs).

The Tasman is home to a number of threatened species including the Swift Parrot (*Lathamus dicolor*), the Eastern Barred Bandicoot (*Perameles gunii gunii*) and the Tasmanian Devil (*Sarcophilus harrisii*) with the latter's population being boosted by the release of captive-bred disease-free animals.

The Tasman environment supports significant agriculture, aquaculture and forestry production and also recreation opportunities and is a major drawcard for tourism. In order to practice sustainable development, we must balance any growth in our settlements,



industry and recreation with protecting the key characteristics of our environment that sustain them and which is prized by both residents and visitors, in particular water run-off and wastewater seepage.

Consultation has identified the community's commitment to keep our ecosystems intact, to understand how they work, to measure changes to their condition and to ensure they remain protected.

### **Current situation**

Climate modelling for the Tasman (undertaken as part of the Southern Tasmanian Council Authorities Regional Climate Change Initiative) predicts an increase in the occurrence and intensity of bushfires; an increase in frequency of extremely hot days (>40°C); heavier rainfall events leading to erosion; and increasing inundation due to sea level rise and storm surges.

The Tasman's marine environment is a climate change "hotspot" as a result of the southward encroachment of the East Australian Current, a factor in the destruction of Giant Kelp (*Macrocystis pyrifera*) forests and changes to fish and invertebrate populations. Proliferation of the Long-spined Sea Urchin (*Centrostephanus rodgersii*) provides an additional threat to reefs. Other invasive species that currently impact our nearshore waters include the Pacific Oyster (*Crassostrea gigas*) outside aquaculture leases and the northern Pacific Sea Star (*Asterias amurensis*).

Our land based ecosystems vary from wet and dry eucalypt forest through to coastal heathland and saltmarsh dependent upon soil type, terrain, aspect and rainfall. Changes in rainfall patterns and temperature impact these, as do occurrences such as fire (either controlled burns or uncontrolled bushfires) and land clearing for property and agriculture.

The invasion of weeds is also a significant risk to these ecosystems particularly Spanish Heath (*Erica lusitanica*), Blackberry (*Rubus fruticosus* agg.), English Broom (*Cytisus scoparius*), Gorse (*Ulex europaeus*) and Boneseed (*Chrysanthemoides monilifera* ssp.



*monilifera*). Feral Fallow Deer (*Dama dama*) appear to be increasing in number and are a significant risk to native vegetation, and European Rabbits (*Oryctolagus cuniculus*) are a long-term problem affecting farmers and native vegetation.

The Tasman is also a roadkill “hotspot” with most animals being hit on the Arthur Highway and Nubeena Road. This is a risk to the recovering Tasmanian Devil population and detracts from visitors' experience.

Stormwater run-off, intensive aquaculture operations, poorly maintained septic systems and agriculture can all increase nutrient loading and sedimentation into coastal waters and affect water quality and the marine ecosystem. There is also an impact from marine debris associated with aquaculture operations and recreational and commercial fishing activities.

Community consultation has highlighted concerns about water quality and marine debris in near shore waters.

Access to potable water is also raised as an issue from those who, in addition to reliance on water tanks utilise creek water and dams for a range of purposes. Despite a relatively reliable rainfall across much of the Tasman, water management is a key challenge.

### **What does it mean for our future?**

Environmental risks can be imperceptible and incremental (e.g., sea level rise, clearing of small patches of land), or catastrophic (e.g., bushfire, drought). Whilst framing a suitable response to alleviate the immediate impact of a specific event can be straightforward, other risks require a more systemic, structured and balanced protection and response strategy.

These long-term changes to the Tasman's environment are evident by “old timers” descriptions and qualitative observations from previous decades. This highlights the balance between Council's current responses and longer-term focus on actions that have intergenerational consequences.



There are challenges in the dynamic management of our environment to mitigate or adapt to environmental changes associated with climate change and the impacts that arise from State and Federal policies, community and visitor practices and ongoing behaviours.

Solid waste management is continuing to be a key area subject to legislative change that will drive Council and community waste management practice.

### **Conclusions and key strategic directions/actions**

It is critical that mitigation and adaptation to environmental risks and the opportunities these provide are factored into council reports, decision making, and practice.

Climate change is an underlying factor and while key trajectories are well established and have already impacted our local environment in major ways, the specific implications in relation to Council, business and community activities is less well understood in terms of cause and effect in our context.

In addition, most activities have environmental impacts which have the potential to be offset by “best known practice”. For some activities this has been formalised in legislation, while for many community activities, it requires a more evolutionary and dynamic alteration to practices in waste minimisation, recycling and re-use.

This leads to a strategy that balances:

- Improved understanding of the key environmental risk factors and the dynamics of change to realise opportunities for improved outcomes;
- cause and effect relationships;
- Practice change initiatives;



- Education; and
- Compliance.

Council's Natural Resource Management (NRM) program and capability provides the platform to extend broader climate change and other environmental practices into Council, business and community decisions, operations and behaviours.



## Environment – Strategic Actions

Focus Area	Action No	Action Approach	Outcome - Performance Measures
<b>Strategic impact of climate change</b>	5.1	Integrate and translate policy into practice at the Council decision making and operational practice level	Decisions mitigate climate change risk, aimed at preventing future, identifiable risk and cost People take independent, informed action to mitigate climate change and environmental risk
	5.2	Promote understanding of the practical implications to enable residents and business to adapt, identify new opportunities and mitigate risk	
<b>NRM</b>	5.3	Continue the development and support processes to ensure best practice in eco-system, catchment and water management	Maintenance and protection of key ecosystems and catchments
<b>Compliance</b>	5.4	Monitor waste generation operations, including business and residential run-off and wastewater treatment, hazard management and other key and emerging risks to ensure compliance with operating requirements in conjunction with State agencies	Reducing risk of adverse events, damage and in particular protecting water and other environmental and safety quality standards and risk factors
<b>Adaptation</b>	5.5	Establish and combine current baseline data with monitoring across key eco-systems, catchments and the coastal environment to develop a systemic and balanced protective/adaptive strategy	A body of evidence on which to take action that reflects risk and demonstrates strong benefit-cost relationship



<b>Solid Waste Management</b>	5.6	Minimisation of waste going to landfill through community education and practice	Reducing waste volumes Increasing recycled and re-used volumes Community up-take and involvement
	5.7	Improved solid and organic waste recycling	
	5.8	Active education around and promotion of legislative changes	





There are a range of infrastructure services and service providers in the Tasman, these include:

- Council provided services - roads and footpaths, stormwater, water and wastewater, community buildings and facilities, parks and grounds, tracks and trails;
- Other agencies are responsible for - major roads, marine and coastal facilities, communications, reserves, parks and car parks associated with property managed by the Parks and Wildlife Service;
- Public transport, primarily the link to Hobart and community transport is provided by a number of services; and
- Rubbish collection and disposal utilises a mix of Council and private contractors.

Across the Tasman, other organisations such as Port Arthur Historic Site and the Parks and Wildlife Service, are responsible for the delivery of similar services on their land.

It is important that these are relatively seamlessly integrated and that there is a similarity in the standard of facilities and infrastructure to ensure the place presents a well-positioned “face” to the world and is an attractive place to live and visit.



## Current situation

Council is responsible for 205km of road network, including 79km of sealed roads; 126km of unsealed roads; and 62 bridges and major culverts. A small proportion of township roads have kerb, channel and footpaths. Townships and settlements have a mix of pathways, parks and other open space, community and public facilities and recreations grounds.

Within the established townships, the construction standard reflects the legacy of historic development standards, primarily a formed, mostly sealed, pavement with table drains and piped crossings providing access to properties. More recent developments reflect a higher construction standard, including street lighting as required by regulation.

The older roads and drainage, combined with the local terrain, create a major challenge to in ensuring that infrastructure is able to cope with the level and intensity of rainfall without flooding property. This results in a major, ongoing maintenance cost, with the primary mitigation option being replacement of crossings with larger pipes to reduce blockage risk.

Tasman properties are, for the most part, reliant on tank or dam water and have septic or similar arrangements for on-site wastewater treatment. There are small, localised wastewater treatment plants at Port Arthur and Nubeena.

Potable water needs, additional to rainwater (and in some cases creek/spring) are provided by licensed water carriers. This self-contained capability is the position for the Tasman apart from consideration of wastewater upgrades for existing facilities to meet the risks associated with concentrated use areas in Port Arthur and Nubeena.

Many properties utilise older style septic tanks. Consideration of a mechanism to upgrade these to more environmentally effective alternates over time is considered important, particularly in locations adjacent to the shoreline.

Another important legacy issue is the continued maintenance of recreation grounds that were developed for a time when the Tasman had large number of sporting teams and hosted teams in a broader south eastern competition. While these remain



important spaces for local communities, less formal recreational uses and standards should be considered as a means of ensuring spaces and associated buildings are effective in meeting the needs of communities.

As discussed in the preceding section relating to Tourism, Visitation and Recreation, the location, standard and on-going maintenance of facilities to cater for both residents and visitors' recreational needs is a challenge. Concerns have been raised in terms of the location and distribution of these local recreation facilities across the Municipality.

Other key connection, communication, energy and emergency infrastructure is provided through State Government agencies and Government Business Enterprises (GBEs), with Council adopting a support and facilitation role in promoting and lobbying for contemporary standards.

Consultation indicates challenges in power and mobile phone service levels and internet connectivity are factors that impact both day to day living, business and in particular safety for emergencies, those experiencing chronic health conditions and product/operational safety in key business activities.

The Tasman has a mix of equipment and expertise to deal with physical incident and emergencies such as flood and fire. Council, Parks and Wildlife Service and the Tasmanian Fire Service and State Emergency Service bases are considered strong and in combination capable of the important first response. As with all of these events, local knowledge is important; Council's workforce provides a backbone organisation to support and implement risk management.

The "one way in/out" characteristic for some locations has been identified as a specific risk. There is potential to consider tracks, trails and jetties for risk mitigation. This may provide alternate or additional evacuation or emergency access routes in the event of road closure and is a prime example of, how as a small community, we need to achieve multiple benefits from our investments.

People have indicated the value provided by the ambulance response capability located in Nubeena but are particularly concerned over the "out of hours" risk if multiple events occur. The inability to provide a mix of medical and ambulance response



to significant incidents is central to this concern. The other matter which arises is the necessity to travel to the Royal Hobart Hospital Emergency Department, when, if there was some local response it would alleviate travel time and the load on the Royal Hobart Hospital.

### **What does it mean for our future?**

Water and wastewater will continue to remain for the most part, dealt with on premises, as is the current situation.

The critical mix of public physical and service infrastructure enables the community to safely and conveniently go about its daily living and business. The Tasman has the basics in place and at a level that matches the day to day needs of the resident population.

The challenge is to ensure that Council is not overcome by the maintenance cost of its physical infrastructure. This is particularly the case with some roads that for various reasons (age, increased usage etc.) no longer meet contemporary carriageway and drainage standards.

Community recreation facilities also represent a challenge in continued maintenance and upkeep costs. In some cases, the facilities no longer reflect community priorities as interests, needs and demographics change.

Regardless of level of community use, underutilised assets require scheduled and repair maintenance. This potentially reduces the overall effectiveness of the maintenance program across other higher use assets. Over-expenditure of maintenance in one area can result in under-expenditure in others and create a flow-on effect to facility standards and future budgets. It is a challenge to optimise capital expenditure and maintenance in the context of community needs, use levels and priorities. State agencies also provide complementary public infrastructure associated with specific interests and land uses. It is critical that the combined assets reflect common, high standards that provide convenience and safety to the community and visitors, driving social and economic benefits.



## Conclusions and key strategic directions/actions

Physical and service infrastructure delivers critical environmental, economic and social benefit to the community and visitors.

To a large degree, the Tasman's scope of infrastructure is a good match for the place as it was but based on comments during consultation is challenged in meeting peak holiday and visitor loads, and does not match current expectations.

Applying a benefit-cost approach to capital investment decisions is designed to ensure that funds are used wisely, reflecting technical and community needs and understanding of the asset's contribution to community objectives. Asset management techniques provide the basis to optimise recurrent maintenance expenditure and to identify where targeted, small scale capital improvement costed effectively will reduce this recurrent expenditure.

Residents value the character of the places they live in and do not want kerb and channel (in other than some high use locations). However, they do want to safely move about townships, between places of local interest and attraction, on paths and tracks that cater to pedestrian, disabled, bicycle, skateboard and scooter use.

Recreation areas and playgrounds in key sites that can also combine with visitor facilities are important to ensure higher utilisation of assets, safety and protection against vandalism, improving their broad return on investment.

Given the strategic importance and potential cost of these, a strongly focused strategy on current and emerging community and visitor needs, is required. This will underpin planning and feasibility, and provide analysis for individual project scope, funding sources and prioritisation of projects. A structured approach to meeting the stormwater challenges and in particular private access/stormwater risk, is considered necessary to address the property safety, environmental and financial risk in locations where high rainfall events create flooding. A remediation program approach which combines risk, education, a clear scheduled program and co-investment between property owners and Council is a priority. Given the nature of this change, a community conversation around the issue, individual and community risk, how much to co-invest and how to pay is a necessary foundation activity.



## Physical Service, Infrastructure and Facilities – Strategic Actions

Focus Area	Action No	Action Approach	Outcome - Performance Measures
<b>Capital works</b>	6.1	Apply benefit-cost principles to determine both standards and the necessary level of investment to ensure that access, parks/sports grounds, other assets and buildings are fit for purpose based on their usage and future demand	<p>The Tasman community and visitors have safe and convenient modes of transport infrastructure and access to properties and attractions within and between settlements</p> <p>Emergency access is available and safe</p> <p>Our buildings, public spaces and sportsgrounds are designed to provide the right facility, are well used and minimise ongoing maintenance</p>
<b>Recurrent maintenance</b>	6.2	The Tasman's asset management program and budget are designed to maintain the asset mix to standards and prolong useful life	<p>Well maintained, safe and usable assets at a cost that reflects the assets value to the community</p> <p>Emergency access is available and safe</p>
	6.3	Minor works improvement to reduce recurring, frequent maintenance intervention is aimed at optimising maintenance expenditure	
<b>Stormwater Management</b>	6.4	Prepare a Stormwater Management Policy and Plan, with a specific focus on critical risk locations and catchments	



	6.5	Develop a strategy to work with property owners to replace property access culverts where there is an historic record of their contribution to flooding	<p>Community understanding of the flooding and risk and the ongoing opportunity cost associated with this recurrent problem-based maintenance</p> <p>Cooperative approach to the development and implementation of the policy and up-grade practice</p>
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A strong local economy is important.

This is achieved through a balance of attracting income into the community (from visitors and new investors) and circulating money and opportunity within the community through the provision of local services to make local businesses viable.

This delivers an economy focused on

- Meeting local and visitor needs;
- Identifying market opportunity – translating it into business;
- Opportunities for new business;
- Opportunities for youth; and
- Building the productive capacity and resilience of people who operate, work in and aspire to business.



## Current situation

The Tasman's economy and employment are dominated by primary production, tourism and education/community service sectors. It is under-represented in the construction, retail and business professional services sectors. This is common in small population centres and rural areas.

The ABS Census 2016 data identifies that around 40% of the Tasman's population is employed, with 43% of these working full-time and the balance part-time/casually. Recreation and hospitality employ around 25% of the workforce, with primary industry following with 15%, construction 8% and administration 8%. Unemployment stood at 5-6% of the workforce over the past 3 years but increased to 8.4% during the COVID-19 shut-down period. (ABS Labour Force Survey).

Workforce participation rates in the Tasman are much lower than across the State overall, a reflection of the higher proportion of older residents. These factors combine to reduce local income levels and limit the circular flow of money through the community. The larger businesses such as Port Arthur Historic Site and Tassal provide significant local employment, particularly in day-to-day operational roles. The Parks and Wildlife Service is increasing its local presence.

Hospitality continues to provide the majority of the "mid-size" business, along with primary producers which have innovated and are now embracing hospitality and tourism experiences as part of their offering. These sectors provide a more diverse range of employment, requiring new mixes of business and service delivery skills. This includes a range of digital and other "new economy" skills which enable improved customer engagement and on-line sales.

The Tasman's digital connection has enabled some people to work remotely from Tasman during the COVID-19 lockdown period. This enables larger business productivity and supports smaller businesses, many of which are not highly visible within the community but successful in meeting their owners' business objectives. There are still many places with poor internet connectivity, improvement in this would provide additional options, not only for people who work from home, but also the community more generally.



Lack of formal childcare limits the potential for some to participate in the workforce and/or to pursue careers of choice.

Business and services providers identify the lack of rental/affordable accommodation as a recruitment barrier, resulting in key service gaps that impact their ability to provide services and in some instances service quality.

### **What does it mean for our future?**

Growth potential exists in visitation, primary production, including niche agricultural production services. The resident population does not reflect the number of people or discretionary expenditure capacity to support businesses that extends beyond people's daily needs. Increased business opportunity is dependent primarily on income that is sourced outside the place.

As noted, visitation as a broad generator of income requires people to spend time and be engaged in what the Tasman has to offer. The scope of activities that people engage in is increasing, an indicator of real demand. However, the Tasman has not yet demonstrated a broad enough capacity to provide a matching supply side in locations and experiences beyond, for example, the Port Arthur Historic Site, Three Capes Track and Pennicott Wilderness Journeys, the farm-based specialty producers and the accommodation sector. The tourism and hospitality sector is still emerging and gaining confidence in the product offerings and ways that it engages with visitors in a rapidly changing visitor driven economy.

Paradoxically some of these businesses face labour shortages in a place where there is relatively high unemployment and limited opportunity for work experience and part time work for young people.

The vocational training and education that is available through, for example, the Tasman District School and South East Regional Development Association (SERDA) has capacity to deliver training. However, consultation indicates challenges in creating the three way linkages between people who want employment, to commence a new career pathway and training. Future employment and from this improved business resilience, require these foundation connections to be well established and coordinated.



The Three Capes Track experience is an example of a GBE value adding natural resources. The Lavender Farm equally adds value from primary production and in a carefully considered location. While different, they apply the same principles and from this have a strong national and international brand awareness.

The Tasman as a visitor destination, does not well reflect a bundling of offers. That is, cooperative marketing and/or groups of businesses working together that deliver a specific visitor experience reflecting the “natural escape” tag line. This is a strategic limitation on local prosperity.

Recreation, health and wellbeing services are sectors experiencing an upwards trajectory. In particular, growth in aged and children’s services provides the ability to create local employment which may also bring external funding into the community. There is an often missed overlap of the relationship in the capacity to apply hospitality services and demand for in-home care support when they are viewed as silos.

### **Conclusions and key strategic directions/actions**

Council has a key role in providing the foundations for business attraction and development through its planning approval processes and ensuring its infrastructure both aligns to business needs and makes the Tasman an attractive place to invest. This is part of the supply side equation. While it is the role of business to meet and generate further demand, it’s in the community’s interest that the Tasman has the capacity and capability to support business growth and ensure there are local employment and career pathways.

To achieve business growth and local employment opportunities, the key strategy is attracting capital to the area and expenditure from outside the Tasman. This can take the form of corporate, private and government investment, visitor expenditure and increased support program funding. This approach should be complemented by access to skills training and work experience, and to access to business growth and support programs.



A place-based approach to this capacity building is critical. This complements the settlement strategy to create an environment to support investment and re-investment.

Building the capacity of the businesses and tourism associations to deliver on key marketing and capacity building activities that also integrate SERDA and other organisations such as, but not limited to, Destination Southern Tasmania, Business Tasmania, the Tasmanian Chamber of Commerce and Industry and Department of State Growth, is designed to create links and practical connection to business improvement and growth programs. A collaborative approach between the traditional business and tourism sectors would also assist in building strength and capacity in the general business sector on the Tasman and provide a stronger voice for facilitation and lobbying for both services and funding into the future.



## Business & Employment – Strategic Actions

Focus Area	Action No	Action Approach	Outcome - Performance Measures
<b>Tasman marketing</b>	7.1	Develop a digital “Tasman Positioning” site to highlight the Tasman's attractiveness as a place to live, do business and invest. Utilise this as a portal to local services, community groups and businesses	Council create a foundation/landing page or website from which a wide range of local information can be discovered. Utilised and subject to curation, added to from within the community  Level of site visits and high quality group content inclusion
<b>Tourism &amp; Business Group</b>	7.2	Providing support to the businesses and tourism associations subject to a service agreement based on: <ul style="list-style-type: none"> <li>• Joint Tasman marketing</li> <li>• Facilitating access to skills and management training</li> <li>• Development of a local business directory</li> <li>• Facilitation of student work experience</li> <li>• Provision of support to local events</li> <li>• Close collaboration with SERDA, Department of State Growth and Destination Southern Tasmania</li> <li>• Group marketing and management development</li> <li>• Provision of business community advice to Council as necessary.</li> </ul>	A representative, viable tourism and business group that plays an important role in supporting market growth and support to businesses and community groups to ensure they can capitalise on the market opportunities  Participation in the group and business support activities  Local business networking  People can discover local suppliers  Students can access a variety of work experience options.  New business opportunities emerging



# Council's Business Model & Methodology

Based on Local Government financial and process benchmarks, Council performs well when compared with its peers. This has ensured that Council has strong financial reserves in place.

The preparation of this Strategy has clarified the importance of liveability, wellbeing and prosperity across a range of perspectives, where Council can make a difference in and strengthen its fit with the community in making it a better place within which to live, work and invest.

While not necessarily highly visible, Council's role has progressed over time from a direct deliverer of physical infrastructure, environmental services and a compliance enforcer, to include the enabling and facilitating of essential services that make our place safer, encourage people to remain in our community and help attract more residents and future development.

To balance these roles; to be productive and to make sure we focus on positive outcomes while making our decisions and doing our work; we have adopted a model that helps manage our functions and responsibilities individually and as a business system. This ensures each decision and action can be linked to the four (4) strategic objectives and is made in line with our strategic principles.

The business logic model below provides the framework for Council's operating plan and organisational structure, to deliver and measure implementation and progress, of the preceding strategy. It is designed to clarify Council's fit within the community and contribution to the strategic objectives and responsibilities outlined in this Plan.

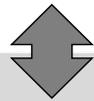


**Tasman -- Business Performance Logic Model**



**COMMUNITY VISION & COUNCIL'S MISSION**

Tasman is a sustainable, dynamic and liveable community founded on our people and our natural and cultural attributes  
 Ensure Tasman is an attractive place to live, work, visit and invest



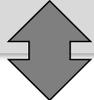
**STRATEGIC OBJECTIVES**

A protected, engaging and beneficial environment

A prosperous, resilient economy

Capable Productive People & Assets

Community Wellbeing & Liveability



**COUNCIL'S VALUE CHAIN**

Governance, Strategic & Operations Management

Community Access, Engagement

Condition, needs assessment, sense making, prioritisation and planning

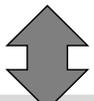
Corporate Services

Compliance Services

Public Infrastructure & Assets

Environment & Development Services

Community Wellbeing Services



← APPLIED IN A CULTURE OF COMMUNITY INTEREST, PERFORMANCE & PRODUCTIVITY →

REGULATORY AUTHORITY & STRATEGIC DIRECTIONS

REVENUE MIX & FINANCIAL ALLOCATION THAT GENERATES A VIABLE SURPLUS

PROVIDING A SAFE, AND SECURE COMMUNITY & WORKPLACE

ATTRACTING, DEVELOPING AND RETAINING HIGHLY SKILLED, CAPABLE STAFF

TEAMS AND NETWORKS COLLABORATING TO FACILITATE DELIVER, IMPROVE AND INNOVATE

DATA AND INFORMATION SYSTEMS ON WHICH TO BASE STRATEGIC AND OPERATIONAL DECISIONS

PROVISION OF TECHNOLOGY, EQUIPMENT AND INVENTORY TO SUPPORT PERFORMANCE & PRODUCTIVITY

TRANSPARENT COMMUNICATION AND SAFE FEEDBACK MECHANISMS

CONTEMPORARY, ROBUST GOVERNANCE, FINANCIAL AND MANAGEMENT SYSTEMS

**OUR ORGANISATION CAPABILITY FOUNDATIONS**

COMMUNITY CHARACTERISTICS, EXPERIENCES, CAPABILITY & PARTNERSHIPS



