



**SORELL COUNCIL**

# **Strategic Plan 2019 - 2029**

**Community Coast Country**





# Strategic Plan 2019 – 2029

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## FROM THE MAYOR

The Strategic Plan is one of the most important documents Council produces. It helps Council develop a clear and practical strategic framework for the next ten years and drives multiple processes and functions. It determines our focus for community objectives, operational priorities, budget framework, advocacy, influences grant submissions and informs staff project planning.

Organisational developers Hexagon Pty Ltd were commissioned by Council to help develop this strategic framework. Councillors, Council staff and key community stakeholder representatives attended workshops to brainstorm ideas and share their visions and thoughts on the future direction of Council and our community. Community feedback was also sought and contributed to the plan. Council's Senior Management Team reviewed and collated this information to create the Strategic Plan 2019 – 2029.

Sorell is a diverse community, located in one of the most beautiful parts of the world. *Community, Coast, Country* describes us perfectly. Our beautiful rolling hills and stunning beaches are matched only by the vibrant people who live and work in our community.

We are a fast growing community, with recent growth rates exceeding state averages. A growing and developing community which has a big desire for new and upgraded resources.

Changing regulatory and legislative frameworks, coupled with limited resourcing and funding, means we have had to critically examine our role as a Council and the capabilities we possess.

As a result, Council has over the past six years continued to strategically review all parts of its operations to maximise efficiencies and ensure we are effective and responsible in the use of ratepayer's funds. Two specific areas have been focused on:

1. Providing a sustainable level of service; and
2. Targeting our advocacy and facilitation with government, their agencies, the community and the private sector.

Council remains heavily constrained financially, particularly in regard to our ability to increase our range of services and to build new and upgraded assets. Trying to balance the community's expectations with what Council can afford, remains an ongoing challenge. Competing priorities, community expectations and a tight budget means Council is constantly seeking opportunities to make every dollar stretch as far as possible.

Being sustainable means Council has shifted its strategic direction towards a focus on maintenance and asset renewal. This will ensure the Municipality's assets achieve their full useful life and minimise replacement costs in the long term. We must all be aware that it is detrimental to Council's and the community's long-term sustainability to keep building new assets if they can't be maintained properly. We have many existing assets we need to maintain and limited funding to build new infrastructure.

Council has also recognised the strong need to work collaboratively with neighbouring Councils to promote the shared interests of the region. In recent years the four Councils of the south east region – Sorell, Tasman, Glamorgan Spring Bay and Clarence have worked



together under the banner of the South East Regional Development Association (SERDA) to lobby for greater attention and funding to be directed towards the infrastructure needs of our community and wider region. SERDA has been very successful on this front. The benefit of the region talking as one is a far more powerful tool to lobby the State and Federal Governments for assistance and funding.

I'm delighted that Council's consistent and relentless planning and lobbying over the past five years has resulted in us positively influencing outcomes with Government and their agencies. This has delivered improvements for our community, ratepayers and developers.

The Government has committed to many important and beneficial infrastructure projects for our region, including the Hobart Airport Interchange project, the Tasman Highway upgrade near the Tasmania Golf Club, replacing the Midway Point Roundabout with additional lanes and building overtaking lanes on the Arthur Highway at Ironstone Creek. It has also committed to completing the design for duplication of the Sorell Causeways and the Sorell southern bypass, with construction to come in the next term of Government. In addition, increased bus services, the redevelopment of Sorell School and the construction of a South-East Emergency Services Hub in Sorell were also confirmed.

The extension of the South East Irrigation Scheme and the expansion of the Hobart International Airport has resulted in new businesses and markets opening up for our horticulture, viticulture, agriculture and aquaculture industries. The continued growth of affordable housing in our community has bolstered our local rates base and increased demand for local trades and employment.

SERDA successfully applied to the Tasmanian Community Fund for a Workforce Planning Coordinator role to cover the South-East Region. This three year role will see a coordinator work with our community employers, industry groups, trade training centres and registered training authorities to support, train and encourage local employment from within our region. This role is vital to help us match local people with local jobs that are being created by these new industries and businesses.

We continue to be positioned extremely well to take advantage of this vast growth and economic activity. The Strategic Plan 2019 – 2029 will guide this growth for the long-term sustainability of Council and the benefit of the community.

It is essential that Council continues to engage with the community to ensure our long term vision remains on track. Our series of Community Conversations and Seniors Advisory Group meetings provide invaluable opportunities for the community to engage informally with Council face to face and discuss what's happening in their community and the issues they are facing.

In their State Budget Priority Statement 2019-20 the Local Government Association of Tasmania said the following:

*"Perhaps more so than any other stakeholder, Councils deliver the services and infrastructure that shape the daily experiences of Tasmanians. Services that are major determinants of our community's prosperity and wellbeing. Councils are place shapers who drive most people's*

*attachments to, and satisfaction with the area in which they live, making them an essential partner in working to create liveable places.”*

Council will continue to listen to and work with our community, endeavour to provide the range and level of services you require and advocate on your behalf to shape the Municipality for the long-term health and wellbeing of our residents, employers and visitors.

A handwritten signature in black ink, appearing to read 'Kerry Vincent', with a stylized, flowing script.

**Mayor Kerry Vincent.**

## ABOUT THE SORELL MUNICIPALITY

Established in 1862, the Sorell Municipality is one of Tasmania's oldest, located 25 kilometres from Hobart in the south-east of Tasmania covering some 583 square kilometres of rolling countryside, low forested hills and the long coastline of the spectacular southern beaches.

Rich in history, the Municipality has a vibrant artistic community and is popular for its relaxed rural lifestyle and unique townships. It is home to one of Australia's oldest continuously operating schools and the regional sporting complex of Pembroke Park. The Southern Beaches area, once a traditional shack settlement, have become increasingly attractive to retirees and families who are keen to take advantage of the relaxed beachside lifestyle. In summer, an influx of shack owners and visitors significantly swells the population of this area.

The Sorell Township provides a regional commercial focus for residents of the Municipality, as well as servicing the Tasman and Forestier Peninsulas and the east coast as far north as Swansea. It includes a bustling shopping district with numerous cafes, specialty shops, major supermarket chains, well known branded food outlets, pubs and hotels. Government services include a Service Tasmania outlet and Centrelink. Additional services are major banks, medical facilities, post office, real estate agencies and chemists.

Sorell also provides a strategic gateway to two of the State's busiest highways. Each year, an estimated 370 000 tourists travel through our Municipality on the Arthur Highway to the Tasman Peninsula, and on the Tasman Highway to the picturesque East Coast.

The Sorell Municipality continues to attract people with its affordable housing and close proximity to services and the city, remaining firmly as one of Tasmania's fastest growing Municipalities, with recent population growth exceeding state averages.



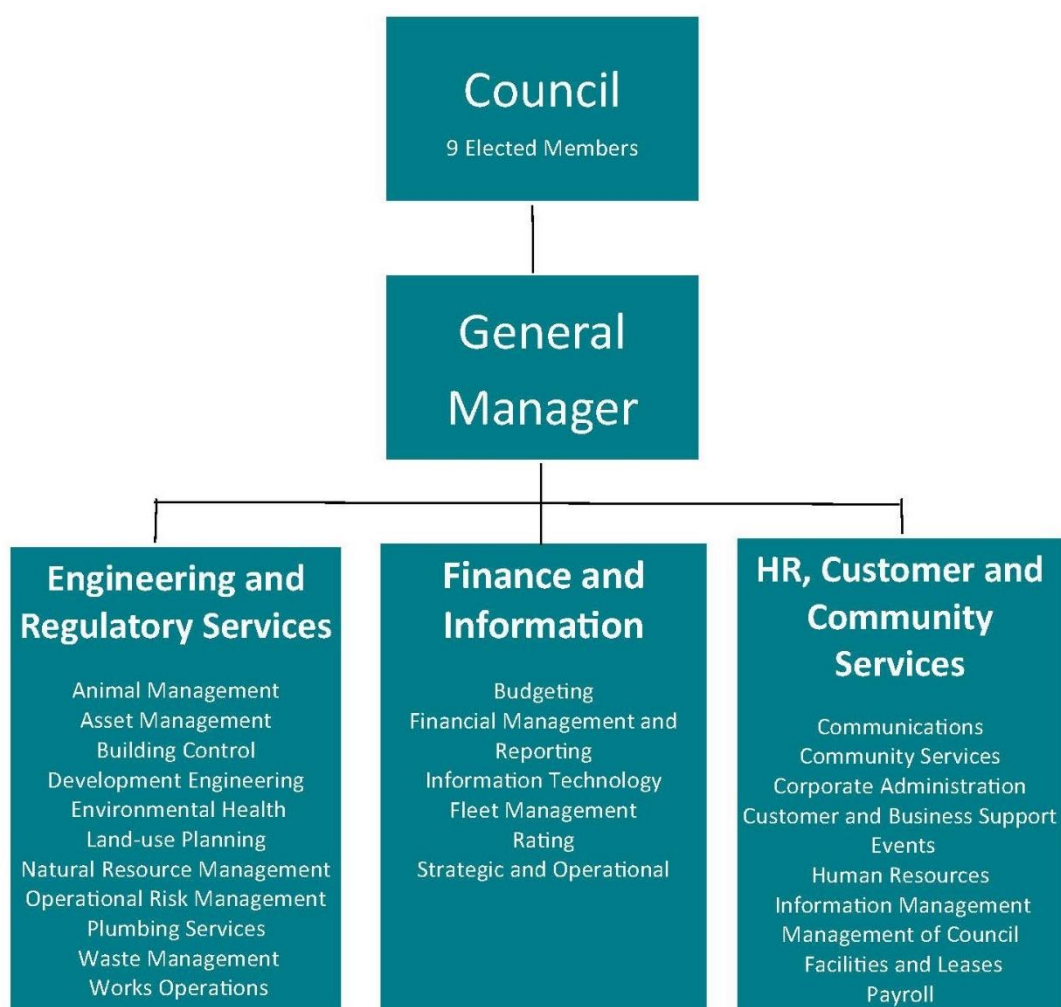
## ABOUT COUNCIL

### ELECTED MEMBERS

Sorell Council is made up of nine elected members, elected for a four year term, to oversee the strategic direction of Council in accordance with the Local Government Act 1993. Elected members are responsible for approving the Strategic Plan, the Annual Plan and Budget and appointing the General Manager. Elected members are further responsible for genuinely engaging with and representing their constituents, in order to represent whole of community interest and make well informed decisions on their behalf.

### OUR ORGANISATIONAL STRUCTURE

The General Manager is responsible for the organisational governance and operational management of Council, supported by the Senior Management Team. The organisational structure consists of three departments which are under direction of a Departmental Manager: Engineering and Regulatory Services; Finance and Information; and HR, Customer and Community Services. The Middle Management Team, who are responsible for overseeing various sections within their respective departments, also form part of Council's broader Management Group.



## OUR PURPOSE

To facilitate a vibrant, sustainable and liveable South East Region.

## OUR VISION

A proud, thriving and inclusive South East Community.

## OUR VALUES

### INTEGRITY

We work in good faith, are honest and forthcoming and take accountability for our decisions.

### UNITY

We work cohesively as one Council, supporting our community and each other to achieve better outcomes.

### RESPECT

We listen to and consider the opinions and input of each person and acknowledge each other's contribution.

### INNOVATION

We are committed to finding new solutions, adapting to change and continuously improving in order to deliver the best outcomes for the community.



## POSITIONING THE STRATEGIC PLAN

Local Government makes decisions about many things that affect our everyday lives and is often described as the sphere of government that is closest to the people: the 'grass roots' form of government. The principal legislation establishing the powers and functions of councils is the [Local Government Act 1993](#) (the Act). Section 20 describes the role of councils:

- to provide for the health, safety and welfare of the community;
- to represent the interests of the community; and
- to provide for the peace, order and good government of the municipal area.

Council is governed by the Act and is required to plan for, develop and manage the municipal area in the interests of the community. Council is also required to comply with contemporary national accounting standards and asset management practices, which are audited by the Tasmanian Audit Office.

Further, the Act requires Council, in consultation with the community, to develop a 10 year strategic plan that will be reviewed at least every four years.

Council's Strategic Plan 2019 – 2029 describes how we will progress towards the longer term requirements of our community and influences our operations, including the way we deliver our services, how we engage with our community and how we govern the organisation.

The development of the Strategic Plan has been influenced by:

- Council's membership of South East Region Development Authority (SERDA) with its focus on driving positive outcomes for the wider south-east region;
- Our 20 year Long Term Financial Plan which aims to maintain the long-term financial sustainability of the organisation;
- Our operational plans which aim to continuously enhance the effectiveness and efficiency of how we operate; and
- Community and stakeholder input.

The Act requires Council to prepare an Annual Plan and budget that is consistent with the Strategic Plan. Our Annual Plan must state the way in which we will meet the goals and objectives of our Strategic Plan. It is important that we are accountable in reporting to stakeholders on how we are delivering on our objectives. Key performance measures are included as part of the Annual Plan which sets out how the Strategic Plan will be operationalised by the organisation. These measures form part of the public reporting process within the organisation's Annual Report, providing the community with an opportunity to see how Council is delivering on its strategic objectives.

Further to this reporting, the Strategic Plan will be reviewed every four years to ensure that it continues to address the changing needs of the community.

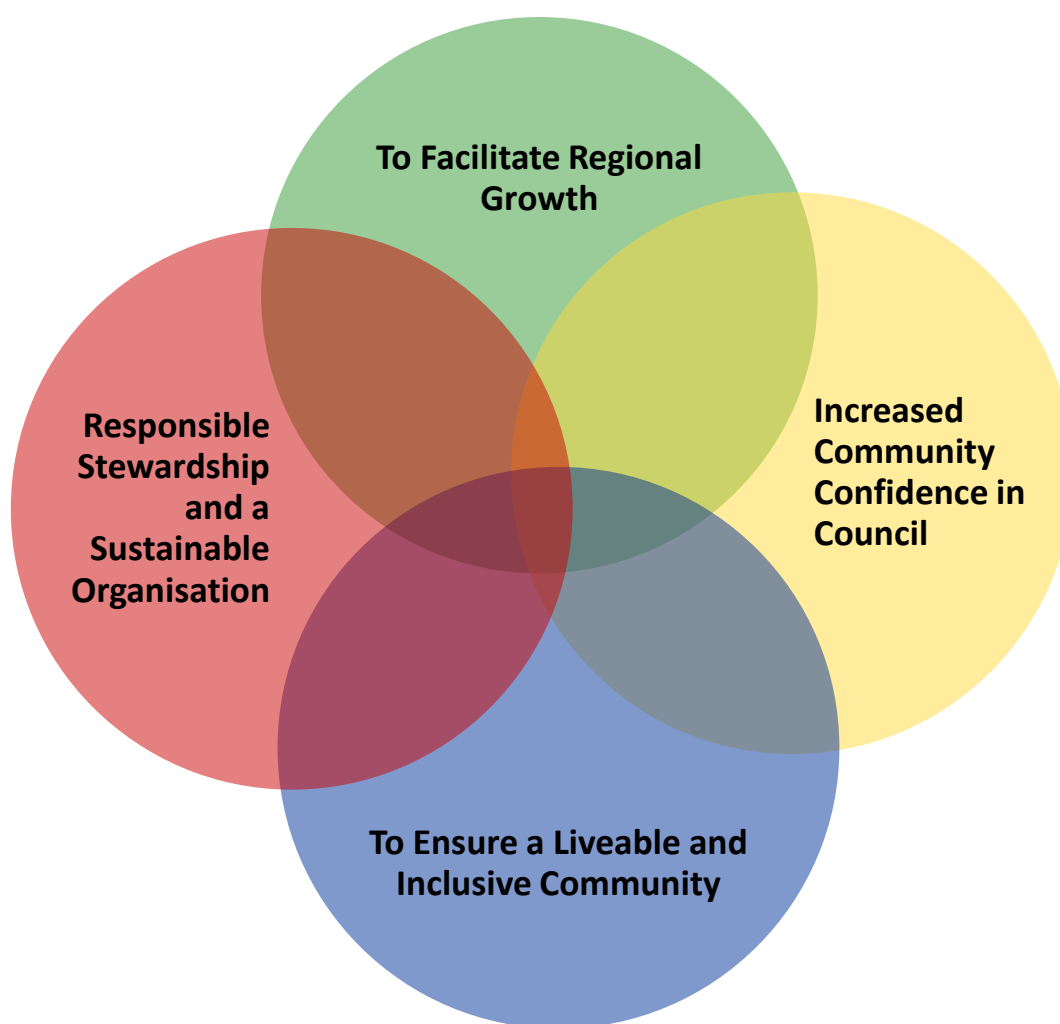


## THE STRATEGIC PLAN

The Sorell Council Strategic Plan 2019 – 2029 comprises of:

<b>Our Objectives</b>	What we want to achieve
<b>Our Outcomes</b>	What we think success looks like
<b>Our Directions</b>	How we will deliver

## OUR OBJECTIVES





## OBJECTIVE 1 – To Facilitate Regional Growth

### What success will look like:

- Provision of necessary infrastructure and management of assets.
- Increased business investment.
- Increased employment opportunities, with local jobs for local people.
- A regional centre for quality education with improved educational capacity and training outcomes.
- A contemporary planning model that facilitates diversified growth.
- Effective industry and agency partnerships with Council.
- SERDA recognised as the lead regional body.
- The area recognised as a destination to visit.

### How we will deliver:

1. Advocate for and support the delivery of the government's south-east transport plan.
2. Increase the capacity for irrigation opportunities and associated agricultural expansion and processing.
3. Advocate for improvement to water and sewer infrastructure for the Southern Beaches and upgrade capacity to serviced areas.
4. Grow and measure business investment in agriculture, aquaculture, retail, service industry and social service sectors.
5. Support industry specific workforce development through regional coordination and Trade Training Centres to supply labour force.
6. Support the increase of education and early learning opportunities.
7. Support the revision of the Southern Tasmania Regional Land Use Strategy.
8. Formalise partnerships with government and industry sectors and their commitment to engage with Council.
9. Facilitate tourism and agri-tourism opportunities through industry sectors and Destination Southern Tasmania.
10. Advocate for the development of regional mountain bike facilities.



## OBJECTIVE 2 - Responsible Stewardship and a Sustainable Organisation

### What success will look like:

- Long-term financial sustainability.
- Contemporary governance and compliance practices.
- Sound Natural Resource Management.
- A capable and committed workforce.
- Effective stakeholder relationships.
- Delivering the services our community requires.

### How we will deliver:

1. Ensure decisions are financially responsible and sustainable.
2. Strategic increase in the supply of commercial and industrial rated land consistent with Sorell Land Supply Strategy.
3. Strategically manage our assets, facilities, services and structure, with a focus on continuous improvement.
4. Give consideration to the potential impacts of growth and developments.
5. Invest capital to minimise maintenance and maximise lifecycle value.
6. Actively seek and maximise grant funding opportunities.
7. Commitment to transparent and accountable governance and well informed decision making.
8. Support sustainable environmental performance through responsible corporate behaviour and continuing to meet our statutory obligations.
9. Maintain a skilled workforce through provision of training, development and opportunities.
10. Maintain effective partnerships with government, industry and community organisations.
11. Explore improved technology to make service improvements and efficiencies.





## OBJECTIVE 3 – To Ensure a Liveable and Inclusive Community

### What success will look like:

- Maintaining the 'Community, Coast and Country' lifestyle.
- Sustained community health and wellbeing.
- Improved access to regional services.
- Increased connectivity within and between townships.
- A more convenient and effective public transport system.
- Increased recreational opportunities and participation levels.
- Enhanced community capacity for local arts, culture and history.
- Sustainable access to our natural environment.

### How we will deliver:

1. Promote and integrate 'Community, Coast and Country' into our advocacy and operations.
2. Advocate for the development and implementation of a social infrastructure and inclusiveness strategy.
3. Advocate for effective regional service delivery that meets current and future population and demographic projections.
4. Create an integrated network of shared pathways, within and between townships, and to recreational facilities and services.
5. Encourage the use of the public transport system and establishment of suitable park and ride facilities.
6. Secure funding to develop Pembroke Park as a regional recreational facility.
7. Recognise and celebrate the History and Heritage values of our region.
8. Encourage and support the local arts, cultural activities, programs and events.
9. Support the development of appropriate public access to coastal assets and the natural environment.



## OBJECTIVE 4 – Increased Community Confidence in Council

### What success will look like:

- Consistent and contemporary Council leadership.
- A positive and progressive organisational culture.
- Provision of organisational wide customer service that generates customer satisfaction.
- A well informed community that is engaged with Council.
- Increased resident satisfaction.

### How we will deliver:

1. Encourage elected members to be well informed and engaged, and to represent whole of community interests.
2. Ensure decision making is consistent and based on relevant and complete information, and is in the best interest of sustainability and whole of community interest.
3. Value the contribution our employees make to the organisation.
4. Encourage the exploration of innovative and contemporary solutions that create better outcomes for Council and the community.
5. Consistently meet the standards set in our Customer Service Strategy, Customer Service Charter and statutory timeframes.
6. Engage effectively with the community and other stakeholders, ensuring communication is timely, involving and consistent.
7. Encourage the building of community capacity to deliver local solutions to local issues.

## APPENDIX A - COUNCIL PLANS AND STRATEGIES (as at May 2019)

These Plans and Strategies sit underneath Council's Strategic Plan and help guide the planning directions of Council, implementation of community programs, works programming, operational priorities, annual budgets, and staff key performance indicators.

CORPORATE PLANS
<b>Annual Plan and Budget</b> – Underpin the Strategic Plan by setting out the actions for the year and their estimated financial expenditure which are necessary to achieve the goals and objectives of Council and meet the service requirements of the community.
<b>Annual Report</b> – Presenting the financial position of Council and outlining the extent to which strategies outlined in the Annual and Strategic Plans have been addressed at the end of the financial year.
<b>Asset Management Policy &amp; Strategy</b> – To ensure adequate provision is made for the long term replacement of assets and the provision of future required services.
<b>Customer Service Charter</b> – Outlines Council's commitment to its customers and the community and provides a formalised process for Council's service provision and for receiving and handling complaints.
<b>Customer Service Strategy</b> - Sorell Council's Customer Service Strategy outlines the key initiatives and actions that Council will take to ensure that our customer service meets customer and community expectations over the next five years.
<b>Fees and Charges</b> – Setting out the fees and charges collected from the community to access Council's facilities and services.
<b>Long Term Financial Plan</b> – To establish a twenty year framework to ensure Council's strategic objectives are achieved and ensuring Council remains financially sustainable.
<b>Sorell Land Supply Strategy</b> - Addresses the land supply and demand analysis for residential, industrial and commercial land for the next 20 years; Assessment of expansion options for residential, industrial and commercial land; Preparation of masterplans for expansion options for residential, industrial and commercial land.
REGIONAL PLANS
<b>Climate Change Adaptation Plan</b> – Identifies key risks and an approach to the implementation of adaptation actions.
<b>SERDA South East Economic Infrastructure Report</b> – Provides an overall framework of staging responsibility and economic feasibility for regional infrastructure provision.

**SERDA Regional Workforce Planning Report** – The identification and planning of current and forecast workforce capacity and capability required to meet future needs.

**Statewide Planning Scheme** – Yet to be finalised and implemented by the State Government. Will provide for a uniform planning scheme template with local provision schedules.

### COMMUNITY PLANS AND DIRECTORIES

**Community Engagement Strategy** - The strategy was created to facilitate a cultural change in the way Council engages with the community and is designed to form the foundation for the way in which Council's community engagement is undertaken.

**Community Services Directory** - This Directory is designed to assist residents, visitors and service providers within the Sorell Municipality to access local services and community organisations.

**Emergency Management Plan** – The guiding document for community risk management issued under authority of the State Controller in accordance with the requirements of section 34 of the *Emergency Management Act 2006*.

**Parks and Beaches Guide** – The Guide outlines the parks and beaches facilities and infrastructure throughout the Municipality.

### LOCAL AREA PLANS

**Dodges Ferry Recreation Reserve Fire Management Plan** - The plan aims to ensure there is adequate access and control lines to control bushfires that may start in the reserve; minimise the bushfire risk to built, natural and heritage assets within and adjoining the reserve; use of fire to assist in weed control within the reserve; ensure the long term viability of the native vegetation in the reserve through application of an appropriate fire regime.

**Dunalley and Environs Structure Plan** - An overarching document that guides future use and development within Dunalley and the surrounding area over the next 10 to 20 years.

**Pembroke Park Master Plan** – Guides the future growth and development of Council's premier sporting precinct.

**Sorell Cultural Precinct Master Plan** – Guides the future development of a shared multi-use facility bringing together the arts and culture, history and natural environment.

**Sorell Township Urban Master Plan** – A land use and transport framework for its sustainable development over the next 22 years and beyond.