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SORELLcouncil
community strategic plan
2008-2013

sorell

a diverse, vibrant,
innovative, caring
and harmonious
community

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Mayor's Foreword

Sorell is the fastest growing municipality in the state, with a diverse, vibrant, innovative, caring and harmonious community.

Sorell Council works in partnership with the community to guide its growth and development, while preserving its natural environment and heritage.

The Sorell Community Strategic Plan 2008–2013 aims to support the Sorell community and Council. It provides goals and objectives, which will guide the development and implementation of Council's Annual Operating Plans and Budgets over the next five years.

Each Strategic Key Result Area outlines strategic priorities, which will be reviewed annually to ensure the ongoing implementation of the Plan.

The Plan has been prepared on the basis of consultation with the community as well as input from Councillors and Sorell Council employees.

Carmel Torenus

MAYOR

Key Result Areas

The **Strategic Plan** comprises the following **Key Result Areas**:

- 1 Core Services
- 2 Financial Performance & Position
- 3 Asset Management
- 4 Sustainable Development
- 5 Priority Projects
- 6 Climate Change
- 7 Community Wellbeing
- 8 Partnerships
- 9 Organisational Health

StakeholderCommunity

The Strategic Plan aims to provide information and guidance on the future planning directions for Sorell to the following stakeholder groups:

- General Public
- Property Owners
- Businesses
- Tourists
- Southeast Coastal Councils
- Southern Tasmanian Councils Authority
- Local Government Association of Tasmania
- State Government
- Federal Government
- Sorell Councillors
- Sorell Council Staff

GuidingPrinciples

The Plan is guided by the following principles:

- Valuing the balance between the natural environment, community settlements, rural landscape, scenic waterways and development
- Striving for financial sustainability
- Servicing existing residents
- Managing growth
- Prioritising limited resources
- Acknowledging and accepting community diversity (rural and residential)
- Integrating council processes
- Engaging and communicating with the community
- Supporting regional cooperation
- Clarifying goals and aligning them with Council's Annual Operating Plans, budgets and performance targets

Goals&Objectives

Each **Key Result Area** outlines goals and long-term objectives.

The primary goals of the Plan are to:

- Deliver core services that align with community expectations
- Achieve a sustainable financial position
- Provide infrastructure assets and facilities to support agreed service levels
- Promote balanced development that recognises the needs of existing residents and allows for managed growth that is consistent with existing land use zoning
- Implement systems to ensure all projects meet objectives and are delivered on time and within budget
- Recognise the importance of climate change and its impact on environmental values
- Consult with the community to identify needs and cooperatively deliver key community services
- Develop partnerships for mutual benefit
- Ensure organisational health through the development of people, processes, products and partners



CoreServices

GOAL

Deliver core services that align with community expectations

MEDIUM TO LONG-TERM OBJECTIVES

Deliver Core services to agreed service levels
Establish service levels that provide the best value to the community
Update organisational practices as knowledge develops
Regional cooperation for community benefit

STRATEGIC PRIORITIES**Governance**

- 1.1.1 Connection with key stakeholders
- 1.1.2 Council Governance – Whole of organisation policy development and management, including distinction between internal and external issues
- 1.1.3 Community engagement through effective communication, such as publications, meetings, community forums and the annual reporting process
- 1.1.4 Economic and Tourism Program development and implementation; assisting the community to respond to the Cambridge developments, tourism attraction initiatives, investment and employment creation

Environment & Development

- 1.2.1 Customer Service
- 1.2.2 Departmental Policy and Protocols
- 1.2.3 Solid Waste Management
- 1.2.4 Environmental Health
- 1.2.5 Building Control
- 1.2.6 Land Use Planning; strategic and regulatory
- 1.2.7 Dog Management and Fire Hazard Abatement
- 1.2.8 Natural Resource Management

Engineering Services

- 1.3.1 Customer Service
- 1.3.2 Departmental Policy and Protocols
- 1.3.3 Community Amenities
- 1.3.4 Recreation and Public Space
- 1.3.5 Roads and Associated Infrastructure
- 1.3.6 Technical Support Services
- 1.3.7 Capital Works

Community Services

- 1.4.1 Customer Service
- 1.4.2 Departmental Policy and Protocols
- 1.4.3 Communication of Services, such as the website, newsletter and service directory
- 1.4.4 Childrens Services
- 1.4.5 Youth Programs, Referrals and Recreation
- 1.4.6 Community Development
- 1.4.7 Events Management
- 1.4.8 Community Recovery and Emergency Planning
- 1.4.9 Public Halls; management and maintenance

Corporate Services

- 1.5.1 Customer Service
- 1.5.2 Departmental Policy and Protocols
- 1.5.3 Finance
- 1.5.4 Communications and Information Technology
- 1.5.5 Human Resources
- 1.5.6 Corporate Risk Management
- 1.5.7 Administration

Financial Performance & Position

GOAL

Achieve a sustainable financial position

MEDIUM TO LONG-TERM OBJECTIVES

Reach targets for financial sustainability identified within the life of this plan

Secure necessary funding

Identify opportunities and implement internal improvements

STRATEGIC PRIORITIES

Plan for, commit to and implement actions to achieve financial sustainability

- 2.1.1 Develop a long-term financial strategy
- 2.1.2 Communicate the long-term financial strategy to key stakeholders
- 2.1.3 Implement the long-term financial strategy action plans
- 2.1.4 Ensure sound financial governance

Access external funds to support infrastructure development

- 2.2.1 Develop long-term capital works forecasting as part of the financial strategy
- 2.2.2 Determine future funding needs through analysis and modelling
- 2.2.3 Build robust and effective business cases to support future funding approvals
- 2.2.4 Develop and implement plans to access external funds

Review services and associated costs and fees for the purpose of balancing service revenue and prices with the value created for stakeholders

- 2.3.1 Evaluate and review existing and alternate services through value chain analysis
- 2.3.2 Use effective analysis to influence decision making
- 2.3.3 Demonstrate value to stakeholders
- 2.3.4 Incrementally implement modified service levels and pricing arrangements

Asset Management

GOAL

Provide infrastructure assets and facilities to support agreed service levels

MEDIUM TO LONG-TERM OBJECTIVES

Develop and implement Asset Management plans that identify and deliver agreed asset related service levels

Entrench Asset Management as a core activity of the organisation

STRATEGIC PRIORITIES

Continue the development and implementation of the Asset Management Strategy

- 3.1.1 Develop and implement effective business Asset Management policies and processes
 - (a) Asset identification process (classification)
 - (b) Automation of data capture and information
 - (c) Maximisation of value of integrated asset management systems
- 3.1.2 Implement Asset Management plans, including community agreement on service levels
- 3.1.3 Continually review and develop the Asset Management Strategy
- 3.1.4 Enhance the decision making framework of the Asset Management System to incrementally improve strategy, policies and processes

Sustainable Development

GOAL

Promote balanced development that recognises the needs of our existing residents and allows for managed growth that is consistent with existing land use zoning

MEDIUM TO LONG-TERM OBJECTIVES

Manage residential and commercial growth within current land use zones until long-term infrastructure needs are further understood and plans are developed

Reduce the impact of the built environment on the health of the community and the natural Environment

STRATEGIC PRIORITIES

Land Use Planning

- 4.1.1 Review Planning Scheme development standards
- 4.1.2 Maintain an integrated assessment process
- 4.1.3 Develop strategies to maintain the 'feel' of existing settlements

Environmental Management

- 4.2.1 Further develop strategies to improve on-site wastewater management
- 4.2.2 Identify future infrastructure needs
- 4.2.3 Cooperate with the community to improve vegetation management
- 4.2.4 Review policies and enforcement processes

PriorityProjects

GOAL

Implement systems to ensure all projects meet objectives and are delivered on time and within budget

MEDIUM TO LONG-TERM OBJECTIVES

Deliver projects scheduled within the life of this plan, on time and on budget
Incorporate measurable milestones and performance objectives in each project plan
Communicate project plans to key stakeholders

STRATEGIC PRIORITIES

Establish and implement efficient and effective project management procedures

- 5.1.1 Access and Prioritise Resources
- 5.1.2 Project Scope and Design
- 5.1.3 Governance Methodology

Sewerage systems

- 5.2.1 Southern Beaches Development Plan and Environmental Management Plan
- 5.2.2 Southern Beaches technical design, including reuse
- 5.2.3 Southern Beaches funding
- 5.2.4 Southern Beaches physical works
- 5.2.5 Sorell/Midway Point/Penna implementation of recommendations of CEE Report
- 5.2.6 Sorell/Midway Point funding
- 5.2.7 Sorell/Midway Point physical works
- 5.2.8 Boomer Bay Development Plan and Environmental Management Plan
- 5.2.9 Boomer Bay technical design, including reuse
- 5.2.10 Boomer Bay funding
- 5.2.11 Boomer Bay physical works

Community Administration Centre developed in cooperation with the public and private sectors

- 5.3.1 Assessment of options and establishment of the business case
- 5.3.2 Decision process in consultation with key stakeholders
- 5.3.3 Seek funding utilising business case
- 5.3.4 Formalise processes to achieve agreed outcomes
- 5.3.5 Internally liaise and specify the relocation plan
- 5.3.6 Achieve stakeholder support and approve developer
- 5.3.7 Construction
- 5.3.8 Organisational relocation
- 5.3.9 Dispose of surplus property assets

Traffic management (including parking)

- 5.4.1 Continue liaison with DIER to implement physical works
- 5.4.2 Lead implementation of the off street parking project
- 5.4.3 Review and improve pedestrian access

Water management

- 5.5.1 Upgrade the Sorell potable water system capacity
- 5.5.2 Implement appropriate water management policy and projects

Project communication

- 5.6.1 Develop and implement communication plans for all priority projects



ClimateChange

GOAL

Recognise the importance of climate change and its impact on environmental values

MEDIUM TO LONG-TERM OBJECTIVES

Improve understanding of the impacts of climate change as it impacts environmental values

Protect environmental values

Communicate to key stakeholders the impacts and take proactive steps to incorporate appropriate changes to internal practices

STRATEGIC PRIORITIES**Climate change awareness**

- 6.1.1 Access external expertise
- 6.1.2 Transfer knowledge into business processes
- 6.1.3 Transfer knowledge to the community
- 6.1.4 Identify opportunities to improve awareness of individuals and groups to respond to impacts

Foreshore protection

- 6.2.1 Access external expertise
- 6.2.2 Transfer knowledge into business processes
- 6.2.3 Investigate projects for implementation
- 6.2.4 Implement approved projects

Community Wellbeing

GOAL

Consult with the community to identify needs and cooperatively deliver key community services

MEDIUM TO LONG-TERM OBJECTIVES

Establish a long-term plan that encourages a healthy community
Promote the benefits of community participation in delivering the plan

STRATEGIC PRIORITIES

Seniors, youth and children focused activities delivering valued community services

- 7.1.1 Consult with key stakeholders and develop a Positive Ageing Strategy
- 7.1.2 Consult with key stakeholders to develop a Youth Strategy
- 7.1.3 Review Childrens Services to ensure financial performance achieves best value

Safe community facilities

- 7.2.1 Review community facilities utilisation considering compliance costs and best value outcomes

Supporting community focused events

- 7.3.1 Investigate opportunities for community events
- 7.3.2 Consult with community to gauge expectations for events
- 7.3.3 Develop events calendar based on key findings
- 7.3.4 Resource appropriately to ensure successful events

Cultural plans and initiatives

- 7.4.1 Undertake a Cultural Audit
- 7.4.2 Develop a Cultural Plan in consultation with key stakeholders identified during the Audit

Ongoing support and recognition for volunteers

- 7.5.1 Develop processes to encourage, support and recognise community volunteers

Partnerships

GOAL

Develop partnerships for mutual benefit

MEDIUM TO LONG-TERM OBJECTIVES

Identify opportunities for external partnerships that increase value
Establish effective partnerships

STRATEGIC PRIORITIES

Lobby other levels of government for access to funds

- 8.1.1 Increase accessibility either by employment or regional cooperation to a dedicated resource allocated to researching and submitting grant applications
- 8.1.2 Actively lobby for external funds

Continue the Partnership Agreement with the Tasmanian Government

- 8.2.1 Implement the actions outlined in the Partnership Agreement

Cooperation with other Councils in the Southeast Region

- 8.3.1 Identify regional cooperation opportunities
- 8.3.2 Engage with and lead other councils
- 8.3.3 Implement agreed cooperative arrangements

Organisational Health

GOAL

Ensure organisational health through the development of people, processes, products and partners

MEDIUM TO LONG-TERM OBJECTIVES

Develop and implement strategies that underpin organisational health

STRATEGIC PRIORITIES

Achieve positive performance oriented outcomes through cultural transformation and staff and system development

- 9.1.1 Develop and implement Policy Framework
- 9.2.1 Develop integrated strategies in the following areas:
 - (a) Financial Performance and Position
 - (b) Asset Management
 - (c) Information Technology and Communication
 - (d) Human Resources
 - (e) Risk Management
 - (f) Community and Council Image
 - (g) Service Level Charter
 - (h) Stakeholder Communications
 - (i) Key Performance Indicators; development and reporting



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