



STRATEGIC PLAN 2019 - 2029



COMMUNITY COAST COUNTRY

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Our Strategic Plan 2019 - 2029 was endorsed in 2019 and reviewed in 2023. The next review will be undertaken in 2027.



“Sorell Council would like to pay respect to the traditional and original owners of this land the Mumirimina people, to pay respect to those that have passed before us and to acknowledge today’s Tasmanian Aboriginal community who are custodians of this land”.



FROM THE MAYOR

2023 Update

Council's Strategic Plan is reviewed every four years to ensure that we continue to address the changing needs of our community. The commencement of a newly elected Council, with many new faces joining us at the table, was a timely opportunity to review this important document.

Our Strategic Plan helps Council develop a clear and practical strategic framework for a ten year period 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.

The review of our Strategic Plan involved surveying elected members to determine how well the new Council were aligned with the plan and the understanding of the community's expectations. The survey results and subsequent discussions informed changes to the Plan. It was determined that the Plan is broad enough to sufficiently allow us to continue with our present strategic focus and activities, whilst also being flexible enough to allow us to address any new community priorities as they arise.

We made some minor changes to the Plan including an Acknowledgement of Country, a refresh of images of recent achievements, clarification that the objectives are not in priority order, commitment to the development of a Social Strategy, inclusion of a climate change direction and updated our organisational structure.

Our diverse community is 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 here. In 2021 we commemorated a special milestone – the bicentenary of the naming of the Sorell Township.

We remain one of Tasmania's fastest growing Municipalities, with recent growth exceeding state averages and forecast growth to 2038 continuing to surpass the state average per annum. Ours is a growing and developing community, with a big desire for new and upgraded resources, while maintaining our lifestyle and local character.

The priorities and operating environment that informed the initial development of our Strategic Plan remain largely the same. Strong regional growth, coupled with changing regulatory and legislative frameworks and limited resourcing and funding, puts our small Council with a limited rate base, under enormous pressure.

We remain heavily constrained financially from being able 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, continues to remain an ongoing battle. We continue to strategically review all aspects of our operations.

Since the initial establishment of the Strategic Plan we've achieved a great deal:

- Secured funding for significant projects at the South East Sports Complex including a two court stadium and unisex changeroom facilities.
- Built a new community playground at Carlton, Snake Hollow Park.
- Committed to a street lighting replacement program to change to more efficient LED lights.
- Advocated for our community and successfully secured Government funding for a range of projects including construction of the South East Jobs Hub, extension of the Sorell Memorial Hall and construction of a function centre on top of the Sorell Football Clubrooms.
- Established a shared pathway trail through Dodges Ferry and Carlton, and finished the construction of the Orielton Lagoon Loop.
- Worked with developers to ensure that their subdivision designs and infrastructure created beneficial common areas and linkages in the best interests of local communities.
- Secured significant funding to promote disaster risk reduction in our Southern Beaches coastal communities through safeguarding erosion prone dunes, remediating already eroded dunes and by providing safe stormwater services.
- Listened to our Seniors Advisory Group to upgrade footpaths and construct pedestrian crossings to promote an age friendly community.
- Reviewed our Sorell Streetscape Plan and commenced works to alleviate the effects of the Sorell Southern Bypass.
- Secured funding to establish Business and Employment Southeast Tasmania (BEST) to provide employment, training and business mentoring services to the south east region assisting thousands of job seekers and employers.

I'm delighted that Council's consistent and relentless planning and lobbying over the past eight years has resulted in us positively influencing outcomes with Government and their agencies. Significant investment by the Government into our region in recent years, including funding for the South East Traffic Solution projects, improved bus services, construction of the South East Emergency Services Hub, the redevelopment of Sorell School and establishment of BEST will deliver great improvements for our community, ratepayers and developers for many years to come. We will continue strategically advocating to ensure Government investment into Sorell reinforces our place as the heart of the South East region.

The State Government's focus on Local Government reform continues to inform our operations and activities. The major review of Tasmania's Local Government Legislation Framework in 2018 and subsequent identification of Community Engagement as an area for major reform saw us develop an integrated Communication and Engagement Strategy to inform and guide our activities in this important area.

The State Government's Future of Local Government Review recently released its stage two report which outlines three potential pathways for redesigning Local Government in Tasmania. As Mayor, and as a Council, we have been supportive of serious reform in Local Government with a more concentrated focus on the south east region since 2014-2015. We welcome the opportunity for open and frank discussion about how reform can assist us to ensure the social, infrastructure and financial sustainability of our region. The effect of the outcome of this process is unknown at this stage. In light of this we continue to operate in a sensible and responsible manner to ensure the long term sustainability of our community.

Council is committed to continuing our engagement with the community to ensure our collaborative relationships remain on track. Our series of Community Conversations and meetings with the Seniors Advisory Group, Pembroke Park Advisory Group and Sorell Community Cultural Precinct Reference Committee provide invaluable opportunities for the community to engage with Council face to face, discuss what's happening locally and raise any issues of concern. The growth in online engagement through our social media channels and new online services via Council's website is giving our community easier access and greater choice in how and when they interact with Council.

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 they require and advocate on their behalf to improve the long term health and wellbeing of our residents and community.



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 and 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 at Pembroke Park. The Southern Beaches area, once a traditional shack settlement, has 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 and Centrelink outlet and Emergency Services Hub. 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 one of Tasmania's fastest growing Municipalities, with recent population growth exceeding state averages.

Sorell Council Area – Demographic Highlights

2021 Census data with change from 2016 unless otherwise stated.

↔ No significant change since previous Census (less than +/-0.5%)

↑ Increased since previous Census ↓ Decreased since previous Census.

Sorell	2021 Census	Change	Tasmania	Sorell	2021 Census	Change	Tasmania
Population	16,975	↑ (17%)	3.53% ↑	Participation rate (population in labour force)	60%	↑ (1.9%)	58% ↑
Median Age	42	↔ (0)	42 ↔	Unemployment rate	4.7%	↓ (-0.5%)	5.9% ↓
Aboriginal and Torres Strait Islander population	4.8%	↑ (0.6%)	5.4% ↑	Trade qualification (certificate)	28%	↑ (1.6%)	22% ↑
Language at home other than English	4.0%	↑ (1.8%)	9% ↑	University qualification	15%	↑ (4.9%)	22% ↑
Median Weekly Income	\$1,369.00	↑ (\$237)	\$1,368 ↑		2021	Change from 2020	Tasmania
Rateable Properties	9980	↑ (11.0%)	N/A	Local Jobs	3,232	↑ (5.66%)	1.82% ↑
Employed Residents	7,917	↑ (3.32%)	1.73% ↑	Local Businesses	1,020	↑ (82)	
Households Renting	18%	↓ (-0.5%)	26% ↑	Employed Residents	7,917	↑ (3.32%)	1.73% ↑

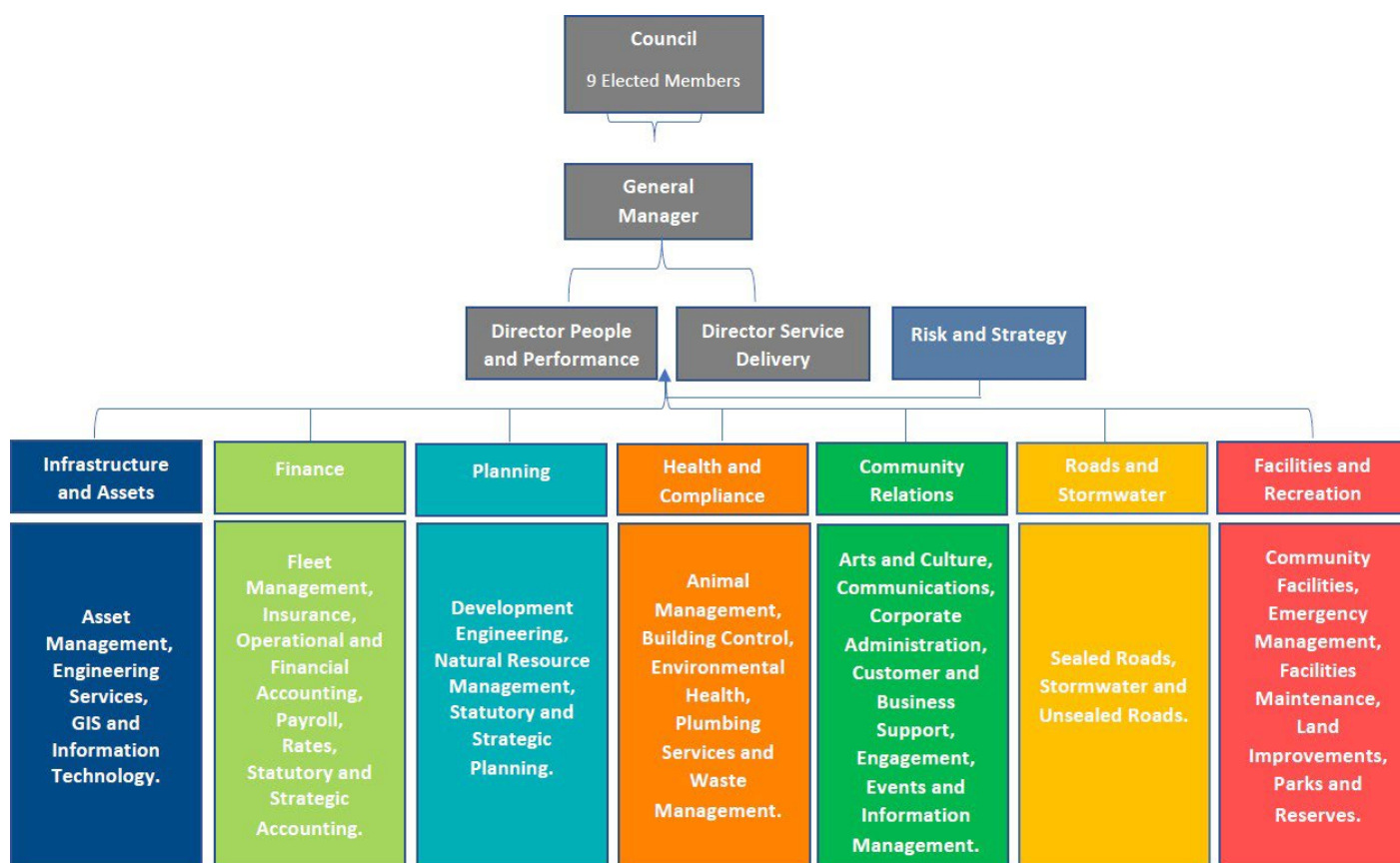
About Council

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, Financial Management Strategy, Long Term Financial and Strategic Asset Management Plans, Asset Management Policy and Strategy, 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 interests 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 two Directors. The organisational structure consists of seven workgroups which are under direction of a Manager: Assets and Engineering; Finance; Community Relations; Roads and Stormwater; Facilities and Recreation; Health and Compliance; and Planning. The Managers of each workgroup also form part of Council's broader Leadership Team.



Our Purpose, Vision and Values

Purpose

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

Vision

A proud, thriving and inclusive South East Community.

Values

INTEGRITY

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

UNITY

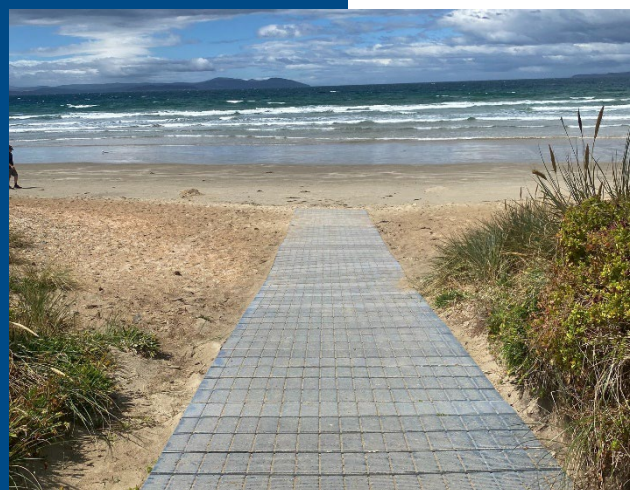
We work cohesively as one Council, supporting our community and each other to achieve better outcomes.

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) with Section 20 describing 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.

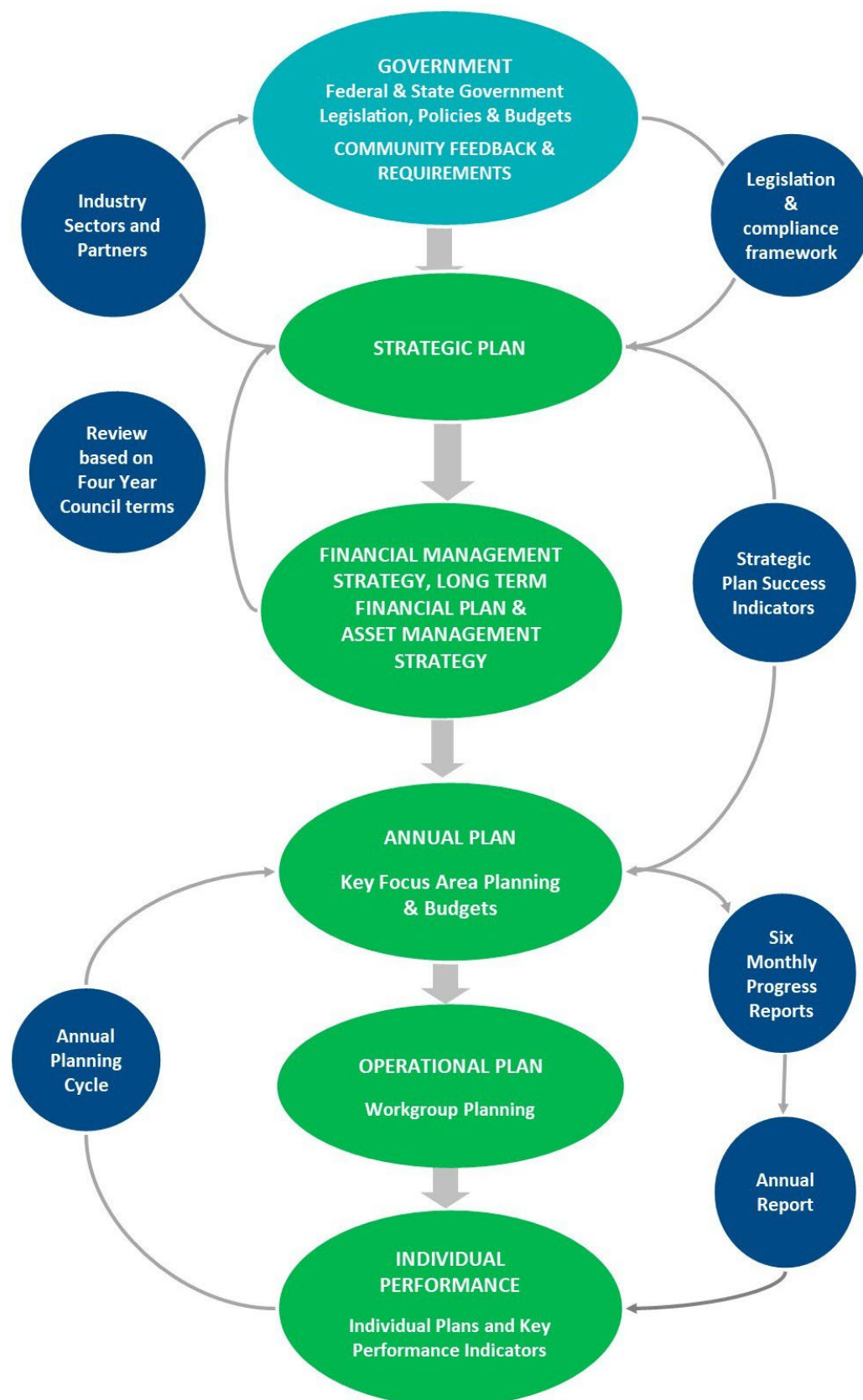
Council's Strategic Plan 2019 – 2029 describes how we will progress towards the longer term requirements of our community and influences our operations, including the way we deliver our services, how we engage with our community and how we govern the organisation.

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 Financial Management Strategy, Long Term Financial Plan and Asset Management Strategy which aim 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 is comprised of:

Our Objectives

What we want to achieve

Our Outcomes

What we think success looks like

Our Directions

How we will deliver



Our Objectives



To Facilitate Regional Growth



Increased Community Confidence in Council



To ensure a Liveable and Inclusive Community



Responsible Stewardship and a Sustainable Organisation

We are consistently working to deliver all our objectives, all are of equal priority.

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.



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, appropriate and achievable climate change mitigation and adaptation practices and continuing to meet our statutory obligations.
9. Maintain a skilled workforce through training and development opportunities.
10. Maintain effective partnerships with government, industry and community organisations.
11. Explore improved technology to make service improvements and efficiencies.



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. Develop and implement a social infrastructure and community growth 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 rich 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.



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

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
Annual Plan and Budget – 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.
Annual Report – 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.
Asset Management Policy & Strategy – To ensure adequate provisions are made for the long term replacement of assets future required services.
Communications and Engagement Strategy - Outlines how we communicate and engage with the community, as well as the key initiatives and actions that we will take to improve communication and engagement between Council, stakeholders and the community.
Customer Service Charter – 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.
Customer Service Strategy - 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.
Financial Management Strategy - Establishes Council's long term financial sustainability whilst meeting the needs and expectations of our communities in delivering Council's strategic priorities. Over a rolling 10 year timeframe.
Fees and Charges – Setting out the fees and charges collected from the community to access Council's facilities and services.
Long Term Financial Plan – Underpins the Financial Management Strategy by establishing a twenty year framework to ensure Council's strategic objectives are achieved and ensuring Council remains financially sustainable.
Sorell Land Supply Strategy - 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.
Open Space Strategy – The strategy sits alongside the Sorell Open Space Policy in guiding the delivery, maintenance and acquisition of open space and recreation areas in the Sorell Municipality.

REGIONAL PLANS

Climate Change Adaptation Plan – Identifies key risks and an approach to the implementation of adaptation actions. Forms part of the broader Regional Climate Change Initiative delivered through the STCA.

SERDA South East Economic Infrastructure Report – 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.

Tasmanian Planning Scheme – Implemented by the State Government. Provides for a uniform planning scheme template with local provision schedules.

COMMUNITY PLANS AND DIRECTORIES

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 and the region'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, natural environment and providing a place for the community to connect and create together.

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

Southern Beaches Reserve Management Plans - Establish how Council will manage the natural and social values of 4 sites in collaboration with the community and stakeholders.

