



*dorset*  
COUNCIL

# Strategic Plan 2023 - 2032

Adopted by Council  
26 June 2023  
Minute 86/23  
Ref: DOC/23/7543







Barnbougle Golf Course, Bridport  
Photo Credit: Gary Lisbon

Bridestowe Lavender Farm, Nabowla

Briseis Mine Hole, Derby  
Photo Credit: Stu Gibson

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## Acknowledgment of Country

*Dorset Council acknowledges the palawa community as the first inhabitants of the nation and pays respect to Elders past, present and emerging.*

*We recognise them as the traditional custodians of the lands and waters where we live, learn and work.*

**Front Page:** Mt Stronach 'View of Dorset'



# Welcome



Mayor: Greg Howard



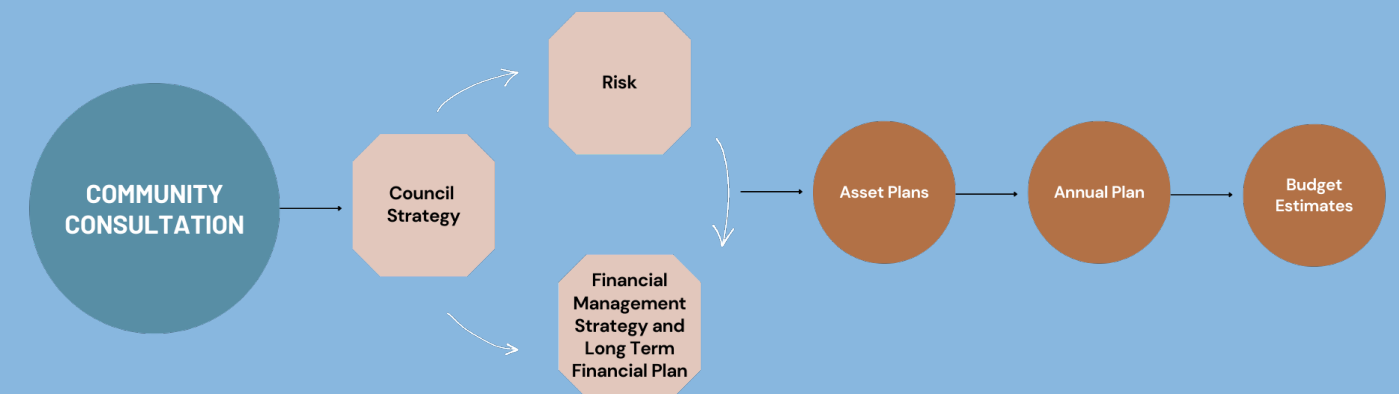
General Manager: John Marik

Welcome to Council's Strategic Plan 2023 – 2032. With Local Government elections having taken place in October 2022 and a new Council elected, Council chose to conduct a full review of Council's Strategic Plan. The development of Council's Strategic Plan has been a collaborative approach between Councillors and Council Officers, along with submissions from the community and any authorities and bodies that may be impacted by the Strategic Plan.

The *Local Government Act 1993* - Section 66 (2) mandates a Council Strategic Plan must be in respect of at least a 10 year period and must be reviewed every 4 years. With the pace of change in the world today, Council will embark on a yearly review of the Strategic Plan to ensure the initiatives remain relevant to the community and to explore further opportunities that align with Council's vision.

Council's Strategic Plan sets a very clear vision for the municipality to be an inclusive, thriving and connected community. Council's Strategic Plan will assist in driving future prosperity in the Dorset region. The Strategic Plan simply and easily defines what Council will be doing over the 2023 – 2032 term and why these initiatives are important to the municipality. The Strategic Plan centres on four key pillars, including improving the liveability of the community, stimulating economic growth, improving service delivery and reducing Council's environmental footprint.

# Strategic Framework



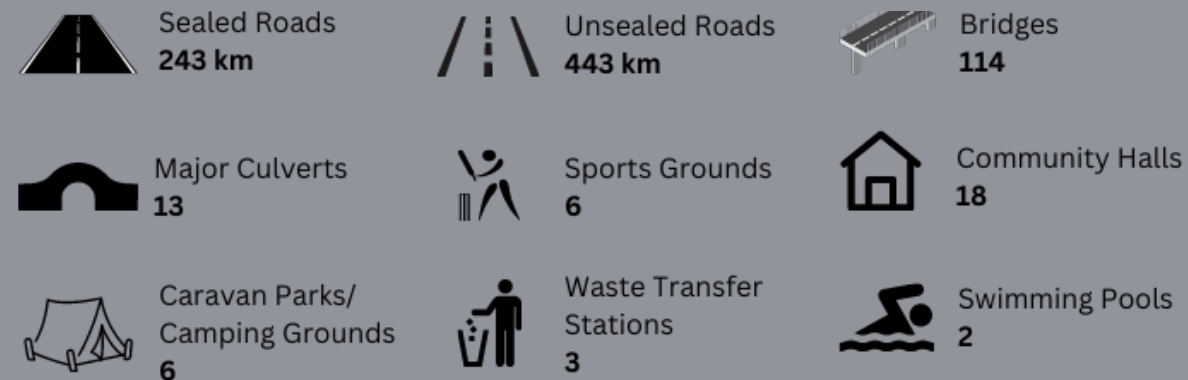
The Dorset Council Strategic Framework starts with understanding the needs of the Dorset community. The elected members of Council represent the community and make decisions on the allocation of Council resources to best meet those community needs.

Council's Strategic Plan is an important document which identifies the future direction of Council to meet community needs. The comprehensive review of Council's Strategic Plan is the start of a new cycle that will result in a review and update of all other plans, including Council's Risk Management Framework and the Financial Management Strategy. The Strategic Plan is in no way sequentially numbered in the order of priority, it is numbered so it can be easily identifiable and tracked within Council's Annual Plan. Council's Strategic Plan is a high level document highlighting what the Council wants to achieve, and why that is important. Council's Annual Plan and implementation plans will then delve into how some of the activities will be achieved, which will include deeper reviews and for relevant activities, further community consultation and feedback.

Council's Risk Management Framework identifies, assesses, and prioritises risks and assists Council to make decisions on how those risks are best mitigated. The Financial Management Strategy is the process of analysing and managing financial resources effectively and efficiently to meet Council's objectives as per the Strategic Plan. Both risk management and financial management help inform strategic planning by providing data on the current state of Council and the potential financial impacts of different strategies.

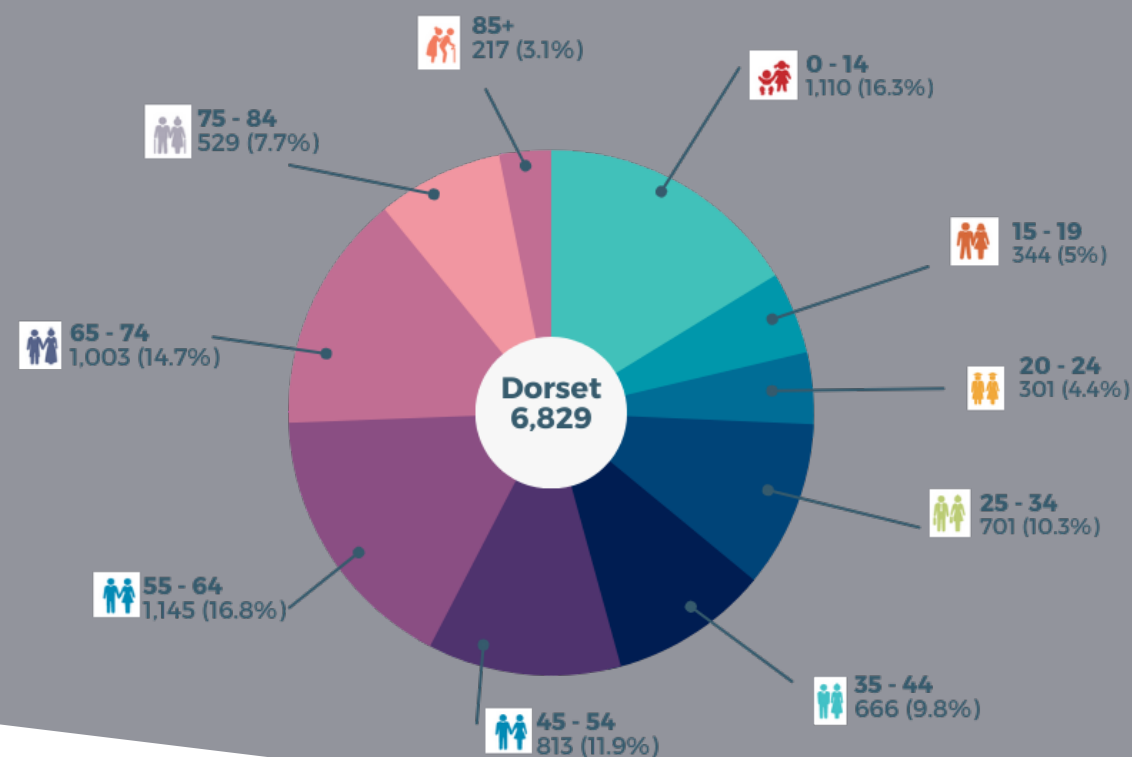
# Snapshot of Dorset

The Dorset municipality is located in North East Tasmania, with a total land area of 3,231 square kilometres. The main township is Scottsdale with a number of settlements including Bridport, Branhholm, Derby, Gladstone, Herrick, Legerwood, Moorina, Musselroe Bay, Nabowla, Pioneer, Ringarooma, South Mount Cameron, Springfield, Tomahawk and Winnaleah.



In the 2021 Census based on the Dorset Local Government area:

- the population was 6,829 people, with 49.5% being male and 50.5% being female;
- the median age of the population of Dorset was 48 compared to 42 years across Tasmania;
- single (or lone) person households have increased from 795 (29.5%) in 2011 to 874 (31.6%) in 2021;
- unoccupied private dwellings have stayed relatively unchanged, increasing from 945 (25.9%) in 2011, to 947 (25.5%) in 2021; and
- Aboriginal and Torres Strait Islander people made up 4.1% of the population.



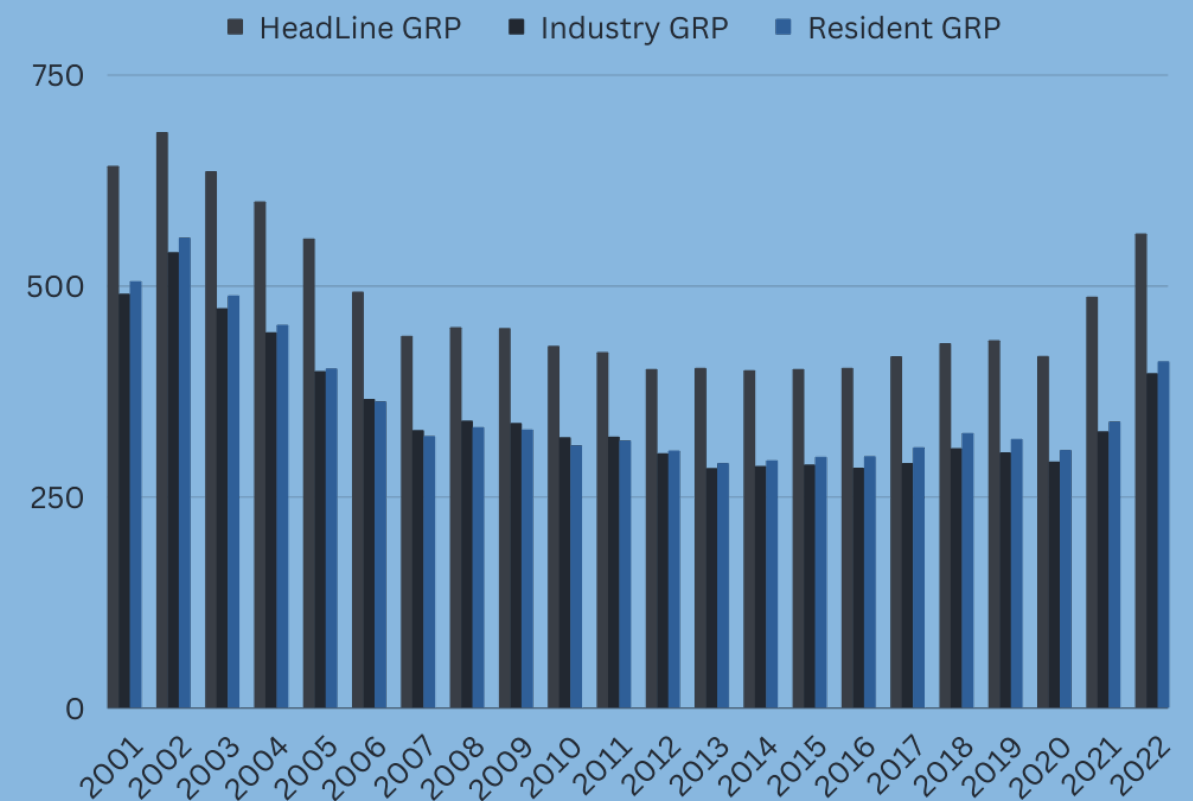
# Industry Analysis

The Dorset municipality contributed a gross regional product (which measures the final market value of all goods and services produced in the region) of \$0.56 billion in 2021/22. The 2021/22 financial year grew 15.4% on the prior financial year.

Local sales account for 49.3% of the economic output of the Dorset municipality. While 42.2% are domestic exports and 8.5% are international exports.

The Dorset municipality gross regional product resulted in Dorset employees contributing 1.5% of Tasmania's economic value. Dorset employees accounted for 1.1% of Tasmania's employment. This clearly identifies that Dorset was contributing well and truly above its employment levels towards the gross state product (which measures the sum of value added from all industries within the state).

## GROSS REGIONAL PRODUCT DORSET COUNCIL AREA



Source: National Institute of Economic and Industry Research (NIEIR) © 2023  
Compiled and presented in economy.id by .id (informed decisions).



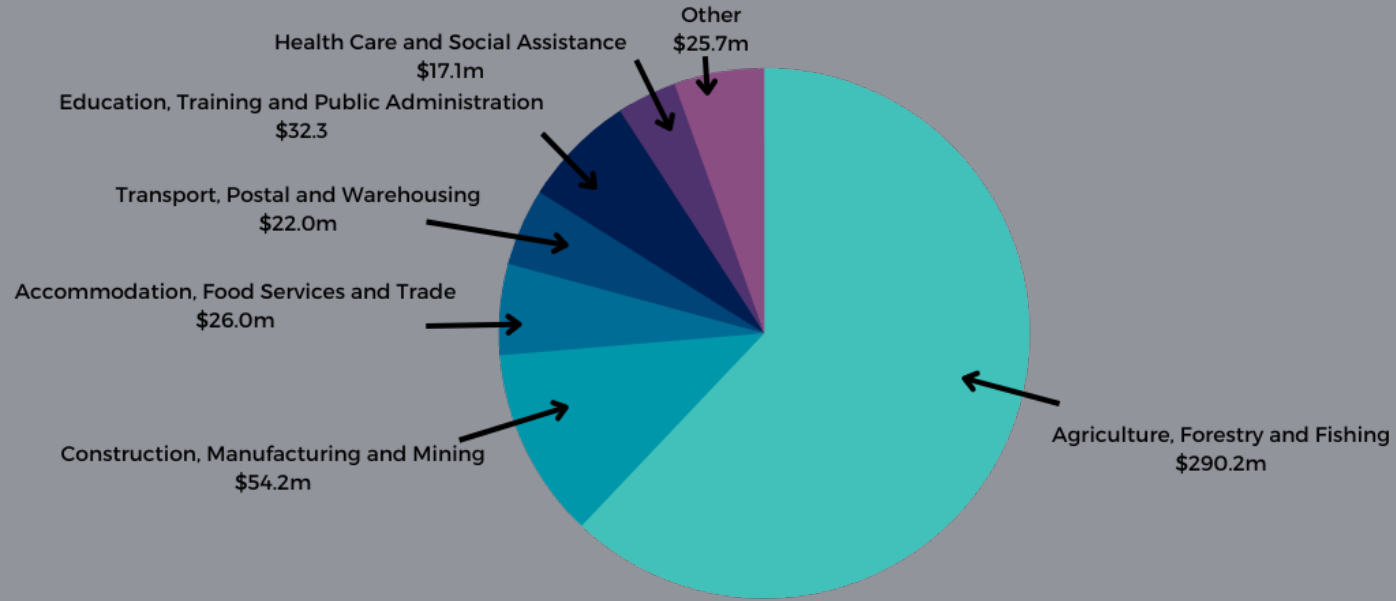
# Industry Analysis (cont.)

Within the Dorset municipality agriculture, forestry and fishing are the most productive industries, generating \$290 million in 2021/22, up 40.1% since the previous year which was impacted by the COVID-19 pandemic. Agriculture equates to \$245 million (84.7% of the agriculture, forestry and fishing sector), forestry and logging: \$21.2 million (7.3%), agriculture, forestry and fishing support services: \$16.0 million (5.5%) and fishing, hunting and trapping: \$6.4 million (2.2%).

Construction, manufacturing and mining generated \$54.2 million in 2021/22.

In recent years, the tourism industry has grown substantially and is shown below as part of the accommodation, food services and trade section, along with a portion sitting within the other section. The National Institute of Economic and Industry Research has reported that in 2021/22, the value of tourism to the Dorset municipality was \$38.97 million in output and sales and \$18.55 million in value added.

## Value Added by Industry Sector 2021/22 - Dorset Council Area



Source: National Institute of Economic and Industry Research (NIEIR) © 2023  
Compiled and presented in economy.id by .id (informed decisions).



Ringarooma Valley





Carisbrook Lane, Legerwood  
Photo Credit: NB Media

# Vision Statement

## OUR VISION

*An inclusive, thriving and connected community.*

## OUR VALUES

### Leadership

We lead by example through our behaviours and approach to work. We are a proactive advocate for the community, and engage with the community in determining and driving a vision for Dorset

### Creative Thinking

We foster a solution-driven environment that embraces innovation and inspires fresh approaches in adapting to, and creating, change

### Customer Service

We meet our service standards in a professional and responsive manner

### Engagement

We communicate openly and encourage the active participation of the community

### Respect

We engage in open dialogue whilst accepting there will be differences of opinion

### Financially Responsible

We deliver services to the community in a sustainable and strategic cost effective way



# Liveable Community

**Objective:** *To continually improve the liveability of the community and to respond to community challenges and changing demographics*



Scottsdale Aquatic Centre

## Strategy

Council will maintain and invest in community infrastructure and empower community groups through provision of funding and support of initiatives.

## Why

Councils interact with the community on a daily basis and therefore have the ability to advocate for or provide practical assistance that results in positive health and wellbeing outcomes for the community.

## Strategic Imperatives

- 1. Council recognises the importance and will continue to work with and support our ageing communities**
  - 1.1 Review retirement opportunities (e.g. Northbourne Park Association and Seaview Village) and assist, where possible, with development, growth and sustainability.
- 2. Council will work with third party providers to increase the voice of young people in the community**
  - 2.1 Actively engage, and partly fund, along with the Tasmanian Community Fund, the Bright Dorset Youth Program through Dorset Community House during 2022 – 2025.
  - 2.2 Work with schools and Dorset Community House to create employment pathways e.g. employment expo, employment academy and school partnerships.
- 3. Council will support and deliver events and festivals in conjunction with a regional marketing strategy for a vibrant community**
  - 3.1 Review and possibly expand grant and sponsorship programs, e.g. signature events in the municipality.
- 4. Council will support the community by ensuring facilities are provided and maintained for recreational and community use**
  - 4.1 Review all Council owned assets.
  - 4.2 Review pricing structures of all Council owned assets including life-cycle costs.
- 5. Council will establish closer relationships with local business / industry to work together for the betterment of the region**
  - 5.1 Review current communication channels and look at ways to engage.
  - 5.2 Establishing a culture of engagement and participation with Council.
- 6. Council to advocate for health and wellbeing for all members of the community**
  - 6.1 Council will determine priorities for advocacy.





# Economic Development

**Objective:** *To stimulate economic growth through sustainable and visionary projects, with a view to increasing prosperity, population and investment.*

Agricultural Crops, Scottsdale

## Strategy

To embrace innovation and encourage new industries and businesses whilst supporting traditional industry to proactively drive the prosperity of the municipality.

## Why

To generate employment and to diversify the local economy to create more opportunities for new and existing residents.

## Strategic Imperatives

### 7. Increase Dorset's population to attain scale in services and in Council's rates / grant base

- 7.1 Sideling redevelopment to improve access to Dorset for the community and lower costs for commercial operators.
- 7.2 Town master planning to identify settlement growth and required infrastructure planning.
- 7.3 The development of a municipal prospectus to attract new business ventures to capitalise on regional strengths which include agriculture, forestry and tourism.
- 7.4 Develop a marketing plan aimed to attract young families and entrepreneurs into the community.

### 8. Work with the tourism industry to create a municipal marketing strategy and plan to drive visitation

- 8.1 Partner with external providers with the appropriate skill-sets to create a municipal marketing strategy and plan focused on increasing tourism to the region.
- 8.2 Successfully deliver the Rail Trail to leverage leisure bike riding and increase visitation to the region.
- 8.3 Develop a tourism friendly infrastructure plan to enhance positive visitor experiences by ensuring infrastructure is upgraded, renewed and maintained.

### 9. Facilitate and advocate for projects that enable economic growth across the municipality

- 9.1 Policies will be reviewed to ensure they are investment friendly.
- 9.2 Create strategic partnerships with other organisations and Councils for the benefits of the northern / north east regions.
- 9.3 Establish a Projects of Significance report to ascertain grant funding / advocacy / election promises priorities.
- 9.4 Transition Blue Derby mountain bike operations away from Council to the Blue Derby Foundation in a staged approach.





# Leadership and Governance

**Objective:** *To create value and improve service delivery for the community through effective leadership and governance.*

Council Chambers, Scottsdale

## Strategy

To clearly prioritise projects and initiatives that improve infrastructure and service delivery to the community.

## Why

To provide value for money to the community by delivering on priority projects and initiatives.

## Strategic Imperatives

### 10. Council’s Strategic Plan is filtered through all Council’s plans and budgets

- 10.1 Annual Plans, Budget Estimates and Council Policies reflect Council strategy.
- 10.2 Council reviews the risk management frameworks and resets risk tolerance and risk appetite levels.
- 10.3 Review, adopt and implement all infrastructure asset management plans, including life-cycle costings.
- 10.4 Rates, fees and charges will reflect value for money for the community.

### 11. Council strives to be a desirable place to work

- 11.1 Develop a positive and safe workplace culture where employees feel valued for their contribution.
- 11.2 Review training, development and succession planning to build and retain employee capability.
- 11.3 Review reward, recognition, health and wellbeing programs.
- 11.4 Develop a Council scholarship, apprenticeship and traineeship program to retain local talent e.g. employment academy, employment expo, school partnerships

### 12. Cooperation and engagement with external reviews relating to Council activities

- 12.1 Conduct performance audits on key operational areas.
- 12.2 Engagement with the Future of Local Government Review.

### 13. Improve Council efficiency and effectiveness

- 13.1 Review Council operations and implement continuous improvement and innovation.
- 13.2 Demonstrate sound governance that builds a foundation of trust within the community and for prospective investors.
- 13.3 Review Council’s cost structures including procurement practices to ensure value is being attained in all parts of Council, whilst offering incentives to local businesses.
- 13.4 Review and improve customer service delivery to key stakeholders.
- 13.5 Review of Council’s project management capability, capacity and project delivery and implement change, as required.





# Environmental Footprint

**Objective:** *To proactively engage in strategies that result in sustainable natural resource management for Dorset.*

Waratah's  
Photo Credit: FLOW

## Strategy

Investigate options to reduce Council's environmental footprint, minimise waste to landfill and support renewable energy opportunities for the region.

## Why

While Council is at the coal face of Government and provides service delivery as opposed to setting policy, Council can make an environmental difference and set a positive example by reducing its environmental footprint in light of challenges posed by climate change.

## Strategic Imperatives

### 14. Council will maximise efforts to reduce waste going to landfill and maximise the reuse of items and increase recycling within the municipality

- 14.1 Active participation with the Northern Tasmania Waste Management Project and other Councils to look at regional solutions to attain scale and effectiveness
- 14.2 Deliver a Waste Strategy in relation to recycling (Reth!nk Waste Tasmania), organics and green waste.
- 14.3 Reduce the use of single use plastics.
- 14.4 Maximise container refund scheme opportunities.

### 15. Council will support renewable energy opportunities

- 15.1 Support and advocate for renewable energy projects such as wind farms.

### 16. Council will initiate projects to reduce environmental footprint

- 16.1 Council will consider, where appropriate, new affordable technologies including:
  - 16.1.1 Council's fleet;
  - 16.1.2 Solar; and
  - 16.1.3 Energy efficient infrastructure such as lights, light globes, fuel efficient or electric powered mowers, chainsaws, brush-cutters or non-fossil fuel powered plant and equipment.
- 16.2 Audit of maintenance program e.g. waste truck routes, grading, slashing programs to ensure operations are as effective and efficient as possible, along with investigation of chemical usage.
- 16.3 Involvement with the Northern Councils Climate Change project.

### 17. Council will review vegetation and weed management plans

- 17.1 Review, adopt and implement weed management strategy and planning.
- 17.2 Review, adopt and implement vegetation management plans.





# Thanks

We would like to thank all members of the community who provided their thoughts and feedback. Your input has been invaluable in the development of the Plan and ensuring the Plan aligns with the sentiment of the community.

*'Mermaid's Pool', Bridport*

# References

- Dorset Community House - [Brighter Dorset Youth Needs Report 2022](#)
- Health Consumers Tasmania - Health & Wellbeing Networks Project - [Progress Report for Dorset, November 2022](#)
- Dorset Employment Connect - [Dorset Connect Findings Report, January 2023](#)
- [National Institute of Economic Industry Research \(NIEIR\)](#)
- Australian Bureau of Statistics - general data collection and [2021 Census Data, Dorset Municipal Area QuickStats](#)
- [.id Informed Decisions - Economy Profiles](#)
- Primary Health Tasmania - [Dorset Community Health Check, 2022](#)





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C O U N C I L

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