



# Strategic Plan

2017-2027

Revised March 2022



Our Plan  
Our Future



A photograph of a sandy dune landscape. In the foreground, there are several clumps of tall, golden-brown grasses growing out of the sand. The sand is a light, warm tone. In the background, there are more dunes and a line of dark trees under a clear blue sky with a few wispy clouds. The lighting suggests it might be late afternoon or early morning, with long shadows.

# Our Vision

A naturally beautiful environment that speaks to our heart. A diverse and thriving community; a place of opportunity. A place where everyone feels safe, welcome and connected.



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32-34 Georges Bay Esplanade St Helens 7216

E: [admin@bodc.tas.gov.au](mailto:admin@bodc.tas.gov.au)

T: (03) 6376 7900

[www.bodc.tas.gov.au](http://www.bodc.tas.gov.au)





# Our Plan

This Plan establishes the Vision we hold for our area. It offers a focus on the things we believe are important to achieving this Vision and recognises the roles that the community and Council play in achieving the future we desire.

The plan has drawn on the views and thoughts of the community through a series of conversations which were facilitated by Frameworks for Change. The extensive thoughts and aspirations of the community were distilled and refined to create the plan which you see before you.



# Achieving the Vision

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While this plan has been put together by Break O'Day Council, we hope that it will be seen and interpreted by the community as a Plan for our collective future. Achieving the Vision requires collective action; action that recognises the differing roles the community and Council can play which will complement and support the efforts of each other. Conversations that occurred through the development of the Plan have shaped and given clarity to how these roles relate to key areas.

We will...	COUNCIL ROLE	COMMUNITY ROLE
<b>Leadership/ Ownership</b> We will...	...be visionary and accountable leaders who advocate and represent the views of our community in a transparent way. ...make decisions for the greater good of Break O'Day by being accessible and listening to our community.	...consider the bigger picture and be open-minded in our views and actions. ...advocate for things that are important to us. ...lead by example, use our initiative and take responsibility for the things we can influence.
<b>Great Communication</b> We will...	...listen, consult and engage with the community and individuals. ...be open, honest and proactive in our communication ...keep people informed about the things that matter to them.	...engage and speak up about issues of concern. ...seek and share information with the council, community groups and each other.
<b>Infrastructure and services</b> We will...	...plan, deliver and maintain quality infrastructure and services. ... strive to deliver excellent customer service and promote Break O'Day as a desired destination.	...plan and provide community facilities and services in partnership with Council for our community.
<b>Working together</b> We will...	...build and maintain strong relationships and partnerships through consultation, engagement and collaboration. ...support and facilitate our community	...be an active and engaged community participant through contribution and collaboration ...support the contribution of community groups.



We will....	COUNCIL ROLE	COMMUNITY ROLE
<b>Stewardship/ Custodian</b> We will...	...be responsible in planning and management of the Break O'Day area. ...make good decisions about our environment and resources. ...balance competing needs and demands while keeping a sustainable future in mind.	...nurture and support a sense of community through our actions. ...respect and value our environment and act with the future in mind.
<b>Fiscal Responsibility</b> We will...	...work within a culture of financial sustainability focusing on securing outside funding, spending wisely and being fair to all. ...recognise the limitations of resources and the community's capacity to pay.	...be mindful that every request has an impact on finances and that difficult decisions need to be made to ensure the best outcome for all. ...be prepared to pay for additional services and infrastructure that are requested.

In order to achieve the goals laid out in this plan, we all need to work together; without community support and participation, achieving the collective vision this document outlines for Break O'Day will be impossible.

## Our Values

The following statement represents the core values that will guide our actions and approach to business.

Working as a **TEAM** with **OPEN & HONEST COMMUNICATION**; we act with **INTEGRITY** whilst showing **RESPECT** and being **POSITIVE** and proactive in our actions





## Context of the Plan

When reading this document it is important to remember the following:

- The document is overarching and provides broad directions - does not lay out detailed activities as such.
- Detailed information received during each Community Conversation will form the basis for Council activities in future Annual Plans and Four Year Plans.
- Previous Plans such as the Municipal Management Plan will still be referenced in future planning and specific consideration will be given to projects that meet the goals of the 10 Year Strategic Plan.
- As this plan has been formulated for a 10 year period, it is important that during the development of the plan we kept it open and flexible in nature.

During the Community Conversations, discussions saw two groups emerge as focus areas; Youth and the Aged. Break O'Day Council acknowledges these groups have specific challenges and while neither group is specifically named up in this document, both featured heavily in the formulation of the plan particularly in the areas of Health, Mental Health, Opportunities, Employment, and Education Skills and Training.

Through the sessions it was clear each town had clear ideas on what their town needed. All of this information was included in the development of the strategy but applied to Break O'Day Community collectively. This information however has been retained and will be referenced in future considerations for upcoming projects, actions and priority areas.

## Interpreting our Plan

To realise our Vision it is important for us to focus on three key objectives. These objectives relate to; Community, Economy and Environment. Underpinning these three objectives are two further objectives which we consider to be the foundations upon which our community is built and survives; Infrastructure and Services.

To achieve our objectives, clearly articulated strategies have been developed for us to pursue and a number of Key Focus Areas, which we believe will give the greatest result from our efforts, have been identified. Other areas of focus, actions and detail will evolve within the Annual Plans of the Council.





# Community

**Goal:** To strengthen our sense of community and lifestyle through opportunities for people to connect and feel valued.



## Strategies

1. Create an informed and involved community by developing channels of communication.
2. Build community capacity by creating opportunities for involvement or enjoyment that enable people to share their skills and knowledge.
3. Foster and support leadership within the community to share the responsibility for securing the future we desire.
4. Foster a range of community facilities and programs which strengthen the capacity, wellbeing and cultural identity of our community.

## Key Focus Areas

### Communication

Improve and develop communication processes that lead to the community feeling more informed and involved.

### Events and Activities

Create a culture of volunteering and support to enable vibrant and sustainable events, activities and community groups.

### Community and Council Collaboration

Work within a community engagement framework which defines the relationship between the community and Council in decision making and project delivery.

### Wellbeing

Support and enhance community wellbeing through shared understandings, and opportunities for people to get involved, connect, build on strengths, and feel a sense of belonging in Break O'Day.

### Volunteering

Build community sustainability and inclusion through a culture of volunteering and support within our community.

## Assessing Progress

- Improvements to communication processes
- Participation through surveys
- Participation in voluntary groups and activities
- Number of local events and attendance levels
- Leadership demonstrated by the community
- New and expanded programs within the community





# Economy

**Goal:** To foster innovation and develop vibrant and growing local economies which offer opportunities for employment and development of businesses across a range of industry sectors.



## Strategies

1. Develop and highlight opportunities which exist and can be realised in a manner that respects the natural environment and lifestyle of the BOD area.
2. Provision of relevant training and skills development programs to create a workforce for the future that meets the changing needs of business.
3. Create a positive brand which draws on the attractiveness of the area and lifestyle to entice people and businesses' to live and work in BOD.
4. Support and encourage innovation and growth in the economy through local leadership; infrastructure provision; support services and customer focussed service delivery.

## Key Focus Areas

### Opportunities

Identify and realise opportunities that develop and support the Break O'Day economy in a sustainable manner.

### Population

Monitor changes in an ageing population in order to understand and address challenges and opportunities this creates.

### Housing

Develop an understanding of housing needs; advocate for and facilitate the construction of a range of housing solutions.

### Brand

Understand and communicate the unique characteristics and differences of our communities and the Break O'Day area to foster a sense of pride and authenticity.

## Assessing Progress

- Reduction in unemployment
- Youth opportunities
- Visitor statistics
- Increased population





# Environment

**Goal:** To balance our use of the natural environment to ensure that it is available for future generations to enjoy as we do.



## Strategies

1. Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions.
2. Increase the community's awareness of the natural environment; the pressures it faces; and actions we can take to sustain it and what it provides.
3. Undertake and support activities which restore, protect and access the natural environment which enables us to care for, celebrate and enjoy it.
4. Recognise and alleviate the issues and risks to the environment from our use, and the risk to us from a changing environment.(For example flood and fire.)

## Key Focus Areas

### Land and Water Management

Develop and implement strategies and activities that prevent land degradation and improve water quality within our rivers, estuaries and coastal areas.

### Appropriate Development

Encourage sensible and sustainable development through sound land use planning, building and design.

### Climate Change

Understand, address and evaluate the challenges of climate change in Break O'Day and develop and implement mitigation strategies.

## Assessing Progress

- Sustainable land use strategies
- Land and water management projects and activities undertaken
- Grant funding
- Flood mitigation projects and activities undertaken





# Infrastructure

**Goal:** To provide quality infrastructure which enhances the liveability and viability of our communities for residents and visitors.



## Strategies

1. Be proactive infrastructure managers by anticipating and responding to the growing and changing needs of the community and the area.
2. Work with stakeholders to ensure the community can access the infrastructure necessary to maintain their lifestyle.
3. Develop and maintain infrastructure assets in line with affordable long-term strategies.

## Key Focus Areas

### Towns

Create townships that are vibrant and welcoming through improvements to infrastructure such as, streetscapes, parking, safety and signage.

### Waste Management

Provide access to affordable services and facilities that foster a circular economy approach to Waste Management.

### Roads and Streets

Develop a well maintained road network that recognises the changing demands and requirements of residents and visitors.

### Community Facilities

Provide community facilities that encourage participation and supports the lifestyle of residents and growing visitor numbers.

### Recreational Facilities

Support an outdoor, active and healthy lifestyle for residents and visitors through a range of recreational facilities including walking trails, bike trails and other identified infrastructure.

## Assessing Progress

- Asset renewal levels
- Asset condition assessments
- Landfill usage levels
- Streetscape upgrades
- Provision of walking and bike trails
- Road network quality
- Requests for service and complaints
- New and upgraded community facilities





# Services

**Goal:** To have access to quality services that are responsive to the changing needs of the community and lead to improved health, education and employment outcomes.

## Strategies

1. Improve accessibility to a range of quality services and programs by advocating and pursuing for local delivery.
2. Work collaboratively to ensure services and service providers are coordinated and meeting the actual and changing needs of the community.
3. Ensure Council services support the betterment of the community while balancing statutory requirements with community and customer needs.

## Key Focus Areas

### Health and Mental Health

Improve health and mental health outcomes by ensuring programs reflect community needs and are accessible and inclusive

### Education Skills and Training

Improve employment pathways and outcomes and greater personal development through delivery of programs locally which meet the needs of Industry and the community.

### Youth

Understand the needs of Break O'Day young people to better support and advocate for them.

### Access and Inclusion

Foster a culture of inclusion within our community by facilitating equitable access to opportunities, information and services.

## Assessing Progress

- Population health and mental health statistics
- Mental health services
- Effectiveness of health service delivery
- Educational attainment data
- Skills development and training program participation
- Access and inclusion themes included in Council activity







The background of the page is a photograph of a beach. The top half shows a clear blue sky with some light clouds. The bottom half shows the ocean with waves breaking onto a sandy beach. The word "Thanks" is written in a blue, cursive font on the left side of the page.

# Thanks

We would like to thank all members of the community who attended the Community Conversation sessions or provided their thoughts and feedback via the online survey; your input has been invaluable in the development of the Plan and ensuring the Plan aligns with the sentiment of the community. We would also like to thank and acknowledge the community groups who hosted the Community Conversation sessions, we felt very welcome and are very grateful.

Last but not least we would like to thank Lisa Shulander our esteemed facilitator from Frameworks for Change, who did an outstanding job of keeping us all on track and gave valuable insight and feedback during the development and drafting of the plan.

More information on the process, findings and comments from the participants is available in the Transparency document which can be found on Council's website.



