Central Coast Population Growth Strategy

Nurturing our place... it's in our nature

NOVEMBER 2017



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PURPOSE

The purpose of the Population Growth Strategy (the Strategy) is to proactively plan for and develop strategies to positively influence population growth in the Central Coast Local Government Area (LGA).

INTRODUCTION

Central Coast needs a population target and strategies that aim to achieve the target. According to the State Government and Australian Bureau of Statistics (ABS) predictions, without a population target and action plan, resident populations in Central Coast are predicted to decrease1. Strategies to positively influence population growth can create social and economic benefits for the broad community over the long-term.

Like many populations throughout Australia, Central Coast has an ageing population. There are also low levels of youth living in and moving to Central Coast. At the point where there are more deaths than births due to an ageing population and low levels of residents in prime fertility (aged 25-39 years old), we will be in a state of natural decline.

The population target for Central Coast is based on ABS projections and is set at 28,000 residents by 2060. The population target and strategies for growth may help to tackle the predicted future decline of resident numbers in Central Coast.

Historically, Tasmania's population growth mirrored national levels but since the 1950s the State's fluctuating population has consistently been below national averages2. The gap between the Tasmanian and Australian population growth rates is widening and projected to continue to do so. At 30 June 2006, the Tasmanian resident population was estimated to have reached 489,302 people, representing 2.4% of Australia's resident population3. The Cradle Coast Region's population in 2006 was 110,098 and the population in Central Coast LGA was estimated at 21,428 representing 4.4% of Tasmania's population⁴.

Between 2006 to 2016, population trends changed over the three geographical scales (Tasmania, the Cradle Coast Region and Central Coast LGA). Firstly, a significant spike in population growth occurred, followed by a downward trend after the Global Financial Crisis (GFC) of 2008. For the five year period between 2011 and 2016, Tasmania was the only geographical scale whose population increased.

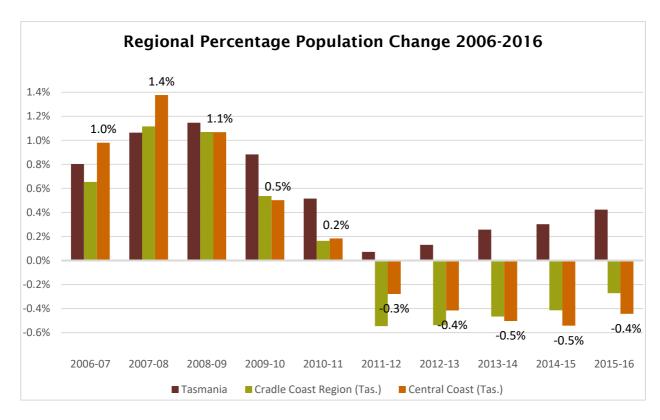
Determining the percentage population change for a period is a way to keep population growth figures relative across geographical scales. Data in Graph 1 compares population change over the three geographical scales for the 10 years between 2006 and 2016. The estimated resident population of Central Coast has been in decline for five year period between 2011 and 2016. In 2016, the estimated resident population in Central Coast was 21,851.

Date of Issue: November 2017

Department of Treasury and Finance, (2014) 'Population', Tasmania; and Australian Bureau of Statistics (2016), 'Population Projections, 2012 (base) to 2101Australia', cat. No. 3222.0

² ABS, 'Demography, Tasmania, 2014', Cat 3311.6.55.001 ³ Australian Bureau of Statistics (2017), 'Regional Population Growth', Table 6: Estimated Resident Population Local Government Areas Tasmania, Cat 13218.0

The Cradle Coast Region is made up of the Burnie, Central Coast, Circular Head, Devonport, Kentish, Latrobe, Waratah/Wynyard and the West Coast LGAs.



Graph 1: 2006-2016 Percentage Population Change⁵

Governments at all levels have an important role to play in addressing the link between population growth and outcomes for social and economic prosperity (leading to well-being). It is important that the combined local efforts complement and make use of the learnings of other strategies, as well as the initiatives of neighbouring councils, the broader region and the State. However, they are no substitute for a community's own knowledge, networks, enterprise and institutions. It is local social capital, which has the ability to drive new place-based and collaborative approaches to community development and service delivery, building from existing capabilities and providing the basis for engaging local stakeholders in the development and delivery of their own meaningful solutions.

This Strategy is part of the Council's Social Planning Framework (the Framework). The Framework provides guidance for the Council's social planning direction and identifies priority areas for action to achieve outcomes. It comes from, and contributes to, the realisation of the community's vision and Strategic Plan (2014-2024), which outlines the things that need to be done to achieve the preferred future of 'living our potential'. The Framework also assists the Council, stakeholders, service providers and community groups to define their roles, allocate resources, make contributions, engage, communicate shared purpose and take action. To take action we will need to make use of approaches based on building relationships, strengthening networks and working collaboratively.

⁵ See note 3

RATIONALE

The table below outlines the current Central Coast profile6:

Central Coast	
People Factors 2015	 21,948 estimated residents over area spanning 937km² 24 people resided per square kilometre (population density) 61% of the population was working age (15-64 years) Median age of 45.4 years 2% fertility rate 204 births 6.8% death rate (standardised per 1,000 population) 257 deaths
Population Profile 2015	 18.3% of the population was aged between 0 and 14 years 10.6% of the population was aged between 15 and 24 years 9.3% of the population was aged between 25 and 34 years 11.3% of the population was aged between 35 and 44 years 14.8% of the population was aged between 45 and 54 years 15% of the population was aged between 55 and 64 years 12.1% of the population was aged between 65 and 74 years 6.4% of the population was aged between 75 and 84 years 2.3% of the population was aged over 85 years
Migration Factors 2015	. 1,192 people arrived. 1,196 people departed4 net internal migration
Economic Factors	 1,411 registered businesses in 2015 The labour force participation rate in 2011 was 54.9% The unemployment rate in 2011 was 6.3% 21% of the population in 2011 participated in voluntary work \$218,000 median house sale price in 2015 \$43m value of total building approvals in 2016

⁶ Baseline data sources: Australian Bureau of Statistics (ABS) website, http://stat.abs.gov.au/itt/r.jsp?RegionSummary®ion=60810&dataset=ABS_REGIONAL_LGA&geoconcept=REGION &maplayerid=LGA2014&measure=MEASURE&datasetASGS=ABS_REGIONAL_ASGS&datasetLGA=ABS_REGIONAL_LGA& regionLGA=REGION®ionASGS=REGION, Population and Housing (2015); Estimated Resident Population by Sex by Age Group by LGA (2015); Industry of Employment by Sex (LGA); (2015) Selected Labour Force, Education and Migration Characteristics (LGA) (2015-2016); and Profile id (2017), https://economy.id.com.au/central-coast

CONTEXT

STATE LEVEL

The Tasmanian Government has set a target to grow the population to 650,000 people by 2050 to drive economic growth, create jobs and improve the standard of living for all Tasmanians. The State Government's Population Growth Strategy 2015 outlines their approach to growing our population in a balanced and sustainable way over the long-term. It identifies high level actions in three key areas⁷:

- Job creation and workforce development to facilitate job creation and identify current and future employment opportunities to inform investment in education and training and migration attraction strategies.
- . **Migration** to actively pursue and facilitate overseas and interstate migration to Tasmania and encourage Tasmanians living elsewhere to come home.
- . **Liveability** to build and promote Tasmania's liveability and foster a culture which is vibrant, inclusive, respectful and supportive.

The State Strategy considers that Tasmania's population is likely to begin to decline from around the middle of this century⁸. Tasmania is the only State or Territory in Australia projected by the ABS to enter population decline in the projection period.

REGIONAL LEVEL

The Cradle Coast Authority represents nine North West Tasmanian councils collectively as a region. The Authority identified developing a Population Strategy as an action in the 2016 Annual Report.

LOCAL LEVEL

Tasmania currently has the oldest population in Australia and the State's population is ageing faster than any other State or Territory¹⁰. It is widely recognised that Central Coast has a significantly high proportion of persons aged 50 years (see Graph 2) and the in-migration of the older demographic is also significant. Graph 2 also illustrates the significant out-migration rate of our youth. While the older cohort brings with it experience and knowledge, an ageing demographic places a high demand on health and aged care services, meanwhile there is a diminishing supply of labour for productivity and economic growth.

⁷ Department of State Growth, (2015), 'Tasmania's Population Strategy', website, accessed 13 December 2016, http://www.stategrowth.tas.gov.au/populationstrategy.

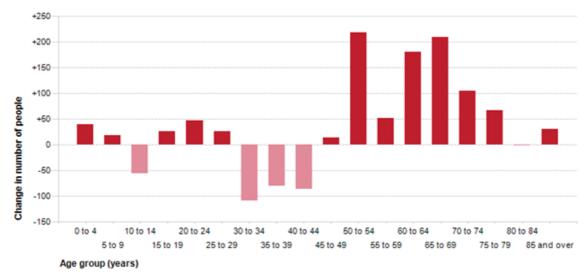
⁸ See note 1.

⁹ See note 3.

¹⁰ See note 1.

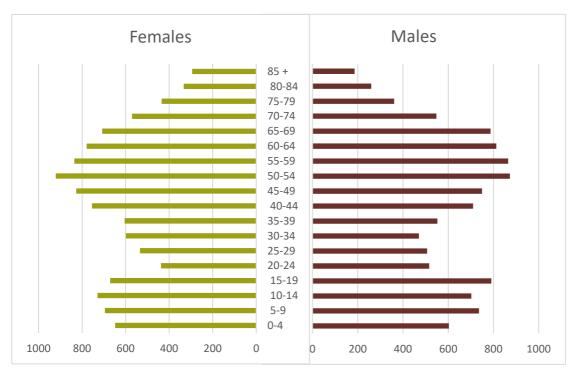
Change in age structure - five year age groups, 2006 to 2011

Central Coast Council area - Total persons



Graph 2: Change in Age Structure - 2006-201111

The 2016 age pyramid shown in Graph 3 reflects issues with our population profile. The age pyramid shown in Graph 3 also indicates slow population growth; the more rectangular in shape an age pyramid is, the slower the population growth and the more the graph looks like a pyramid, the faster the population is growing. The 2016 resident profile below indicates Central Coast population growth is negatively impacted by an ageing demographic and significant out-migration of the 15-40-year old age groups.



Graph 3: 2016 Resident Profile12

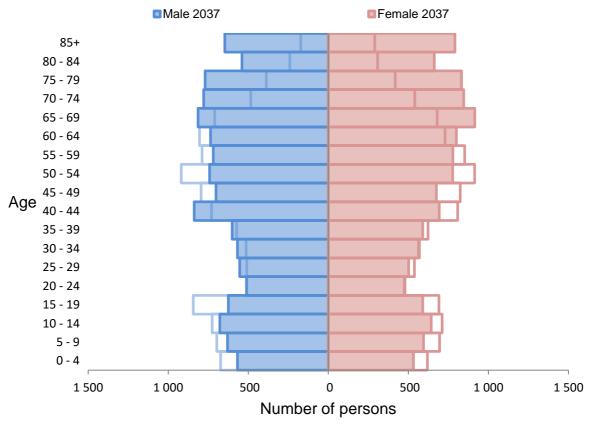
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¹¹ Profile id, http://profile.id.com.au/central-coast/five-year-age-groups; ABS, Census of Population and Housing, 2006 and 2011.

¹² ABS, (2017), 'LGA Summary', website accessed 8 July 2017, http://stat.abs.gov.au/itt/r.jsp?RegionSummary®ion=60810&dataset=ABS_REGIONAL_LGA&geoconcept=REGION &maplayerid=LGA2014&measure=MEASURE&datasetASGS=ABS_REGIONAL_ASGS&datasetLGA=ABS_REGIONAL_LGA& regionLGA=REGION®ionASGS=REGION

The outward movement of youth aged 15-40 years from Central Coast can be caused by decisions to travel elsewhere for higher wages or increased job opportunities. For Central Coast to compete in the "New Knowledge" economy, it is important to retain our highly educated youth. Urban centres (such as Ulverstone and Penguin) need adequate physical and social infrastructure to counter the out-migration of youth. These structures support youth and include services, training provision and new technology. Youth out-migration reduces the number of people in Central Coast who are likely to start a family and raise children, which contributes to stagnant or decreasing populations. Graph 4 reflects this phenomena with the Department of Treasury and Finance (Treasury) projections suggesting high levels of younger and high levels of older age groups will be accentuated by 2037.

Central Coast age pyramid for 2037 (Medium Series projection, compared to 2012)



Graph 4: 2037 Age Pyramid compared to 201213

POPULATION GROWTH TARGET

Three 'scenarios' for population growth in Central Coast have been considered; the current scenario, moderate-case scenario and best-case scenario. Population projections for these scenarios in Central Coast are illustrated in Graph 5. Treasury population projections between 2012 and 2037 for Central Coast are also illustrated in Graph 5. The 'current scenario' is based on the ABS projection that Tasmania's populations will decrease by the middle of the century¹⁴.

Date of Issue: November 2017

¹³ Department of Treasury and Finance, (2014), 2014 Population projections for Tasmania and its Local Government Areas, http://www.treasury.tas.gov.au/economy/economic-data/2014-population-projections-for-tasmania-and-its-local-government-areas, accessed 4 July 2017

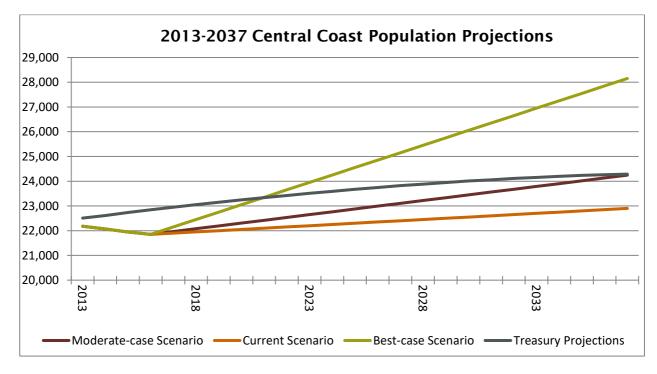
¹⁴ Australian Bureau of Statistics, 'Regional Population Growth, Table 6 Estimated Resident Population, Local Government Areas, Tasmania', cat 3218.0; Department of Treasury and Finance, (2014), 2014 Population projections for Tasmania and its Local Government Areas, http://www.treasury.tas.gov.au/economy/economic-projections

In accordance with this ABS projection, the current trend line seen in Graph 5 is based on the 0.22% increase equating to 50 people per year. This population growth is followed by a 0.22% decrease or 50 people per annum from around the middle of the century. The decrease in population numbers is the likely scenario if no strategies are implemented by the Council.

The moderate-case scenario for Central Coast sets a population target of 28,000 residents by 2060. This projection is based on a 0.58% increase in Central Coast's population maintained at 114 additional people per annum, see Graph 5. The moderate-case scenario is the population projection scenario that has been set as the Central Coast target. This scenario was selected because it is a balance between an ambitious yet realistic target for the Council to adopt.

The State Government's Population Growth Strategy relies on an ambitious 2.5% population growth increase to meet the population target of 650,000 people by 2050. The best-case scenario for Central Coast relies on a 1.34% increase in resident numbers equating to a consistent population increase of 300 people per annum.

Graph 5 also indicates the Treasury population projection for Central Coast to 2037. This grey line demonstrates that Treasury estimated positive population growth for the period 2013 to 2016, but the population change for this period has in fact been negative.

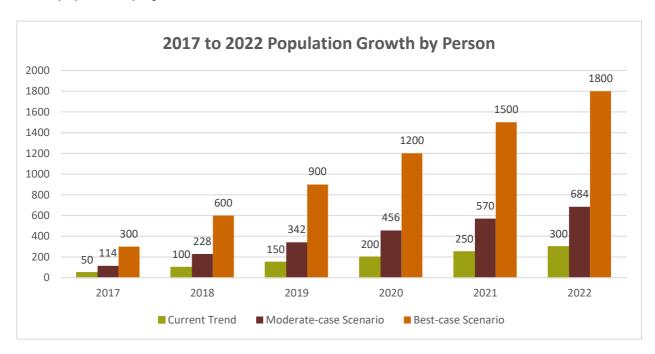


Graph 5: Central Coast Population Projections 2013 to 203715

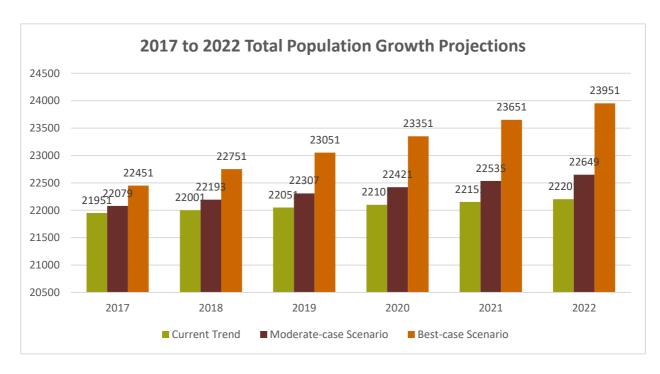
data/2014-population-projections-for-tasmania-and-its-local-government-areas, accessed 4 July 2017

See above note 12

Targets for population growth by person in Central Coast for the period 2017-2022 are shown in Graph 6. The targets are based on the above described scenario formulas for the projected population growth and are detailed in Table 1. The moderate-case Central Coast population target aims for a 0.58% per annum increase, totaling a population increase of 2,394 people for the period 2017-2022. Graph 7 illustrates and Table 2 details total Central Coast population projections for the scenarios.



Graph 6: 2017 to 2022 Central Coast Population Growth by Person 16



Graph 7: 2017 to 2022 Total Central Coast Population Growth Projections¹⁷

¹⁶ See note 3

¹⁷ See note 3

Table 1: 2017 to 2022 Central Coast Population Growth by Person¹⁸

Growth / Person	2017	2018	2019	2020	2021	2022	Total
Current Trend	50	100	150	200	250	300	1050
Moderate-Case Scenario	114	228	342	456	570	684	2394
Best-Case Scenario	300	600	900	1200	1500	1800	6300

Table 2: 2017 to 2022 Total Central Coast Population Growth Projections19

Total Population	2017	2018	2019	2020	2021	2022	Total
Current Trend	22,611	22,661	22,711	22,761	22,811	22,861	136,416
Moderate-Case Scenario	22,867	22,981	23,095	23,209	23,323	23,437	138,912
Best-Case Scenario	23,611	23911	24,211	24,511	24,811	25,111	146,166

APPROACH

COMMUNITY CAPACITY BUILDING

The community capacity building approach emphasises relationships, coalitions and consensus building, and voluntary/entrepreneurial action. Community building focuses on development of relationships within and outside the community and use of community assets to leverage assets from outside to solve common problems. Elements of capacity building include relationship building, leadership development, increasing organisational skills of residents and organisations, sustaining stakeholder engagement, developing a sense of common purpose and increased local institutional capacity. Community capacity building will be applied to achieve multiple goals (strategic outcomes).

Social Capital

Social capital is often seen as a main component of both community capacity building and effective civic capacity. Both concepts imply the need for social networks that connect people over time and promote their ability to identify and achieve shared, as well as individual goals. There are aspects of networks rich in social capital that have implications for the work of community capacity building: network closure, good information flow, and shared values and norms. The practice of community organising will be aimed at forming networks with these properties and used to enhance community capacity building in Central Coast.

¹⁸ See note 1

¹⁹ See note 1

VISION

WILLING AND ABLE

- . Population growth is supported and actively promoted in our community; and
- . Whatever we are doing or wherever we are, people in our community are open to diversity of all kinds.

LOCAL BUSINESSES

- Our industry sectors and community groups support activities that promote Central Coast as a multi-dimensional place to work, live and invest; and
- . We work together and share knowledge for the benefit of all in our community.

OUR IDENTITY

- . We socialise and enjoy a variety of unique identities and experiences in our communities; and
- . Our vibrant, thriving and genuine communities are visible and admired by both visitors and investors.

GUIDING PRINCIPLES

The following principles will guide the work and approaches of the Council, stakeholders and community groups towards achieving positive change for population growth in Central Coast. The first four guide the Council's Framework, with the fifth specific to the Strategy.

MAKING A DIFFERENCE

- . Transforming the systems and relationships to produce social impact and better community outcomes;
- . Aligning practices, delivery systems and culture with the Central Coast vision; and
- . Taking action.

INNOVATION

- . Using the Strategy to align effort across policy and service domains;
- . Identifying improved and new ways of working; and
- . Providing inspiration and incentives to encourage innovation to achieve agreed outcomes.

COLLABORATION

- . Working together to achieve positive outcomes;
- . Using a shared vision and purpose;
- . Building on existing assets/strengths;
- . Developing broad coalitions to identify and resolve key challenges; and
- . Developing service agreements, partnerships and other effective collaborative models.

LEARNING

- . Developing knowledge, skills and attitudes as a foundation to change;
- . Starting with young people while empathising lifelong learning;
- . Integrating learning and education into all approaches; and
- . Raising awareness through social marketing and cross-promotion.

A FOCUS ON POPULATION GROWTH

- . Industry sectors and community groups promote the area as open to diversity;
- . Working together on relevant strategies to make a difference;
- . Aligning actions with local place values and identities to enhance liveability; and
- . Doing with, not doing for.

FUTURE DIRECTIONS AND STRATEGIC OUTCOMES

SOCIAL PLANNING FRAMEWORK MODEL

The Social Planning Framework places the Central Coast community vision at the centre. The Framework model illustrated in Figure 1 links priority areas (future directions) with dimensions of the Council's Strategic Plan 2014-2024, World Health Organisation Social Determinants of Health and the State Government's Healthy Tasmania Plan to place-based needs.



Figure 1: Social Planning Framework Model

KNOWING IF ANYONE IS BETTER OFF

The Council will take a Results Based Accountability (RBA) approach to measuring the performance of the Strategy. This approach starts with the end 'results' desired for a community or population group and then identifies the indicators, which can be measured to quantify the achievement of desired results. A measure of how well a program, agency or service system is working involves three types of interlocking measures shown below:

- 1. How much did we do?
- 2. How well did we do it?
- 3. Is anyone better off?

Performance Measures

		Quantity	Quality
E	ffort	How much service did we deliver?	How well did we deliver it?
E	Effect	How much change/effect did we produce?	What quality of change/effect did we produce?

FUTURE DIRECTIONS

The Action Plan identifies actions and related tasks that the Council will be able to undertake within the three roles of provider, facilitator and advocate. These actions aim to achieve the associated strategic outcome. Actions are categorised under the four priority areas (future directions) identified by the Framework to make a difference for Central Coast: engaged, included, learning and secure.

Engaged

Capabilities and networks to volunteer our time and skills and engage in decisions that affect us.

Included

Connectivity and inclusivity for our communities to access services, shops, education, work and play.

Learning

The knowledge, skills and commitment to learning needed to participate fully in society and reach our potential.

Secure

Local work opportunities and affordable living in a well-governed and safe community environment.

STRATEGIC OUTCOMES

Identifying strategic outcomes and indicators to measure enables evaluation of the Strategy's implementation and whether a positive difference is being made for the community. The strategic outcomes are:

- 1. Supporting families
- 2. Supporting communities
- 3. Workforce development
- 4. Supporting immigration

TIMINGS

Short-term One year

Medium-term One to three years

Long-term One to five years (+)

ACTION PLAN

Engaged - Fut	Engaged - Future Direction 1 SPF Priority Area				
Strategic Outcome	SPF Dimension	Action	Council Role	Timings	Resources
Supporting Families	Attitudes	Develop a social media campaign to encourage outdoor recreation in Central Coast parks and areas managed by the Parks and Wildlife Service	Provider	Short- term	Community engagement
Supporting Communities	Networks	Develop programs to support artists and the cultural community that acknowledge arts and culture as a key component of Central Coast's social and economic life	Provider	Medium- term	Council collateral
Supporting Communities	Networks	Continue to implement the Local Food Security Strategy with a focus on increasing local food production for the local supply chain	Provider	Medium- term	Council collateral
Workforce Development	Capabilities	Continue to support Switch Tasmania to support traditional, new and emerging businesses	Facilitator	Ongoing	Strategic alliance
Workforce Development	Capabilities	Investigate service level agreements with job service agencies to help match job seekers and employers looking for new recruits	Facilitator	Long- term	Council collateral

Included - Future Direction 2					SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Council Role	Timings	Resources		
Workforce Development	Connection	Lobby the Cradle Coast Authority to develop a regional Innovation Action Plan to enable individuals and business to engage in the global economy, regardless of where they live	Advocate	Long- term	Council collateral		
Workforce Development	Connection	Investigate developing trade expos with neigbouring councils	Facilitator	Medium- term	Strategic alliance		
Supporting Communities	Connection	Develop a Guide to Relocation to the Central Coast and provide digitally on Council's website	Provider	Medium- term	Council collateral		
Workforce Development	Connection	Investigate the barriers to ongoing and continuous learning and research technologies that may help to overcome these barriers	Provider	Long- term	Council collateral		
Supporting Families	Connection	Develop strategic marketing promotions targeted to attracting families, retirees and creative professionals. Distribute through a range of channels including social media and websites	Provider	Short- term	Council collateral		
Workforce Development	Access	Cross-promote and distribute educational institutions careers guides	Provider	Medium- term	Council collateral		
Workforce Development	Access	Cross-promote job fairs in the region	Provider	Long- term	Council collateral		
Supporting Communities	Access	Lobby State Government for increased number of public transport routes and frequency of transits	Advocate	Long- term	Council collateral		
Workforce Development	Access	Lobby State Government to develop a register of available apprenticeships	Advocate	Long- term	Council collateral		
Supporting Immigration	Access	Review the Council's New Residents information pack content and make available digitally	Provider	Short- term	Community engagemen		

Included - Future Direction 2					SPF Priority Area		
Strategic Outcome	SPF Dimension	Action	Council Role	Timings	Resources		
Supporting Communities	Access	Support development of new/improved recreational and social development infrastructure	Provider	In progress	Policy		
Workforce Development	Access	Collaborate with the Cradle Coast Authority, University of Tasmania and other post-secondary training providers to enhance access to information	Facilitator	Long- term	Council collateral		
Supporting Families	Access	Enhance the Council's childcare provision presence on the website and other digital platforms	Provider	Medium- term	Community engagement		
Supporting Immigration	Connection	Lobby State Government and the Cradle Coast Authority to develop Immigration Settlement Strategies	Advocate	Long- term	Council collateral		
Supporting Communities	Inclusion	Support the community to increasingly improve age-friendly environments using mediums such as social media	Facilitator	Short- term	Community engagement		
Workforce Development	Inclusion	In partnership with stakeholders and through a Mayor's Roundtable, aim to reduce unemployment	Facilitator	Medium- term	Community engagement		

Learning – Future Direction 3 SPF Prior					F Priority Area
Strategic Outcome	SPF Dimension	Action	Council Role	Timings	Resources
Workforce Development	Attitudes	Establish a local award to recognise employers that create a positive work-life balance environment in partnership with the Chamber of Commerce	Provider	Long- term	Strategic alliance
Workforce Development	Attitudes	Provide online resources for small and medium- sized enterprises to support human resources, productivity and succession planning	Provider	Short- term	Community engagement
Workforce Development	Knowledge	Establish enhanced information-sharing processes with stakeholders such as: educational and training institutions; State and Regional bodies; Chambers of Commerce; boards of trade and industry associations to improve the collection of labour supply and demand information	Facilitator	Long- term	Strategic alliance
Workforce Development	Skills	Collaborate with educational institutions to make available a Career Pathways Guide to outline the range of career options possible upon completion of post-secondary degrees, diplomas, or certificates	Facilitator	Short- term	Council collateral

Secure - Futur	Secure - Future Direction 4 SPF Priority Area					
Strategic Outcome	SPF Dimension	Action	Council Role	Timings	Resources	
Supporting Immigration	Physical	Lobby the Cradle Coast Authority for immigration supports throughout Central Coast	Advocate	Medium- term	Council collateral	
Supporting Families	Physical	Review residential zoning, in particular, for areas that can be used for construction of affordable housing	Provider	In progress	Policy	
Workforce Development	Physical	Identify new areas for industrial land zoning	Provider	In progress	Policy	
Supporting Communities	Physical	Promote the Council's collaborative efforts to increase public safety in Central Coast	Provider	Short- term	Community engagement	

MEASUREMENT

Strategic Outcome	How much did we do?	How well did we do it?	Is anyone better off?
Supporting Families	. # of services/programs developed or supported . # of community safety service/programs developed or supported	 # of social media posts promoting activities for families # of social media posts promoting community safety 	 # net migration for 15-40 year old age segments Positive Community Survey gap analysis of community safety question/s
Supporting Communities	. # of community initiatives/programs developed or supported . # of initiatives/programs aimed at supporting youth	. % increase of population number . # of community stakeholders engaged . Youth survey satisfaction rating	. # of new community leaders/champions developed . # net migration for the 15-40 year old age segments
Workforce Development	. # of local businesses leveraging from the place marketing brand . # of education and training opportunities supported	 # of new business start-ups # of new collaborative networks formed # of social media posts promoting educational opportunities 	. % increase in workforce participation . % increase in education attainment of Year 10 or above
Supporting Immigration	. # of promotional initiatives/activities aimed at attracting new residents	. # promotional materials developed for different target groups	. # net internal migration increase