

Annual Plan

For the year ending 30 June 2022

ANNUAL PLAN 2021-2022

CENTRAL COAST COUNCIL

Introduction

Under the *Local Government Act 1993* (as amended), all councils are required to prepare and adopt an Annual Plan together with Estimates of its revenue and expenditure for each financial year. The Estimates are to contain details of estimated revenue, expenditure, borrowings, capital works and any other detail required by the Minister.

The Annual Plan details the major actions the Council will undertake this financial year to work towards achieving the strategies outlined in the Council's Strategic Plan 2014–2024. The Annual Plan therefore forms the basis for the development of each Department's work plan and for monitoring the performance and measuring the success of the organisation on an annual basis. Ongoing operational activities are not included in the Annual Plan but are included in the Estimates for the year.

The Annual Plan for 2020–2021 was adopted by the Council in June 2020. This was in a time of high uncertainty with COVID–19 and the impact on our organisation and community.

It is pleasing to report that we have achieved many of our annual actions as identified in last year's Annual Plan. Some that are not completed, will be over the next couple of months.

The effects of COVID–19 are still with us, but largely as an economic impact. This Council, along with most councils are having difficulty with gaining contractors to undertake our work in timeframes that would have normally been achievable. This has also had an impact on the costs of works to be undertaken as well.

I must congratulate my staff on the way they have worked through the pandemic period to ensure that all our services have continued to be delivered. This time has been challenging for us all.

Over the last 12 months, we have been watching the construction of the HIVE at the top end of Reibey Street. We are waiting in anticipation for the construction works to be completed by August 2021 and opened in time for the School Holidays in September 2021. The Planetarium has been a challenge with its implementation, but I am confident that we will have a world class Planetarium for our region.

It was pleasing to see Stage A of the Penguin Foreshore Remediation and Upgrade project completed in May 2021, and we are now commencing Stage B of this project from Lions Park down to Watcombe Beach. This project, which we were fortunate to be given external funding for, will ensure that we have future–proofed this area from the storm surges that we have been seeing more regularly over the last few years.

The Council is committed to the development of a shared pathway/cycle plan along our coast and we are looking forward to the completion of both the Turners Beach to Leith and the Heybridge to Penguin sections of the plan over the next two years.

The Estimates this year provide for a Capital Works Program of \$26.9m.

The Council has in excess of \$481m. of property, plant and infrastructure assets which it is directly responsible for, and considerable resources have been focused towards ensuring our Asset Management Plans, including our long–term asset renewal programs, are continually

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updated and incorporated into our Long-term Financial Plan. As the custodian of our community's assets, it is our obligation to ensure that these assets are managed in a responsible way for the benefit of present and future generations.

While the Council's financial position is still strong, the impact of COVID-19 caused us to take a hit on our bottom line in terms of its cash and liquidity, but it is pleasing to say that we are slowly recovering from this impact to our financial position. It is pleasing that we were able to continue to deliver all the services we provided prior to COVID-19 and this coming year we will also deliver additional services with the HIVE coming online early in the financial year.

The Estimates are prepared in conjunction with the Annual Plan and explain how the Council will resource its operational and capital activities for the year.

In preparing the Estimates for 2021-2022, the Council has again been challenged in balancing the competing priorities of required services, the continuation of strategic directions/initiatives, maintaining a sound financial position and keeping rate increases to an acceptable level. In the current economic climate, it is crucial that the Council continues to provide core services for the community. It is also vital that we continue working on capital projects, including renewals in our area as these works will also contribute to helping our businesses.

I commend the Annual Plan presented to the Council and the community. The Senior Leadership Team and I believe we have presented for the Council's consideration a financially responsible Annual Plan and Estimates.



Sandra Ayton, General Manager

9 June 2021

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STRATEGIC PLANNING FRAMEWORK

The Council adopted its Strategic Plan 2014–2024, with a review undertaken in 2019. There was limited change to the Strategic Plan which indicates that the community is happy with its direction. The Strategic Plan identified the Council’s priorities for 2014–2024, to be delivered through the Council’s Annual Plan. The Strategic Plan focuses on the distinctiveness of our location, lifestyle and strengths to achieve the aspirations of local communities and to set the direction for the Council in determining how best to direct its resources and efforts.

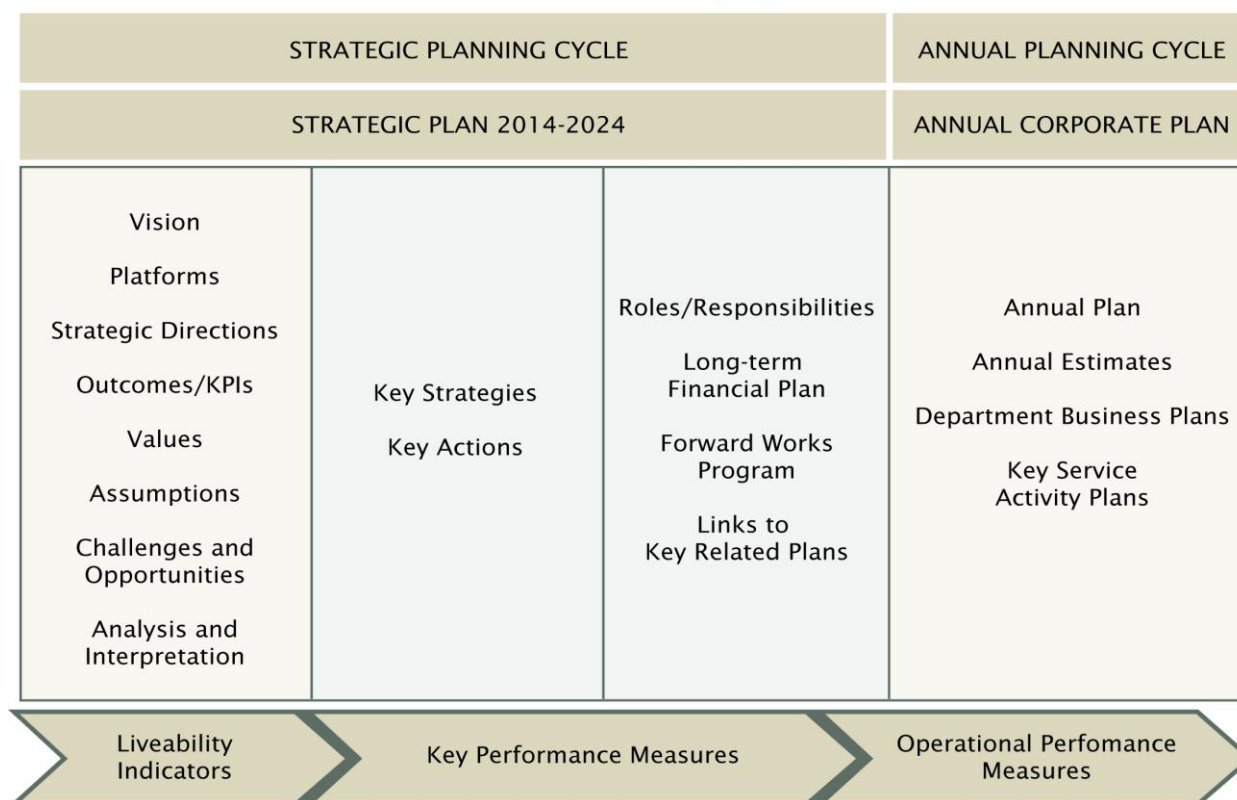
The Strategic Plan summarises the key objectives, strategies and actions that the Council plans to pursue over the coming 10–year period. The Annual Plan is an annual document that is framed within the Strategic Plan. It outlines the operating environment, key initiatives/ actions and resource requirements for each of the Council’s Service Activities. The Annual Plan then forms the basis of the Estimates.

Performance in achieving the strategic and key department actions outlined in this Annual Plan will be reported to the community through the Council’s Annual Report for 2020–2021.

The Council has developed a Long-term Financial Plan which includes the financial, asset, service delivery and organisation’s capability to deliver priorities and ensure that day-to-day operations align with the identified strategic direction.

This diagram depicts the Council’s strategic planning framework:

Council’s Planning Cycle



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The Annual Plan includes the initiatives and actions to be funded that will contribute to achieving the strategic objectives specified in the Strategic Plan.

'The Vision' and 'What We Value' in the Strategic Plan, along with the Strategic Directions, Strategies and Key Actions for the 2020–2021 year are reproduced below. These provide the basis for our directions for the year and are supported by the Estimates.

THE VISION

Central Coast – Living Our Potential

We are a vibrant, thriving community that continues to draw inspiration and opportunities from its natural beauty, land and people and connected by a powerful sense of belonging.



WHAT WE VALUE

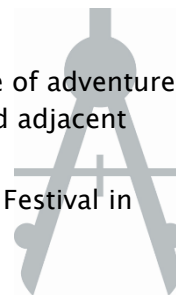
- . **OUR NATURAL ASSETS:** coastline, beaches and river foreshore parks; diversity of flora, fauna and natural features; picturesque and productive rural landscape; and temperate year-round climate and significant assets in terms of hours of sunshine, water and soils.
- . **OUR BUILT ASSETS:** CBD precincts; parks, reserves and playgrounds; road network, shared pathways/cycleways; sporting, health and community related facilities; and place and location (proximity to regional education, ports, airports and health facilities).
- . **OUR SOCIAL AND CULTURAL ASSETS:** relaxed lifestyle; richness/variety of opportunities; strong sense of community; proud history; community networks/connections and relationships; friendly and inclusive; a sense of safety and belonging; high levels of community engagement; service, sport and community clubs; community service and volunteering; schools and education; arts and theatre culture; community and cultural events; and stable local government.
- . **OUR HUMAN ASSETS:** traditional skills (farming and trades); experienced older generations; our young people; leadership and collaboration/partnerships; creative and insightful; innovative and entrepreneurial spirit; can do attitude; and resilience.

Strategic Directions

STRATEGIC DIRECTION 1 – The Shape of the Place

Improve the value and utilisation of open space

- Investigate opportunities for the development of a suite of adventure outdoor visitor/leisure experiences in Central Coast and adjacent hinterland
 - Consider opportunities for an annual Adventure Festival in Central Coast
- Implement the Central Coast Cycling Strategy
 - Develop and implement an education program to support a culture of cycling in Central Coast
- Review of areas suitable for motorhome, caravan and campervan overnight parking
 - Finalisation of a Camping By-law to regulate freedom camping within Central Coast



Conserve the physical environment in a way that ensures we have a healthy and attractive community

- Continue to develop the Central Coast shared pathways network
 - Prepare a Pathways Plan to ensure connectivity between areas within towns and with the Shared Pathway

Encourage a creative approach to new development

- Identify and promote appropriate land for industrial and commercial use
 - Following the commencement of the Tasmanian Planning Scheme and Central Coast LPS, consider providing support for the rezoning of identified land to light industrial
 - Undertake a desktop exercise to identify potential land to be rezoned for commercial purposes
- Identify opportunities for use of former Penguin Recreation Ground
 - Review and progress outcomes from the Complete Streets report on the Penguin Town Centre

STRATEGIC DIRECTION 2 – A Connected Central Coast

Provide for a diverse range of movement patterns

- Develop a range of promotional activities to encourage greater use of walking routes
 - Review Central Coast Walking Trails Marketing Plan for use in post COVID-19 recovery environment

Connect the people with services

- Improve access for the disabled and disengaged in our community to key social and community support services
 - Commence consultation phase the Disability and Inclusion Action Plan

Improve community well-being

- Engage with the community to achieve meaningful, positive local ageing outcomes
 - Develop a Community Health and Wellbeing Plan
- Continue to plan for/mitigate potential community risks and maintain business continuity capacity associated with natural disasters and emergencies
 - Complete the Lower Forth Flood Plan
 - Review and update the Council’s Emergency Management Plan, incorporating a training exercise
 - Undertake a business continuity training exercise
- Develop and implement the Central Coast Social Plan
 - Review the Central Coast Social Planning Framework
- Engage with the community to achieve meaningful local arts and cultural outcomes
 - Partner with No.34 Aboriginal Health Service to deliver a joint NAIDOC Week event
 - Develop a policy around the use of Acknowledgement of Country and Welcome to Country at meetings and events

STRATEGIC DIRECTION 3 – Community Capacity and Creativity

Cultivate a culture of creativity in the community

- Review Council venue management plans to improve promotion of venues for major community, sporting and corporate events
 - Review facility capabilities incorporating the new opportunities made available at the HIVE
 - Update Venue Management Plans and promote on the Council's website and relevant events literature (for all venues)
- Review the Central Coast Arts and Culture Strategy
 - Undertake a comprehensive review of the Arts and Culture Strategy, including creative arts
- Review Ulverstone Wharf Precinct
 - Review the Wharf Precinct area



STRATEGIC DIRECTION 4 – The Environment and Sustainable Infrastructure

Develop and manage sustainable built infrastructure

- Conduct a review of all Council community/operational assets
 - Conduct a facilities audit of Council buildings
 - Develop a Stormwater Retention/Detention Service Level Policy
 - Development of Greening Central Coast Strategy
 - Prepare an integrated Turners Beach Pathway, Streetscaping and Traffic Management Plan
 - Review and assessment of beach accesses
 - Review lighting of parking areas and include outcomes in the Council's Long-term Financial Plan
 - Update the Showground Master Plan to include the Ulverstone Sport & Leisure Centre
- Improve recreational amenities and play equipment in the Council's key foreshore parks
 - Complete Fairway Park Master Plan
 - Complete the Perry-Ling Gardens Master Plan, incorporating a Management and Implementation Plan
 - Finalise the Johnsons Beach Master Plan (BBQ shelter)
 - Review lighting in public places and parks and include outcomes in the Council's Long-term Financial Plan



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- . Review of flag flying and flagpole locations at Council parks and facilities
- . Review of the Central Coast Open Space and Recreation Plan 2012–2022
- Develop and implement an Ulverstone and Penguin central business district revitalisation strategy
 - . Consider opportunities for residential living above shops in Reibey Street
 - . Continue to develop active spaces and interactive activities for the Ulverstone CBD through the Public Events Working Group

Contribute to the preservation of the natural environment

- Investigate and plan for the effects of climate change on our local areas
 - . Establish a formal Green House Gas (GHG) emissions target with committed goal of net zero emissions for Council operations by 2050
 - . Undertake a survey of all coastal foreshore areas to identify areas of erosion and potential mitigation measures, including a review of existing walls and structural integrity
 - . Undertake a detailed climate change assessment on Council assets
- Increase diversion of waste from landfill and increase waste stream recycling capacity
 - . Development of a Central Coast Waste Strategy
- Work with and support land and river care and other groups to improve environmental outcomes around our waterways and public space
 - . Investigate the development of a wetlands at Parsons Street, Ulverstone

STRATEGIC DIRECTION 5 – Council Sustainability and Governance

Improve corporate governance

- Complete and implement the Strategic Human Resource Plan
 - . Complete the Council’s Workforce Plan
- Undertake a Compliance Audit
 - . Internal Audit Program – Fringe Benefit Tax
 - . Review fraud management practices



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- Review Council's Strategic and Operational risks and update registers annually
 - . Update the Strategic Risk Register

Improve service provision

- Continue program of business unit service and process reviews
 - . Adopt a Fees and Charges Policy
 - . Conduct review of existing finance processes for automation opportunities to improve time and cost efficiencies
 - . Explore economic opportunities in Central Coast
 - . Implementation of the Open Office Building application
 - . Investigate the benefits of introducing lifetime registration of dogs
 - . Review all smoke-free areas across the municipal area
 - . Review content and functionality of CCC Website
 - . Review Customer Request System
 - . Undertake the Workplace Health and Safety system migration from AS/NZS 4801 to ISO 45001
 - . Upgrade of financial software to Community Finance (Microsoft Dynamics) which includes the review and update of the General Ledger for improved efficiency
- Develop an IT Strategy
 - . Develop a Cloud-based Strategy
 - . Review the Terms of Reference of the ICT Governance Committee
- Explore marketing opportunities around our key infrastructure to maximise use
 - . Develop interpretive signage at the Fish Pond

Improve the Council's financial capacity to sustainably meet community expectations

- Review existing asset investment and performance
 - . Develop a Cultural Heritage Plan
 - . Finalise a local Central Coast Settlement Strategy
 - . Identify areas where the Tasmanian Planning Scheme 'Road and Rail Code' would be applied for noise attenuation
 - . Review the Turners Beach, Forth and Revell Lane, Penguin, Specific Area Plans
 - . Review and update the 2014 Parking Plan
- Review the future use of the Penguin Depot site
 - . Review of the future of the Penguin Depot Site

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Effective communication and engagement

- Implement the Council's Communication and Engagement Plan, including the development of a community engagement toolkit
 - Develop a Communication and Engagement Strategy

Strengthen local-regional connections

- Joint development of Liveable Region Strategy to address population growth, employment, skills and investment issues, etc.
 - Work with the State Government and Cradle Coast Authority to progress immigration settlement within Central Coast
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ESTIMATES PREPARATION

The 2021–2022 Estimates presented in this report have been developed through a process of consultation and review with the Council and Council officers.

It is the view of the General Manager and Senior Leadership Team that the Estimates are financially responsible and support the strategies included in the Strategic Plan.

Nevertheless, the Estimates are considerably detailed and are proposed on the basis of comparison with the past financial year. This provides an excellent guide for analysis purposes but, in any case, care should be taken to ensure that all variables and procedural changes have been taken into account when comparing the past with the present.

These Estimates include a description of all the Council's Service Activities to be funded and how they will contribute to achieving the strategic actions identified in the Strategic Plan 2014–2024. Key Department Actions have been identified and included under the relevant Service Activities. There is also the Capital Works Program to be undertaken and other financial information that the Council requires in order to make an informed decision about the adoption of the Estimates.

The Estimates forecast an underlying operating surplus of \$516,880. The Council's financial position is positive due to its level of cash reserves. To ensure that we can achieve financial sustainability in the long term, the Council is continuing its sustainability project to look at further opportunities for raising revenue, reviewing how we deliver our existing services (continuous improvement) and ensuring that we have the capabilities required to build a Council that is sustainable, efficient, effective and responsive to community needs.

INFLATION

While the Consumer Price Index (CPI) is not particularly relevant when applied to the operations of local government, the March 2021 quarter announcement by the Australian Bureau of Statistics advises that the annual rate of inflation for Australia (Hobart) is 1.1%. The rate of inflation for the 2020–2021 year for Australia (Hobart) was 3.4% and the Council made the

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decision to not increase rates during that year to help our ratepayers to manage the effect of COVID-19. The inflation rate over the two years was 4.5%.

While the CPI is a benchmark for councils to look at in terms of groceries and other consumables, it is not necessarily appropriate in terms of the cost drivers of local government outlays as the business of councils has a broader range of impacts and extends to activities related to general construction in terms of infrastructure provision. However, in terms of this year's Estimates process the Senior Leadership Team was very mindful of ensuring that the services provided to our community can be maintained in a sustainable manner which meant that the general rate increase is 3%.

ESTIMATES 2021-2022

The rates this year reflect changes in the operations of the Council and increases passed on from suppliers.

The major areas of increase are in waste management and parks. It is important to note there are continuing pressures on the overheads of the Council, commonly referred to as the cost of doing business. Unless the Council maintains a realistic approach to the development of its Estimates and therefore the levying of its rates, then the overheads (and any external influences) will start to bit into the level of works and services currently provided by the Council.

The Capital Works program for the 2021-2022 year is in the order of \$27.0m. The major components and focus of the capital expenditure is in the asset renewal program to maintain the existing asset base to community expectations along with three major capital programs being the Coastal Pathway (Heybridge to Penguin), Penguin foreshore rehabilitation and the Turners Beach to Leith Shared pathway. The program is in line with the Council's strategy to ensure that our assets continue to be maintained in a sustainable manner.

Directors will have to ensure that all the programs, operations and finances of the Council are kept within budget in order that the Council continues to stay in a sound financial position.

The Council also allows a discount of 5% on the early payment of rates (rates being paid in full by 31 August 2021).

At this time, it is expected that the program as set out is achievable.

RATES AND CHARGES 2021-2022

A schedule of rates and charges is set out at *Table 1*.

Examples of changes over the municipal area are listed in *Table 2*.

BORROWINGS

The Capital Program for 2021-2022 is supported by borrowings. The Council limits its borrowings to those services/projects which are long-term investments and single high-cost developments which provide a peak within the Capital Program.

The Council's debt is also at a manageable level.

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The 2020–2021 year has seen the Council pay out \$281,323 in loan principal repayments. It is estimated that approximately \$403,507 will be paid out in the 2021–2022 year, plus finalising \$7,730,000 in AGLP Loans which are due to mature, leaving principal outstanding at 30 June 2022 estimated at \$10,827,816. This includes new borrowings in 2020–2021 of \$5,200,000.

FEES AND CHARGES

Fees and Charges for the 2021–2022 year are set out within this document. The Council sets Fees and Charges which are reflective of the guidelines outlined within the draft Fees and Charges Policy. Some fees are statutory and are therefore set by other authorities.

All Fees and Charges include GST unless otherwise indicated.

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Table 1 – Schedule of rates and charges

Rates	2020-2021	2021-2022	Percentage change
General –	8.578c	8.835c	3.0%
. Minimum Amount	\$300.00	\$310.00	3.33%
Waste Management Service Charge	\$263.00	\$270.00	2.66%
Fire Protection Service Rate –			
. Penguin and Ulverstone	0.417c	0.426c	2.16%
. Forth, Leith, Heybridge and Turners Beach	0.417c	0.426c	2.16%
. Other Areas	0.468c	0.474c	1.23%
. Minimum Amount	\$41.00	\$42.00	2.44%

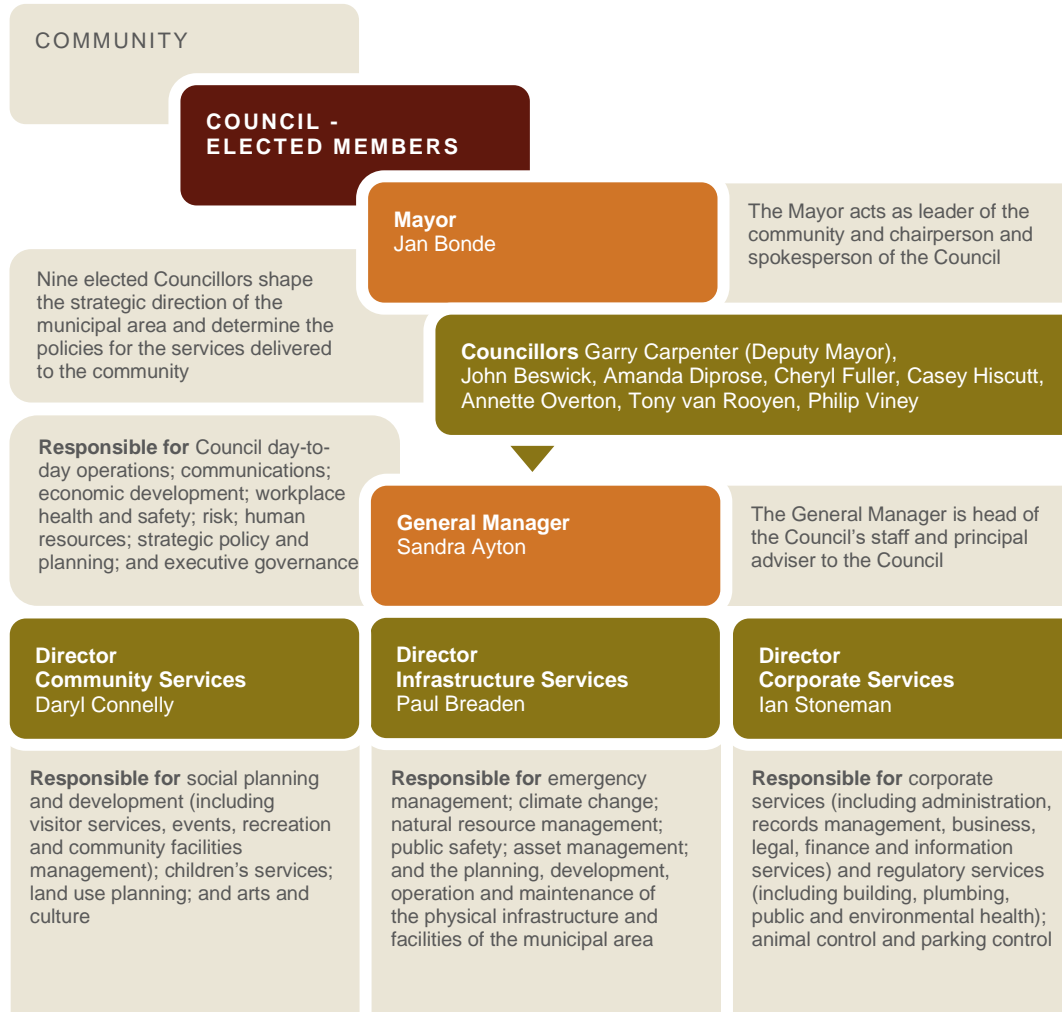
Table 2 – Rate changes between years

Area	2020-2021	2021-2022	Percentage change
Rural (small farm)	\$1,230.26	\$1,266.02	2.91%
Rural (large farm)	\$3,799.32	\$3,909.78	2.91%
Ulvstn/Pngn (residential medium)	\$1,292.02	\$1,329.46	2.90%
Ulvstn/Pngn (residential large)	\$2,044.01	\$2,103.68	2.92%
Forth (rural/residential)	\$1,432.35	\$1,473.93	2.90%
Heybridge (residential)	\$1,217.19	\$1,252.41	2.89%
Ulverstone (CBD)	\$2,430.81	\$2,502.69	2.96%
Penguin (shopping centre)	\$2,968.35	\$3,056.13	2.96%
Vacant land	\$375.54	\$386.57	2.94%
Vacant land (minimum amount)	\$341.00	\$352.00	3.23%

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ORGANISATIONAL CHART



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ORGANISATIONAL CHART – General Management

General Manager
Sandra Ayton



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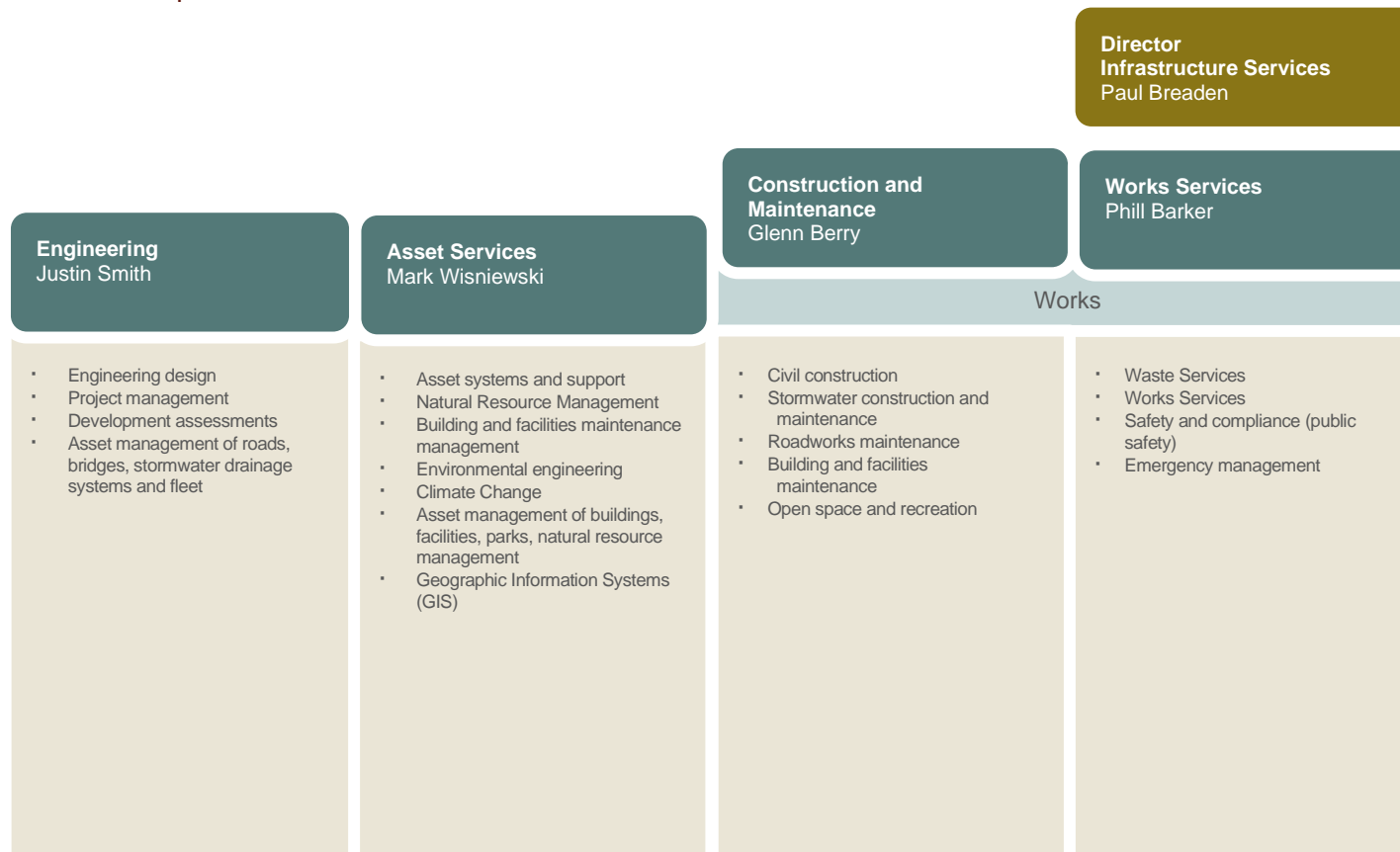
ORGANISATIONAL CHART – Community Services Department



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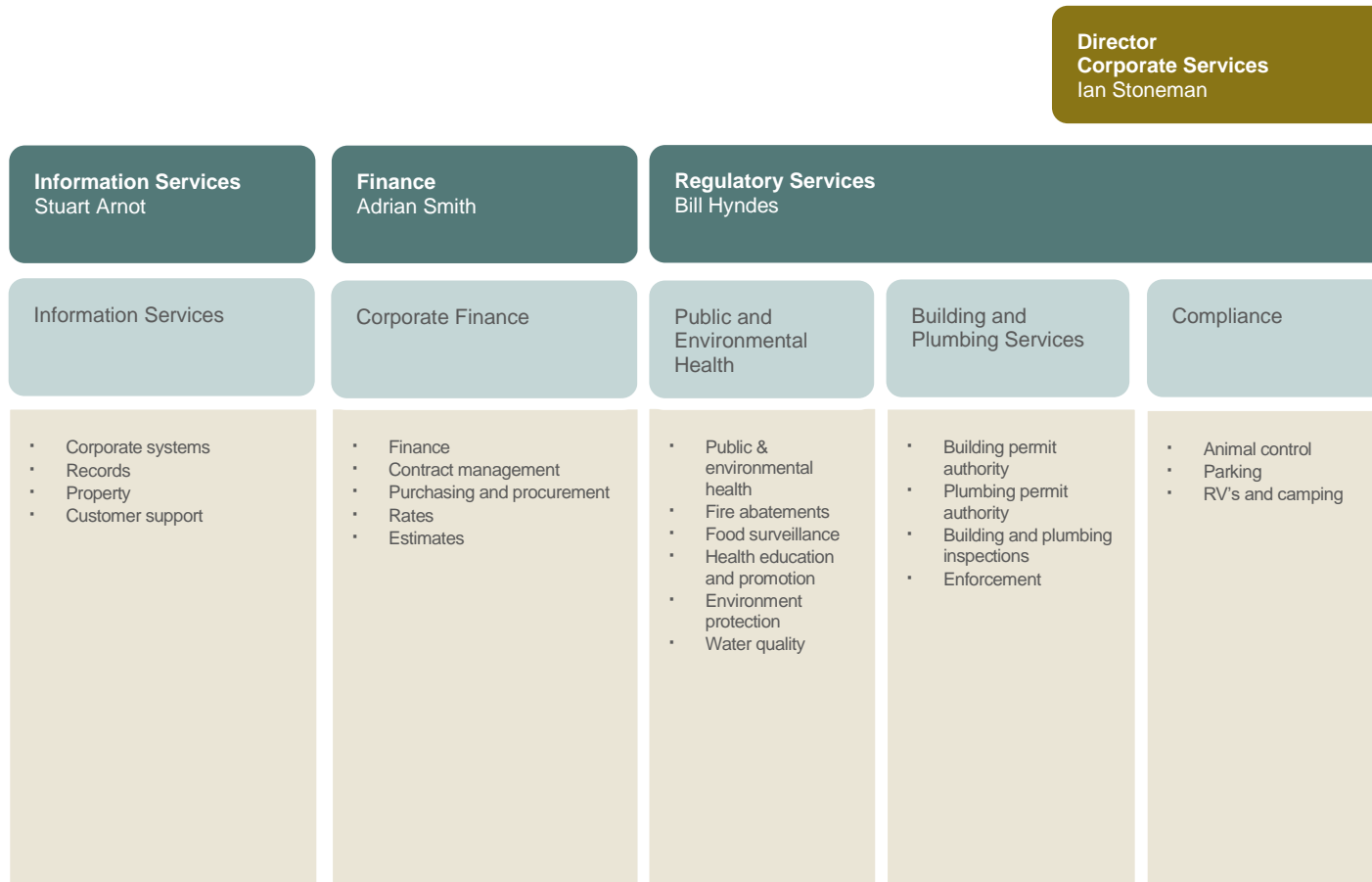
ORGANISATIONAL CHART – Infrastructure Services Department



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ORGANISATIONAL CHART – Corporate Services Department



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COUNCIL SPECIAL COMMITTEE STRUCTURE

There are a number of special committees, i.e. committees comprising membership other than just Councillors.

All decisions of a policy nature are made by the Council, i.e. Councillors sitting in Council as a whole.

Council
Special Committees
Central Coast Community Shed Management Committee
Development Support Special Committee
East Ulverstone Swimming Pool Management Committee
Penguin Miniature Railway Management Committee
Riana Community Centre Advisory Committee

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MEMBERSHIP OF STATUTORY BODIES

The Council is a member of the following statutory bodies:

Body	Representatives
Cradle Coast Authority	Cr J. Bonde (Mayor) Ms S. Ayton (General Manager)
Dulverton Regional Waste Management Authority	Cr C. Fuller Ms S. Ayton (General Manager)
Mersey–Leven Emergency Management Planning Committee	Cr J. Bonde (Mayor) Central Coast Municipal Emergency Management Coordinator Central Coast Deputy Municipal Emergency Management Coordinator Central Coast Municipal Community Recovery Coordinator Central Coast Municipal Community Deputy Recovery Officer
Tasmanian Water and Sewerage Corporation Pty Ltd	Cr J. Bonde (Mayor)

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EMPLOYEE STATISTICS – STAFFING STRUCTURE

Central Coast Council Staffing – Budgeted Employee Numbers

Department	Full-time	Part-time	Phased in Retirement	Casual*	Total
<i>Total Workforce</i>					
General Management	8				8
Community Services	17*	39**		27	82
Infrastructure Services	69	7	4	0	79
Corporate Services	16	8	1	4	29
Total	108	54	5	31	200

* Includes one on 12-month maternity leave relief.

** includes 2 fixed term staff for the HIVE – appointed until August 2021.

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GENERAL STATISTICS

Statistics	2020-2021
Area	932km ²
Population (ERP)	21,938
Non Current Assets	\$557,868,156
Non Current Liabilities	\$12,719,785
Net Wealth of the Council	\$543,996,776
Revenue	\$41,595,131
Rates	\$17,140,000
Rates per Capita	\$781
Loan Debt	\$10,827,816
Rates Outstanding	1.56%

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SUMMARY OF THE ESTIMATES

	Estimated 2020-2021 (\$)	Projected 2020-2021 (\$)	Estimated 2021-2022 (\$)
Recurrent Revenue	56,732,635	51,591,426	49,871,121
Recurrent Expenses	35,565,279	36,604,786	38,159,292
Reserves Revenue	2,152,000	5,924,200	2,098,000
Reserves Expenses	1,734,000	2,230,540	9,478,000
Capital Sources of Funding	35,789,977	25,815,353	27,245,080
Capital Works Program	35,284,298	20,802,290	26,963,000