



CENTRAL COAST
COUNCIL

Our Place – Our Future First Steps

Term Plan 2023 - 2026



Acknowledgement of Country

The Central Coast Council acknowledges the palawa-pakana people as the Traditional Custodians of lutrawita (Tasmania), including the land, community, sea and waters where we live and work.

Our community respectfully acknowledges the Punnilerpanner tribe of the Northern Country of Tasmania, their continuing relationship to this land and their ongoing living culture.

We recognise that we have much to learn from the First Nations Peoples who represent one of the world's oldest continuing cultures, and we pay our respects to Elders past and present and to all First Nations Peoples living in and around the Central Coast Community.

Message from the Mayor

Thank you for taking time to read this Plan for our community, our precious Central Coast on the Northwest of Tasmania.

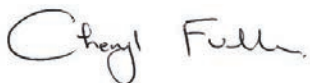
Our municipal area is made up of many townships. It is a tapestry of unique landscapes, families and their stories, from Leith and Forth in the east, to Heybridge and West Pine in the west, to South Nietta and Loongana in the south, and to the Bass Strait to the north.

A new Council elected in October 2022 has undertaken brave examination of our weaknesses, our strengths and our future. A new Vision and Mission Statement, a new General Manager to lead our valued staff, and this Plan – a Plan for the remainder of our elected Term.

A Plan that has been developed hand in hand with the people who are responsible for delivering the actions – our staff. A Plan that recognises the differences between Central Coast and the other places around us. A Plan that has been endorsed by your elected members, who will have carriage of its delivery, its objectives and the difficult decisions that it involves.

It is the 'First Steps' of the 10 year strategic plan that Council is required to have by the State Government to ensure we are thinking and planning for our future. It is part of the cultural and budget reset much needed by our organisation.

It will provide certainty. It will require accountability. Our organisation is ready for both.



Cheryl Fuller

Central Coast Council Mayor



Message from the General Manager

Local Government reform, along with a new Mayor and new General Manager has provided Tasmania's Central Coast Council a timely opportunity to reset. A time to reconnect with our community and seek their guidance in terms of what our place is now and our collective aspirations as to the future of this unique municipality. **Our Place – Our Future: first steps** recognises the need to ascertain our identity; to reset our vision and mission to align with our ever changing external environment. Moreover, it sets out our foundational pillars from which we will be judged these next 3.5 years until the next local government election in 2026. It provides a level of accountability unprecedented in this council's history.

Our five foundational pillars of **Our Organisation; Quality of Life; Growth; Transport & Connectivity** and **Our Environment** represent the fabric of our tapestry and are underpinned by a range of focus areas and within each focus area, we have identified several priorities. The priorities we promise to deliver to our community this term of council.

To deliver on our promises will take a committed, well led and resourced council and why we have highlighted **Our Organisation** as an enabler that unlocks the remaining four pillars. Intent is one thing – the ability to make the right impact quite another. A revitalised organisation with a culture of excellence, community and accountability will be critical on the impact and delivery of our **First Steps**.

One thing that has struck me since my appointment as General Manager less than three months ago is what a fantastic, beautiful place we live in, with so much to do and see. A **Quality of Life** second to none. Yet we want to ensure that what we do and how we do it improves everyone's quality of life. With a rapidly changing external environment, our place can be negatively affected if we do not build upon what we have and protect where we are through better facilities, better educational pathways, better cultural diversity and better health for all in our special place of the world.

We are a growing region and with that **Growth** comes challenges and opportunities. We need to ensure our existing businesses are provided the support they need to succeed, indeed, to prosper and grow. Our tapestry of natural beauty and sense of belonging is something we should not take for granted and a key element in attracting not only people to visit but also people who want to share in our future together. The challenges are many and include sufficient housing for everyone, along with ensuring we plan for growth that provides for local employment, and in collaboration with our neighboring councils.



Regional growth is underpinned by **Transport & Connectivity**. Our farmers and extensive rural industries need a connected road network that enables them to deliver their produce efficiently and effectively to the world. Our major centres need adequate parking to support the growth of our commercial and retail partners, and we need to ensure healthy connectivity to each other through shared pathways and the further development of several focused master plans.

In progressing our **First Steps** we are very cognisant on our imprint in and on **Our Environment**. We appreciate and support the focus on renewable energy and are keen to play a leading role to ensure our communities are not worse off. Waste management in general globally is going through change and we want to ensure we are at the forefront of environmentally and ecologically responsible waste management practices. Situated in such a spectacular natural environment, we will play a role that ensures our growth complements what we have, indeed, enhances our natural assets.

I am very humbled to be in the position I am and thank Mayor Cheryl and Councillors for that, and look forward to working with our wonderful community, business, and industry partners to ensure **Our Place – Our Future** is as bright as it can be.

A handwritten signature in black ink, which appears to read 'Barry', followed by a stylized flourish.

Barry Omundson
General Manager

About Us

Tasmania's Central Coast Council area is bounded by Bass Strait in the north. Devonport City in the east, the Kentish Council area in the south-east, the Waratah-Wynyard Council area in the southwest and Burnie City in the west.

Acknowledging our First Nations Peoples as the traditional custodians of lutrawita (Tasmania) including the land, community, sea and waters, European settlement dates from the late 1830's, when many timber-cutters arrived. Land was also used for agriculture.

Townships and localities include **Abbotsham, Camena, Castra, Cuprona, Forth, Gawler, Gunns Plains, Heybridge (part), Howth, Leith (part), Kindred, Loongana, Loyetee, Middlesex (part), Nietta, North Motton, Penguin, Preservation Bay, Preston, Riana, South Nietta (part), South Preston, South Riana, Spalford, Sprent, Suphur Creek, Turners Beach, Ulverstone, Upper Castra, West Pine and West Ulverstone.**

Last census in 2021 we were 23,360 people, with a land area of 931.8 square km and a population density of 25.07 persons per square km.

Our Vision

Tasmania's Central Coast,
a natural tapestry with
space to grow.

Photo credit: Jess Bonde

Our Mission

We are committed to nurturing a safe, happy, healthy community through creating opportunities that enhance the livability of our region.

Our Council will continuously improve delivery of projects and services with accountability and pride.

Our Municipality

PENGUIN

You'll know that you're in the town of Penguin when you come across the unmissable 3 metre high penguin! If you're a fan of the outdoors, why not take to the twists and turns of the Penguin Mountain Bike Park trails. If you're just looking to breathe in the sea air and indulge in the surrounds, why not pack a picnic lunch to be enjoyed at one of the many scenic spots in the area.



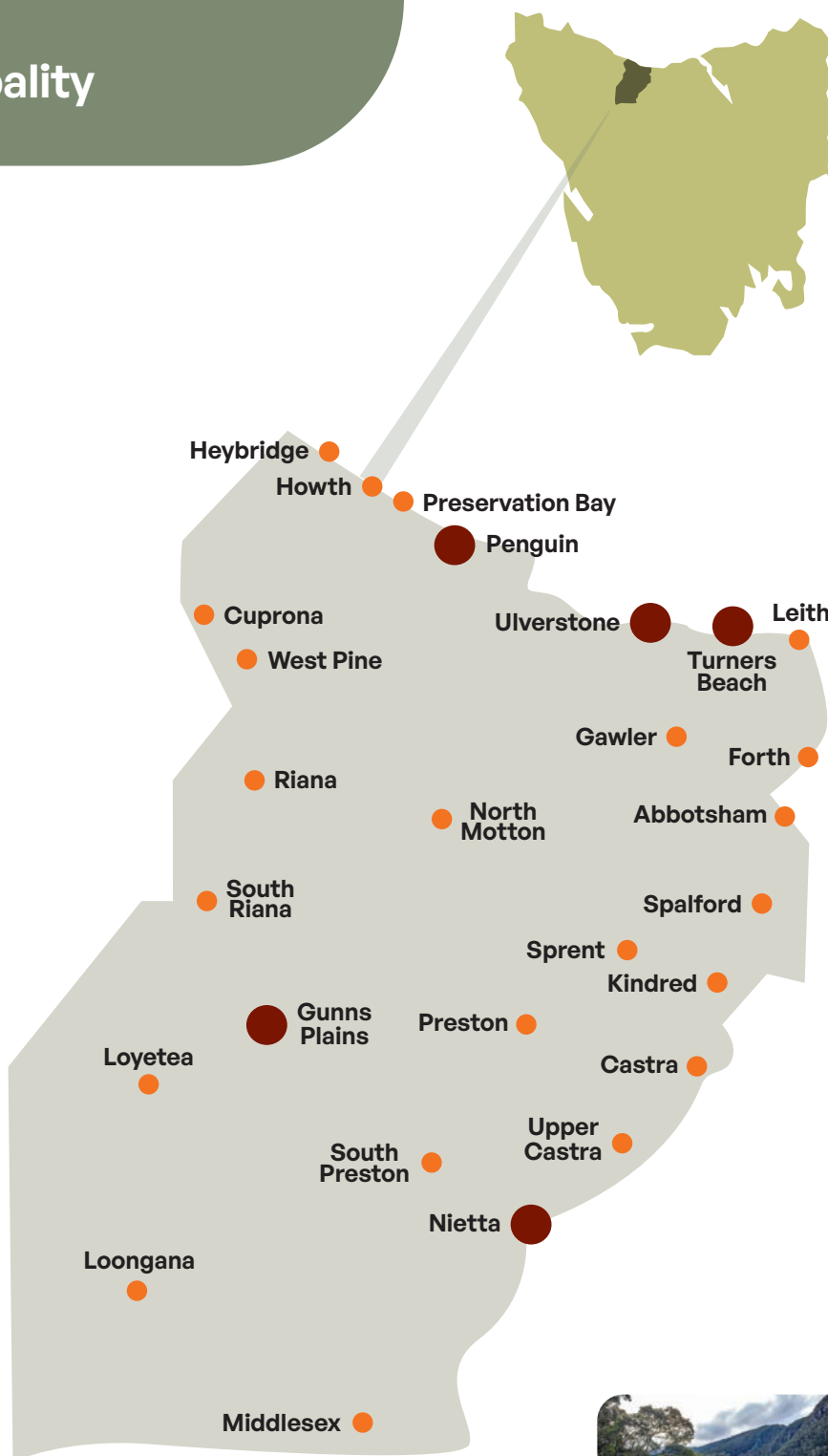
Photo credit: Alps Road

GUNNS PLAINS

Gunns Plains is truly a magical place in Northern Tasmania. Famous for the caverns and passages of Gunns Plains Caves and the furry and feathery friends at Wings Wildlife Park, it's the perfect place to spend the day on your travels through the Central Coast.



Photo credit: Tourism Australia



ULVERSTONE

There's no shortage of things to do in the stunning seaside town of Ulverstone. With sights to see and family activities around every bend, stop in for a day trip or spend the weekend taking it all in. Why not start the day taking to the tracks on a pedal buggy then sit back and relax onboard the Leven River Cruise while taking in the local surrounds.



Photo credit: Tourism Australia

TURNERS BEACH

The stunning locale offers majestic scenarios, as well as many attractions that the entire family will enjoy. Spend the day indulging in fresh fruit from the Turners Beach Berry Patch, peruse the history at Gables Park, or simply just a take stroll on the beach.



Photo credit: Tourism Australia

LEVEN CANYON

A trip to Tasmania's Central Coast is amiss without a trip to Leven Canyon, be sure to add this to your northwest bucketlist. Brimming with greenery and stunning landscapes, venture to the many lookouts encased in the breathtaking limestone cliffsides.



Photo credit: S Group

What Makes us Tick - Central Coasters on a Page

People

In 2021, Tasmania's Central Coast area had a lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than the Tasmanian average.

Young workforce (25 – 34) 10.1% -
state average 13.7%

Older workers and pre-retirees (50 to 59) 14.5% -
state average 13.1%

Seniors (70 to 84) 14.7% -
state average 12.3%

6.4% population growth from last census –
2016 to 2021.

Employment

More of Tasmania's Central Coast Council area residents worked in health care and social assistance than any other industry last census in 2021.

Health care and social assistance:	16.5%	State average 16.4%
Agriculture, Forestry and Fishing:	7.3%	State average 5.3%
Manufacturing:	8.1%	State average 6.4%
Construction:	9.4%	State average 8.6%
Professional, Scientific and Technical Services:	3.6%	State average 5.1%

Did you know – that on **Census day 2021** in Tasmania's Central Coast area...



23,360
lived here.



74.3% of people travelled
to work in a **private car.**



0.7% took
public transport.



2.6% rode a
bike or walked.



7.5% worked
at home.

**9,977 people living in Tasmania's
Central Coast Council area in 2021
were employed, of which...**



54% worked
full-time.



39% worked
part-time.

Our Councillors



Cheryl Fuller - Mayor



John Beswick - Deputy Mayor



Garry Carpenter - Councillor



Amanda Diprose - Councillor



Casey Hiscutt - Councillor



Sophie Lehmann - Councillor



Michael Smith - Councillor

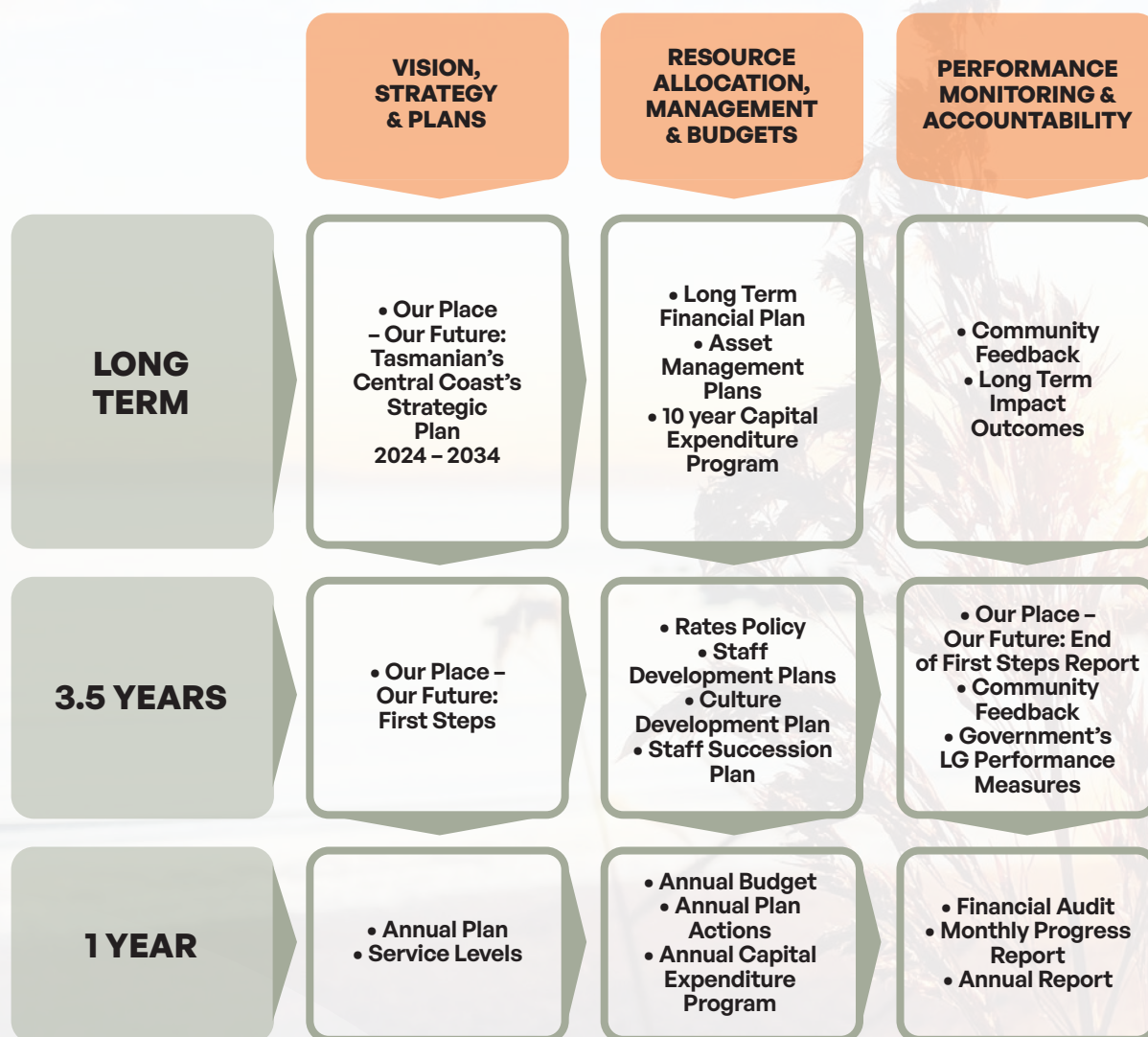


Philip Viney - Councillor



Kate Wylie - Councillor

How the pieces fit together



What we do - Our role

Our role in delivering our promises –

Tasmania's Central Coast Council delivers hundreds of mostly unique services from maintaining our extensive and stunning parks and gardens, world class sporting venues and facilities, cultural - arts spaces and supporting our working community through the provision of childcare services and providing for the care and support of our elderly. Your Council also acts as a regulator to ensure the communities aspirations and goals can be achieved, while also working alongside local, regional, state and federal bodies/agencies/groups as either a facilitator of action or a strong voice to advocate for all things important to our place and our future.

For this Term Plan your Council has identified five (5) key cornerstones, or pillars, that once achieved will define our Council and our wonderful region - that is Tasmania's Central Coast.



How we will deliver on our promises

Our five (5) Pillars, that will lay the foundation for regional sustainability and see Tasmania's Central Coast Council area the place to visit, the place to live, the place to learn, the place to earn and the place to have fun are as follows:

- 1. Our Organisation**
- 2. Quality of Life**
- 3. Growth**
- 4. Transport & Connectivity**
- 5. Our Environment**

Our Pillars are supported by a range of Focus Areas and within each Focus Area, a Priority we have identified for this term.

Simply put – we will not achieve our goals without an enabled and well led organisation.

An organisation that is capable of being both flexible, resilient and responsive.



Pillar 1 - Our Organisation

Your Council will listen, plan, act and focus on these initiatives. They will prioritise on:

1.1 - Organisational Culture

- 1.1.1 Reducing organisational entropy – that is wasted effort
- 1.1.2 Implementation of the Culture Development Plan
- 1.1.3 Supportive systems to enable better client relationships
- 1.1.4 Competent and well-trained leaders

1.2 - Accountability

- 1.2.1 Communicate our progress to our community
- 1.2.2 Increase in % of project promises
- 1.2.3 Implement a three-year rolling capital program
- 1.2.4 Asset Management Plans for all asset classes

1.3 - Identity

- 1.3.1 Implement the Reconciliation Action Plan
- 1.3.2 Promotion and Marketing
- 1.3.3 Leadership - in the region, the state, the nation and worldwide

1.4 - Delivery

- 1.4.1 Term Plan
- 1.4.2 Strategic Plan
- 1.4.3 Annual Plans
- 1.4.4 Long-term Financial Plan complemented by Strategic Asset Management Plan

Pillar 2 - Quality of Life

Your Council will listen, plan, act and focus on these initiatives. They will prioritise on:

2.1 - Facilities & Sport

- 2.1.1 Public Assets Review
- 2.1.2 Dial Redevelopment
- 2.1.3 Ulverstone Sporting Precinct
- 2.1.4 Sport Infrastructure Master Plan

2.2 - Education & Diversity

- 2.2.1 Council Pathways Program
- 2.2.2 Educational gap analysis and program

2.3 - Parks, Cultural Activities & the Arts

- 2.3.1 Hive
- 2.3.2 Parks for everyone
- 2.3.3 Public Art Strategy & Implementation
- 2.3.4 Diversity Strategic Plan

2.4 - Health

- 2.4.1 Healthy Children
- 2.4.2 Healthy Youth
- 2.4.3 Healthy Seniors
- 2.4.4 Healthy Minds

Pillar 3 - Growth

Your Council will listen, plan, act and focus on these initiatives. They will prioritise on:

3.1 - Economic Development

- 3.1.1 Review of Economic Development Strategy
- 3.1.2 Business Development & Support
- 3.1.3 Investment Attraction Strategy

3.2 - Tourism

- 3.2.1 Tourism Strategy
- 3.2.2 Marketing and Promotion on the Identity of Tasmania's Central Coast

3.3 - Strategic & Sustainable Development

- 3.3.1 Sufficient housing and land supply
- 3.3.2 Ease of doing business with Council
- 3.3.3 Maximising opportunities for commercial and industrial opportunities
- 3.3.4 Endorse Local Land Use Strategy

3.4 - Regional Collaboration

- 3.4.1 Service Level Review
- 3.4.2 Regional Advocacy
- 3.4.3 Sharing our experiences with our neighbours
- 3.4.4 Review regional memberships and opportunities

Pillar 4 - Transport & Connectivity

Your Council will listen, plan, act and focus on these initiatives. They will prioritise on:

4.1 - Roads

- 4.1.1 Rural Roads
- 4.1.2 Urban Roads
- 4.1.3 Other Roads
- 4.1.4 Electric Vehicle Plan

4.2 - Parking

- 4.2.1 Ulverstone (strategy, community engagement and commence implementation)
- 4.2.2 Penguin (strategy, community engagement and commence implementation)

4.3 - Connectivity & Access

- 4.3.1 Shared pathways and footpaths
- 4.3.2 Connectivity to shared pathways
- 4.3.3 Progress the existing Penguin Masterplan
- 4.3.4 Progress the existing Turners Beach Masterplan

Pillar 5 - Our Environment

Your Council will listen, plan, act and focus on these initiatives. They will prioritise on:

5.1 - Waste Management

5.1.1 Implementation of Waste Management Strategy

5.2 - An Energy Efficient Region

5.2.1 Smart Regions

5.2.2 Energy Reduction Strategy

5.2.3 Renewable Energies

5.3 - Our Physical Environment

5.3.1 Housing Affordability

5.3.2 Water

5.3.3 Regulatory

5.4 - Our Natural Environment

5.4.1 Implement Existing Strategies Including

5.4.2 Greening Central Coast

5.4.3 Natural Resource Management

5.4.4 Homelessness





CENTRAL COAST
COUNCIL

Photo credit: Mallory Priest