

Annual Plan 2026-2027



*We acknowledge
and pay respect to
all Aboriginal and
Torres Strait Islander
peoples, the Traditional
Custodians of our land,
and their Elders, past
and present.*

Contents

Mayor & CEO's Executive Summary	3
Organisational Structure	4
Council's Vision	5
Strategic Priority Overview	6
Our Three Strategic Pillars	7
Our Shape	8
Our Heart	11
Our Economy	14
Actions	18
Statutory Estimates	20
Public Health Statement	22



Message from the Mayor & CEO



We are delighted to present the West Tamar Council's 2026-27 Annual Plan – a comprehensive roadmap for the future that reflects our ongoing commitment to fostering a vibrant and thriving community.

This plan outlines 36 strategically selected priority actions for the upcoming financial year, designed to advance our shared vision for the West Tamar region. Together, these initiatives will drive innovation, progress, and meaningful transformation across our municipality.

Key projects for 2026-27 include:

- Completion of stormwater management plan for Beaconsfield
- Progress approval process and commence construction of Stage 1 works for the Greens Beach Masterplan
- Progress detailed design of the Legana Recreational Masterplan stage 1
- Tender for the design and construction of a new pedestrian access bridge over Stony Brook at Gravelly Beach
- Construction of a pump track at Rose Bay Park, Gravelly Beach
- Implement a Pathways to Employment Program as part of Council's youth program

- Prepare a West Tamar Housing Plan
- Progression of the activation of Tatana Way
- Commencement of an Exeter Hub Stage 2 Masterplan
- Completion of Feasibility study of the West Tamar Trails Strategy
- Implement a Pathways to Employment Program as part of Council's youth program

Many of these initiatives will resonate with those who have followed our recent strategic efforts. They represent transformative, long-term projects with the potential to deliver lasting benefits for our community.

Council is fully committed to these priorities, which were carefully integrated into the 2026-27 budget planning process. Major investments, such as the Stage 1 works for the Greens Beach Masterplan, the pump track at Rose Bay Park, and Stage 1 of the Legana Recreational Masterplan, are central to our vision for a prosperous region.

We are excited to work alongside our dedicated Councillors and staff to bring these initiatives to life and deliver tangible results for the West Tamar municipality.

This Annual Plan embodies our pledge to the community, and we are determined to see it through.

Christina Holmdahl
Mayor

Kristen Desmond
CEO

Organisational Structure



Council's Vision

By 2036, West Tamar will be a cared-for river municipality where change is *well managed*, daily life *works better*, and people can *belong, participate* and *build opportunity* without losing what makes this place distinct.

By 2036, West Tamar will be a place that has evolved with care.

It will remain a connected river municipality of distinct local communities, where the Tamar, the landscape and local character shape how people live and how change is considered.

Growth will be visible, but it will feel planned.

New housing, infrastructure and development will better match location, service capacity and community expectations. Change will be measured not just by how much happens, but by how well it fits.

Everyday life will be easier to move through.

People will be able to reach school, work, services, recreation and community life more easily, whether they drive or not. Access and movement will be understood as part of liveability, not just transport.

West Tamar will work better across different stages of life.

Young people will have stronger reasons to stay, return and build a future locally. Older residents will be able to remain connected, active and supported. Housing, services and public spaces will respond to changing needs over time.

Community life will remain a defining strength.

Clubs, parks, trails, community spaces, local events and everyday social connection will support health, participation and belonging. These will be recognised as core infrastructure, not optional extras.

Local opportunity will be stronger and closer to home.

More people will be able to work, run businesses and build skills locally. Town centres and local hubs will be active and useful. The economy will reflect trades, services, remote work, local enterprise and regional connections.

The Tamar River and West Tamar's natural systems will be more resilient.

Water, catchments, landscapes and environmental systems will be cared for as part of how the municipality grows, not treated as separate issues.

This is a vision of managed change, not change for its own sake.

West Tamar will evolve in a way that strengthens what people value: place, community, access, opportunity and trust that change is being handled well.

Strategic Priority Overview

Council is pleased to present its Annual Plan for 2025-26.

This is an important document which underpins Council's Strategic Plan.

The purpose of the Annual Plan is to outline the activities and targets identified to achieve Council's identified Strategic Plan goals and objectives and to assess its progress in meeting these targets.

As required by the Local Government Act 1993 the Annual Plan also includes a summary of adopted budget estimates and a summary of the major strategies to be used in relation to the Council's public health goals and objectives.



3 PILLARS • OUR THREE STRATEGIC

1. Our Shape

GROWTH & PLACE

Growth in West Tamar must be shaped, serviced and felt to belong – not simply allowed to happen.

The shape of West Tamar is about more than where growth goes. It is about how change feels on the ground - whether housing is in the right places, whether infrastructure keeps pace, whether daily movement works, and whether the river and landscape remain central to place.

2. Our Heart

COMMUNITY & WELLBEING

A strong community is not built by services alone - it depends on whether people can stay active, connected and part of everyday life.

The heart of West Tamar is not a program list. It is the everyday life of the municipality - the places people meet, the clubs that hold communities together, the routines that keep people active, and the conditions that make it easier to belong.

3. Our Economy

ECONOMY & INNOVATION

Local prosperity depends on getting the basics right - jobs, skills, access and the conditions that let people work and build a life here.

Work in West Tamar is not just about jobs. It is about whether the conditions are in place for people and businesses to operate, adapt and grow locally.

Our Shape

GROWTH & PLACE

GOAL 1

Growth is shaped, serviced and true to place.

West Tamar needs growth to go where it can be supported, not where it is easiest to extend. Confidence will depend on whether change strengthens townships, protects rural and foreshore character, and is matched to service capacity from the start.

OBJECTIVES

- 1.1 Direct most new housing and mixed-use growth to the Riverside-Legana corridor and other serviced locations, rather than extending scattered development with high long-run servicing and access costs. [Lead / Influence]
- 1.2 Use structure planning and settlement policy to make clear what fast-growing areas, northern townships, foreshore communities and rural landscapes are each expected to absorb, protect or transition over time. [Lead]
- 1.3 Require major growth areas to deliver local centre quality, everyday walkability and visible public benefit, not subdivision yield alone. [Lead / Influence]
- 1.4 Set clear pre-conditions for rezoning and major development where school capacity, utilities, transport links or community facilities depend on action beyond Council's direct control. [Partner / Advocate]

GOAL 2

Housing choice supports people through different life stages.

Housing is no longer just a land use issue. It now affects youth retention, downsizing, workforce supply, ageing in place and how well local centres and communities function. The next decade needs more choice in the right places, with better fit between housing, access and daily life.

OBJECTIVES

- 2.1 Enable smaller homes, townhouses, apartments and ageing-in-place options in serviced centres and growth corridors where shops, services and community life are easier to reach. [Lead / Influence]
- 2.2 Test housing decisions against youth retention, downsizing needs, workforce supply and social inclusion, not dwelling numbers alone. [Lead]
- 2.3 Use design expectations and public-realm decisions to make more compact housing comfortable, attractive and connected to streets, green space and nearby neighbours. [Lead / Influence]
- 2.4 Work with the State Government, community housing providers and major employers to make social, affordable and key worker housing part of the local housing response where need is strongest. [Partner / Advocate]

■ GOAL 3

Infrastructure investment is staged, sustainable and clear.

Growth cannot stay credible if roads, drainage, bridges, utilities and community facilities lag behind. West Tamar also cannot keep adding new commitments at the expense of the assets that already carry everyday life. The discipline here is sequencing, renewal and honesty about what Council can and cannot carry alone.

OBJECTIVES

- 3.1 Sequence roads, bridges, stormwater, utilities, schools, community facilities and recreation land in step with growth rather than leaving service catch-up to later budgets. [Lead / Partner]
- 3.2 Balance new capital works with renewal, DDA compliance, drainage, lighting and other existing asset needs so new growth does not weaken the places already carrying community life. [Lead]
- 3.3 Use long-term asset, financial and growth planning together to show what comes first, what depends on outside funding and what Council cannot carry alone. [Lead]
- 3.4 Secure land, staging and relocation pathways for community and recreation uses affected by growth planning, especially in fast-changing areas. [Lead / Partner]



■ GOAL 4

Everyday movement is safer, easier and more inclusive.

Access shapes whether people can take part in everyday local life. Roads matter, but so do footpaths, crossings, cycling links, community transport, public transport and digital reliability. West Tamar's liveability will increasingly be judged by how easy daily life feels to move through.

OBJECTIVES

- 4.1 A connected, municipality-wide walking and cycling network, including foreshore and inter-town links. [Lead]
- 4.2 Target roads, bridges, intersections and freight pinch points where safety, congestion or growth pressure now disrupt daily movement and public confidence. [Lead / Influence]
- 4.3 Build access into everyday works through safer surfaces, accessible toilets, seating, shade and public spaces that work for wheelchairs, prams and people with limited mobility. [Lead]
- 4.4 Expand community transport responses and keep pressing for more useful public transport coverage, timing and frequency, especially for young people, older residents and households without a car. [Partner / Advocate]

■ GOAL 5

Natural systems stay healthy as West Tamar changes.

River health, catchments, stormwater, biodiversity, landscape quality, foreshore access and climate readiness are not side issues. They shape how West Tamar grows, what that growth costs over time, and whether the municipality keeps the qualities people most strongly value.

OBJECTIVES

- 5.1 Make Kanamaluka/Tamar River health, estuary condition, catchment function, stormwater performance and water quality part of planning, asset and development decisions. [Lead]
- 5.2 Use planning controls, vegetation management and design expectations to protect scenic landscapes, biodiversity, productive rural land and foreshore character that people identify as distinctly West Tamar. [Lead / Influence]
- 5.3 Work with local communities, regional bodies, land managers and utilities to improve appropriate community access to the banks of Kanamaluka / Tamar, while supporting river access, catchment care, biodiversity repair and climate adaptation where municipal action alone is not enough. [Partner]

Our Heart

COMMUNITY & WELLBEING

GOAL 1

People feel part of local life and can see themselves in West Tamar's future.

Belonging is practical. People need places, information, welcome, and visible opportunities to take part. When those conditions weaken, isolation grows, trust drops and community life narrows.

West Tamar needs to stay recognisable as a place where people can join in, feel safe, and build connection across different towns, ages and backgrounds.

OBJECTIVES

- 1.1 Design and support welcoming public places, programs and local settings that reduce isolation and strengthen everyday belonging. [\[Lead\]](#)
- 1.2 Keep safety, inclusion and accessibility in view when shaping public spaces, facilities, events and local communications. [\[Lead\]](#)
- 1.3 Work with community organisations, schools, clubs and service providers to widen participation for people facing barriers to local life. [\[Partner\]](#)
- 1.4 Advocate for service responses where exclusion, family pressure, poor mental health or community safety issues sit beyond Council's direct delivery role. [\[Advocate\]](#)

GOAL 2

Shared places and social infrastructure stay strong as the population grows.

West Tamar will not stay socially strong by accident. Community hubs, parks, trails, halls, sportsgrounds, youth spaces and foreshore places are part of the municipality's operating system. They support health, volunteering, recreation, events, informal contact and local pride.

The next decade needs stronger social infrastructure logic: not just more assets, but better networks of places that are accessible, well used and able to do several jobs at once.

OBJECTIVES

- 2.1 Plan and invest in community, recreation and civic places early enough that growth does not outrun participation, access and local connection. [Lead]
- 2.2 Renew existing halls, reserves, sportsgrounds, playgrounds, trails and community facilities so they remain safe, usable, climate-ready and easier to reach. [Lead]
- 2.3 Prioritise multi-purpose hubs and shared precincts where that delivers better long-term value than isolated single-use facilities. [Lead]
- 2.4 Work with clubs, volunteers, arts groups and community organisations to reduce governance strain and keep local participation strong. [Partner]

GOAL 3

West Tamar works better across life stages, with stronger youth pathways and better conditions to age well in place.

Young people and older residents are not side issues. They are one of the clearest tests of whether West Tamar works as a municipality. The same place decisions - housing, access, information, recreation, safety and local opportunity - shape both youth retention and ageing well.

The strategic task is not to choose one age group over another. It is to make decisions that carry several life-stage needs at once.

OBJECTIVES

- 3.1 Apply an intergenerational test to housing, transport, digital access, recreation, public space and service decisions so one investment can support more than one life stage. [Lead]
- 3.2 Expand youth spaces, local activity, early work links and ways to get around that respond to boredom, isolation and the need to stay connected to school, sport, work and friends. [Lead / Partner]
- 3.3 Improve age-friendly movement, clear information, outreach links and accessible community places so older residents can stay active, independent and involved for longer. [Lead / Partner]
- 3.4 Work with education, health, care and community partners to strengthen youth pathways, ageing in place and prevention of loneliness before disconnection hardens. [Partner / Advocate]



■ GOAL 4

People can reach services, information and civic life more easily across the whole municipality.

West Tamar is not one uniform place. Fast-growing suburbs, northern townships, foreshore settlements and rural localities do not experience access, information or participation in the same way.

A stronger community strategy needs to recognise those differences while still building one clear municipal story. People should be able to understand what Council is doing, find the help or activity they need, and stay connected to local decision-making

OBJECTIVES

- 4.1 Tailor service planning, place investment and participation approaches to the different pressures facing growth areas, smaller townships, foreshore communities and rural localities. [Lead]
- 4.2 Improve how Council communicates decisions, services, activities and opportunities through plain English, local channels and easier-to-find information. [Lead]
- 4.3 Treat digital reliability and digital confidence as part of community participation, service access and emergency readiness, not just a technology issue. [Lead / Advocate]
- 4.4 Work with State agencies and service providers to close local access gaps in health, education, care, transport and outreach where residents cannot be well served by Council alone. [Partner / Advocate]

Our Economy

ECONOMY & INNOVATION



GOAL 1

Local jobs and enterprise grow closer to home.

West Tamar needs a stronger local economy, not just a stronger commuter relationship. That means making it easier for small business, trades, local services and new enterprise to start, stay and grow, while giving residents more reasons to work and invest locally.

OBJECTIVES

- 1.1 Use Council's planning, procurement, place investment and business-facing processes to support local enterprise confidence and reduce avoidable friction. [\[Lead\]](#)
- 1.2 Build a clearer picture of local business conditions, employment change, site needs and emerging opportunities so decisions are based on evidence, not assumption. [\[Lead\]](#)
- 1.3 Work with business networks, regional bodies and service providers to strengthen capability, resilience and practical support for local operators. [\[Partner\]](#)
- 1.4 Press for policy, funding and infrastructure settings that expand local employment opportunity and reduce barriers to business growth. [\[Advocate\]](#)



GOAL 2

Centres and destinations are active, useful and confidently local.

Town centres and local destinations matter because they are where economic life and civic life meet. Their value is not only retail. They are places to work, meet, linger, access services and experience the identity of West Tamar.

OBJECTIVES

- 2.1 Plan Legana, Riverside, Exeter, Beaconsfield, Beauty Point and other local centres as mixed places for services, work, meeting, activity and, where suitable, more housing choice. [Lead]
- 2.2 Improve access, walkability, public spaces, amenity and infrastructure that is event-ready so towns feel worth using, not just worth driving through. [Lead]
- 2.3 Protect and service employment land, commercial areas and local hubs so population growth also supports local jobs and business activity. [Lead]
- 2.4 Align centre growth with transport, freight, utilities and digital upgrades so basic access problems do not blunt confidence or investment. [Advocate]

GOAL 3

Skills, digital access and enterprise capability support the next economy.

West Tamar's future workforce will be shaped by more than formal jobs policy. Skills pathways, reliable digital access, local networks and the ability to adapt all now sit inside economic strategy. Places that build capability will compete better than places that simply wait for opportunity to arrive.

OBJECTIVES

- 3.1 Work with schools, training providers, employers and community organisations to strengthen pathways into local work, apprenticeships, enterprise and further study. [Partner]
- 3.2 Push for stronger training, education and digital infrastructure that connect young people and changing workers to real local opportunity. [Advocate]
- 3.3 Support digital confidence, information access and practical business capability so households, remote workers and local firms can participate more reliably. [Lead]
- 3.4 Encourage innovation, flexible work and enterprise models that fit West Tamar's scale, strengths and changing economic base. [Partner]

GOAL 4

West Tamar grows from its distinctive strengths without weakening them.

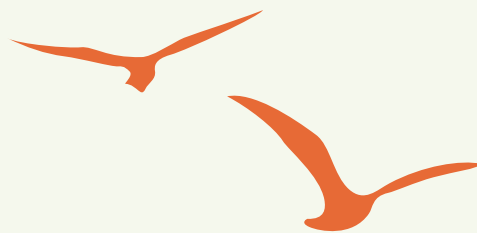
West Tamar's economy is tied to the qualities that make the municipality recognisable: river access, landscape, agritourism, food, heritage, productive land, local centres and a strong sense of place. Economic growth should build on those strengths, not strip them for short-term gain.

OBJECTIVES

- 4.1** Use place strategy, planning and public investment to strengthen the local value of agriculture, tourism, food, trades, services and visitor experiences that are recognisably West Tamar. [Lead]
- 4.2** Connect producers, local businesses, centres, events and visitor activity so more value is captured locally across the year. [Partner]
- 4.3** Treat river health, landscape quality, water systems, rural character and environmental condition as economic assets, not side issues. [Lead]
- 4.4** Manage growth so traffic, runoff, servicing pressure and place impacts are addressed early rather than allowed to accumulate. [Lead]
- 4.5** Work regionally where it improves outcomes for West Tamar, while keeping West Tamar's own priorities, identity and environmental limits clear. [Advocate]



Actions



- ▶ Completion of stormwater management plan for Beaconsfield
- ▶ Complete Exeter Playground
- ▶ Progress approval process and commence construction of Stage 1 works for the Greens Beach Masterplan
- ▶ Complete design and construction of scheduled footpath work in Beaconsfield
- ▶ Progress detailed design of the Legana Recreational Masterplan stage 1
- ▶ Complete construction for the Loop Road Culvert replacement
- ▶ Tender for the design and construction of a new pedestrian access bridge over Stony Brook at Gravelly Beach
- ▶ Complete design and pavement reconstruction for Bridgenorth Road and Greens Beach Road
- ▶ Construction of a pump track at Rose Bay Park, Gravelly Beach
- ▶ Prepare annual financial statements that are technically accurate, compliant, and supported by appropriate working papers
- ▶ Review and update the rolling Financial Management Strategy & Long Term Financial Plan
- ▶ Report on level of gross rates outstanding at the end of each quarter.
- ▶ Completion of IT Disaster Recovery Plan
- ▶ Completion of WTC Digital Transformation Strategy
- ▶ Finalise review of WTC Social Recovery Plan and recommend any changes to the WTMEMC
- ▶ Completion of the Beaconsfield/Beauty Point Recreation Plan for adoption by Council
- ▶ Implement a Pathways to Employment Program as part of Council's youth program
- ▶ Prepare a West Tamar Housing Plan
- ▶ Progress review of the SAP in the Riverside area and prepare an LPS amendment if removal/ amendment is supported
- ▶ Prepare and progress an LPS amendment for Legana Town Centre to align with the Structure Plan
- ▶ Prepare and progress an LPS amendment between Exeter and Blackwall to align with the Exeter and District Structure Plan (if adopted)
- ▶ Commence Review of the West Tamar LPS
- ▶ Provide leadership and contribute to the development of a new Northern Tasmania Regional Land Use Strategy
- ▶ Commence and progress review of delegations to CEO reviewed through Delegations Review committee

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- ▶ Delivery of the induction program to the New Council
 - ▶ Commence reviewing requirements for Doc Assembler to process s337 Certificates
 - ▶ Progression of the activation of Tatana Way
 - ▶ Commencement of an Exeter Hub Stage 2 Masterplan
 - ▶ Completion of Feasibility study of the West Tamar Trails Strategy
 - ▶ Continued Land Sales at Innova Business Park
 - ▶ Continued capital maintenance of Riverside Pool
 - ▶ Consideration of consolidation of Council administrative buildings and staff
 - ▶ Commence implementation of the Work Health Safety aspects of the West Tamar Mental Health Strategy once approved by the Chief Executive Officer
 - ▶ Finalisation of the implementation of Council's new recruitment software
 - ▶ Commencement of implementation of Council's upgraded payroll software
 - ▶ Commence review and update of Youth Strategy 2023-27
 - ▶ Commence review and update Positive Ageing Strategy 2022-27

Statutory Estimates

2026-27 BUDGET SUMMARY

For the 2026-27 financial year, Council has worked hard to deliver an equitable budget that seeks to balance the demand for services, the rise in costs to deliver services and the need to deliver appropriate rating outcomes for the whole community.

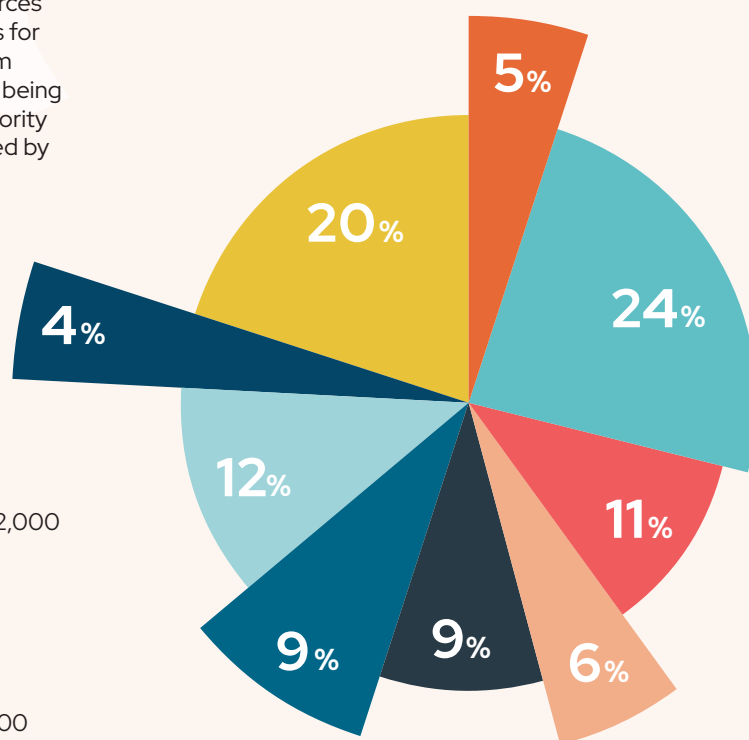
Rating increments have been set to ensure service levels are maintained, and assist sustainability.

The 2026-27 budget ensures adequate resources for the long term annual funding requirements for the renewal of assets as identified by long term asset management plans. Capital projects are being budgeted in a manner to get the adequate priority to maintain the existing service levels expected by the community.

EXPENDITURE AREAS

- Technical Services - \$1,991,000
- Local Roads & Stormwater - \$9,802,000
- Waste Management - \$4,478,000
- Recreation Facilities - \$2,233,000
- Parks & Reserves - \$3,565,000
- Development Services - \$3,600,000
- Community Services - \$4,894,000
- Trading Activities - \$1,804,000
- Unallocated - \$7,962,000

TOTAL - \$40,329,000



SUMMARY OF BUDGET ESTIMATES

OPERATING STATEMENT	2025/26	2026/27
OPERATING REVENUE		
Rates and charges	\$27,406,000	\$29,144,000
Grants	\$5,496,000	\$4,999,000
Fees & user charges	\$3,667,000	\$3,727,000
Interest	\$920,000	\$1,233,000
Investment revenue water corporation	\$656,000	\$984,000
Other income	\$444,000	\$410,000
Total Recurrent Income	\$38,589,000	\$40,497,000
OPERATING EXPENDITURE		
Employee benefits	\$14,126,000	\$14,597,000
Other materials & services	\$12,853,000	\$13,650,000
Statutory contributions - fire levy	\$1,713,000	\$1,804,000
Depreciation & amortisation	\$7,791,000	\$8,168,000
Other expenses	\$1,523,000	\$1,610,000
Total Operating Expenditure	\$38,006,000	\$39,829,000
Net loss on disposals	-\$475,000	-\$470,000
UNDERLYING SURPLUS/(DEFICIT)	\$108,000	\$198,000

CAPITAL, CASH AND INVESTMENTS	2025/26	2026/27
Sale of asset	\$3,322,000	\$3,332,000
Purchase/construction of assets	-\$21,611,000	-\$19,934,000
Operating cash and investment balance	\$ 23,231,000	\$27,034,000
Closing cash and investment balance	\$27,034,000	\$17,260,000

BORROWINGS	2024/25	2026/27
	Nil	Nil
Current Written Down Value of Net Assets		\$569m

2025/26 Estimates are inclusive of carryovers and amendments



Public Health Statement

Council's Development Services Department delivers the Public Health and Environmental Health functions for Council and employs three Environmental Health Officers to deliver this program.

Council's Public and Environmental Health program delivers a range of functions to meet the legislative requirements under the Local Government Act 1993, Public Health Act 1997, Food Act 2003, Burial & Cremation Act 2002 and the Environmental Management & Pollution Control Act 1994.

These Public and Environmental Health functions include regulation and delivery of programs for: food safety, disease prevention and control, public health education and promotion, public health risk activities, community immunisation programs, private and natural burials and exhumations, on-site waste disposal systems, recreational water quality, public health nuisances, air, water and soil pollution, unhealthy housing investigations, cooling and warm water systems regulation, emergency management and regulation of private water suppliers.





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