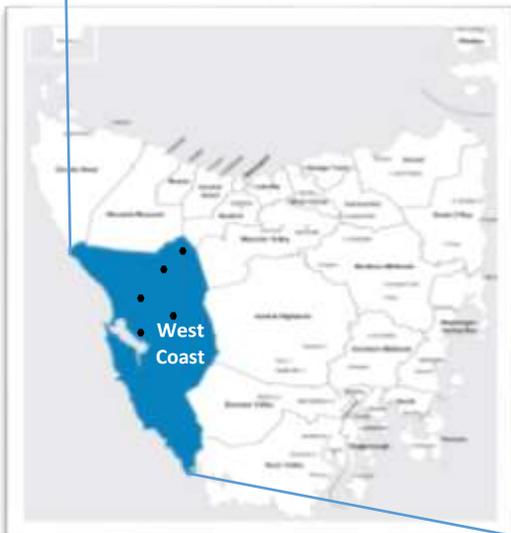


# West Coast Council Annual Report 2016-2017



*Working in Partnership  
with our Community*





# Photo Credits

(opp.) Page 1:

Paul Fleming - *Trial Harbour*

Page 4:

Andrew Ward – *Strahan*

Graeme Young – *Queenstown Cenotaph*

Page 11:

Casey Smith – *Strahan – 31 December 2016*

Page 61:

Alex Williams – *Bird River*

Page 64:

Flow Mountain Bikes – *Driving Towards Mt Murchison*

Page 75:

Paul Fleming – *Bonnet Island Lighthouse*

Page 77:

Pete Harmsen – *Touring Queenstown*

Page 80:

Travis Tiddy – *Flux, at Penghana Road Limestone Quarry*

Page 89:

Flow Mountain Bikes – *Montezuma Falls*

Inside Back Cover:

Tourism Tasmania & Dan Fellow – *Henty Dunes*

Front and Back Covers:

*Lake Rosebery at Tullah*



# Contents

Message from the Mayor and General Manager	1
West Coast Council Profile	3
Council Statistics	4
Mayor and Councillors	6
Councillor Schedule of Attendance	7
Councillor Allowances and Expenses	7
Council Organisational Chart	8
Remuneration of Senior Positions	8
Vision, Mission and Values	9
Strategic Planning Framework	10
Our People Our Community	34
Our Economy	46
Our Infrastructure	54
Our Environment	61
Our Partnerships Our Leadership	65
Integrated Family Support Services	76
Public Health Statement	78
Code of Conduct	79
Complaints Under Customer Service Charter	79
Statement of Activities	79
Statement of Land Donated	79
Public Interest Disclosures	79
Financial Management	81
Financial and In-Kind Community Support	84
Rates Remissions for Non-Profit Groups and Organisations	87
Contracts for the Supply of Goods and Services	88
Appendices:	
Appendix A: Independent Auditor's Report	(1)
Appendix B: Annual Financial Report	(4)



*Trial Harbour*

# Message from the Mayor and General Manager

Welcome to our year in review that documents the substantial progress made on improving Council's financial sustainability, and which highlights the many achievements made for, and on behalf of, our community, through the successful delivery of a range of important projects and initiatives.

The 2016/17 period saw Council maintain its focus on rebuilding cash reserves while maintaining strict budget controls and also providing relief, where possible, to our many communities still facing serious economic and social development challenges.

Council supported local businesses by reviewing and amending its *Code for Tenders and Contracts* to provide a greater weighting matrix towards using local companies, continued to employ local casual labour (and contractors) through Council's innovative Footpath Improvement Program, and continued to fund a comprehensive Economic Development, Tourism and Events Program designed to help facilitate economic growth opportunities and stimulate activity within our region.



*Mayor Phil Vickers with General Manager Dirk Dowling*

Council increased the intensity of its efforts to secure State and Federal Government funding support for a range of critical projects and directly lobbied State Government Ministers on a range of issues and opportunities regarding the West Coast - as part of hosting two Regional Cabinet meetings during the period.

Council set an ambitious target to complete a range of important projects as part of its Capital Expenditure Program - budgeted at around \$2.9M. The full Program was delivered on time and on budget, thanks to the hard work of dedicated staff and local Contractors.

This year saw further partnerships formed and a range of preliminary work undertaken to identify how future strategic priorities (as identified by the Community in our *West Coast Community Plan 2025*) will need to be pursued. Councillors and senior staff workshopped a range of ideas and directions throughout the year and following further research, engagement with stakeholders, liaison activities, and direct lobbying of the other tiers of government, support was secured, and clear directions identified for some exciting projects to take place in coming years e.g.:

- Funding was secured to undertake a full Feasibility Study during 2017/18 that will explore the potential and options available for a future expansion of Strahan Airport into a true regional facility.
- A comprehensive Regional Branding exercise for the West Coast was identified as a critical component for growth (and a much-needed initiative) by a range of stakeholders, including the State Government. Council worked with stakeholders to articulate the need for such a project that will not only help increase the tourism numbers coming to the region, it will also underpin business investment and attraction successes in the future for the West Coast.
- Council's continuing work with the West Coast Weed Management Group identified the need for a new Strategy to be created that would reflect the current needs and priorities of the diverse range of stakeholders that participate in this vital partnership group.



- Council also tackled some of the more complex issues that had been identified as needing reform on the West Coast, including undertaking a full review of the Macquarie Heads Campground operation and subsequently approving a detailed transition project that will hopefully see the facility expanded in 2017/18 to become a professional, well-run and sustainable operation into the future.

Overall it was an exciting year with many wins and unfortunately some setbacks. However, with our clear focus to continue to deliver on our *West Coast Community Plan 2025* priorities driving the agenda, and the hard work of all staff and Councillors continuing to underpin our reform, consolidation, and improvement agenda, we are confident of even more successes in coming years.

The Council will continue to strive for operational improvements and basic service delivery improvements wherever we can, and we also look forward to continuing with our important leadership activities and critical facilitation role when it comes to further diversifying the economy of the West Coast and thereby assisting residents and ratepayers to achieve their personal goals and to prosper in this amazing part of Tasmania.



*Council Meeting*



## West Coast Council Profile

***The West Coast Council is located in the heart of the majestic wilderness of Tasmania's beautiful West Coast***

Our vision is to be a welcoming community with quality lifestyles supporting dynamic sustainable development and natural resource management.

Covering 9,575sq km's, the West Coast municipality is the gateway to Tasmania's wilderness. Coastal populations include Strahan, situated on Macquarie Harbour, and the picturesque shack sites of Granville Harbour and Trial Harbour.

The inland population centres of Queenstown, Zeehan, Tullah and Rosebery and the small townships of Gormanston and Linda, are all within a short distance from magnificent lakes, rivers, rainforests, dunes and historic sites. With a population of approximately 4,236 (ABS March 2016 Estimated Resident Population), the West Coast is celebrated for its tourism, mining and fishing. The clean air, mild climate and strong commitment to community make the West Coast a fantastic and unique place to be.

The West Coast also provides a popular choice for people seeking a 'sea change', and those seeking work within the tourism, aquaculture and mining industries.





# Council Statistics





# Your Council

*Mayor Vickers inspects the CMT mine – underground at Mt Lyell*



# Mayor and Councillors



MAYOR  
Phil Vickers



DEPUTY MAYOR  
Shane Pitt



COUNCILLOR  
Robyn Gerrity



COUNCILLOR  
Al Medwin



COUNCILLOR  
Lindsay Newman



COUNCILLOR  
Lyn O'Grady



COUNCILLOR  
Terry Shea



COUNCILLOR  
Scott Stringer



COUNCILLOR  
Leigh Styles



## Councillor Schedule of Attendance

Section 72 (1)(cc) of the *Local Government Act 1993* requires a statement detailing the attendance of each Councillor at Council and committee meetings during the preceding financial year to be included in the Annual Report.

Councillor	Ordinary Meeting	Special Meeting	Annual General Meeting	Total Attendance
Mayor Phil Vickers	12	1	1	14
Deputy Mayor Shane Pitt	10	1	1	12
Robyn Gerrity	11	1	1	13
Al Medwin	11	1	1	13
Lindsay Newman	12	1	1	14
Lyn O'Grady	11	1	1	13
Terry Shea	12	1	1	14
Scott Stringer	12	1	1	14
Leigh Styles	10	1	1	12

Total Meetings convened for 2016/17 Year

Ordinary Meetings of Council	12
Special Meetings	1
AGM	1

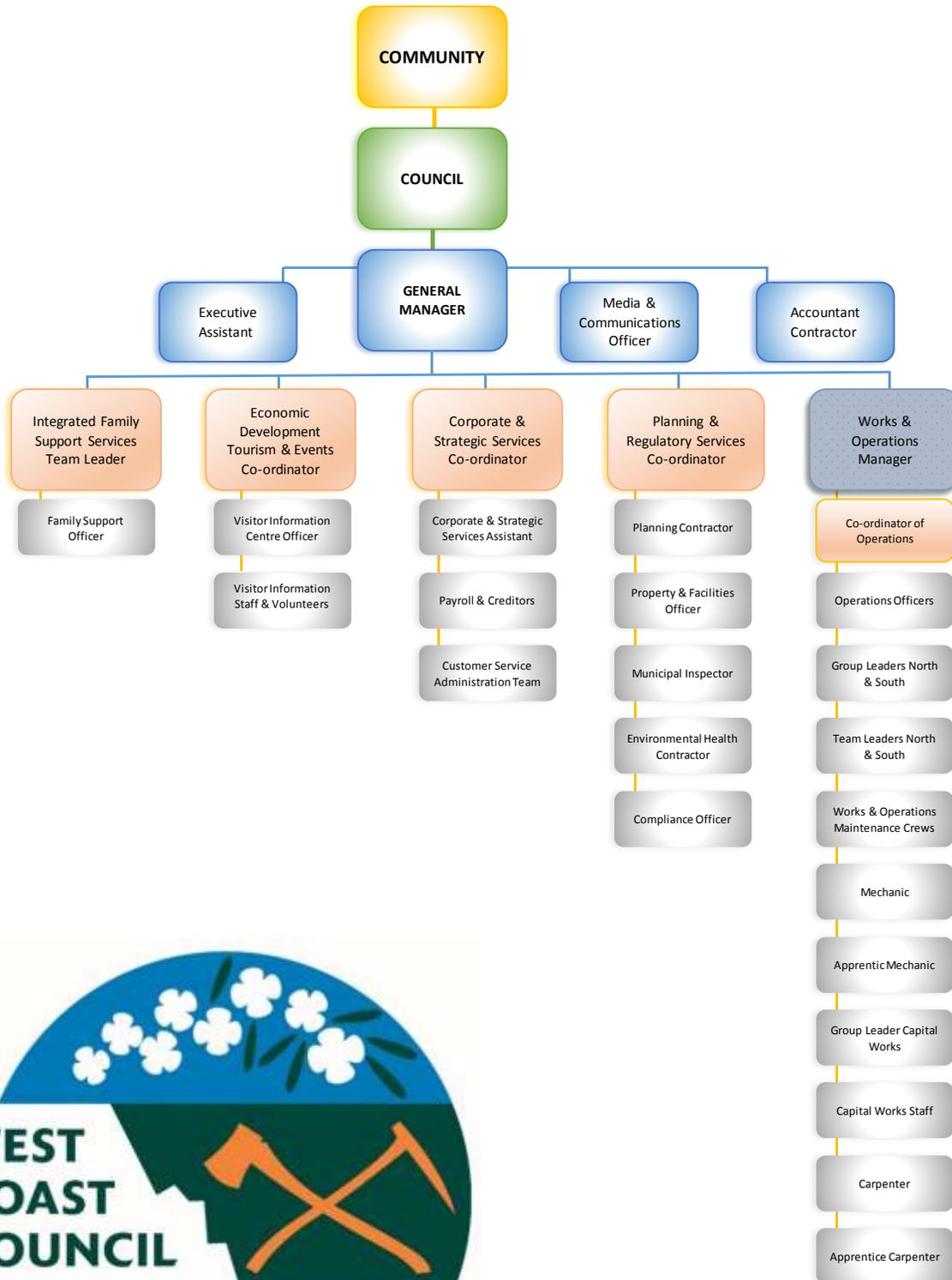
## Councillor Allowances and Expenses

Section 72 (1)(cb) of the *Local Government Act 1993* requires a statement of the total allowances and expenses paid to the Mayor, Deputy Mayor and Councillors to be included in the Annual Report.

Total allowances and expenses paid to the Mayor, Deputy Mayor and Councillors (including telecommunications, fuel and travel expenses): \$140,162.



# Council Organisational Chart





## Remuneration of Senior Positions

Section 72 (1)(cd) of the *Local Government Act 1993* requires a statement in accordance with subsection (4) relating to total remuneration to Council employees in senior positions to be included in the Annual Report.

Total remuneration includes the salary paid, contributions to superannuation, values of the use of any motor vehicle, and any other allowance or benefit paid – note that in all instances vehicles are available for ‘pooled’ use.

Remuneration Band	No. of Employees	Salary	Vehicles	Superannuation	Non-monetary benefits	Total
\$120,001 - \$140,000	1	\$93,474	\$8,232	\$11,684	\$11,356	\$124,746
\$160,001 - \$180,000	1	\$153,015	\$997	\$19,126	\$2,127	\$175,265
<b>Total</b>		<b>\$246,489</b>	<b>\$9,229</b>	<b>\$30,810</b>	<b>\$13,483</b>	<b>\$300,011</b>

The senior staff total remuneration for the period was: \$300,011.

## Vision, Mission and Values

### Our Vision

We are a proud community. One that is connected, enjoys our lifestyle surrounded by our unique natural heritage and works together for the benefit of the residents, business owners and visitors to our stunning Region.

### Our Mission

We will work together in partnership to provide and continually improve the facilities, services and infrastructure that will serve the needs of our communities.

### Our Values

Our Vision is supported by a number of values that underpin the way we work together to achieve the *West Coast Community Plan 2025*.

Responsiveness

Leadership

Unity of Purpose

Partnership

Respect & Trust

Consistency



# Strategic Planning Framework

Council's activities incorporate the requirements of the *Local Government Act 1993* and the aspirations of the West Coast community.

West Coast Council conducted an extensive community engagement program to prepare a shared vision for our community – one that would shape our preferred future and be representative of West Coast values and aspirations.

This clearly defined vision – the *West Coast Community Plan 2025* - was adopted by the West Coast Council as its long-term Strategic Plan in October 2015.

The *West Coast Community Plan 2025* outlines the desired objectives of the West Coast community and provides actions within key focus areas which Council is committed to achieve, with the relationship between the community's vision (the *West Coast Community Plan 2025*) and Council operations intrinsic to Council planning and reporting.

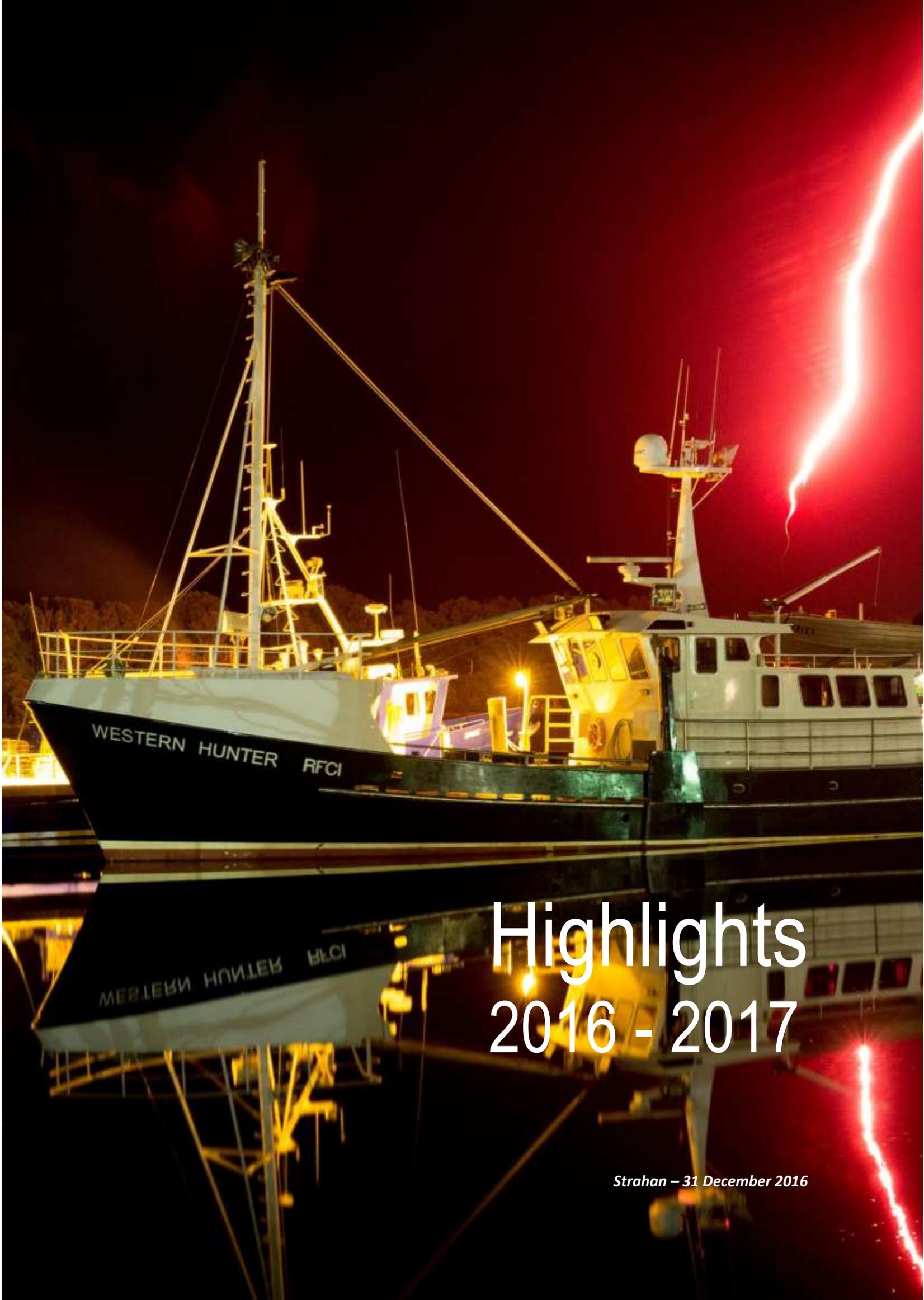
This strong strategic planning framework incorporates the Annual Plan and Annual Report.

The Annual Plan contains the operational priorities and major actions Council will work to achieve each year - in line with the vision, objectives and key focus areas adopted in the *West Coast Community Plan 2025*.

The Annual Report demonstrates Council's performance in achieving the actions identified in the Annual Plan and is designed to illustrate performance in achieving the *West Coast Community Plan 2025* vision.

Annual Reporting is a vital component of Council's strategic planning framework as it effectively completes the cycle from receiving stakeholder input, developing strategy, implementing and monitoring the required actions and reporting progress and achievement of outcomes to the West Coast community.





# Highlights 2016 - 2017

*Strahan – 31 December 2016*



## West Coast Volunteers Recognised

In recognition of the contribution of volunteers across the West Coast, West Coast Council hosted an event on Tuesday 9 May as part of National Volunteer Week.

“Volunteering is a core part of the West Coast,” West Coast Mayor Phil Vickers stated. “Without our many volunteers giving up countless hours many essential services, facilities and sport and cultural activities that are available to residents and visitors to the West Coast would not happen.”

The event encouraged all West Coast volunteers to come together for a light supper and to share their volunteering stories.

West Coast Council is committed to supporting volunteering across the region, as highlighted in the *West Coast Community Plan 2025*.

“Volunteers help strengthen the local community by sharing their skills and knowledge,” Mayor Vickers said. “Volunteering is a great way of becoming involved in your local community and to really make a difference.”

Councillor Leigh Styles and Economic Development, Tourism & Events Co-ordinator Simon Lee hosted the event, with Tasmania Police Inspector Shane LeFevre addressing guests. All those who attended received certificates of recognition for their contribution to the West Coast community.





## Rosebery Dump Point Installed

Recreational vehicle users have an additional location on the West Coast to remove grey water following the installation of a dump point in Rosebery.

A dump point had previously been located in Agnes Street but was removed several years ago due to concerns around traffic management. The new dump point is located in Park Road, opposite the caravan park, an ideal location says West Coast Mayor Phil Vickers.

“With so many tourists using motorhomes to see our region, to locate the dump point opposite the caravan park was ideal however it would not have been possible without our partnership with MMG Rosebery Mine who own the land,” Mayor Vickers said.

At a cost of just over \$3000 the project was highlighted for completion in the 2016/17 Capital Works program and was installed by TasWater following confirmation of permission to use MMG land.

“Rosebery mine is pleased to partner with the West Coast Council in providing an additional dump point for our RV visitors.” Operations Manager at MMG Rosebery Jenkins Kroon said. “The location of the dump point is in close proximity to the Rosebery Caravan Park and we would like to encourage our visitors to visit our local Caravan Park and to use this dump point instead of the toilets at the MMG-owned Stitt Park, with these toilets closing down due to high maintenance costs.”





## Cruise Ship Passengers Visit West Coast

Cruise ship passengers docked in Hobart managed to experience more of Tasmania thanks to an innovative partnership between the West Coast Wilderness Railway and Par Avion.

Almost fifty passengers from the ship flew into Strahan before experiencing the historic railway trip to Queenstown and flying back to Hobart from the Queenstown airport.

West Coast Wilderness Railway partnered with Par Avion to deliver “The Wilderness Experience” for a select number of guests on-board the cruise ship. Guests travelled the full length of the railway from Strahan to Queenstown, experiencing the beauty and uniqueness of the journey on the railway,

West Coast Council praised the partnership, “This is a great initiative by all businesses involved to ensure visitors to Tasmania can experience as much as possible in their short time here,” West Coast Mayor Phil Vickers stated. “That passengers chose to travel to the West Coast says a lot for the level of interest our region is achieving.”

The passengers were transported via five planes which enabled them to land at Strahan and Queenstown, both airports maintained by West Coast Council. Having airports at either end of the West Coast Wilderness Railway made the trip a possibility for clients who were only in Hobart for the day.

Council’s Economic Development, Tourism and Events Co-ordinator will now work with the West Coast Wilderness Railway and Par Avion to further develop the partnership and explore the potential to develop other West Coast options that may appeal to cruise ship passengers.





## West Coast Aquatic Facilities Strategy

Council appointed consultants @leisure Planners to prepare an aquatic strategy for the region. The West Coast Aquatic Facilities Strategy will:

- Assess the condition of the existing pools, and review usage, pricing and performance
- Engage with users and the community about future options for aquatic facilities
- Analyse the likely demand for aquatic facilities and services in West Coast
- Present options and a long-term plan for how swimming pools will 'look'/operate in the future
- Prepare a 1 year and a 3 business plan for the operation of the swimming pool/s in a manner that is supported/understood by all stakeholders and within Council's budget capabilities.

In keeping with the *West Coast Community Plan 2025* and Council's Engagement Policy, @leisure sought input from the broader community and facility users to determine the future of the existing pools and the future plan for these facilities.

A dedicated project webpage and Facebook page and an online survey were established as portals to encourage engagement, and community meetings were held in Queenstown, Zeehan and Rosebery. Residents were also encouraged to make written submissions and direct contact was made with identified stakeholders.

Consultants sought answers to questions including:

- How, when, and what activities the existing pools are used for?
- What is the best mix of aquatic facilities required in the long term across the West Coast that can maximize usage, and provide an acceptable level of service within budget?
- What are the strengths and weaknesses of each pool, in-terms of the facility and the service it provides for the whole community? For example: people learning to swim, families with children, teenagers and young people, people who swim or go to programs for fitness, older adults and people with a disability, and residents and workers.
- What would encourage you to visit your local pool, or to visit it more often?
- Suggestions about the future development or operation of swimming pools on the West Coast

A complete West Coast Aquatic Facilities Strategy and associated business plans were scheduled to be presented to Council for adoption in early 2017-2018.





## Roads to Recovery Program 2016/17

Roads to Recovery, or R2R, is an initiative of the Australian Government which aims to support maintenance of the nation's local road infrastructure assets.

During 2016/17 Council utilised \$550,000 of funding received under this program to upgrade sections of roads in Zeehan, Trial Harbour, Granville Harbour, Strahan and Rosebery. These roads were selected after they were considered as being either high risk, having increasing maintenance costs, high traffic usage or highlighted as a concern by the community.

Local, West Coast contractors successfully worked together to complete the Roads to Recovery program.





## Footpath Improvement Program

The West Coast Council's Footpath Improvement Program for 2016/17 saw sections of footpaths across the region upgraded.

The program is an initiative of the West Coast Council which aims to provide the community with selected footpaths to be upgraded on a yearly basis.

Footpaths were selected based on an assessment criteria which considered safety, condition, usage and ability for works to fit within the \$500,000 budget allocation. Nine sites in Queenstown, Rosebery, Zeehan and Tullah were selected for construction of new kerb and channel and access points, with some footpaths concreted and others sealed.

Council believes that it is important to coordinate long-term strategies regarding our asset management to ensure longevity for our facilities and infrastructure and completion of these upgrades was the start to that process.

The program, which saw people employed on a casual basis for the duration of the program, was completed on time and on budget.

"Following Council's standard recruitment process which saw forty applications, ten successful applicants completed an induction to Council's team," General Manager Dirk Dowling said.

"The commitment shown by those working on the program is to be commended, with many having their first experience concreting and working with local government. The efforts of all on the team have allowed this program to be completed on time and on budget."

The program builds on previous programs Council has managed in the last few years which also resulted in casual employees gaining skills and securing fulltime employment. The skills learnt during the current program have resulted in one casual employee gaining a full time position with another organisation.

The success of the Footpath Improvement Program and its management structure is strongly supported by West Coast Councillors who are looking to make an allocation in the next budget to continue the program.

"Not only did the program deliver much needed improvements to footpaths across the region, it gave a boost to employment in the region, something Council was excited to be able to offer," Mayor Phil Vickers said.





## Financial & In-Kind Assistance

Council receives many applications for a variety of assistance to community and industry groups, organisations and high achieving youth. The Financial & In-Kind Assistance Policy and associated guidelines (including the Community Assistance Program) is used to assess requests for assistance - both financial and in-kind and ensures a consistent, coordinated and transparent approach to the way Council provides assistance.

The following assistance was provided:

### Sponsorship & Event Development Fund

	Amount	
	Cash	In Kind
The Unconformity		\$5,301.30
Queenstown Pioneer Cemetery Restoration		\$660.40
Zeehan Neighbourhood Centre		\$756.00
Active Strahan		\$2,121.60
Bright Ideas	\$2,000.00	\$1,372.00
Zeehan Gem & Mineral Fair	\$5,500.00	\$319.95
Ten Days on the Island	\$3,300.00	
Swap Meet	\$800.00	
Rosebery Athletics		\$6,786.00
St Joseph's P&F Committee	\$660.00	\$140.00
Mt Lyell Craft Committee		\$721.20
Trial Harbour Progress Association	\$508.20	
Rosebery Daycare Centre	\$651.20	
Zeehan Gem & Mineral Fair	\$5,500.00	\$319.95
Rosebery Festival	\$4,145.60	\$854.40
Mt Lyell Strahan Picnic Committee	\$1,500.00	\$1,910.40
CWA Strahan Branch	\$500.00	\$306.60
Mountain Heights School	\$400.00	
Rosebery Childcare Fundraising Committee	\$651.20	
Queenstown Christmas Parade Committee		\$500.00
Strahan Christmas Decoration Committee	\$97.40	\$402.60
Annual Macquarie Harbour Clean up		\$11,825.00
Strahan Mini League	\$5,000.00	
Bororong Wildlife Sanctuary		\$625.50
Beacon Foundation		\$225.00
Rosebery Women's Hockey Association		\$504.00
<b>Totals</b>	<b>\$31,213.60</b>	<b>\$35,651.90</b>





## Community Assistance Program

Details	Category	Amount
Strahan Primary School	School	\$75.00
St Josephs - Rosebery	School	\$75.00
St Josephs - Queenstown	School	\$75.00
Zeehan Primary School	School	\$75.00
Mountain Heights - Primary	School	\$75.00
Mountain Heights - Secondary	School	\$150.00
Rosebery District – Primary	School	\$75.00
Rosebery District - Secondary	School	\$150.00
Queenstown Netball Association	Sporting Club	\$500.00
Queenstown Anglers Club	Sporting Club	\$250.00
Queenstown Amateur Swimming Club	Sporting Club	\$150.00
Zeehan Neighbourhood Centre	Not for Profit	\$500.00
Queenstown Senior Citizens Club	Community Group	\$500.00
Zeehan Community Christmas Committee	Community Group	\$500.00
Lions Club of Rosebery (Parade)	Community Group	\$400.00
Queenstown Fire Brigade	Community Group	\$200.00
CWA Zeehan	Community Group	\$479.85
Lions Club of Rosebery (Repairs)	Community Group	\$500.00
Queenstown PCYC	Community Group	\$500.00
Kelsi Jarvis	Individual Sports (Youth)	\$150.00
		\$5,379.85





## Australia Day Awards

The West Coast Australia Day Awards are presented by the West Coast Council as part of annual Australia Day celebrations.

The West Coast thrives due to the relentless contributions of volunteers and committees organising events and providing services to others and Council actively encourages people to nominate an individual who has made an outstanding contribution to the West Coast community, or an individual or organisation who hosted an outstanding West Coast event.

With outstanding volunteer contribution to the West Coast community, Queenstown resident Geoffrey Steele was the recipient West Coast Citizen of the Year. This award is presented to the person who has made an outstanding contribution during 2016 and/or given outstanding contribution to the local community over a number of years.

Mr Steele has volunteered countless hours and much energy to help our community over the past forty years. Mr Steele's contribution to the West Coast includes involvement with the Queenstown Amateur Swimming Club, the Mt Lyell Strahan Picnic Committee, Queenstown Lions Club & the 1st Queenstown Scout Group.

Up and coming wood-chopper Riley Sheehan was announced as the West Coast Young Citizen of the Year.

"Riley's success is exceptional given he is self-taught," Mayor Vickers said of the twenty-one year old. "He has gone from strength to strength, winning many major tournaments around Australia. A true role model for West Coast youth aspiring to succeed in their chosen field."

Riley's achievements include:

- 2015 Most Improved Robin Gray perpetual trophy
- 55th Eric Reece Tasmanian 1000
- Clayton Steward Memorial Trophy
- Royal Sydney Show under 21 Team Race
- Royal Queensland Show 350ml standing chop, 300ml standing chop and 275ml standing chop

The Community Event of the Year, presented to the group or person who has staged the most outstanding community event of 2016, was awarded to the Lake Burbury Fishing Competition. An annual event organised by the Queenstown Anglers Association Inc., the competition is open to all ages and attracts entries from across Tasmania and interstate. The event has been held for twenty-five years and not only promotes an enjoyable way for people to experience the West Coast environment and recreational opportunities, the influx of competitors promotes the West Coast and stimulates the local economy.





## Certificate of Excellence

The West Coast Visitor Information Centre in Strahan received a TripAdvisor® Certificate of Excellence. The achievement celebrates hospitality businesses that have earned consistent praise from travellers over the past year. Certificate of Excellence recipients include accommodations, eateries and attractions located all over the world that have continually delivered a quality customer experience.

The Centre, managed by West Coast Council, sees over 75,000 people come through the doors annually and is a member of the Tasmanian Visitor Information Network, providing a vital service for tourists and local business owners alike along with employment opportunities.





## Car Wrap Draws Attention

The West Coast is on show across Tasmania courtesy of a dynamic montage of images on the West Coast Council General Manager's vehicle.

Promoting the West Coast through images portraying adventure tourism, wilderness and heritage, the car wrap is sure to capture the attention of people across the State.

"We must continue to think of different ways to get the message across that the West Coast is an amazing place to visit, and a special place to live," West Coast Mayor Phil Vickers said. "Our General Manager is often required to travel across Tasmania to attend meetings so we thought, why not use the vehicle he's travelling in to promote our region?"

Completion of the car wrap promotion is in line with the vision for the region adopted in the *West Coast Community Plan 2025* where it was recognised that "raising the profile and increasing awareness of the region's offering will assist in attracting new residents, and investment."





## Students Learn About Local Government

A group of Queenstown primary school students spent time learning about the role of Council within their community when Council hosted twenty-two grade 3/4 students from St Joseph's School, providing an overview of Council operations and giving them an opportunity to ask the General Manager questions about Council.

"It was exciting to see the willingness of the students to learn about what Council actually does and our role within their community," General Manager Dirk Dowling said following the visit. "They were genuinely surprised at the variety of services we provide, and at how much things like buying a garbage truck and running a sport facility, cost. There is so much value to visits such as these to raise awareness amongst our community, especially our future leaders, about the valuable services Councils deliver for their community,"

As part of the presentation Council utilised the Better Councils Better Communities short videos, developed by the Local Government Association of Tasmania. Students then worked in groups to list things they believed Council does, along with questions they would like to ask Council. Groups presented their findings to staff before touring the administration office and viewing a backhoe to demonstrate the diversity of Council operations.

"When adopting the *West Coast Community Plan 2025* Council committed to becoming a real leader within our community and to building partnerships that will foster stronger relationships with our residents," Mayor Phil Vickers said. "Spending time with our youth and expanding their knowledge about what is happening in the West Coast goes a long way to achieving this. Initiatives such as this visit builds enthusiasm and promotes student awareness of what is occurring locally and what they can aspire to achieve into the future."

Council staff are currently developing plans to work in partnership with all West Coast schools to roll out the program annually.





## West Coast Disaster Information

West Coast households received an important piece of information in their mailbox when the *West Coast Disaster Information* handout was delivered across the West Coast, providing West Coasters with vital details about what to do to prepare for an emergency and what to expect in the event of an evacuation.

The flyer, funded through the Natural Disaster Resilience Grant Program (NDRGP), and designed by West Coast graphic designer Lea Walpole using information collated by West Coast Council, is designed for residents to place on their fridge for quick access in an emergency and is a first for the region.

“This project has allowed Council to develop detailed information to help our residents prepare for a variety of emergency situations,” West Coast Mayor Phil Vickers said. “Never before have West Coast residents been provided with all this information in the one place, at the one time.”

The handout provides residents with tips to create an emergency plan, including an emergency kit checklist, and also includes maps of the larger West Coast communities. Precious non-human lives were also taken into consideration during the development of the handout, with a section detailing how best to manage pets and livestock in an emergency situation.

Also included in the project was the purchase of tables and chairs, recovery kits, generators and tents for use at evacuation and recovery centres during and after an emergency situation. Power supplies at two facilities were also upgraded to meet requirements for such centres. Council employees also underwent training to enable them to assist and support other organisations in tasks such as setting up recovery centres and registration of individuals.

As a result of the training undertaken by Council staff and the development of the Disaster Information handout, Council is in a good position to be able to provide a service to the community to assist in recovery in the event of an emergency.





## Strahan Helicopters Launch

West Coast Mayor Phil Vickers described viewing the West Coast from the air as ‘unbelievable’ when speaking at the launch of the new Strahan Helicopters business in Strahan.

Mayor Vickers says viewing the region from the air was a fantastic way to gain a full appreciation of the West Coast landscape.

“The helicopter flight was amazing. To see our environment from the air is something not to be missed – tree-covered mountains and gorges, Macquarie Harbour, Lake Burbury, the rugged hills around Queenstown and following the King River to Strahan. It was spectacular.”

Strahan Helicopters, operated by Albert DeVeth, specialise in tours offering scenic flights across the West Coast, including the option of transfers between Cradle Mountain and also a tour incorporating a stop at Lake St Clair and The Wall at Derwent Bridge.

“The best way to see Tasmania is from the air and the West Coast has some of the most impressive scenery in the world,” Mr DeVeth said.

Having lived on the West Coast as a young adult and operating successful helicopter businesses, expansion to the West Coast seemed a natural progression for the businessman.

“I am excited about the prospects for Strahan Helicopters, the smiles and excitement from passengers when they finish their tour is evidence enough that we have made the right decision to invest in the West Coast,” Mr DeVeth said.

West Coast Council, through Economic Development, Tourism and Events Co-ordinator Simon Lee, have worked with Mr DeVeth over several months to assist in establishing the business, including liaising with various Council and government departments regarding permits.

“It’s pleasing to see business confidence growing on the West Coast. Council is proactive in our approach to encouraging economic development within the region to promote job growth and a sustainable community. This involves supporting the attraction of new investment such as Strahan Helicopters,” Mayor Vickers said.





## Zeehan Bus Shelters

Dilapidated bus shelters were removed in Zeehan as part of West Coast Council's 2016/17 capital works program.

The shelters, located in Shield, Belstead and Gellibrand Streets, were demolished and a new shelter constructed at the Shield Street site. The new shelter is a more open design to deter vandalism.

The project continues Council's work to provide safe facilities for the public and is in line with the adopted community vision, detailed in the *West Coast Community Plan 2025*, to create and maintain community spaces and infrastructure," Council's General Manager, Mr Dowling said.





## Granville Harbour Community Meeting

West Coast Council facilitated a meeting at Granville Harbour to discuss a variety of matters affecting the small coastal community. The meeting was scheduled following discussions between Council and the Granville Harbour Coast Care group and allowed Council and other key stakeholders to consider items such as fire hazards and emergency management.

The meeting continues Council's commitment to partner with key stakeholders and engage with the community.

"The Coast Care group have done a great job coming to Council to talk about areas of concern and this is an opportunity for the wider Granville community to become involved in the process," Mayor Phil Vickers said.

Representatives from TasFire, Parks & Wildlife and Tasmania Police, along with members of the Granville Harbour community attended the meeting which saw a series of initiatives identified.

As a result of community queries, Council will now work with the community regarding potential space for a community noticeboard and screening at the transfer station. A representative from the Coast Care Group will also sit on the West Coast Weed Management Group.

The Zeehan Bushfire Mitigation Plan, recently developed by TasFire, was discussed in detail with the community looking to apply the same approach used for the Zeehan document in developing strategies for Granville Harbour where possible. Fire break possibilities will also be identified by the community with potential costs to be forwarded to Parks and Wildlife.

The West Coast Emergency Management Committee and Weed Management Group will monitor the progress of the proposed initiatives and will request updates and provide assistance across agencies as appropriate.

"It is great to see the community being positive and proactive in working with stakeholders to develop plans and complete projects. Council looks forward to a continued partnership with the Granville community and stakeholders," Mayor Vickers said.





## Economic Development Advisory Committee Established

Individuals with key West Coast interests and economic development and business experience were invited to join the West Coast Council Economic Development Advisory Committee (EDAC).

The Committee will assist Council in the development and implementation of potential projects along with other opportunities and priorities that are likely to emerge for the region. The EDAC will discuss, research, develop, recommend and assist Council to drive forward economic development initiatives.

Inaugural EDAC members are:

- Michelle Holmes/Jenkins Kroon – MMG
- Anthony Brown – West Coast Wilderness Railway
- Mark McDermott – Marsden Courts & Sharonlea Strahan Villas
- Adam Main – Tasmania Salmonoid Growers Association
- Peter Walker – Vedanta CMT
- Brad Coelho – RACT
- Luke Kapitany - Tassal

Council's Economic Development, Tourism & Events Co-ordinator is the EDAC secretariat and Roger Jaensch MP is the State Government representative.

Creation of the committee brings the West Coast a step closer to implementing further outcomes from the *West Coast Community Plan 2025*, with the first EDAC meeting held in November 2016.





## Zeehan Community Meeting

Zeehan residents attended a community meeting focused on bushfire safety. Organised by the Tasmania Fire Service (TFS) in partnership with West Coast Council, the meeting launched the Community Bushfire Mitigation Plan for Zeehan and the Bushfire-Ready Neighbourhoods Program in the area.

Council commended the work of TFS Bushfire Planning Officer Lyell Dean in developing the Community Bushfire Mitigation Plan with the community.

“The detail involved in developing this plan, along with the level of collaboration achieved between TFS and key stakeholders including the Zeehan community, Tasmanian Parks and Wildlife Service, Council and the West Coast Weed Management Group is outstanding,” West Coast Mayor Phil Vickers stated.

The Community Bushfire Mitigation Plan aims to address community concern regarding fire and weed infestation surrounding Zeehan and will see collaborative burn coordination between agencies.

“Tasmania Fire Service’s Fuel Reduction Program will fund the initial establishment cost for developing Fuel Modified Buffer Zones and upgrading strategic fire trails identified as important fire management infrastructure for Zeehan,” Lyell Dean said.

The Mitigation Plan will allow many stakeholders to work in partnership on bushfire priorities for Zeehan. The involvement of the TFS Bushfire-Ready Neighbourhoods Program in the community plays a valuable role in linking residents to this partnership.

“The Bushfire-Ready Neighbourhoods Program focuses on building a shared responsibility approach to bushfire preparedness through recognising that individuals, communities and the Tasmania Fire Service all play a part,” TFS Community Development Officer Suzette Harrison said.

Activities that could potentially be held in Zeehan as part of the Bushfire-Ready Neighbourhoods Program include property assessments, information sessions, survival planning workshops and field days.

“The Bushfire-Ready Neighbourhoods Program has proven successful in helping other Tasmanian communities and will see the Zeehan community become directly involved in bushfire preparation as they build resilience while working together,” Mayor Vickers said.

The meeting was a great opportunity for Zeehan residents to learn first-hand about the work being done to reduce bushfire hazards in their community.





## Destination West Coast

West Coast Council facilitated an all-inclusive event to determine how West Coast tourism operators and key stakeholders could be involved in strengthening the West Coast tourism industry to ensure ‘a resilient and strong tourism sector’ is built (*West Coast Community Plan 2025*, p. 33).

Over eighty people from across the West Coast tourism and business industry, and key state and regional representatives, attended the event.

Roger Jaensch MP made the welcoming address whilst international guest, Graham Budd (Chair of Regional Tourism Organisations New Zealand, CEO of Destination Queenstown and board member of the New Zealand Tourism Industry Association), talked to attendees about the experiences of Queenstown, New Zealand and how that community established themselves as world-leaders in tourism.

Other speakers, including Tourism Industry Council of Tasmania CEO Luke Martin, lead discussions around current tourism trends in Tasmania, how to capitalise on the opportunities they bring and the ways in which West Coast tourism operators and others who have contact with visitors to the West Coast can collaborate to ensure we become a leader in the industry.

To ensure all voices and ideas were heard we urged everyone involved in the West Coast tourism industry, including those unable to make the event, to also complete a short survey about the West Coast tourism industry.

The survey results, along with outcomes from discussion points at the event, were compiled and reviewed by a consultant in a further effort to gain an understanding of the industry as it currently stands whilst also providing an insight into how operators believe it should move forward.

The resultant report, *Destination West Coast – Setting the Foundations*, along with the *West Coast Community Plan 2025* and West Coast Destination Action Plan, have set the foundation for the future structure and development of the tourism industry in the region that is focussed on introducing innovation and creating exciting new approaches to help drive the sector forward.





## Stornoway Resource Sharing

A new partnership between Stornoway and the West Coast Council is a commitment to share resources for the delivery of asset maintenance works, and other infrastructure development on the West Coast.

The aim of the agreement is to promote sharing of the knowledge and resources of both parties. By combining the respective expertise of each organisation, both Council and Stornoway will have an improved capacity to problem solve and meet the future challenges of asset maintenance and construction.

Objectives of the resource sharing partnership are:

- Achieve a collaborative working partnership between Stornoway and West Coast Council
- Jointly plan works where possible and draw on our respective resources to work together
- Support the local community by planning and delivering projects for the West Coast community using local resources wherever possible
- Support the local community with job opportunities

Stornoway and the West Coast Council will share expertise, systems, labour, plant, equipment and other related resources for the identification, programming and delivery of maintenance and minor capital works and related services.

Scope of services that may be involved:

- Asset inspection and reporting
- Project supervision
- Maintenance works programming
- Project tendering
- Routine maintenance works delivery
- Minor capital works delivery
- Emergency Response - 24/7 emergency event management

This agreement is a demonstration that Council has shown foresight in looking outside the normal realm of local government to find efficiencies and is in keeping with the outcomes adopted in the *West Coast Community Plan 2025*.

**This project a finalist in the  
Innovative Tasmania Awards  
2017  
(Innovative Service Award  
Category)**





## TODAY Show Visit

Television stalwart TODAY visited the West Coast in April 2017, broadcasting live from Strahan to an audience of millions.

Council staff from the West Coast Visitor Information Centre played an integral role in the event, acting as local liaison between TODAY representatives and West Coast Council and West Coast tourism operators.

The broadcast showcased the West Coast landscape and experiences such as Gordon River Cruises, the West Coast Wilderness Railway and ATV adventures on the Henty Dunes. Local identities showcased crayfish cooking and wood chopping whilst Strahan's convict history was highlighted via an entertaining performance from the *Ship that Never Was* and local children.



Strahan Primary School and *The Ship That Never Was*



# Key Functions and Achievements

*Plane flying out of Queenstown Airport*



## Our People Our Community

**Vision:** Residents & visitors feel safe, healthy and connected to their community through access to appropriate and relevant services, activities and facilities.

### 1.1 The West Coast communities are accessible and safe for residents and visitors to the Region

Actions	Results
<p><b>Strategy:</b> 1.1.1 Create and maintain community spaces and infrastructure.</p> <ul style="list-style-type: none"> <li>Continue to deliver an extensive Footpath Creation &amp; Improvement Program (including Kerb and Channel where necessary) across all towns on the West Coast.</li> <li>Secure funding for, and implement, an extensive Roads to Recovery Program.</li> <li>Continue bridge asset upgrades and installation of guard rails throughout municipalities – as budget allows.</li> </ul>	<p>Completed. Works and Operations staff have delivered an extensive Footpath Creation &amp; Improvement Program (including Kerb and Channel where necessary) across all towns on the West Coast.</p> <p>Completed. Every year Council implements a Capital Works Program designed to create new and sustainable projects into our communities. These projects include major repairs and/or new installations to footpaths, roads, underground infrastructure etc. These projects also fit the criteria outlined by the community in their 10 year plan. The Works and Operations department also works to a 3-5 year plan to execute these Capital Works Programs effectively. Several grants were also applied for, seeking funding for future major Capital Works Projects.</p>



*Granville Harbour Community Meeting*



Actions	Results
<ul style="list-style-type: none"> <li>Implement an Equipment Safety Inspection Process / Framework for all Council controlled Playgrounds</li> </ul>	<p>Completed.</p> <p>Works and Operations staff adopted a Play Space Strategy and used this as a base to undertake all maintenance and replacement work to our playgrounds.</p>
<ul style="list-style-type: none"> <li>Work closely with community groups and other stakeholders to secure additional beneficial infrastructure.</li> </ul>	<p>Council partnered with Active Strahan for their interpretative sign project along the Strahan foreshore walk, aiming to provide details about the history of Strahan whilst encouraging physical activity.</p> <p>New basketball rings were installed at the Queenstown Sports Stadium as part of a late CAPEX project. This facility is used by three local non-profit sporting organisations all year around. The Queenstown Squash and Fitness Centre had a paint makeover.</p>
<ul style="list-style-type: none"> <li>Implement an extensive Capital Expenditure Program totalling \$2.9 million.</li> </ul>	<p>Completed.</p>

**Strategy:** 1.1.2 Maximise community safety through safe urban design.

<ul style="list-style-type: none"> <li>Undertake a Land Use Planning exercise to incorporate, amongst other elements, urban design for future development.</li> </ul>	<p>This project commenced late April/early May with the engagement of a consultant to assist Council in developing a comprehensive Land Use Planning Strategy.</p>
<ul style="list-style-type: none"> <li>Finalise development of the new Parking By-Law and new Street Dining Policy and By-Law.</li> </ul>	<p>The West Coast Parking By-Law 2016 No 1 was finalised and adopted in December 2016.</p> <p>The West Coast Street Dining By-Law 2017 No 1 was finalised and adopted in June 2017.</p> <p>Both of these by-laws are essential in assisting Council to provide consistency across the community.</p>
<ul style="list-style-type: none"> <li>Develop Parking Management Plans for all West Coast towns.</li> </ul>	<p>Not completed.</p> <p>Carried over for completion in 2017-2018.</p>

**Strategy:** 1.1.3 Develop and implement a best practice Emergency Management Framework in partnership with relevant organisations.

<ul style="list-style-type: none"> <li>Continue involvement with, and coordination of, the West Coast Emergency Management Committee (including further refinement of plans and procedures).</li> </ul>	<p>Completed.</p> <p>The Committee continued to progress outstanding planning matters.</p>
<ul style="list-style-type: none"> <li>Investigate further funding opportunities to upgrade additional Council Buildings for potential Evacuation /Recovery Centre operations.</li> </ul>	<p>Two buildings were retrofitted as part of the NDRGP project, to enable generator supply to feed electrical equipment during an emergency.</p>
<ul style="list-style-type: none"> <li>Conduct scenario training with members of the Emergency Management Committee.</li> </ul>	<p>The Committee conducted a scenario exercise in partnership with the CMT mine operation in Queenstown.</p>



Actions	Results
<ul style="list-style-type: none"> <li>• Conduct 'on-ground' scenario training with Council staff relating to Evacuation/Recovery Centre operations.</li> </ul>	<p>Not completed. Council staff undertook relevant training in anticipation of "on-ground" scenario training occurring during 2017/18.</p>
<ul style="list-style-type: none"> <li>• High level Council involvement on State Fire Management Area Committee.</li> </ul>	<p>The General Manager and Co-ordinator of Operations attended relevant meetings.</p>
<ul style="list-style-type: none"> <li>• Continue liaison with (and lobbying of) relevant State and Federal Government departments on West Coast priorities (e.g. fuel reduction practices and other fire management planning).</li> </ul>	<p>Completed. See Highlights section.</p>
<ul style="list-style-type: none"> <li>• Continue close partnership with the State Emergency Service and support their operations where practical and in line with legislative requirements.</li> </ul>	<p>Council continued to fund the operations of the SES on the West Coast during the period.</p>
<ul style="list-style-type: none"> <li>• Continue involvement of West Coast Municipal Emergency Management Co-ordinator and Deputy Municipal Emergency Management Co-ordinator with the North West Regional Emergency Management Committee.</li> </ul>	<p>During the period, the West Coast Municipal Emergency Management Co-ordinator (Council's General Manager) and Deputy Municipal Emergency Management Co-ordinator (Council's Co-ordinator of Operations) attended meetings.</p>
<ul style="list-style-type: none"> <li>• Finalise Natural Disaster Resilience Program Project (including public awareness campaign, training and equipment commissioning).</li> </ul>	<p>The West Coast Disaster Information handout was distributed across the West Coast, providing West Coasters with vital details about what to do to prepare for an emergency and what to expect in the event of an evacuation. The handout is designed for residents to place on their fridge for quick access in an emergency and is a first for the region. Also included in the project was the purchase of tables and chairs, recovery kits, generators and tents for use at evacuation and recovery centres during and after an emergency situation. Power supplies at two facilities were also upgraded to meet requirements for such centres. Council employees also underwent training to enable them to assist and support other organisations in tasks such as setting up recovery centres and registration of individuals.</p>
<ul style="list-style-type: none"> <li>• Implement upgrades to equipment and infrastructure to establish a comprehensive VHF radio operational capability for Council communications.</li> </ul>	<p>Completed. Council staff, as part of the CAPEX Program, installed radios into working vehicles, depots, and the administration office. Procedures have been implemented and training undertaken by staff to ensure correct communication methods are used.</p>



Actions	Results
---------	---------

**Strategy:** 1.1.4 Ensure appropriate levels of public transport to and from each of the communities.

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Continue to review existing infrastructure in consultation with all stakeholders (including residents and ratepayers).</li> </ul>   | <p>Completed.<br/>Operations staff responded to all complaints/requests submitted by residents on the West Coast. Requests are monitored and reviewed every financial year to ensure major problems are dealt with economically via the annual CAPEX program.</p> |
| <ul style="list-style-type: none"> <li>Liaise with relevant transport operators and other decision-makers to ensure all opportunities are capitalised on and lobby and facilitate for desired outcomes as required.</li> </ul> | <p>Council hosted two State Government Regional Cabinet Meetings during the period for State Government, and prepared detailed Issues and Opportunities papers for both events to lobby Ministers regarding critical requirements on the West Coast.</p>          |

**Strategy:** 1.1.5 Investigate the case for developing and expanding major airport infrastructure for Strahan Airport

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Continue discussions and negotiations with key stakeholders.</li> </ul>  | <p>A project for undertaking a full feasibility study to explore potential options commenced during the period.</p>  |
| <ul style="list-style-type: none"> <li>Pursue Feasibility Study for future development potential as a matter of urgency.</li> </ul>   | <p>Funding via the State Government's Community Infrastructure Fund was secured.</p>   |
| <ul style="list-style-type: none"> <li>Continue with upgrade and improvement works to secure current operational capability and to meet minimum CASA compliance requirements, and to build relationships with other aviation stakeholders.</li> </ul> | <p>Completed.<br/>The Works and Operations Department completed \$30,000.00 of works to the Strahan Airport to ensure its compliance with CASA Guidelines.</p> |

## 1.2 More connected and inclusive communities.

**Strategy:** 1.2.1 Support and create opportunities for inter-community participation

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Provision of financial &amp; in-kind assistance through Council's Community Assistance Grants &amp; Sponsorship Fund &amp; Event Development Fund &amp; Contingency Fund to support local events.</li> </ul>                                | <p>Completed.<br/>Council staff assessed 20 sponsorship applications for the 2016/17 financial year. Several of these applications supported major West Coast events (Unconformity, Rosebery Festival, Rosebery Athletics Carnival, Beach to Bay, and Zeehan Gem and Mineral Festival).</p> |
| <ul style="list-style-type: none"> <li>Utilise Council contacts database and relevant communication platforms to engage with residents regarding promotion of events and activities (e.g. community, cultural, recreational), which encourage inter-town participation.</li> </ul> | <p>Emails to Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised on numerous occasions to promote events and activities across the West Coast region.</p>  |



Actions	Results
---------	---------

**Strategy: 1.2.2 Improve access to cultural activities**

<ul style="list-style-type: none"> <li>Address wherever possible, and advocate on behalf of, the special needs of relevant groups.</li> </ul>	The need for a new role within Council to drive this important focus area (Community Development and Events Officer) was identified.
<ul style="list-style-type: none"> <li>Liaise with key stakeholders to ensure West Coast is “on the radar” of organisations associated with cultural activities.</li> </ul>	The need for a new role within Council to drive this important focus area (Community Development and Events Officer) was identified.
<ul style="list-style-type: none"> <li>Continue to improve &amp; work with recipients to ensure Citizenship Ceremonies are personalised to people from different cultures.</li> </ul>	Citizenship ceremonies were held upon request. Appropriate liaison took place with candidates to ensure needs were met.

**Strategy: 1.2.3 Support initiatives for the Regions youth**

<ul style="list-style-type: none"> <li>Continue to deliver Integrated Family Support Services through the Alliance partnership project.</li> </ul>	Completed. See page 78
<ul style="list-style-type: none"> <li>Establish the Education and Training Advisory Committee.</li> </ul>	Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.
<ul style="list-style-type: none"> <li>Develop a strategy for assessing the suitability/opportunity for youth involvement in each initiative or project in the region.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Provide financial and/or in-kind support for individual youth recipients, through the Community Assistance Program.</li> </ul>	Completed.
<ul style="list-style-type: none"> <li>Facilitate access to Council owned or controlled sporting and other facilities.</li> </ul>	Completed. Sporting facilities and recreational spaces are maintained as budgets allow. Recreations grounds are prepared for school athletics carnivals, cross country events, cricket, football, and community sporting carnivals and events. Council staff approve bookings for all Council owned facilities. Outdoor staff prepare the facilities as per the terms and conditions in the hire application forms.
<ul style="list-style-type: none"> <li>Identify projects, seek funding and implement (in partnership with other stakeholders) specific opportunities for young people on the West Coast e.g. Economic Development, Tourism and Events Co-ordinator to explore options for the creation of a West Coast Youth Council.</li> </ul>	Not completed.



Actions	Results
---------	---------

**Strategy:** 1.2.4 Encourage and recognise volunteering which supports a range of community safety, recreational, sporting and cultural activities.

<ul style="list-style-type: none"> <li>Develop a strategy whereby volunteer involvement is assessed as an option in regard to all appropriate activities and projects. Investigate all available Volunteer Coordination Organisations that may be able to assist.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Mayoral and Councillor attendance at relevant events, ceremonies and other public occasions to promote and recognise the contribution of volunteers locally.</li> </ul>	The Mayor and Councillors attended a range of events etc., throughout the year.
<ul style="list-style-type: none"> <li>Appropriately recognise West Coast volunteers during National Volunteers Week 2018, via appropriate communications platforms.</li> </ul>	Volunteers were recognised via utilisation of Council's contacts database, along with communication platforms such as Facebook, radio and print media.
<ul style="list-style-type: none"> <li>Investigate hosting an event to recognise and thank West Coast volunteers during National Volunteers Week 2018.</li> </ul>	In recognition of the contribution of volunteers across the West Coast, Council hosted an event in May as part of National Volunteer Week to acknowledge the generous contribution volunteers make to our communities. Over sixty volunteers from a variety of organisations and community groups attended. See Highlights section.

**Strategy:** 1.2.5 Develop and implement a West Coast Beautification Program and associated Signage Strategy for the Region.

<ul style="list-style-type: none"> <li>Economic Development Advisory Committee to investigate options and review recent Signage Audit conducted by TWWTA (taking into account any new Brand development work also being undertaken during 2016/17) and make recommendations to Council.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Develop and implement a public education and awareness campaign relating to the beautification of townships and other population centres on the West Coast.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Continue with town beautification works generally - as budget allows.</li> </ul>	As part of the daily maintenance schedules, Council staff ensure that all parks, recreational spaces, footpaths, roads, and underground infrastructure is maintained. Repairs are undertaken as necessary and where possible, major repairs are fixed through CAPEX programs.



Actions	Results
---------	---------

**Strategy:** 1.2.6 Actively support the development of arts and cultural heritage in the Region

<ul style="list-style-type: none"> <li>Continue to foster and promote arts events and heritage sites, including museums.</li> </ul>	<p>Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised to promote events and activities across the West Coast region.</p>
<ul style="list-style-type: none"> <li>Finalise lease arrangements for Queenstown Pioneer Cemetery from Crown Land to the Council.</li> </ul>	<p>Lease agreement was finalised with Council holding the lease until June 2036.</p>
<ul style="list-style-type: none"> <li>Work with existing partners to finalise the remediation and renovation work at the Queenstown Pioneer Cemetery; and explore options for remediating and renovating other historical cemeteries and heritage assets in the region.</li> </ul>	<p>Council entered into a partnership during the period with West Coast Connect to remediate and renovate the Queenstown Pioneer Cemetery. Council also considered and budgeted for a Cemeteries Study to be undertaken during 2017/18.</p>
<ul style="list-style-type: none"> <li>Provide facilities for related events.</li> </ul>	<p>Sporting facilities and recreational spaces are maintained as budgets allow. Recreation grounds are prepared for school athletics carnivals, cross country events, cricket, football, and community sporting carnivals and events.</p>
<ul style="list-style-type: none"> <li>Utilise the West Coast contacts database and relevant communication platforms to engage with residents regarding promotion of events and activities (e.g. community, cultural, recreational) which encourage inter-town participation</li> </ul>	<p>Emails to Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised on numerous occasions to promote events and activities across the West Coast region.</p>
<ul style="list-style-type: none"> <li>Support community events &amp; groups through planning and implementation activities.</li> </ul>	<p>Council staff liaised with a range of event organisers to ensure all requirements (safety/legislative) were met.</p>

### 1.3 Active participation in sport, recreation and leisure opportunities.

**Strategy:** 1.3.1 Continually develop the Sport & Recreation plans for the Region to promote efficient use of existing sporting facilities and identify future sporting facility requirements.

<ul style="list-style-type: none"> <li>Continue to liaise with Communities, Sport and Recreation departments (both tiers of Government) regarding available funding and opportunities.</li> </ul>	<p>Council assessed all available funding opportunities and also promoted the funding streams to West Coast community groups and sporting organisations via communication channels.</p>
<ul style="list-style-type: none"> <li>Investigate options to foster other sports in the region.</li> </ul>	<p>Not completed.</p>
<ul style="list-style-type: none"> <li>Review (and update where necessary) the existing West Coast Sport and Recreation Plan 2010-2020.</li> </ul>	<p>Not completed. Council was unsuccessful in its application for funding of this project. However, Council has budgeted to undertake a full review in 2017/18.</p>



Actions	Results
---------	---------

**Strategy:** 1.3.2 Encourage and support 'Active Lifestyle' initiatives and programs.

<ul style="list-style-type: none"> <li>Establish a Health and Active Lifestyle Advisory Committee.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Actively promote the use of all recreation facilities e.g. Council currently offers the community access to several gym facilities and three swimming pool facilities (during the summer months).</li> </ul>	Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised on numerous occasions to promote the use of recreation facilities across the region, including gyms and swimming pools
<ul style="list-style-type: none"> <li>Continue to accommodate a variety of membership options and classifications for relevant facilities, including concession discounts and group booking discounts.</li> </ul>	Completed.
<ul style="list-style-type: none"> <li>Utilise West Coast contacts database and relevant communication platforms to engage with residents regarding promotion of events and activities (e.g. community, cultural, recreational) which encourage inter-town participation</li> </ul>	Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised on numerous occasions to promote events and activities across the West Coast region
<ul style="list-style-type: none"> <li>Support community events &amp; groups through planning and implementation activities.</li> </ul>	Council staff liaised with a range of event organisers to ensure all requirements (safety/legislative) were met.

**Strategy:** 1.3.3 Improved access is available to recreation facilities for young people.

<ul style="list-style-type: none"> <li>Continue to support youth participation at recreation facilities, in accordance with adopted Fees and Charges e.g. providing a 50% reduction in fees at some facilities and free access for other facilities for youth under the age of 13.</li> </ul>	Completed.
<ul style="list-style-type: none"> <li>Continue to provide free hire of Council swimming pools for learn to swim programs operated by West Coast Schools.</li> </ul>	This policy was altered during the period due to changing operations of the swimming pools.

**Strategy:** 1.3.4 Passive and active recreational open space is available to, and used by, the community.

<ul style="list-style-type: none"> <li>Undertake a Land Use Planning exercise to incorporate, amongst other elements, a review of passive and active recreational open space assets.</li> </ul>	This project commenced late April/early May with the engagement of a consultant to assist Council in developing a comprehensive Land Use Planning Strategy Project.
---	---



## Actions

## Results

### 1.4 The health and welfare of the community is maintained through effective medical care.

**Strategy:** 1.4.1 Undertake a gap analysis of health service provision in the Region.

- Health and Active Lifestyle Committee to liaise with other stakeholders (including relevant government agencies) to assess gaps in health service provision and make recommendations to Council.

A charter has been developed and was approved by Council, with the Committee to be created in 2017/18.

**Strategy:** 1.4.2 Encourage best practice collaboration amongst health care providers, UTAS, industry sectors and suppliers inside and outside of the West Coast.

- Continue to liaise with all stakeholders and lobby both tiers of Government for better outcomes on the West Coast.

Council continued to alert the State Government to problems and priorities for the West Coast.

**Strategy:** 1.4.3 Provide educational opportunities for multiskilling for health care professionals

- Continue to liaise with all stakeholders and lobby both tiers of Government for better outcomes on the West Coast.

Council continued to alert the State Government to problems and priorities for the West Coast. Council also hosted the visiting medical students from UTAS Rural Medical School Program.

**Strategy:** 1.4.4 Assess and support E -health and new technologies, systems and processes in the health care industry.

- Continue to push for the establishment and delivery of a mix of NBN technologies on the West Coast that will support e-health and other health and welfare initiatives.
- Consult with UTAS on advances and opportunities in new technologies for E-health to remote areas and research funding opportunities for any identified initiatives.

Council successfully galvanised community support and lobbied the Federal Government for a mix of technology solutions, as opposed to satellite only coverage for the West Coast.

Not completed.

**Strategy:** 1.4.5 Encourage and facilitate greater service provision based on the needs of the region.

- Continue to liaise with all stakeholders and lobby both tiers of Government for better outcomes on the West Coast.

Council continued to alert the State Government to problems and priorities for the West Coast.

**Strategy:** 1.4.6 Assess and improve transport opportunities for the disabled and socially disadvantaged in the Region.

- Continue to liaise with all stakeholders and lobby both tiers of Government for better outcomes on the West Coast

Council continued to alert the State Government to problems and priorities for the West Coast.



Actions	Results
---------	---------

**Strategy:** 1.4.7 Partnerships fostered to coordinate approach to promote the Region to attract skilled medical professionals to the Region.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Following gap analysis (1.4.1) liaise with peak health care bodies to foster greater regional service provision.</li> </ul>          | Not completed.  |
| <ul style="list-style-type: none"> <li>Continue the push for the best NBN service possible for the West Coast.</li> </ul>   | Completed.<br>Liaison with Federal Government and NBN Co., was undertaken regarding delivery of \$18.5M commitment. |
| <ul style="list-style-type: none"> <li>Coordinate communications relating to the establishment of a Health &amp; Active Lifestyle Advisory Committee to Council.</li> </ul> | Communications relating to the establishment of the committee were completed.                                       |

## 1.5 The community's social needs are supported through the provision of a range of essential social and community services.

**Strategy:** 1.5.1 Provide adequate services for the ageing in the community.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Continue to provide financial support for low income households by granting a further 10% remission on rates and charges in accordance with Council Policy.</li> </ul>             | Council continues to provide assistance to pensioners due to the remoteness of the West Coast and the increased living costs for some. |
| <ul style="list-style-type: none"> <li>Continue to liaise with (and lobby) relevant service providers and government agencies to secure existing services and to explore expansion options for the West Coast.</li> </ul> | Council continued to alert the State Government to problems and priorities for the West Coast.   |

**Strategy:** 1.5.2 The high standard of library facilities and services to the community is maintained to meet the educational, recreational and informational needs of the community.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Continue to liaise with (and lobby) relevant service providers and government agencies to secure existing services and to explore expansion options for the West Coast.</li> </ul> | Council continued to alert the State Government to problems and priorities for the West Coast. |
|---|--|

**Strategy:** 1.5.3 Ensure the provision of and promote online learning opportunities.

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Continue to push for appropriate NBN infrastructure and outcomes that facilitate improved online learning opportunities.</li> </ul> | Completed.<br>Liaison with Federal Government and NBN Co., was undertaken regarding delivery of \$18.5M commitment. |
|--|---|



Actions	Results
<ul style="list-style-type: none"> <li>Enhance Council media and communications capability to promote relevant opportunities.</li> </ul>	<p>Capability was continually reassessed to ensure opportunities to enhance communications were provided. Council is aware of the low digital literacy rate amongst residents, and poor internet capabilities in some communities. Promotion of relevant opportunities incorporated both online, radio and print communications where appropriate. A dedicated Media and Communications role is imperative to ensuring high quality, professional communications are relayed on behalf of Council.</p>

**Strategy:** 1.5.4 Coordinate and promote the education opportunities available on the West Coast.

<ul style="list-style-type: none"> <li>Liaise with Education providers regarding opportunities and future planning.</li> </ul>	<p>Not completed. The establishment of the ETAC will provide a platform for this in future years.</p>
<ul style="list-style-type: none"> <li>Establish an Education &amp; Training Advisory Committee of Council.</li> </ul>	<p>Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.</p>

**Strategy:** 1.5.5 Foster the development of innovative practices in the education sector.

<ul style="list-style-type: none"> <li>Liaise with Education providers regarding opportunities and future planning.</li> </ul>	<p>Not completed. The establishment of the ETAC will provide a platform for this in future years.</p>
<ul style="list-style-type: none"> <li>Establish an Education &amp; Training Advisory Committee of Council.</li> </ul>	<p>Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.</p>
<ul style="list-style-type: none"> <li>Continue to push for appropriate NBN infrastructure and outcomes that facilitate improved online learning opportunities.</li> </ul>	<p>Completed. Liaison with Federal Government and NBN Co., was undertaken regarding delivery of \$18.5M commitment.</p>

## 1.6 Innovative educational provision that meets the needs of the Region.

**Strategy:** 1.6.1 Continue to investigate implementation opportunities for the sustainable extension of educational provision to Years 11 & 12 in the region.

<ul style="list-style-type: none"> <li>Liaise with Education providers regarding opportunities and future planning.</li> </ul>	<p>Not completed. The establishment of the ETAC will provide a platform for this in future years.</p>
<ul style="list-style-type: none"> <li>Establish an Education &amp; Training Advisory Committee of Council.</li> </ul>	<p>Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.</p>



Actions	Results
---------	---------

**Strategy:** 1.6.2 Facilitate resource sharing and maximise the use of existing educational facilities (private and public).

- Liaise with Education providers regarding opportunities and future planning.
- Establish an Education & Training Advisory Committee of Council.

Not completed.  
The establishment of the ETAC will provide a platform for this in future years.

Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.

**Strategy:** 1.6.3 Support initiatives that promote student awareness of localised employment and career opportunities.

- Establish the Economic Development Advisory Committee and Education and Training Committee.
- Work closely with all relevant stakeholders to explore better ways to involve youth leaders and educators in developing initiatives that raise awareness of existing and potential employment and career opportunities locally.

EDAC established. Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.

Not completed.





## Our Economy

**Vision:** *We have a strong and diversified economic base and are recognised as a leading regional centre in Tasmania to live, work and visit.*

### 2.1 A strong and diversified economic base.

Actions	Results
<b>Strategy:</b> 2.1.1 Facilitate the development and implementation of key regional economic development strategies and associated Action Plans.	
<ul style="list-style-type: none"> <li>Continue to support and fund the West Coast Council Economic Development, Tourism and Events Program.</li> </ul>	Completed.
<ul style="list-style-type: none"> <li>Establish an Economic Development Advisory Committee comprising of key stakeholders and in line with the Charter adopted by Council.</li> </ul>	EDAC established.
<ul style="list-style-type: none"> <li>Continue to work in partnership with all relevant local, state and regional organisations and agencies.</li> </ul>	Completed.



*Visitor Information Centre Strahan*



Actions	Results
---------	---------

**Strategy:** 2.1.2 Promote and support local industry development initiatives.

<ul style="list-style-type: none"> <li>Secure membership of and interaction with, relevant local and regional committees and groups.</li> </ul>	Council worked with a range of organisations during the period including the Queenstown Business Group, the local Tourism Associations, Cradle Coast Authority, and Active Strahan.
<ul style="list-style-type: none"> <li>Through constant research and engagement with locals facilitate, maintain awareness of, and support and promote local industry development initiatives.</li> </ul>	Council worked with a range of organisations during the period including the Queenstown Business Group, the local Tourism Associations, Cradle Coast Authority, and Active Strahan.
<ul style="list-style-type: none"> <li>Ensure a detailed priority list of Issues and Opportunities is maintained and that all relevant parties are kept informed.</li> </ul>	Council maintained an Issues and Opportunities document during the period to inform stakeholders (including other tiers of Government).

**Strategy:** 2.1.3 Enhance and expand business and information networks that increase the exchange of knowledge and encourage partnerships between businesses.

<ul style="list-style-type: none"> <li>Promote the interaction of the business community with, and through, the Economic Development Advisory Committee.</li> </ul>	Completed.
<ul style="list-style-type: none"> <li>Investigate the opportunity to create an Industry Network organisation locally.</li> </ul>	Not completed.

**Strategy:** 2.1.4 Ensure the provision of serviced commercial, industrial and residential land through appropriate land use planning strategies.

<ul style="list-style-type: none"> <li>Undertake a Land Use Planning exercise to incorporate, amongst other elements, the provision of serviced commercial, industrial and residential land for future development.</li> </ul>	This project commenced late April/early May with the engagement of a consultant to assist Council in developing a comprehensive Land Use Planning Strategy.
--	---

**Strategy:** 2.1.5 Promote and market the benefits of working and living in the West Coast through the development & implementation of a specific Branding Strategy for the Region.

<ul style="list-style-type: none"> <li>Undertake (in partnership) a Branding Strategy Project.</li> </ul>	Council applied for funding during the period.
<ul style="list-style-type: none"> <li>Create a Profile document (that all stakeholders can use) to promote and market opportunities available on the West Coast.</li> </ul>	To be developed following completion of the Branding Strategy project.



## Actions

## Results

### 2.2 A sustainable, dynamic and resilient business sector

**Strategy:** 2.2.1 Build and foster partnerships to foster innovation, knowledge management and collaboration between all industry sectors

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Continue to promote partnerships and collaboration through activities undertaken as part of Council's Economic Development, Tourism and Events Program.</li> </ul> | Completed.   |
| <ul style="list-style-type: none"> <li>• Establish an Economic Development Advisory Committee to Council.</li> </ul>  | EDAC established.  |
| <ul style="list-style-type: none"> <li>• Seek to create Memorandums of Understanding (MOU's), and thereby strengthen relationships, with key industry (and other) stakeholders.</li> </ul>                  | Completed.<br>Council has entered an MOU based on resource sharing with Stornoway, the State Government's main contractor. This MOU will aim to capitalise on collaborative skills by sharing workers, shared equipment and business networks, and assist with asset maintenance works and other infrastructure development. |

**Strategy:** 2.2.2 Identify opportunities to improve access to broadband and wireless technologies for business.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Continue to push for the establishment and delivery of a mix of NBN technologies on the West Coast that can support and improve relevant business activities and initiatives.</li> </ul> | Completed.<br>Liaison with Federal Government and NBN Co. was undertaken regarding delivery of \$18.5M commitment. |
|---|--|

**Strategy:** 2.2.3 Advocate for increased resources for business development.

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Secure State Government involvement with the Economic Development Advisory Committee.</li> </ul>              | Secured – Roger Jaensch MP sits as the ex-officio member.                               |
| <ul style="list-style-type: none"> <li>• Lobby for, and pursue, all possible State and Federal support and available funding opportunities.</li> </ul> | Council applied for funding for a range of potential projects to take place in 2017/18. |



## Actions

## Results

### Strategy: 2.2.4 Provision of training opportunities and apprenticeship programs to employ local youth

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Participation in West Coast Careers Day with the development of resource materials specifically designed to showcase the West Coast Council's diverse skill range available and job opportunities available on the West Coast (resource material to be forwarded to all local schools).</li> </ul> | <p>Council participated in the MMG Bright Ideas School and Careers Day in August 2016 and Mountain Heights School Careers and Employment Exhibition April 2017. Council proudly displaying a number of resources which included a summary of careers undertaken at Council. A portfolio of examples using current employees was created for the event, this included a variety of jobs and personal experiences, a true snapshot of the journey employees have undertaken within their career.</p> <p>A large variety of position descriptions were also available for students to view and as a take home resource. Council's position descriptions include the selection criteria, this assists the students in understanding the requirements of answering and meeting each as detailed in the position description, each varying depending on the position.</p> <p>As Council was very proactive and engaging with the students, two grade ten students elected to participate in work experience with Council following the event. Students are always surprised to hear that Council is the largest single employer outside the mining industry.</p> <p>In addition to the above, whilst not a careers day, Council hosted students from St Joseph's School in Queenstown. See Highlights Section.</p> |
| <ul style="list-style-type: none"> <li>• Continue to support apprentice Carpenter and Mechanic opportunities as part of the Council operations.</li> </ul>  | <p>Council is proud to continue to support two apprentices. In addition, Council appointed a trainee within Administration in 2016/17. Upskilling of youth and retaining such skill levels on the West Coast is important to Council and we are pleased to have three staff members achieving qualifications. The apprentices/trainee have the opportunity to continue to grow their knowledge well beyond study unit requirements, due to the variety of tasks that is undertaken by Council.</p>   |
| <ul style="list-style-type: none"> <li>• Establish the Education and Training Advisory Committee.</li> </ul>  | <p>Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.</p>  |

### Strategy: 2.2.5 Investigate potential for a 'Centre of Excellence' which provides training for engineering, mining and other key local industries to locate on the West Coast.

- |  |                       |
|--|-----------------------|
| <ul style="list-style-type: none"> <li>• Work in partnership with all stakeholders to investigate this opportunity.</li> </ul> | <p>Not completed.</p> |
|--|-----------------------|



Actions	Results
---------	---------

**Strategy:** 2.2.6 Investigate and attract investors to capitalise on local business and product development opportunities.

- |   |                |
|---|----------------|
| <ul style="list-style-type: none"> <li>Prepare a Business Investment &amp; Attraction Strategy and a Business Retention and Expansion Strategy for the West Coast.</li> </ul> | Not completed. |
|---|----------------|

**Strategy:** 2.2.7 Encourage open dialogue with local industry and key employers to attract an increased draw on the local population for employment.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Economic Development Advisory Committee to investigate and recommend to Council on the key focus of enhancing local employment opportunities.</li> </ul>     | Not completed.   |
| <ul style="list-style-type: none"> <li>Review Council's Code for Tenders and Contracts and refine where possible, to encourage and provide for increased local employment opportunities.</li> </ul> | Completed.<br>Council reviewed their Code for Tenders and Contracts and continue to use local business where possible. |

**Strategy:** 2.2.8 Encourage new and existing businesses to incorporate environmentally sustainable practices that minimise environmental impacts and adhere to best practice initiatives.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Partner with Parks and Wildlife and other relevant agencies to conduct workshops designed to educate relevant businesses and to encourage environmentally sustainable best practices.</li> </ul> | Not completed.  |
| <ul style="list-style-type: none"> <li>Improve and build the capacity of the Weed Management Committee to include all relevant stakeholders and to work with business on improving environmental outcomes for our region.</li> </ul>    | Completed.<br>Council co-ordinated meetings for, and is a current member of, the voluntary Weed Management Group. This group aims to work in partnership with other major stakeholders in the community to contain and/or eradicate invasive species. Works and Operations staff also eradicate weeds as part of their scheduled maintenance. |

## 2.3 A resilient and strong tourism sector.

**Strategy:** 2.3.1 Investigate the potential to develop a Tourism Destination Management Plan, to support the Region's Economic Development initiatives, that positions the West Coast as a desirable visitor destination that increases the value of the tourism industry as a key economic driver.

- |  |            |
|--|------------|
| <ul style="list-style-type: none"> <li>Finalise the West Coast Destination Action Plan and work with regional and local tourism bodies to refine, build on, and deliver identified initiatives.</li> </ul> | Completed. |
|--|------------|



## Actions

## Results

### **Strategy:** 2.3.2 Plan and provide appropriate infrastructure and services to support tourism.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Review maintenance procedures on Council's assets and infrastructure and relevant service levels.</li> </ul>  | <p>Completed.</p> <p>Every year Council implements a Capital Works Program that is designed to create new and sustainable projects for our communities. These projects include major repairs and/or new installations to footpaths, roads, and underground infrastructure. These projects also fit the criteria outlined in the <i>West Coast Community Plan 2025</i>. Staff also have detailed town maintenance schedules that are carried out daily.</p> |
| <ul style="list-style-type: none"> <li>• Undertake regular inspections of all parks, reserves, aerodromes, and facilities.</li> </ul>  | <p>Completed.</p> <p>As part of the daily maintenance schedules, Council staff ensure that all parks, recreational spaces, footpaths, roads, and underground infrastructure is maintained. Repairs are undertaken as necessary and where possible, major repairs are fixed through CAPEX programs. All annual inspections of Council facilities were completed during the period.</p>  |
| <ul style="list-style-type: none"> <li>• Undertake a Land Use Planning exercise to incorporate, amongst other elements, tourism related assets and infrastructure for future development.</li> </ul> | <p>This project commenced late April/early May with the engagement of a consultant to assist Council in developing a comprehensive Land Use Planning Strategy.</p>   |
| <ul style="list-style-type: none"> <li>• Continue to provide significant tourism services through the Visitor Information Centre operations.</li> </ul>  | <p>The Visitor Information Centre continues to provide award-winning service to tourists.</p>  |

### **Strategy:** 2.3.3 Identify product gaps and opportunities to diversify and strengthen the tourism offerings of the West Coast Region.

- |   |                   |
|---|-------------------|
| <ul style="list-style-type: none"> <li>• Continue to support the Council Economic Development, Tourism and Events Program.</li> </ul> | <p>Completed.</p> |
| <ul style="list-style-type: none"> <li>• Work with all partners to investigate and identify all opportunities.</li> </ul>             | <p>Completed.</p> |

### **Strategy:** 2.3.4 Foster and support partnerships and collaboration between Tourism operators within the Region and regional tourism organisations.

- |   |                   |
|---|-------------------|
| <ul style="list-style-type: none"> <li>• Continue to support the Council Economic Development, Tourism and Events Program.</li> </ul> | <p>Completed.</p> |
| <ul style="list-style-type: none"> <li>• Work with all partners to investigate and identify all opportunities.</li> </ul>             | <p>Completed.</p> |



## Actions

## Results

### 2.4 Resilient Mining & Aquaculture sectors.

**Strategy:** 2.4.1 Investigate, with State Government and the Federal Government, potential incentives (not necessarily financial) for people to move to and stay in the West Coast for work, with the long term aim of increasing the number of people who live here long term and support other local services and retail.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Continue to promote partnerships and collaboration through activities undertaken as part of Council's Economic Development, Tourism and Events Program.</li> </ul> | Completed.  |
| <ul style="list-style-type: none"> <li>• Establish an Economic Development Advisory Committee to Council.</li> </ul>  | Completed.  |
| <ul style="list-style-type: none"> <li>• Secure State Government involvement with the Economic Development Advisory Committee.</li> </ul>   | Completed.  |
| <ul style="list-style-type: none"> <li>• Lobby for, and pursue, all possible State and Federal support and available funding opportunities.</li> </ul>  | Completed.<br>Council applied for funding for a range of potential projects to take place in 2017/18. |

**Strategy:** 2.4.2 Advocate on behalf of the community on issues such as fly-in fly-out and drive-in drive-out worker impacts and resource boom and bust effects on mining communities.

- |   |                |
|---|----------------|
| <ul style="list-style-type: none"> <li>• Research and make recommendations to all levels of Government regarding FIFO and DIDO impacts on the communities of the West Coast.</li> </ul> | Not completed. |
|---|----------------|

**Strategy:** 2.4.3 Ensure local employment opportunities for local residents are maximised through industry training programs.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Continue to promote partnerships and collaboration through activities undertaken as part of Council's Economic Development, Tourism and Events Program.</li> </ul> | Completed.   |
| <ul style="list-style-type: none"> <li>• Establish an Education and Training Advisory Committee to Council.</li> </ul>  | Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17. |
| <ul style="list-style-type: none"> <li>• Lobby for, and pursue, all possible State and Federal support opportunities, and available funding opportunities.</li> </ul>                                       | Completed.<br>Council applied for funding for a range of potential projects to take place in 2017/18.                                    |



Actions	Results
---------	---------

**Strategy:** 2.4.4 Support the future development of the Aquaculture Hub and the industry generally.

<ul style="list-style-type: none"> <li>Continue to promote partnerships and collaboration through activities undertaken as part of Council's Economic Development, Tourism and Events Program.</li> </ul>	Council continued to engage with Aquaculture operators during the period to promote partnerships.
<ul style="list-style-type: none"> <li>Establish an Economic Development Advisory Committee to Council.</li> </ul>	Completed.
<ul style="list-style-type: none"> <li>Secure State Government involvement with the Economic Development Advisory Committee.</li> </ul>	Completed.
<ul style="list-style-type: none"> <li>Undertake a Land Use Planning exercise to incorporate, amongst other elements, the provision of serviced commercial and industrial land and for future development.</li> </ul>	This project commenced late April/early May with the engagement of a consultant to assist Council in developing a comprehensive Land Use Planning Strategy.

**Strategy:** 2.4.5 Identify and create a vision for future development of the Waterfront area to lay a foundation for future investment and eventual job creation in this critical precinct.

<ul style="list-style-type: none"> <li>Build on the work already done to create the Strahan Waterfront Precinct Plan e.g. promotion of the vision to potential investors.</li> </ul>	Council partnered with TasPorts to develop a new sign on the waterfront and continued to assist with planning for redevelopment works at the precinct.
--	--





## Our Infrastructure

**Vision:** *We have a sustainable asset and infrastructure base to meet the lifestyle and business needs for residents, visitors and industry.*

### 3.1 Well planned and resourced assets and infrastructure.

Actions	Results
<p><b>Strategy:</b> 3.1.1 Coordinate and sequence planning for provision of new infrastructure in the region with a long-term strategic perspective.</p>	
<ul style="list-style-type: none"> <li>• Ensure a detailed priority list of Issues and Opportunities is maintained and that all relevant parties are kept informed.</li> </ul>	<p>Document was developed and presented to Cabinet in June 2017.</p>
<ul style="list-style-type: none"> <li>• Continue to support and fund the West Coast Council Economic Development, Tourism and Events Program.</li> </ul>	<p>Completed.</p>
<ul style="list-style-type: none"> <li>• Establish an Economic Development Advisory Committee comprising of key stakeholders and in line with the Charter adopted by Council.</li> </ul>	<p>Completed.</p>
<ul style="list-style-type: none"> <li>• Continue to work in partnership with all relevant local, state and regional organisations and agencies.</li> </ul>	<p>Completed.</p>



*Mayor Phil Vickers and Scott Butler,  
Co-ordinator of Operations at  
Zeehan Landfill*



Actions	Results
<ul style="list-style-type: none"> <li>Continue to deliver an extensive Footpath Creation &amp; Improvement Program (including Kerb and Channel where necessary) across all towns on the West Coast.</li> <li>Secure funding for, and implement, an extensive Roads to Recovery Program.</li> <li>Contribute funds to secure improved mobile coverage across the West Coast.</li> </ul>	<p>Completed. Council spent \$500,000.00 on a range of footpaths across the West Coast as part of the 2016/17 CAPEX Program. See Highlights Section.</p> <p>Completed: Funding was approved and works undertaken to several unsealed roads across the West Coast region for the 16-17 year as part of the Roads to Recovery Program. See Highlights Section.</p> <p>Council approved funding as part of a partnership with Telstra to see a new tower building – the project did not proceed.</p>
<p><b>Strategy:</b> 3.1.2 State and Federal Governments commit to improvements to State and Federal road and rail facilities / infrastructure.</p>	
<ul style="list-style-type: none"> <li>Continue liaison with (and lobbying of) relevant State and Federal Government departments on West Coast priorities.</li> </ul>	<p>Council maintained an Issues and Opportunities document during the period to inform stakeholders (including other tiers of Government).</p>
<p><b>Strategy:</b> 3.1.3 Create and continually improve Council asset management (AM) plans and systems to manage and maintain all assets in a sustainable manner.</p>	
<ul style="list-style-type: none"> <li>Finalise and adopt key remaining Asset Management documents – Asset Management Strategy and first of the Asset Management Plans (Roads and Transport).</li> <li>Continue to review and refine the Asset Management Register.</li> </ul>	<p>Completed. The Works and Operations department provide ongoing maintenance to current asset management systems and ensure that staff are trained to deal with new technology as required.</p> <p>Completed. The Works and Operations department provide ongoing maintenance to current asset management systems and ensure that staff are trained to deal with new technology as required</p>
<p><b>Strategy:</b> 3.1.4 Plan accordingly for Council buildings and facilities to meet community needs.</p>	
<ul style="list-style-type: none"> <li>Begin work on the next priority Asset Management Plan Buildings and Facilities.</li> <li>Create an Affordable Housing Policy (that includes a focus on efficient and effective utilisation of Council owned residential assets).</li> <li>Complete a building maintenance and facility audit on all Council buildings and facilities to ensure that all buildings and facilities are in a condition that will meet planning and building requirements, and the needs of the community.</li> </ul>	<p>50% of Council assets inspected and condition reports completed. Next 50% planned to be completed in 2016/17. Asset management plan consultant engaged. Action plan in progress to identify and prioritise actions</p> <p>Not completed. Carried over for 2017/18 Annual Plan</p> <p>All annual inspections (Form 56) complete. Asset condition inspections 50% complete.</p>



Actions	Results
---------	---------

- |  |                |
|--|----------------|
| <ul style="list-style-type: none"> <li>Produce and implement Property Maintenance Processes for all Council buildings and facilities.</li> </ul> | Not completed. |
|--|----------------|

### 3.2 A safe and reliable transport system to and around the Region.

**Strategy:** 3.2.1 Identify options for improved public transport in and between towns and villages and accessibility to and from the region generally.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Review existing infrastructure in consultation with residents and other local groups and liaise continuously with transport operators to ensure requirements are met. Facilitate meetings as required.</li> </ul> | Not completed.   |
| <ul style="list-style-type: none"> <li>Continue liaison with (and lobbying of) relevant State and Federal Government departments on West Coast priorities.</li> </ul>  | Council discussed opportunities directly with the State Government as part of their review process on longer term bus routes and frameworks for the State. |

**Strategy:** 3.2.2 Road users within the Region demonstrate a high level of road safety awareness.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Investigate and improve traffic management and street signage infrastructure – as budget allows.</li> </ul> | Not completed.<br>The Works and Operations Department will be undertaking a parking study for all towns in 2017/18.  |
| <ul style="list-style-type: none"> <li>Support State and Federal Government initiatives targeting road safety awareness.</li> </ul>                | Council supported such initiatives through promotion on various communication platforms as appropriate. Council also installed signage at the landfill facility. |

**Strategy:** 3.2.3 The rural road network meets the economic and social needs of the community.

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Continue to deliver an extensive Footpath Creation &amp; Improvement Program (including Kerb and Channel where necessary) across all towns on the West Coast.</li> </ul>                                    | Completed.<br>The Footpath Program, Roads to Recovery Program, and Bridge Replacement Program were all completed as part of the 2016/17 CAPEX. Council staff ensured that all parks, recreational spaces, footpaths, roads, and underground infrastructure was maintained. Repairs were undertaken as necessary and where possible and as budget allowed. |
| <ul style="list-style-type: none"> <li>Secure funding for, and implement, an extensive Roads to Recovery Program.</li> <li>Continue bridge asset upgrades and installation of guard rails throughout municipalities – as budget allows.</li> </ul> | Bridge upgrades were undertaken as part of the CAPEX Program.   |
| <ul style="list-style-type: none"> <li>Continue to participate in the planning and execution of the Heavy Vehicle Register framework.</li> </ul>   | Completed.<br>Council staff liaised with the National Heavy Vehicle Register staff as required to ensure main roads were used safely and in line with current weight limits.  |



Actions	Results
---------	---------

**Strategy:** 3.2.4 Identify and protect investment in existing and planned major infrastructure corridors and sites against encroachment and threat to operation from other land uses and from natural hazards.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Undertake a Land Use Planning exercise, in conjunction with the community, to develop future realistic and sustainable land use strategies for the West Coast municipality.</li> </ul> | This project commenced late April/early May with the engagement of a consultant to assist Council in developing a comprehensive Land Use Planning Strategy.                           |
| <ul style="list-style-type: none"> <li>Continue to provide Planning Authority oversight in accordance with State Government legislative requirements.</li> </ul>  | Council staff continue to ensure ongoing training, meeting attendances and liaison with relevant State and Local Government sectors to stay up to date with legislative requirements. |

**Strategy:** 3.2.5 Ensure ongoing provision of direct international shipping service to and from Tasmania.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Ascertain current levels of satisfaction (or dissatisfaction) from regional business operators and discuss shortcomings with relevant Transport operators and State and Federal Government Departments.</li> </ul> | Not completed.   |
| <ul style="list-style-type: none"> <li>Continue to liaise with all stakeholders and lobby both tiers of Government for better outcomes on the West Coast.</li> </ul>  | Completed.<br>Council continued to alert the State Government to problems and priorities for the West Coast. |

**Strategy:** 3.2.6 Develop a business case for the development of Strahan Airport as a potential visitor and freight gateway to the Region.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Continue discussions and negotiations with key stakeholders.</li> </ul>  | Completed.   |
| <ul style="list-style-type: none"> <li>Pursue Feasibility Study for future development potential as a matter of urgency.</li> </ul>   | Community Infrastructure Funding application submitted successfully.   |
| <ul style="list-style-type: none"> <li>Continue with upgrade and improvement works to secure current operational capability and to meet minimum CASA compliance requirements, and to build relationships with other aviation stakeholders.</li> </ul> | Completed.<br>Council staff continue to liaise with CASA to ensure requirements for use of both airports are complied with. Works to the Strahan Airport were undertaken as part of the 2016/17 CAPEX. |

**Strategy:** 3.2.7 The public transport system facilitates the mobility of residents and visitors to and around the communities of the West Coast and meets the requirements of the Disability Discrimination Act.



Actions	Results
<ul style="list-style-type: none"> <li>Continue to review existing infrastructure in consultation with all stakeholders (including residents and ratepayers) and liaise with relevant transport operators and other decision-makers to ensure all opportunities are capitalised on.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Lobby and facilitate for desired outcomes as required.</li> </ul>	Council continued to alert the State Government to problems and priorities for the West Coast.

### 3.3 Appropriate levels of infrastructure to meet the needs of the Aged in our community.

**Strategy:** 3.3.1 Ensure the provision of aged care residential developments that will satisfy the needs of our ageing community.

<ul style="list-style-type: none"> <li>Investigate and identify issues and opportunities.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Prepare a Business Investment &amp; Attraction Strategy and a Business Retention and Expansion Strategy for the West Coast.</li> </ul>	Not completed.
<ul style="list-style-type: none"> <li>Create an Affordable Housing Policy that includes a focus on efficient and effective utilisation of Council owned residential assets.</li> </ul>	Not completed.

### 3.4 Environmentally sensitive development to achieve sustainability in water and waste management.

**Strategy:** 3.4.1 The community has access to a sewerage system that has sufficient capacity for current and future growth requirements.

<ul style="list-style-type: none"> <li>Council (as a shareholder) to continue to participate in planning and development opportunities undertaken independently by TasWater.</li> </ul>	Ongoing. Council continue to work in partnership with TasWater.
<ul style="list-style-type: none"> <li>Continue liaison with (and lobbying of) relevant State and Federal Government departments on West Coast priorities.</li> </ul>	Completed. Council continued to alert the State Government to problems and priorities for the West Coast.

**Strategy:** 3.4.2 Sewerage treatment and effluent disposal is managed in accordance with the principles of Ecologically Sustainable Development.



Actions	Results
<ul style="list-style-type: none"> <li>• Council (as a shareholder) to continue to participate in planning and development opportunities undertaken independently by TasWater.</li> <li>• Continue liaison with (and lobbying of) relevant State and Federal Government departments on West Coast priorities.</li> </ul>	<p>Ongoing. Council continue to work in partnership with TasWater.</p> <p>Completed. Council continued to alert the State Government to problems and priorities for the West Coast.</p>
<p><b>Strategy:</b> 3.4.3 An ongoing programme of capital works augmentation is implemented to improve water supply to the Towns.</p>	
<ul style="list-style-type: none"> <li>• Council (as a shareholder) to continue to participate in planning and development opportunities undertaken independently by TasWater.</li> <li>• Continue liaison with (and lobbying of) relevant State and Federal Government departments on West Coast priorities.</li> </ul>	<p>Ongoing, Council continue to work in partnership with TasWater.</p> <p>Completed. Council continued to alert the State Government to problems and priorities for the West Coast.</p>
<p><b>Strategy:</b> 3.4.4 Water conservation is demonstrated by consumers and encouraged by pricing policies.</p>	
<ul style="list-style-type: none"> <li>• Council (as a shareholder) to continue to participate in planning and development opportunities undertaken independently by TasWater.</li> <li>• Continue liaison with (and lobbying of) relevant State and Federal Government departments on West Coast priorities.</li> </ul>	<p>Ongoing, Council continue to work in partnership with TasWater.</p> <p>Completed. Council continued to alert the State Government to problems and priorities for the West Coast.</p>
<p><b>Strategy:</b> 3.4.5 Development of a Waste Management Strategy for the Region and implemented for domestic recycling, green waste collection, processing and industry waste reduction plans.</p>	
<ul style="list-style-type: none"> <li>• Review waste management strategies and practices at waste transfer stations and the current landfill site, with a view to improving operations where possible and creating a comprehensive Strategy in the future.</li> <li>• Undertake an extensive planning and augmentation project for current landfill site to provide for future community needs.</li> </ul>	<p>Completed. Works and Operations staff applied for funding in the 2016/17 financial year to have a comprehensive study on all of Council's waste transfer stations undertaken. This funding application was successful with consultants scheduled to commence in 2017/18. The study will form the basis of Council's Waste Management Strategy.</p> <p>Ongoing, Council continues to work alongside GHD (chosen consultant as part of EOI 16/17) to ensure compliance with the EPA's restrictions.</p>



## Actions

## Results

**Strategy:** 3.4.6 Waste depots comply with standards and regulations relating to pollution control and climate change.

- Review waste management strategies and practices at waste transfer stations and the current landfill site, with a view to improving operations where possible and creating a comprehensive Strategy in the future.
- Undertake an extensive planning and augmentation project for current landfill site to provide for future community needs.

Completed.

Works and Operations staff applied for funding in the 2016/17 financial year to have a comprehensive study on all of Council's waste transfer stations undertaken. This funding application was successful and the consultants are set to begin in 2017-2018. The study will form the basis of Council's Waste Management Strategy.

Completed.

Works and Operations staff applied for funding in the 2016/17 financial year to have a comprehensive study on all of Council's waste transfer stations undertaken. This funding application was successful and the consultants are set to begin in 2017-2018. The study will form the basis of Council's Waste Management Strategy.





## Our Environment

***Vision:** Our natural assets are protected and enhanced for future generations through environmental leadership.*

### 4.1 The Region's Environmental assets are maintained and preserved for future generations.

Actions	Results
<p><b>Strategy:</b> 4.1.1 Utilise and protect our natural resources, water and energy.</p>	
<ul style="list-style-type: none"> <li>• Improve and build the capacity of the Weed Management Committee to include all relevant stakeholders and to work with all stakeholders on improving environmental outcomes for our region.</li> </ul>	<p>Completed. Council co-ordinated meetings for, and is a current member of the voluntary Weed Management Group. This group aims to work in partnership with other major stakeholders in the community to contain and/or eradicate invasive species. Works and Operations staff also eradicate weeds as part of scheduled maintenance.</p>
<ul style="list-style-type: none"> <li>• Continue the Natural Resource Management (weed eradication) activities in partnership with other stakeholders.</li> </ul>	<p>Completed. Council co-ordinated meetings for, and is a current member of the voluntary Weed Management Group. This group aims to work in partnership with other major stakeholders in the community to contain and/or eradicate invasive species. Works and Operations staff also eradicate weeds as part of scheduled maintenance.</p>
<ul style="list-style-type: none"> <li>• Allocate Council resources to create a dedicated Weed Management Team.</li> </ul>	<p>Completed. Council created two roles for the purposes of weed management duties.</p>



*Bird River*



Actions	Results
<ul style="list-style-type: none"> <li>Continue to liaise with all stakeholders and lobby both tiers of Government for better outcomes on the West Coast.</li> </ul>	<p>Completed. Council continued to alert the State Government to problems and priorities for the West Coast.</p>
<p><b>Strategy:</b> 4.1.2 Support community based environmental protection initiatives.</p>	
<ul style="list-style-type: none"> <li>Foster community relations through the Weed Management Committee process.</li> </ul>	<p>Completed. Council co-ordinated meetings for, and is a current member of the voluntary Weed Management Group. This group aims to work in partnership with other major stakeholders in the community to contain and/or eradicate invasive species. Works and Operations staff also eradicate weeds as part of scheduled maintenance.</p>
<p><b>Strategy:</b> 4.1.3 Be responsive to environmental issues effecting the Region.</p>	
<ul style="list-style-type: none"> <li>Continue Council's environmental health activities - including seasonal sampling of recreational waters to monitor levels of bacteria to ensure maintenance of public safety.</li> </ul>	<p>Completed. All seasonal monitoring and reporting is completed.</p>
<ul style="list-style-type: none"> <li>Continue the development and implementation of gorse eradication, through mapping and best practice follow-up in partnership with other organisations and agencies.</li> </ul>	<p>Completed. Council co-ordinated meetings for, and is a current member of the voluntary Weed Management Group. This group aims to work in partnership with other major stakeholders in the community to contain and/or eradicate invasive species. A shared mapping system has been created for all members of the group to ensure planned and efficient eradication practices.</p>
<ul style="list-style-type: none"> <li>Investigate the creation of a Feral Cat Management Strategy for the West Coast taking into account any State Government legislative and Policy requirements.</li> </ul>	<p>Staff continue to monitor any legislative or policy requirements put out by the State Government.</p>
<p><b>Strategy:</b> 4.1.4 Develop realistic and sustainable land use strategies for the Region within state and national frameworks and in consultation with the community.</p>	
<ul style="list-style-type: none"> <li>Undertake a Land Use Planning exercise, in conjunction with the community, to develop future realistic and sustainable land use strategies for the West Coast municipality.</li> </ul>	<p>This project commenced late April/early May with the engagement of a consultant to assist Council in developing a comprehensive Land Use Planning Strategy.</p>
<p><b>Strategy:</b> 4.1.5 Protect and enhance the Natural Wilderness areas on the West Coast.</p>	
<ul style="list-style-type: none"> <li>Continue to liaise with all stakeholders and lobby both tiers of Government for better outcomes on the West Coast.</li> </ul>	<p>Completed. Council continued to alert the State Government to problems and priorities for the West Coast.</p>



## Actions

## Results

### 4.2 A preserved, unique and significant historical and cultural heritage of the West Coast.

**Strategy:** 4.2.1 Support the identification and preservation of the cultural heritage of the West Coast.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Meet regularly with operators of Heritage based or oriented businesses.</li> </ul>         | Council has liaised with West Coast Heritage and Galley Museum volunteers during the period. |
| <ul style="list-style-type: none"> <li>• Liaise with Tasmanian Museum and Art Gallery and National Trust as appropriate.</li> </ul> | Not completed.   |

### 4.3 Adaptation to the impacts of climate change.

**Strategy:** 4.3.1 Support community awareness programs on efficient energy management practices.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Heat Energy Kit to remain available for residents to measure the energy output in the home - including but not limited to household appliances and lighting (the kit provides helpful hints on how to save energy and costs and marketing of the tool kit is conducted regularly by Council).</li> </ul> | Council continues to promote the toolkit and receives increased interest in the use during the winter period as residents look to reduce power consumption whilst ensuring they are adequately heating their homes. |
| <ul style="list-style-type: none"> <li>• Engage with peak Energy Management bodies and actively promote awareness of energy management practices through relevant Council communication platforms.</li> </ul>   | Not completed.  |
| <ul style="list-style-type: none"> <li>• Utilise appropriate communication platforms to support Hydro Tasmania to connect with West Coast residents to undertake community engagement and awareness sessions regarding cloud seeding practices.</li> </ul>  | Liaison with Hydro Tasmania occurred however due to the government inquiry, cloud seeding practices were suspended and engagement with the West Coast community did not occur.                                      |

**Strategy:** 4.3.2 Assess, plan for and respond to the impacts of climate change.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Establish a Council Energy Saving Strategy Team to identify possible cost efficiencies and energy consumption reduction strategies for Council owned buildings and facilities.</li> </ul> | A Strategy team within Council was established to review current practices and look at ways to immediately reduce costs. In addition, the Manager of Operations is involved with the newly created LED public lighting rollout project for Local Government. Council has signed an agreement to participate in the Local Government Public Lighting competitive procurement process for non-metered public lighting for the sector - both initiatives by the Local Government Association of Tasmania. |
|--|--|



Actions	Results
<ul style="list-style-type: none"> <li>Investigate the potential of investing in more efficient street lighting across the towns of the West Coast (such as LED's).</li> </ul>	<p>In progress.</p> <p>Works and Operations are investigating street lighting whilst the Property and Facilities Officer investigates more efficient lighting for housing and community buildings owned by Council.</p>
<p><b>Strategy:</b> 4.3.3 Advocate for the establishment of renewable energy sources where appropriate.</p>	
<ul style="list-style-type: none"> <li>Prepare a Business Investment &amp; Attraction Strategy and a Business Retention and Expansion Strategy for the West Coast.</li> </ul>	<p>Not completed.</p>
<ul style="list-style-type: none"> <li>Continue to support alternative energy developments and initiatives for the West Coast.</li> </ul>	<p>Council assisted with and supported the Granville Windfarm proposal during the period.</p>





## Our Partnerships Our Leadership

**Vision:** *We welcome and foster partnerships. Our Council demonstrates sound leadership, transparency and inclusive decision making processes and delivering outcomes that best meets the needs of the West Coast.*

### 5.1 Strong and sound partnerships are developed and sustained with other Government stakeholders and organisations (including industry).

Actions	Results
<p><b>Strategy:</b> 5.1.1 Advocate, represent and promote for the community and businesses on the West Coast by active participation in forums that have outcomes for the West Coast.</p>	
<ul style="list-style-type: none"> <li>Continue to support and fund the West Coast Council Economic Development, Tourism and Events Program.</li> </ul>	<p>Ongoing.</p>
<ul style="list-style-type: none"> <li>Establish an Economic Development Advisory Committee comprising of key stakeholders and in line with the Charter adopted by Council.</li> </ul>	<p>Completed.</p>
<ul style="list-style-type: none"> <li>Establish an Education and Training Advisory Committee.</li> </ul>	<p>Process to establish ETAC undertaken, including advertising and acceptance of applications. Membership of ETAC not finalised in 2016/17.</p>



*Council Meeting*



Actions	Results
---------	---------

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Establish a Health and Active Lifestyle Advisory Committee.</li> </ul>   | Process to establish HALAC undertaken, including advertising and acceptance of applications. Committee not established yet. |
| <ul style="list-style-type: none"> <li>Continue to work in partnership with all relevant local, state and regional organisations and agencies.</li> </ul> | Completed.  |

**Strategy:** 5.1.2 Foster and initiate partnerships between Council and key sector businesses (including mining, tourism and aquaculture).

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Seek to create Memorandums of Understanding (MOU's), and thereby strengthen relationships, with key industry (and other) stakeholders.</li> </ul> | Completed.<br>Council has entered an MOU based on resource sharing with Stornoway, the State Government's main contractor. This MOU will aim to capitalise on collaborative skills by sharing workers, shared equipment and business networks, and assist with asset maintenance works and other infrastructure development. |
| <ul style="list-style-type: none"> <li>Continue to work with Caravan Park operators to identify a suitable framework for Recreational Vehicle issues on the West Coast.</li> </ul>       | A detailed strategic project was undertaken during the year, with several workshops held and an RV & Camping Guide listing preferred West Coast sites was designed.  |
| <ul style="list-style-type: none"> <li>Continue to liaise with key sector businesses in our region to build relations and foster partnerships.</li> </ul>                                | Completed.<br>See above.   |

## 5.2 Connected and Collaborating inter community partnerships.

**Strategy:** 5.2.1 Foster strong Community Engagement through the development of a Council community engagement strategy and associated policy.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Continue to implement Council's existing Community Engagement Policy.</li> </ul> | Completed.<br>Council is committed to meaningful engagement with the community and stakeholders on issues affecting the future of the West Coast, and on local issues that significantly impact on the community. |
| <ul style="list-style-type: none"> <li>Develop and implement a Council Communications Policy.</li> </ul>                | Adopted in December 2016, and revised in August 2017, the policy provides a framework for the appropriate and productive use of social media and communications devices by Workers and Elected Members.           |



Actions	Results
<ul style="list-style-type: none"> <li>Develop and implement appropriate processes and practices to update residents and stakeholders on Council activities and projects; including the progress towards achieving the vision adopted in the <i>West Coast Community Plan 2015</i>.</li> </ul>	<p>Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised on numerous occasions to promote events and activities across the West Coast region. Investigations regarding a Council newsletter were completed, at this time creation of a full Council newsletter, for distribution electronically and in hard copy, is outside the capabilities of Council. The Media and Communications Officer is not a full-time position and a regular newsletter would consume several hours a week, and it is considered that the cost of professional printing is outside of current budget capabilities. Partnering with West Coast schools to provide updates on Council in school newsletters will increase engagement with the West Coast community. School newsletters are distributed to families in each of our communities and will broaden the reach of Council communications. Working with West Coast schools in this manner also serves to build stronger partnerships with our education providers. Implementation of the newsletter feature has not occurred in 2016/17.</p>
<p><b>Strategy:</b> 5.2.2 Assess and promote project collaboration with other Councils on a local and regional level.</p>	
<ul style="list-style-type: none"> <li>Continue to pursue resource sharing and information sharing opportunities, and to form alliances where appropriate, with other local governments.</li> <li>Continue to build partnerships through participation on regional partnership bodies and entities.</li> </ul>	<p>Council is proud to partner with other Tasmanian Councils to achieve many desired outcomes tapping in to specialist knowledge and skill sets. Council maintained a resource sharing agreement with Burnie City Council to supply specialist services in Planning and Environmental Health</p> <p>Council remains committed to its membership of the Cradle Coast Authority and the Local Government Association of Tasmania.</p>
<p><b>Strategy:</b> 5.2.3 The outcomes and strategies of the <i>West Coast Community Plan 2025</i> are implemented through Council's adopted Corporate (Business) Plan and Operational Plans.</p>	
<ul style="list-style-type: none"> <li>Create a Corporate (Business) Plan for the West Coast Council.</li> </ul>	<p>The formal document is to be completed during 2017/18.</p>
<p><b>Strategy:</b> 5.2.4 Foster and support participation in community organisations that benefit and promote inter community cooperation.</p>	
<ul style="list-style-type: none"> <li>Continue to support and promote activities and projects initiated by community groups and organisations.</li> <li>Continue to build partnerships through participation with local and regional groups and organisations.</li> </ul>	<p>Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised on numerous occasions to promote events and activities across the West Coast region</p> <p>Completed. Council remains committed to its membership of the Cradle Coast Authority and the Local Government Association of Tasmania.</p>



## Actions

## Results

### 5.3 Sound management of Council resources is undertaken.

**Strategy:** 5.3.1 The Council meets all statutory requirements.

<ul style="list-style-type: none"> <li>• Complete a review of all statutory requirements to ensure that Council is meeting all legislative and regulatory requirements.</li> </ul>	<p>All obligations were met. The Corporate &amp; Strategic Services Co-ordinator monitors and advises on current and impending legislation changes throughout the year. Tasmanian Audit Office conduct compliance audits as and when required, with a preliminary and final audit conducted on Council's full financial functions and responsibilities under the <i>Local Government Act 1993</i>.</p> <p>Rate notices issued in accordance with Section 9 of the <i>Local Government Act 1993</i>.</p> <p>Annual Financial Statements were lodged with the Tasmanian Audit Office. This again shows the high level and quality of account keeping along with the many processes implemented.</p> <p>During the period, Council created the first West Coast Council Audit Panel in accordance with section 85A of <i>the Local Government Act 1993</i>.</p>
<ul style="list-style-type: none"> <li>• Finalise and implement the new Delegations Register.</li> </ul>	<p>The Register was completed with delegations updated as and when required. In addition to the <i>Local Government Act 1993</i> delegations, new delegations were created in line with the new Permit Authority function effective from 1 January 2017.</p>
<ul style="list-style-type: none"> <li>• Finalise and adopt the Long Term Financial Management Plan.</li> </ul>	<p>Completed.</p> <p>The Long Term Financial Plan and Strategy 2016/17 to 2026/27 is a ten-year plan for the management of Council's finances. The document is not intended to be static, and is reviewed annually and updated to reflect changing circumstances</p>
<ul style="list-style-type: none"> <li>• Finalise and adopt the Asset Management Strategy and the first of the relevant Asset Management Plans (Roads and Transport).</li> </ul>	<p>Completed.</p> <p>The Works and Operations department provide ongoing maintenance to current asset management systems and ensure that staff are trained to deal with new technology as required.</p>
<ul style="list-style-type: none"> <li>• Finalise the Significant Business Activity research project.</li> </ul>	<p>Completed.</p> <p>Research commenced with end of month accounting functions adapted to allow for a summary of Significant Business Activities. The 2017/18 financial year will have an increased focus on reporting of such activities. Accounting standards require Council's to disclose all SBA activities within its financial statements.</p>
<ul style="list-style-type: none"> <li>• Finalise and adopt the new suite of Human Resource Policies and Procedures for Council operations.</li> </ul>	<p>Completed.</p> <p>The Local Government Association of Tasmania provided all Council's with the opportunity to adopt a suite of HR documents. The suite ensured that Councils have available to adopt immediately, after consultation with staff, policies and procedures containing current employee practices and legislation. All policies and procedures Council required were adopted after full consultation with staff.</p>



Actions	Results
<ul style="list-style-type: none"> <li>Continue to update existing Council Policies (and create new Council Policies) to ensure best practice is being achieved for the new Council.</li> </ul>	<p>Completed.</p> <p>Council reviewed all existing policies throughout the year. Policies were updated as required or rescinded if no longer applicable to Council operations. A detailed Social Media &amp; Communication Devices Policy was created for Councillors and Staff. The engagement with staff regarding the development of this policy was exceptional, including information sessions conducted to ensure Councillors and staff were fully aware of the compliance expectation and discipline.</p>
<ul style="list-style-type: none"> <li>Review all corporate media processes to ensure compliance with relevant legislation and guidelines.</li> </ul>	<p>Completed.</p> <p>Processes were regularly reviewed and networking with other local government communications professionals occurred to ensure the most current practices were being implemented.</p>
<ul style="list-style-type: none"> <li>Update and adopt the new Dog Management Policy and continue to educate the community on responsible dog ownership.</li> </ul>	<p>Completed.</p> <p>Council continues to educate the community on responsible dog ownership.</p>
<ul style="list-style-type: none"> <li>Complete and implement the updated Parking By-Law for the West Coast municipality.</li> </ul>	<p>Completed.</p> <p>The West Coast Parking By-Law 2016 No1 was finalised and adopted in December 2016. The West Coast Street Dining By-Law 2017 No 1 was finalised and adopted in June 2017.</p>
<ul style="list-style-type: none"> <li>Complete and implement the updated Street Dining By-Law for the West Coast municipality.</li> </ul>	<p>Completed.</p> <p>The West Coast Street Dining By-Law 2017 No 1 was finalised and adopted in June 2017.</p>
<ul style="list-style-type: none"> <li>Continue to work with Burnie City Council through the resource sharing arrangement to provide local objectives for inclusion in the proposed single state-wide planning scheme.</li> </ul>	<p>Council worked well with Burnie City council within a successful resource sharing arrangement to obtain guidance in preparation for the proposed State-wide planning scheme.</p>
<ul style="list-style-type: none"> <li>Continue with the implementation and amendments to the West Coast Interim Planning Scheme 2013 in accordance with the Regional Planning Initiative.</li> </ul>	<p>Several zoning amendments were made during the 2016/17 financial year.</p>
<ul style="list-style-type: none"> <li>Provide a framework to encourage development within the municipality that meets the needs of the community and encourages the sustainable use of the area's resources, in accordance with the principles of the <i>Land Use Planning and Approvals Act 1993</i>.</li> </ul>	<p>Council is successfully liaising with the public to ensure ongoing accordance with the principles of the <i>Land Use Planning and Approvals Act 1993</i>.</p>
<ul style="list-style-type: none"> <li>Maintain efficient administrative systems for the issuing of planning documentation.</li> </ul>	<p>Ongoing review of systems and documentation is occurring to ensure efficiency.</p>



Actions	Results
<ul style="list-style-type: none"> <li>Enforce the standard of building, plumbing and drainage regulated by the <i>Building Act 2000</i>, its associated Regulations and the <i>National Construction Code</i>.</li> </ul>	<p>Council ensures compliance with the <i>Building Act 2000</i> and the <i>amended Building Act 2016</i> and its associated Regulations, and the <i>National Construction Code</i>.</p>
<ul style="list-style-type: none"> <li>Continue to investigate illegal works and enforce appropriate sanctions in line with Council's Compliance and Enforcement Policies.</li> </ul>	<p>Council continues to monitor and take the appropriate actions in relation to illegals works.</p>
<ul style="list-style-type: none"> <li>Provide effective control of dogs and other animals within the municipal area in accordance with the requirements of the <i>Dog Control Act 2000</i>, <i>Dog Control Regulations 2001</i>, and Council policy.</li> </ul>	<p>Council continues to ensure that legislative requirements are followed in dealing with animal control in our region.</p>
<ul style="list-style-type: none"> <li>Monitor the <i>Cat Management Act 2009</i> and <i>Cat Management Regulation 2012</i> regarding the control of feral cats.</li> </ul>	<p>Staff continue to monitor any legislative or policy requirements put out by the State Government.</p>
<ul style="list-style-type: none"> <li>Comply with the requirements of the <i>Environmental Management and Pollution Control Act 1994</i> and provide an efficient system for implementation and monitoring of compliance.</li> </ul>	<p>Council has a resource sharing arrangement which ensures compliance in this critical area.</p>
<ul style="list-style-type: none"> <li>Increase public awareness and participation in public health initiatives, especially the immunisation program.</li> </ul>	<p>Council has a resource sharing arrangement which ensures delivery of a successful immunisation program.</p>
<ul style="list-style-type: none"> <li>Implement the requirements of the <i>Public Health Act 1997</i> and the <i>Food Act 2003</i>.</li> </ul>	<p>Ongoing standard operational procedure.</p>
<ul style="list-style-type: none"> <li>Undertake inspections and registration of all food businesses annually and continuation of the Food Safe Program for food handlers in the municipality.</li> </ul>	<p>Council has a resource sharing which ensures compliance in this critical area.</p>
<ul style="list-style-type: none"> <li>Undertake investigation of incidences of environmental pollution and nuisances and undertake appropriate follow-up action to ensure remedial work is carried out to ensure future compliance.</li> </ul>	<p>Council has a resource sharing arrangement which ensures compliance in this critical area.</p>



Actions	Results
<ul style="list-style-type: none"> <li>Review the employee health and wellbeing program.</li> </ul>	<p>Council continues to actively promote the health and wellbeing program. During October Council planned many activities and ensured many topics related to health prevention and mental health. Council was also proud to partner with Healthy Inspirations during the latter part of the financial year to complete a twelve-week programme that was designed to assist staff with healthy choice options and encourage staff to actively move for both physical and mental health benefits.</p>
<ul style="list-style-type: none"> <li>Identify and develop Workplace Health and Safety strategies relating to the maintenance of hazardous embankments.</li> </ul>	<p>Council has ceased all practices that were hazardous relating to verge mowing of embankments throughout the West Coast. Site identification was conducted with further risk assessments completed. Council is satisfied that it has minimised the risk and has also identified new ways in which the practice is completed.</p>
<ul style="list-style-type: none"> <li>Review Council's incident/accident/hazard reporting system.</li> </ul>	<p>Council's newly formed Health and Safety Committee reviewed the reporting form and system to identify areas of strength and weakness. However it was decided that the form and reporting system would remain until members were fully abreast of legislation and reporting requirements, and further detailed research was undertaken.</p>
<ul style="list-style-type: none"> <li>Review project planning procedures.</li> </ul>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>Review and adopt a new Council Code for Tenders and Contracts.</li> </ul>	<p>Completed: Council reviewed their Code for Tenders and Contracts.</p>
<ul style="list-style-type: none"> <li>Make a substantial investment into upgrading Council owned residential assets.</li> </ul>	<p>Completed. Capital Housing upgrade program which included works on six vacated houses and units and six occupied houses and units, and included: Kitchen upgrades, bathroom upgrades, new flooring, full re paint, new windows, full electrical and plumbing servicing and commissioning, roof replacement, clotheslines and TV aerials and points. Overall six full and four semi refurbishments.</p>
<ul style="list-style-type: none"> <li>Complete the second phase upgrade of Council's Light Fleet assets.</li> </ul>	<p>Completed. Light Vehicles purchased as part of 2016/17 CAPEX Program</p>
<ul style="list-style-type: none"> <li>Implement an upgrade of Council's Zeehan Depot.</li> </ul>	<p>Ongoing. Upgrades are 80% complete at end of reporting period.</p>
<ul style="list-style-type: none"> <li>Undertake Master Planning for all West Coast Council depots.</li> </ul>	<p>Not completed.</p>
<p><b>Strategy:</b> 5.3.2 A skilled and motivated workforce is maintained through the development of appropriate workforce strategies.</p>	
<ul style="list-style-type: none"> <li>Continue to focus on up-skilling staff, to ensure all service levels are maintained and all staff hold specific skill sets depending on work and community needs.</li> </ul>	<p>Council actively reviews training requirements for all members of staff. Members of staff throughout the year are registered for training to ensure compliance with legislation and to fulfil requirements of their Position Description.</p>



Actions	Results
<ul style="list-style-type: none"> <li>• Introduce time management training where appropriate.</li> <li>• Develop an electronic training database to monitor future training skill set needs.</li> <li>• Refine and improve Workplace Health and Safety outcomes through further development of the new Health and Safety Committee.</li> <li>• Implement specific Safety Week initiatives to enhance Health and Safety outcomes across the organisation.</li> </ul>	<p>Time management training was undertaken by two employees, both successfully completing the units and achieving full qualifications.</p> <p>Training database completed and updated regularly. The database assists with forward planning and budgeting forecasts.</p> <p>A full restructure of the former safety committee, now Health and Safety Committee, has been completed. Five committee representatives have been appointed and regular monthly meetings are held.</p> <p>October was dedicated as WorkSafe month, an ongoing initiative by WorkCover. During the month staff were provided with a variety of education sessions, topics included but not limited to, Prostate Awareness, Mental Health Care and Eating Well, Living Well. Council is proud of its efforts in delivering such sessions to staff and look to include similar topics throughout its ongoing Health &amp; Wellbeing program.</p>

**Strategy:** 5.3.3 Revenue from grants and other income sources is maximised.

<ul style="list-style-type: none"> <li>• Ensure that all finance transactions and supporting documentation is accurately maintained to ensure acquittals for grants is completed within the guided timeframes provided from funding bodies and agencies.</li> </ul>	<p>Completed. Full compliance with grant and funding guidelines and accounting standards was attained.</p>
<ul style="list-style-type: none"> <li>• Research and maintain a detailed list of available funding streams and maximise grant applications as opportunities arise.</li> </ul>	<p>Completed. Funding was applied for where appropriate. Funding streams available to the public were also promoted through appropriate communication platforms. A range of Council departments applied for several rounds of funding in 2016/17 and were successful with their applications.</p>

**Strategy:** 5.3.4 Assess and engage in resource sharing options for the region to avoid duplication and inefficiencies and to create sustainable infrastructure into the future.

<ul style="list-style-type: none"> <li>• Maintain active membership of the North West Finance Group and Human Resources Group to allow for information sharing and best practice attainment.</li> </ul>	<p>Corporate &amp; Strategic Services Co-ordinator continues to attend the North West Finance Group and Human Resources Group. Both groups allow for information sharing and group reviews of pending legislation and reporting.</p>
<ul style="list-style-type: none"> <li>• Continue to pursue resource sharing opportunities that can result in efficiency gains and further cost savings to the community.</li> </ul>	<p>Resource sharing arrangements were reviewed and changes made during the period with Council enhancing the resource sharing arrangements with Burnie City Council. Council continues to draw on expertise at Brighton Council regarding asset management. Council looks forward to exploring future shared services opportunities.</p>



Actions	Results
---------	---------

- Investigate and improve communications with other interested stakeholders across the region and the state.

This is an ongoing process, as engagement with stakeholders develops and processes enhance. Investigations regarding a Council newsletter were completed, at this time creation of a full Council newsletter, for distribution electronically and in hard copy, is outside the capabilities of Council. The Media and Communications Officer is not a full-time position and a regular newsletter would consume several hours a week, and it is considered that the cost of professional printing is outside of current budget capabilities. Partnering with West Coast schools to provide updates on Council in school newsletters will increase engagement with the West Coast community. School newsletters are distributed to families in each of our communities and will broaden the reach of Council communications. Working with West Coast schools in this manner also serves to build stronger partnerships with our education providers. Implementation of the newsletter feature has not occurred in 2016/17.

**Strategy:** 5.3.5 Council is recognised as a relevant, well managed, cost effective, and operationally efficient and customer focused organisation that connects with all of its stakeholders.

- Grow Council's capacity to provide strong leadership within the West Coast community through appropriate and innovative use of media and communications.

West Coast Council is committed to communicating and engaging with the West Coast community, through the appointment of a Media and Communications Officer and adoption of an Engagement Policy. Council's contacts database, along with communication platforms such as Facebook, radio and print media, were utilised on numerous occasions to promote events and activities across the West Coast region. Participation in the annual national initiative, Local Government Twitter Day provided West Coast Council the opportunity to be involved in an innovative use of communications platforms to raise awareness of its role within the community.

- Continued implementation of high-standard corporate public relations and communications practices to proactively promote West Coast Council projects and activities.

West Coast Council is committed to communicating and engaging with the West Coast community, through the appointment of a Media and Communications Officer and adoption of an Engagement Policy.





Actions	Results
<ul style="list-style-type: none"> <li>Investigate and implement community engagement platforms which are innovative and suitable to the needs of Council and the community, including the development of new website initiatives and a Council newsletter for distribution to West Coast residents.</li> <li>Develop and implement appropriate Communication Plans relating to Council projects and activities.</li> </ul>	<p>Engagement platforms were reviewed and networking with other local government communications professionals occurred to ensure the most current practices were being implemented. Council staff participated in workshops and training to develop best practices regarding community engagement and appropriate platforms. Council's website is regularly reviewed for updates. Investigations regarding a Council newsletter were completed, at this time creation of a full Council newsletter, for distribution electronically and in hard copy, is outside the capabilities of Council.</p> <p>The Media and Communications Officer is not a full-time position and a regular newsletter would consume several hours a week, and it is considered that the cost of professional printing is outside of current budget capabilities. Partnering with West Coast schools to provide updates on Council in school newsletters will increase engagement with the West Coast community. School newsletters are distributed to families in each of our communities and will broaden the reach of Council communications. Working with West Coast schools in this manner also serves to build stronger partnerships with our education providers.</p> <p>Implementation of the newsletter feature has not occurred in 2016/17.</p> <p>Plans were developed and implemented, in liaison with appropriate Council departments and stakeholders, as appropriate for a variety of Council projects, events and activities.</p>
<p><b>Strategy:</b> 5.3.6 Develop and maintain long term financial planning, management and reporting to ensure resources are provided to deliver services and manage Council's assets.</p>	
<ul style="list-style-type: none"> <li>Finalise and adopt the Long Term Financial Management Plan.</li> <li>Continue to provide Quarterly Budget Updates at open Council meetings throughout the year.</li> <li>Finalise and adopt the Asset Management Strategy and the first of the relevant Asset Management Plans (Roads and Transport).</li> </ul>	<p>Completed. The document is produced by Council in accordance with the provisions of the <i>Local Government Act 1993</i>. The Long Term Financial Plan and Strategy 2016/17 to 2026/27 is a ten year plan for the management of Council's finances. The document is not intended to be static, and is reviewed annually and updated to reflect changing circumstances.</p> <p>Completed each quarter. An intensive review of each department is undertaken by the Corporate &amp; Strategic Services Co-ordinator and the corresponding department Manager/Co-ordinator. The General Manager presents the results at the open Council meetings as scheduled.</p> <p>Completed. Adopted in accordance with State Government Legislation. Information and mechanisms continually being updated. The documents assist Council is improving the way it delivers services from infrastructure including bridges, buildings, open space, plant, roads, footpaths and stormwater.</p>

A photograph of the Bonnet Island Lighthouse, a white, octagonal tower with a glowing lantern room at the top. The lighthouse is set against a cloudy, overcast sky. The tower has a weathered appearance with some peeling paint. A metal railing surrounds the lantern room. In the background, a beach and the ocean are visible under a grey sky. Bare tree branches are in the foreground on the right side.

# Integrated Family Support Services

*Bonnet Island Lighthouse*



## Integrated Family Support Services

Council continues to be the only Council in Tasmania directly delivering this vital service under an Alliance Partnership with Mission Australia.

In 2016/17 service to 12 families with 15 adults and 28 children was delivered. The areas of support were primarily in family reunification, child behaviour management, and specialist and general parent guidance. Approximately 584 home visits were undertaken, with 24 transport support trips to Burnie & Devonport and 35 local transport support appointments.

### Projects

The Girls Group was delivered at Mountain Heights School by the Integrated Family Support Services case workers with assistance from Mountain Heights School. The project's aim was to assist individual girls with self-esteem issues using group craft sessions.

### Staff and Training

Two staff were employed in the service for the 2016/17 financial year, and 12 training programs attended.

### Alliance Partnership

The Alliance partnership project "Integrated Family Support Services" has started to build partnerships with the St Vincent de Paul Society, West Coast Schools and the Department of Health and Human Services. 67 meetings were attended in Burnie, Devonport, Hobart and Spreyton.

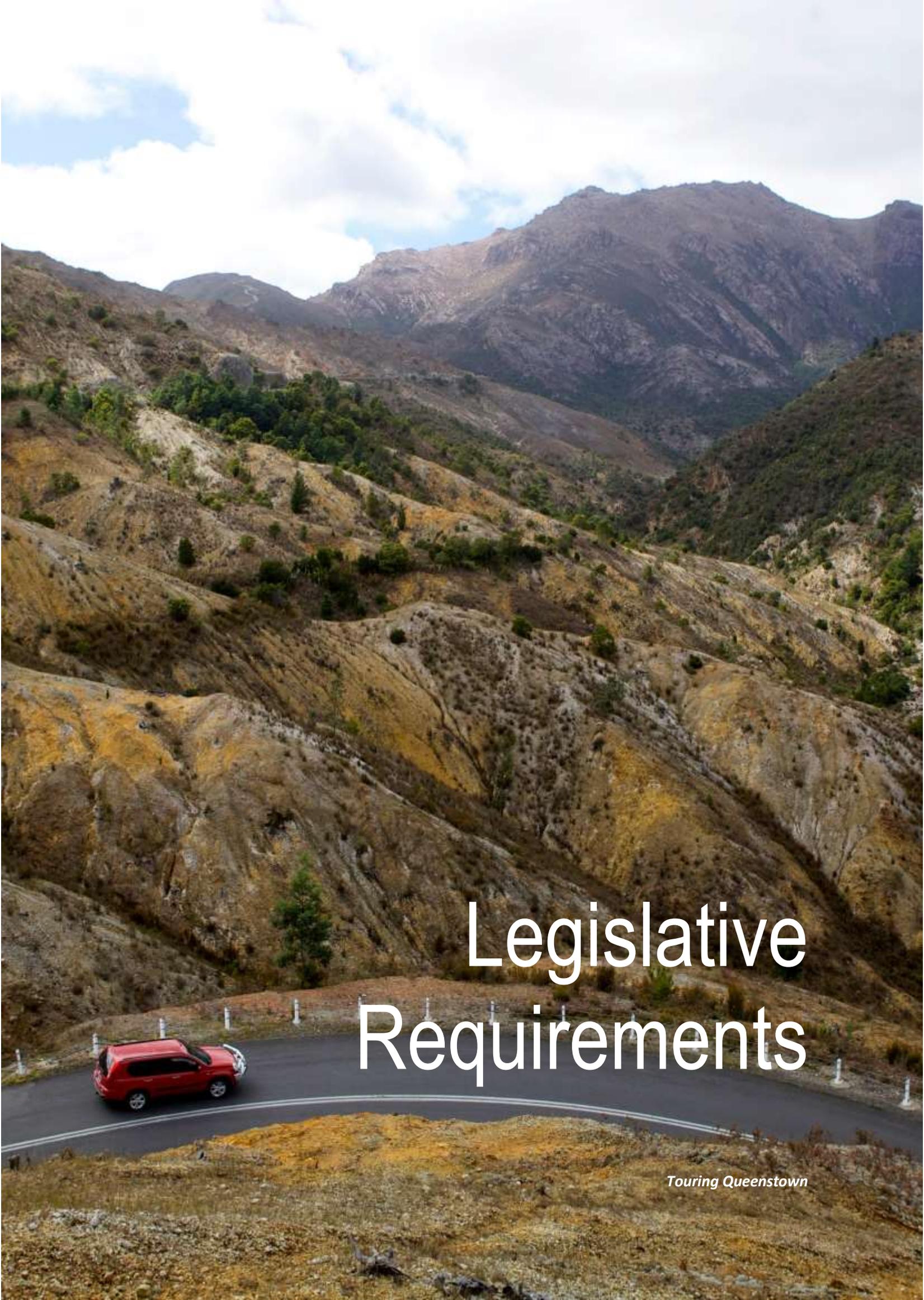
### Quality Management System

The Quality Management System (QMS) is well underway with 30 policies completed. Under the Auditing structure of the QMS as guided by the Tasmanian Community Services Quality Portal, the West Coast Integrated Family Support Services Program is positioning at 97% accomplished.

### Integrated Family Support Services delivering the Salvation Army Doorway Emergency Relief

There were 523 individuals in 116 family groups on the West Coast who were assisted with our Emergency Relief program funded from Aurora, Telstra and the Salvation Army (who manages the intake assessment). 53% of key clients needing assistance were in the 40 – 64 years age bracket, followed by 35% in the 20 – 39 years age bracket.

Through the Salvation Army 206 Food Hampers, fuel & IGA cards were provided at a cost of \$6,241.69. 143 referrals to other support services, 15 Advocacy support sessions, and 13 instances of transport assistance were also provided. Under the Aurora Hardship Assistance Scheme, 12 families were assisted at a cost of \$5,000. Two families were provided with Telstra assistance at a cost of \$2,000.

A scenic view of a winding road through a mountainous landscape. The road is paved and curves through a valley with rocky, brownish-yellow hillsides. A red car is driving on the road. In the background, there are large, rugged mountains under a cloudy sky. The overall scene is a mix of natural beauty and infrastructure.

# Legislative Requirements

*Touring Queenstown*



# Public Health Statement

Section 72 (1)(ab) of the *Local Government Act 1993* requires a statement of the Council's goals and objectives in relation to public health activities to be included in the Annual Report

The West Coast Council is committed to promoting and protecting the health of its residents and visitors. Council's Environmental Health Officer within the Planning and Regulatory Services Department is responsible for ensuring the statutory obligations under the *Local Government Act 1993*, *Public Health Act 1997*, *Food Act 2003*, *Dog Control Act 2000*, *Burial & Cremation Act 2002*, *Environmental Management & Pollution Control Act 1994*, *Land Use Planning and Approvals Act 1993*, *Building Act 2000* and the amended *Building Act 2016* are met. These responsibilities include: Food Safety, Disease Prevention and Control, Notifiable Diseases, Places of Assembly, Public Health Education and Promotion, Immunisations, Public Health Risk Activities, On-Site Wastewater Disposal, Exhumations, Regulated Systems, Unhealthy Premises, Public Health Nuisances, Recreational Water Quality, Environmental Nuisances, Air, Water and Soil Pollution, Public Health Assessment of Planning and Building Applications

## Be responsive to environmental issues effecting the region.

- Seasonal sampling of recreational waters for monitoring levels of bacteria to ensure maintenance of public safety.

West Strahan Beach (during summer) on a weekly basis for compliance with recreational water quality guidelines: 19 samples and 3 public swimming pools on a monthly basis (during season) for disinfection qualities: 13 samples.

## Protect and enhance the Natural Wilderness areas on the West Coast.

- Protect and enhance the public health and safety of the community by means of environmental monitoring and regulation.

Control Nuisances – by issue of abatement notices for:

- Fire Hazard Reduction: 126
- Removal of car bodies & junk; and
- Abatement of general nuisances and complaints.

## The Council meets all statutory requirements.

- Inspection and registration of all food business annually and the continuation of the Food Safe Program for food handlers in the municipality;
- Investigation of incidences of environmental pollution and nuisances and appropriate follow-up action to ensure remedial work is carried out to ensure future compliance;
- Increase public awareness and participation in public health initiatives, especially the immunisation program;
- Continual review of the way in which the service is provided, including identification of how services can be improved.

Liaison with the Director of Public Health regarding food recalls, etc. 19 premises inspected prior to the re-registration and licensing of operators with follow-up inspections as required, total: 73.

Successful abatement program and action on complaints in line with legislation has been achieved.

Commencement of the following courses:

- Boostrix: 27
- Manactra: 36
- HPV 81

Total: 144

Continual review of systems and processes is ongoing.



## Code of Conduct

Under Section 72 of the *Local Government Act 1993* the Council is required to report in its annual report the number of code of conduct complaints that were upheld by the Code of Conduct Panel during the preceding financial year and the total costs met by the council during the preceding financial year in respect to all code of conduct complaints.

Complaints Upheld	Date	Cost
General Manager / Councillor Gerrity	21 September 2016	\$4,034.02

## Complaints Under Customer Service Charter

In accordance with Section 339F of the *Local Government Act 1993*, Council is required to disclose the number of complaints it received under the provisions of the Customer Service Charter.

In 2016/17 no complaints were received.

## Statement of Activities

Section 72 (1)(ca) of the *Local Government Act 1993* requires Council to report on exercising of enterprise powers relating to the formation and operation of corporations, trusts, partnerships or other bodies.

The Council did not resolve to exercise any powers or undertake any activities in accordance with Section 21.

## Statement of Land Donated

Under Section 72(1)(da) of the *Local Government Act 1993* West Coast Council is required to report on any land donated by the Council during the year in accordance with Section 177.

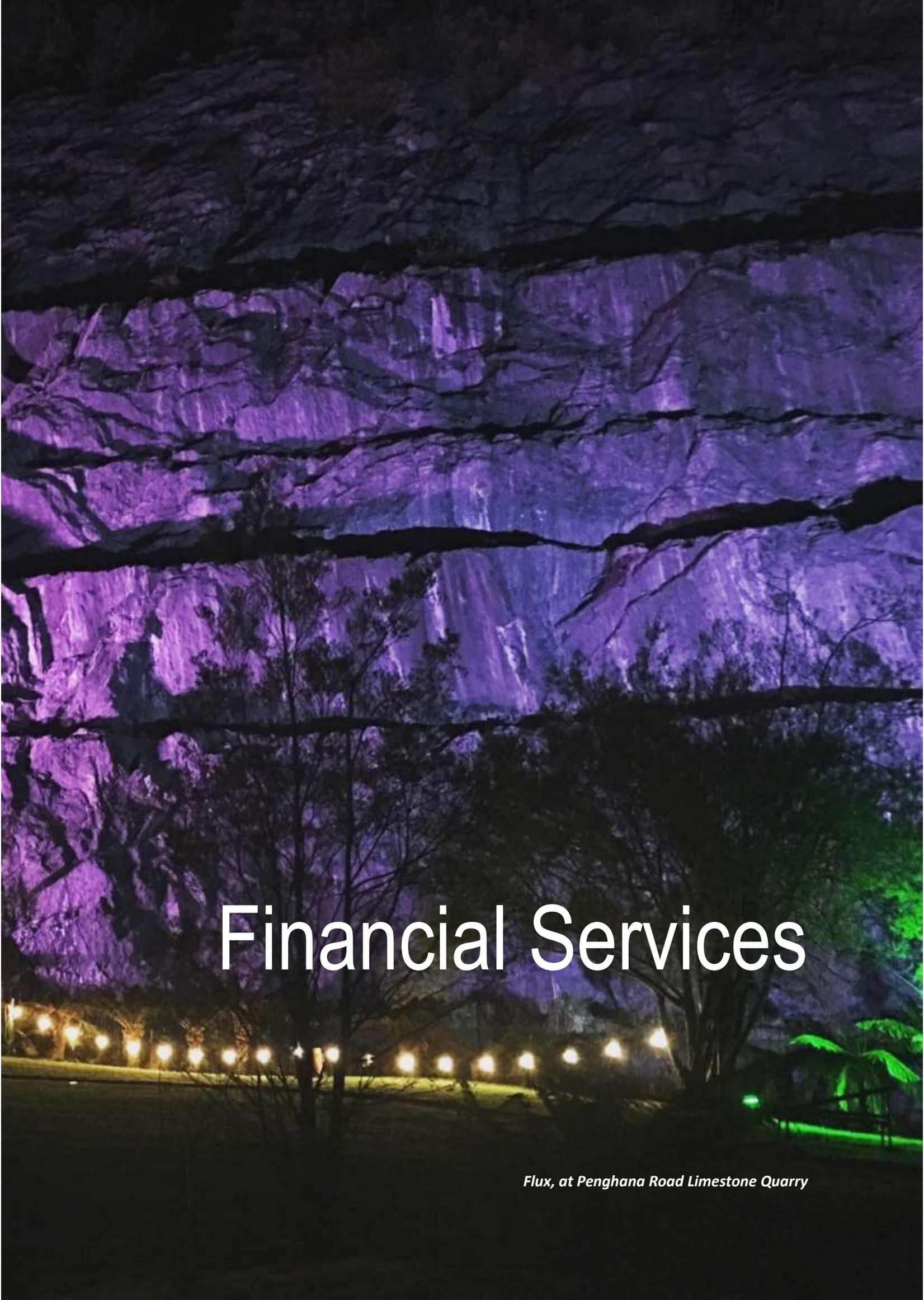
The Council made no such donations of land.

## Public Interest Disclosures

Section 86 of the *Public Interest Disclosure Act 2002* requires the West Coast Council to report on the number and types of disclosures made to the public body during the year and the number of those disclosures that the public body determines to be public interest disclosures.

There have been no disclosures either raised or determined during 2016/17.

The Council's Guidelines for dealing with matters under the *Public Interest Disclosure Act 2002* can be made available by contacting the General Manager, Dirk Dowling on 6471 4700.



# Financial Services

*Flux, at Penghana Road Limestone Quarry*



# Financial Management

The overall results for the year are excellent and a testament to the hard work of all staff and Council's Contract Accountant as Council continues to improve its sustainability position on the back of several years of reform and consolidation.

The surplus of **\$1,848,039** showing on page 1 of the Financial Report for 2017, needs to be read in context:

- On page 40 of the Financial Report readers will note that the figure includes a forward payment of the Financial Assistance Grants from the Federal Government of \$961,071 (it is beneficial for Council to have these forward payments as we can start accruing interest immediately, but it does give a false figure, in that it is not relevant to our true operational bottom line for the year).
- Readers will also note that the figure includes the Capital Grants amount of \$697,403 (again, relevant to our overall budget, but not relevant to our true operational bottom line for the year).
- Finally, it should be noted that the net gain on disposal of assets (\$93,674) and several one-off adjustments that constitute non-operational expenses (\$110,140 – SES vehicle that came out of trust funds we hold for SES - \$150,000 for Demolition Expenses that will occur the next financial year, and \$103,267 for the work we did on demolitions at the Queenstown Oval in the last financial year) also affect the final figure quoted.

Factoring in these adjustments, the true bottom line for Council is a standard operating surplus for 2016/17 of **\$189,565**. Considering we were working towards a very small forecast budget surplus of **\$12,593** for the year, this is an exceptional result.

The operating surplus is higher than anticipated due to several positive factors:

- Increases in several Recurrent Income streams, and
- Decreases in Material and Contracts expenditure for the period – related to the timing of project delivery, weather restrictions and the overall focus on identifying further savings for the year through strict budget controls and finding efficiencies where possible.

In relation to budget administration, senior staff now have full monitoring capability for each of their areas of operation; and with the upgrade of Council's primary financial management software scheduled to take place in 2017/18, further improvements in reporting and monitoring practices can be expected. Budget preparation improvements have seen a greater level of accuracy in scoping and estimating expenditure requirements (reflected in the exceptional outcome for the entire financial year). Process and procedural improvements have seen spending allocations refined to better reflect actual resource allocations between Capital and Operational areas of the budget.

Given the tight budget control and focus on savings again this year, the bottom line 'Cash at Bank' result is slightly higher than the target of \$6M to 6.5M. This result is pleasing and ensures that Council is in a strong position to meet any emergency spending requirements for the community and Council can continue to pursue improvements in asset development, infrastructure development and community improvements - in line with community expectations, as outlined in the *West Coast Community Plan 2025*.

It is also worth noting the enormous effort by staff in the Corporate and Strategic Services area of Council to reduce the final outstanding rates this year, despite the prevailing economic conditions.



The delivery of another successful Capital Expenditure Program was also a highlight, with tight control ensuring overall budget limits were not exceeded – despite some unplanned emergency infrastructure works being required. There were minimal overspends and despite challenging weather conditions, almost a complete delivery of the entire \$2.9M projected Program.

## Financial Management

	2013/2014	2014/2015	2015/16	2016/17	Increase (Decrease)
<b>Operating Income</b>	10,501,563	11,104,003	10,948,590	10,858,107	(90,483)
<b>Operating Expenditure</b>	12,196,743	11,377,494	10,351,381	10,305,135	(46,246)
<b>Operating Surplus/Deficit</b>	(1,695,180)	(273,491)	597,209	552,972	(44,237)
<b>Cash</b>	3,222,075	4,131,842	5,469,085	7,640,664	2,171,579
<b>Receivables</b>	764,922	668,490	698,898	833,437	134,539
<b>Creditors at 30 June</b>	1,401,905	778,887	584,182	964,178	379,996
<b>Borrowings</b>	1,020,368	878,276	726,019	562,870	(163,149)
<b>Employee Provisions</b>	767,083	716,495	748,614	800,137	51,523
<b>Work in Progress</b>	762,729	802,044	80,153	629,423	549,270

## Financial Indicators

Indicator	2013/14	2014/15	2015/16	2016/17
<b>Current Ratio:</b>				
<b>Current Assets</b>	1.841:1	3.248:1	3.958:1	4.276:1
<b>Current Liability</b>				
<b>Quick Asset Ratio:</b>				
<b>Cash + Liquid Debtors</b>	1.652:1	3.198:1	3.739:1	4.242:1
<b>Current Liabilities</b>				

(Note: Liquid Debtors do not include outstanding rate debtors)

Rate Coverage	2013/14	2014/15	2015/16	2016/17
<b>(Rate Revenue)</b>	61.00%	58.35%	61.21%	61.81%
<b>(Operating Revenue)</b>				
<b>(Rate Debtors O/S)</b>	5.71%	7.24%	8.18%	9.03%
<b>(Total Rates)</b>				
<b>(Expenditure per Capita)</b>	\$2,591.00	\$2,417.00	\$2,266.00	\$2,256.00
<b>(Operating Expenditure)</b>				
<b>Population 4,567</b>				
<b>Grant Coverage</b>				
<b>Grant Revenue</b>	13.50%	20.27%	19.57%	19.35%
<b>(Operating Revenue)</b>				



## Financial Activity

ACTIVITY	2013/14	2014/15	2015/16	2016/17
<b>Finance</b>				
Revenue per capita	2,231	2,417	2326	2287
Total rate per capita	1,361	1,410	1424	1426
Average residential rate	1,034	1,083	1,049	1049
Year end rates outstanding	5.70%	7.20%	8.20%	9.00%
<b>(Capital expenditure)</b>				
(Depreciation)	118.80%	38%	58.7%	49.0%
<b>Human Resource Management (per employee)</b>				
Average cost	61,104	61,010	58,428	58,205
Average cost of training	466	709	549	1035
Relative number of Employee	14.9	14.9	15.5	14.9
Staff turnover rate	8.60%	11.40%	11.00%	11.40%
Average sick leave (days)	6.6	5.5	6.3	5.9
Lost time due to injury (hptw)	0.9	0.1	0.1	0.1
<b>Planning and Building (Number of days to obtain approval)</b>				
Planning – permitted use	28	14	28	19.56
Planning – discretionary use	28	28	28	41.58
Building	7	7	7	7
Number of Applications Lodged	163	99	92	59



# Financial and In-Kind Community Support

Under Section 77 (2) of the *Local Government Act 1993* the Council is required to report on any grant made or benefit provided.

## Sponsorship & Event Development Fund

	Amount		Date Received	Acquittal Date	Council	Approved	Paid ✓
	Cash	In Kind					
<b>The Unconformity</b>		\$5,301.30	26/11/2015	14-16 October 2016	16/02/2016	✓	Carry Over × In-Kind to be allocated to 2016/17 Budget
<b>Queenstown Pioneer Cemetery Restoration</b>		\$660.40	15/07/2015	Event Date – 2years	18/08/2015	✓	Carry Over (ongoing project)
<b>Zeehan Neighbourhood Centre</b>		\$756.00	6/07/2016	July 16 – July 17 Casual Room Hire/waiver of fees	19/07/2016	✓	✓
<b>Active Strahan</b>		\$2,121.60	6/07/2016	5/11/2016	19/07/2016	✓	
<b>Bright Ideas</b>	\$2,000.00	\$1,372.00	6/07/2016	06-07/08/16	19/07/2016	✓ × cash	✓
<b>Zeehan Gem &amp; Mineral Fair</b>	\$5,500.00	\$319.95	27/07/2016	22/10/2016	16/08/2016	× application declined at this stage – to be w/shopped	
<b>Ten Days on the Island</b>	\$3,300.00		14/07/2016	17-26 March	16/08/2016	× application declined at this stage – more info requested	
<b>Swap Meet</b>	\$800.00		22/07/2016	Nov/Dec 2016	16/08/2016	× application declined	
<b>Rosebery Athletics</b>		\$6,786.00	14/07/2016	17/12/2016	16/08/2016	✓	✓
<b>St Joseph's P&amp;F Committee</b>	\$660.00	\$140.00	11/08/2016	29/10/2016	20/09/2016	✓	✓ x
<b>Mt Lyell Craft Committee</b>		\$721.20	7/09/2016	13/11/2016	20/09/2016	✓	✓
<b>Trial Harbour Progress Association</b>	\$508.20		11/08/2016	1/11/2016	20/09/2016	✓	✓
<b>Rosebery Daycare Centre</b>	\$651.20		10/08/2016	N/A	20/09/2016	X application declined	
<b>Zeehan Gem &amp; Mineral Fair</b>	\$5,500.00	\$319.95	27/07/2016	22/10/2016	20/09/2016	✓	✓
<b>Rosebery Festival</b>	\$4,145.60	\$854.40	1/08/2016	18/02/2017	18/10/2016	✓	
<b>Mt Lyell Strahan Picnic Committee</b>	\$1,500.00	\$1,910.40	19/08/2016	26/01/2017	18/10/2016	✓	



## Sponsorship &amp; Event Development Fund – cont.

	Amount		Date Received	Acquittal Date	Council	Approved	Paid ✓
	Cash	In Kind					
CWA Strahan Branch	\$500.00	\$306.60	Sep-16	3/12/2016	18/10/2016	✓	✓
Mountain Heights School	\$400.00		19/11/2016	3/12/2016	15/11/2016	✓	✓
Rosebery Childcare Fundraising Committee	\$651.20		10/08/2016	N/A	15/11/2016 Resubmitted	✓	✓
Queenstown Christmas Parade Committee		\$500.00	30/11/2016	24/12/2016	13/12/2016	✓	✓
Strahan Christmas Decoration Committee	\$97.40	\$402.60	30/11/2016	17/12/2016	13/12/2016	✓	✓
Annual Macquarie Harbour Clean up		\$11,825.00	28/02/2017	1/04/2017	21/03/2017	✓	✓
Strahan Mini League	\$5,000.00		25/01/2017	N/A	21/03/2017	X application declined	
Bonorong Wildlife Sanctuary		\$625.50	23/03/2017	3/06/2017	27/04/2017	✓	✓
Beacon Foundation		\$225.00	4/06/2017	22/06/2017	20/06/2017	✓	✓
Rosebery Women's Hockey Association		\$504.00	19/05/2017	15/07/2017	20/06/2017	✓	

## Totals

Cash	In-Kind	Total
\$31,213.60	\$35,651.90	\$66,865.50



## Community Assistance Grants

Details	Category	Amount	Council Meeting	Approved	Paid
Strahan Primary School	School	\$ 75.00	19 July 2016	✓	✓ 28/07/16
St Josephs - Rosebery	School	\$ 75.00	19 July 2016	✓	✓ 28/07/16
St Josephs - Queenstown	School	\$ 75.00	19 July 2016	✓	✓ 28/07/16
Zeehan Primary School	School	\$ 75.00	19 July 2016	✓	✓ 28/07/16
Mountain Heights - Primary	School	\$ 75.00	19 July 2016	✓	✓ 28/07/16
Mountain Heights - Secondary	School	\$150.00	19 July 2016	✓	✓ 28/07/16
Rosebery District – Primary	School	\$ 75.00	19 July 2016	✓	✓ 28/07/16
Rosebery District - Secondary	School	\$150.00	19 July 2016	✓	✓ 28/07/16
Queenstown Netball Association	Sporting Club	\$500.00	19 July 2016	✓	✓ 28/07/16
Queenstown Anglers Club	Sporting Club	\$250.00	19 July 2016	✓	✓ 28/07/16
Queenstown Amateur Swimming Club	Sporting Club	\$150.00	19 July 2016	✓	✓ 28/07/16
Zeehan Neighbourhood Centre	Not for Profit	\$500.00	19 July 2016	✓	✓ 28/07/16
Queenstown Senior Citizens Club	Community Group	\$500.00	19 July 2016	✓	✓ 28/07/16
Zeehan Community Christmas Committee	Community Group	\$500.00	19 July 2016	✓	✓ 28/07/16
Lions Club of Rosebery (Parade)	Community Group	\$400.00	19 July 2016	✓	✓ 28/07/16
Queenstown Fire Brigade	Community Group	\$200.00	19 July 2016	✓	✓ 28/07/16
CWA Zeehan	Community Group	\$479.85	19 July 2016	✓	✓ 28/07/16
Lions Club of Rosebery (Repairs)	Community Group	\$500.00	19 July 2016	✓	✓ 28/07/16
Queenstown PCYC	Community Group	\$500.00	19 July 2016	✓	✓ 28/07/16
Kelsi Jarvis	Individual Sports (Youth)	\$150.00	13 December 2016	✓	✓ 22/12/16
		<b>\$5379.85</b>			



## Rates Remissions for Non-Profit Groups and Organisations

<b>Organisation</b>	<b>Amount</b>
1 <sup>st</sup> Queenstown Scout Group	\$344.26
Zeehan RSL Sub-Branch Inc.	\$752.11
Queenstown Rebekah Lodge	\$315.95
Lions Club Of Rosebery	\$351.34
Men's Shed Zeehan	\$530.09
Rosebery Senior Citizens Club Inc.	\$412.68
Zeehan Lions Club	\$353.70
Strahan Rifle Club	\$896.31
<b>Total</b>	<b>\$3,946.44</b>



## Contracts for the Supply of Goods and Services

In accordance with Section 29 (3) of the *Local Government (General) Regulations 2015*, the following contracts to the value of \$100,000 or above, excluding GST, were entered into during the 2016/2017 financial year.

Contract	Contractor Name & Address	Value of Contract (Excl. GST)
T001: 2016/17 Purchase and Replacement of Light Vehicles	Jackson Motor Company PO Box 497 SOMERSET TAS 7322	\$217,611.73
EOI: Q001-16-17 Reseal Works	Downer EDI Works Pty Ltd PO Box 1823 NORTH RYDE NSW 2113	\$242,781.76



# Appendices

*Montezuma Falls*



## Independent Auditor's Report

To the Councillors of West Coast Council

Report on the Audit of the Financial Report

### Opinion

I have audited the financial report of West Coast Council (Council), which comprises the statement of financial position as at 30 June 2017 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the General Manager's statement.

In my opinion the accompanying financial report:

- (a) presents fairly, in all material respects, Council's financial position as at 30 June 2017 and of its financial performance and its cash flows for the year then ended
- (b) is in accordance with the *Local Government Act 1993* and Australian Accounting Standards.

### Other Matter

During 2016 Council was subject to a competitive neutrality complaint investigation by the Tasmanian Economic Regulator, which concluded that overnight recreational vehicle parking and camping services provided by Council represented a significant business activity. Council continue to not disclose in the notes to the financial report a statement of the operating, capital and competitive neutrality costs in respect of this significant business activity together with a statement of the revenue associated with it as required by section 84(2)(da) of the *Local Government Act 1993*. The disclosure has not been made on the basis that Council disagreed with the findings of the Tasmanian Economic Regulator and disputed that it provides any services at all.

### Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

...1 of 3

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.  
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

*Strive | Lead | Excel | To Make a Difference*



The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

My audit responsibility does not extend to the budget figures included in the statement of comprehensive income, the asset renewal funding ratio disclosed in note 37, nor the Significant Business Activities disclosed in note 36 to the financial report and accordingly, I express no opinion on them.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### **Responsibilities of the General Manager for the Financial Report**

The General Manager is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as determined necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the General Manager is responsible for assessing Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council is to be dissolved by an Act of Parliament or the Councillors intend to cease operations, or have no realistic alternative but to do so.

#### **Auditor's Responsibilities for the Audit of the Financial Report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for

...2 of 3



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX A

one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the General Manager.
- Conclude on the appropriateness of the General Manager's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the General Manager regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Ric De Santi  
**Deputy Auditor-General**  
**Delegate of the Auditor-General**

**Tasmanian Audit Office**

29 September 2017  
Hobart

...3 of 3

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.  
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

*Strive | Lead | Excel | To Make a Difference*



West Coast Council  
ANNUAL FINANCIAL REPORT  
For the Year Ended 30 June 2017



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
Financial Report  
Table of Contents

	Page
FINANCIAL REPORT	
Financial Statements	
Statement of Comprehensive Income	1
Statement of Financial Position	2
Statement of Cash Flows	3
Statement of Changes in Equity	4
Notes to Financial Statements	
Introduction	5
Note 1 Significant accounting policies	5
Note 2 Functions/Activities of the Council	16
Note 3 Rates and charges	18
Note 4 Statutory fees and fines	18
Note 5 User fees	18
Note 6 Grants	18
Note 7 Contributions	19
Note 8 Interest	19
Note 9 Other income	19
Note 10 Net gain(loss) on disposal of property, infrastructure, plant and equipment	20
Note 11 Investment revenue from water corporation	20
Note 12 Employee benefits	20
Note 13 Materials and services	20
Note 14 Impairment of receivables	20
Note 15 Depreciation and amortisation	20
Note 16 Finance costs	20
Note 17 Other expenses	21
Note 18 Investment in water corporation	21
Note 19 Cash and cash equivalents	21
Note 20 Trades and other receivables	21
Note 21 Inventories	21
Note 22 Other assets	21
Note 23 Property, infrastructure, plant and equipment	22
Note 24 Trade and other payables	26
Note 25 Trust funds and deposits	26
Note 26 Interest bearing loans and borrowings	26
Note 27 Provisions	27
Note 28 Reserves	28
Note 29 Reconciliation of cash flows from operating activities to surplus or deficit	29
Note 30 Reconciliation of cash and cash equivalents	29
Note 31 Financing arrangements	29
Note 32 Superannuation	30
Note 33 Financial instruments	31
Note 34 Events occurring after balance date	37
Note 35 Related party transactions	37
Note 36 Significant Business Activities	39
Note 37 Management indicators	40
Note 38 Fair value measurements	42
Certification of the Financial Report	46



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Statement of Comprehensive Income  
For the Year Ended 30 June 2017

	Note	Budget 2017 \$	Actual 2017 \$	Actual 2016 \$
<b>Income</b>				
<b>Recurrent Income</b>				
Rates and charges	3	6,663,001	6,711,051	6,701,890
Statutory fees and fines	4	46,500	61,843	63,578
User fees	5	752,521	801,968	808,586
Grants	6	2,059,192	3,061,719	1,226,373
Contributions - cash	7	2,950	1,832	2,949
Interest	8	132,200	166,428	160,958
Other income	9	299,517	364,184	489,080
Investment revenue from water corporation	11, 18	543,000	556,479	514,127
		<u>10,498,881</u>	<u>11,725,504</u>	<u>9,967,541</u>
<b>Capital Income</b>				
Capital grants received specifically for new or upgraded assets	6	636,716	697,403	737,352
Recognition of land under roads	23	-	-	4,077,582
Net gain(loss) on disposal of property, infrastructure, plant and equipment	10	80,000	93,674	63,974
		<u>716,716</u>	<u>791,077</u>	<u>4,878,908</u>
<b>Total income</b>		<u>11,215,597</u>	<u>12,516,581</u>	<u>14,846,449</u>
<b>Expenses</b>				
Employee benefits	12	(4,073,167)	(4,074,378)	(4,265,231)
Materials and services	13	(2,259,973)	(2,038,880)	(1,943,264)
Impairment of receivables	14	-	(44,700)	(1,256)
Depreciation and amortisation	15	(2,578,408)	(2,638,225)	(2,591,339)
Finance costs	16	(48,221)	(45,337)	(56,321)
Other expenses	17	(1,526,523)	(1,827,022)	(1,493,970)
<b>Total expenses</b>		<u>(10,486,292)</u>	<u>(10,668,542)</u>	<u>(10,351,381)</u>
<b>Surplus / (deficit)</b>		<u>729,305</u>	<u>1,848,039</u>	<u>4,495,068</u>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to surplus or deficit</b>				
Net asset revaluation increment (decrement) reversals	28	-	(5,279,762)	3,715,338
		<u>-</u>	<u>(5,279,762)</u>	<u>3,715,338</u>
<b>Items that may be reclassified subsequently to surplus or deficit</b>				
Financial assets available for sale reserve				
* Fair Value adjustment on Available for Sale Assets	28	-	185,955	474,408
		<u>-</u>	<u>185,955</u>	<u>474,408</u>
<b>Total Other Comprehensive Income</b>		<u>-</u>	<u>(5,093,807)</u>	<u>4,189,746</u>
<b>Comprehensive result</b>		<u>729,305</u>	<u>(3,245,768)</u>	<u>8,684,814</u>

The above statement should be read in conjunction with the accompanying notes.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Statement of Financial Position  
As at 30 June 2017

	Note	2017 \$	2016 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	19	7,640,664	5,469,085
Trade and other receivables	20	833,437	698,898
Inventories	21	8,623	3,969
Other assets	22	60,211	38,933
<b>Total current assets</b>		<b>8,542,935</b>	<b>6,210,885</b>
<b>Non-current assets</b>			
Investment in water corporation	18	28,530,771	28,344,816
Other assets	22	24,000	42,000
Property, infrastructure, plant and equipment	23	75,524,367	80,999,815
<b>Total non-current assets</b>		<b>104,079,138</b>	<b>109,386,631</b>
<b>Total assets</b>		<b>112,622,073</b>	<b>115,597,516</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	24	964,178	584,182
Trust funds and deposits	25	244,017	242,062
Provisions	27	614,616	579,865
Interest-bearing loans and borrowings	26	174,819	163,149
<b>Total current liabilities</b>		<b>1,997,630</b>	<b>1,569,258</b>
<b>Non-current liabilities</b>			
Provisions	27	185,521	168,749
Interest-bearing loans and borrowings	26	388,051	562,870
<b>Total non-current liabilities</b>		<b>573,572</b>	<b>731,619</b>
<b>Total liabilities</b>		<b>2,571,202</b>	<b>2,300,877</b>
<b>Net Assets</b>		<b>110,050,871</b>	<b>113,296,639</b>
<b>Equity</b>			
Accumulated surplus		67,578,511	65,730,472
Reserves	28	42,472,360	47,566,167
<b>Total Equity</b>		<b>110,050,871</b>	<b>113,296,639</b>

The above statement should be read in conjunction with the accompanying notes.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Statement of Cash Flows  
For the Year Ended 30 June 2017

	Note	2017 Inflows/ (Outflows) \$	2016 Inflows/ (Outflows) \$
Cash flows from operating activities			
Rates		6,698,126	6,631,104
User charges and other receipts		1,361,451	1,691,544
Grants		3,061,719	1,226,373
Reimbursements		93,836	190,057
Interest		135,477	152,540
Investment revenue from water corporation		585,352	543,000
Payments to suppliers		(3,796,312)	(3,965,126)
Payments to employees (including redundancies)		(4,022,855)	(4,233,112)
Finance costs		(45,337)	(56,321)
Net cash provided by (used in) operating activities	29	<u>4,071,457</u>	<u>2,180,059</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(2,631,414)	(1,520,820)
Proceeds from sale of property, infrastructure, plant and equipment		197,282	92,909
Capital grants		697,403	737,352
Net cash provided by (used in) investing activities		<u>(1,736,729)</u>	<u>(690,559)</u>
Cash flows from financing activities			
Repayment of interest bearing loans and borrowings		(163,149)	(152,257)
Net cash provided by (used in) financing activities		<u>(163,149)</u>	<u>(152,257)</u>
Net increase (decrease) in cash and cash equivalents		2,171,579	1,337,243
Cash and cash equivalents at the beginning of the financial year		5,469,085	4,131,842
Cash and cash equivalents at the end of the financial year	30	<u>7,640,664</u>	<u>5,469,085</u>
Financing arrangements	31		
Restrictions on cash assets	19		

The above statement should be read in conjunction with the accompanying notes.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Statement of Changes in Equity  
For the Year Ended 30 June 2017

	Note	Total 2017 \$	Accumulated Surplus 2017 \$	Asset Revaluation Reserve 2017 \$	Fair Value Reserve 2017 \$
2017					
Balance at beginning of the financial year		113,296,639	65,730,472	39,989,169	7,576,998
Surplus / (deficit) for the year		1,848,039	1,848,039	-	-
Other Comprehensive Income:					
Financial assets available for sale reserve					
* Fair Value adjustment on Available for Sale Assets	18	185,955	-	-	185,955
Net asset revaluation increment (decrement)	28	(5,279,762)	-	(5,279,762)	-
Transfers between reserves		-	-	-	-
Balance at end of the financial year		110,050,871	67,578,511	34,709,407	7,762,953
2016					
Balance at beginning of the financial year		104,611,825	61,235,404	36,273,831	7,102,590
Surplus / (deficit) for the year		4,495,068	4,495,068	-	-
Other Comprehensive Income:					
Financial assets available for sale reserve					
* Fair Value adjustment on Available for Sale Assets	18	474,408	-	-	474,408
Net asset revaluation increment (decrement)	28	3,715,338	-	3,715,338	-
Transfers between reserves		-	-	-	-
Balance at end of the financial year		113,296,639	65,730,472	39,989,169	7,576,998

The above statement should be read with the accompanying notes.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

#### Introduction

- (a) The West Coast Council (the Council) was established in 1993 and is a body corporate with perpetual succession and a common seal. Council's main office is located at Queenstown, Tasmania.
- (b) The purpose of the Council is to:
- provide for health, safety and welfare of the community;
  - to represent and promote the interests of the community;
  - provide for the peace, order and good government in the municipality.

These financial statements are a general purpose financial report that consists of the Statements of Comprehensive Income, Financial Position, Statement of Changes in Equity, Statement of Cash Flows, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), and the Local Government Act 1993 (LGA1993) (as amended). Council has determined that it does not have profit generation as a prime objective. Consequently, where appropriate, Council has elected to apply options and exemptions within accounting standards that are applicable to not-for-profit entities.

#### Note 1 Significant accounting policies

- (a) Basis of accounting

This financial report has been prepared on the accrual and going concern basis.

This financial report has been prepared under the historical cost convention, except where specifically stated in notes 1(f), 1(g), 1(n), 1(o), 1(p), 1(u) and 1(v).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

#### Judgements and Assumptions

In the application of Australian Accounting Standards, Council is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Council has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Judgements made by Council that have significant effects on the financial report are disclosed in the relevant notes as follows:



## WEST COAST COUNCIL ANNUAL REPORT 2016-2017

### APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

#### Employee entitlements

Assumptions are utilised in the determination of Council's employee entitlement provisions. These assumptions are discussed in note 1(n).

#### Defined benefit superannuation fund obligations

Actuarial assumptions are utilised in the determination of Council's defined benefit superannuation fund obligations. These assumptions are discussed in note 32.

#### Fair value of property, plant & equipment

Assumptions and judgements are utilised in determining the fair value of Council's property, plant and equipment including useful lives and depreciation rates. These assumptions are discussed in notes 1(f) and in note 23.

#### Investment in water corporation

Assumptions utilised in the determination of Council's valuation of its investment in TasWater are discussed in note 1(k) and in note 18.

#### (b) Adoption of new and amended accounting standards

In the current year, Council has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period. These include:

##### (i) AASB 2015-6 Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities (effective from 1 July 2016)

Council has applied AASB 124 Related Party Disclosures for the first time. As a result Council has disclosed more information about related parties and transactions with those related parties. The standard further extends that required under the LGA 1993. This information is presented in Note 35.

##### (ii) AASB 2015-7 Amendments to Australian Accounting Standards - Fair Value Disclosures of Not-for-Profit Public Sector Entities (effective from 1 July 2016)

The amendment provides relief to not-for-profit public sector entities from certain disclosures about the fair value measurement of property, plant and equipment held for their current service potential rather than to generate net cash inflows that is categorised within Level 3 of the fair value hierarchy.

#### (c) Pending Accounting Standards

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2017 reporting periods. Council's assessment of the impact of the relevant new standards and interpretations is set out below. (Note: standards are applicable to reporting periods beginning on or after to effective date referred to below).

##### (i) AASB 9 Financial Instruments and 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) (effective from 1 January 2018)

The main impacts of these standards on Council are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the Council's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value. The amortised cost model is available for debt assets meeting both business model and cash flow characteristics tests. Amortised cost is to be used for assets with contractual terms giving rise to principal and interest payments.

Fair value is to be used for all other financial assets. Gains or losses on financial assets at fair value are to be recognised in profit and loss unless the asset is part of a hedging relationship or an irrevocable election has been made to present in other comprehensive income changes in the fair value of an equity instrument not held for trading.

When adopted, the standard will affect, in particular, Council's accounting for its investment in TasWater which is an available-for-sale financial assets. Currently, Council recognises changes in the fair value of its available-for-sale assets through other comprehensive income. Council is likely to make an irrevocable election for its investment in TasWater as fair value through other comprehensive income and therefore the adoption of this standard will not impact the way movements in the fair value are accounted for.

Another impact of AASB 9 relates to calculating impairment losses for Council's receivables. Assuming no substantial change in the nature of receivables, as they don't include a significant financing component, impairment losses will be determined according to the amount of lifetime expected credit losses. On initial adoption of AASB 9, Council will need to determine the expected credit losses for its receivables by comparing the credit risk at that time to the credit risk that existed when those receivables were initially recognised and also factor in any future changes or events.

There will be no impact on Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and Council does not have any such liabilities. The derecognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement, and have not been changed.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

- (ii) AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers, and AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities. AASB 2015-8 Amendments to Australian Accounting Standards arising from AASB 15 provides for an effective application from 1 January 2019.

AASB 15 will replace AASB 118 Revenue, AASB 111 Construction Contracts and a number of Interpretations. AASB 2016-8 provides Australian requirements and guidance for not-for-profit entities in applying AASB 9 and AASB 15, and AASB 1058 will replace AASB 1004 Contributions. Together they contain a comprehensive and robust framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

Council has commenced analysing the new revenue recognition requirements under these standards and is yet to form conclusions about significant impacts. Potential future impacts identifiable at the date of this report include:

- Grants received to construct non-financial assets controlled by Council will be recognised as a liability, and subsequently recognised progressively as revenue as Council satisfies its performance obligations under the grant. At present, such grants are recognised as revenue upfront.
  - Under the new standards, other grants presently recognised as revenue upfront may be eligible to be recognised as revenue progressively as the associated performance obligations are satisfied, but only if the associated performance obligations are enforceable and sufficiently specific. At present, such grants are recognised as revenue upfront. When the new standard becomes effective, Council will evaluate all grant agreements in place at that time to determine whether revenue from those grants could be deferred under the new requirements.
  - Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled. Council receives several grants for which there are no sufficiently specific performance obligations, for example the Commonwealth Financial Assistance Grants. These grants are expected to continue being recognised as revenue upfront assuming no change to the current grant arrangements.
  - Rates received in advance, which are currently required to be recognised as revenue when received will be deferred under the new requirements until the commencement of the rating period to which they relate.
  - Volunteer services and transactions where the consideration is significantly less than the fair value of that asset acquired, or no consideration is provided (for example below market leases) will be required to be recognised when certain recognition criteria are met. Council has not yet fully determined the impact of these requirements on its financial statements.
  - Depending on the respective contractual terms, the new requirements of AASB 15 may potentially result in a change to the timing of revenue from sales of goods and services such that some revenue may need to be deferred to a later reporting period to the extent that Council has received cash, but has not met its associated performance obligations (such amounts would be reported as a liability in the meantime). Council is yet to fully complete its analysis of existing arrangements for sale of its goods and services and the impact on revenue recognition has not yet been fully determined.
- (iii) AASB 16 Leases (effective from 1 January 2019)

AASB 16 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. A lessee is required to recognise a right-of-use asset representing its right to use the underlying leased asset and a lease liability representing its obligations to make lease payments.

AASB 16 will result in most of Council's operating leases being brought onto the statement of financial position. There are limited exceptions relating to short-term leases and low-value assets which may remain off the balance sheet. The calculation of the lease liability will take into account appropriate discount rates, assumptions about the lease term, and increases in lease payments. A corresponding right to use assets will be recognised, which will be amortised over the term of the lease. Rent expense will no longer be shown. The profit and loss impact of the leases will be through amortisation and interest charges. Council's current operating lease expenditure is shown at Note 13. In the Statement of Cash Flows lease payments will be shown as cash flows from financing activities instead of operating activities.

Lessor accounting under AASB 16 remains largely unchanged. For finance leases, the lessor recognises a receivable equal to the net investment in the lease. Lease receipts from operating leases are recognised as income either on a straight-line basis or another systematic basis where appropriate.

- (iv) AASB 2016-2 Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 107 (effective from 1 January 2017)

Amendments to AASB 107 will require additional disclosures to enable the reader to evaluate changes in liabilities arising from financing activities. These disclosures will include both cash flows and non-cash charges between the opening and closing balance of the relevant liabilities and be disclosed by way of a reconciliation in the notes to the Statement of Cash Flows.



## WEST COAST COUNCIL ANNUAL REPORT 2016-2017

### APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

- (v) AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture, AASB 2015-10 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB10 and AASB128 (effective 1 January 2018)

The amendments address an acknowledged inconsistency between the requirements in AASB10, and those in AASB128 (2011) in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary. AASB 2015-10 has delayed the effective date of the amendments to 1 January 2018, i.e. councils' financial statements for year ended 30 June 2019.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to Council's activities, or have no material impact.

- (d) Revenue recognition

#### Rates, grants and contributions

Rates, grants and contributions (including developer contributions) are recognised as revenues when Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates. A provision for impairment on rates has been established in circumstances where it is unlikely that the sale of a property will recover the full amount of unpaid rates.

Revenue is recognised when Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to Council and the amount of the contribution can be measured reliably. Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date and conditions include a requirement to refund unused contributions. Revenue is then recognised as the various performance obligations under an agreement are fulfilled.

#### Non-monetary contributions

Non-monetary contributions (including developer contributions) with a value in excess of the recognition thresholds, are recognised as revenue and as non-current assets. Non-monetary contributions below the thresholds are recorded as revenue.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

**User fees and Statutory fees and fines**

Fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs. A provision for impairment is recognised when collection in full is no longer probable.

**Sale of property, plant and equipment, infrastructure**

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

**Rent**

Rents are recognised as revenue when the payment is due or the payment is received, whichever first occurs. Rental payments received in advance are recognised as a prepayment until they are due.

**Interest**

Interest is recognised progressively as it is earned.

**Dividends**

Dividend revenue is recognised when Council's right to receive payment is established.

(e) **Expense recognition**

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

**Employee benefits**

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

**Depreciation and amortisation of property, plant and equipment, infrastructure and intangibles**

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Land, heritage and road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council Notes to the Financial Report  
2016-2017 Financial Report For the Year Ended 30 June 2017

Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

	Period
Property	
Land improvements	10-50 years
Buildings	
buildings	50-100 years
Plant and Equipment	
plant, machinery and equipment	5-20 years
fixtures, fittings and furniture	3-20 years
computers and telecommunications	3-5 years
Roads	
road pavements and seals	18-75 years
road kerb, channel and minor culverts	40-75 years
Bridges	
bridges deck	20-100 years
bridges substructure	20-100 years
Infrastructure	
footpaths and cycleways	30-75 years
drainage	60-80 years
recreational, leisure and community facilities	10-50 years
waste management	25-60 years
parks, open space and streetscapes	10-50 years
Intangible assets	
intangible assets	1-7 years

**Repairs and maintenance**

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

**Borrowing Costs**

Finance costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised. No borrowing costs were capitalised during the period, (\$0).

Finance costs include interest on bank overdrafts, interest on borrowings, unwinding of discounts.

(f) **Recognition and measurement of assets**

**Acquisition and Recognition**

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

Property, infrastructure, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

The following classes of assets have been recognised in note 23. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017

APPENDIX B

West Coast Council Notes to the Financial Report  
2016-2017 Financial Report For the Year Ended 30 June 2017

	Threshold \$
Land	
land	Nil
land improvements	5,000
land under roads	5,000
Buildings	
buildings	5,000
building improvements	5,000
leasehold building improvements	5,000
heritage buildings	5,000
Equipment	
plant, machinery and equipment	1,000
fixtures, fittings and furniture	1,000
computers and telecommunications	1,000
leased plant and equipment	1,000
Roads	
road pavements and seals	5,000
road formation and earthworks	5,000
road kerb, channel and minor culverts	5,000
Bridges	
bridges deck	5,000
bridges substructure	5,000
Infrastructure	
footpaths and cycleways	5,000
drainage	5,000
recreational, leisure and community facilities	1,000
community amenities	1,000
parks, open space and streetscapes	1,000
playground equipment	2,000
assets	
intangible assets	1,000

Revaluation

Council has adopted the following valuation bases for its non-current assets:

Land	fair value
Plant and machinery	cost
Furniture, fittings and office equipment	cost
Stormwater and drainage infrastructure	fair value
Roads and streets infrastructure	fair value
Bridges	fair value
Buildings	fair value
Intangibles	cost
Other structures	fair value
Investment in water corporation	fair value

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, furniture and fittings and computers, are measured at their fair value in accordance with AASB 116 Property, Plant & Equipment and AASB 13 Fair Value Measurement. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis to ensure valuations represent fair value. The valuation is performed either by experienced Council officers or independent experts.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 38, Financial Instruments.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation surplus for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

**Land under roads**

Land under roads was recognised for the first time in the 2016 financial statements, consistent with the Report to Parliament by the Auditor-General No. 5 of 2013-2014 Infrastructure Financial Accounting in Local Government. Because of its materiality, land under roads is now reported as a separate category of non-current assets.

**(g) Cash and cash equivalents**

For the purposes of the statement of cash flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

**(h) Trade and other receivables**

Receivables are carried at amortised cost using the effective interest rate method. A provision for impairment is recognised when there is objective evidence that an impairment loss has occurred.

**(i) Inventories**

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential.

Other inventories are measured at the lower of cost and net realisable value.

Where inventories are acquired at no cost, or for nominal consideration, the cost shall be the current replacement cost as at the date of acquisition.

**(j) Investments in water corporation**

Council's investment in TasWater is valued at its fair value at balance date. Fair value was determined by using Council's ownership interest against the water corporation's net asset value at balance date. At 30 June 2017, Council held a 1.80% (2016: 1.80%) ownership interest in TasWater which is based on schedule 2 of the Corporations Constitution which reflects the council's voting rights. Any unrealised gains and losses are recognised through the Statement of Comprehensive Income to a Financial assets available for sale Reserve each year (refer note 28).

Council has classified this asset as an Available-for-Sale financial asset as defined in AASB 139 Financial Instruments: Recognition and Measurement and has followed AASB 132 Financial Instruments: Presentation and AASB 7 Financial Instruments: Disclosures to value and present the asset in the financial report.

Council has derived returns from the corporation as disclosed at note 11.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

- (k) Investments  
Investments, other than investments in associates and property, are measured at cost.
- (l) Accounting for investments in associates  
Council does not have any investments in associates.
- (m) Tender deposits  
Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 25).
- (n) Employee benefits:
- (i) Short term obligations  
Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.
- (ii) Other long term employee benefit obligations  
The liability for long service leave and annual leave which is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.
- The obligations are presented as current liabilities in the statement of financial position if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.
- (iii) Sick Leave  
Council's sick leave system is based on a cumulative basis with a percentage payable on termination. On previous experience sick leave taken for each reporting period is less than the entitlement accruing. Council believes that this gives rise to a liability and therefore a provision is provided for.
- (iv) Retirement benefit obligations  
All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.
- Defined benefit plans  
A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the statement of financial position, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans i.e. as an expense when it becomes payable.



## WEST COAST COUNCIL ANNUAL REPORT 2016-2017

### APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

Council makes superannuation contributions for a number of its employees to the Quadrant Defined Benefits Fund, which is a sub fund of the Quadrant Superannuation Scheme. The Quadrant Defined Benefits Fund has been classified as a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided under paragraph 32(b) of AASB 119 Employee Benefits, Council does not use defined benefit accounting for these contributions.

#### Defined contribution plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

#### (o) Interest bearing liabilities

The borrowing capacity of Council is limited by the Local Government Act 1993. Interest bearing liabilities are initially recognised at fair value, net of transaction costs incurred. Subsequent to initial recognition these liabilities are measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the liability using the effective interest method.

#### (p) Leases

##### Operating

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases where Council is a lessor is recognised in income on a straight-line basis over the lease term.

#### (q) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being Council's operational cycle, or if Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

#### (r) Taxation

Council is exempt from all forms of taxation except Fringe Benefits Tax, Payroll Tax and the Goods and Services Tax.

#### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.



## WEST COAST COUNCIL ANNUAL REPORT 2016-2017

### APPENDIX B

West Coast Council      Notes to the Financial Report  
2016-2017 Financial Report      For the Year Ended 30 June 2017

---

- (s) **Impairment of assets**  
At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Statement of Comprehensive Income, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. For non-cash generating assets of Council such as roads, drains, public buildings and the like, value in use is represented by the deprival value of the asset approximated by its written down replacement cost.
- (t) **Rounding**  
Unless otherwise stated, amounts in the financial report have been rounded to the nearest whole dollar.
- (u) **Non-current assets held for sale**  
A non-current asset held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.
- (v) **Significant Business Activities**  
Council is required to report the operating capital and competitive neutrality costs in respect of each significant business activity undertaken by the council. The council's disclosure is reconciled in note 36. Council has determined, based upon materiality that Waste Management as defined in note 36 are considered significant business activities. Competitive neutrality costs include notional costs i.e. income tax equivalent, rates and loan guarantees in preparing the information disclosed in relation to significant business activities.
- (w) **Contingent assets, contingent liabilities and commitments**  
Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.  
  
Commitments are not recognised in the Statement of Financial Position. Commitments are disclosed at their nominal value inclusive of the GST payable.
- (x) **Budget**  
The estimated revenue and expense amounts in the Statement of Comprehensive Income represent revised budget amounts and are not audited.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 2 Functions/Activities of the Council  
Revenue, expenditure and assets attributable to each function as categorised in (c) below:

	Grants	Other	Total Revenue	Total Expenditure	Surplus/ (Deficit)	Assets
<b>Roads and bridges</b>						
2016 - 2017	1,161,321	2,813,408	3,974,729	3,455,232	519,497	51,621,631
2015 - 2016	853,989	7,216,183	8,070,172	3,671,759	4,398,413	57,491,206
<b>Community amenities</b>						
2016 - 2017	50,000	2,642,461	2,692,461	2,814,948	(122,487)	14,062,994
2015 - 2016	-	3,139,274	3,139,274	2,985,652	153,622	15,821,236
<b>Community services</b>						
2016 - 2017	227,729	1,747,658	1,975,387	2,230,442	(255,055)	1,808,377
2015 - 2016	382,668	1,704,659	2,087,326	1,845,786	241,541	1,847,859
<b>Corporate Services</b>						
2016 - 2017	2,320,072	1,441,530	3,761,602	2,063,279	1,698,323	9,003,251
2015 - 2016	727,068	801,872	1,528,940	1,817,798	(288,857)	6,680,002
<b>Other - not attributable</b>						
2016 - 2017	-	112,402	112,402	104,640	7,762	36,125,820
2015 - 2016	-	20,736	20,736	30,386	(9,650)	33,757,213
<b>Total</b>						
2016 - 2017	3,759,122	8,757,459	12,516,581	10,668,542	1,848,039	112,622,073
2015 - 2016	1,963,725	12,882,724	14,846,449	10,351,381	4,495,068	115,597,516



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

(b) Reconciliation of Assets from note 2 with the Statement of Financial Position at 30 June:

	2017	2016
Current assets	8,542,935	6,210,885
Non-current assets	104,079,138	109,386,631
	<u>112,622,073</u>	<u>115,597,516</u>

(c) Roads, streets and bridges

Construction, maintenance and cleaning of road, streets, footpaths, bridges, parking facilities and street lighting.

Community amenities

Collection, handling, processing and disposal of all waste materials; operation and maintenance of parks and gardens; library services; cemeteries; public halls; sanitary services; property services; caravan parks; sporting and natural reserves; and other sporting facilities.

Community services

Administration of the town planning scheme; animal control; fire protection; preventative services; rural services; tourism; aerodromes; building control; economic activities; area promotion; emergency services; health and environment services; employment programs; housing; cultural services; community options; senior citizen centre; child care; crisis accommodation; family support and land care.

Corporate services

Operation and maintenance of Council Chambers; committee rooms; administration offices; maintenance depots; unallocated engineering service and plant and equipment.

Other - not attributable

General services and activities not identifiable with the foregoing functions.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

	2017	2016
	\$	\$
<b>Note 3 Rates and charges</b>		
Council uses Assessed Annual Value (AAV) as the basis of valuation of all properties within the municipality. The AAV of a property is its estimated gross annual rental value.		
The valuation base used to calculate general rates for 2016-2017 was \$30.008 million (2015-2016 \$29.751 million). The 2016-2017 rate in the AAV dollar was 5.970 cents (2015-2016, 5.898).		
General Rate	4,864,423	4,857,299
Fire Levy	215,359	214,588
Garbage charge	879,466	875,694
Stormwater Charges	418,753	419,367
Revenue in advance	333,050	334,942
Total rates and charges	<u>6,711,051</u>	<u>6,701,890</u>
The date of the latest general revaluation of land for rating purposes within the municipality was 1 January 2015, and the valuation was applied in the rating year commencing 1 July 2015.		
<b>Note 4 Statutory fees and fines</b>		
Statutory Fees	61,843	63,578
Total statutory fees and fines	<u>61,843</u>	<u>63,578</u>
<b>Note 5 User fees</b>		
Waste and garbage	250,579	185,568
Health food licences/fees	12,529	9,546
Dog registrations and associated revenue	12,364	10,992
Building and development services	30,765	47,257
Rent received	187,851	234,025
Camping fees and fines	119,238	114,552
Facility leases and hall hire	47,366	47,531
Private works	18,783	19,465
Parking fees and fines	53,009	33,659
Other fees and charges	69,484	106,001
Total user fees	<u>801,968</u>	<u>808,586</u>
<b>Note 6 Grants</b>		
Grants were received in respect of the following:		
Summary of grants:		
Federally funded grants	3,441,393	1,531,057
State funded grants	317,729	432,668
Others	-	-
Total	<u>3,759,122</u>	<u>1,963,725</u>
Grants - Recurrent		
Financial assistance grant	2,836,090	952,321
Community Service	225,629	217,864
Natural Disaster Resilience Grants Program	-	56,188
Total recurrent grants	<u>3,061,719</u>	<u>1,226,373</u>
The Australian Commonwealth Government provides Financial Assistance Grants to Council for general purpose use and the provision of local roads. In 2016-17 the Commonwealth made early payment of the two quarterly instalments for the following year. In accordance with AASB1004 Contributions, Council recognises these grants as revenue when it receives the funds and obtains control. The early receipt of instalments resulted in Commonwealth Government Financial Assistance Grants being above that originally budgeted in 2016-17 by \$961,071. This has impacted the Statement of Comprehensive Income resulting in the Surplus/(deficit) being higher in 2016-17 by this amount.		



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

	2017	2016
	\$	\$
Capital grants received specifically for new or upgraded assets:		
Commonwealth Government - roads to recovery	605,303	578,736
State Emergency Services vehicle	2,100	108,616
Community Infrastructure Grants	90,000	-
Srahan footpath	-	50,000
Total capital grants	697,403	737,352
Conditions on grants		
Non-reciprocal grants which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:		
Unexpended at the close of the previous reporting period	137,010	46,124
Less: expended during the current period from revenues recognised in previous reporting periods		
Community Services	(3,281)	-
State Emergency Services vehicle	(108,616)	-
Natural Disaster Resilience Grants Program	(25,113)	-
Asset Management Planning	-	(12,582)
Health	-	(30,000)
Community Services	-	(3,542)
	(137,010)	(46,124)
Plus: amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions		
Community Infrastructure Grants	90,000	-
Community Services	27,238	3,281
Roads to recovery	53,564	-
State Emergency Services vehicle	-	108,616
Natural Disaster Resilience Grants Program	-	25,113
	170,802	137,010
Unexpended at the close of this reporting period	170,802	137,010
Net increase (decrease) in non-reciprocal grant revenues for the year:	33,792	90,886
<b>Note 7 Contributions</b>		
Cash		
Heavy Vehicle Contribution Fees	1,832	2,949
Total	1,832	2,949
<b>Note 8 Interest</b>		
Interest on financial assets	102,446	103,358
Interest on rate debtors	63,982	57,600
Total	166,428	160,958
<b>Note 9 Other income</b>		
Visitor information centre	261,425	247,087
Reimbursements	93,836	190,057
Other	8,923	51,936
Total other income	364,184	489,080



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

	2017	2016
	\$	\$
Note 10 Net gain(loss) on disposal of property, plant and equipment and infrastructure		
Proceeds of sale	197,282	92,909
Written down value of assets disposed	(103,608)	(28,935)
Total	<u>93,674</u>	<u>63,974</u>
Note 11 Investment revenue from water corporation		
Dividend revenue received	352,163	390,086
Tax equivalent received	157,675	88,701
Guarantee fee received	46,641	35,340
Total investment revenue from water corporation	<u>556,479</u>	<u>514,127</u>
Note 12 Employee benefits		
Wages and salaries	3,244,171	3,252,342
Annual, sick and long service leave	420,066	428,742
Superannuation	421,611	412,150
Workers compensation, insurance, and other payroll on-costs	291,138	353,637
	<u>4,376,986</u>	<u>4,446,871</u>
Less amounts capitalised	(302,608)	(181,640)
Total employee benefits	<u>4,074,378</u>	<u>4,265,231</u>
Note 13 Materials and services		
Materials and services	1,141,269	939,817
Power and phone charges	408,483	482,839
External contracts	489,128	520,608
Total materials and services	<u>2,038,880</u>	<u>1,943,264</u>
Note 14 Impairment of receivables		
Other debtors	44,700	1,256
Total impairment of receivables	<u>44,700</u>	<u>1,256</u>
Note 15 Depreciation and amortisation		
Property		
Buildings	411,080	410,812
Plant and Equipment		
Plant, machinery and equipment	473,299	438,091
Fixtures, fittings and furniture	64,934	55,986
Infrastructure		
Roads	1,495,566	1,508,265
Bridges	156,042	143,576
Other Structures	19,304	16,609
Other assets		
Other assets	18,000	18,000
Total depreciation and amortisation	<u>2,638,225</u>	<u>2,591,339</u>
Note 16 Finance costs		
Interest - Borrowings	45,337	56,321
Total finance costs	<u>45,337</u>	<u>56,321</u>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

	2017	2016
	\$	\$
<b>Note 17</b>		
Other expenses		
External auditors' remuneration	29,644	30,007
Legal and debt collection	79,386	102,349
Gifts and donations	19,861	34,593
Election and civic function expenses	8,030	11,531
Water and sewerage rates	170,195	158,372
Computer Licences and maintenance	117,397	78,537
Fees, levies and subscriptions	121,662	131,534
Councillors' allowances and reimbursements	134,078	148,239
Fire levy	198,386	197,399
Rates discounts and remissions	248,610	288,706
Insurance	144,950	136,439
Gifted assets	110,140	-
Impairment Losses	103,267	-
Demolition costs accrued	150,000	-
Other	191,416	176,264
<b>Total other expenses</b>	<b>1,827,022</b>	<b>1,493,970</b>
<b>Note 18</b>		
Investment in water corporation		
Opening Balance	28,344,816	27,870,408
Fair Value adjustments on Available-for-Sale Assets	185,955	474,408
<b>Total investment in water corporation</b>	<b>28,530,771</b>	<b>28,344,816</b>
<p>On 7 March 2017 the State Government announced its intention to take ownership of Tasmanian Water and Sewerage Corporation Pty Ltd from 1 July 2018. The State Government intends to introduce a suite of legislation in the Spring Session of Parliament that will transfer all of Tasmanian Water and Sewerage Corporation Pty Ltd's assets, rights, obligations and liabilities, including employees under their current terms and conditions, to a newly created government business, which will commence operations by 1 July 2018. As, at the date of these financial statements, there is no indication as to whether the legislation will be passed, no change has been made to the basis on which the investment Tasmanian Water and Sewerage Corporation Pty Ltd has been recognised for the year ended 30 June 2017.</p> <p>Council has derived returns from the water corporation as disclosed at note 11.</p>		
<b>Note 19</b>		
Cash and cash equivalents		
Cash on hand	1,810	1,310
Cash at bank	270,256	464,368
Cash on deposit	7,368,598	5,003,407
<b>Total cash and cash equivalents</b>	<b>7,640,664</b>	<b>5,469,085</b>
<p>Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:</p>		
- Trust funds and deposits (note 25)	244,017	242,062
- Conditions on grants (note 6)	170,802	137,010
- Leave provisions (note 27)	800,137	748,614
Restricted funds	1,214,956	1,127,686
<b>Total unrestricted cash and cash equivalents</b>	<b>6,425,708</b>	<b>4,341,399</b>
<b>Note 20</b>		
Trade and other receivables		
Current		
Rates debtors	606,070	548,445
Other debtors	270,642	117,204
Provision for impairment	(46,447)	(1,747)
Net GST receivable	3,172	34,996
<b>Total trade and other receivables</b>	<b>833,437</b>	<b>698,898</b>
<b>Note 21</b>		
Inventories		
Inventories held for consumption	8,623	3,969
<b>Total inventories</b>	<b>8,623</b>	<b>3,969</b>
<b>Note 22</b>		
Other assets		
Prepayments	19,200	-
Accrued income	23,011	20,933
Deferred expenditure	18,000	18,000
<b>Total</b>	<b>60,211</b>	<b>38,933</b>
Non-current		
Deferred expenditure	18,000	36,000
Other	6,000	6,000
<b>Total</b>	<b>24,000</b>	<b>42,000</b>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 23 Property, plant and equipment and infrastructure	2017	2016
	\$	\$
Summary		
at cost	6,409,064	5,841,334
Less accumulated depreciation	3,039,343	3,141,316
	<u>3,369,721</u>	<u>2,700,018</u>
at fair value as at 30 June	114,768,490	118,884,069
Less accumulated depreciation	42,613,844	40,584,272
	<u>72,154,646</u>	<u>78,299,797</u>
Total	<u>75,524,367</u>	<u>80,999,815</u>
Property		
Land		
at fair value at 30 June	4,470,300	4,470,300
	<u>4,470,300</u>	<u>4,470,300</u>
Land under roads		
at Council valuation at 30 June	4,077,582	4,077,582
	<u>4,077,582</u>	<u>4,077,582</u>
Total Land	<u>8,547,882</u>	<u>8,547,882</u>
Buildings		
at fair value at 30 June	13,737,006	13,769,073
Less accumulated depreciation	2,810,877	2,433,217
	<u>10,926,129</u>	<u>11,335,856</u>
Total Property	<u>19,474,011</u>	<u>19,883,738</u>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note		2017 \$'000	2016 \$'000
23	Property, plant and equipment and infrastructure (cont.)		
	Plant and Equipment:		
	Plant, machinery and equipment at cost	5,077,397	5,136,102
	Less accumulated depreciation	2,653,117	2,820,024
		<u>2,424,280</u>	<u>2,316,078</u>
	Fixtures, fittings and furniture at cost	702,244	625,079
	Less accumulated depreciation	386,226	321,292
		<u>316,018</u>	<u>303,787</u>
	Total Plant and Equipment	<u>2,740,298</u>	<u>2,619,865</u>
	Infrastructure		
	Roads at fair value at 30 June	80,607,613	85,395,658
	Less accumulated depreciation	34,654,200	33,394,021
		<u>45,953,413</u>	<u>52,001,637</u>
	Bridges at fair value at 30 June	10,729,670	10,178,592
	Less accumulated depreciation	5,061,452	4,689,023
		<u>5,668,218</u>	<u>5,489,569</u>
	Other Structures at fair value at 30 June	1,146,319	992,864
	Less accumulated depreciation	87,315	68,011
		<u>1,059,004</u>	<u>924,853</u>
	Total Infrastructure	<u>52,680,635</u>	<u>58,416,059</u>
	Works in progress		
	roads	80,106	-
	bridges	-	12,306
	other structures	153,957	-
	plant, machinery and equipment	-	67,847
	buildings	395,360	-
	Total Works in progress	<u>629,423</u>	<u>80,153</u>
	Total property, plant and equipment and infrastructure	<u>75,524,367</u>	<u>80,999,815</u>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 23: Property, plant and equipment and infrastructure (cont.)

Reconciliation of property, plant and equipment and infrastructure

2017	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements) (note 28)	Depreciation and amortisation (note 15)	Written down value of disposals	Impairment losses recognised in profit or loss (a)	Transfers	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Property</b>								
land	4,470,300	-	-	-	-	-	-	4,470,300
land under roads	4,077,582	-	-	-	-	-	-	4,077,582
<b>Total land</b>	<b>8,547,882</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,547,882</b>
buildings	11,335,856	-	-	411,080	2,473	103,267	107,093	10,926,129
<b>Total property</b>	<b>19,883,738</b>	<b>-</b>	<b>-</b>	<b>411,080</b>	<b>2,473</b>	<b>103,267</b>	<b>107,093</b>	<b>19,474,011</b>
<b>Plant and Equipment</b>								
plant, machinery and equipment	2,316,078	614,789	-	473,299	101,135	-	67,847	2,424,280
fixtures, fittings and furniture	303,787	77,165	-	64,934	-	-	-	316,018
<b>Total plant and equipment</b>	<b>2,619,865</b>	<b>691,954</b>	<b>-</b>	<b>538,233</b>	<b>101,135</b>	<b>-</b>	<b>67,847</b>	<b>2,740,298</b>
<b>Infrastructure</b>								
roads	52,001,637	-	(5,560,972)	1,495,566	-	-	1,008,314	45,953,413
bridges	5,489,569	-	281,210	156,042	-	-	53,481	5,668,218
other structures	924,853	-	-	19,304	-	-	153,455	1,059,004
<b>Total infrastructure</b>	<b>58,416,059</b>	<b>-</b>	<b>(5,279,762)</b>	<b>1,670,912</b>	<b>-</b>	<b>-</b>	<b>1,215,250</b>	<b>52,680,635</b>
<b>Works in progress</b>								
roads	-	1,088,430	-	-	-	-	(1,008,314)	80,106
bridges	12,306	41,175	-	-	-	-	(53,481)	-
other structures	-	307,412	-	-	-	-	(153,455)	153,957
plant, machinery and equipment	67,847	-	-	-	-	-	(67,847)	-
buildings	-	502,453	-	-	-	-	(107,093)	395,360
<b>Total works in progress</b>	<b>80,153</b>	<b>1,939,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,390,190)</b>	<b>629,423</b>
<b>Total property, plant and equipment and infrastructure</b>	<b>80,999,815</b>	<b>2,631,414</b>	<b>(5,279,762)</b>	<b>2,620,225</b>	<b>103,608</b>	<b>103,267</b>	<b>-</b>	<b>75,524,367</b>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 23 Property, plant and equipment and infrastructure (cont.)

Reconciliation of property, plant and equipment and infrastructure

2016	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements) (note 28)	Depreciation and amortisation (note 15)	Written down value of disposals	Transfers	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$
Property							
land	4,470,300	-	-	-	-	-	4,470,300
land under roads	-	4,077,582	-	-	-	-	4,077,582
<b>Total land</b>	<b>4,470,300</b>	<b>4,077,582</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,547,882</b>
buildings	11,640,141	-	-	410,812	-	106,527	11,335,856
<b>Total property</b>	<b>16,110,441</b>	<b>4,077,582</b>	<b>-</b>	<b>410,812</b>	<b>-</b>	<b>106,527</b>	<b>19,883,738</b>
Plant and Equipment							
plant, machinery and equipment	2,374,577	404,843	-	438,091	28,935	3,684	2,316,078
fixtures, fittings and furniture	275,991	83,782	-	55,986	-	-	303,787
<b>Total plant and equipment</b>	<b>2,650,568</b>	<b>488,625</b>	<b>-</b>	<b>494,077</b>	<b>28,935</b>	<b>3,684</b>	<b>2,619,865</b>
Infrastructure							
roads	48,274,586	-	3,760,155	1,508,265	-	1,475,161	52,001,637
bridges	5,673,051	-	(44,817)	143,576	-	4,911	5,489,569
other Structures	777,659	-	-	16,609	-	163,803	924,853
<b>Total infrastructure</b>	<b>54,725,296</b>	<b>-</b>	<b>3,715,338</b>	<b>1,668,450</b>	<b>-</b>	<b>1,643,875</b>	<b>58,416,059</b>
Works in progress							
roads	705,196	799,361	-	-	-	(1,504,557)	-
bridges	-	17,217	-	-	-	(4,911)	12,306
other structures	56,622	77,785	-	-	-	(134,407)	-
plant, machinery and equipment	-	71,531	-	-	-	(3,684)	67,847
buildings	40,226	66,301	-	-	-	(106,527)	-
<b>Total works in progress</b>	<b>802,044</b>	<b>1,032,195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,754,066)</b>	<b>80,153</b>
<b>Total property, plant and equipment and infrastructure</b>	<b>74,288,349</b>	<b>5,598,402</b>	<b>3,715,338</b>	<b>2,573,339</b>	<b>28,935</b>	<b>-</b>	<b>80,999,815</b>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

	2017	2016
	\$	\$
Note 24 Trade and other payables		
Trade payables	755,069	441,670
Accrued expenses	209,109	142,512
Total trade and other payables	<u>964,178</u>	<u>584,182</u>
Note 25 Trust funds and deposits		
Refundable building deposits	49,000	53,000
Section 137 seizures	170,577	154,787
Refundable civic facilities deposits	10,540	9,156
Other refundable deposits	13,900	25,119
Total trust funds and deposits	<u>244,017</u>	<u>242,062</u>
Note 26 Interest-bearing loans and borrowings		
Current		
Borrowings - secured	174,819	163,149
	<u>174,819</u>	<u>163,149</u>
Non-current		
Borrowings - secured	388,051	562,870
Total	<u>562,870</u>	<u>726,019</u>
Borrowings are secured over Council's rates revenue.		
The maturity profile for Council's borrowings is:		
Not later than one year	174,819	163,149
Later than one year and not later than five years	388,051	562,870
Total	<u>562,870</u>	<u>726,019</u>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 27 Provisions

	Annual leave	Long service leave	Sick Leave	Employee entitlement on-costs	Total
2017	\$	\$	\$	\$	\$
Balance at beginning of the financial year	314,182	320,528	61,360	52,544	748,614
Additional provisions	280,767	85,773	4,530	26,805	397,875
Amounts used	(253,388)	(59,895)	(9,912)	(23,157)	(346,352)
Balance at the end of the financial year	341,561	346,406	55,978	56,192	800,137
2016					
Balance at beginning of the financial year	261,127	348,661	57,130	49,577	716,495
Additional provisions	279,693	65,385	23,597	27,374	396,049
Amounts used	(226,638)	(93,518)	(19,367)	(24,407)	(363,930)
Balance at the end of the financial year	314,182	320,528	61,360	52,544	748,614
				2017	2016
(a) Employee benefits and oncosts				\$'000	\$'000
(i) Current					
Annual leave				341,561	314,182
Long service leave				174,675	172,263
Sick Leave				55,978	61,360
				572,214	547,805
Employee entitlement on-costs				42,402	32,060
				614,616	579,865
(ii) Non-current					
Long service leave				171,731	148,265
				171,731	148,265
Employee entitlement on-costs				13,790	20,484
				185,521	168,749
Aggregate carrying amount of employee benefits and oncosts:					
Current				614,616	579,865
Non-current				185,521	168,749
				800,137	748,614
The following assumptions were adopted in measuring the present value of employee benefits:					
Weighted average discount rates				2.05%	1.64%
Weighted average settlement period				10	10
(i) Current					
All annual leave and the long service leave entitlements representing 10 or more years of continuous service					
- Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value				341,561	314,182
- Other long-term employee benefits that do not fall due within 12 months after the end of the period measured at present value				230,653	233,623
				572,214	547,805
(ii) Non-current					
Long service leave representing less than 10 years of continuous service measured at present value				171,731	148,265
				171,731	148,265
(iii) Employee Numbers (FTE)				56	52



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 28 Reserves

	Balance at beginning of reporting year	Increment	(decrement)	Balance at end of reporting year
	\$	\$	\$	\$
(a) Asset revaluation reserve				
2017				
Property				
Land	3,763,781	-	-	3,763,781
Buildings	4,053,075	-	-	4,053,075
	7,816,856	-	-	7,816,856
Infrastructure				
Roads	28,065,213	(5,560,972)	-	22,504,241
Bridges	4,334,186	-	281,210	4,615,396
Other structures	(227,086)	-	-	(227,086)
	32,172,313	(5,560,972)	281,210	26,892,551
Total asset revaluation reserve	39,989,169	(5,560,972)	281,210	34,709,407

2016				
Property				
Land	3,763,781	-	-	3,763,781
Buildings	4,053,075	-	-	4,053,075
	7,816,856	-	-	7,816,856
Infrastructure				
Roads	24,305,058	3,760,155	-	28,065,213
Bridges	4,379,003	-	(44,817)	4,334,186
Other structures	(227,086)	-	-	(227,086)
	28,456,975	3,760,155	(44,817)	32,172,313
Total asset revaluation reserve	36,273,831	3,760,155	(44,817)	39,989,169

The asset revaluation reserve was established to capture the movements in asset valuations upon the periodic revaluation of Council's assets.

	Balance at beginning of reporting year	Increment	(decrement)	Balance at end of reporting year
	\$	\$	\$	\$
(b) Fair value reserve				
2017				
Available-for-sale assets				
Investment in water corporation	7,576,998	185,955	-	7,762,953
Total fair value reserve	7,576,998	185,955	-	7,762,953

2016				
Available-for-sale assets				
Investment in water corporation	7,102,590	474,408	-	7,576,998
Total fair value reserve	7,102,590	474,408	-	7,576,998

			2017	2016
			\$	\$
Total Reserves			42,472,360	47,566,167



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 29 Reconciliation of cash flows from operating activities to surplus (deficit)

Surplus/(Deficit)	1,848,039	4,495,068
Depreciation/amortisation	2,638,225	2,591,339
(Profit)/Loss on disposal of property, plant and equipment, infrastructure	(93,674)	(63,974)
Impairment loss	103,267	-
Recognition of assets	-	(4,077,582)
Capital grants received specifically for new or upgraded assets	(697,403)	(737,352)
Change in assets and liabilities:		
Decrease/(increase) in trade and other receivables	(134,539)	(30,408)
Decrease/(increase) in other assets	(21,278)	20,455
Decrease/(increase) in inventories	(4,654)	28,535
Increase/(decrease) in trade and other payables	379,996	(194,705)
Increase/(decrease) in provisions	51,523	32,119
Increase/(decrease) in other liabilities	1,955	116,564
Net cash provided by/(used in) operating activities	<u>4,071,457</u>	<u>2,180,059</u>

Note 30 Reconciliation of cash and cash equivalents

Cash and cash equivalents (see note 19)	<u>7,640,664</u>	<u>5,469,085</u>
Total reconciliation of cash and cash equivalents	<u>7,640,664</u>	<u>5,469,085</u>

Note 31 Financing arrangements

Credit Card	12,500	15,000
Used facilities	<u>11,943</u>	<u>5,287</u>
Unused facilities	<u>557</u>	<u>9,713</u>
Non-cash financing and investing activities		
Contingent Liability	<u>7,000</u>	<u>-</u>
Total non-cash financing and investing activities	<u>7,000</u>	<u>-</u>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 32 Superannuation

Council makes superannuation contributions for a number of its employees to the Quadrant Defined Benefits Fund (the Fund). The Fund was a sub fund of the Quadrant Superannuation Scheme (the Scheme) up to 30 November 2015. At this date the Quadrant Superannuation Scheme merged (via a Successor Fund Transfer) into the Tasplan Super and the Quadrant Defined Benefits Fund became a sub fund of Tasplan Super (Tasplan) from that date. The Quadrant Defined Benefits Fund has been classified as a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided under paragraph 34 of AASB 119 Employee Benefits, Council does not use defined benefit accounting for these contributions.

For the year ended 30 June 2017 Council contributed 9.5% of employees' gross income to the Fund. Assets accumulate in the fund to meet member benefits as they accrue, and if assets within the fund are insufficient to satisfy benefits payable, Council is required to meet its share of the deficiency.

Rice Warner Pty Ltd undertook the last actuarial review of the Fund at 30 June 2014. The review disclosed that at that time the net market value of assets available for funding member benefits was \$66,310,000, the value of vested benefits was \$57,475,000, the surplus over vested benefits was \$8,835,000, the value of total accrued benefits was \$58,093,000, and the number of members was 187. These amounts relate to all members of the fund at the date of valuation and no asset or liability is recorded in the Quadrant Superannuation Scheme's financial statements for Council employees.

The actuarial review concluded that, based on the assumptions used, and assuming the Employer contributes at the levels described below, the value of the assets is expected to continue to be adequate to meet the value of the liabilities of the Fund in respect of vested benefits at all times during the period up to 30 June 2017.

Council also contributes to other accumulation schemes on behalf of a number of employees; however the Council has no ongoing responsibility to make good any deficiencies that may occur in those schemes.

During the year Council made the required superannuation contributions for all eligible employees to an appropriate complying superannuation fund as required by the Superannuation Guarantee (Administration) Act 1992.

As at 30 June 2016 the fund had 151 members and the total employer contributions and member contributions for the year ending 30 June 2016 were \$1,956,576 and \$284,779 respectively.

Council adopted reduced disclosure in relation to the Fund based on an assessment that the impact of non-disclosure is insignificant to users of the accounts. The assessment was based on the number of Council employees that are member of the Fund (one) and Council's contributions to the Fund (as noted above) in comparison to both the Fund's total members and contributions and Council's total employee numbers and superannuation contributions. In addition, the Fund is currently in surplus. If the Fund's position changes, the need for increased disclosure will be considered.

	2017	2016
	\$	\$
Fund		
Defined benefits fund		
Employer contributions to Tasplan	13,853	10,542
	<u>13,853</u>	<u>10,542</u>
Accumulation funds		
Employer contributions to super funds	407,758	401,607
	<u>407,758</u>	<u>401,607</u>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 33 Financial Instruments

(a) Accounting Policy, terms and conditions

Recognised financial instruments	Note	Accounting Policy	Terms and Conditions
<b>Financial assets</b>			
Cash and cash equivalents	19	Cash on hand and at bank and money market call account are valued at face value.  Interest is recognised as it accrues.  Investments and bills are valued at cost.  Investments are held to maximise interest returns of surplus cash.	On call and short term deposits returned a floating interest rate. The interest rate at balance date was 0.25% (0.25% 2015-2016) on call and 1.5% (1.7% 2015-2016) term deposits.
<b>Trade and other receivables</b>			
Other debtors	20	Receivables are carried at amortised cost using the effective interest method. A provision for impairment is recognised when there is objective evidence that an impairment loss has occurred. Collectability of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured. Credit terms are based on 30 days.
<b>Available for sale financial assets</b>			
Investment in Water Corporation	18	The investment in TasWater is valued at its fair value at balance date. Fair value was determined by using Council's ownership interest against the water corporation's net asset value at balance date.	Investment in TasWater provided return of 1.96% (1.86% 2015-2016) excluding unrealised gains/losses.
<b>Financial Liabilities</b>			
Trade and other payables	24	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice date.
Interest-bearing loans and borrowings	26	Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 7.03% (7.03% in 2015-2016).
Bank overdraft	19	Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.	Council does not utilise an overdraft facility.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 33 Financial Instruments (cont.)

(b) Interest Rate Risk

The exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

2017

	Weighted average interest rate	Floating interest rate	Fixed interest maturing in:			Non-interest bearing	Total
			1 year or less	Over 1 to 5 years	More than 5 years		
		\$	\$	\$	\$	\$	\$
<b>Financial assets</b>							
Cash and cash equivalents	1.51%	253,460	7,380,304	-	-	6,900	7,640,664
Trade and other receivables		-	-	-	-	833,437	833,437
Investment in water corporation		-	-	-	-	28,530,771	28,530,771
<b>Total financial assets</b>		<b>253,460</b>	<b>7,380,304</b>	<b>-</b>	<b>-</b>	<b>29,371,108</b>	<b>37,004,872</b>
<b>Financial liabilities</b>							
Trade and other payables		-	-	-	-	964,178	964,178
Trust funds and deposits		-	-	-	-	244,017	244,017
Interest-bearing loans and borrowings	7.03%	-	174,819	388,051	-	-	562,870
<b>Total financial liabilities</b>		<b>-</b>	<b>174,819</b>	<b>388,051</b>	<b>-</b>	<b>1,208,195</b>	<b>1,771,065</b>
<b>Net financial assets (liabilities)</b>		<b>253,460</b>	<b>7,205,485</b>	<b>(388,051)</b>	<b>-</b>	<b>28,162,913</b>	<b>35,233,807</b>

2016

	Weighted average interest rate	Floating interest rate	Fixed interest maturing in:			Non-interest bearing	Total
			1 year or less	Over 1 to 5 years	More than 5 years		
		\$	\$	\$	\$	\$	\$
<b>Financial assets</b>							
Cash and cash equivalents	1.71%	2,909,956	2,554,417	-	-	4,712	5,469,085
Trade and other receivables		-	-	-	-	698,898	698,898
Investment in water corporation		-	-	-	-	28,344,816	28,344,816
<b>Total financial assets</b>		<b>2,909,956</b>	<b>2,554,417</b>	<b>-</b>	<b>-</b>	<b>29,048,426</b>	<b>34,512,799</b>
<b>Financial liabilities</b>							
Trade and other payables		-	-	-	-	584,182	584,182
Trust funds and deposits		-	-	-	-	242,062	242,062
Interest-bearing loans and borrowings	7.03%	-	163,149	562,870	-	-	726,019
<b>Total financial liabilities</b>		<b>-</b>	<b>163,149</b>	<b>562,870</b>	<b>-</b>	<b>826,244</b>	<b>1,552,263</b>
<b>Net financial assets (liabilities)</b>		<b>2,909,956</b>	<b>2,391,268</b>	<b>(562,870)</b>	<b>-</b>	<b>28,222,182</b>	<b>32,960,536</b>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 33 Financial Instruments (cont.)

(c) Fair Value

The aggregate net fair values of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Financial Instruments	Total carrying amount as per Balance Sheet		Aggregate net fair value	
	2017 \$	2016 \$	2017 \$	2016 \$
<b>Financial assets</b>				
Cash and cash equivalents	7,640,664	5,469,085	7,640,664	5,469,085
Trade and other receivables	833,437	698,898	833,437	698,898
Investment in water corporation	28,530,771	28,344,816	28,530,771	28,344,816
<b>Total financial assets</b>	<b>37,004,872</b>	<b>34,512,799</b>	<b>37,004,872</b>	<b>34,512,799</b>
<b>Financial liabilities</b>				
Trade and other payables	964,178	584,182	964,178	584,182
Trust funds and deposits	244,017	242,062	244,017	242,062
Interest-bearing loans and borrowings	562,870	726,019	606,555	799,572
<b>Total financial liabilities</b>	<b>1,771,065</b>	<b>1,552,263</b>	<b>1,814,750</b>	<b>1,625,816</b>

(d) Credit Risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Statement of Financial Position.

(e) Risks and mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which we are exposed are discussed below.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

Council loan borrowings are sourced from Tascorp at a Government level of interest rate and security. Finance leases are sourced from major Australian financial institutions. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

Council manage the interest rate exposure on council debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Treasury and Finance each year.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1993. We manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal regulations and standards;
- capital protection;
- appropriate liquidity;
- diversification by credit rating, financial institution and investment product;
- monitoring of return on investment;
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 33 Financial Instruments (cont.)

Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in our Statement of Financial Position. To help manage this risk, Council:

- has a policy for establishing credit limits for the entities we deal with;
- may require collateral where appropriate; and
- only invest surplus funds with financial institutions which have a recognised credit rating specified in our Investment policy.

Credit risk arises from Council's financial assets, which comprise cash and cash equivalents, and trade and other receivables. Council's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments. Exposure at balance date is addressed in each applicable policy note. Council generally trades with recognised, creditworthy third parties, and as such collateral is generally not requested, nor is it Council's policy to securitise its trade and other receivables.

It is Council's policy that some customers who wish to trade on credit terms are subject to credit verification procedures including an assessment of their credit rating, financial position, past experience and industry reputation. In addition, receivable balance are monitored on an ongoing basis with the result that Council's exposure to bad debts is not significant.

Council may also be subject to credit risk for transactions which are not included in the Statement of Financial Position, such as when Council provide a guarantee for another party.

Credit quality of contractual financial assets that are neither past due nor impaired

	Financial Institutions (AAA credit rating)	Government agencies (BBB credit rating)	Other (min BBB credit rating)	Total
2017				
Cash and cash equivalents	7,640,664	-	-	7,640,664
Total contractual financial assets	7,640,664	-	-	7,640,664
2016				
Cash and cash equivalents	5,469,085	-	-	5,469,085
Total contractual financial assets	5,469,085	-	-	5,469,085

Movement in Provisions for Impairment of Trade and Other Receivables	2017 \$	2016 \$
Balance at the beginning of the year	1,747	4,598
New Provisions recognised during the year	44,700	(2,851)
Balance at end of year	46,447	1,747

Ageing of Trade and Other Receivables

At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's Trade and Other Receivables was:

	2017 \$	2016 \$
Current (not yet due)	33,450	61,174
Past due by up to 30 days	103,146	16,025
Past due between 31 and 180 days	440,096	408,988
Past due between 181 and 365 days	54,043	97,171
Past due by more than 1 year	202,702	115,540
Total Trade & Other Receivables	833,437	698,898



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 33 Financial Instruments (cont.)

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- will not have sufficient funds to settle a transaction on the date;
- will be forced to sell financial assets at a value which is less than what they are worth; or
- may be unable to settle or recover a financial assets at all.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The table below lists the contractual maturities for Financial Liabilities

These amounts represent the discounted cash flow payments (ie principal only).

2017	6 mths or less	6-12 months	1-2 years	2-5 years	>5 years	Contracted Cash Flow	Carrying Amount
	\$	\$	\$	\$	\$	\$	\$
Trade and other payables	964,178	-	-	-	-	964,178	964,178
Trust funds and deposits	244,017	-	-	-	-	244,017	244,017
Interest-bearing loans and borrowings	85,900	88,919	187,325	200,726	-	562,870	562,870
Total financial liabilities	1,294,095	88,919	187,325	200,726	-	1,771,065	1,771,065

2016	6 mths or less	6-12 months	1-2 years	2-5 years	>5 years	Contracted Cash Flow	Carrying Amount
	\$	\$	\$	\$	\$	\$	\$
Trade and other payables	584,182	-	-	-	-	584,182	584,182
Trust funds and deposits	242,062	-	-	-	-	242,062	242,062
Interest-bearing loans and borrowings	80,166	82,983	174,819	388,051	-	726,019	726,019
Total financial liabilities	906,410	82,983	174,819	388,051	-	1,552,263	1,552,263



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 33 Financial Instruments (cont.)

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia):

A parallel shift of + 1% and -2% in market interest rates (AUD) from year-end rates of 4.4%.

The table below discloses the impact on net operating result and equity for each category of financial instruments held by Council at year-end, if the above movements were to occur.

		Interest rate risk			
		-2%		+1%	
		-200 basis points		+100 basis points	
		Profit	Equity	Profit	Equity
2017		\$	\$	\$	\$
Financial assets:					
Cash and cash equivalents	7,640,664	(152,813)	(152,813)	76,407	76,407
Trade and other receivables	833,437	(16,669)	(16,669)	8,334	8,334
Financial liabilities:					
Interest-bearing loans and borrowings	562,870	(11,257)	(11,257)	5,629	5,629

		Interest rate risk			
		-2%		+1%	
		-200 basis points		+100 basis points	
		Profit	Equity	Profit	Equity
2016		\$	\$	\$	\$
Financial assets:					
Cash and cash equivalents	5,469,085	(109,382)	(109,382)	54,691	54,691
Trade and other receivables	698,898	(13,978)	(13,978)	6,989	6,989
Financial liabilities:					
Interest-bearing loans and borrowings	726,019	(14,520)	(14,520)	7,260	7,260



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 34 Events occurring after balance date

No matters have occurred after balance date that warrant disclosure in this report.

Note 35 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors	Phillip Vickers (Mayor) Shane Pitt (Deputy Mayor) Robyn Gentry Alwyn Medwin Lynette O'Grady Lindsay Newman Scott Stringer Leigh Styles Terence Shea
General Manager	Dirk Dowling
Senior Managers	Buddika Ungarandilage

(ii) Councillor Remuneration

2017	Short term benefits		Total Compensation AASB 124	Expenses	Total allowances and expenses section 72
	Allowances	Vehicles <sup>1</sup>			
	\$	\$	\$	\$	\$
Mayor	35,415	5,214	40,629	-	40,629
Deputy Mayor	20,182	-	20,182	-	20,182
Councillors	70,830	-	70,830	8,521	79,351
<b>Total</b>	<b>126,427</b>	<b>5,214</b>	<b>131,641</b>	<b>8,521</b>	<b>140,162</b>

2016	Short term benefits		Total Compensation AASB 124	Expenses	Total allowances and expenses section 72
	Allowances	Vehicles <sup>1</sup>			
	\$	\$	\$	\$	\$
Mayor	34,618	3,585	38,203	442	38,645
Deputy Mayor	19,728	-	19,728	1,173	20,901
Councillors	69,237	-	69,237	12,318	81,555
<b>Total</b>	<b>123,583</b>	<b>3,585</b>	<b>127,168</b>	<b>13,933</b>	<b>141,101</b>

<sup>1</sup> Includes total cost of providing and maintaining vehicles provided for private use, including registration, insurance, fuel and other consumables, maintenance cost and parking (including notional value of parking provided at premises that are owned or leased and fringe benefits tax).

(iii) Key Management Personnel Remuneration

2017	Remuneration band	Number of employees	Short term employee benefits		Post employment benefits		Total
			Salary <sup>1</sup>	Vehicles <sup>2</sup>	Superannuation <sup>3</sup>	Non-monetary Benefits <sup>4</sup>	
			\$	\$	\$	\$	\$
	\$120,001 - \$140,000	1	93,474	8,232	11,684	11,356	124,746
	\$160,001 - \$180,000	1	153,015	997	19,126	2,127	175,265
<b>Total</b>			<b>246,489</b>	<b>9,229</b>	<b>30,810</b>	<b>13,483</b>	<b>300,011</b>



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

(iii) Key Management Personnel Remuneration (Cont...)

2016 Remuneration band	Number of employees	employee		Post employment benefits		Total \$
		Salary <sup>1</sup> \$	Vehicles <sup>2</sup> \$	Superannuation <sup>3</sup> \$	Non-monetary Benefits <sup>4</sup> \$	
\$120,001 - \$140,000	1	102,664	17,409	12,833	-	132,906
\$180,001 - \$200,000	1	158,785	1,341	19,848	15,805	195,779
<b>Total</b>		<b>261,449</b>	<b>18,750</b>	<b>32,681</b>	<b>15,805</b>	<b>328,685</b>

<sup>1</sup> Gross Salary includes all forms of consideration paid and payable for services rendered, compensated absences during the period and salary sacrifice amounts.

<sup>2</sup> Includes total cost of providing and maintaining vehicles provided for private use, including registration, insurance, fuel and other consumables, maintenance cost and parking (including notional value of parking provided at premises that are owned or leased and fringe benefits tax).

<sup>3</sup> Superannuation means the contribution to the superannuation fund of the individual.

<sup>4</sup> Other non-monetary benefits include annual and long service leave movements.

(iv) Remuneration Principles

**Councillors:**

Councillors are entitled to an allowance based on the number of voters in the Local Government area (LGA) and the revenue of the council. Councillors are also entitled to reimbursement for telephone, travel, child care and other expenses in accordance with the council's policy.

**Executives:**

The employment terms and conditions of senior executives are contained in individual employment contracts and prescribe total remuneration, superannuation, annual and long service leave, vehicle and salary sacrifice provisions. In addition to their salaries, Council also provides non-cash benefits and contributes to post-employment superannuation plans on their behalf.

The performance of each senior executive, including the General Manager, is reviewed annually which includes a review of their remuneration package. The terms of employment of each senior executive, including the General Manager, contain a termination clause that requires the senior executive or Council to provide a minimum notice period of up to 12 months prior to termination of the contract. Whilst not automatic, contracts can be extended.

(v) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Nature of the transaction	Amount of the transactions during the year	Outstanding balances, including commitments at year end	Terms and conditions
Electrical services	\$12,867	Council owes \$5,325	30-day terms on invoices

In accordance with s84(2)(b) of the Local Government Act 1993, no interests have been notified to the General Manager in respect of any body or organisation with which the Council has major financial dealings.

(vi) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of council live and operate within the municipality. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates on a primary residence
- Dog registration
- Use of Council's swimming pool

Council has not included these types of transaction in its disclosure, where they are made on the same terms and conditions available to the general public.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 36 Significant Business Activities

The operating capital and competitive neutrality costs of the Council's significant business activities:

	Waste Management	
	2017	2016
	\$	\$
Revenue		
Rates	872,808	869,263
User Charges	333,049	334,941
Total Revenue	1,205,857	1,204,204
Expenditure		
Direct		
Employee Costs	414,073	420,171
Materials and Contacts	283,595	295,990
Utilities	250	289
Indirect		
Engineering & Administration	28,211	27,543
Total Expenses	726,129	743,993
Notional cost of free services received		
Capital Costs		
Depreciation and amortisation	111,787	113,540
Opportunity cost of capital	24,140	34,914
Total Capital Costs	135,927	148,454
Competitive neutrality adjustments:		
Rates and land tax	2,796	2,796
	2,796	2,796
Calculated Surplus/(Deficit)	365,145	343,875
Tax Equivalent rate	30%	30%
Taxation equivalent	109,544	103,162
Competitive neutrality costs	112,340	105,958



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 37	Management indicators	Benchmark	2017 \$	2016 \$	2015 \$	2014 \$
(a)	Underlying surplus or deficit					
	Net result for the year		1,848,039	4,495,068	(913,395)	(1,112,094)
	Less non-operating income:					
	Capital grants		697,403	737,352	450,000	711,119
	FAGs in advance		961,071	(917,075)	917,075	-
	Recognition of land under roads		-	4,077,582	-	-
	Contributions - non-monetary assets		-	-	-	47,043
	Add non-operational expenses:					
	Gifted asset		110,140	-	-	-
	Demolition expense accrual		150,000	-	-	-
	Impairment write-down		103,267	-	-	-
	Net loss on disposal of assets		-	-	2,006,979	175,076
	Underlying surplus/deficit	0	552,972	597,209	(273,491)	(1,695,180)

The intent of the underlying result is to show the outcome of a council's normal or usual day to day operations.

(b)	Underlying surplus ratio					
	Underlying surplus or deficit		552,972	597,209	(273,491)	(1,695,180)
	Recurrent income*		10,858,107	10,948,590	11,104,003	10,314,514
	Underlying surplus ratio %	0%	5%	5%	-2%	-16%

This ratio serves as an overall measure of financial operating effectiveness.

(c)	Net financial liabilities					
	Liquid assets less total liabilities		8,542,935	6,210,885	4,892,224	4,038,391
	Net financial liabilities	0	2,571,202	2,300,877	2,499,156	3,309,000
			5,971,733	3,910,008	2,393,068	729,391

This measure shows whether Council's total liabilities can be met by its liquid assets. An excess of total liabilities over liquid assets means that, if all liabilities fell due at once, additional revenue would be needed to fund the shortfall.

(d)	Net financial liabilities ratio					
	Net financial liabilities		5,971,733	3,910,008	2,393,068	729,391
	Recurrent income*		10,858,107	10,948,590	11,104,003	10,314,514
	Net financial liabilities ratio %	0% - (50%)	55%	36%	22%	7%

This ratio indicates the net financial obligations of Council compared to its recurrent income.

(e)	Asset consumption ratio					
	An asset consumption ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.					
	Transport infrastructure					
	Depreciated replacement cost		51,621,631	57,491,206	53,947,637	56,428,973
	Current replacement cost		91,337,283	95,574,250	98,513,746	100,428,110
	Asset consumption ratio %	40-80%	57%	60%	55%	56%
	Buildings					
	Depreciated replacement cost		10,926,129	11,335,856	11,640,141	12,737,856
	Current replacement cost		13,737,006	13,769,073	13,662,546	14,544,760
	Asset consumption ratio %	70-100%	80%	82%	85%	88%
	Other structures					
	Depreciated replacement cost		1,069,004	904,853	777,659	761,304
	Current replacement cost		1,146,319	992,864	829,061	797,960
	Asset consumption ratio %	70-100%	92%	93%	94%	95%
	Plant and equipment					
	Depreciated replacement cost		2,424,280	2,316,078	2,374,577	2,146,705
	Current replacement cost		5,077,397	5,136,102	5,141,041	5,002,900
	Asset consumption ratio %		48%	45%	46%	43%
	Furniture and fittings					
	Depreciated replacement cost		316,018	303,787	275,991	305,809
	Current replacement cost		702,244	625,079	541,297	515,059
	Asset consumption ratio %		45%	49%	51%	59%

This ratio indicates the level of service potential available in Council's existing asset base.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 37	Management indicators (cont.)	2017	2016	2015	2014
		\$	\$	\$	\$

(f) Asset renewal funding ratio

An asset renewal funding ratio is calculated in relation to each asset class required to be included in a long-term strategic asset management plan of Council.

Council adopted an asset management plan and long term financial plan in August 2016.

An asset renewal funding ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.

Transport Infrastructure

Projected capital funding outlays\*\*

517,000

Projected capital expenditure funding\*\*\*

513,000

Asset renewal funding ratio %

90-100% 179%

\*\* Current value of projected capital funding outlays for an asset identified in Council's long-term financial plan.

\*\*\* Value of projected capital expenditure funding for an asset identified in Council's long-term strategic asset management plan.

\*\*\*\* Council's long-term strategic management plan has recently been developed hence no ratios are available for earlier years.

This ratio measures Council's capacity to fund future asset replacement requirements.

(g) Asset sustainability ratio

Capex on replacement/renewal of existing assets

1,292,092 1,056,413 1,075,528 3,983,000

Annual depreciation expense

2,638,225 2,591,339 2,862,913 2,928,000

Asset sustainability ratio %

90-100% 49% 41% 38% 136%

This ratio calculates the extent to which Council is maintaining operating capacity through renewal of their existing asset base.

2017	Capital renewal expenditure	Capital new/upgrade expenditure	Total Capital Expenditure
	\$	\$	\$
By asset class			
Buildings	309,217	193,236	502,453
Plant, machinery and equipment	612,267	2,521	614,788
Fixtures, fittings and furniture	73,703	3,462	77,165
Roads	197,595	890,826	1,088,421
Bridges	41,174	-	41,174
Other infrastructure	58,136	249,277	307,413
Total	1,292,092	1,339,322	2,631,414
2016	Capital renewal expenditure	Capital new/upgrade expenditure	Total Capital Expenditure
	\$	\$	\$
By asset class			
Buildings	66,301	-	66,301
Plant, machinery and equipment	396,828	79,546	476,374
Fixtures, fittings and furniture	79,073	4,709	83,782
Roads	419,209	380,152	799,361
Bridges	17,217	-	17,217
Other infrastructure	77,785	-	77,785
Total	1,056,413	464,407	1,520,820



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

Note 38 Fair Value Measurements

Council measures and recognises the following assets at fair value on a recurring basis:

- Investment in water corporation
- Property, infrastructure plant and equipment
  - Land
  - Buildings, including footpaths & cycleways
  - Roads
  - Bridges
  - Other infrastructure

Council does not measure any liabilities at fair value on a recurring basis.

(a) Fair Value Hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

Level 1	Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
Level 2	Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3	Unobservable inputs for the asset or liability.

The table below shows the assigned level for each asset and liability held at fair value by the Council. The table presents the Council's assets and liabilities measured and recognised at fair value at 30 June 2017.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

As at 30 June 2017

	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
Recurring fair value measurements					
Investment in water corporation	18	-	-	28,530,771	28,530,771
Land	23	-	4,470,300	-	4,470,300
Buildings	23	-	10,926,129	-	10,926,129
Land under roads	23	-	4,077,582	-	4,077,582
Roads	23	-	-	45,953,413	45,953,413
Bridges	23	-	-	5,668,218	5,668,218
Other structures	23	-	-	1,059,004	1,059,004
		-	19,474,011	81,211,406	100,685,417

As at 30 June 2016

	Note	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
Recurring fair value measurements					
Investment in water corporation	18	-	-	28,344,816	28,344,816
Land	23	-	4,470,300	-	4,470,300
Buildings	23	-	11,335,856	-	11,335,856
Land under roads	23	-	4,077,582	-	4,077,582
Roads	23	-	-	52,001,637	52,001,637
Bridges	23	-	-	5,489,569	5,489,569
Other Infrastructure	23	-	-	924,583	924,583
		-	19,883,738	86,760,605	106,644,343

There were no transfers between levels 1 and 2 during the year, nor between levels 2 and 3.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

---

Note 38 Fair Value Measurements (cont.)

(b) Highest and best use

All assets valued at fair value in this note are being used for their highest and best use.

(c) Valuation techniques and significant inputs used to derive fair values

Investment in water corporation

Refer to Note 19 for details of valuation techniques used to derive fair values.

Land

Any increase or decrease in the value of Land is determined using statutory valuations supplied by the Office of the Valuer-General. The statutory valuations by the Office of the Valuer General are derived from the analysis of market sales for different classes of properties and localities. Adjustments using adjustment factors are applied each two years until a complete revaluation. If there is material movement then the Adjustment Factors are applied annually.

Buildings

Any increase or decrease in the value of Buildings is determined using statutory valuations supplied by the Office of the Valuer-General. The statutory valuations by the Office of the Valuer General are derived from the analysis of market sales for different classes of properties and localities. Adjustments using adjustment factors are applied every second year if appropriate until a complete revaluation is done. For the year ending 2015 a complete revaluation was done by the Valuer-General. These values were assessed and due to minimal movement in values no increase or decrease has been applied. An independent valuation will be undertaken in 2016-17.

Land under roads

Land under roads was recognised for the first time in the 2016 financial statements, consistent with the Report to Parliament by the Auditor-General No. 5 of 2013-2014 Infrastructure Financial Accounting in Local Government. Because of its materiality, land under roads is now reported as a separate category of non-current assets.

Where Council buildings are of a specialist nature (eg heritage buildings) and there is no active market for the assets, fair value has been determined on the basis of replacement with a new asset having similar service potential. The gross current values have been derived from reference to market data for recent projects and costing guides.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

38 Fair Value Measurements (cont.)

**Infrastructure assets**

All Council infrastructure assets were fair valued using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. The resulting valuation reflects the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks.

The level of accumulated depreciation for infrastructure assets was determined based on the age of the asset and the useful life adopted by Council for the asset type. Estimated useful lives and residual values are disclosed in Note 1(e)

The calculation of DRC involves a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made by qualified and experienced staff, different judgements could result in a different valuation. The table at (d) below summarises the effect that changes in the most significant unobservable inputs would have on the valuation.

Roads, including footpaths & cycleways

Any increase or decrease in the value of Roads was determined using information supplied by independent Asset Management Specialist Gavin Boyd for the year ending 30 June 2017. The (CRC) Current Replacement Cost is based on the road area multiplied by a unit price being an estimate of labour and material inputs, service costs, and overhead allocations. For internal construction estimates, material and services prices are based on existing supplier contract rates or supplier price lists and labour wage rates are based on Council's (EBA) Enterprise Bargaining Agreement. Where construction is outsourced, CRC is based on the average of completed similar projects over the last few years. Road pavement valuations included earthworks, substructures, seals and kerbs relating to roads, footpaths and parking areas. The useful life of material components is also considered.

Council categorises its road infrastructure into urban and rural roads and then further sub-categorises these into sealed and unsealed roads. All road segments are then componentised into formation, pavement, sub-pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC is based on the road area multiplied by a unit price; the unit price being an estimate of labour and material inputs, services costs, and overhead allocations. Council assumes that pavements are constructed to depths of x cms for high traffic areas and y cms for lower traffic locations. For internal construction estimates, material and services prices are based on existing supplier contract rates or supplier price lists and labour wage rates are based on Council's Enterprise Bargaining Agreement (EBA). Where construction is outsourced, CRC is based on the average of completed similar projects over the last few years.

Bridges

Any increase or decrease in the value of Bridges was determined using information supplied by AusSpan in their BMS Report April 2017. AusSpan inspects Council bridges twice yearly and provides a report that enables Council to effectively value bridges, their life span and also determines Council's Bridge replacement and maintenance schedule. A condition report is also supplied. Each bridge is assessed individually and componentised into sub-assets representing the deck and sub-structure. The valuation is based on the material type used for construction and the deck and sub-structure area.

Consistent with roads, Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2017

38 Fair Value Measurements (cont.)

Other Structures

Any increase or decrease in the value of Other Structures (currently comprising the Cycleways) was determined using information supplied by W.E. Erkelaar Pty Ltd for the year ending 30 June 2014. The pavement valuations took in to account the labour cost, substructure, concrete paving and reinforcement culminating in a unit cost per square metre. The Cycleways do not follow a roadway therefore they have not been categorised as part of Roads.

Note

Asset / liability category*	Carrying amount (at fair value)	Key unobservable inputs *	Expected range of inputs	Description of how changes in inputs will affect the fair value
Buildings	\$ 10,926,129	Valuations basis Market Property Values and useful life	Valuer General Determination	The higher the useful life the higher the fair value. The fair value being subject to changes in market valuations
Roads	\$ 45,953,413	Unit replacement cost per sqm	from \$86sqm up to \$405sqm	The higher the unit price the higher the fair value.
		Useful life	Refer Note 1e	The higher the useful life the higher the fair value.
Bridges	\$ 5,668,218	Unit replacement cost per sqm	Materials & Labour	The higher the unit price the higher the fair value.
		Useful life	Refer Note 1e	The higher the useful life the higher the fair value.
Investment in Water Corporation	\$ 28,530,771	Useful life	Refer Note 1e	The higher the useful life the higher the fair value.
Other Structures	\$ 1,059,004	Unit replacement cost per sqm	Materials & Labour	The higher the unit price the higher the fair value.
		Useful life	Refer Note 1e	The higher the useful life the higher the fair value.

\*There were no significant inter-relationships between unobservable inputs that materially affect fair values.

(d) Valuation processes

Council's current policy for the valuation of property, infrastructure, plant and equipment, investment in water corporation and investment property (recurring fair value measurements) is set out in note 1(f), 1(w) and 1(v) respectively.

Non-recurring fair value measurements are made at the point of reclassification by a registered valuer.

(e) Assets and liabilities not measured at fair value but for which fair value is disclosed

Council does not have assets and liabilities which are not measured at fair value.

Council borrowings are measured at cost with interest recognised in profit or loss when incurred

Council borrowings are measured at amortised cost with interest recognised in profit or loss when incurred. The fair value of borrowings disclosed in note 33 is provided by Tascorp (level 2).

The carrying amounts of trade receivables and trade payables are assumed to approximate their fair values due to their short-term nature (Level 2).



WEST COAST COUNCIL ANNUAL REPORT 2016-2017  
APPENDIX B

West Coast Council  
2016-2017 Financial Report

---

### Certification of the Financial Report

The financial report presents fairly the financial position of the West Coast Council as at 30 June 2017, the results of its operations for the year then ended and the cash flows of the Council, in accordance with the Local Government Act 1993 (as amended), Australian Accounting Standards (including interpretations) and other authoritative pronouncements issued by the Australian Accounting Standards Board.

  
Dirk Dowling  
GENERAL MANAGER

Date : 14 August 2017



WEST COAST COUNCIL ANNUAL REPORT 2016-2017



WEST COAST AUSTRALIA DAY 2017 AWARDS

*Recipient Reception - 14 March 2017*



Australia Day

Citizen of the Year -  
*Geoffrey Steele*

Young Citizens of the Year -  
*Riley Sheehan*

Community Event of the Year -  
*Lake Burbury Fishing Competition*





West Coast Council

**Address:** 11 Sticht Street, Queenstown TAS 7467

PO Box 63, Queenstown TAS 7467

**Phone:** (03) 6471 4700

**Fax:** (03) 6471 4720

**Email:** [wcc@westcoast.tas.gov.au](mailto:wcc@westcoast.tas.gov.au)

**Website:** [www.westcoast.tas.gov.au](http://www.westcoast.tas.gov.au)

