

CORPORATE PLAN
2020
2030
WEST COAST COUNCIL



This Council Corporate Plan was produced in March 2020 by West Coast Council staff with support from The Social Yield Pty Ltd. Images supplied by West Coast Council.



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WEST COAST

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A MESSAGE FROM THE MAYOR AND GENERAL MANAGER

In 2015 the West Coast came together to develop a long-term strategy for the whole community. That strategy became the *West Coast Community Plan 2025*, representing the aspirations of the West Coast and setting out strategic action items and outcomes requiring the efforts of the whole community to achieve.

The Corporate Plan that you are reading is an important document for implementing the West Coast's 2025 vision. It interprets the values, visions and actions from the West Coast Community 2025 into values, visions and actions for the West Coast Council. It guides the Council in our contribution to delivering *West Coast Community Plan 2025*. It takes the values of the West Coast community and explains how we as a Council can put them in practice. It takes the visions and actions and explains what we as a Council, as a leader within the West Coast Local Government Area, can contribute to achieving them. Importantly, it describes the type of organisation that we need to be if we are to deliver our part of *West Coast Community Plan 2025*.

The Corporate Plan is the result of the efforts of all members of the Council team. We, as a team, came together to consider who we are, what we can deliver, and how we will change. We are proud of the team's deep commitment to the West Coast, their previous achievements as the West Coast Council, and their willingness to continually grow and learn to keep delivering on the community's vision.

As this plan is designed to guide the West Coast Council's implementation of the *West Coast Community Plan 2025*, both should be read together. It is important to note that the *West Coast Community Plan 2025* and the West Coast Council's Corporate Plan are not and should not be the same. There are actions within the *West Coast Community Plan 2025* that are not Council's responsibility to lead. Likewise, there are actions within the Corporate Plan that are vital for Council's effectiveness, but not included in the *West Coast Community Plan 2025*.

We, along with the entire Council team, look forward to continuing to deliver for the community to 2025 and beyond.

A stylized, handwritten signature in black ink, featuring a large, sweeping loop and a long horizontal stroke extending to the left.

Phil Vickers
MAYOR

A stylized, handwritten signature in black ink, consisting of a series of connected loops and a long horizontal stroke extending to the right.

David Midson
GENERAL MANAGER

INTRODUCTION

Welcome to the *West Coast Council Corporate Plan 2020–2030*. Our Corporate Plan sets out our desired outcomes and strategic priorities for the next ten years. It also establishes a series of performance indicators by which we'll track our progress.

The *West Coast Council Corporate Plan 2020–2030* is directly informed by the vision articulated in our other high-level Council strategy: the *West Coast Community Plan 2025*. As a 'whole-of-community' plan, the *West Coast Community Plan 2025* sets out a shared vision for the Region and outlines a roadmap for achieving this vision via a range of strategic partnerships.

The *West Coast Council Corporate Plan 2020–2030* considers what this community vision means for Council's core role and responsibilities.

THE ROLE OF LOCAL GOVERNMENT

According to the Tasmanian *Local Government Act 1993*, the role of local government in Tasmania is to:

- provide for the health, safety and welfare of the community;
- represent and promote the interests of the community; and
- provide for the peace, order and good government of the municipal area.

A council is a corporate body comprised of the organisation as a whole, not just elected members.

The functions and activities of councils in Tasmania are directed by the *Local Government Act 1993* as well as several other pieces of legislation, for example the *Land Use Planning and Approvals Act 1993*, the *Environmental Management and Pollution Control Act 1994*, the *Public Health Act 1997* and the *Water and Sewerage Corporation Act 2012*. Councils can also establish and maintain local by-laws.

The *Good Governance Guide for Local Government in Tasmania* (published by the Tasmanian Department of Premier and Cabinet) defines governance as the processes and culture that guides the activities of an organisation beyond its legal obligations. It says that good governance in local government has eight characteristics:

- **Accountability** – being answerable for the consequences of decisions;
- **Transparency** – enabling people to follow and understand the decision-making process;
- **Abiding by the Law** – making decisions consistent with legislation or common law;
- **Responsiveness** – representing the needs of the entire community while balancing competing interests;
- **Equity** – fair treatment of all groups and considering the interests of all;

- **Participation and Inclusiveness** – making sure that anyone affected by, or interested in, a decision, has the opportunity to participate in making that decision;
- **Effectiveness and Efficiency** – implementing decisions and following processes that make best use of people, resources and time, to ensure the best possible results for their community; and
- **Consensus** – taking different views and interests into account and reaching a majority position on what is in the best interests of the community.

10-YEAR COUNCIL CORPORATE PLAN

A Council Corporate Plan is a high-level strategic document to guide decision-making. The Corporate Plan sets out a 10-year plan to support implementation of the *West Coast Community Plan 2025* and Council's legislated responsibilities while considering our current capabilities and challenges.

Alongside the *West Coast Community Plan 2025*, the Corporate Plan will form the basis for implementing other specific strategies, such as the long-term financial plan, asset management plans and strategies, project-specific strategies and economic development strategies.

The operational and resourcing implications of Council's strategies, including the Corporate Plan, will be accounted for in detail within Council's Annual Plans.

WEST COAST COUNCIL AREA

West Coast is the largest of all the Tasmanian local government areas, occupying nearly 9,600 km² of south-western Tasmania. The West Coast Council area is bounded by the Pieman River and the Waratah-Wynyard and Circular Head Council areas to the north; by the Kentish, Meander Valley and Central Highlands Council areas and the Denison River to the east; by Port Davey and the Davey River to the south; and by the Southern Ocean to the west.

European settlement in the area dates from 1822. The area was sparsely populated until the 1880s, when mining, farming, growth in industry

and improved access facilitated population growth. West Coast population levels have been strongly influenced by industry trends, with changes in mining, forestry and the hydro-electric industries in recent decades causing a decline in our population. In 2018 the West Coast was home to an estimated resident population of 4,167.

The West Coast community experiences comparatively high levels of social-economic disadvantage. As of 2016, our unemployment rate was higher than for Tasmania as a whole and our education attainment was lower. However, one in five of our community reported doing some type of volunteer work in 2016, and our community is highly engaged in local decision-making.

More than 2,000 people were involved in developing Council's *West Coast Community Plan 2025*.

The West Coast Council area is predominantly rural, with forestry, fishing, mining and tourism our most important industries. West Coast Council area's Gross Regional Product was \$0.73 billion in the year ending June 2019, growing 1.1% over the previous year. Of this, \$434 million was generated by the mining sector. In 2017/18, tourism and hospitality sales in West Coast Council area amounted to \$30.4 million, with a total value-added of \$16.3 million.

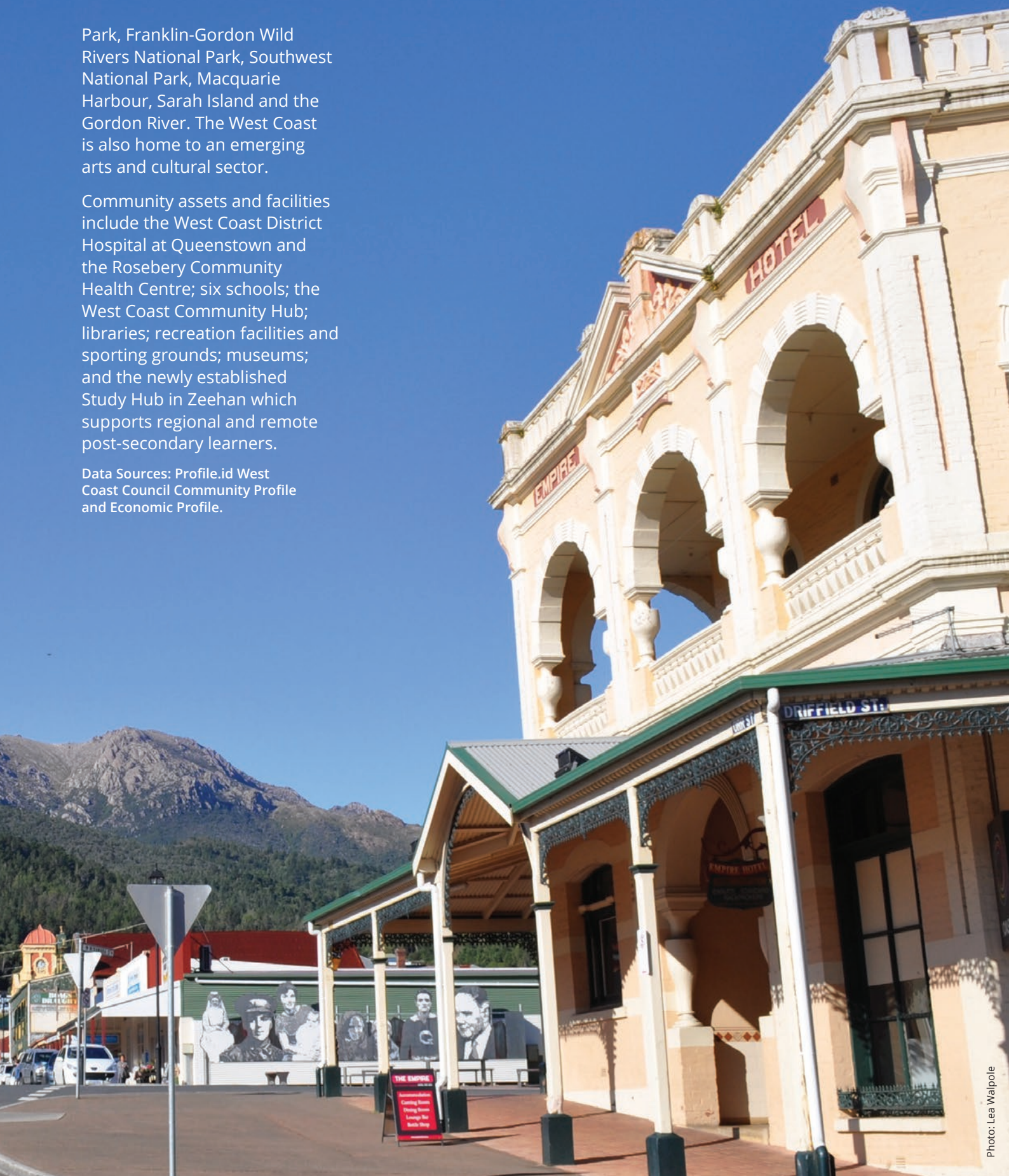
Our Region is home to a wealth of natural assets, including the Tasmanian Wilderness World Heritage Area, Cradle Mountain-Lake St Clair National



Park, Franklin-Gordon Wild Rivers National Park, Southwest National Park, Macquarie Harbour, Sarah Island and the Gordon River. The West Coast is also home to an emerging arts and cultural sector.

Community assets and facilities include the West Coast District Hospital at Queenstown and the Rosebery Community Health Centre; six schools; the West Coast Community Hub; libraries; recreation facilities and sporting grounds; museums; and the newly established Study Hub in Zeehan which supports regional and remote post-secondary learners.

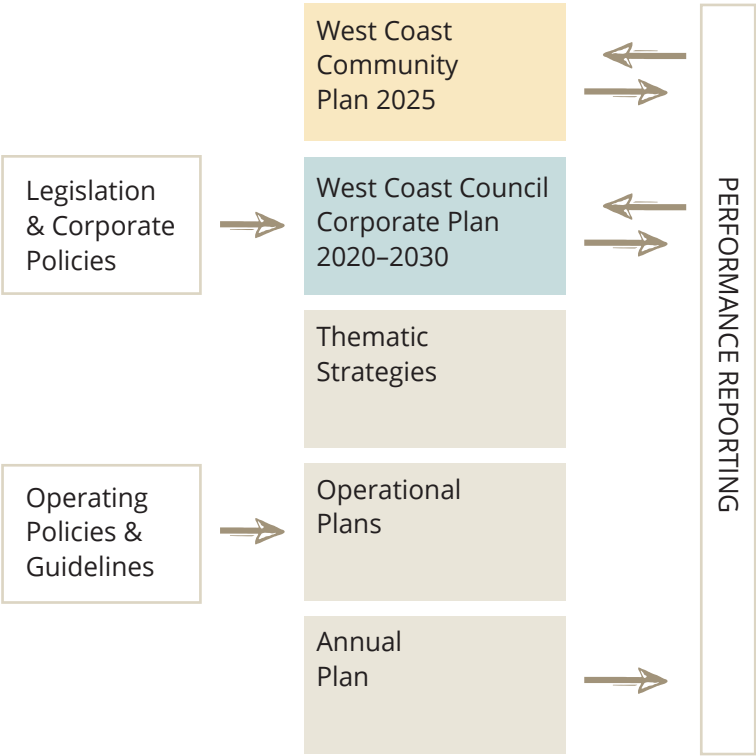
Data Sources: Profile.id West Coast Council Community Profile and Economic Profile.



WEST COAST COUNCIL STRATEGIC PLANNING FRAMEWORK

Together, this Corporate Plan and the West Coast Community Plan 2025 provide the basis for Council's decision-making. The Corporate Plan interprets the vision articulated in the Community plan through the lens of Council's core business, as set out in legislation. The Corporate Plan sets our key area of focus for the next ten years and provides a framework of indicators for measuring our progress over time.

Although the Corporate Plan 2020-2030 is a long-term strategic document, it will be reviewed and refreshed least every four years to ensure it continues to respond to emerging trends and needs at the organisational, legislative and community level.



DEVELOPMENT OF THE PLAN

BUILDING ON THE COMMUNITY'S VISION

Development of the *West Coast Council Corporate Plan 2020–2030* has been informed by the *West Coast Community Plan 2025*, a collaborative planning initiative undertaken by the West Coast community, Council and relevant local and regional stakeholders in 2015.

The *West Coast Community Plan 2025* sets out the community's vision for the future of the West Coast region and proposes a range of strategies, partnerships and priorities to achieve that vision.

The *West Coast Community Plan 2025* was developed with strong community input. Nearly one-quarter of the community participated in the community survey for the plan, with over 800 people attending a workshop, forum or community information stand. It is estimated that over 40% of residents were involved in the development of the Community Plan in some way.

Development of the Community Plan also included consultative forums with representatives from diverse sectors, including from government, departments, businesses, sport and recreation organisations, community service organisations, cultural and arts organisations and non-government organisations.

In recognition of the breadth and depth of this community input, and to ensure strategic alignment with the Community Plan, we used the vision articulated within the *West Coast Community Plan 2025* as our basis for developing the *West Coast Council Corporate Plan*.

DEVELOPING THE PLAN

To translate the vision in the Community Plan into desired outcomes and strategies for our organisation, we favoured a participatory process that would result in a 'Council-proud' document.

To achieve this, we facilitated strategic planning workshops with Council staff across two days in early December, 2019. A total of 58 staff members participated in the workshops, representing the full scope of Council operations.

At these workshops, staff considered the vision expressed within the Community Plan and provided input on the following elements:

- Council's values in practice;
- Desired outcomes; and
- Strategic priorities.

A draft version of the Corporate Plan was developed based on staff input and in close consultation with West Coast General Manager, David Midson. This draft was then circulated to Council staff for feedback. Staff feedback on the draft plan was collated and incorporated into the final West Coast Corporate Plan.



The *West Coast Council Corporate Plan 2020-2030* reflects and reinforces the Vision, Mission and Values of West Coast Council. These statements describe the principles Council will adhere to in delivering the best possible outcomes for the West Coast community.

Council's Mission, Vision and Values are embedded throughout the Corporate Plan to promote strategic alignment with all of Council's other plans and strategies.

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 and trust
- Consistency



OUR VALUES IN PRACTICE

At West Coast Council, we understand that our Values underpin all that we do at both the strategic and the operational level.

RESPONSIVENESS

Responsiveness starts with listening to what our community needs and wants.

It means knowing what's happening in our community and having clear lines of communication across our organisation and with other organisations. It means being realistic and upfront about what we can and can't do.

Responsiveness means acting quickly and efficiently on our commitments, taking pride in our work, and following up to ensure the job is complete.

LEADERSHIP

Good leadership is everyone's business. It is grounded in honesty, transparency and two-way communication.

Leadership means respecting organisational policies and setting clear expectations. It's about understanding the needs of others and being able to work with difference. It means recognising existing expertise and helping everyone to succeed.

Leadership is about responding to change – it means we never stop learning.

UNITY OF PURPOSE

Unity of purpose is about working together as one, supporting each other to deliver value to our community.

It means leading by example, both within and outside of work. It is having the right people in the right positions and having trust in our process. Unity of purpose means knowing our core values and working towards shared goals.

For us, unity of purpose means having *pride* – in our organisation, in our purpose and in our work.

PARTNERSHIP

Partnership means teamwork – knowing one another, believing in one another and working together to attain high standards.

We demonstrate partnership when we care for and support one another, when we recognise that everyone is equal.

Partnership means engaging with our community and working effectively with other organisations and groups. It means sharing responsibility for outcomes and collectively driving change.

RESPECT AND TRUST

Respect and trust means informing our community and including them in decisions and changes. It is greeting customers with a smile and helping them with their concerns and problems.

At the organisational level, respect and trust means providing a safe and welcoming environment for people of all education levels, abilities, genders, cultures, religions and sexual/gender orientations.

It means valuing the opinions and judgement of others and dealing with conflict in a positive way.

CONSISTENCY

Consistency means planning for and delivering consistent results no matter what challenges come up.

It means a willingness to be flexible and enterprising in the face of disruption – applying checks and balances where required. Consistency means that teams share an understanding of agreed service levels, policies, procedures and benchmarks for quality.

Consistency is about treating others fairly. It means enabling staff to deliver high quality work.





OUR DESIRED OUTCOMES

The following section presents our desired outcomes for each theme. This section is followed by our implementation plan, which details the strategic priorities we'll focus on over the next 10 years. We take a tiered approach to our strategic priorities, which means we designate them as either:

CRITICAL – An urgent or non-negotiable priority that, if not achieved, will impede attainment of the organisation's vision or desired outcomes;

SIGNIFICANT – A priority that will have a major impact on attainment of the organisation's vision or desired outcomes. If this priority is not fully realised, it will be more difficult to attain our desired outcome/s; or

BENEFICIAL – A priority that has benefits to the organisation and the achievement of its vision and desired outcomes.

A NOTE ON INDICATORS – The implementation plan includes indicators of success. These key performance indicators (KPIs) are not goals, but instead are measures to help us know if we're heading in the right direction. We may update our indicators over time to reflect changes in emphasis or data availability. Each year, we will incorporate relevant KPIs in Council's Annual Plans and Reports.

1. EXCELLENCE IN GOVERNANCE

VISION

West Coast Council demonstrates sound leadership, transparency and inclusive decision-making processes.

Our community said:

'Our Council is important to the people of the West Coast. The majority of our residents are against amalgamations and view the development of a

long-term plan for the Region as demonstrating proactive leadership in the best interests of the community.' *West Coast Community Plan 2025*

DESIRED OUTCOMES

- A Council that promotes a sustainable future for the West Coast community.
- A Council that ensures its community receives timely information and feedback.

- A Council that takes a long-term, whole-of-municipality approach to decision-making.
- A Council that demonstrates a commitment to risk management.
- A Council that meets its commitments to the community.
- A Council that takes pride in the West Coast and is a leader in promoting the Region to others.

2. AN OUTSTANDING ORGANISATION

VISION

Our organisation lives its values and supports its people to reach their potential.

The Council team is dedicated to serving the West Coast community. Our staff members recognise that delivering value to the community requires a culture of excellence supported by responsive policies and

processes. We are confident that our commitment to continuous improvement will enable us to be an outstanding organisation, both now and into the future.

DESIRED OUTCOMES

- A Council team that demonstrates accountability in implementing its policies and procedures.
- A Council that sets clear goals and expectations.

- A Council team characterised by respect, trust and a people-focused workplace culture.
- A Council that engages and retains competent and qualified staff, and which supports the development of its people.
- A Council team focused on delivering efficiencies and continuous improvement.
- A Council team where leaders and managers at all levels support staff wellbeing, resilience and team cohesion.

3. A VIBRANT COMMUNITY

VISION

Residents and visitors feel safe and connected to their community. The community is healthy and active, and is a community of learners.

Our community said:

'Our residents share a strong sense of place. We value the character and natural beauty of the area, its stories and history, and see opportunity to ensure these are reflected in the 'look' and 'feel' of the Region. As a community we said we wanted

enhanced community wellbeing and quality of life for the people who live and work in our communities on the West Coast.' *West Coast Community Plan 2025*

About education, our

community said: 'Retaining our youth through education provision and employment and training opportunities is of critical importance to our Region.' *West Coast Community Plan 2025*

About health, aged care and liveable communities, our

community said: 'Our health care services are vitally important.' *West Coast Community Plan 2025*

DESIRED OUTCOMES

- A Council that supports a cohesive and connected West Coast.
- A Council that supports residents to be active participants in their community.
- A Council that values and encourages community health and wellbeing.
- A Council that leads development of a community of learners.

4. A THRIVING ECONOMY

VISION

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

Our community said:

'The creation of employment opportunities is viewed as the top priority... We recognise the two key drivers of our economy are mining and tourism.... We also recognise that the Region needs to strengthen and harness its competitive advantages and diversify its industry sectors by

harnessing key emerging and developing industry sectors to ensure a sustainable foundation for our future growth. Raising the profile and increasing awareness of the Region's offering will assist in attracting new residents and investment.' *West Coast Community Plan 2025*

DESIRED OUTCOMES

- A Council that actively supports economic development and diversification of industry.
- A Council that works to improve the desirability of the West Coast as a place to live, work and invest for people of all ages.
- A Council that supports inclusive economic growth and investment by focusing on West Coast's strengths and opportunities.
- A Council whose strategies, policies and procedures support and encourage private investment in high-quality infrastructure.
- A Council that provides effective stewardship of the West Coast brand, enabling it to have a high impact in the visitor economy.

5. SUSTAINABLE INFRASTRUCTURE

VISION

We have a sustainable asset and infrastructure base to meet the lifestyle and business needs of residents, visitors and industry.

Our community said:

'The provision of infrastructure such as public transport, roads, walking and bike paths, communications and digital networks that enable access for all in our community is highly regarded... As the West Coast is

geographically isolated, access to and around the Region is vitally important. The declining population is seen as a real threat to the ongoing sustainability of the Region, and the provision of community infrastructure is critical to attracting new residents and businesses to the Region.'

West Coast Community Plan 2025

DESIRED OUTCOMES

- A Council that ensures its infrastructure is fit-for-purpose, is safe and sustainable to maintain, and provides high public benefit.

- A Council that demonstrates excellence in asset management, infrastructure planning and project delivery.
- A Council that promotes thriving and active main streets and a visually appealing built environment.
- A Council whose community facilities are accessible, modern, built to last and sustainable to maintain.

6. AN ENVIRONMENT FOR ALL

VISION

Our natural and built environments are protected and enhanced for future generations.

Our community said:

'We recognise and value our natural assets which contribute to the lifestyle attributes of the West Coast.' *West Coast Community Plan 2025.*

DESIRED OUTCOMES

- A Council that has transparent and streamlined land-use planning systems which contribute to high-quality built and natural environments.
- A Council that ensures the West Coast heritage and character are valued by the community and visitors alike.
- A Council with sustainable waste management systems that reduce pollution and promote a cleaner environment.

- A Council that encourages the protection of natural resources for future generations.
- A Council that mitigates the impacts of natural disasters on West Coast towns through a risk-management approach.
- A Council that works to monitor the environmental impacts of industry, business and households.

STRATEGIC PRIORITIES

1. EXCELLENCE IN GOVERNANCE

DESIRED OUTCOMES

- A Council that promotes a sustainable future for the West Coast community.
- A Council that ensures its community receives timely information and feedback.
- A Council that takes a long-term, whole-of-municipality approach to decision-making.
- A Council that demonstrates a commitment to risk management.
- A Council that meets its commitments to the community.
- A Council that takes pride in the West Coast and is a leader in promoting the region to others.

STRATEGIC PRIORITIES		INDICATORS
Critical	1.1 Ensure our decisions account for potential social, environmental, cultural, economic and organisational costs and benefits. 1.2 Build our capacity to improve our customer relationships. 1.3 Ensure that our plans and strategies prioritise clear and achievable goals.	<ul style="list-style-type: none"> • % Council policies reviewed according to defined schedule (Benchmark 100%; Council data). • % works requests actioned or resolved within 21 days (Source: Council data). • % customer complaints resolved within 21 days (Source: Council data). • % action items/KPIs achieved/reported on in Annual Plan/Annual Report (Source: Council data). • % Council projects or action items in Annual Plan based on strategic plans or cost-benefit analysis (Source: Council data).
Significant	1.4 Ensure our public documents are clear and provide opportunities for the community to understand our decision-making and our performance. 1.5 Ensure that our systems, training and organisational structure enable us to meet our legislative requirements, provide sound financial management of community assets, and maintain an ethical organisation.	
Beneficial	1.6 Maintain and enhance our accountability by sharing the results of our decisions. 1.7 Ensure that our actions and behaviours are of the highest standard in accordance with our values so that we can lead by example.	

2. AN OUTSTANDING ORGANISATION

DESIRED OUTCOMES

- An organisation that demonstrates accountability in implementing its policies and procedures.
- An organisation that sets clear goals and expectations.
- An organisation characterised by respect, trust and a people-focused workplace culture.
- An organisation that engages and retains competent and qualified staff, and which supports the development of its people.
- An organisation focused on delivering efficiencies and continuous improvement.
- An organisation where leaders and managers at all levels support staff wellbeing, resilience and team cohesion.

STRATEGIC PRIORITIES		INDICATORS
Critical	1.1 Maintain an effective organisational structure supported by an appropriate leadership framework. 1.2 Focus on ensuring that all activities and functions of Council represent value for our community.	<ul style="list-style-type: none"> • % staff completing an annual performance review (Source: Council data). • Training and development budget as a proportion of total salary expense (Source: Council data). • Operating cost per property % change compared to % change for Rural Agriculture small and Medium Councils. (Source: Local Govt Data) • No. of customer works requests actioned (Benchmark previous years; Council data).
Significant	2.3 Promote a performance-based culture in which management leads by example. 2.4 Ensure internal decisions are made transparently and communicated clearly throughout the organisation, maintaining privacy and confidentiality where appropriate. 2.5 Continually develop and improve business systems, policies and procedures to support operational efficiency. 2.6 Build accountability into our culture and our policies.	
Beneficial	1.1 Implement a training and development program to improve staff capabilities.	

3. A VIBRANT COMMUNITY

DESIRED OUTCOMES

- A Council that supports a cohesive and connected West Coast.
- A Council that supports residents to be active participants in their community.
- A Council that values and encourages community health and wellbeing.
- A Council that leads development of a community of learners.

STRATEGIC PRIORITIES		INDICATORS
Critical	3.1 Foster a positive relationship between Council and the West Coast community through meaningful engagement and communication. 3.2 Ensure a whole-of-West Coast focus in everything we do.	<ul style="list-style-type: none"> • Social media and website reach – % of population accessing (Benchmark previous years; Council data). • Total events/support requests funded as capped by Budget (Benchmark previous years; Council data). • No. of community responses to Council community engagement activities (Benchmark previous years; Council data). • No. gym visits (Benchmark previous years; Council data). • No. pool visits/per open day (Benchmark previous years; Council data) • No. of community facilities bookings (Benchmark previous years; Council data)
Significant	3.3 Support inter-town participation and collaboration. 3.4 Provide strong and informed advocacy on behalf of the community on health, education and aged care. 3.5 Encourage and advocate for the local provision of accessible and industry-relevant training opportunities	
Beneficial	3.6 Encourage and support a volunteer culture. 3.7 Support Council committees to deliver projects focusing on the community's priority areas of education, training, health and active living.	

4. A THRIVING ECONOMY

DESIRED OUTCOMES

- A Council that actively supports economic development and diversification of industry.
- A Council that works to improve the desirability of the West Coast as a place to live, work and invest for people of all ages.
- A Council that supports inclusive economic growth and investment by focusing on West Coast's strengths and opportunities.
- A Council whose strategies, policies and procedures support and encourage private investment in high-quality infrastructure.
- A Council that provides effective stewardship of the West Coast brand, enabling it to have a high impact in the visitor economy.

STRATEGIC PRIORITIES		INDICATORS
Critical	1.1 Support investment in our Region through all aspects of Council operations, from advocacy to customer service.	<ul style="list-style-type: none"> • Net business increase/decrease for the year (Benchmark: Rural Agriculture Small and Medium Councils and previous years; ABS data)
Significant	4.2 Actively maintain and enhance the strength of the West Coast visitor economy. 4.3 Promote business investment and assist small business development through programs and information provision. 4.4 Advocate for and promote the unique opportunities and strengths of the West Coast.	<ul style="list-style-type: none"> • Total Capital Value or AAV increase/decrease (Benchmark: Rural Agriculture Small and Medium Councils and previous years; LG/Valuer-General data) • Total value of building approved (Benchmark: Rural Agriculture Small and Medium Councils and previous years; ABS data)
Beneficial	1.1 Embrace the West Coast brand and message throughout Council and lead its implementation in the Region.	<ul style="list-style-type: none"> • % unemployment (Benchmark: Rural Agriculture Small and Medium Councils and previous years; ABS data)

5. SUSTAINABLE INFRASTRUCTURE

DESIRED OUTCOMES

- A Council that ensures its infrastructure is fit-for-purpose, is safe and sustainable to maintain, and provides high public benefit.
- A Council that demonstrates excellence in asset management, infrastructure planning and project delivery.
- A Council that promotes thriving and active main streets supported by a visually appealing built environment.
- A Council whose community facilities are accessible, modern, built to last and sustainable to maintain.

STRATEGIC PRIORITIES		INDICATORS
Critical	5.1 Plan to develop infrastructure that supports the community's changing priorities over time. 5.2 Deliver infrastructure upgrades that enhance our towns and attract visitors and industry. 5.3 Improve Council's ability to effectively deliver projects.	<ul style="list-style-type: none"> • Capital expenditure as a % of depreciation (Benchmark 100%; Council data) • Asset classes with asset management plans in place (Benchmark 5/5; Council data) • \$ value of non-WCC investment in West Coast Infrastructure (Benchmark: annual value vs 5-year average value; Council data)
Significant	1.1 Develop and implement long-term infrastructure plans that support sustainability for economic growth and the community. 1.2 Increase Council's ability to effectively manage assets in a way that both complies with legislated responsibilities and improves asset life expectancy.	
Beneficial	5.6 Work with other infrastructure managers (such as TasWater, TasNetworks, Dept State Growth) to effectively coordinate infrastructure improvements and maintenance.	

6. AN ENVIRONMENT FOR ALL

DESIRED OUTCOMES

- A Council that has transparent and streamlined land-use planning systems which contribute to high-quality built and natural environments.
- A Council that ensures the West Coast heritage and character are valued by the community and visitors alike.
- A Council with sustainable waste management systems that reduce pollution and promote a cleaner environment.
- A Council that encourages the protection of natural resources for future generations.
- A Council that mitigates the impacts of natural disasters on West Coast towns through a risk-management approach.
- A Council that works to monitor the environmental impacts of industry, business and households.

STRATEGIC PRIORITIES		INDICATORS
Critical	6.1 Deliver environmentally and financially sustainable waste management services. 6.2 Encourage community participation in sustainable waste management practices.	<ul style="list-style-type: none"> • % volume of recycling compared to landfill waste (Benchmark year on year) • % Disaster Management Plan/Risk Management Plans reviewed according to defined schedule (Benchmark 100%) • No. of EPA breaches (Benchmark 0). • Unit cost of waste to landfill (Benchmark: increase < 5% p.a.)
Significant	6.3 Ensure our land-use planning demonstrates strong and transparent engagement with relevant stakeholders. 6.4 Effectively balance community expectations and regulatory requirements within strategic land-use planning. 6.5 Anticipate, manage and mitigate risk from the impacts of natural disasters.	
Beneficial	1.1 Promote community and industry stewardship of the natural environment.	



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