

# 2016/17 Annual Report



Kentish Council

Kentish Council  
PO Box 63 (69 High Street)  
SHEFFIELD TAS 7306

P: 6491 0200  
F: 6491 1659  
E: [council@kentish.tas.gov.au](mailto:council@kentish.tas.gov.au)  
W: [www.kentish.tas.gov.au](http://www.kentish.tas.gov.au)

Front Cover: Adrian Webb

---

## WELCOME

---

*The Kentish Council proudly presents the 2016/17 Annual Report to the Community.*

*The Annual Report highlights Council's performance against the 2016/17 Annual Plan and Budget.*

The Annual Plan and Budget sets out 18 strategic objectives grouped under four categories:

1. Infrastructure;
2. Economic and Community Development;
3. Governance and Organisational Development; and
4. Planning and Development

against which Council's performance is measured.

Section 72 of the *Local Government Act 1993* requires all councils to prepare an Annual Report including prescribed content.

As well as meeting this statutory requirement, Council sees the Annual Report as a great opportunity to keep residents and stakeholders informed about its performance and future direction. The report demonstrates the breadth of Council's operations and identifies achievements and challenges during the 2016/17 financial year.

The Annual Report also provides a comprehensive and externally audited financial report.

### Feedback

Feedback or questions relating to the annual report are welcome.

Email: [council@kentish.tas.gov.au](mailto:council@kentish.tas.gov.au)

Post: General Manager

Kentish Council

PO Box 63, SHEFFIELD TAS 7306

The Annual Report is available in a range of formats and can also be viewed electronically on Council's website [www.kentish.tas.gov.au](http://www.kentish.tas.gov.au)

## CONTENTS

<b>THE YEAR IN REVIEW</b>	<b>4</b>
Mayor & General Manager's Welcome	5
Performance at a Glance	7
Kentish Profile	8
A Year in Kentish	9
Activity Overview	10
Financial Overview	16
<b>OUR PERFORMANCE</b>	<b>26</b>
Infrastructure	28
Economic & Community Development	38
Governance & Organisational Development	46
Planning & Development	55
<b>GOVERNANCE</b>	<b>63</b>
Corporate Governance	64
Our Councillors	72
Our Organisation	76
Our Staff	77
Our Volunteers	79
Workplace Health & Safety	80
Legislative Reporting	81
General Reporting	87
<b>FINANCIAL REPORT</b>	<b>89</b>



# The Year in Review





# Mayor and General Manager's Welcome

*This report outlines progress during 2016-17 towards achievement of Council's long-term strategic goals and details Council's operating and financial performance for the year.*

Council is pleased to present the Annual Report for 2016-17. Just a few weeks before this financial year commenced, the whole of Tasmania weathered a major storm which resulted in considerable damage for almost all councils. Kentish Council suffered more damage than any other Tasmanian Council. The flood response dominated the first half of the year, with the majority of repairs now completed. The full estimated cost of the flood of \$8.4m will be spread over three financial years with Council's contribution 25%. Council is now in a stronger position to protect against future flood damage with three new concrete bridges crossing the Mersey River, all built to a standard well above the previous timber bridges.

Council thanks West Tamar Council who gifted \$10,000 to assist with a recovery project. Kentish Councillors requested this and other funds be spent in Railton making a start on the Railton Flood Mitigation Strategy. An initial \$63,000 was spent in Railton widening drainage channels and clearing accumulated materials in the creeks. Council continues to lobby for funding to implement the recommendations of the SEMF Railton Flood Mitigation Study.

The community of Lorinna was also hit hard by the flooding, with road access cut and a barge being used to transport people and supplies after the flood. Emergency four-wheel drive only road access via a track through private property at the end of Wilks Road was eventually established by Council's engineer. Council will continue to maintain access to Lorinna for heavy vehicles via River Road, but is actively pursuing a new access road without going through private land. This new road is near the emergency track along a reserved road alignment. It is hoped that this new alignment will be a suitable permanent access putting an end to the longstanding problem of access to Lorinna.

Council is progressing through several economic development projects across the municipality that are expected to make a big difference to the community, bringing business opportunities as well as better facilities for residents. The Goliath Park redevelopment started with a new skate park and playground, new footpaths, tree plantings in 2016/17 and a new toilet block with bike wash-down facility to be constructed in 2017-18. Goliath Park in Railton is predicted to be the main access point for the Wild Mersey Mountain Bike track which will run from Latrobe to Sheffield. Planning for this track continued through the year with many studies required as well as consultation and lease agreements with numerous landowners. This project is predicted to inject \$6.88 million into the local economy each year, plus an indirect economic benefit of \$4.8 million a year. It is further expected to create 12 full-time equivalent jobs during the three-year construction process, 60 full-time equivalent ongoing jobs, and result in the establishment of eight to twelve new businesses.

Council continued the Sheffield Refresh project which plans to improve connectivity, facilities and create new opportunities for developers and residents. Plans were also commenced to improve the streetscape in Wilmot. Community meetings were held during the year to review land use and discuss opportunities for development associated with the transition to a new State-wide Planning Scheme.

A Master Plan has been developed for Cradle Mountain by a steering committee made up of tourism and government representatives including Council's General Manager. The State Government Parks and Wildlife Service have assumed the role of Project Manager. This \$21M project will see better facilities and a much improved visitor experience at Cradle Mountain, with the potential for a big increase in visitor numbers should the cableway proposal gain traction.



Mayor Don Thwaites



Gerald Monson

Tourism continues to grow in Kentish especially with growing numbers of Asian visitors. Visitor numbers continue to climb year on year, despite the Kentish Visitor Centre recording 79,913 which was a 2% decrease on the previous year. Cradle Mountain is the big attraction with around 252,000 visitors - a 9% increase on the previous year. It is anticipated that the Wild Mersey Mountain Bike Track, when built, will boost visitor numbers even further.

During the year, Council entered into an agreement with Recreational Vehicle (RV) club CMCA to lease land at Railton for a members only RV park. This got off to a good start with the park full for most of the summer period but closed over winter.

Council continues to support events in Kentish, with events like Mural Fest bringing many people to the area, with visitors viewing Mural Park all year round. Council constructed a pathway in Mural Park. Council also supported FireLight, projecting laser lights onto Mount Roland over three nights in May.

Kentish Council has been working closely with Latrobe Council for seven years, sharing resources and staff to the benefit of both. The Australian Centre for Excellence in Local Government published a report in November 2016 showing savings due to resource-sharing of \$768,000 across the two councils in the 2015/16 financial year. The Councils are in the middle of a two-year project titled *Embedding Shared Resources* that will grow the number and type of shared systems, policies, projects and staff in both the outdoor and indoor workforces. Latrobe and Kentish Councils are committed to maintaining local representation and improving the bottom line of both councils.

Thanks to all staff for their support and efforts during what can only be described as a challenging

year. The repair works to flood damaged infrastructure together with the need to continue to deliver essential services placed a heavy workload on staff. Sadly, Council lost two wonderful staff to illness in Chris Frankcombe and Georgina Crantock. Both were highly respected as friends and workmates. They will be missed.

Councillors are thanked for their endeavours. All are heavily involved in their communities and represent Council very well. They have continued to work well together as a Council, with staff and also with the Latrobe Councillors at joint meetings.

Council is proud of the achievements detailed in this report.

Don Thwaites  
**MAYOR**

Gerald Monson  
**GENERAL MANAGER**  
FLGMA; B.BUS (Pub Admin) JP

## Performance at a Glance

	Achievement	Challenges	Year Ahead
Infrastructure	<ul style="list-style-type: none"> <li>Completed road pavement upgrade to Bridle Track Road, Sheffield.</li> <li>Developed a flood action plan for Railton.</li> <li>Completed upgrade to the toilets at the Barrington Hall.</li> </ul>	<ul style="list-style-type: none"> <li>Council resources were stretched throughout the year due to the 2016/17 flooding.</li> </ul>	<ul style="list-style-type: none"> <li>Renew the Careys Road Bridge, Dawkins Road Bridge and Jacksons Road Bridge.</li> <li>Extend footpath in Giblin Street, Railton by 460m.</li> <li>Renew Council owned road seal, footpath and kerb and channel at the eastern end of Main Street, Sheffield plus other enhancements.</li> </ul>
Economic and Community Development	<ul style="list-style-type: none"> <li>Contributed towards the regional bid for North-West Tasmania to host the 2018 Australian Masters Games.</li> <li>Contributed towards the establishment of free Wi-Fi for visitors to Sheffield.</li> <li>Supported the relocation of the Tasmanian Medieval Festival to Sheffield.</li> <li>Lobbied State and Federal Government for funding for the first stage of the Wild Mersey Mountain Bike Trail.</li> </ul>	<ul style="list-style-type: none"> <li>Securing Federal and State Government funding for the Wild Mersey Mountain Bike Trail.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute towards Kimberley's Trail and Bell Mountain Trail upgrades.</li> <li>Construct Stage 1 of the Mountain Bike Trails.</li> <li>Investigate developing a Kentish Art Strategy.</li> </ul>
Governance and Organisational Development	<ul style="list-style-type: none"> <li>Supported the retention and upgrading of the Mersey Regional Hospital.</li> <li>Promoted resource-sharing as an alternative to amalgamation.</li> <li>Improved Council's risk management systems and culture.</li> </ul>	<ul style="list-style-type: none"> <li>Funding resources to meet increased compliance requirements instigated by State and Federal Governments whilst continuing to meet the diverse needs and expectations of the local community</li> </ul>	<ul style="list-style-type: none"> <li>Expand and embed resource-sharing with Latrobe Council.</li> <li>Install CCTV Equipment at the corner of Main and High Street, Sheffield.</li> </ul>
Planning and Development	<ul style="list-style-type: none"> <li>Developed Strategic Plans for key localities within Kentish.</li> <li>Updated the Kentish Weed Management Plan.</li> <li>Considered the introduction of a Food Organics Green Organics roadside collection service.</li> </ul>	<ul style="list-style-type: none"> <li>Changes to the building and plumbing approval process following the Building Act 2016 coming into operation on 1<sup>st</sup> January 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Strategic Plans for remaining key localities within Kentish.</li> </ul>

# Kentish Profile

*The Kentish Municipality is located inland on the eastern end of the North-West Coast of Tasmania bordering the municipal areas of Latrobe, Devonport City, Central Coast, Meander Valley, West Coast and Waratah-Wynyard councils.*

*Kentish is known as 'Tasmania's Outdoor Art Gallery' for its beautiful countryside, majestic mountains and its three themed townships: Sheffield - Town of Murals, Railton - Town of Topiary and Wilmot - Valley of Views.*

Kentish has a population of 6,303, comprised of 3,224 males and 3,079 females with a median age of 46 years.

Overall, 88% of Kentish residents were born in Australia.

The three biggest industry employers in Kentish are Manufacturing (11.5%), Retail Trade (10.8%) and Agriculture, Forestry and Fishing (10.3%).

Median employee income for Kentish residents is \$39,047 per annum.

Source: Australian Bureau of Statistics

## Our History

Nathaniel Kentish was appointed as a contract surveyor in 1841 to survey areas on the North-West Coast of Tasmania and in August 1842 he discovered a large grassy plain which later went on to be known as 'Kentish Plains'.

In the early years, Road Trusts were the main form of Local Government in Tasmania. In 1908 the five local road trusts of Kentish Plains, Barrington, Beulah, Wilmot and Sheffield merged to create the Kentish Council.



## Our Localities

Kentish's localities include Sheffield, Railton, South Spreyton, Acacia Hills, Barrington, Lower Barrington, Nook, Nowhere Else, Merseylea, Sunnyside, Stoodley, Beulah, Lower Beulah, Paradise, Claude Road, Gowrie Park, West Kentish, Roland, Staverton, Promised Land, Lower Wilmot, Wilmot, Erriba, Moina, Lorinna, Middlesex, Cethana and Cradle Mountain.

## Fast Facts

Area	1,187 sq km
Road Distances	471 km
Sealed	269 km
Unsealed	202 km
Number of Bridges/ Major Culverts	104
Rateable Properties	3,654
Value of Properties (AAV)	\$44.41M
Number of Electors	4,558
Operating Expenditure	\$9.59M
Businesses	555
Visits to Sheffield	150,642
Visitors to Cradle Mountain	252,000



# A Year in Kentish

## July 2016

Flood repair works were ongoing  
School Holiday Activities  
Severe Weather Event

## August 2016

West Tamar Council donates \$10,000 to assist with flood repair works  
Mersey Valley Junior and Masters Tour  
Event Strategy launched for public feedback  
Claude Road and Gowrie Park Planning Public Meeting  
Lions Music Hall

## September 2016

Severe Weather Event  
School Holiday Activities  
Tasmanian Medieval Festival

## October 2016

Oss Foley Memorial Endurance Ride  
Peaks Challenge Cradle Mountain  
Acacia Hills, South Spreyton and Lower Barrington Community Meeting  
Mosaic Pathway, Sheffield officially opened  
Sheffield Community Meeting  
Mental Health Week Event  
Sheffield Daffodil and Spring Flower Show  
Severe Weather Event  
Railton Community Meeting

## November 2016

Sheffield School Junior Cattle Handlers Show  
Triple Top Mountain Run  
Sheffield and Railton Community Bank officially opened  
Review of Resource-Sharing Report publicly released  
Wilmot Community Meeting

## December 2016

Gowrie Park Wood Chopping Carnival  
River Road, Lorinna opened following June 2016 flood  
Christmas Celebrations in Sheffield and Railton  
Sheffield Refresh on-street consultation  
Dynans Road Bridge opened following June 2016 flood  
Health Centre Funding Cuts Public Meeting  
30<sup>th</sup> Anniversary of Murals in Sheffield

## January 2017

Australia Day Celebrations  
North-West Fullbore Rifle Open Championships  
School Holiday Activities  
NBN becomes available in Kentish

## February 2017

State Cabinet Meeting held in Sheffield  
Announcement of Public Transport Service for Kentish  
Goliath Park Skate Park officially opened  
Sheffield Gym officially opened

## March 2017

Kelly's Cage Bridge opened following June 2016 flood  
Movie under the Stars Event  
Wilmot Community Meeting  
Skyfields  
Steam Fest  
Gowrie Park Rodeo  
Kentish Endurance Ride  
Sheffield Community Information Meeting  
Acacia Hills, South Spreyton and Lower Barrington Community Meeting

## April 2017

Kentish Arts Festival  
Taste of the North-West  
ANZAC Day Services  
School Holiday Activities  
Railton Community Meeting  
Free Wi-Fi becomes available in Sheffield

## May 2017

Merseylea Bridge opened following June 2016 flood  
Public Transport Public Meeting  
National Road Series Cycling  
FireLight 17  
Official Visit by the Governor Her Excellency  
Professor Kate Warner & Mr Warner

## June 2017

National Reconciliation Week Event

# Activity Overview

## Mountain Bike Development

Kentish and Latrobe Councils have partnered to be able to deliver a \$4.1M world-class mountain bike experience that links the towns of Latrobe, Railton and Sheffield. The project will comprise three stages, with Stage 1 commencing in 2017/18.

In 2016/17 the two Councils commissioned further environmental studies required by Parks & Wildlife and Forestry Tasmania to be able to finalise lease agreements for the trail over land they manage.

Stage 1 will build the linking trails from Warrawee in Latrobe to Railton and on to Sheffield at a cost of \$708,000. For Stage 1, the Councils secured \$300,000 from the Commonwealth as part of the recent election commitment. The Council also applied to the Tasmanian Government's Department of State Growth Community Infrastructure Fund for \$150,000. The outcome of the grant application is expected in August/September 2017.

Discussions have been ongoing with State and Federal politicians seeking funding for Stages 2 and 3. The Councils are seeking a commitment from the State Government to make an allocation of \$1,250,000 (\$600,000 for Stage 2 and \$650,000 for Stage 3 over two financial years) with Kentish and Latrobe Councils contributing \$400,000 (\$1,250,000 + \$400,000 = \$1,650,000) so that the Federal Government can be approached for matching funds of \$1,650,000 (\$800,000 for Stage 2 and \$850,000 for Stage 3).

## Kentish Park and Lake Barrington Park

Negotiations have been ongoing with Hydro Tasmania for a lease of land on the foreshore of Kentish Park.

Kentish Council secured a \$140,000 grant on behalf of the Mersey Forth Recreation Management Committee to build a new pontoon to join the two existing pontoons at Kentish Park. Hydro Tasmania will contribute \$30,000 and Kentish Council \$10,000 to the project. Installation will occur in 2017/18.

## Advocacy

### *Kentish Health Centre*

On 28<sup>th</sup> November 2016 Tandara Lodge Community Care (Tandara) was informed they had lost their Rural Primary Health Services funding to operate the Kentish Health Centre. This meant that the future of health services in Kentish was uncertain. The community was outraged.

A media campaign swelled culminating in the Mayor calling a public meeting for the 14<sup>th</sup> December 2016 which approximately 280 residents attended. The public strongly expressed their concern about the loss of valuable preventative health services.

After much lobbying, Primary Health Tasmania (PHT) awarded a revised contract to Rural Health Tasmania (RHT) to operate from the Kentish Health Care Centre. RHT are funded to provide mental health services (child, adolescent and adult), circulatory and respiratory disease services (heart and lung), cancer services and treatment for musculoskeletal injuries. Physiotherapy, lymphatic drainage, podiatry and osteopathy services were also maintained. In addition, RHT has employed a Registered Nurse/Care Coordinator and a Mental Health Clinician.

### *Community Transport*

With the loss of Tandara Lodge Community Care (Tandara), the community also lost access to the transport service which Tandara ran. Community Transport Service Tasmania (CTST) became involved and partnered with Tandara to assist to run an interim transport service for local residents.

Towards the end of the financial year, the State Government announced that Kentish would receive a general access public transport service travelling from Sheffield to Devonport via Railton. The new service will commence early in the 2017/18 financial year.



### **Goliath Park Master Plan**

Implementation of the Goliath Park Master Plan is well underway. Council was successful in obtaining grant funding for the skate park and play equipment, and along with being able to complete those projects, finalised construction of the internal pathway network and associated lighting, installed new undercover barbeque facilities, and implemented the landscape plan.

### **Lorinna Access Update**

Substantial damage to Lorinna Road, River Road and Lemonthyme Road and associated drainage structures occurred as a result of the rain event in June 2016. This resulted in the construction and use of an emergency access track through private property at the end of Wilks Road whilst repair works were undertaken on River Road. This highlighted how close and accessible Wilks Road is to Olivers Tourist Road and resulted in a number of community members seeking this as a long term primary access for the community. Council is continuing to work with the community and has been seeking relevant expert advice on the practicality and possibility of this being a longer term solution.

### **Sheffield Refresh - Township Enhancement Project**

The first draft report was considered by Council at its meeting held in September 2016, where it was resolved to place the draft report on public exhibition for a period of 60 days. The public exhibition period was then extended until 24<sup>th</sup> December 2016. A number of representations were received. These were analysed and some changes were made to the draft report and a couple of new design concepts were included. The second draft was considered by Council at a special meeting in June 2017, where it was resolved to again place it on public exhibition for a further 30 days. Adoption of the final report by Council is expected to occur during the next financial year.

### Community Gym

Kentish now has access to a 24/7 fitness centre since the opening of Invictus Strength 4Life at the Kentish Health Centre complex during February 2017. Offering a commercial range of fitness equipment, group classes and personal training sessions, the centre offers a range of fitness options for everyone.

### Events

#### *Mural Fest*

Another successful Mural Fest was held in 2016, with Tasmanian artist Annette Matthews taking out the overall title with her mural 'Make Believe'. The event was another huge success with large crowds attending throughout the week.

#### *Steam Fest*

Redwater Creek Heritage and Steam Society's 2017 Steamfest showcased the huge array of steam powered machines in Tasmania. The event, held over the March long weekend, is a major drawcard to Kentish with visitors coming from all around Australia to experience the wide variety of attractions.

#### *Taste of North-West*

The annual Taste of the North-West was held on 22 April 2017 showcasing some of the North's best food and wine. The event attracted a variety of producers who treated the large crowd to an exciting culinary experience.

#### *Mount Roland Laser Show*

After completing a successful trial event in 2015, Firelight17 was held over the 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> of May 2017. Despite some unfavourable weather conditions causing one evening of screening to be rescheduled, the event remained a huge success with Mount Roland lit up in a kaleidoscope of colours and dazzling images. Plans are already underway for the 2018 event which promises to be bigger still.

#### *Peaks Challenge Cradle Mountain*

On 30<sup>th</sup> October 2016, over 400 cyclists took part in the annual Peaks Challenge Cradle Mountain. Cyclists had to content with wind, rain and hail but in a display of fortitude over 90% of competitors managed to complete the gruelling 235km course within the 13 hour time limit. The annual event is organised by Bicycle Network and is part

of the Peaks Challenges series that includes events on the Gold Coast and at Falls Creek.

#### *Tasmanian Medieval Festival*

After outgrowing the site it had occupied for six years, the Tasmanian Medieval Festival relocated to Sheffield in 2016. Featuring sword fighting, jousting, cannon firing and other medieval themed exhibitions, the event attracted a large crowd despite the inclement weather. Organised by the Sovereign Military Order of the Knights Templar Tasmania, the event will be back again in 2017 with an expanded range of exhibitions and even fireworks.

### Australia Day Celebrations

Council staged the annual Australia Day celebrations at King George V Park on 26<sup>th</sup> January, 2017. Each year, as part of the celebrations, Council presents awards for Citizen of the Year, Young Citizen of the Year and Community Event of the Year.

Citizen of the Year was awarded to Philip de Bomford. Philip has a long-standing record of working for the community; serving in the Australian Army for 28 years, being a volunteer fire fighter and more recently as president of the Sheffield RSL Sub-Branch. Phillip's willingness to support the community became evident during the 2016 summer bushfires. His property became a hive of activity as an active airstrip for 22 aircraft fighting the fires, along with over 80 volunteer firefighters.

Young Citizen of the Year was awarded to Dayna Grey. Dayna is an outstanding role model for all young people in the community and demonstrated a range of abilities including academic, sport and cattle handling.

Community Event of the Year was awarded to the inaugural Kentish Choral Festival. The event featured choirs from across the North-West Coast for a series of workshops and performances, reaching a crescendo with a joint performance at a 'packed to the rafters' Sheffield Town Hall.



### Award for Factor the Tractor

Council's Community Road Safety Committee received an encouragement award at the 2017 Australia Road Safety Awards. The award was received for the Factor the Tractor campaign which the committee implemented during 2016. It aimed to increase the awareness and safety of motorists when driving in rural areas. Cr Penny Lane attended the awards luncheon in Melbourne to receive the award on Council's behalf.

### Planning Scheme Amendments

Two planning scheme amendments were initiated and certified by Council during the financial year. Both amendments sought to correct an error that occurred when the Kentish Planning Scheme 2005 was made.

Amendment 02/16 sought the rezoning of land from General Industrial to General Residential. Representations were received during the public exhibition period. The amendment has been lodged with the Tasmanian Planning Commission for their consideration.

Amendment 01/17 sought to rezone land from Rural Resource to General Residential. Both amendments were lodged with the Tasmanian Planning Commission for their consideration.

### Youth Activities

Council provided a number of events for young people throughout the year, including the Railton Know Your Odds Skate and Scoot Competition, two school holiday programs partnering with Glenhaven and an outdoor cinema as part of National Youth Week.



### Events Strategy and Event Management Guide

Events are an important part of life in Kentish and in recognising the economic, social and cultural benefits they bring to the community, Council sought the development of an Events Strategy. The strategy outlines how Council will support local events, including funding, marketing and in-kind support to ensure events in the municipality are given the opportunity to be successful.

Further demonstrating this commitment to supporting local events, a comprehensive Event Management Guide was developed to assist event organisers deliver successful events and to guide them through the legislative and permit requirements. The guide steps event organisers through all the stages of running an event, beginning at the planning stage all the way through to event evaluation.

### Flood Repair Works

Heavy rain over a two day period in June 2016, which was later determined to be a 1 in 185 year event, saw widespread damage primarily across Council's road and bridge infrastructure. Two bridges were rebuilt using existing materials, three bridges over the Mersey River were replaced with concrete bridges and one over the Dasher River was replaced with a concrete bridge. Significant repairs at other bridge sites were also required in addition to road and drainage infrastructure needing reconstruction. This posed a significant strain on Council resources and deferred a significant proportion of the budgeted capital works program.

### Capital Works Program

A wide and varied capital works program was undertaken and included the usual resealing and re-sheeting of the road network. An ongoing program to seal gravel road junctions onto sealed roads continued with good results, as did the placement of asphalt overlays on corners to reduce seal damage and improve skid resistance. The major road project undertaken was the widening, realignment and reconstruction of approximately 900m of Bridle Track Road. The footpath in Foster Street, Railton was extended south past the school. A number of projects were delayed or deferred due primarily to approximately \$8m of repair and reconstruction works resulting from the June 2016 floods.

### Land Use Reviews

In 2016, Council committed to pursue a comprehensive review of land use in the Sheffield, Railton, Wilmot, South Spreyton/Acacia Hills and Gowrie Park/Claude Road areas to check if the right zone was applied to all properties to ensure the desired outcomes can be achieved for all locations within the municipal boundary. The results of the land use reviews are to inform development of a strategic plan for each area, which will then inform any changes to zoning and site specific area plans in the Tasmanian Planning Scheme for Kentish.

Land use reviews have been completed for Railton, Wilmot and South Spreyton/Acacia Hills. Council adopted the Acacia Hills/South Spreyton Strategic Plan on 21<sup>st</sup> February 2017 and the Railton Strategic Plan and the Wilmot Strategic Plan on 21<sup>st</sup> March 2017. The land use reviews for Sheffield and Gowrie Park and their associated strategic plans will be completed during the next financial year.

### Tasmanian Planning Scheme

The Tasmanian Government is reforming the State's planning system and introducing a single planning scheme for the State – the Tasmanian Planning Scheme. The State Government placed draft State Planning Provisions on public exhibition last year. Council submitted a representation in regard to these provisions. Council's Planner participated in the public hearings as part of the assessment process undertaken by the Tasmanian Planning Commission (TPC) in relation to the submissions received. The TPC finalised its assessment and the Minister made the State Planning Provisions with modifications on 22<sup>nd</sup> February 2017.

Council is now in the process of preparing its local planning provisions. This includes the allocation of zones, agricultural land and natural asset mapping and any site specific use and development standards or qualifications. Council has agreed that a regional approach is the best course of action for this process, to maximise use of staff resources and achieve consistency in the application of zones across the nine Cradle Coast councils. The anticipated timeline for completion is the end of 2017.



### Mosaic Pathway

The King George V Park Mosaic Pathway was officially opened on 22<sup>nd</sup> October 2016. After three years of planning, designing and constructing, the pathway has become a drawcard feature of the park with its unique mosaicked depictions of Tasmanian flora and fauna. The pathway was a community effort, with over 50 individuals involved and a number of community organisations and local businesses providing support to the project.

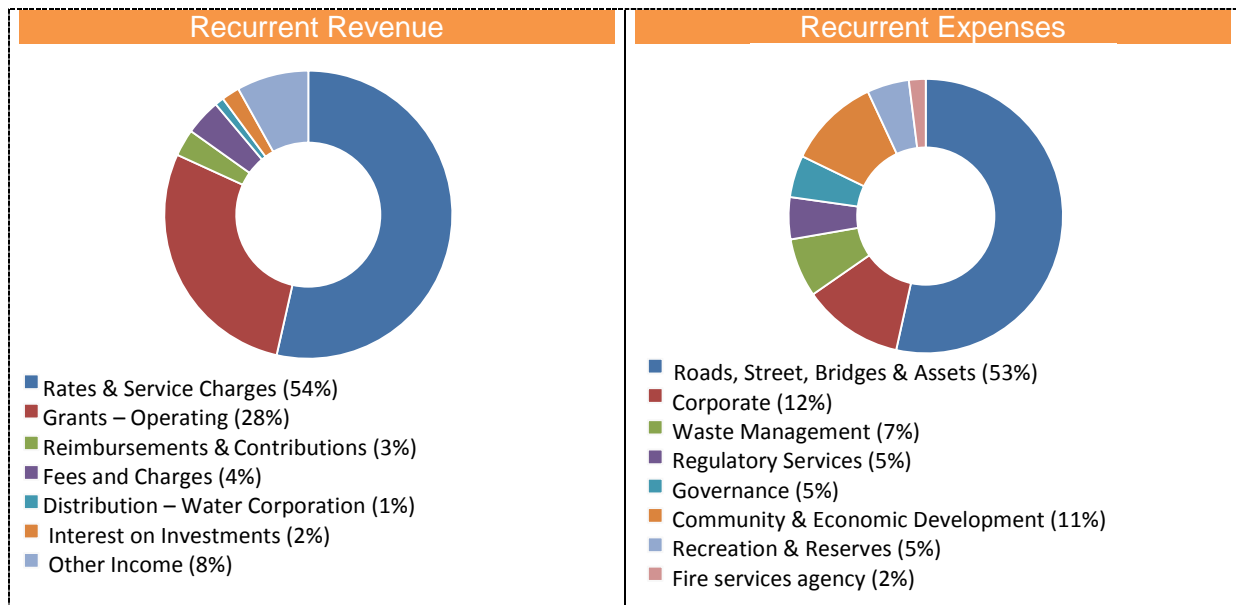
### Youth Scholarship

Each year, Council provides a scholarship valued at \$1,250 to assist a Kentish student to further their studies by relocating from the municipality. The 2017 Youth Scholarship was awarded to Danielle Jones. Danielle is studying a Bachelor of Accounting at Monash University. Council wishes Danielle all the best with her academic future.



# Financial Overview

## REVENUE & EXPENDITURE SOURCES

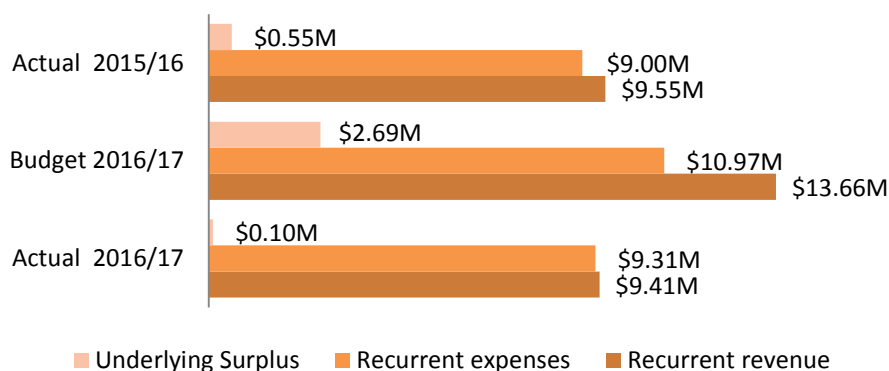


## FINANCIAL RESULT COMPARED TO BUDGET



Council's underlying operating surplus was \$100,000

## UNDERLYING RESULT



*The calculation of Council's underlying result is shown at note 43 to the Financial Report (Page 135)*

## CAPITAL BUDGET VARIANCES EXPLANATION

### Total Capital Expenditure

**\$562,000** less than budget



**\$32** thousand



**Roads**

\$32,000 favourable budget variance is mainly due to less roads requiring re-sealing than originally allowed for

**\$951** thousand



**Bridges**

\$951,000 unfavourable budget variance mainly reflects \$529,000 scheduled for replacement of 3 bridges deferred to 2017/18 due to flood damage to 5 other bridges

**\$5** thousand



**Land**

**Buildings**

**\$238** thousand



**Land**

**Improvements**

\$239,000 unfavourable budget variance mainly relates to Goliath Park skate park and playground equipment added to revised budget after external grants and other funding contributions were confirmed

### MAJOR CAPITAL EXPENDITURE

<b>\$4.2 m</b>	Replaced bridges damaged by floods
<b>\$375 k</b>	Resealed roads
<b>\$348 k</b>	Resurfaced unsealed roads
<b>\$246 k</b>	Re-constructed Bridle Track Road
<b>\$277 k</b>	Goliath Park skate park, play equipment and picnic area
<b>\$119 k</b>	Toilet refurbishments Barrington Hall, Wilmot Hall
<b>\$74 k</b>	Community gym equipment
<b>\$59 k</b>	Railton flood mitigation works



### Comparison of Income Statement to Original Budget

	Actual 2016/17 (\$,000)	Original Budget 2016/17 (\$,000)	\$ Variance (\$,000)	% Variance	Comments
<b>Revenue</b>					
Rates and charges	5,021	5,015	6	0%	
Statutory fees and fines	196	247	-51	-21%	Unfavourable budget variance mainly due to reduced building activity and lower than budgeted building permit fees.
User fees	217	101	116	115%	Favourable budget variance mainly due to unbudgeted user fees received by Special Committees of Council relating to the use of Council buildings and facilities.
Grants - Operating	9,133	6,611	2,522	38%	Favourable budget variance mainly due to \$1,326,000 of 2017/18 Commonwealth FAG funds received in advance in 2016/17 after the original budget was finalised and \$1,272,000 more disaster recovery funds received during 2016/17 than originally budgeted. The original budget was adopted around two weeks after the flood event of 6 June 2016.
Grants for renewal of assets	654	630	24	4%	Minor favourable budget variance.
Reimbursements	298	213	85	40%	Favourable budget variance mainly due to more labour hired to Latrobe Council than originally budgeted.
Distribution - water corporation	138	129	9	7%	Minor favourable budget variance.
Other income	548	525	23	4%	Minor favourable budget variance.
Interest	161	189	-28	-15%	Unfavourable budget variance mainly due to lower average cash balances than budgeted as a result of timing of flood recovery reimbursements.
Share of net profits/(losses) of associates	200	0	200	n/a	Favourable budget variance due to unbudgeted share of profit of Dulverton Waste Management Authority.
Grants specifically for new or upgraded assets	187	441	-254	-58%	Unfavourable budget variance due to changed priorities for Roads to Recovery funding with \$89,000 of funding deferred to future years and the balance included in grants for renewal of assets above.
<b>Total Revenue</b>	<b>16,753</b>	<b>14,101</b>	<b>2,652</b>	<b>19%</b>	<b>Overall favourable variance</b>

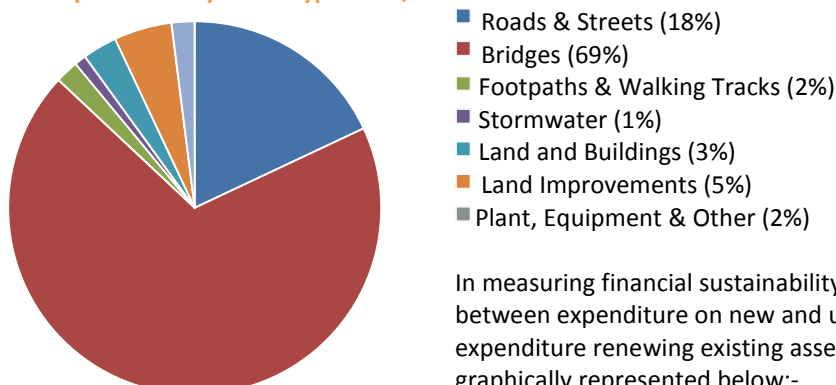
### Comparison of Income Statement to Original Budget Cont

	Actual 2016/17 (\$,000)	Original Budget 2016/17 (\$,000)	\$ Variance (\$,000)	% Variance	Comments
<b>Expenses</b>					
Employee Costs	2,810	2,682	128	5%	Unfavourable budget variance mainly due to higher sick leave than budgeted resulting from long-term illness of some staff and higher than budgeted planning labour hired from Latrobe Council to complete land use reviews and strategies for the settlement areas of Kentish.
Materials and Services	5,920	5,026	894	18%	Unfavourable budget variance mainly due to \$610,000 more materials and contracts for flood recovery than originally budgeted, \$74,000 more for culvert and road drainage maintenance, \$37,000 more for roadside shoulder maintenance, \$64,000 more for building maintenance, \$40,000 more for consulting costs regarding resource-sharing opportunities and \$52,000 of unbudgeted legal costs relating to a planning appeal tribunal case.
Depreciation and Amortisation	2,571	2,768	-197	-7%	Favourable budget variance offset by \$199,000 loss on disposal of infrastructure below*.
Finance Costs	91	92	-1	-1%	
Other Expenses	446	405	41	10%	Unfavourable budget variance mainly due to internal on-cost allocation variances.
Net Loss on Disposal of property, infrastructure and plant	199	0	199*	n/a	Unbudgeted depreciation adjustment relating to re-sealing roads sealed roads and re-sheeting unsealed roads.
<b>Total Expenses</b>	<b>12,037</b>	<b>10,973</b>	<b>1,064</b>	<b>10%</b>	<b>Overall unfavourable variance</b>
<b>Net Surplus / (Deficit)</b>	<b>4,716</b>	<b>3,128</b>	<b>1,588</b>	<b>51%</b>	<b>Overall favourable variance</b>

### Comparison of Capital Expenditure to Budget

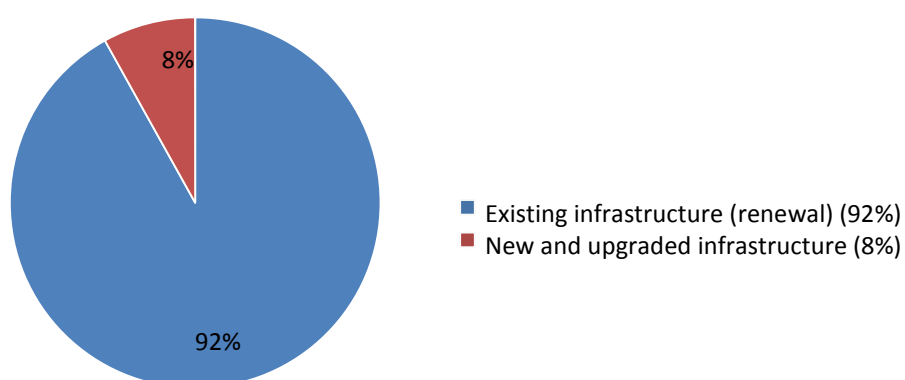
Capital Works Areas	2016/17 Actual (\$'000)	Original 2016/17 Budget (\$'000)	Adjustment to Carry Forward from 2016 (\$'000)	Budget Revision re Flood Costs July 2016	Carried Forward to 2017/18 (\$'000)	Budget Variance (\$'000)
Roads & Streets	1,123	2,212	75		1,132	-32
Bridges	4,204	3,690	0		437	951
Footpaths and Walking Tracks	149	151	60		50	-12
Stormwater	59	65	11		20	3
Land & Buildings	180	257	101		173	-5
Land Improvements	277	171	2		134	238
Plant, Equipment and Other	111	628	10		518	-9
<b>Total Capital Works</b>	<b>6,103</b>	<b>7,174</b>	<b>259</b>		<b>2,464</b>	<b>1,134</b>
<b>Represented by:</b>						
Asset Renewal	5,611	6,135	70		1,859	-433
New / Upgraded Assets	499	1,038	189		605	-129
<b>Total Capital Works</b>	<b>6,104</b>	<b>7,173</b>	<b>259</b>		<b>2,464</b>	<b>-562</b>

Capital Expenditure by Asset Type 2016/17



In measuring financial sustainability, it is important to distinguish between expenditure on new and upgraded assets and expenditure renewing existing assets. This distinction is graphically represented below:-

Capital Expenditure – New and Existing Infrastructure





## Management Indicators

The *Local Government (Management Indicators) Order 2014* (S.R. 2014, No. 36) prescribes and defines the financial and asset management sustainability indicators that councils must now report on in their annual financial statements. The calculation of these management indicators is outlined in Note 43 of the Annual Financial Report attached to this Annual Report.

The following graphs and commentary show Council's performance against these indicators over the past four years and projected results over the next four years compared to suggested benchmark results.

Council does not agree with the Tasmanian Audit Office approach of excluding all income funding capital expenditure when calculating the underlying result to measure sustainability, but rather agrees with the approach taken by some other states that only exclude income received specifically to fund new or upgraded assets. To enable comparison with other Councils, the result under this alternative approach is also shown below.

### Underlying Surplus Ratio

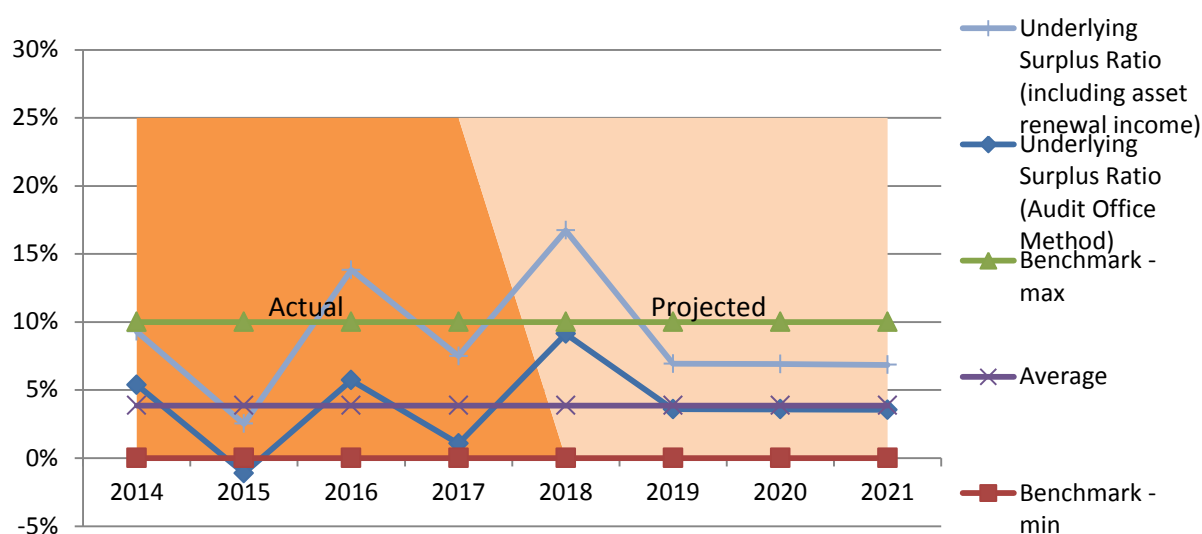
This ratio measures the percentage by which Council's 'controllable' income sources and 'operating' grants vary from day to day expenses (including depreciation). It serves as an overall measure of financial operating effectiveness.

Sustainability should be assessed over a medium to long-term timeframe, so it is the average ratio that is the most relevant measure of Council's performance. On average, over the past four years, Council's results were well within the benchmark range and are projected to remain so over the next four years.

	2014	2015	2016	2017	2018	2019	2020	2021	Av.
Underlying Surplus Ratio (Audit Office Method)	5.4%	1.1%	5.7%	1.1%	9.1%	3.6%	3.6%	3.5%	3.9%
Underlying Surplus Ratio (including asset renewal income)	9.3%	2.5%	13.8%	7.5%	16.7%	6.9%	6.9%	6.9%	8.8%
Benchmark - min	0	0	0	0	0	0	0	0	0
Benchmark - max	10%	10%	10%	10%	10%	10%	10%	10%	10%
Average	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%

To assess sustainability	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Underlying Surplus (Audit Office method)	469	-101	546	100	848	332	332	331	357
Recurrent Income	8,709	9,080	9,547	9,407	9,289	9,253	9,289	9,321	9,237
Grants for renewal of assets	375	339	898	654	848	332	332	331	514

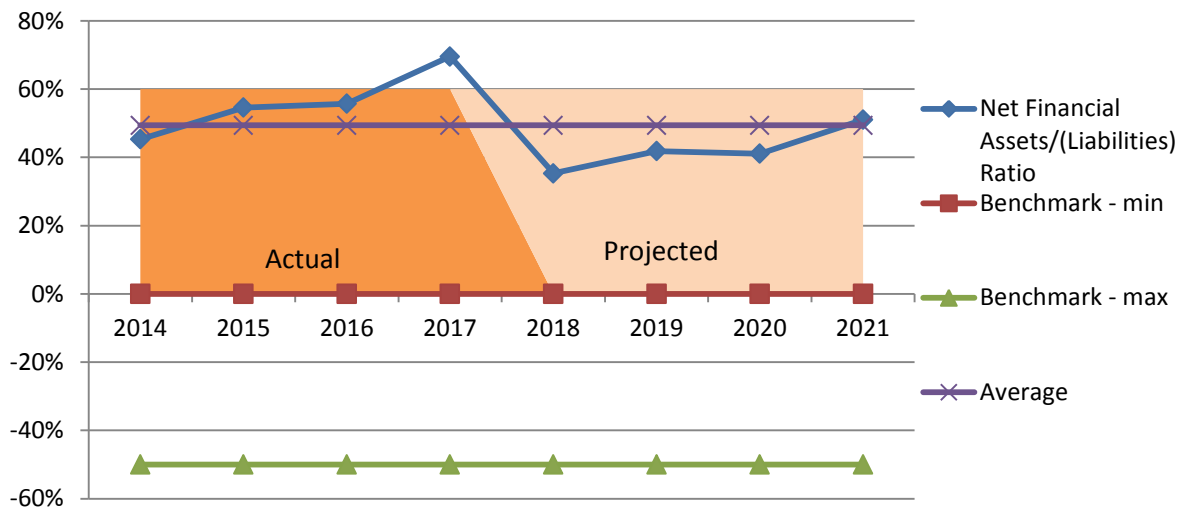


### Net Financial Assets/(Liabilities) Ratio

This ratio indicates Council's capacity to meet its financial obligations from its operating activities. Council's trend of maintaining positive ratios indicates that it has no net debt and that its ability to sustain additional debt is significant.

Council's ratio for this measure is well outside the benchmark range partially due to the majority of Council's debt being transferred to the new Water Corporation on 1 July 2009 and partially due to an apparent past aversion to debt. Council's current financial management strategy accepts debt as a legitimate funding source for new and upgraded assets, however it is expected to take some years for the current cash reserves to be used and for the net financial liabilities ratio to be within the benchmark range.

	2014	2015	2016	2017	2018	2019	2020	2021	Av.
Net Financial Assets/(Liabilities) Ratio	45.3%	54.6%	55.7%	69.5%	35.3%	41.8%	41.1%	51.0%	49.4%
Benchmark - min	0	0	0	0	0	0	0	0	0
Benchmark - max	-50%	-50%	-50%	-50%	-50%	-50%	-50%	-50%	-50%
Average	49.4%	49.4%	49.4%	49.4%	49.4%	49.4%	49.4%	49.4%	
To assess the level of debt held by Council									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net Financial Assets/(Liabilities)	3946	4959	5320	6542	3,282	3,871	3,816	4,754	4,561
Recurrent Income	8,709	9,080	9,547	9,407	9,289	9,253	9,289	9,321	9,237

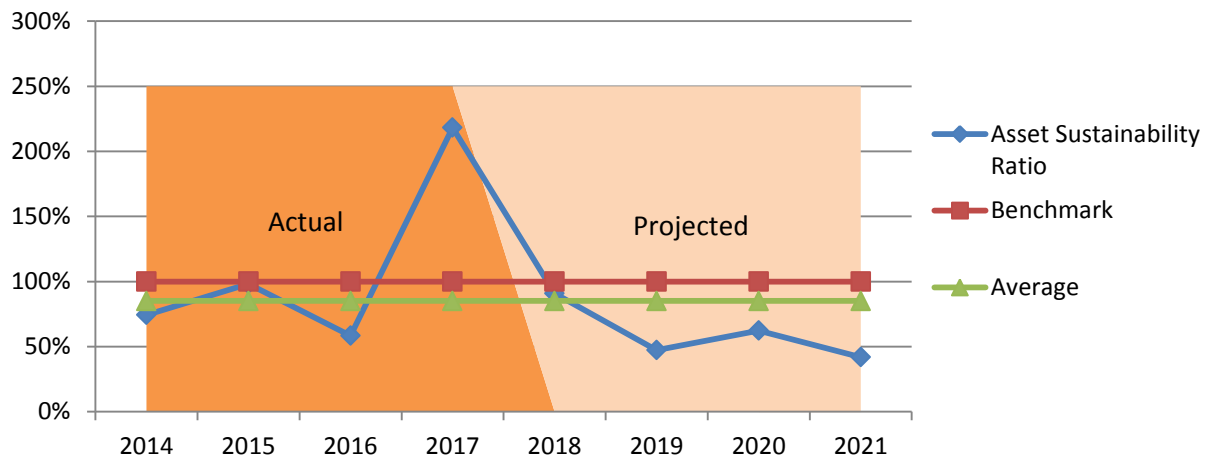


### Asset Sustainability Ratio

To be consistent with the calculation method used by the Tasmanian Audit Office, the expenditure on renewals for calculation of this ratio is based on cash flows rather than on an accruals basis.

This ratio measures whether assets are being replaced at the rate they are wearing out. Council's projected average ratio of 85% for the 8 years ending in 2021 is slightly below the benchmark, however Council aims to match its asset renewal expenditure with actual asset renewal demand as identified by its asset management plans rather than the long term average as indicated by this benchmark. It is expected that at some time in the future, Council's asset renewal expenditure will exceed the benchmark to compensate for the current below benchmark expenditure.

	2014	2015	2016	2017	2018	2019	2020	2021	Av.
Asset Sustainability Ratio	74%	98%	59%	218%	91%	47%	62%	42%	85%
Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average	85%	85%	85%	85%	85%	85%	85%	85%	
Indicates if assets are being renewed at the same rate as they are being consumed									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital expenditure on renewal of existing assets	1,980	2,627	1,580	5,611	2,515	1,333	1,763	1,194	2,325
Depreciation Expense	2,659	2,674	2,700	2,571	2,768	2,815	2,828	2,847	2,733

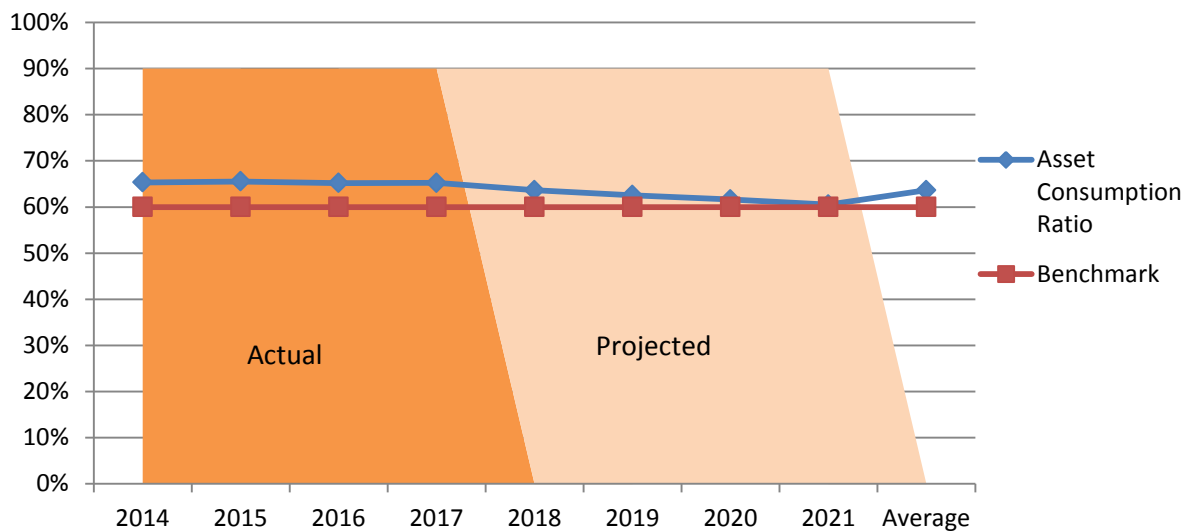




### Asset Consumption Ratio

This indicator shows the average proportion of 'as new' condition left in Council's infrastructure assets. When used in conjunction with the asset sustainability ratio, Council's asset consumption ratio indicates that, on average, the Council's infrastructure is only around 36% into its expected useful life, which explains why there may not currently be a high demand for asset renewals.

	2014	2015	2016	2017	2018	2019	2020	2021	Av.
Asset Consumption Ratio	65%	66%	65%	65%	64%	63%	62%	61%	64%
Benchmark	60%	60%	60%	60%	60%	60%	60%	60%	60%
Indicates the average portion of 'as new' condition left in assets									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Depreciated replacement cost of assets	92,650	99,398	98,108	104,172	100,010	99,588	99,665	98,865	99,057
Current replacement cost of assets	141,796	151,656	150,511	159,736	157,141	159,176	161,719	163,397	155,641

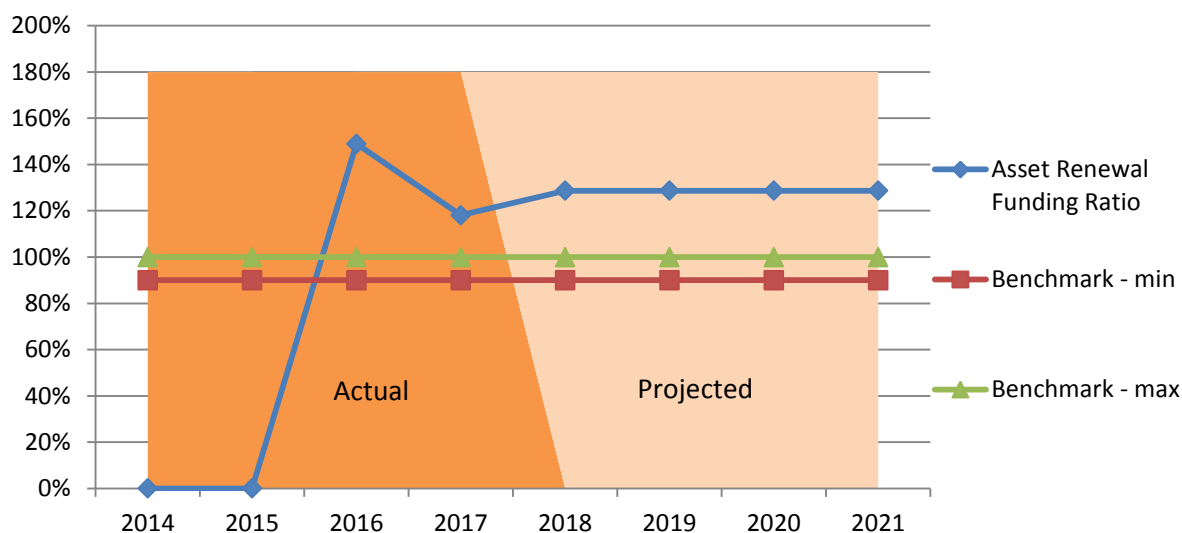


### Asset Renewal Funding Ratio

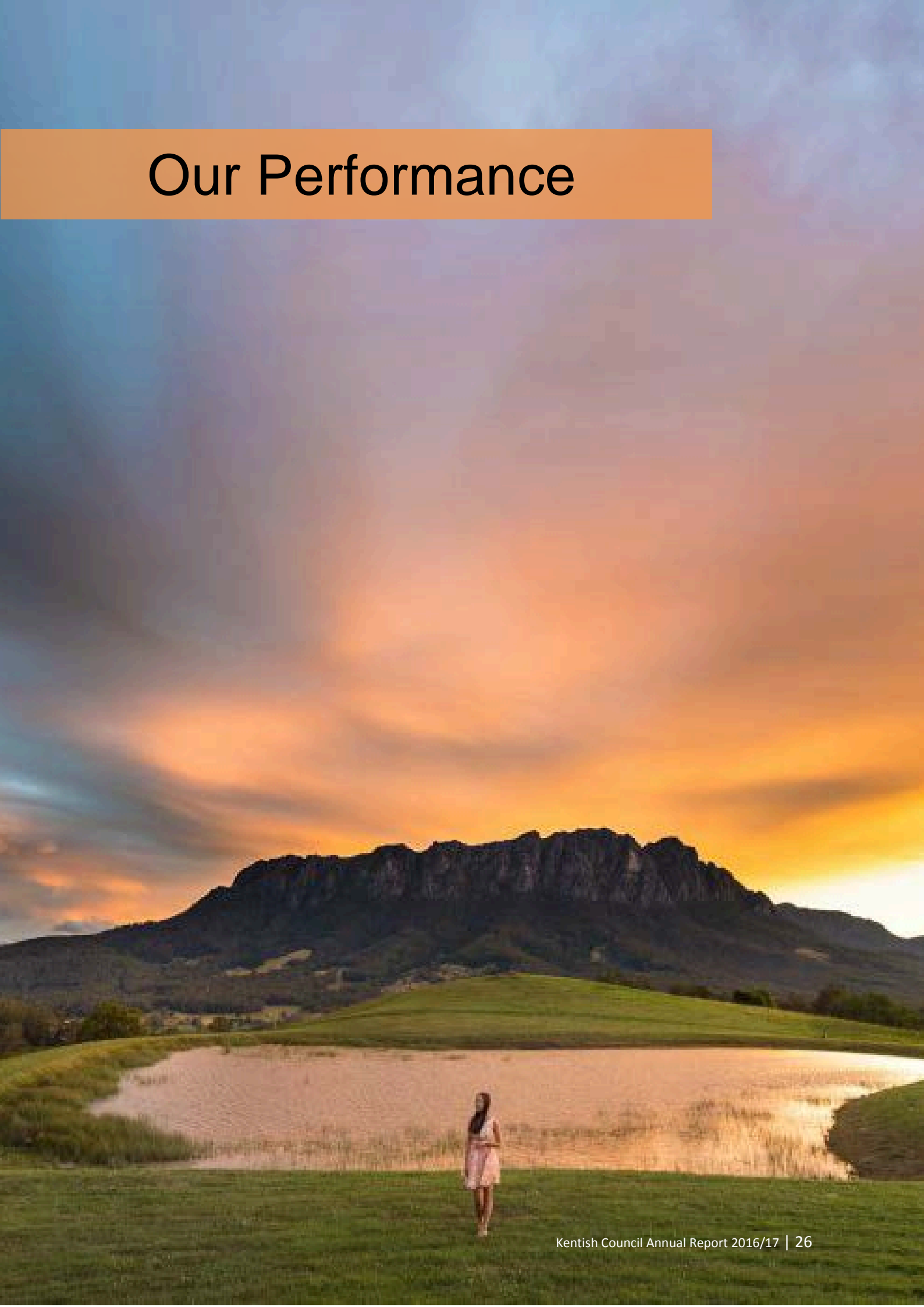
Asset management plans for each of Council's major asset classes were completed during 2014/15 allowing the Asset Renewal Funding Ratio to be calculated from that time.

The current projected capital renewal outlays in Council's Long-Term Financial Plan significantly exceed the projected expenditure demand as reflected by Council's Asset Management Plans. The expenditure included in the Long-Term Financial Plan includes projects that were included in Council's 10 Year Capital Works Program but have not yet been included in updated asset management plans. The 10 Year Capital Works Program will be reviewed during 2017/18 as will the links between the asset management plans, capital works program and long-term financial plan.

	2014	2015	2016	2017	2018	2019	2020	2021	Av.
Asset Renewal Funding Ratio	n/a	n/a	149%	118%	129%	129%	129%	129%	n/a
Benchmark - min	90%	90%	90%	90%	90%	90%	90%	90%	n/a
Benchmark - max	100%	100%	100%	100%	100%	100%	100%	100%	
Indicates financial capacity to continue to provide existing levels of asset-based service									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net Present Value (NPV) of ten year projected capital renewal outlays	n/a	n/a	17,469	14,333	14,439	14,439	14,439	14,439	n/a
Net Present Value (NPV) of ten year projected capital renewal expenditure demand	n/a	n/a	11,726	12,135	11,221	11,221	11,221	11,221	n/a



# Our Performance





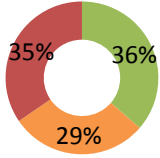
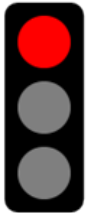
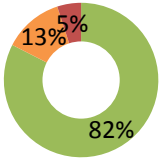

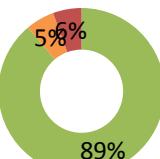
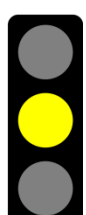
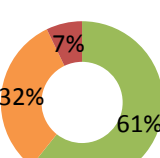

## Overview of Performance

The table below provides an 'at a glance' overview of Council's performance against the 2016/17 Annual Plan.

Council's 2016/17 Annual Plan includes a number of key actions grouped according to the overall strategic objectives of Infrastructure, Economic and Community Development, Governance and Organisational Development and Planning and Development. Progress toward completing these actions is summarised in the charts below.

Council's 2016/17 Annual Plan and Budget allocated financial resources towards achievement of each strategic objective of Council. A "traffic light" coding system is used, below, to show overall performance against this budget for the four key strategic objective groups. A green traffic light indicates either a favourable variance to budget or an unfavourable variance of less than 5%. An orange traffic light indicates an unfavourable budget variance of between 5% and 10%. A red traffic light indicates an unfavourable budget variance of greater than 10%. This comparison to budget relates to the net cost of achieving the strategic objectives (income less expenditure).

The following budget performance table is only assessing operational income and expenditure, not the capital works program.

Strategic Objective Group	Progress on Actions	Budget Performance (net cost)
Infrastructure	 ■ Complete ■ In Progress ■ Delayed	
Economic and Community Development	 ■ Complete ■ In Progress ■ Delayed	
Governance and Organisational Development	 ■ Complete ■ In Progress ■ Delayed	
Planning and Development	 ■ Complete ■ In Progress ■ Delayed	



## STRATEGIC OBJECTIVE # 1

### INFRASTRUCTURE

*“Our population growth is supported through public infrastructure, land use and development strategies that create a connected, sustainable and accessible community.”*

#### ABOUT THIS OBJECTIVE:

This objective encompasses management of the road network, stormwater infrastructure, parks and gardens and Council owned buildings.

#### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2017.

Total Actions	Complete	In Progress	Delayed
55	20	16	19

## Objective 1.1 Roads

To provide an appropriate, safe and well-maintained road network that caters for all road users throughout the municipality.

### Performance against Annual Plan

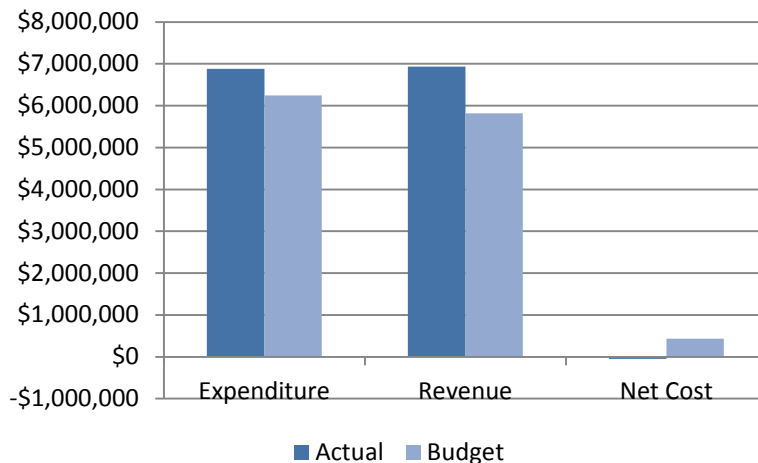
Key:  Completed  In Progress  Delayed

2016/17 Annual Plan Actions	Status
Re-structure the works department of the Kentish and Latrobe Councils in a way that maximises efficiencies from resource-sharing across the two councils.	
Further integrate the sharing of equipment and other resources into the normal operating practices of the Kentish and Latrobe workforce.	
Investigate and implement West Kentish Road/Staverton Road junction sight distance improvements.	
Obtain independent expert assessment of the condition of the sealed roads in the municipality to guide asset management efforts.	
Renew Council owned road seal, footpaths and kerb and channel in Main Street, Sheffield, from Henry Street to Spring Street, including enhancements identified in the Sheffield Township Enhancement Study.	
Work with the Lorinna Stakeholders Group to progress a solution regarding road access to Lorinna.	
Road pavement upgrade to Bridle Track Road, west of BIS quarry junction to Sheffield Road.	
Complete annual sealed road re-seal program and annual unsealed road re-sheeting program.	
Renew the Careys Road/Dasher River Bridge, renew the Dawkins Road/Minnow River Bridge and renew the Jacksons Road/Minnow Tributary Bridge.	
Complete the final stage of reconstruction of Back Road, Wilmot, south to Wilmot.	
Continue ongoing program of sealing gravel to sealed road junctions.	
Install speed humps or similar traffic management measures in Roland Court, Sheffield.	
Provide improved drainage and sealed car parking in Spring Street, Sheffield adjacent to Redwater Creek Railway.	
Construct 300 metres of footpath on Spring Street, Sheffield, from Main Street to the Sheffield Recreation Ground.	
Extend the footpath by 350 metres along Foster Street, Railton, from Newbed Road to past Sunnyside Road as stage one of a two-staged project.	
Re-align the Tassie Trail by constructing a gravel track along Railton Road to improve the link to the proposed mountain bike trails.	
Progress the improvement plan of the Transport Services Asset Management Plan.	
Review Transport Services Asset Management Plan.	
Maintain a policy of free parking within the municipality.	
Incorporate shared pathways including for mobility scooters where feasible.	
Participate in Department of State Growth initiatives including the Community Road Safety Partnership Kentish Latrobe.	
Consider options to upgrade access to Lorinna.	
Review speed limits throughout the towns and villages as requested.	
Encourage landowners to maintain nature strips with assistance provided for elderly/disabled persons.	



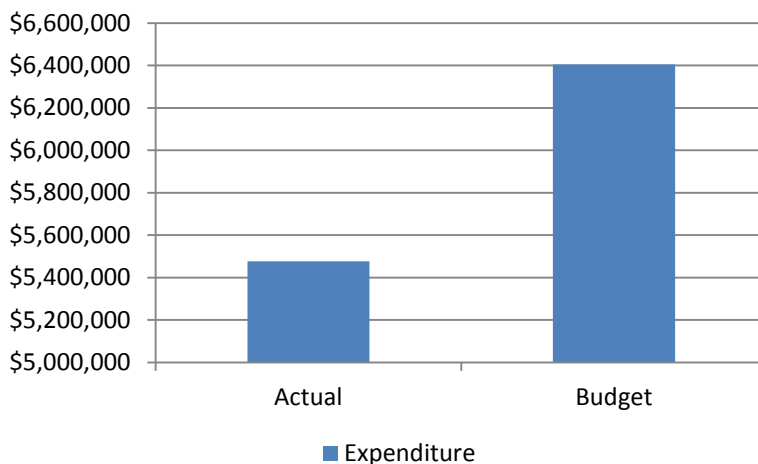
## Performance against Budget

### Road Network Management – Operating Budget



Road management expenditure and revenue were both higher than budget due to additional costs of recovery from the June 2016 floods and reimbursements received under the National Disaster Relief and Recovery Arrangements.

### Road Network Management – Capital Expenditure



Capital projects originally planned for 2016/17 such as \$636,000 for Sheffield eastern town entry streetscape and \$310,000 for Lorinna access works were deferred to 2017/18 because priority was given to repair and replacement of roads and bridges damaged by the June 2016 floods.

## Key Challenges

- The 2016/17 financial year was extremely challenging in terms of project delivery. The flooding in June 2016 caused massive disruption right throughout the year in terms of delivering projects in the budget. For example, the three bridges budgeted for replacement in the 2016/17 were deferred until the following financial year as the \$5m of flood damaged bridge replacement and repair works became a higher priority for the available contractors.



## Plans for the next 12 months

---

- Lower crest on West Nook Road south of North Pole Road junction to improve sight distance and safety (\$70,000).
- Complete the following bridge renewals deferred during 2016/17 due to flood damage to other bridges; Careys Road/Dasher River Bridge (\$204,000); Dawkins Road/Minnow River Bridge (\$195,000); and Jacksons Road/Minnow Tributary Bridge (\$130,000).
- Extend footpath in Giblin Street, Railton by 460m from Ennis Avenue to Foster Street (\$92,000) and construct associated kerb and channel in Giblin Street (\$120,000).
- Consult with the Wilmot Community to identify, design and plan appropriate streetscape improvements within the Wilmot township (\$20,000).

## Objective 1.2 Stormwater

To develop and improve a system for stormwater reticulation and disposal.

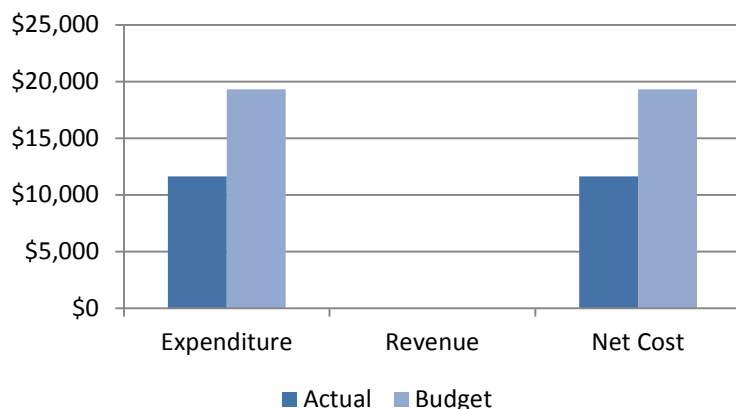
### Performance against Annual Plan

Key:    ✓ Completed            ↑ In Progress            ✗ Delayed

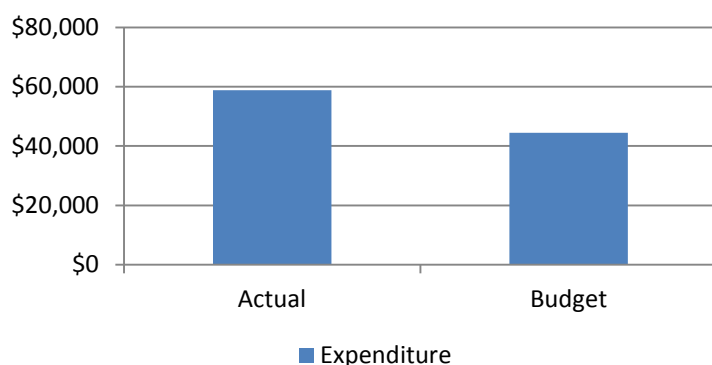
2016/17 Annual Plan Actions	Status
Continue to implement the first stage of the recommendations from the Railton Stormwater Study completed by SEMF.	↑
Extend Sheffield stormwater system at rear of honey tourism development near junction of Main Street and Spring Street, Sheffield.	✗
Progress the improvement plan of the asset management plan for stormwater.	✗
Review stormwater asset management plan.	✗
Upgrade and extend the Sheffield and Railton stormwater reticulation systems in consultation with TasWater and agreed priorities.	✗
Develop a policy to improve the open drains and creeks in the Kentish Municipality as opportunities present.	↑
Develop a flood action plan for Railton.	↑

### Performance against Budget

#### Stormwater Infrastructure Management – Operating Budget



#### Stormwater Infrastructure Management – Capital Expenditure



Stormwater capital works related to flood mitigation measures in Railton. This capital expenditure was higher than budget due to a \$10,000 contribution from West Tamar Council allowing planned future mitigation works to be brought forward.

## Key Challenges

---

- Council resources were stretched throughout the year due to the 2016/17 flooding. A lot of work was undertaken to repair and upgrade areas that suffered damage due to network capacity. With the flood now determined to be a 1 in 185 year event, it is unreasonable to expect the network to deal with such flows without overtopping and causing damage.

## Plans for the next 12 months

---

- Engage the State and Commonwealth Governments regarding funding for flood mitigation measures in Railton as identified by the Review of Railton Flood Mitigation Options report completed by SEMF consultants in June 2014.
- Extend Sheffield stormwater system near the junction of Main Street and Spring Street in conjunction with footpath and car parking projects in Spring Street (\$80,000) including \$20,000 carried forward from 2016/17.

## Objective 1.3 Buildings

To ensure Council owned buildings and community facilities are maintained to a safe and functional standard and meet community needs.

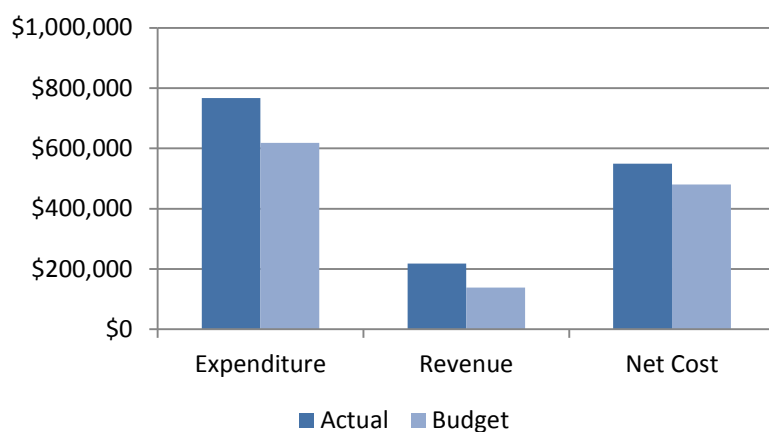
### Performance against Annual Plan

**Key:** ✓ Completed      ↑ In Progress      ✗ Delayed

2016/17 Annual Plan Actions	Status
Renew the toilets at Goliath Park in Railton as part of Council's contribution towards the first stage of the Wild Mersey Mountain Bike Trail.	✗
Renew the toilets at Barrington Hall with \$10,000 contribution from the Barrington Hall Committee.	✓
Install insulation at Wilmot Hall.	↑
Landscaping, subdivision and initial site improvements at the rear of the Commonwealth Bank at 67 – 69 Main Street, Sheffield, pending the recommendations of the Sheffield Township Enhancement Study regarding future use of the site.	✗
Progress the improvement plan of the Asset Management Plan for building and community facilities.	✗
Review the Buildings and Community Facilities Asset Management Plan.	✗
Consider the feasibility of using solar energy and installing LED lights for Council buildings.	✓

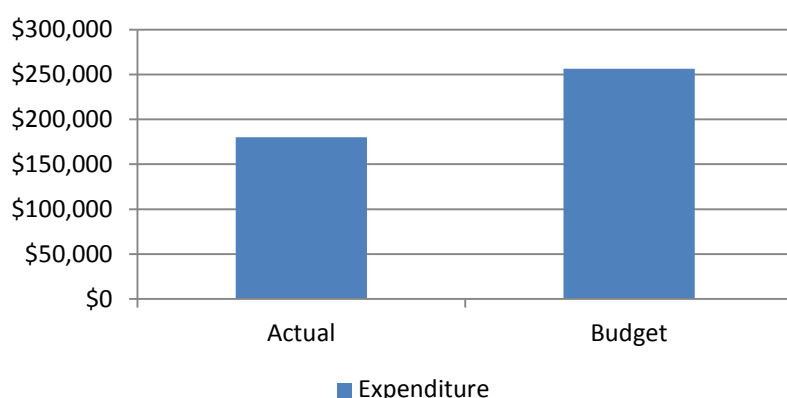
### Performance against Budget

#### Building Management – Operating Budget





### Building Management – Capital Budget



### Key Challenges

---

- Project completion and management has been challenging throughout the year. Some works identified within the budget relied on actions or a series of actions being completed first. When this has not occurred due to equipment failure, extension or enlargements of project scope etc, projects have been carried forward to the next financial year.

### Plans for the next 12 months

---

- Renew the toilets at Goliath Park in Railton as part of Council's contribution towards the first stage of the Wild Mersey Mountain Bike Trail (\$160,000) including bike wash-down bay (total includes \$75,000 carried forward from 2016/17 budget).
- Contribute \$15,000 of Council funds towards \$53,000 extension of Sheffield Community Men's Shed with the balance of funding from Tasmanian Community Fund, Sheffield Community Men's Shed and others.
- Install false ceiling \$13,500 with \$5,000 to be funded by the Wilmot Hall Special Committee insulation (\$6,500 carried forward from 2016/17 budget) and heating (\$5,000) at Wilmot Hall.

## Objective 1.4 Parks and Reserves

To maintain our parks and reserves to an appropriate standard to enhance lifestyle.

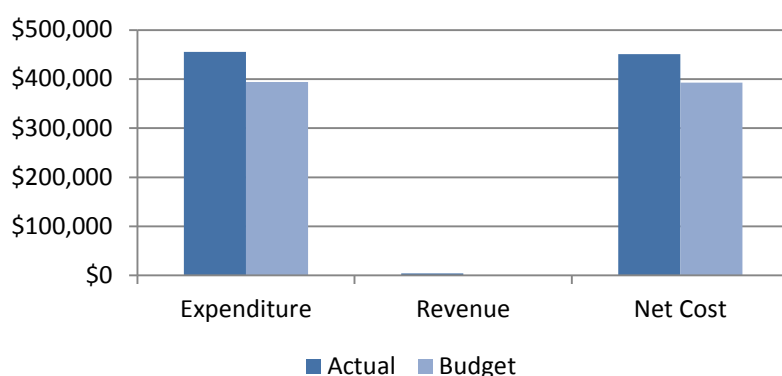
### Performance against Annual Plan

**Key:** ✓ Completed    ↑ In Progress    ✗ Delayed

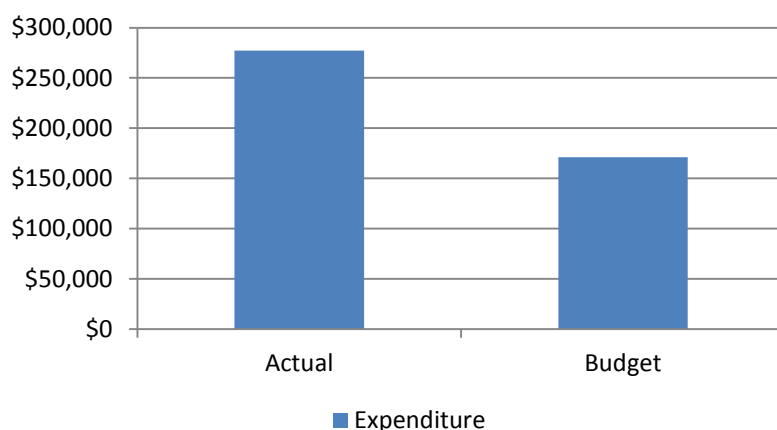
2016/17 Annual Plan Actions	Status
Construct an internal footpath loop at the Mural Wall of Honour in Mural Park in Sheffield.	✓
Implement priority projects identified by the Sheffield Township Enhancement Study.	↑
Install a barbeque and shelter at Goliath Park in Railton as identified in the Goliath Park Master Plan.	✓
Install tourism signs near the entries to Kentish.	✗
Tree avenue project for Sheffield entrances and topiary at Railton entrances.	✗
Continue perimeter planting at Kentish Health Care Centre Park.	✓
Level verge for mowing on Wilmot Main Road.	✓
Landscaping including removal and replacement of trees, surface repairs, weed management and relocation of football goal posts at Goliath Park in Railton.	✓
Re-vegetate vehicle tracks at Kentish Park.	✗
Contribution towards a new MAST pontoon to disperse users from boat ramps at Kentish Parks subject to MAST grant.	↑
Line marking to define boat launch area at Kentish Park.	✗
Implement agreed priority recommendations of the Kentish Park Master Plan.	✗
Implement agreed priority recommendations of the Sheffield Recreation Ground Precinct Master Plan.	✓
Implement agreed priority recommendations of the Lake Barrington Park (Wilmot) Master Plan.	✓
Implement agreed priority recommendations of the Goliath Park Master Plan.	✓
Prepare a maintenance and improvement plan for each of the four cemeteries.	✗

### Performance against Budget

#### Parks and Reserves – Operating Budget



## Parks and Reserves – Capital Budget



Parks and reserves capital expenditure was higher than budget because the Goliath Park skate park and playground equipment replacement projects totaling \$208,000 were added during the year after confirmation of \$150,000 of external grants and contributions to assist in funding these projects.

## Key Challenges

- Council officers have been working with Hydro Tasmania on a lease for the Kentish Park area. Once complete, it is expected that the currently budgeted works can be progressed and future works programmed and budgeted for with more certainty about ability to deliver within the expected timeframes.

## Plans for the next 12 months

- Install site orientation and directional signage noting locations of boat ramps, day-use areas and camping areas at Kentish Park (\$14,500).
- Construct an all-access ramp and path to the Wilmot Cenotaph (\$7,000).
- Establish a dog off-leash area at Railton (\$15,000).
- Construct a path in King George V Park to delineate a youth area and connect to the skate park (\$18,000).

## STRATEGIC OBJECTIVE # 2

## ECONOMIC & COMMUNITY DEVELOPMENT

*“A strong local economy improves local employment opportunities and provides a broader range of services, facilities and infrastructure to the benefit of both the business and residential sectors. The range and quality of community services and events offered within the area plays a key role in making the Kentish area a special place to live by fostering community pride and involvement.”*

### ABOUT THIS OBJECTIVE:

This objective encompasses economic development, tourism, culture, festivals and events and community facilities and services.

### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2017.

Total Actions	Complete	In Progress	Delayed
40	33	5	2



## Objective 2.1 Business Development

To identify, promote and support economic development opportunities in the Kentish Council area.

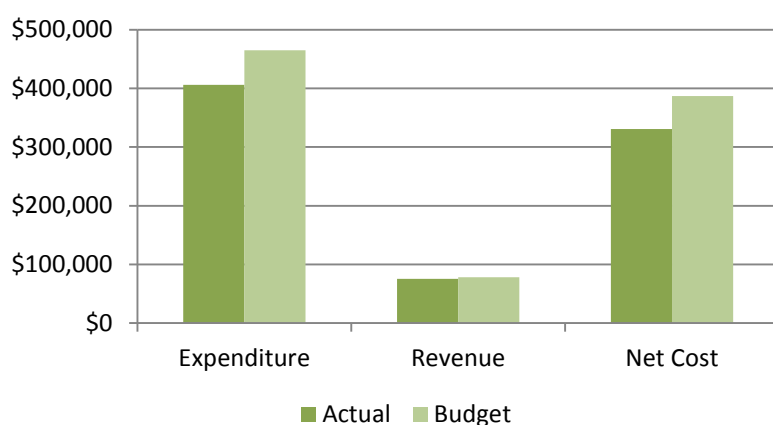
### Performance against Annual Plan

**Key:** ✓ Completed      ↑ In Progress      ✗ Delayed

2016/17 Annual Plan Actions	Status
Advance individual actions identified in the Economic Development Strategy 2015-2020.	↑
Contribute towards the regional bid to host the 2018 Australian Masters Games.	↑
Actively promote the municipality as an ideal location to conduct business and commerce.	✓
Support and assist potential and existing developers in identifying and managing opportunities for business growth and development.	✓
Support the diversification of industries within the municipality to reduce reliance on major industry.	↑
Attract and promote the advantages of living and investing in Kentish.	✓
Support pre-feasibility studies for major development opportunities.	✓
Ensure resources are available to source and secure grants.	✓
Support the actions recommended in the 'Mt Roland Developing a Destination' document.	✓
Consider options to encourage economic growth to the area.	✓

### Performance against Budget

#### Economic Development – Operating Budget



## Key Challenges

---

- Limited supply of suitable commercial properties in Sheffield has continued to hamper business growth and development. To address this issue, Council has embarked on the draft Sheffield Township Enhancement Project “Sheffield Refresh”.
- The growth of the number of events in Kentish, many requiring varying levels of assistance, has placed greater pressure on Council resources to assist with event organisation, securing grants for events and sponsorship provided directly by Council.

## Plans for the next 12 months

---

- Advance individual actions identified in the Economic Development Strategy 2015-2020.
- Contribute towards the regional hosting of the 2018 Australian Masters Games (\$60,000).

## Objective 2.2 Tourism

To promote, develop and support tourism.

### Performance against Annual Plan

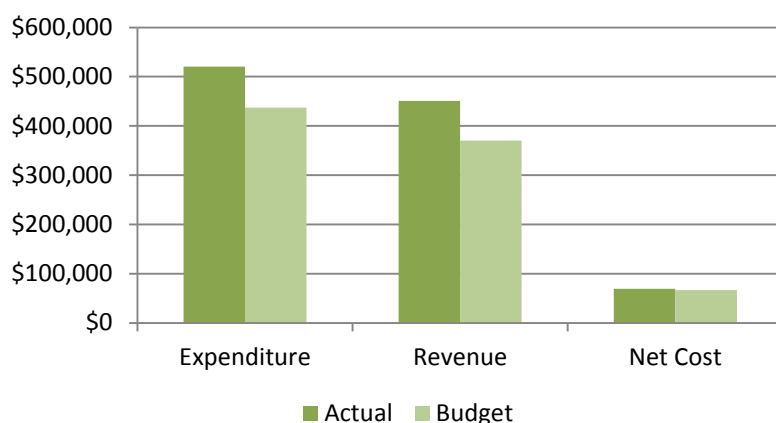
Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2016/17 Annual Plan Actions	Status
Pay an annual allowance to Sheffield Inc for new murals in the municipality subject to pre-approval of projects and acquittal reporting.	✓
Work with the Cradle Coast Authority Regional Tourism Organisation to ensure effective visitor information services are provided to visitors to the region.	✓
Participate in Devonport-Cradle Country Marketing Group to market the Kentish-Devonport-Latrobe-Central Coast region as a holistic, exciting and diverse tourism destination.	✓
Develop a Kentish Art Strategy that will be the blueprint for the development and diversification of the Kentish art experience to position it as a must-see tourism experience in Tasmania.	✗
Work with Kentish tourism operators and organisations, plus state and regional tourism stakeholders, to develop a diverse and robust tourism industry (based on the five pillars of art, wilderness, food, history and adventure) through product development, industry development, marketing and lobbying.	✓
Lobby for state and federal financial assistance for the development of a world-class mountain bike destination in Kentish, connected to Latrobe and Devonport municipalities.	↑
Conduct survey works and prepare agreement for a right-of-way for access to a track at Forth Falls near Wilmot.	↑
Contribute towards establishment of free Wi-Fi for visitors to Sheffield.	✓
Actively engage with the Cradle Coast Authority Regional Tourism Organisation.	✓
Work in partnership with business operators and local tourism related groups to increase viability of visitor information services.	✓
Review overnight self-contained camping areas within the Council area.	✓
Support projects that improve the attraction of towns and villages (landscaping, signage etc).	✓
Actively promote Kentish as a visitor destination.	✓
Connect local businesses to relevant information, product development and funding opportunities.	✓

## Performance against Budget

---

### Visitor Information Centre – Operating Budget



## Key Challenges

---

- Securing State and Commonwealth Government funding for the first stage of the Mountain Bike Development has been challenging. The Coalition Government, as part of the June 2016 election commitment, promised \$300,000 towards the Wild Mersey Mountain Bike Trail Development. A funding agreement was not finalised in the 2016/17 year. Council applied for \$150,000 under the Department of State Growth Community Infrastructure Fund in December, the grant outcome delayed to August 2017. Council will continue to lobby the State and Commonwealth Governments for funds for stage 2 and 3 of the project.
- Negotiations are ongoing with a private land owner and a state government department about access to a track at Forth Falls near Wilmot. Settling on an agreement that is suitable and attached to the title that can be transferrable from one property owner to another has proved challenging.
- The Sheffield RV Park at the Sheffield Recreation Precinct proved challenging to manage with non-self-contained vehicles and tents parking overnight and leaving a mess. Council worked with Redwater Creek Steam and Heritage Society (the Society) to implement a solution whereby Council charges an overnight fee of \$5.00 which is collected and managed under an agreement with the Society which keeps a percentage of the fee. Complaints from misuse of the area have ceased.

## Plans for the next 12 months

---

- Investigate developing a Kentish Art Strategy that will be the blueprint for the development and diversification of the Kentish art experience to position it as a must-see tourism experience.
- Lobby for State and Federal financial assistance for the development of stages two and three of the Wild Mersey Mountain Bike Trails in Kentish.
- Provide a level parking area on Lake Barrington Road and track materials to link to the Forth Falls Walking Track (\$8,000).
- Contribute towards Kimberley's Trail and Bell Mountain Trail upgrades (\$10,000).
- Investigate appropriate sites and install an electric vehicle charging station in Sheffield (\$5,000).

## Objective 2.3 Culture, Festivals and Events

Working with the community, to facilitate and celebrate festivals, events and culture.

### Performance against Annual Plan

Key: ✓ Completed      ↑ In Progress      ✗ Delayed

2016/17 Annual Plan Actions	Status
Continue to assist the development and promotion of various local community events.	✓
Continue to support Mural Fest.	✓
Support the second 'proof of concept' trial for the Fire and Light Festival proposed by Kentish Arts Commerce and Tourism.	✓
Support the Tasmanian Medieval Festival to be held in September 2016 at the grounds of the Redwater Creek Railway.	✓
Assist Kentish events to procure State and Federal Government funding.	✓
Replace bannerconda flags for the Main Street of Sheffield.	✓
Work with relevant groups to increase awareness of local arts, history and culture.	✓
Maintain, foster, promote and continue to improve a calendar of events that encourages community involvement and increased visitor numbers.	✓
Support the Public Arts Committee Kentish (PACK) to approve or decline public art works in-line with relevant policy.	✓

### Key Challenges

- There are over 30 annual and biannual major and minor events in Kentish contributing economic and social benefits to the community. Different community groups have varying expertise and resources to run events, therefore allocating staff resources equitably to assist new events and the development of existing events has been challenging.
- More murals in the municipality means more ongoing maintenance to ensure the murals remain an attraction. If they deteriorate, so will the municipality's reputation and attraction as a destination. This is an ongoing key challenge for Council as the costs involved are considerable and well outside the capabilities of a community group to fund.

### Plans for the next 12 months

- Continue to assist the development and promotion of various local community events (\$10,000).
- Continue to support Mural Fest (\$12,000).
- Support the 2017/18 Fire and Light Festival proposed by Kentish Arts Commerce and Tourism (\$10,000).



## Objective 2.4 Community Facilities/Services

To provide a range of quality community facilities and engage and empower our community to participate.

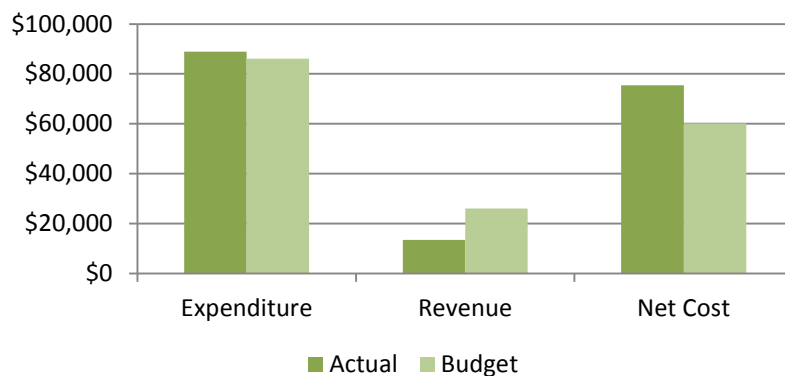
### Performance against Annual Plan

**Key:** ✓ Completed      ↑ In Progress      ✗ Delayed

2016/17 Annual Plan Actions	Status
Lobby State and Federal Governments for funding to implement the first stage of the Wild Mersey Mountain Bike Trails in Kentish as a first step towards development of a world-class mountain bike experience.	✓
Fund the purchase of equipment for a gymnasium at the Kentish Health Care Centre subject to engagement of a commercial operator for the facility.	✓
Continue to improve walkways and bikeways within the Council area.	✓
Secure an operator for the Sheffield Health Care Centre gymnasium.	✓
Encourage community management of local cemeteries.	✗
Support the Wilmot Museum.	✓
Encourage volunteers through the recognition and celebration of their valuable contribution.	✓

### Performance against Budget

#### Youth Services – Operating Budget



## Key Challenges

---

- No community group to date is interested in management of the Sheffield, Railton or Wilmot cemeteries.
- Securing an independent private operator to run a profitable community gymnasium for an area the size of Sheffield proved challenging. The ultimate aim of Council is to improve health outcomes for the community. Council purchased exercise equipment and subsidised the terms of the lease initially to assist the business to become sustainable in the start-up phase.

## Plans for the next 12 months

---

- Construct Stage 1 of the Kentish Mountain Bike Trails (\$317,600) funded by State and Commonwealth Government grants and community in-kind support.
- Work with youth from Sheffield School to scope, design and construct/ install initiatives to further define the youth zone near the Skate Park at King George V Park in Sheffield (\$20,000).



## STRATEGIC OBJECTIVE # 3

### GOVERNANCE AND ORGANISATIONAL DEVELOPMENT

*“High quality, professional governance and leadership, together with effective administration of Council resources, are essential to the success of Council.”*

#### ABOUT THIS OBJECTIVE:

This objective encompasses advocacy and leadership, governance, financial management, employee development and risk management.

#### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2017.

Total Actions	Complete	In Progress	Delayed
36	32	2	2

## Objective 3.1 Advocacy and Leadership

To provide leadership for the community and advocate on its behalf to improve the economic, social and environmental wellbeing of the Kentish Council area.

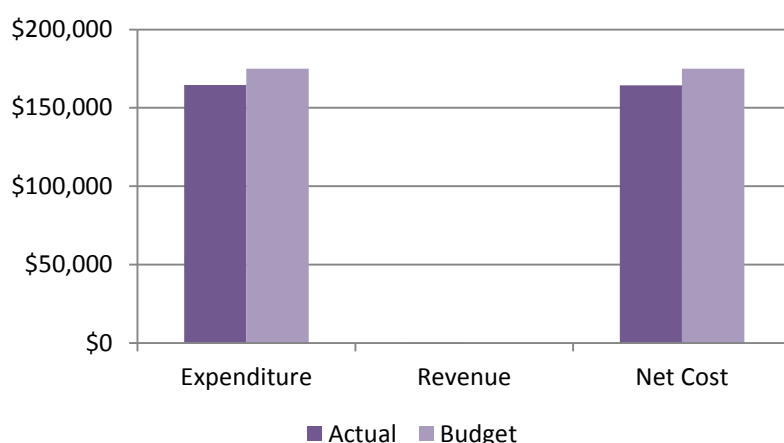
### Performance against Annual Plan

**Key:** ✓ Completed    ↑ In Progress    ✗ Delayed

2016/17 Annual Plan Actions	Status
Participate in discussions with Latrobe Council, Devonport City Council, Central Coast Council and the Devonport Chamber of Commerce to support the attraction of a low-cost airline to the Devonport Airport.	✓
Work with the Federal Government and communications providers to attract funding under the Commonwealth Government's Mobile Black Spot Program.	✓
Engage with State, Regional and Local Government bodies.	✓
Develop and implement the Emergency Management Plan (includes Community Safety Plan).	✓
Support the retention and upgrading of the Mersey Regional Hospital.	✓
Support the retention and upgrading and increased flights to Devonport Airport.	✓
Support the rollout of the National Broadband Network to the Council area and improved phone and television coverage in rural areas.	✓
Advocate and promote the provision of a range of high quality education and life-long learning opportunities in the municipality including at Railton and Wilmot.	✓
Prepare and submit a list of Council and community projects to political parties as part of Federal and State Government election campaigns.	✓
Seek to expand the range of medical and family services available within the municipality.	✓
Support the establishment of a Community Bank for the area.	✓
Hold regular meetings with major service providers within the Kentish area (health, police, schools, clubs etc).	✓

### Performance against Budget

#### Elected Members – Operating Budget



## Key Challenges

---

- The prevention of the loss of Kentish's Allied Health Services was a major challenge during the financial year. The community was facing the prospect of losing its allied health services delivered at the Kentish Health Centre due to a Commonwealth Government decision to redirect funding away from health prevention programs and shift towards chronic health management. In response, Kentish Council took a leadership role and advocated strongly on behalf of the community for the continuation of health delivery services in the municipality.

## Plans for the next 12 months

---

- Participate in discussions with Latrobe Council, Devonport City Council, Central Coast Council and the Devonport Chamber of Commerce to support the attraction of a low-cost airline to the Devonport Airport.
- Work with the Federal Government and communications providers to attract funding under the Commonwealth Government's Mobile Black Spot Program.

## Objective 3.2 Governance

To provide consistent, accountable, transparent and effective governance of the Council.

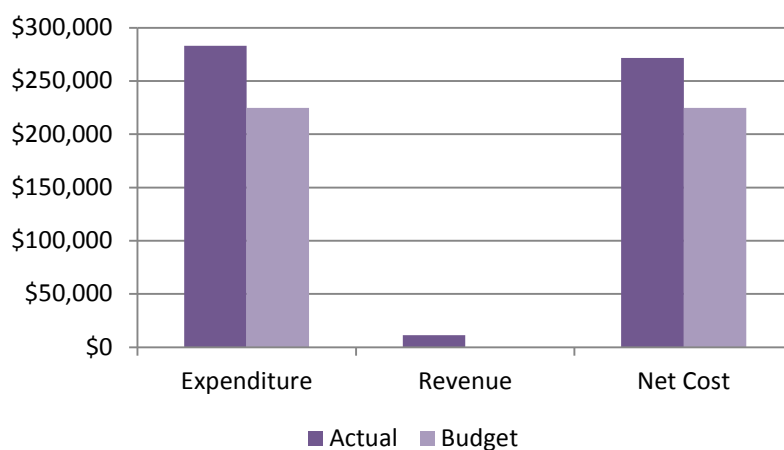
### Performance against Annual Plan

**Key:** ✓ Completed    ↑ In Progress    ✗ Delayed

2016/17 Annual Plan Actions	Status
Participate with North-West Councils in a detailed study of the potential opportunities for shared services between the councils.	✓
Promote the professional development of elected members.	✓
Promote awareness of Council's Code of Conduct to elected members.	✓
Participate in relevant state and regional initiatives and partnership agreements.	✓
Utilise the Annual Report and Annual General Meeting to promote achievements of the Council.	✓
Examine specific service delivery options between Council and other providers.	✓
Promote resource-sharing as an alternative to amalgamation with other councils with governance remaining in Sheffield.	✓
Communicate the Council's decisions, policies and activities and the reasons behind them, through the Council's website and standardize publications.	✓
Provide regular public forums within the Council area to obtain local input into decision making.	✓

### Performance against Budget

#### Executive Support – Operating Budget





## Key Challenges

---

- Funding resources to implement increased compliance requirements instigated by State and Federal Governments whilst continuing to meet the diverse needs and expectations of the local community have proved challenging. Council's resource-sharing arrangement with neighboring Latrobe Council has assisted in this area.

## Plans for the next 12 months

---

- Continue to participate with North-West councils in a detailed study of the potential opportunities for shared services between the councils.
- Expand and embed resource-sharing with Latrobe Council so that it underpins all of the service delivery activities of Council providing similar cost saving opportunities to amalgamation without compromising each municipality's sense of place, individual community spirit and local voice.

## Objective 3.3 Financial Management

To secure the long-term financial viability of the municipality.

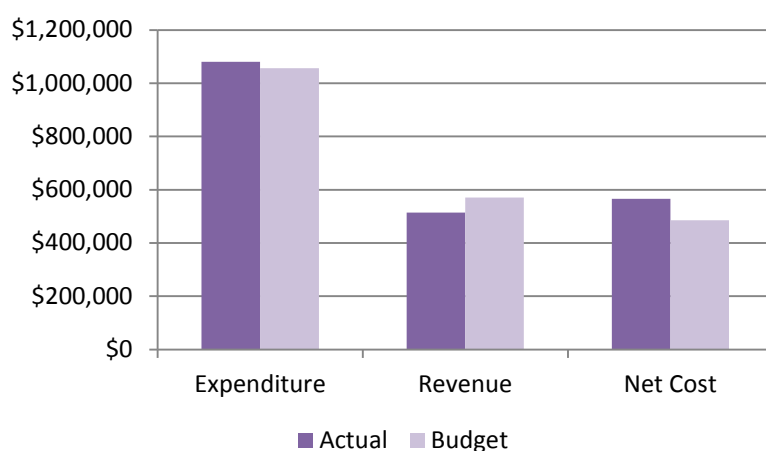
### Performance against Annual Plan

**Key:** ✓ Completed    ↑ In Progress    ✗ Delayed

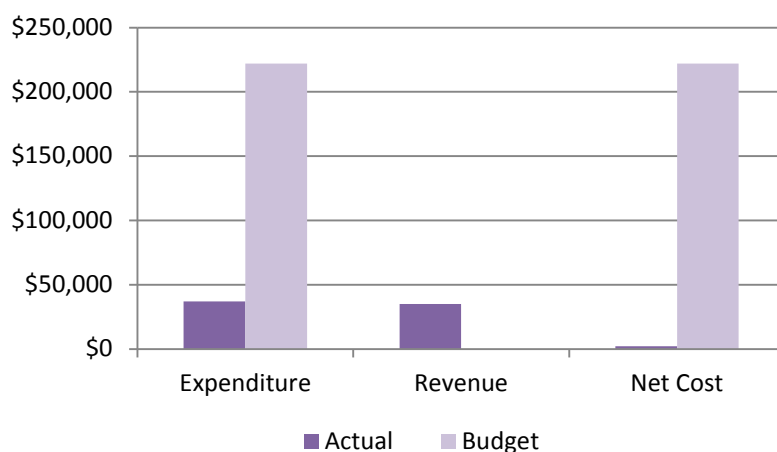
2016/17 Annual Plan Actions	Status
To achieve an underlying surplus over the medium to long-term.	✓
To maintain fair and equitable rating levels.	✓
Annually review financial strategy outlining how Council intends to meet the financial requirements of its Asset Management Plans and other strategic plans.	✓
Review the ten-year financial plan each year.	✓
Preserve and maintain an affordable level of service and Council viability through prudent financial management including additional income sources for Council.	✓
Upgrade the Council website.	✗
Implement common enterprise software with Latrobe Council.	✗

### Performance against Budget

#### Finance and Administration – Operating Budget



#### Finance and Administration – Capital Expenditure



Capital expenditure was below budget mainly due to \$150,000 for software systems renewal carried forward to 2017/18.

## Key Challenges

---

- Council's current Asset Management Plans and the Long-Term Financial Plan assume maintenance of current service levels. The key challenge for Council is to engage with the community to determine future service level expectations and advise the community on the level of service that is affordable over the long-term.
- The Commonwealth Government froze indexation of Commonwealth Financial Assistance Grants (FAGs) for the three financial years ending in 2016/17. Council now receives approximately \$320,000 per year less FAGs than it would have if the freeze did not occur. This will make achieving an underlying surplus more difficult in the future.
- The floods in early June 2016 had a significant impact on Council's finances with the latest estimated repair cost being \$8.47 million, with Council's net cost after reimbursements being \$2.12 million.

## Plans for the next 12 months

---






- Align business processes across Kentish and Latrobe Councils so wherever possible there is a single way of doing things that is common across both Councils to allow the most efficient sharing of services and resources across the Councils.
- Implement common enterprise software with Latrobe Council (\$350,000) with \$150,000 carried forward from 2016/17.
- Replace workstations, printers and server in accordance with Council's Information Technology and Communications Strategy (\$30,000).

## Objective 3.4 Employee Development

To develop skilled, experienced, motivated and accountable staff.

### Performance against Annual Plan

Key:  Completed  In Progress  Delayed

2016/17 Annual Plan Actions	Status
Provide and maintain adequate staff and resource levels to meet changing needs.	
Identify and provide appropriate training and encourage development of all employees.	
Develop and review staff policies.	
Retain an in-house skills base to overcome the issue of succession planning and skill shortages.	
Encourage commitment to Council's customer service charter.	

### Key Challenges

- Recruitment of staff for specialised positions can be challenging due to a small pool of qualified applicants and competition for the applicants from private enterprise.

### Plans for the next 12 months




- Develop and begin implementation of a Workforce Development Plan.
- Complete a leadership development program for senior management.

## Objective 3.5 Risk Management

To be actively committed to risk management.

### Performance against Annual Plan

Key:  Completed  In Progress  Delayed

2016/17 Annual Plan Actions	Status
Maintain and improve Council's risk management systems and culture.	
Promote community awareness of risk management systems.	
Install CCTV equipment at the corner of Main Street and High Street in Sheffield.	

### Key Challenges

- The introduction of Safe Work Method Statements (SWMs) has been challenging in striking the correct balance between ease of use for workers and regulatory requirements.

### Plans for the next 12 months

- Install CCTV equipment at the corner of Main Street and High Street in Sheffield (\$41,000 carried forward from 2016/2017).



## STRATEGIC OBJECTIVE # 4

## PLANNING AND BUILDING

*“The Council will aim for long term planning and development that is guided by a balance between economic, social and environmental objectives.”*

### ABOUT THIS OBJECTIVE:

This objective encompasses planning and building services, environmental health services, natural resource management, waste management and animal control.

### OUR SCORECARD:

The scorecard outlines the number of actions identified for the year and the status of these actions at 30 June 2017.

Total Actions	Complete	In Progress	Delayed
28	17	9	2



## Objective 4.1 Planning and Building Services

To effectively manage land use planning and building issues.

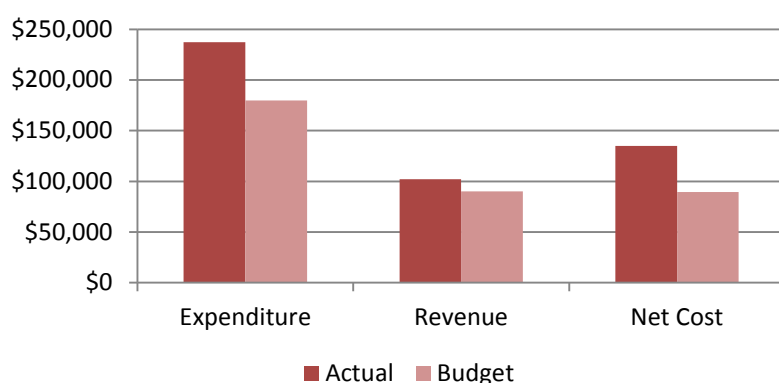
### Performance against Annual Plan

**Key:**    ✓ Completed            ↑ In Progress            ✗ Delayed

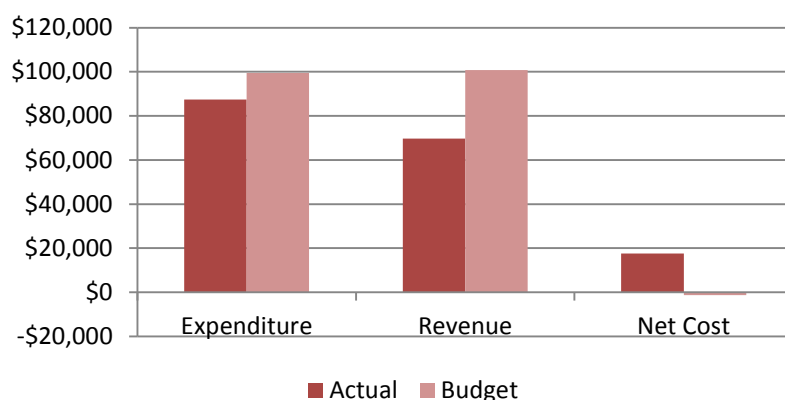
2016/17 Annual Plan Actions	Status
Develop Strategic Development Plans for key localities within Kentish.	↑
To administer and update the Planning Scheme to manage development and land use.	↑
Enforce planning scheme and planning permit requirements.	↑
Meet Council's statutory building services.	↑
Maintain and protect important elements of natural, cultural and built heritage throughout Kentish.	↑
Consider providing opportunities for rural lifestyle allotments.	↑
Undertake Strategic Planning Reviews for all towns and villages.	↑

### Performance against Budget

#### Planning Services – Operating Budget



#### Building Control – Operating Budget



## Key Challenges

---

- Amendments to the *Building Act 2016* came into effect on 1<sup>st</sup> January 2017. These amendments resulted in changes to Council processes and administration to meet the requirements of the legislation.
- Managing staff resources was challenging throughout the year, with large amounts of unexpected leave being used which also placed pressure on remaining staff.

## Plans for the next 12 months

---

- Finalise strategic plans for Sheffield and Gowrie Park/Claude Road.
- Finalise the 'Sheffield Refresh' - Sheffield Township Enhancement Project.
- Prepare the Kentish local planning provisions for the Tasmanian Planning Scheme.

## Objective 4.2 Environmental Health Services

To promote and maintain public health standards.

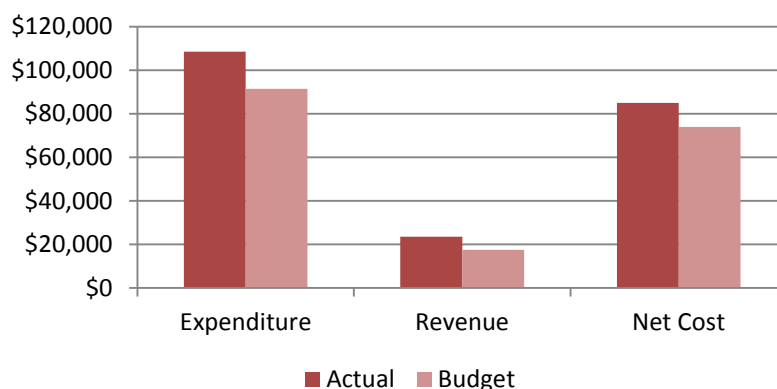
### Performance against Annual Plan

**Key:** ✓ Completed    ↑ In Progress    ✗ Delayed

2016/17 Annual Plan Actions	Status
Prepare a Kentish Council Municipal Health Plan.	✗
Prepare a Kentish Council Municipal Health Report.	✓
Conduct inspection of food premises to ensure a high level of food safety.	↑
Undertake monitoring compliance, education and licensing to ensure public health and environmental standards are maintained.	✓
Undertake assessments of proposed on-site waste water disposal systems and monitor existing systems to ensure compliance with environmental standards.	✓
Continue recreational water sampling program during the summer period.	✓
Actively promote awareness of the 'no smoking' requirements in specific public places and assist private operators of public facilities to understand and comply with the legislation.	✓
Work in partnership with other service providers to meet the health and wellbeing needs of the Kentish Community.	✓
Co-ordinate Municipal Immunisations.	✓

### Performance against Budget

#### Environmental Health and Natural Resource Management – Operating Budget



## Key Challenges

---

- Changes to the Private Water Supplies requirements in the *Public Health Act 1997* became effective at the end of August 2016. These changes required license holders to be re-educated and also resulted in changes to internal Council processes and systems.
- Integration of processes between Latrobe and Kentish Council's environmental health areas.
- Implementing changes to current procedures to ensure compliance with best practice.

## Plans for the next 12 months

---

- Co-ordinate municipal immunisations.

## Objective 4.3 Natural Resource Management

To integrate natural resource management principles into Council's operational environment.

### Performance against Annual Plan

**Key:** ✓ Completed      ↑ In Progress      ✗ Delayed

2016/17 Annual Plan Actions	Status
Support the activities of the Mount Roland Rivercare Group.	✓
Utilise the Cradle Coast NRM strategy to identify and develop projects of greatest priority for this Municipality.	✓
Support and assist local NRM groups and the community to deliver approved projects.	✓
Review the Council's Weed Management Plan.	✓
Support the Kentish Energy Efficiency Network Embracing Renewables.	✗

### Key Challenges

- Council was unable to support the Kentish Energy Efficiency Network Embracing Renewables as the group disbanded during the year, leaving Kentish without a community group committed to renewable energy.

### Plans for the next 12 months

- Support the activities of the Mount Roland Rivercare group (\$10,000).

## Objective 4.4 Waste Management

To provide responsible waste management services.

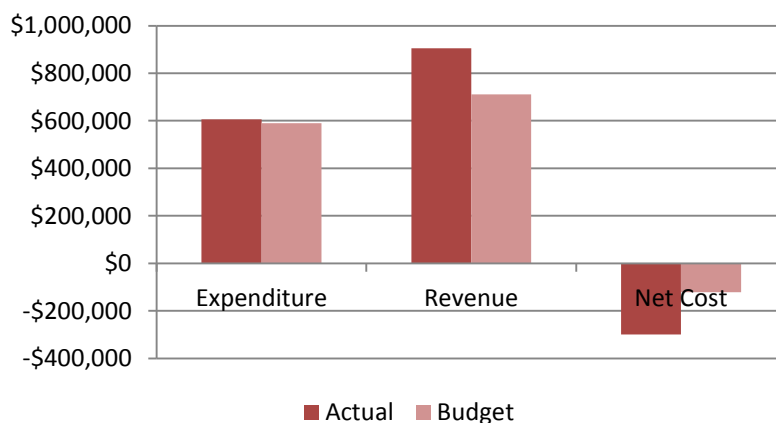
### Performance against Annual Plan

**Key:** ✓ Completed    ↑ In Progress    ✗ Delayed

2016/17 Annual Plan Actions	Status
Review waste management services for the Municipality and implement strategy changes.	✓
Landscape and improve appearance of Council Transfer Stations.	✓
Consider in conjunction with North-West Coast councils the introduction of a Food Organics Green Organics (FOGO) roadside collection service.	✓

### Performance against Budget

#### Waste Management – Operating Budget



Waste management revenue was higher than budget due to ongoing improved financial returns from Council's ownership interest in Dulverton Waste Management Authority.

### Key Challenges

- The possibility of providing a Food Organics and Garden Organics (FOGO) service on the North-West Coast was progressed during the year with the assistance of the Cradle Coast Waste Management Group. The project reached a point where Council would be in a position to make a decision in the 2017/18 financial year in relation to providing the service.

### Plans for the next 12 months

- Review waste management services for the municipality and implement strategy changes.



## Objective 4.5 Animal Control and Regulatory Services

To encourage and recognise responsible animal ownership and provide a high level of compliance services.

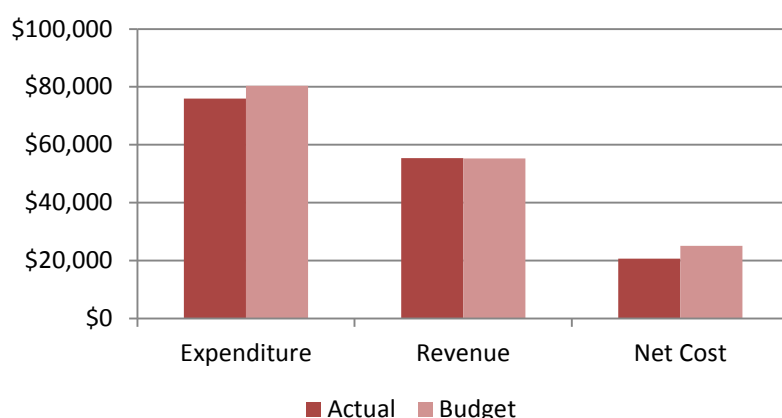
### Performance against Annual Plan

**Key:** ✓ Completed    ↑ In Progress    ✗ Delayed

2016/17 Annual Plan Actions	Status
Promote responsible dog ownership including compliance with the Dog Control Act 2000 and Council's Dog Management Policy.	✓
Promote responsible cat ownership and reduction of feral animals.	↑
Implement compliance requirements with regulations covering domestic animals and stray animals within the municipality.	✓
Identify fire risks within the municipality and issue Fire Abatement Notices when required.	✓

### Performance against Budget

#### Animal Control – Operating Budget



### Key Challenges

- An increase in dog owners appealing dangerous dog declarations has led to increased pressure on Council's staff and resources through attendance at Court proceedings.

### Plans for the next 12 months

- Implement compliance requirements with regulations covering domestic animals and stray animals within the municipality.

# Governance

# Corporate Governance

## Good Governance

There are many definitions for what constitutes good governance. The Tasmanian Government's Department of Premier and Cabinet states:

*"Good governance in local government involves managing many and complex responsibilities effectively and in the best interests of the community."*

*"It is achieved when the structures, activities and operations of local government are conducted in accordance with the principles of legal compliance, probity, transparency, accountability and respect for people (within council and for all other stakeholders). When a council practices good governance, public trust and confidence is maintained, and the reputation of local government is protected."*

## Role of Council

Local Government is the third tier of government consisting of democratically elected councils having the function and powers that Parliament considers necessary to govern each municipal area.

The Kentish Council is one of 29 Tasmanian councils that derive their roles, powers and functions from the *Local Government Act 1993*. Section 20 of the act sets out the following broad functions of councils:

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

The role of a council includes:

- Planning for and providing services, facilities and infrastructure for the community;
- Undertaking strategic land use planning for the municipal area;
- Making and enforcing by-laws;
- Raising revenue to enable council to perform its functions;
- Undertaking long term strategic financial and asset management planning; and
- Advocating proposals that are in the best interests of the community, now and in the future.

Kentish Council performs these functions by setting the strategic direction of the municipality, establishing and guiding policies, setting service delivery standards and monitoring the performance of the organisation.

## Role of Councillors

Kentish Council's nine councillors are elected as representatives of all residents and ratepayers within the municipality. Section 28 of the Act sets out councillor's broad roles and functions.

The functions of individual councillors are to:

- Represent the community;
- Act in the best interests of the community;
- Facilitate communications with the community;
- Participate in the activities of council; and
- Undertake duties and responsibilities as authorised by council.

The functions of councillors acting collectively as the council are to:

- Develop and monitor the implementation of strategic plans and budgets;
- Determine and monitor the application of policies, plans and programs for:
  - The efficient and effective provision of services and facilities
  - The efficient and effective management of assets
  - The fair and equitable treatment of council employees;
- Facilitate and encourage the planning and development of the municipal area in the best interests of the community;
- Appoint and monitor the performance of the General Manager;
- Determine and review the council's resource allocation and expenditure activities; and
- Monitor the manner in which services are provided by the council.

## Elected Representatives – Councillor Elections

Local Government elections were held in October 2014; the first election since the Tasmanian Government amended the Local Government Act and introduced all-in, all-out elections every four years, with four-year terms for mayors and deputy mayors. Five new councillors were elected. The next elections will be held in 2018.

### **Vision and Values**

Council has established a vision and set of values which form the foundation of council and its planning for the future.

### **Our Vision**

Our vision is that Kentish is known as a distinctive place where people want to live, for its caring community that celebrates the arts, diversity, the awesome natural environment and its vibrant local economy.

### **Our Values**

These are the values that guide our choice and behaviour as we seek to implement our vision for the area.

### **As a community and as a council, we value our people by:**

- Providing opportunities for all to be involved and participate in community events and activities.
- Ensuring that everyone is treated with respect and dignity.
- A willingness to consult, listen and respond to individual and group concerns.
- Effectively and consistently communicating information.
- Showing responsive leadership and representation of our community.
- Recognising and rewarding individuals, volunteers and Council staff for their skills and commitment to the Kentish community.
- Ensuring social inclusion for all and equal access and amenity for the disabled.

### **As a community and as a council, we value our environment by:**

- Providing good and safe facilities and services.
- Maintaining our assets in good working order.
- Working with individuals and groups to protect and maintain the environment.
- Maintaining and protecting our cultural and built heritage.
- Protecting and managing our natural assets.
- Reducing Council's carbon footprint.
- Encouraging individuals and groups to become more carbon efficient.

### **As a community and as a council, we value our financial security by:**

- Encouraging sustainable development for our people and our environment.
- Prudent spending of public monies and ensuring rates are not increased beyond that required for service delivery, maintenance and creation of community infrastructure.
- Using effective thinking and learning which can lead to creative solutions.
- Having a good understanding of our assets and what it takes to maintain them.
- Managing our finances responsibly and carefully.
- Encouraging localised food production, transport and services.

### Decision Making

Council decisions are made in one of two ways:

1. By resolution at council meetings and Special Committees of Council
2. By council officers delegated under authority.

Council decisions are guided by Council's risk management framework, policies, strategic plans and other plans developed through community consultation, asset management plans and Council's Long-Term Financial Plan.

Decisions made at council meetings are supported by advice from appropriately qualified council staff who prepare reports to Council in a standard format including:

- Purpose of report
- Background
- Relationship to strategic/operational plan
- Council policy context
- Legislative impact
- Risk management impact
- Environmental impacts
- Financial and resources impact:
- Capital works business case evaluation
- Community and other consultation
- Officer comments/conclusions
- Officer recommendation.

Most decisions of an operational nature have been delegated to officers through the General Manager. This system recognises the General Manager's responsibility under the Local Government Act in managing the day-to-day operations of the council.

The table below depicts the number of decisions made by Council at its monthly meetings.

No. of Meetings	Open Session Items	Closed Session Items	Total Items
13	206	98	304

### Council Meetings

The Council held 12 ordinary meetings, 1 Special Meeting and an Annual General Meeting during the financial year.

Ordinary council meetings were generally held on the third Tuesday of each month. Attendance by the public was welcomed and copies of the meeting agendas and supporting documentation were made available on Council's website, from the Council Office prior to the meeting, and also at the meeting. A 15-minute public question time was provided at each council meeting.

Council held its Annual General Meeting on 29<sup>th</sup> November 2016.

21 Council forums were held where matters of a general and informal nature were considered.

The following workshops were held between 14<sup>th</sup> February and 6<sup>th</sup> June 2017 to discuss the 2017-18 Budget:

14/02/2017	Municipal bus tour
07/03/2017	Capital Budget forum no. 1
04/04/2017	Draft Budget/Capital Budget forum no. 2
23/05/2017	Dedicated Draft Budget forum
06/06/2017	Final Draft Budget

### Committees of Council

The *Local Government Act 1993* provides for the establishment of Special and Advisory Committees of Council. These committees may include councillors, council staff and other persons as deemed necessary. The Act also allows for Council, by Instrument of Delegation, to delegate functions, duties or powers to a special committee.

Kentish Council has 21 special committees including an Audit Panel, Strategic Planning (towns) Committee, Grants Committee, Economic Development Committee, Public Arts Committee and a number of committees formed to oversee the running of Council assets (e.g hall committees).

Refer to pages 72 - 74 for councillor representation on various committees.

### Audit Panel

The objective of the Audit Panel is to provide an accountability mechanism in relation to Council's financial, compliance, risk management and internal control activities. The panel reviews the Council's performance under section 85A of the Local Government Act and reports to the Council its conclusions and recommendations.

Up until 21<sup>st</sup> March 2017, Council's Audit Panel consisted of Mr Ben Coull as the independent Chairman, Cr Tim Wilson and Cr Linda Cassidy. From 21<sup>st</sup> March 2017, the Audit Panel consisted of Mr Ben Coull as the independent Chairman, Cr Kate Haberle and Cr Terry Hughes.

The Audit Panel met four times during, and once since, the end of the 2016/17 financial year and work relevant to this annual report completed during that time included review of:

- Council's significant accounting policies including Council's response to changes to related party disclosure requirements.
- Draft Annual Financial Report for the year ended 30 June 2017.
- Reports by Council's external Auditor, including interim external audit findings for 2016/17.
- Review of risk management policy and framework including business continuity planning, review of fraud and corruption

control policies and review of Council's investment policy.

- Council's budget process including review of the draft 2017/18 Annual Plan and Budget and draft Long-Term Financial Plan 2017-2027.
- Reporting on Councillors' expenses and pecuniary interests.

Minutes and recommendations from the committee were presented to the Council during the year.

A copy of the annual report of the Audit Panel is available on Council's website at [www.kentish.tas.gov.au](http://www.kentish.tas.gov.au)



### Kentish/Latrobe Municipal Alliance Committee

The Kentish and Latrobe Municipal Alliance Committee identified opportunities for sharing ideas and resources to improve the effectiveness and efficiency of service delivery by the two councils. The Committee consists of:

- Mayor Don Thwaites (Kentish)
- Deputy Mayor Tim Wilson (Kentish)
- Cr Penny Lane (Kentish)
- Mayor Peter Freshney (Latrobe)
- Deputy Mayor Rick Rockliff (Latrobe)
- Cr Mike McClaren (Latrobe)
- General Manager, Gerald Monson

The Committee met five times during the 2016/17 financial year and made recommendations to the respective councils regarding:

- Endorsement of the recommendations of the Australian Centre of Excellence for Local Government Shared Services Review.
- Accepting proposals from LKS Quaero Pty Ltd for consultancy services to assist with the implementation of the above mentioned recommendations including change management and sustainability considerations.
- Resource-sharing the services of the Kentish Council's Community Development Officer for approximately two days a week to the Latrobe Council.
- Accepting a proposal from LKS Quaero Pty Ltd for consultancy services to integrate the Engineering Services of both councils.
- Allocation of an amount of \$100,000 by each council in the 2017/2018 budget and 2018/2019 budget for Stage Two of the Wild Mersey Mountain Bike Development.
- Acceptance of an invitation to a combined briefing of North-West council elected members from the Chairman of TasWater, Mr Miles Hampton, on the proposed TasWater reforms.
- Declining support of the proposed Cradle Coast Authority Futures Plan and instead working with council and industry leaders in developing action plans to stimulate economic development within the region.
- Endorse the actions taken by the General Manager to reorganise the operations of the outside work force.

- Further involve LKS Quaero Pty Ltd with implementation of the project to deliver common IT systems across both councils and an amount of \$20,000 be allocated towards their involvement in the implementation process, allocated on a 50/50 basis between the two councils.

## Business Planning Framework

### The Strategic Plan

The Strategic Plan is the key document which guides the direction of the Council over a ten year period. The plan incorporates the following vision for Kentish:

*“Kentish is known as a distinctive place where people want to live; for its caring community that celebrates the arts, diversity, the awesome natural environment and its vibrant local economy.”*

The plan was produced following a comprehensive consultation process with the community, councillors and staff.

The plan comprises four key areas: Infrastructure, Economic and Community Development, Governance and Organisational Development and Planning and Development under which 18 objectives are identified as well as range of strategies to achieve the objectives.

A copy of the strategic plan is available from Council’s website.

### The Annual Plan and Budget

The Annual Plan and Budget are developed using the strategic plan and work towards achieving the objectives set out in the strategic plan.

### The Annual Report

The Annual Report closes the loop in the process, reporting to the organisation and the community on each year’s achievements and financial results.

### Other Plans, Strategies and Policies

The following plans, strategies and policies were reviewed or adopted by Council during 2016/17.

Title	Date
Events Strategy 2016 - 2020	18 Oct 16
Investment Policy	15 Nov 16
Annual Report	29 Nov 16
Advocacy Framework	20 Dec 16
Acacia Hills South Spreyton Strategic Plan 2017	21 Feb 17
Wilmot Strategic Plan 2017	21 Feb 17
Railton Strategic Plan 2017	21 Mar 17
Roadside Cattle Grazing Policy	21 Mar 17
Audit Panel Charter	21 Mar 17
Purchasing Policy	11 Apr 17
Code for Tenders	11 Apr 17
Roadside Cattle Grazing Policy	16 May 17
Dog Management Policy	20 Jun 17

### Asset Management

Council's Asset Management Policy provides a framework to ensure that Council assets are effectively and efficiently managed whilst meeting community needs and expectations for current and future generations.

Council's asset management objective is to ensure adequate provision is made for the long-term replacement of major assets by:

- Meeting legislative requirements for asset management;
- Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment;
- Safeguarding Council assets by implementing appropriate asset management strategies and appropriate financial resources for those assets;
- Creating an environment where Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the organisation by training and development;
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated;
- Demonstrating transparent and responsible asset management processes; and
- Striving for continual improvement in asset management practices and outcomes.

Council has an Asset Management Steering Group made up of:

- General Manager
- Manager of Engineering and Environmental Services
- Works Manager
- Technical Officer – Engineering and Assets
- Corporate Services and Finance Manager.

This group meets regularly to oversee the development and ongoing improvement of Council's asset management strategy and asset management plans ensuring their integration into Council's strategic plan, annual plans and long-term financial plans.

Council has asset management plans in place covering the majority of its infrastructure assets. These asset management plans generally assume that the current levels of service will be maintained into the future and Council's Long-Term Financial Plan, updated in June 2017, fully funds the asset renewal requirements of the asset management plans. The key challenge for Council now is to engage with the community to determine future service level expectations and advise the community on the level of service that is affordable over the long-term.

### **Risk Management**

Kentish Council recognises that risk management is an integral part of good management practice and is committed to establishing an organisational culture that ensures risk management is embedded in council activities and business processes.

Council reviewed its Risk Management Policy and Risk Management Framework during November 2015 to provide for the design, implementation, monitoring, review and continuous improvement of risk management. These documents are available on Council's website.

### **Fraud and Corruption Initiatives**

Kentish Council is the custodian of significant public funds and assets and it is important that all stakeholders have assurance that adequate fraud protection controls are in place. Council is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity and transparency, which are all key components of good governance. Council reviewed its Fraud and Corruption Control Policy and Fraud and Corruption Control Plan in November 2015. These documents are available on Council's website.

Council aims to prevent, deter and detect incidents of fraud and corruption by:

- raising awareness of the risk of fraud and corruption;
- taking necessary actions for its prevention;
- providing processes for the reporting and investigating of incidents; and
- protecting those who report suspected fraud or corruption incidents.

### **Community Consultation**

Community consultation is a vital part of Council's planning and decision-making process. It assists Council to understand community priorities and issues and ensures community involvement.

Council undertakes consultation through Special Committees, community surveys, submissions, public meetings and individual consultations.

Opportunities for community consultation are promoted in the regular community publication, on Council's website and Facebook page, in local newspapers and by direct contact from Council.

Major community consultations undertaken in 2016-17 included:

- Twice yearly community forums in Sheffield, Wilmot, Railton, Acacia Hills/South Spreyton and surrounding areas. These community forums provide opportunity for residents and Council to pitch ideas and provide updates and feedback to one another;
- Consultation for a range of important plans and strategies including the Events Strategy, Weed Management Plan, Regional Youth Survey, Sheffield Refresh (Sheffield Township Enhancement Project) and the Land Use Review for Claude Road/Gowrie Park; and
- Consultation was also undertaken for a number of advocacy issues including funding cuts to the Kentish Health Centre, Public Transport in Kentish and the ability to hold an elector poll for the fluoridation of water debate.

## Our Councillors



### Mayor Don Thwaites

Cr Thwaites has served on Council since July 2003 and has been Mayor since November 2007.

Committee Membership:  
Dulverton Regional Waste Management Authority, Cradle Coast Authority, TasWater, Local Government Association of Tasmania, Kentish and Latrobe Councils Municipal Alliance Committee, Beulah Hall Committee, Tasmanian Regional Arts Committee proxy, KYC Start Committee, Strategic Planning Committee, Kentish Health Care Centre Committee, Tandara Lodge Community Care Inc proxy, State Emergency Services – Mersey.

T 6491 1682  
M 0458 343 059  
E [mayor@kentish.tas.gov.au](mailto:mayor@kentish.tas.gov.au)



### Deputy Mayor Tim Wilson

Cr Wilson has served on Council since November 2007 and has been Deputy Mayor since November 2009.

Committee Membership:  
Barrington Hall Committee proxy, Economic Development Committee, Councillors Code of Conduct Panel, Cradle Coast Authority, TasWater proxy, Tandara Lodge Community Care Inc, Mt Roland Rivercare Catchment Inc, Local Government Association of Tasmania proxy, Kentish and Latrobe Councils Municipal Alliance Committee.

M 0438 912 280  
E [crwilson@kentish.tas.gov.au](mailto:crwilson@kentish.tas.gov.au)



### Cr Penny Lane

Cr Lane has served on Council since November 2007.

Committee Membership:  
Claude Road Hall Committee proxy, Barrington Hall Committee, Economic Development Committee, KYC Start Committee, Grants Committee, Councillors Code of Conduct Panel, Equal Access Committee, Cement Australia Community Liaison Group, Kentish/Latrobe Road Safety Group, Sheffield Inc, Mural Fest Committee, Mt Roland Rivercare Catchment Inc, Wilmot Tourist and Progress Association.

T 6492 3176  
E [crlane@kentish.tas.gov.au](mailto:crlane@kentish.tas.gov.au)



---

**Cr Kate Haberle**

Cr Haberle was elected to Council in October 2014.

Committee Membership: Audit Panel, Sheffield Recreation Ground Committee proxy, Sheffield Museum Committee, Economic Development Committee, Kentish Health Care Centre Committee, Kentish/Latrobe Road Safety Group proxy, Tandara Lodge Community Care Inc.

T 6491 1149  
M 0439 911 649  
E [crhaberle@kentish.tas.gov.au](mailto:crhaberle@kentish.tas.gov.au)



---

**Cr Linda Cassidy**

Cr Cassidy was elected to Council in October 2014.

Committee Membership: Railton Recreation Ground proxy, Railton Squash Centre Committee, Railton Facilities Committee, Railton Neighbourhood Centre proxy.

M 0417 241 315  
E [crcassidy@kentish.tas.gov.au](mailto:crcassidy@kentish.tas.gov.au)



---

**Cr Phillip Richards**

Cr Richards was elected to Council in October 2014.

Committee Membership: Wilmot Recreation Ground Committee, Wilmot Hall Committee proxy, Grants Committee, Dulverton Regional Waste Management Authority.

M 0448 431 047  
E [crrichards@kentish.tas.gov.au](mailto:crrichards@kentish.tas.gov.au)





---

**Cr Terry Hughes**

Cr Hughes was elected to Council in October 2014.

Committee Membership:  
Audit Panel, Sheffield Recreation Ground Committee, Councillors Code of Conduct Panel, Equal Access Committee, Tandara Lodge Community Care Inc proxy, State Emergency Service – Mersey, Economic Development Committee.

T 6492 3014  
M 0429 122 520  
E [crhughes@kentish.tas.gov.au](mailto:crhughes@kentish.tas.gov.au)



---

**Cr Annie Willock**

Cr Willock has served on Council since November 2007.

Committee Membership:  
Beulah Hall Committee proxy, Claude Road Hall Committee, Wilmot Hall Committee, Sheffield Museum Committee proxy, Tasmanian Regional Arts Committee, Lorinna Cemetery Committee, Strategic Planning Committee, Grants Committee, Public Arts Committee Kentish, Sheffield Inc, Wilmot Tourist and Progress Association.

T 6363 5070  
E [crwillock@kentish.tas.gov.au](mailto:crwillock@kentish.tas.gov.au)



---

**Cr Rodney Blenkhorn**

Cr Blenkhorn was elected to Council in October 2014.

Committee Membership:  
Railton Recreation Ground Committee, Strategic Planning Committee, Equal Access Committee, Railton Squash Centre Committee proxy, Cement Australia Community Liaison Group, Railton Neighbourhood Centre, Railton Facilities Committee proxy.

M 0448 338 992  
E [crblenkhorn@kentish.tas.gov.au](mailto:crblenkhorn@kentish.tas.gov.au)

### Statement of Allowances and Expenses paid to Elected Members

Section 72(1)(cb) Local Government Act 1993

Council is required to reimburse Councillors for expenses incurred in the performance of duties. Council also has adopted a policy in relation to the reimbursement of expenses for Councillors. The policy serves to provide clear expectation in relation to out of pocket expenses and support for Councillors. It aims to ensure accountability and transparency in relation to expenses claimed by Councillors.

Payment Description	Mayor Thwaites	Deputy Mayor Wilson	Cr Lane	Cr Haberle	Cr Cassidy	Cr Willock*	Cr Blenkhorn	Cr Hughes	Cr Richards*	Totals(\$)
Councillor Allowance (\$)	35,415	20,182	10,119	10,119	10,119	10,119	10,119	10,119	10,119	126,427
Comm. Equipment Allowance (\$)	500	500	500	500	500	500	500	500	500	4,500
Mobile Phone Costs (\$)	1,291	-	-	-	-	-	-	-	-	1,291
Mileage Re-imbursement (\$)	2,921	175	915	1,064	-	2,251	875	1,189	1,556	10,945
Other Travel Expenses	165	-	366	135	135	156	135	-	170	1,264
Training, Conference, Seminars (\$)	2,674	1,272	-	1,925	560	2,096	1,903	100	1,853	12,383
Meeting Expenses	269	35	35	35	-	35	-	20	84	513
<b>Total Councillor Allowance and Expenses (\$)</b>	<b>43,235</b>	<b>22,164</b>	<b>11,935</b>	<b>13,778</b>	<b>11,314</b>	<b>15,156</b>	<b>13,532</b>	<b>11,928</b>	<b>14,282</b>	<b>157,323</b>

\* Councillors live in remote/isolated areas which is generally the reason for higher travel costs.

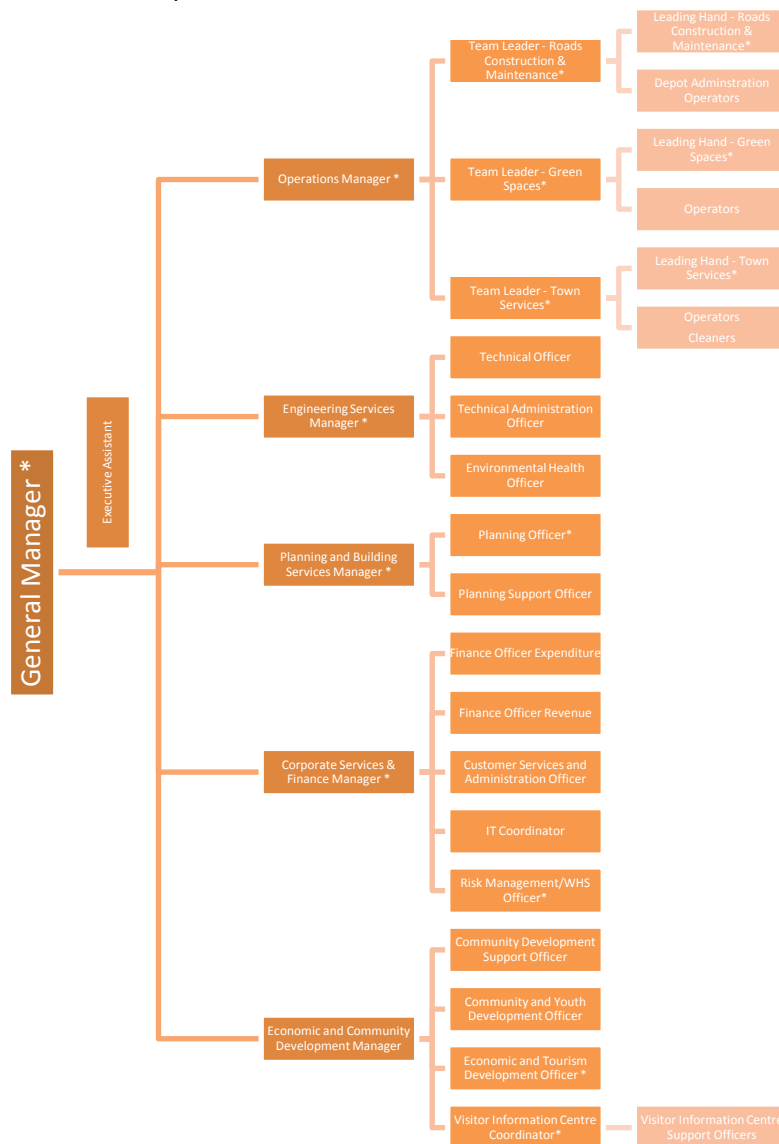
In addition to the expenses listed above, each Councillor is provided with the use of a Council owned i-pad to enable the use of paperless agendas.

### Councillor Attendance at Meetings

Date	Meeting	Cr Thwaites	Cr Wilson	Cr Lane	Cr Willock	Cr Haberle	Cr Cassidy	Cr Richards	Cr Hughes	Cr Blenkhorn
19/07/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
16/08/2016	Ordinary	✓	✓	✓	✓	✓	✓	x	✓	✓
20/09/2016	Ordinary	x	✓	✓	✓	✓	✓	✓	✓	✓
18/10/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
15/11/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
29/11/2016	AGM	✓	✓	✓	✓	✓	✓	✓	✓	✓
20/12/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
24/01/2017	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
21/02/2017	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
21/03/2017	Ordinary	✓	✓	x	✓	✓	✓	✓	✓	✓
11/04/2017	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
16/05/2017	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
06/06/2017	Special	✓	✓	✓	✓	✓	✓	✓	✓	✓
20/06/2017	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓

# Our Organisation

Kentish Council's organisational structure consists of 5 departments – Operations, Engineering Services, Planning and Building Services, Corporate Services and Finance and Economic and Community Development. Each department is led by a manager who reports directly to the General Manager. The General Manager is directly accountable to the mayor and councillors.



## Organisation Structure

\* Positions are resource-shared with Latrobe Council

There is an on-going staff structure review as part of the resource-sharing arrangement with Latrobe Council. The Operations and Engineering Departments are currently having structure changes embedded, with other departments to be reviewed in the near future.

## Our Staff

### Executive Management Team

Council's Executive Management Team is led by the General Manager and includes all the department managers. The Executive Management Team meets on a regular basis.

#### General Manager – Gerald Monson

Gerald was appointed to the position of General Manager in March 2010. His qualifications include a Bachelor of Business in Public Administration, FLGMA, JP.

Areas of responsibility include organisation leadership, Council's operational and service delivery performance and organisational support for elected members. This position is resource-shared with Latrobe Council.

#### Works Manager – David Sondergeld

David was appointed to the position of Works Manager in July 2015. His qualifications include a Bachelor of Engineering (Civil).

Areas of responsibility include the maintenance and renewal of Council Infrastructure including roads, bridges, drainage, parks, reserves and buildings. This position is resource-shared with Latrobe Council.

Note: David left employment with Kentish Council following the end of the financial year.

#### Engineering Services Manager – Jonathan Magor

Jonathan was appointed to the position of Engineering Services Manager in September 2011. His qualifications include a Bachelor of Technology (Engineering and Management).

Areas of responsibility include emergency management, environmental and public health services, and Council Infrastructure including roads, bridges, drainage, parks, reserves and buildings. This position is resource-shared with Latrobe Council.

#### Planning and Building Services Manager – Sharon Holland

Sharon was appointed to the position of Planning and Building Services Manager in July 2015. Her qualifications include Bachelor of Arts and Graduate Diploma of Environmental Planning (Qualified Planner).

Areas of responsibility include management of Council's planning services and building permit authority. This position is resource-shared with Latrobe Council.

#### Corporate Services and Finance Manager – Andrew Cock

Andrew was appointed to the position of Corporate Services and Finance Manager in November 2011. His qualifications include a Bachelor of Business in Accounting, CPA.

Areas of responsibility include finance, information technology, human resources and records management. Andrew is also the Senior Accountant at Kentish and this role is resource-shared with Latrobe Council.

#### Economic and Community Development Manager – Darrin Cunningham

Darrin was appointed to the position of Economic and Community Development Manager in November 2004. His qualifications include a Bachelor of Applied Science and Master of Business Administration.

Areas of responsibility include community development, economic development, tourism development and visitor information services.

### Remuneration of Senior Employees

Section 72(1)(cd) Local Government Act 1993

The Annual Report is to include a statement relating to the total remuneration paid to employees who hold a senior position within Council. Remuneration includes salary, contribution to superannuation, motor vehicle and other allowances.

Annual Remuneration	No. of Employees
\$100,000 - \$120,000	1
\$120,000 - \$140,000	2

Where senior employees are employed by Latrobe Council and hired to Kentish Council, they are not included in the above table, but are included in the equivalent table in the Latrobe Council Annual Report. These positions include the General Manager, Engineering Services Manager and the Planning and Building Services Manager. Additional information on remuneration of senior employees is included in Note 42 (page 131) of the Annual Financial Report attached to this Annual Report.

### Employee Profile

As at 30 June 2017, Council employed 36 people in a diverse range of positions. The total of 36 positions comprises 25 full-time, 8 part-time and 3 casual.

The average age of the workforce is 50.8 years (compared with 49.8 as at 30 June 2016). 38% of our employees are aged 50 – 59 years and 36% of employees are aged 40 – 49 years.

The gender profile of the workforce is 44% female and 56% male.

### Full Time Equivalent Staff

	2017	2016
Full-Time Equivalent staff at 30 June	28.7	28.6
Plus labour hire adjustments		
Labour hired from Latrobe	3.6	3.5
Labour hired to Latrobe	(2.2)	(1.6)
Other Labour Hire	3.7	2.4
<b>Total</b>	<b>33.8</b>	<b>32.9</b>

### Enterprise Bargaining Agreement

The Kentish Council Enterprise Bargaining Agreement 2015 will be valid until 30 June 2018.

The agreement relates to all staff not under a fixed term employment contract and provides general terms and conditions under which staff are employed.

### Staff Changes and Recruitment

The following positions were recruited in the 2016-17 financial year:

- Planning Support Officer
- Economic and Tourism Development Officer
- Relief Environmental Health Officer
- Relief Cleaner (new position)
- Relief Visitor Centre Administration Support (new position)
- Team Leader – Roads Infrastructure (new position – recruitment unsuccessful).

Vacant positions are advertised in The Advocate newspaper, as well as on the Council website and Facebook page. Interview and selection processes are undertaken to provide a fair and transparent process with the aim to appoint the best applicant to the position.

Three staff left employment with Council during the financial year.

Councillors and Staff were saddened by the passing of two employees, Chris Frankcombe and Georgina Crantock. Both Chris and Georgina were highly respected and well liked members of Council staff.

### Employee Performance

All staff participate in an annual performance appraisal with their manager. This provides a formal opportunity to assess individual and team performance, identify achievements and discover where improvements are required.

A core component of performance management is development. The appraisal process allows staff to review recent and current performance, plan for the future and identify training requirements and development opportunities.

### Training and Development

In 2016-17, a number of employees undertook training and professional development courses and attended conferences of benefit and relevance to their positions at Kentish Council. An indication of the types of training undertaken is as follows:

- Control Traffic Training
- First Aid Training
- Engaging Communities Workshop
- Waste Water Systems Training
- New Building Legislation Information Sessions.

### Appreciating our People

Skilled, motivated and dedicated staff are critical to Council's success. Council strives to continually strengthen its culture that recognises, encourages and celebrates employees' achievements.

Several employees reached service milestone with Kentish Council during 2016-2017. Five employees reached their 5 year anniversary.

### Staff Health and Wellbeing

Council is committed to providing a workplace that upholds the health and wellbeing of employees.

Council provides a wellbeing service through the use of CLS Counselling.

Council also provides staff with the opportunity to have a flu vaccination and a skin check on an annual basis.

## Our Volunteers

Kentish Council values the wonderful contribution that volunteers make to the community. Volunteers provide valuable assistance and enrich the lives of the people and groups they are helping.

Council is fortunate to have volunteers assisting in a number of areas supporting its capacity to deliver a range of service and programs.

There are a number of ways that people can volunteer within Kentish including the Council managed activities described below.

### Visitor Information Centre

Volunteers at the Kentish Visitor Information Centre provided customer service and share local knowledge of the community and tourism experiences with visitors. The Kentish Visitor Information Centre offers volunteers familiarisation tours and training opportunities. Currently there is a team of 14 volunteers who attend to over 80,000 visitors and their enquiries.

### Special Committees of Council

Special Committees of Council are established by Council under the *Local Government Act 1993* to carry out specific functions on behalf of Council. These include the management of recreation centres and community halls, through to assessing proposals for new public art and considering new economic development opportunities for the municipality.

Council had 14 special committees during the financial year with over 70 volunteers from the community involved on these committees.



# Workplace Health and Safety

## Legislation

Kentish Council is currently governed by the *Workplace Health and Safety Act 2012*. The legislation aims to provide all workers in Australia with the same standard of health and safety protection regardless of the type or location of the work.

The WHS legislation provides a framework to protect the health, safety and welfare of all workers at work and of other people who might be affected by the work. The WHS legislation aims to:

- protect the health and safety of workers and other people by eliminating or minimising risks arising to business;
- ensure fair and effective representation, consultation and cooperation to address and resolve health and safety issues in the workplace;
- encourage unions and employer organisations to take a constructive role in improving work health and safety practices;
- assist businesses and workers to achieve a healthier and safer working environment;
- promote information, education and training on work health and safety;
- provide effective compliance and enforcement measures; and
- deliver continuous improvement and progressively higher standards of work health and safety.

## Structure

To ensure an orderly risk-based approach to tasks identified, an Objectives and Targets Program was set to achieve improvements to risk management and work health and safety for workers, volunteers and the community. The Objectives and Targets Program will assist in meeting Council's legal requirements of protecting its workers and compliance to legislation.

## Highlights

A number of initiatives were implemented during the 2016-2017 year including:

- Improvements to lone workers working in remote areas with the introduction of a lone worker app.
- Improvements to contractor management.
- Review of Workplace Health and Safety procedures, Personal Protection Policy and Playground Equipment Policy.
- Implementation of Contractor Inductions online.

## Health and Safety Committee

Council has a Health and Safety Committee comprising 4 trained staff representatives, 3 management representatives and 2 other staff representatives. The Committee met on a bi-monthly basis during the 2016/17 year to review WHS procedures, concerns raised by staff and WHS initiatives.

## Workplace Injuries

The number of reported workplace injuries in 2016-17 was 12 with 1 injury becoming a Workers Compensation Claim.

## Legislative Reporting

Section 72 of the *Local Government Act 1993* stipulates a range of matters which Council is required to report against within its Annual Report. This section of the Annual Report covers those legislative reporting obligations as well as a range of statistics which may be of interest to our stakeholders.

### Joint Authorities

Section 30 (1) *Local Government Act 1993*  
Kentish Council participates in two joint authorities; the Cradle Coast Authority and Dulverton Waste Management Authority. The following reports provide a summary of activities, budget and performance of the authorities during the 2016/2017 financial year.

### Cradle Coast Authority

The Cradle Coast Authority (CCA) was created by the nine north-west Tasmanian councils to connect communities, business and government to work together for the good of the Cradle Coast Region. The CCA and the councils are building a vibrant, capable and resilient Cradle Coast region through effective collective action.

In 2016/17, Kentish Council invested \$45,684 into the CCA which in turn has been matched by co-investments of \$794,068 from local government - for regional and economic development, \$327,500 from State Government - for the development of the region's visitor economy; and \$1,746,686 from the Commonwealth and State Governments - for natural resource management. The CCA has also been able to secure \$871,994 in government grants for the region.

Regional and economic development activities in 2016/17 included the development of the Cradle Mountain Master Plan. As the region's largest visitor attraction, the CCA secured \$1M to undertake the detailed investigations required to build the business case for the reimagination of the Cradle Mountain visitor experience. The CCA completed the Coastal Pathway Investment Prospectus which has been used to attract government co-investment in the infrastructure required to build a pedestrian pathway connecting communities between Latrobe and Wynyard. The Regional Futures Plans is being developed as a foundation for a long-term partnership with State and Commonwealth Governments for collaboration and investment in the region on

important social and economic infrastructure and initiatives.

The CCA has invested \$2,062,828 in natural resource management projects within the region during 2016/17. Key projects included managing the region's response to the June 2016 floods which devastated parts of the region's agriculture assets and infrastructure. NRM officers worked closely with Government to help landowners recover. Other projects delivered during the year included; the Macquarie Harbour clean-up, in April 2017 – which saw a 5-day clean-up effort of unprecedented proportions across 80kms of shoreline along Tasmania's West Coast; the Clean Rivers project, which in conjunction with Dairy Tas, provided funding to help protect waterways impacted by the dairy industry; and the many projects which assist the ongoing protection of endangered species such as the Giant Freshwater Lobster and the Tasmanian Devil.

The visitor economy is an increasingly significant contributor to the region's prosperity representing around 5% of the regional economic activity including more than 3,800 jobs. The visitor economy supports traditional business within accommodation and hospitality but also more broadly services that support visitors including retail, health and automotive service business. During 2016-17, the CCA invested \$627,411 in projects and initiatives designed to support and stimulate the visitor economy.

During 2016/17, the CCA and its representatives reviewed the organisation's governance model resulting in changes to improve its relationship with the region. The councils now have two Mayors and a General Manager as directors on the CCA Board. The CCA's Rules are being amended to clarify and reinforce the roles and responsibilities of the CCA. In August 2017, a new Corporate Plan was approved which provides the CCA with a clear and focused suite of activities to address current and emerging issues and gaps that have been barriers to the betterment of the region's economic and social prosperity.

Throughout 2016/17, the CCA has been working closely with councils in preparation for the 16<sup>th</sup> Australian Masters Games (AMG). To be held in October 2017, the AMG will attract more than 5,000 visitors to the region with an expected financial benefit in excess of \$12M into the region's economy.

In July, Mr Sid Sidebottom was appointed as the new Chairperson of the CCA. Mr Sidebottom brings a wealth of experience representing the region. The CCA thanks Mrs Cheryl Bell-Chambers who stepped down as the Chairperson and director in June. Mr Ian Waller stepped down as the Manager, Regional Tourism after 15 years of tireless and dedicated service to the region.

**Brett Smith, Chief Executive Officer, Cradle Coast Authority**

**Dulverton Waste Management**

2016/17 was a great year all round for Dulverton Waste Management (DWM). Being recognised as the best landfill facility in Australia was a highlight.

Five year financial forecasts on an activity basis are now routinely provided to Owner Councils as each Annual Plan and Budget is developed. The financial forecasts detail future income, operational expenditure, capital investment, cash flow and likely dividends. These forecasts guide the activities of the business into the future.

A complete set of financial reports and Key Performance Indicators (KPIs) are provided to Owner Representatives quarterly and to Directors each month, and provide Owners, Board and management with confidence of DWM's ongoing financial health.

Workplace Health and Safety (WHS) continues to be a major focus for the Board, Management, Staff and Contractors. Directors commenced a program of site safety inspections during the 2012/13 financial year which continues today.

DWM continues to exceed the WHS standard set by many larger organisations, however, DWM will not become complacent and will continue to advance all aspects of WHS.

With the stability that robust systems for WHS, environment, finance, business, risk management and records management bring, Owner Representatives, Board and staff have been able to focus on business growth and development. Growth in revenues has resulted.

The Rules of the Authority were revised and officially adopted on the 1<sup>st</sup> of September 2016, providing increased clarity around roles and responsibilities of all parties. During 2015/16 DWM undertook an extensive and rigorous tender process for the site operation and maintenance services. New contractor Gradco

commenced on site on the 31<sup>st</sup> of October 2016. The detailed systems in place at DWM resulted in an extremely smooth transition with no drop in the customer experience during the changeover. Gradco have worked closely with DWM to further refine the safety, environmental and quality outcomes on site.

As the primary waste management provider in the region, DWM continues to provide waste expertise to the Cradle Coast Waste Management Group (CCWMG). Knowledge in landfill, organics recycling, kerbside recycling and other industry relevant activities allows DWM's services to be provided for the greater benefit of the region.

The 2016/17 Financial Year concluded far stronger than budgeted. The result was influenced by a number of waste stream revenues which were the result of considerable effort by the whole DWM team. Growth in dairy processing wastes and the construction of the aluminium salt-cake mono-cell are examples. Expenditure growth remained below tonnage growth.

Both income and profit exceeded budget. DWM was able to fund all 2016/17 capital works from its own funds. It should be noted that the forecast in the five year financial plan is to avoid further borrowing other than for land acquisition, major plant replacement and landfill cell construction.

The total quantity of chargeable waste disposals managed by DWM increased by 17.78% to 88,533 tonnes from 75,165 tonnes in the previous year. The majority of this waste goes to landfill, however, in 2016/17 diversion to the Dulverton Organics Recycling Facility (DORF) for recycling into compost increased from 22.9% to 25.2%. This figure does not include approximately 7,525 tonnes of green-waste also accepted at the DORF.

Pleasingly the amount of tax equivalents (or NTER - National Tax Equivalent Regime) paid and payable to the Owner Councils relating to the 2016/17 financial year, plus Dividends paid, increased on previous years. Dividends to Owner Councils are forecast into the foreseeable future.

**Mathew Greskie, Chief Executive Officer, Dulverton Waste Management**

### Statement of Activities

Section 21, Section 72 (1) (ca) Local Government Act 1993

The Council has not resolved to exercise any powers or undertake any activities in accordance with Section 21 (Enterprise Powers) of the *Local Government Act 1993*.

### Statement of Land Donated

Section 72(1)(da) and Section 177 Local Government Act 1993

No land was donated by the Council under Section 177 of the *Local Government Act 1993*.

### Public Interest Disclosures

Public Interest Disclosure Act 2002

Council's Guidelines for dealing with matters under the *Public Interest Disclosure Act 2002* are available for viewing on the council's website at [www.kentish.tas.gov.au](http://www.kentish.tas.gov.au) or a copy can be made available by contacting the office.

There were no disclosures made to the Council during the year.

### Complaints

Section 339F(5) Local Government Act 1993, Section 339 (F) – Customer Service Charter – complaints

In accordance with Council's Customer Service Charter, a complaint must be in writing and is a dissatisfaction caused by:

- A Council product or service;
- Unsatisfactory conduct of a Council employee or agent; or
- A Council decision.

The number of complaints received in 2016/17 was 12.

Nature of Complaint	No. of Complaints
Product or service	6
Employee or agent	5
Council decision	1

### Contracts for the Supply of Goods and Services

Regulation 29(1) Local Government (General) Regulations 2015

Regulation 29(1) of the *Local Government Regulations 2015*, requires Council to include prescribed information about contracts to the value of \$250,000 or more, excluding GST.

The following contracts of \$250,000 or more were entered into or extended during the 2016/17 financial year.

Business name	Business Address	Description of Contract	Period of Contract	Value of Tender Awarded Ex GST
Venarchie Contracting Pty Ltd	PO Box 395 Mowbray Heights 72485	Road resealing contract	Aug 16- Feb 17	\$255,189
Tas Span Pty Ltd	PO Box 225 Latrobe 7307	Bridge replacement over Mersey River, Kellys Cage Road	Aug 16 - Jun 17	\$679,205
Tas Span Pty Ltd	PO Box 225 Latrobe 7307	Bridge replacement over Dasher River, Beulah Road	Aug 16 - Sep 17	\$831,364
VEC Civil Engineering Pty Ltd	PO Box 812 Ulverstone 7315	Bridge replacement over Mersey River, Merseylea Road	Aug 16 - May 17	\$1,763,590
BridgePro Engineering Pty Ltd	PO Box 3253 Ulverstone 7315	Bridge replacement over Mersey River, Dynans Bridge Road	Aug 16 – Jan 17	\$1,005,700

## Public Health Statement

Section 72(1)(ab) Local Government Act 1993

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.

Council currently employs one part-time Environmental Health Officer three days per week. Council's Public Health and Environmental Health programs address a range of functions under the *Local Government Act 1993*, *Public Health Act 1997*, *Food Act 2003*, *Burial & Cremation Act 2002*, *Litter Act 2007* and *Environmental Management & Pollution Control Act 1994*. These functions include:

- Food Safety
- Disease Prevention and Control
- Public Health Education and Promotion
- Places of Assembly
- Public Health Risk Activities
- Immunisations
- Exhumations
- Public Health Emergency Management
- Air, Water and Solid Pollution
- Public Health Nuisances
- Recreational and Bathing Water Quality
- Cooling Towers and Warm Water Systems
- Unhealthy Premises
- On-Site Waste Disposal Systems

Operational statistics reflecting core environmental health activities undertaken include:

Activity	Total	Comments
<b>Public Health Act 1997</b>		
Mass Gatherings	1	Rowing facilities
Private water supplies licenses	42	Commercial businesses providing water from tanks, bores, etc
Drinking Water Cart licenses	2	Drinking water carters
Regulated systems	1	Includes cooling towers
Registered Health Risk Activity	0	Includes tattooing, acupuncture etc
Recreation waters - natural	2	Lake Barrington – Kentish Park and Rowing Course sampled regularly throughout the summer months
Recreation waters – pools and spas	4	Two pools and two spas
Immunisations	136	Number of doses administered
Water complaints investigated	0	Water quality
<b>Food Act 2003</b>		
Registered food businesses	113	87 annual licenses and 31 notifications
Temporary food businesses	2	Events and one-off occasions
Prosecutions	0	
Infringement Notices	0	
Food complaints investigations	1	The investigation conducted regarded foreign matter in food, possible contamination of food, food-borne illness and structural concerns about a food premises.
<b>Other</b>		
Special plumbing permits	16	On-site waste water disposal systems were approved for new installations and upgrades to septic tank systems, aerated waste water treatment systems etc
Notifiable diseases	4	Confirmed diseases were Salmonella.
Private Burials	1	Private burial
Litter infringement notice	0	No litter infringement notices were issued.
Customer Requests	65	Various requests including noise, smoke, odour, oil spills, effluent, litter etc.

### Grants, Assistance and Benefits Provided

Section 77 (2) Local Government Act 1993

Details of grants, assistance and benefits made by the Council during the 2016/2017 financial year are as follows:

GRANTS AND SPONSORSHIP		
Organisation	Purpose	Amount (\$)
<b>Community Events</b>		
Ten Days on the Island	Ten Days on the Island Festival 2016	500
Junior Cattle Handlers Show of Tasmania	Sheffield School Show	1,000
Kentish Axeman's Club	Gowrie Park Wood Chopping Carnival	250
Kentish Rodeo Association	Gowrie Park Rodeo	500
Kentish Endurance Riders Inc	Kentish Endurance Ride	250
Redwater Creek Steam & Heritage Society	Steamfest	1,500
Tasmanian Regional Arts - Kentish	Mural Fest	12,000
Kentish Garden Club Inc	Daffodil and Spring Flower Show	500
Mersey Valley Devonport Cycling Club	Senior 3 Day Tour and U/19 National Road Series	500
Taste of the North West Committee	Taste of the North West	1,500
Sheffield Rifle Club	North-West Fullbore Rifle Open Championships	250
Kentish Garden Club	Hopes Mill Corner Maintenance	200
Oss Foley Endurance Riders Inc	Oss Foley Endurance Ride	150
<b>Total</b>		<b>19,100</b>
<b>Specific Funding Requests</b>		
Kentish ACT	FireLight	9,545
Knights Templar Tasmania	Tasmanian Medieval Festival	5,000
Kentish Family Support	Community House (carried forward 2015/16)	2,311
Cradle Coast Authority	Australian Masters Games	3,901
Mersey Community Care	Vehicle Replacement Contribution	2,000
Sheffield Inc	Mural Repairs	2,480
<b>Total</b>		<b>25,237</b>
<b>Organisation Funding</b>		
Kentish SES	Operational Costs	10,500
Kentish Museum	Operational Costs	6,600
Wilmot Museum	Operational Costs	1,850
Tandara Lodge	Standing Steady Program	1,136
Mt Roland Rivercare	Operational Costs	6,000
Mt Roland Rivercare	Trust funds for future expenditure	4,000
Tandara Lodge	Mature Age Program	1,710
<b>Total</b>		<b>31,796</b>
<b>Large Community Grants</b>		
Kentish Child Care	Carpet	1,000
Railton Bowls Club	Signage	520
Kentish U3A	Equipment for Portable Classroom	1,771
Parkrun Australia	Equipment for Railton Park Run	1,075
<b>Total</b>		<b>4,366</b>



Organisation	Purpose	Amount (\$)
<b>Donations and Sponsorship</b>		
North-West Volunteer Firefighters	Annual Volunteer Firefighters Competition	100
Individual	Attendance at International Congress of Dietetics, Spain	100
Oss Foley Endurance Committee	Annual Oss Foley Endurance Ride	100
Sheffield Inc	30 <sup>th</sup> Anniversary of Murals Celebrations	500
Sheffield School Junior Cattle Handlers	Costs associated with Show Team	100
Sheffield School	Prize for Presentation Day	100
Individual	Attendance at Prince Phillip Mounted Games	100
Individual	Attendance at Futsal Championships, Brazil	200
Individual	Humanitarian Trip to Central America	200
Tasmanian Canoe Club	Clean Up River Side following floods	350
Australian Electric Vehicle Association	Electric Vehicle Fest 2017	500
Wilmot Tourist & Progress Association	New Year's Eve Activities	750
Railton & Districts Development Association	Christmas Activities	750
Individual	Youth Scholarship	1,250
<b>Total</b>		<b>5,100</b>

RATE REMISSIONS – COMMUNITY ORGANISATIONS	
Organisation	Amount (\$)
Tashi Choling Dharma Foundation Inc.	981
Railton Bowls Club	1,124
Redwater Creek Steam & Heritage Society Inc.	1,392
Sheffield Rifle Club	511
Kentish Rodeo Association	1,098
The Tasmanian Arboretum Inc	361
Rowing Tasmania Inc	4,163
Sheffield Bowls Club	961
Mersey Leven Childcare Services Inc.	865
Tandara Lodge Community Care Inc.	15,733
The Hub Incorporated	1,671
Tandara Lodge Community Care Inc.	1,530
Lower Barrington Hall Committee	798
Railton Squash Association	998
Parakaleo Ministries Incorporated	1,830
Wilmot Tourist & Progress Association Inc	678
Lorinna Residents & Ratepayers Association Inc	761
Sheffield Golf Club	1,299
<b>Total</b>	<b>36,754</b>

## General Reporting

### Development Applications

The number of development applications issued during 2016/17 was 88 which represents an increase of 3.5% compared to the previous financial year. A breakdown of the types of development applications received during the 2016/17 year is provided below.

Application Type	No.
Dwellings and Dwelling Additions	
General Residential and Closed Residential Zone	2
Rural Residential, Rural Living, Env Living, Village Zones	35
Natural Resources and Rural A Zone	0
Outbuildings (buildings incidental to a residence)	
General Residential and Closed Residential Zone	3
Rural Residential, Rural Living, Env Living, Village Zones	15
Natural Resources and Rural A Zone	0
Agricultural Sheds	5
Signage	1
Boundary Adjustment	0
Multiple Dwelling Development	0
Subdivision	1
Commercial Development	13
Heritage Area Works	4
Industrial Development	0
Miscellaneous	9
<b>Total Applications</b>	<b>88</b>

### Building Applications

The number of building permits issued during 2016/17 was 65 which represents a decrease of 39.8% compared to the previous financial year. A breakdown of the types of building applications received during the 2016/17 year is provided below.

Application Type	No.
Dwelling	23
Dwelling additions/alterations	14
Outbuildings	20
Commercial/Industrial	3
Misc. Structures	3
Demolition	2
<b>Total</b>	<b>65</b>
Substantial Compliance/Permit to Proceed	1

### Animal Control

Dog Registration: 1,743 dogs were registered in 2016/17.

Customer Requests: 197 customer requests were received including:

- 18 relating to barking dogs
- 24 dog attacks/threats to people
- 23 animals were reported lost
- 39 dogs at large
- 60 relating to straying livestock
- 30 stray dogs
- 3 nuisances

Of the 69 requests received regarding stray/found/at large dogs, 33 dogs were collected and impounded at the Devonport Dogs Home.

Three dogs were declared dangerous during the year. One declaration was withdrawn by Council and the two remaining declarations are currently being appealed by the dog owners.

### Waste Management

**Waste:** 260 large bins and 1,412 small bins comprise the collection service which is undertaken for premises located in Railton, Sheffield, Acacia Hills, Barrington, Lower Barrington and South Spreyton plus households on route that have opted to use the service.

**Recycling:** All households with waste collection service are provided with 240L bins which are serviced once a fortnight. Near the end of the financial year, 1,664 bins were serviced fortnightly throughout the community.

### Use of Council Websites and Social Media

#### Council website

	2015/16	2016/17
Hits	20,678	24,271
Unique Visits	10,917	12,761

#### Kentish Visitor Information Centre website

	2015/16	2016/17
Hits	35,551	37,229
Unique Visits	27,174	29,260

#### Youth website

	2015/16	2016/17
Hits	507	302
Unique Visits	412	286

#### Facebook

	2015/16	2016/17
Post Reach	257,454	315,657
Likes	895	1,212

### Professional Service Providers:

**Auditors:** Tasmanian Auditor-General

**Bankers:** Commonwealth Bank of Australia

**Insurance Brokers:** AON Risk Solutions

**Valuers:** Office of the Valuer-General

**Legal:** Shaun McElwaine & Associates, Tremayne Fay and Rheinberger