



KENTISH COUNCIL

STRATEGIC PLAN

A Strategic Direction 2014-2024



Photo: Chris Puccetti

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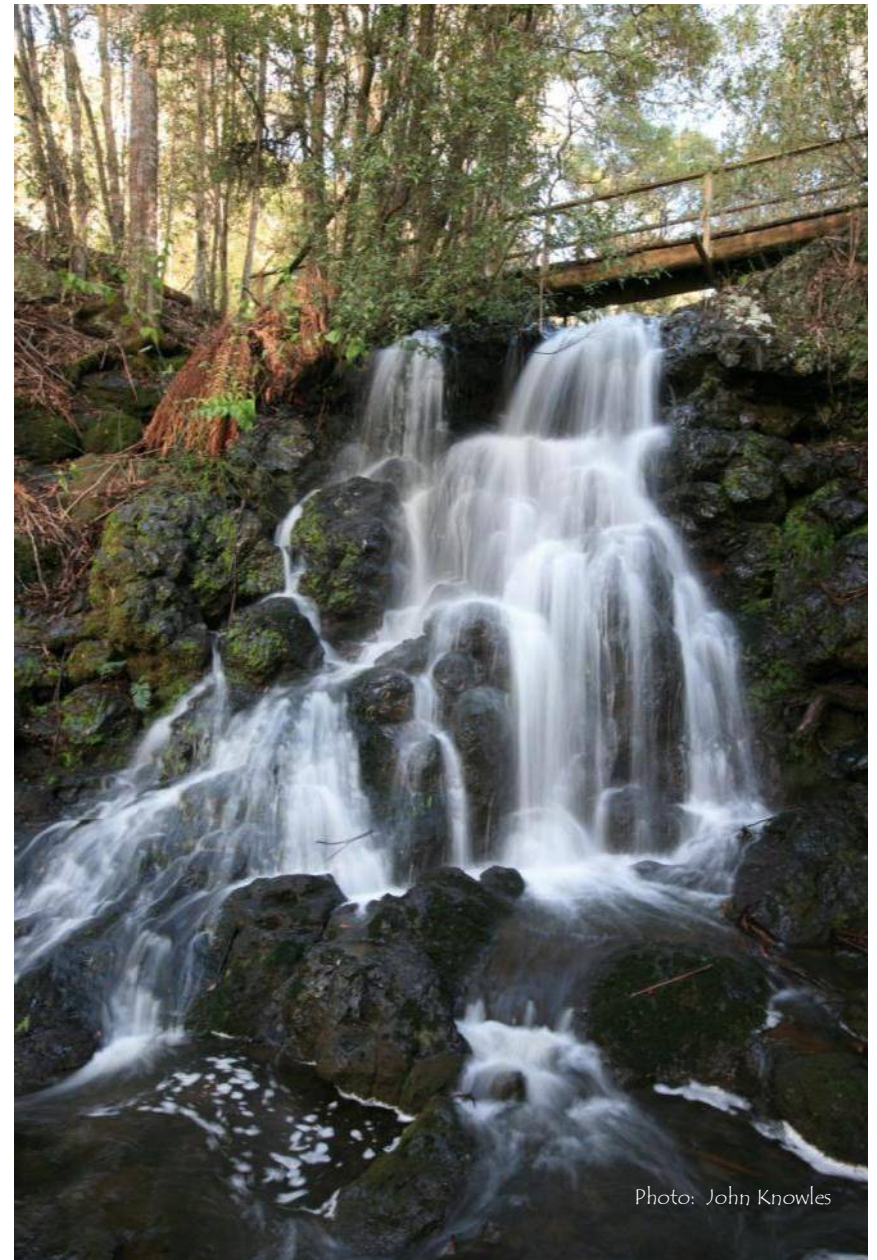


Photo: John Knowles

FROM THE MAYOR

The Kentish Strategic Plan is the result of three community meetings, Councillor and Council staff input and numerous individual submissions. Council was impressed that contributions were enthusiastically given, were generally realistic and were for the benefit of good and healthy community life. The process was led by an independent facilitator, and required priority setting by the public and these recommendations have been used to determine if something might happen in the first year or the last year of the ten year plan – or not at all.

To set the tone of the document, a statement of the values and vision of the community is included. What makes our community different from a rural community in another part of Australia?

The Strategic Plan 2009-2014 was an excellent document, and was referenced in almost every motion put to Council during the last four years. Among many achievements of that period, it guided us to develop streetscapes in Sheffield and Railton, to initiate community meetings in Wilmot, Railton and Acacia Hills, to assist and work with community groups and to develop the multi award winning Kentish Health Care Centre. The next chapter in Kentish history is yet to be written, but with the guidance of the Strategic Plan 2014-2024 we are off to a good start. We know where we have community support, where we need to hurry to meet required standards and where we need to work with others to get where we need to be. I am confident this Plan will help us reach these goals.

While we are fortunate to live in a beautiful area, we owe it to our great grand children that we must keep it beautiful. This Strategic Plan coincides with the release of the new Kentish Planning Scheme which is similar to all NW Planning Schemes, and is part of the Tasmanian Government Planning Reform. A strong Planning Scheme will help preserve the things we value in our area without unnecessarily interrupting progress. Our Strategic Plan expresses a desire to make planning as easy as possible.

This Strategic Plan also is in the same format and with some overlap as our neighbouring Council Latrobe, with whom we have been growing a close relationship of resource sharing. It is hoped that this relationship is continued as there are many benefits of using economies of scale in some of Council's activities. This is balanced by the benefits of 'local and small' government policies and relationships that come with maintaining the identity and sense of place that is Kentish.

I wish to express my thanks to the facilitator Philip Spratt, who made the process easy and enjoyable, and to everyone who contributed their ideas, priorities and energy to the development of this new Strategic Plan. I look forward to seeing the wishes of the community come to fruition over the coming years.

Don Thwaites
MAYOR

A BRIEF HISTORY

The municipality of Kentish covers an area of some 1170 square kilometres extending from South Spreyton to the tip of Cradle Mountain and it embraces the four main regions of Railton, Sheffield, Wilmot and Cradle Valley. The area is a high tourism region, with the natural attractions of Cradle Mountain and Lake Barrington, and the murals within the town of Sheffield are very popular with visitors. Kentish is known as Tasmania's Outdoor Art Gallery.

The area was explored by the surveyor Nathaniel Kentish in 1842 who was given the task of finding a route from Deloraine through to Tasmania's North West Coast. While the name 'Kentish Plains' has all but disappeared, Kentish has remained as the name of the area.

The Kentish municipality has a population of 6312 persons and is growing (2011 Census). About one third of the population resides in the towns of Railton and Sheffield, with the balance being spread across smaller townships and farming areas.

Nestled under Mount Roland, Sheffield developed as the centre of farming operations in the municipality, and has since grown to be a thriving tourism area. Attractions include the numerous murals depicting the pioneer history and the people of Kentish, cafes, galleries, museums, specialty shops and artisans at work in their studios.

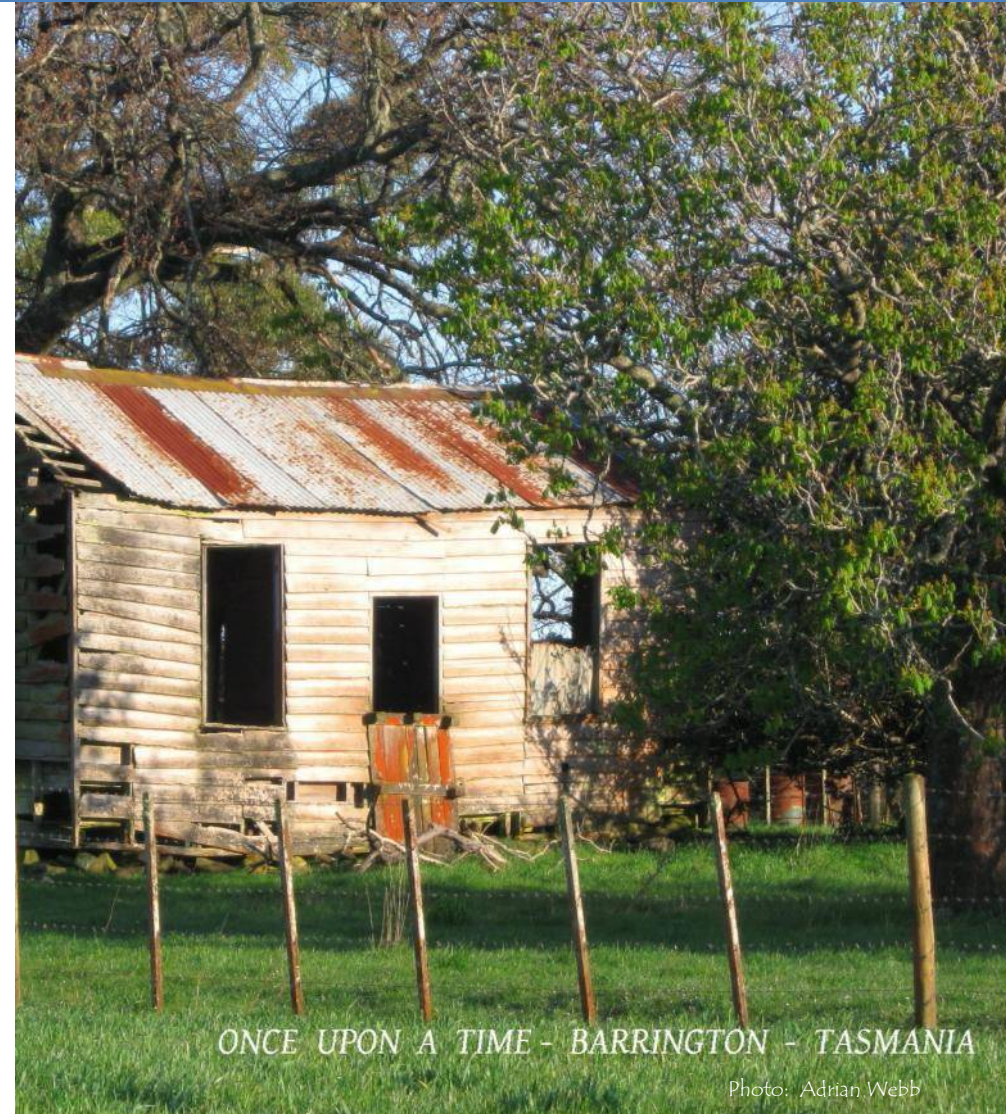
Railton, found between Sheffield and Latrobe, is almost as large as Sheffield, and is the proud home of Australia Cement's Tasmanian operations. Railton has many large blocks of land within its boundaries that give the town a rural feel as they are ideal for horses and country living. As a means of attracting tourism interest, Railton has added more than 100 imaginative topiary characters to its main street area.

Wilmot has an interesting history of its own. The very first Coles store was started there by Mr G I Coles but unfortunately the store was destroyed by fire in January 2014. Wilmot also has a trail of wacky letterboxes of strange and unusual shapes. Known locally as the Valley of Views, the winding roads around Wilmot offer the best panoramic outlooks over Cradle Country.

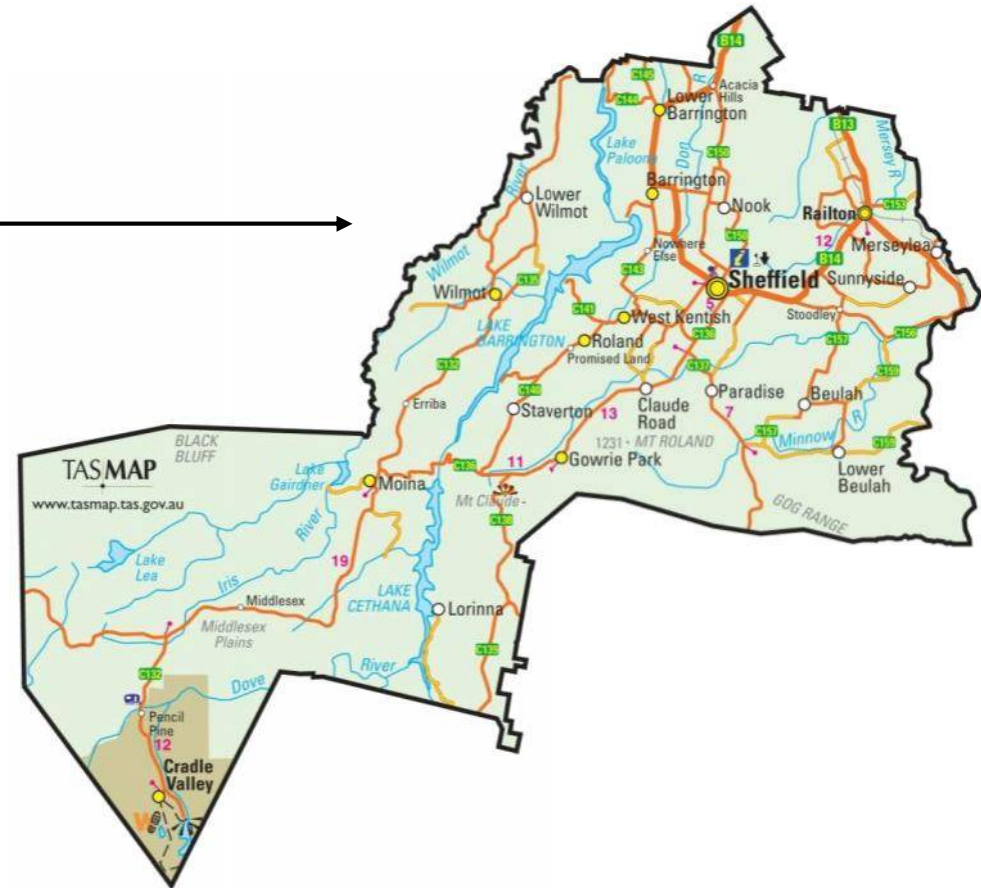
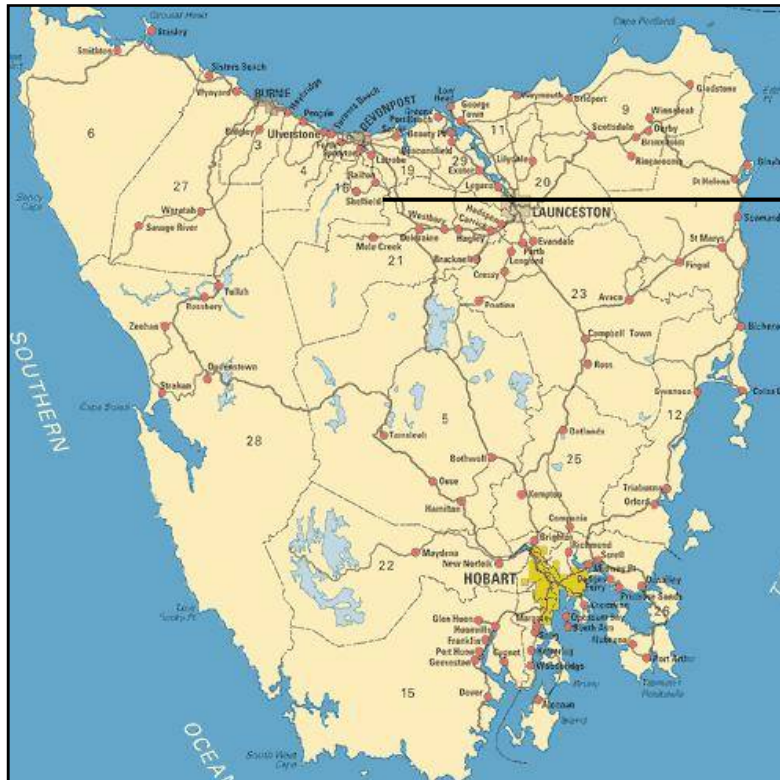
There are a number of small localities throughout the municipality with evocative names like Garden of Eden, Gentle Annie, Paradise, Nook, Nowhere Else, and The Promised Land that are also visitor attractions.

The soils in Kentish are very productive and the rainfall is fairly predictable, consequently the main industry is agriculture; farming of beef, dairy, sheep and cropping. The landscape ranges from lush rural farmland to spectacular mountain scenery.

Mount Roland dominates the landscape of the populated areas and watches carefully over the land. Its beautiful rocky outline captures the sunlight and changes throughout the day. Cradle Mountain, one of Tasmania's key visitor attractions, is also located in the municipal area, as is the world standard Lake Barrington Rowing Course.



KENTISH MUNICIPALITY AT A GLANCE



Land Area 115 597.0 ha
with 45 876.0 ha in conservation

No of Valued Properties 3,587
(as at June 20th 2012)

Number of Electors 4,445

Road Distances

Sealed 267.9 km

Unsealed 204.8 km

Total Length 472.7 km

Number of Bridges/Major Culverts 104

Population

6,495 people
52.4% male, 47.6 female
(ABS Regional Population Growth (as at 30/06/2013))

Median age 43
(State average 40)
5.8% aged under 5
(State average 6.3%)

Primary health care services

Two general practices and 5 GPs – one GP per 1299 people (Tas Medicare Local data) (State average 818)

One aged care facility
One multipurpose health precinct

- Allied health services
- Rehabilitation services
- Home & Community Care funded Day Care centre
- Child Health clinic

Social determinants of health

Median household weekly income \$820
(State average \$948)

23.7% of eligible population completed school to year 12
(State average 35%)

Unemployment rate 9.0% for N&NW
(State average 7.8%)

Risk factors

12.7% of people smoke daily
(State average 16.2%)

20.2% of people drink alcohol at short term risky level
(State average 26.7%)

26% of adults are physically inactive
(State average 27.5%)

94.5% of adults do not get adequate intake of vegetables
(89.0% for Tasmania)

51.6% of adults do not get adequate intake of fruit
(50.2% for Tasmania)

OUR VISION



Mount Roland

*...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.*



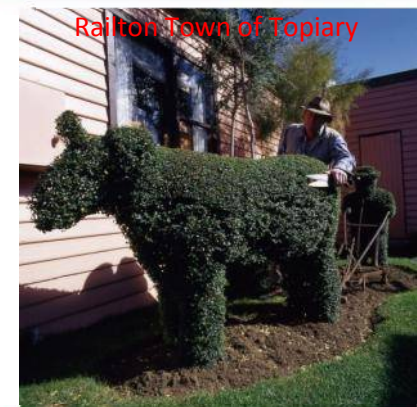
Cradle Mountain 'awesome natural environment'



Wilmot Letter Box Trail



Sheffield Town of Murals



Railton Town of Topiary



Lake Barrington

VALUES

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*
- *being willing 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 groups for their skills and commitment to the Kentish Community*
- *ensuring social inclusion for all and equal access and amenity for the disabled*

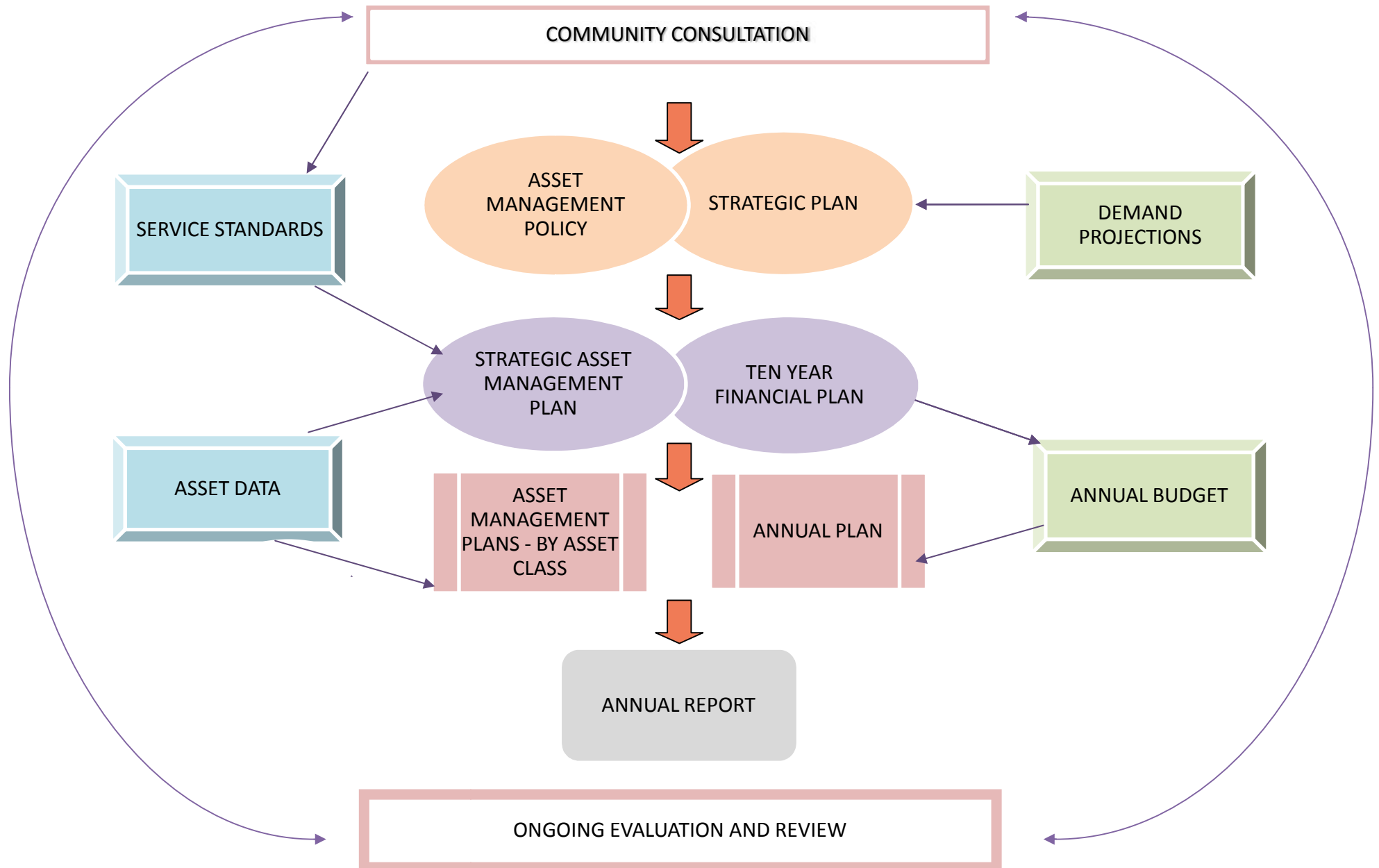
As a community and as a Council, we value our environment by:

- *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*

COUNCIL'S PLANNING PROCESS



OTHER PLANS THAT GUIDE DECISION MAKING

The Strategic Plan is not a 'stand alone' document. There are a number of Council strategies, plans and policies that guide the council's decision making and influenced the content of this plan. Some of the major documents are listed below:

- Mt Roland Developing a Destination
- Mt Roland Blueprint for Development
- Mersey-Leven Emergency Management Plan 2011
- Lake Barrington Recreational Management Strategy
- Kentish Council Corporate Climate Change Adaption Plan
- Regional Planning Initiative
- Cradle Coast Waste Management Strategy 2012-2017
- The Kentish Council Economic Development Strategy
- Kentish Park Concept Master Plan
- Lake Barrington Park Concept Master Plan
- Sheffield Recreation Ground Precinct Master Plan
- Visitor Services Review for the Cradle Coast Region 2013
- Review of Railton Flood Mitigation Options 2013 – Stage 1
Stage 2 yet to be completed

This plan was prepared after input received from residents at meetings held at Railton, Wilmot and Lower Barrington and with input from all Council employees. The plan was reviewed by Council and the Senior Management Team at a Forum on June 3rd 2014.

The following objectives and strategies aim to make the Kentish area a better place to live, work and visit by improving community wellbeing, economic growth, governance and management and enhancing the natural and built environment.

PART 1

OBJECTIVES AND STRATEGIES



TIMELINE DEFINITIONS:

Short term	6 months – 3 years
Medium term	3 years – 7 years
Long term	7 years – 10+ years

1. INFRASTRUCTURE

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

1.1 ROADS

OBJECTIVE:	To provide an appropriate, safe and well-maintained road network that caters for all road users throughout the municipality
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FUNCTIONAL RESPONSIBILITY: Manager Engineering Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
1.1.1 Finalise the Transport Services Asset Management Plan (roads, footpaths and bridges etc).	August 2014	Plan adopted
1.1.2 Review Transport Services Asset Management Plan.	March	Review completed biennially
1.1.3 Provision of further off-street car parking areas adjacent to commercial districts as need exceeds supply.	Ongoing	Additional parking developed
1.1.4 Maintain a policy of free parking within the municipality.	Ongoing	Continued free parking
1.1.5 Extend footpaths and incorporate shared pathways including for mobility scooters where feasible.	Ongoing	Shared footpaths and pathways constructed
1.1.6 Participate in State Government DIER initiatives including the Community Road Safety Partnership Kentish/Latrobe (CRSP-KLa) and Traffic Management Committee.	Ongoing	Road safety initiatives implemented
1.1.7 Progress options to upgrade access to Lorinna.	Short term	Access improvements progressed
1.1.8 Coordinate review of speed limits by DIER including towns and villages as requested.	Ongoing	Measures implemented as required
1.1.9 Encourage landowners to maintain nature strips with assistance provided for elderly/disabled persons.	Ongoing	Nature strips maintained
1.1.10 Investigate the feasibility and associated cost, benefits, risks of Community Groups being able to maintain Council owned assets.	Short term	Policy direction implemented
1.1.11 Prepare a Streetscape Plan for Wilmot.	Medium term	Plan adopted by Council

1.2 STORMWATER

OBJECTIVE: To develop and improve system for stormwater reticulation and disposal.

FUNCTIONAL RESPONSIBILITY: Manager Engineering Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
1.2.1 Finalise the asset management plan for stormwater.	Short term	Plan adopted
1.2.2 Review stormwater asset management plan.	March	Review completed biennially
1.2.3 Upgrade and extend the Sheffield and Railton stormwater reticulation systems in consultation with TasWater and agreed priority areas.	Ongoing	System improved
1.2.4 Develop a policy to improve the open drains and creeks in the Kentish municipality as opportunities present.	Short term	Policy adopted
1.2.5 Develop a flood action plan for Railton.	Short term	Plan adopted

1.3 BUILDINGS

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

FUNCTIONAL RESPONSIBILITY: Manager Engineering Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
1.3.1 Finalise the asset management plan for buildings and community facilities.	Short term	Plan adopted
1.3.2 Review the buildings and community facilities asset management plan.	March	Review completed biennially
1.3.3 Review Council's disability access plan.	2015	Review completed biennially
1.3.4 Consider the feasibility of using solar energy and installing LED lights for Council buildings.	Short term	Feasibility considered and recommendations implemented

1.4 PARKS AND RESERVES

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

FUNCTIONAL RESPONSIBILITY: Manager Engineering Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
1.4.1 Finalise the Parks and Reserves Land Improvement Asset Management Plan.	Short term	Plan adopted
1.4.2 Review the Parks and Reserves –Land Improvements Asset Management Plan.	March	Review completed biennially
1.4.3 Implement high priority recommendations of the King George V Park Revitalisation Plan.	Medium term	Improvements made
1.4.4 Prepare a Master Plan for Goliath Park, Railton.	2016	Plan adopted
1.4.5 Complete and consider the recommendations of the Kentish Park Master Plan.	2015	Plan approved
1.4.6 Complete and consider the recommendations of the Sheffield Recreation Ground Precinct Master Plan.	2015	Plan adopted
1.4.7 Complete and consider the recommendations of the Lake Barrington Park (Wilmot) Master Plan.	2015	Plan adopted
1.4.8 Prepare an improvement plan for Sykes Sanctuary to support the upkeep and promotion of the Sanctuary.	2016	Plan adopted
1.4.9 Prepare a maintenance and improvement plan for cemeteries in Sheffield, Wilmot, Railton and Lorinna.	Short term	Plan adopted

2. ECONOMIC AND 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.

2.1 BUSINESS DEVELOPMENT

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

FUNCTIONAL RESPONSIBILITY: Economic and Community Development Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.1.1 Actively promote the municipality as an ideal location to conduct business and commerce.	Ongoing	New businesses opening
2.1.2 Support and assist potential and existing developers in identifying and managing opportunities for business growth and development.	Ongoing	Support provided
2.1.3 Support the diversification of industries within the municipality to reduce reliance on major industry.	Ongoing	Support provided
2.1.4 Prepare an economic profile of the Kentish Council area.	2014	Profile prepared
2.1.5 Prepare an Economic Development Strategy for major parts of the municipal area and the area as a whole.	2014	Plan adopted
2.1.6 Prepare a database of business, social and environmental management skills available within the Kentish Council area.	Medium term	Database prepared
2.1.7 Attract and promote the advantages of living and investing in Kentish including regular updates of the Residents Kit.	Ongoing	As opportunities arise/Residents Kit updated regularly
2.1.8 Support pre-feasibility studies for major development opportunities.	Ongoing	Pre-feasibility studies supported
2.1.9 Ensure resources are available to source and secure grants.	Ongoing	Resources available
2.1.10 Support the actions recommended in the 'Mt Roland Developing a Destination' document.	Ongoing	Outcomes completed where achievable
2.1.11 Adopt a Procurement Policy that supports local business where practical.	2014	Policy adopted

2.1.12	Liaise with Cradle Coast Innovation to deliver business events and provide advice on business issues (business planning, marketing, human resources, business regulations, financial management etc) to the small business sector (those employing five or less staff) within the Kentish Council area.	Medium Term	Business events held and contacts made
2.1.13	Consider options to encourage economic growth to the area ('can do' approach for development).	Short term	Growth in business/retail properties
2.1.14	Connect Kentish agriculture entities to new markets and new products.	Ongoing	Links made
2.1.15	Assist Kentish agriculture entities to explore value-adding and downstream processing.	Ongoing	Opportunities explored
2.1.16	Assist Kentish agriculture entities to connect to new local, regional, state and national opportunities.	Ongoing	New opportunities investigated
2.1.17	Connect Kentish agriculture entities to business, skills and industry development opportunities.	Ongoing	Connections made

2.2 TOURISM

OBJECTIVE: To promote, develop and support tourism.

FUNCTIONAL RESPONSIBILITY: Economic and Community Development Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.2.1 Actively engage with the Cradle Coast Authority and North West Regional Tourism Organisations.	Ongoing	Participation
2.2.2 Review Council's participation in the Tasmanian Visitor Information Network Yellow i program.	Short term	Reviewed
2.2.3 Work in partnership with business operators and local tourism related groups to increase viability of Visitor Information services.	Ongoing	Improved viability
2.2.4 Review overnight self-contained camping areas within the Council area including retaining 'free' camping at Railton.	Short term	Review completed
2.2.5 Support projects that improve the attraction of towns and villages (landscaping, signage etc).	Ongoing	Support provided
2.2.6 Actively promote Kentish as a visitor destination.	Ongoing	Maintain website, participate in promotion opportunities inside + outside Tasmania
2.2.7 Assist private sector in developing new visitor attractions and in improving visitor experience.	Ongoing	Assistance provided
2.2.8 Connect private sector to industry development and skills development opportunities.	Ongoing	Business liaison

2.3 CULTURE, FESTIVALS AND EVENTS

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

FUNCTIONAL RESPONSIBILITY: Economic and Community Development Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.3.1 Work with relevant groups to increase awareness of local arts, history and culture.	Ongoing	Increased awareness and participation
2.3.2 Assist community groups to maintain, foster and promote existing events in Kentish.	Ongoing	Increased participation
2.3.3 Encourage new events throughout the municipality in shoulder season (Sep-November, May-July) to extend tourism season.	Ongoing	New events instigated
2.3.4 Support the Public Arts Committee Kentish (PACK) as a Special Committee of Council given the delegated authority to approve or decline public art works in the Kentish municipality in-line with the Public Arts Policy and Public Arts Committee Kentish Operational Guidelines/Code of Practice.	Ongoing	Committee supported

2.4 COMMUNITY FACILITIES/SERVICES

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

FUNCTIONAL RESPONSIBILITY: Economic and Community Development Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.4.1 Continue to develop and improve walkways and bikeways within the Council area.	Ongoing	Walkways and bikeways improved
2.4.2 Consider an alternative water supply for the Wilmot Hall (windmill/bore).	Long term	Alternate supply evaluated
2.4.3 Secure an operator for the Sheffield Health Care Centre gymnasium.	2014	Operator appointed
2.4.4 Encourage community management of local cemeteries.	Short term	Community engagement
2.4.5 Support the Wilmot and Kentish Museums.	Ongoing	Support given
2.4.6 Review Youth Policy.	Short term	Review adopted

2.4.7	Work with the State Government to identify initiatives that support the strategies within the Tasmanian Plan for Positive Ageing that are relevant for the Kentish community.	Ongoing	Initiatives identified and auctioned
2.4.8	Encourage Volunteers through the recognition and celebration of their valuable contribution.	Ongoing	Volunteerism promoted and recognized

3. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT

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

3.1 ADVOCACY AND LEADERSHIP

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

FUNCTIONAL RESPONSIBILITY: General Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
3.1.1 Engage with State, Regional and Local Government bodies.	Ongoing	Relationships established
3.1.2 Develop and implement the Emergency Management Plan (includes Community Safety Plan).	Ongoing	Plan implemented
3.1.3 Advocate for the retention and upgrading of the Mersey Regional Hospital.	Ongoing	Hospital retained and upgraded
3.1.4 Advocate for the retention, upgrading and increased flights to Devonport Airport.	Ongoing	Airport retained and flights increased
3.1.5 Advocate for the rollout of the National Broadband Network to the Council area and improved phone, radio (eg ABC in Railton) and television coverage in rural area.	Ongoing	Broadband network rollout completed
3.1.6 Advocate and promote the provision of a range of high quality education and life-long learning opportunities in the municipality including retention of schools at Railton and Wilmot.	Ongoing	Quality education provided

3.1.7	Prepare and submit a list of Council and Community projects to Political parties as part of Federal and State Government election campaigns.	Ongoing	Priority list submitted for each election
3.1.8	Seek to expand the range of medical and family services available within the municipality.	Ongoing	Expanded services
3.1.9	Support the establishment of a Community Bank for the area.	Ongoing	Support provided
3.1.10	Hold regular meetings with major service providers within the Kentish area (health, police, schools, clubs etc).	Ongoing	Meetings continued
3.1.11	Support and respond to the priority needs specifically affecting the Kentish community.	Ongoing	Community supported
3.1.12	Advocate for the needs of the Kentish elderly.	Ongoing	Advocate for the elderly
3.1.13	Work with other organizations to lobby for public transport for Kentish.	Ongoing	Active support
3.1.14	Actively lobby on behalf of the Kentish agriculture sector.	Ongoing	Advocate for agricultural sector
3.1.15	Advocate for the needs of the Kentish youth.	Ongoing	Advocate for the youth

3.2 GOVERNANCE

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

RESPONSIBILITY: General Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
3.2.1 Promote the professional development of elected members.	Ongoing	Training provided
3.2.2 Promote awareness of Council's Code of Conduct to elected members.	Ongoing	Code of Conduct complaints limited
3.2.3 Participate in relevant State and regional initiatives and partnership agreements.	Ongoing	Council participation
3.2.4 Utilise the Annual Report and Annual General Meeting to promote achievements of the Council.	Ongoing	Achievements promoted
3.2.5 Examine specific service delivery options between Council and other providers.	Ongoing	Options examined
3.2.6 Retain Kentish Council's identity whilst promoting resource sharing as an alternative to amalgamation with other Councils.	Ongoing	Resource sharing implemented where appropriate

3.2.7	Communicate the Council's decisions, policies and activities and the reasons behind them, through the Council's website and standardised publications.	Ongoing	Decisions and activities communicated
3.2.8	Provide regular public forums within the Council area to obtain local input into decision making including social media opportunities.	Ongoing	Community participation

3.3 FINANCIAL MANAGEMENT

OBJECTIVE: To secure the long term financial viability of the municipality.

FUNCTIONAL RESPONSIBILITY: Manager Corporate Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
3.3.1 To achieve an underlying surplus over the medium to long term.	Ongoing	Underlying surplus achieved
3.3.2 To maintain fair and equitable rating levels.	Ongoing	Benchmark to other councils
3.3.3 Develop and annually review a financial strategy outlining how Council intends to meet the financial requirements of its Asset Management Plans, 10 year capital works program and other strategic plans.	Ongoing	Strategy developed and reviewed
3.3.4 Review the ten-year financial plan each year.	June	Plan reviewed
3.3.5 Preserve and maintain an affordable level of service and Council viability through prudent financial management including additional income sources for Council.	Ongoing	Affordable level of service is maintained
3.3.6 Provide resources to support the efficient and effective operation of Council's Audit Panel	Ongoing	Resources supplied

3.4 EMPLOYEE DEVELOPMENT

OBJECTIVE: To develop skilled, experienced, motivated and accountable staff.

FUNCTIONAL RESPONSIBILITY: General Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
3.4.1 Provide and maintain adequate staff and resource levels to meet changing needs.	Ongoing	Organisation structure that reflects the strategic plan
3.4.2 Identify and provide appropriate training and encourage development of all employees.	Ongoing	Training plan completed annually
3.4.3 Develop and review staff policies and where necessary, provide staff education and training.	Ongoing	Policies reviewed and staff education/training implemented when required
3.4.4 Retain an in-house skills base to overcome the issue of succession planning and skill shortages.	Ongoing	Council's functions not compromised
3.4.5 Encourage commitment to Council's customer service charter.	Ongoing	Number of customer complaints

3.5 RISK MANAGEMENT

OBJECTIVE: To be actively committed to risk management.

FUNCTIONAL RESPONSIBILITY: Corporate Services and Finance Manager

STRATEGY	TIMELINE	PERFORMANCE MEASURE
3.5.1 Maintain and improve our risk management systems and culture.	Ongoing	System updated
3.5.2 Promote community awareness of risk management systems.	Ongoing	Promoted

4. PLANNING AND DEVELOPMENT

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

4.1 PLANNING AND BUILDING SERVICES

OBJECTIVE: To effectively manage land use planning and building issues.

FUNCTIONAL RESPONSIBILITY: Manager Planning Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
4.1.1 To administer and update the Planning Scheme to manage development and land use.	Ongoing	Procedures developed & plan updated
4.1.2 Enforce planning scheme and planning permit requirements.	Ongoing	Compliance with legislative requirements
4.1.3 Meet Council's statutory building services requirements.	Ongoing	Requirements met
4.1.4 Maintain and protect important elements of natural, cultural and built heritage throughout Kentish.	Ongoing	Protection maintained
4.1.5 Consider providing opportunities for rural lifestyle allotments.	Short term	Area Strategic Plan completed
4.1.6 Undertake Strategic Planning Reviews for all towns and villages.	Short term	Area Strategic Plan completed

4.2 ENVIRONMENTAL HEALTH SERVICES

OBJECTIVE: To promote and maintain public health standards.

FUNCTIONAL RESPONSIBILITY: Manager Building and Environmental Health Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
4.2.1 Review the Kentish Council Municipal Health Plan.	Annual	Plan reviewed and changes implemented
4.2.2 Prepare a Kentish Council Municipal Water/Health Report.	Annual	Report completed
4.2.3 Promote healthy eating and lifestyle activities.	Ongoing	Promotion provided
4.2.4 Conduct inspection of food premises to ensure a high level of food safety.	At least annually	Inspections conducted
4.2.5 Undertake monitoring compliance, education and licencing to ensure public health and environmental standards are maintained.	Ongoing	Public health and environmental standards maintained
4.2.6 Undertake assessments of proposed on-site waste water disposal systems and monitor existing systems to ensure compliance with environmental standards.	Ongoing	Environmental standards met
4.2.7 Continue recreational water sampling program during the summer period.	Ongoing	Samples tested
4.2.8 Participate in the Devonport, Latrobe, Kentish and Central Coast Liquor Accord.	Ongoing	Meetings attended
4.2.9 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.	Ongoing	"No Smoking" requirements adhered to
4.2.10 Work in partnership with other service providers to meet the health and wellbeing needs of the Kentish Community.	Ongoing	Health and wellbeing needs of the Kentish Community met.
4.2.11 Co-ordinate Municipal Immunisations.	Ongoing	Immunisations undertaken
4.2.12 Ensure 'Vaccination Program' employing a Nurse Immuniser is current.	2016	Nurse Immuniser Program renewed biennially

4.3 NATURAL RESOURCE MANAGEMENT

OBJECTIVE: To integrate NRM principles into Council's operational environment.

FUNCTIONAL RESPONSIBILITY: Manager Engineering Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
4.3.1 Utilise the Cradle Coast NRM strategy to identify and develop projects of greatest priority for this municipality.	Ongoing	Projects identified and developed
4.3.2 The Council will support Mt Roland Rivercare Catchment Inc. (MRRCI) and assist local NRM groups and the community to deliver approved projects.	Ongoing	Projects delivered
4.3.3 Review the Council's Weed Management Plan (2007, reviewed 2010).	Short term	Plan received
4.3.4 Support the Kentish Energy Efficiency Network Embracing Renewables (KEENER).	Ongoing	Partnership Agreement supported

4.4 WASTE MANAGEMENT

OBJECTIVE: To provide responsible waste management services.

FUNCTIONAL RESPONSIBILITY: Manager Engineering Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
4.4.1 Review Waste Management services for the municipality and implement strategy changes.	Ongoing	Review completed
4.4.2 Review findings of Organics waste collection trial in the Latrobe municipality and assess for service in Kentish.	2014	Trial assessed
4.4.3 Landscape and improve appearance of Council Transfer Stations.	Ongoing	Improved landscape
4.4.4 Engage local schools in waste management/roadside litter management programs.	Ongoing	Improved roadsides
4.4.5 Work closely with the Cradle Coast Waste Management Group in implementing waste minimisation projects.	Ongoing	Waste minimisation projects implemented

4.5 ANIMAL CONTROL AND REGULATORY SERVICES

OBJECTIVE: To encourage and recognize responsible animal ownership and provide a high level of compliance services.

FUNCTIONAL RESPONSIBILITY: Manager Building and Environmental Health Services

STRATEGY	TIMELINE	PERFORMANCE MEASURE
4.5.1 Promote responsible dog ownership including compliance with the Dog Control Act 2000 and Council's Dog Management Policy.	Ongoing	Compliance with Legislation and Council Policy
4.5.2 Promote responsible cat ownership and reduction of feral animals.	Ongoing	Promotion responsible ownership/ discuss issues with DPIPWE
4.5.3 Implement compliance requirements with regulations covering domestic animals and stray animals within the municipality.	Ongoing	Compliance with requirements
4.5.4 Identify fire risks within the municipality and issue Fire Abatement Notices where required.	Ongoing	Risks identified and Abatement Notices issued
4.5.5 Consider a lifetime register for dogs system.	2015	System considered

PART II

CONSULTATION

Adrian Webb 2012



CONSULTATION BACKGROUND

The strategic planning process assists to guide Council decision making in the future, particularly on the provision of major infrastructure and services within the community and community input into this process is imperative.

Community members, Councillors and staff were invited to attend one of the following sessions to provide input into Council's Strategic Plan:

Wilmot Community Meeting

Thursday September 11th, 2013 – 7.00pm to 9.00pm
Wilmot Memorial Hall

Lower Barrington/Acacia Hills Community Forum

Thursday September 19th, 2013 – 7.00pm to 9.00pm
Lower Barrington Hall

Railton Community Forum

Wednesday September 25th, 2013 – 7.00pm to 9.00pm
Kings Hall, Railton

Council Staff Forum

Wednesday September 25th, 2013 – 3.30pm to 4.30pm
Town Hall Supper Room, Railton

Kentish Councillors' Forum

Tuesday October 1st, 2013 – 7.30pm
Kentish Council Office, Sheffield

The Mayor and General Manager provided an overview and background information at each of the Community Forums which were facilitated by Wesley Vale resident, Mr Phillip Spratt. Mr Spratt initiated discussion on Council priorities and circulated a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) which attendees were asked to fill in and return.

This section of the Strategic Plan keeps faith with those who attended the forums by highlighting the major issues raised and number of votes cast depicted in () to indicate their priorities.

Council has limited financial and staff resources and while the majority of issues raised have been identified in the Strategic Plan objectives and strategies it has not been possible to address every concern mentioned.

WILMOT COMMUNITY FORUM

During the Strategic Plan review process the following priorities were identified by the community at the Wilmot Forum:

* Priorities identified at the regular Wilmot Community Meeting Sessions

INFRASTRUCTURE		
Improve corners by reduce sharpness of bends(9)	Roads Financial Management	1.1.1, 1.1.6 3.3.3
Continue ongoing maintenance of roads including general access roads (3)	Roads	1.1.1
Alternative water supply for the Wilmot Hall - windmill/bore (6) (the water scheme currently in place for school & hall is at risk if school were to close)	Community Facilities/Services	2.4.2
Repair Spellmans Bridge (2) (Completed)	Roads	1.1.1
Streetscape plan for Wilmot including extending the avenue of trees to enhance the town entrance (3)	Roads	1.1.11
Actively listen to local knowledge (council staff/contractors/external agencies) (2)	Governance	3.2.8
*Widen Back Road (Commenced)	Roads	1.1.1
*Improve Wilmot Cemetery – turning circle, pathways, water, shelter, fence (Commenced)	Parks and Reserves	1.4.9
*Screen planning for Wilmot Transfer Station	Waste Management	4.4.3
*Seal Lake Barrington Road	Roads Financial Management	1.1.1 3.3.3
ECONOMIC AND COMMUNITY DEVELOPMENT		
Open up Wilmot Recreation Ground to public use including tourist and signage (5)	Parks and Reserves	1.4.1
Develop RV stopover site (2)	Tourism	2.2.4
Encourage a better tourism route to capture more numbers (1)	Business Development	2.1.5
*Upgrade Lake Barrington park – toilet and boat ramp	Parks and Reserves	1.4.5
*Pullover for business signage in Moina	Business Development	2.1.5
*Wilmot Museum – ongoing viability essential	Tourism Community Facilities/Services	2.2.7 2.4.5
GOVERNANCE AND ORGANISATIONAL DEVELOPMENT		
Well represented by Councillors including a locally elected member (4)	Governance	3.2.1
Improved Council website for better access to information (1)	Governance	3.2.7

PLANNING, BUILDING SERVICES & ENVIRONMENTAL MANAGEMENT		
Planning scheme more flexible to allow for development on small acreages that are not suitable for agriculture (6)	Planning and Building Services	4.1.5
Expand urban residential use (2)	Planning and Building Services	4.1.1
Less red tape when trying to build – make it easy (2)	Planning and Building Services	4.1.5
ADVOCACY AND LEADERSHIP		
Education - lobby for retention of school to ensure exiting facility preserved (5)	Advocacy and Leadership	3.1.6
Encourage health services including retention of a local GP (3)	Advocacy and Leadership	3.1.8
OTHER		
Increased rates, more services? (1)	Financial Management	3.3.2
Vision Statement changes: inviting, value tourism/industry (1)	Noted	

LOWER BARRINGTON/ACACIA HILLS and SOUTH SPREYTON COMMUNITY FORUM

During the Strategic Plan review process the following priorities were identified by the community at Lower Barrington/Acacia Hill and South Spreyton Forum:

*Priorities identified at the regular Lwr Barrington/Acacia Hills & South Spreyton Community Meeting Sessions

INFRASTRUCTURE	REFER STRATEGY
Replace street and public building lighting with LED lamps (4)	Buildings 1.3.4
Street lighting for rural subdivisions (eg Grandview/Knox Drive) (4)	Not a current expenditure priority
Link regional towns in Kentish to other municipalities by alternative means (bike/walking path, horse track) (6)	Community Facilities/Services 2.4.1
Footpath through Kentish (2)	Roads 1.1.1, 1.1.5 Community Facilities/Services 2.4.1
Improve vehicular and pedestrian access into Kentish (3)	Roads 1.1.1, 1.1.5 Community Facilities/Services 2.4.1
Maintain high standards for subdivisions (road, kerbing, footpaths etc) (3)	Roads 1.1.1
Program to improve drainage and culvert maintenance throughout the municipality (4) *	Stormwater 1.2.1
Improved car parking facilities in townships (2)	Roads 1.1.3
Improved safety in Main Street Sheffield (zebra crossing, speed bumps etc) (2)	Roads 1.1.6, 1.1.8
Infrastructure that meets community standards (1)	Whole of Strategic Plan
Caravan park needed in or close to Sheffield (1)	Business Development 2.1.2
*Walking/cycling track from Acacia Hills to Spreyton	Roads 1.1.5 Community Facilities/Services 2.4.1
*Pathway from one end of the Lower Barrington Village to the other	Roads 1.1.5 Community Facilities/Services 2.4.1
*Second exit/entrance to Cornwall Road	Not a current expenditure priority
*Allow more room for the school bus to turn in Lakeside Drive	Not considered necessary by bus operator or DIER
ECONOMIC AND COMMUNITY DEVELOPMENT	
Encourage agritourism – farmers market, gate sales, farm open days (7)	Business Development 2.1.5, 2.1.14 2.1.15, 2.1.16 2.1.17
Encourage and promote tourism including a network between towns and better usage of Mount Roland – cable car? extreme sport? wildlife etc (6)	Business Development 2.1.5, 2.1.10 Tourism 2.2.7, 2.2.8

Waive development application fees to stimulate more development – jobs, business, tourism, residential (4)	Business Development	2.1.3, 2.1.13
Northern Kentish needs a ‘thing’ so as soon as you enter Kentish you’re in the outdoor art gallery (2)	Business Development	2.1.5
Run Redwater Creek train through Sheffield (6)	Business Development Tourism	2.1.8 2.2.7, 2.2.8
Community Bank to service towns (3)	Advocacy and Leadership	3.1.9
Energy action plans to reduce energy consumption and costs – transport, food, gas, services (3)	Buildings Natural Resource Management	1.3.4 4.3.4
Tree planting in Sheffield including Main Street and entrances to town (2)	Tourism	2.2.5
*Rename Kentish Health Care Centre park	Not supported (Mayor happy with this)	
GOVERNANCE AND ORGANISATIONAL DEVELOPMENT		
No amalgamation, continue resource sharing with Latrobe Council (3)	Governance	3.2.6
Kentish to remain Kentish – don’t lose focus on Sheffield when dealing with Latrobe – governance remains in Sheffield (4)	Governance	3.2.6
Councillors to continue visits to communities outside of Sheffield (2)	Advocacy and Leadership Governance	3.1.11 3.2.8
Police stationed in Sheffield with Council ranger available for minor violations (2)	Advocacy and Leadership Employee Development	3.1.10 3.4.1
PLANNING, BUILDING SERVICES & ENVIRONMENTAL MANAGEMENT		
Develop a waste management strategy to become cost neutral for waste management by 2018 (4)	Waste Management	4.4.1
Transfer station in Sheffield open some mornings (1)	Waste Management	4.4.1
Lifetime registration for dogs (3)	Animal Control and Regulatory Services	4.5.5
Lower development fees for smaller non-impact projects- make it easy – prohibitive planning (2)	Business Development	2.1.3, 2.1.13
Grow of our towns, encourage ratepayers to community, too expensive (1)	Business Development	2.1.5
New strategy and policies for weed management, particularly roadsides (1)	Natural Resource Management	4.3.3
*Village zone for Lower Barrington	Planning and Building Services	4.1.6

ADVOCACY AND LEADERSHIP	
Continue development and expansion of health centre including covered walkway from car park (6)	Buildings 1.3.1 Advocacy and Leadership 3.1.8
Leadership meetings with various groups (Council, health, police, school, clubs etc) (3)	Advocacy and Leadership 3.1.10
Encourage community spirit and working bees (1)	Community Facilities/Services 2.4.8
Improved phone, tv, internet reception in rural areas (3)	Advocacy and Leadership 3.1.5
Review speed limits, especially Lower Barrington (2) *	Roads 1.1.6, 1.1.8 Advocacy and Leadership 3.1.11
Maintain schools in Railton and Wilmot (2)	Advocacy and Leadership 3.1.6
OTHER	
Vision Statement: should include reference to our history and the arts – attract tourists, bolster growth of area, boots economy - celebrate Kentish’s quirkiness (1)	Noted

RAILTON COMMUNITY FORUM

During the Strategic Plan review process the following priorities were identified by the community at the Railton Forum:

* Priorities identified at the regular Railton Community Meeting Sessions

INFRASTRUCTURE	REFER STRATEGY
Provision of 2 accesses to Lorinna – reopen Lorinna Road (13)	Roads 1.1.7
Establish localised working groups to respond to weather events eg Lorinna Works cleaning culverts (4)	Roads 1.1.10
Improve storm water infrastructure – proactive rather than reactive (2) *	Stormwater 1.2.1
Redwater Creek maintenance (2) *	Stormwater 1.2.4
Landscape corner of Native Rock at Railton/Latrobe Road – beautify town entrances (1) *	Tourism 2.2.5, 2.2.6
Community gardens, places people can meet (1)	Parks and Reserves 1.4.1
Reduce herbicide use on road verges and employ up-to-date weed control methods (2)	Natural Resource Management 4.3.3
Strive to have every street with footpaths, curb and guttering (1) *	Roads 1.1.1, 1.1.5 Financial Management 3.3.3
*Promote and upkeep Sykes Sanctuary	Parks and Reserves 1.4.8
*Upgrade Goliath Park toilets and reseal the Squash Court car park	Parks and Reserves 1.4.4
*Exercise track loop (eg cement works or Sykes Sanctuary)	Community Facilities/Services 2.4.1
*Master Plan for Goliath Park (skate park, new play area etc)	Parks and Reserves 1.4.4
*Speed restriction on Kimberley Road	Roads 1.1.6, 1.1.8
*Retirement Village/Public Housing	Business Development 2.1.2
*Railway Park RV extension	Tourism 2.2.4
*Caravan Park infrastructure	Business Development 2.1.2
*Parking for buses at the Sykes Statue	Parks and Reserves 1.4.8
*Events infrastructure eg water, power, secure venue, toilets	Business Development 2.1.5
ECONOMIC AND COMMUNITY DEVELOPMENT	
Adopt the 'Transition Town' model (localisation of products and services) and support needs of local business + operators (7)	Business Development 2.1.11
Solar energy on all Council buildings + proactive attitude by Council for alternative energy + education (2)	Buildings 1.3.4 Natural Resource Management 4.3.4
'Whole Region' promotion of community as a destination, not just Railton, Wilmot, Sheffield isolation (5)	Business Development 2.1.7 Tourism 2.2.6
What's on!!!? Insufficient information (1) – event coordinator and calendar*	Governance 3.2.7

Railton Foster Street Grand Prix event (remote cars) + monthly events (1) *	Tourism Culture, Festivals and Events	2.2.7 2.3.2, 2.3.3
Entice services to Railton to encourage economic growth (bank, doctor, child health, library bus) (1)	Business Development	2.1.7
Promote and keep free camping free (1)	Tourism	2.2.4
*Relocate Railton Rainbow Play Centre to the Railton School	Centre closed June 2014	
*Encourage a community bank (Bendigo)	Advocacy and Leadership	3.1.9
*Supermarket	Business Development	2.1.1, 2.1.2
*Link Railton and Sheffield via the light rail trail	Business Development	2.1.8
*Develop water trough feature near Stoodley forest	Business Development Tourism Culture, Festivals and Events	2.1.5 2.2.6, 2.2.7 2.3.1
*Visitor Information Centre (in shop/kiosk) and history of Railton	Tourism Culture, Festivals and Events	2.2.3, 2.2.7 2.3.1
*Monthly market	Business Development Culture, Festivals and Events	2.1.1, 2.1.2 2.3.2, 2.3.3
*Public Laundromat	Business Development	2.1.1, 2.1.2
*Event Coordinator and calendar	Culture, Festivals and Events	2.3.2, 2.3.3
*Caravan park, Cabin Park, Accommodation Centre	Business Development Tourism	2.1.2 2.2.7, 2.2.8
*Childcare Facility	Railton Rainbow Plan Centre Closed 2014	
GOVERNANCE AND ORGANISATIONAL DEVELOPMENT		
Use local suppliers for goods and services (4)	Financial Management	3.3.5
Support the Australian car industry (1)	Financial Management	3.3.5
Treat all communities with equal fairness (4)	Governance Financial Management	3.2.8 3.3.2
Councillors to be more interactive with local communities (1)	Governance	3.2.8
No amalgamation of councils – less local knowledge, community loses voice (4)	Governance	3.2.6
Transparency, disclosure of Council spending through the local monthly newspaper + explain role of Mayor, Councillors, Staff and General Manager (3)	Governance	3.2.7
Adequate staffing (1)	Employee Development	3.4.1
*Fulltime Railton towns person	Employee Development	3.4.1

PLANNING, BUILDING SERVICES & ENVIRONMENTAL MANAGEMENT		
Encourage people to come to Kentish, promote holistic lifestyle, remove restrictions – planning, rezoning, growth (4)	Planning and Building Services	4.1.5, 4.1.6
Reclassify Lorinna as a rural village/residential to protect its assets (eg sustainability) (3)	Planning and Building Services	4.1.5, 4.1.6
Less planning red tape – make it easier to live on small lots in rural areas (4)	Planning and Building Services	4.1.5
Active program to eliminate feral animals (4)	Animal Control and Regulatory Services	4.5.2
Transfer Station Sheffield to be open 3 mornings, 3 afternoons + once yearly hard rubbish collection (3) *	Waste Management	4.4.1
Support for responsible land husbandry and soil and water conservation (1)	Natural Resource Management	4.3.1, 4.3.2
Convert tip waste to power (not bury) (1)	Costs not justified	
*Railton Flood Plan	Stormwater	1.2.5
*Tip Shop or second-hand outlet	Waste Management	4.4.1
ADVOCACY AND LEADERSHIP		
First Council to abolish fluoridation in water system and examine affects of chloride + fluoride (4) on health	Advocacy and Leadership Governance	3.1.10 3.2.8
No cable car development on Mount Roland (2)	Business Development	2.1.10
Cable car on Mount Roland (1)	Business Development	2.1.10
Support local school in Railton (1)	Advocacy and Leadership	3.1.6
More funding in education – feeder schools + continue 11 & 12 in our area (1)	Advocacy and Leadership	3.1.6
Public transport (shuttle service) (2)	Advocacy and Leadership	3.1.8, 3.1.14
Interpretive signage (2)	Tourism	2.2.5
Create competitive advantage – make Kentish knows as the ‘Sustainability Municipality’ of Tasmania (5)	Business Development Natural Resource Management	2.1.5 4.3.4
*Public transport/community car for Railton	Advocacy and Leadership	3.1.8, 3.1.14
*Doctors surgery 1 day per week	Advocacy and Leadership	3.1.8
*Centrelink access (1 day per week)	Advocacy and Leadership	3.1.8
OTHER		
* Fire Plan for Railton	Advocacy and Leadership	3.1.2
* Encourage landowners to maintain nature strip with assistance provided by Council for elderly/disabled.	Roads Buildings	1.1.9 1.3.3

INDIVIDUAL COMMUNITY SUBMISSIONS

During the Strategic Plan review process the community was invited to make submissions in writing or via the website. The following priorities were identified by individual community members:

INFRASTRUCTURE	REFER STRATEGY
Lorinna Road repaired and reopened (5)	Roads 1.1.7 Financial Management 3.3.3
Investigate the expansion of Sheffield storm water system to include the entire town especially at the eastern end of town (1)	Storm water 1.2.1
Complete Sheffield Streetscape including upgrades and beautification programs for parks and reserves (2)	Roads 1.1.1 Tourism 2.2.6
Continue to focus on upgrading and improving public services and facilities to attract tourists and visitors (1)	Tourism 2.2.6
ECONOMIC AND COMMUNITY DEVELOPMENT	
Extra events for the community including events relating to how Lorinna develops (1)	Tourism 2.2.7, 2.2.8 Culture, Festivals and Events 2.3.2, 2.3.3
Local Art Grant/Award each year to encourage more public artwork (1)	Tourism 2.2.6, 2.2.7, 2.2.8
Assist Redwater Creek Railway extend to caves and waterfalls (1)	Business Development 2.1.8 Tourism 2.2.6 Culture, Festivals and Events 2.3.2, 2.3.3
Develop Badgers walking tracks and viewing platform (1)	Tourism 2.2.7 Community Facilities/Services 2.4.1
Develop bush block on school farm (West Kentish Road) to be viewing area and construct another walking track via the bush block along school farm north boundary to High Street (1)	Tourism 2.2.6, 2.2.7 2.2.8 Community Facilities/Services 2.4.1
Construct 4WD track to top of Mt Roland and barricade entry – key to tourism operator (1)	Business Development 2.1.10
Assist school farm become an Ark farm with petting zoo for tourists (1)	Business Development 2.1.8 Tourism 2.2.7, 2.2.8

GOVERNANCE AND ORGANISATIONAL DEVELOPMENT	
Study into the most efficient number of Councillors for Kentish (1)	Governance 3.2.6
Support staff training in relevant functions (1)	Employee Development 3.4.2
Continue resource sharing with Latrobe Council (1)	Governance 3.2.6
Continue partnerships with the community and organisations in the delivery of local services (1)	Culture, Festivals and Events 2.3.1 Community Facilities/Services 2.4.8
PLANNING, BUILDING SERVICES & ENVIRONMENTAL MANAGEMENT	
Kentish needs its own Engineer, not a shared one (1)	Employee Development 3.4.1
Lorinna rezoned to rural living to allow housing development in the area – multi occupancy would help boost the community (4)	Planning and Building Services 4.1.6
Ability to subdivide and build on smaller block in Wilmot to encourage people to move to Kentish (1)	Planning and Building Services 4.1.5, 4.1.6
More flexible planning scheme (2)	Planning and Building Services 4.1.1
Feral dog and cat eradication program for Lorinna (4)	Animal Control and Regulatory Services 4.5.2
Tip open at least one morning per week (4)	Waste Management 4.4.1
ADVOCACY AND LEADERSHIP	
Council and Glenhaven Family Care continue partnership to lobby the State Government to reopen the Neighborhood/Community House in Austin Place Sheffield	Advocacy and Leadership 3.1.8
Willingness to work collaboratively with regional bodies to bring a strength to community development and directly and indirectly bring benefits to the local community (1)	Governance 3.2.3
OTHER	
Still think the vision of 2009-14 is relevant and very appropriate (1)	Noted

KENTISH COUNCIL STAFF FORUM

During the Strategic Plan review process the following priorities were identified by the staff at the Forum:

INFRASTRUCTURE	REFER STRATEGY	
Larger culvert pipes rural roads (11)	Roads	1.1.1
Upgrade stormwater (2)	Stormwater	1.2.1
Connected integrated walking circuits and cycle paths throughout the community (footpaths, cycle paths to town centres from residential areas) (8)	Roads Community Facilities/Services	1.1.1 2.4.1
Ensure there is room on rural roadsides for children to walk safely (3)	Roads	1.1.1, 1.1.5
Road upgrades (10)	Roads Financial Management	1.1.1 3.3.3
Better resources (6)	Governance Employee Development	3.2.6 3.4.1
Rationalise sporting facilities and develop more lifestyle recreational facilities (3)	Parks and Reserves	1.4.1
Upgrade sports grounds (1)	Parks and Reserves	1.4.1
Energy efficient LED lights throughout Council buildings (3)	Buildings	1.3.4
More parking (2)	Roads	1.1.3
Infrastructure for day use – covered areas, undercover BBQ (2)	Parks and Reserves	1.4.1
Rationalise Council buildings (2)	Buildings	1.3.1
Speed limit on some rural roads/road width/passing bays (1)	Roads	1.1.1, 1.1.6, 1.1.8
More colour in our gardens (1)	Parks and Reserves	1.4.1
ECONOMIC AND COMMUNITY DEVELOPMENT		
Caravan park in Sheffield (6)	Business Development Tourism	2.1.2 2.2.7, 2.2.8
Develop Kentish Park including camping, kiosk (water sports, fishing, mountain biking) – Kentish Park an ‘untapped’ natural resource(16)	Parks and Reserves	1.4.7
Review the Kentish tourism brand and strive to keep our ‘brand’ in event of a merger (3)	Business Development	2.1.5
More business displays to promote community events (1)	Culture, Festivals and Events	2.3.2, 2.3.3
Vehicle ferry from Kentish Park across Lake Barrington to link Wilmot community (1)	Business Development Tourism	2.1.8 2.2.7, 2.2.8
Develop a community safety plan (1)	Advocacy and Leadership	3.1.2
Use of social media as a communication and consultation tool for Council projects or community development (1)	Governance	3.2.7

Creation of an asset map (1)	Financial Management	3.3.3
Increase the economic contribution of agriculture to the Kentish economy by assisting with developing new markets, producing new products, value-adding and by improving industry skills	Business Development	2.1.1, 2.1.2 2.1.14, 2.1.15 2.1.16, 2.1.17
	Advocacy and Leadership	3.1.15

GOVERNANCE AND ORGANISATIONAL DEVELOPMENT	
No amalgamation – community would feel ‘swallowed up’ + forgotten (11)	Governance 3.2.6
Increased staff levels – depot x 4 (11)	Employee Development 3.4.1
Resource sharing equitable and well managed – more ‘cross-council’ thinking/planning (5)	Governance 3.2.6
Ensure ongoing training and staff development (3)	Employee Development 3.4.2, 3.4.3
Encourage staff to use gym at health centre – reduced charge incentive (3)	Employee Development 3.4.3
Research other income sources for Council (1)	Financial Management 3.3.5
More community awareness and involvement in risk management (1)	Roads 1.1.10 Risk Management 3.5.2
Implement web 2.0 (including social media) in Council (1)	Governance 3.2.7
Develop Style Guide to standardise and professionalise Council communications (1)	Governance 3.2.7
Greater clarity on the direction of resource sharing (1)	Governance 3.2.6
Fostering of working relationships with Latrobe Council (1)	Governance 3.2.6
Creation of standardized brochures on council services, similar to Central Coast Council (1)	Governance 3.2.7
PLANNING, BUILDING SERVICES & ENVIRONMENTAL MANAGEMENT	
Official dumpsite for clean fill (4)	Waste Management 4.4.1
Safe disposal of fluorescent tubes (1)	Waste Management 4.4.1
Tip shop (but not at expense of the HUB) (1)	Waste Management 4.4.1
Less red tape to build in rural areas (2)	Planning and Building Services 4.1.5
More user friendly planning applications (online) (2)	Planning and Building Services 4.1.1
Personal service through local knowledge (1)	Employee Development 3.4.5
Develop an energy efficiency strategy to cover all Council operations (1)	Buildings 1.3.4
Integrate online planning alerts system similar to Launceston City Council (http://tinyurl.com/184n9y2) and link to web 2.0 functions (1)	Planning and Building Services 4.1.1
ADVOCACY AND LEADERSHIP	
Encourage a larger range of health professionals to visit on a regular basis (6)	Advocacy & Leadership 3.1.8
Find an operator for the health centre gym to encourage the community to be proactive in preventing health issues/problems (3)	Community Facilities/Services 2.4.3
No school closures (5)	Advocacy and Leadership 3.1.6
Support local child care services (4)	Advocacy and Leadership 3.1.6

Encourage and promote energy efficiency (2)	Buildings	1.3.4
	Natural Resources Management	4.3.4
One planning scheme for the State (1)	Planning and Building Services	4.1.1
Tree farming strategy for future development of this land (1)	Planning and Building Services	4.1.1
Advocate for the needs of the future generation so they feel supported and can play an active role in making a positive contribution to their local community	Community Facilities/Services	2.4.6
	Advocacy and Leadership	3.1.5
Advocate for the older members of community as their needs change.	Advocacy and Leadership	3.1.5
OTHER		

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

STRENGTHS

- Strong sense of place.
- Mt Roland the centre of a powerful landscape.
- Stunning natural environment attracts visitors and new settlers.
- Outdoor art gallery, murals, topiary, Wilmot mailbox trail are all great cultural assets which involve the locals and give a strong sense of place.
- Cradle Mountain, Lake Barrington, Lake Cethana, Mt Claude, Van Dyke and Round Mountain, Badgers and the Gog Range...all valuable to sense of place and outdoor activities and attractions.
- Safe and attractive communities.
- Strong art community.
- Strong tourism area and destination.
- Strong leadership from community individuals and groups eg KEENER, community bank, Mt Roland Rivercare, RADDAi, Wilmot Tourism and Progress Association.
- First class health centre.
- good care for our elderly provided by Tandara Lodge
- Proximity to Mersey Community Hospital.
- Close location to Devonport – growing dormitory suburb.
- Cement Australia, Cradle Mountain – improves rate base, provides employment.
- Sheffield School provides sound education from infancy to Year 10.
- Good sporting clubs and special interest groups.
- Well established events including Steamfest, Muralfest, Gowrie Park Rodeo etc.
- Rural setting provides food security – rich soils, GE free policy.
- Renewable energy assets in the municipality.

- Good water resources.
- Rich in history – both aboriginal and European.
- Our people.
- Resource sharing attracts excellent staff and working well.
- Good relationships between Council and staff – strong management team.
- Council finances reasonable – office and yard good, plant good.
- Adequate CBD in Sheffield.
- Mineral resources.
- Less expensive land.

WEAKNESSES

- Small Council – large area of assets to maintain (roads, bridges).
- Low council rate (income) base creates dependency on grants.
- Ageing population.
- Little public transport.
- Poor previous town planning eg Acacia Hills – improvements required.
- Low ‘compliance checking’ history.
- Conservative mindset – unable to appreciate difference and diversity.
- Hi incidence of functional illiteracy.
- Prone to flood and storm event damage.
- Ongoing discord over Lorinna access.
- Expensive water and sewerage.
- High unemployment.
- Have to work hard for the tourism dollar.

OPPORTUNITIES

- Extending resource sharing with Latrobe Council.
- Make greater use of Cradle Coast regional strengths.
- Changes to the planning scheme to increase rural residency density.
- Streetscape beautification to create more interest – 3D art.
- Shop local plan – identify Kentish grown produce.
- Increased parking in Sheffield CBD.
- Assist commerce/industry/agriculture
- Population shift to rural areas.
- Encourage free and low cost camping.
- More events involving community participation.
- Young families attracted to Kentish.
- Market Mt Roland as extreme sports mecca.
- Grow Gowrie Park as village.
- Isolation encourages independence.
- Empower communities to take responsibility to participate in civic life.
- Further services for the medical centre.
- Further mineral exploration.

THREATS

- Ongoing threat of forced amalgamation and the associated loss of focus and influence on local issues and opportunities.
- Staff retention and succession planning.
- Not enough staff to do the extra 10%.
- Succession planning for management – breakdown of resource sharing when General Manager leaves.
- Trying to keep ahead of the game.
- External factors, especially an inept State Government looking to cost shift.
- Infrastructure damage from flood and storm events – increased bushfire threats.
- Volunteer burnout and disempowerment.
- Loss of services in Railton (supermarket, childcare, RSL)
- School closure/downgrade.
- Inability to fund all deserving projects whilst maintaining existing assets.
- Discord and destabilisation of Council over Lorinna access.
- Railton-Sheffield antagonism.
- Weeds, cats, dogs and other invasive species – pressure on Council to take responsibility.
- Tight planning rules limit growth, innovation, appropriate development and entrepreneurial enterprise.
- Young people leaving the area, low employment opportunities.
- Rising oil costs impact on rural and dispersed populations.



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