

2015/16

Annual Report



Kentish Council

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Front Cover Photo: Kelly Slater

WELCOME

The Kentish Council proudly presents the 2015/16 Annual Report to the Community.

The Annual Report highlights Council's performance against the 2015/16 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 2015/16 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.

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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

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THE YEAR IN REVIEW

Mayor and General Manager's Welcome

This report outlines progress during 2015-16 towards achievement of Council's long-term strategic goals and details Council's operating and financial performance for the year.

The report highlights many projects progressed or completed during the year including:

- Launched the Mountain Bike Development Project, "Wild Mersey" in April 2016 and continued to engage the State and Federal Governments regarding funding for the first stage of this project which has the potential to inject \$6.88 million into the local economy together with an indirect economic injection of \$4.8 million per year;
- Commenced the Sheffield Township Enhancement Project including community workshops in October 2015 and February 2016 with the aim to prepare a township enhancement blueprint for future growth and activity in Sheffield;
- Completed the strategic purchase of 67-69 Main Street, Sheffield in September 2015 to ensure that future development of the rear of this property is in-line with the Sheffield Township Enhancement Blueprint; and
- Endorsed the Goliath Park Master Plan in April 2016 with work commencing soon after on the internal pathway identified as a priority project in the plan.

As always, projects for new and upgraded assets were only undertaken once Council had prioritised the renewal of existing assets such as the re-sealing of sealed roads, \$338,000; re-sheeting of unsealed roads, \$462,000 and replacing bridges, \$261,000.

The success of the inaugural Skyfields event in March 2016 was a highlight and Council was pleased to assist with this event and also with the proof of concept for a mid-winter Fire and Light Festival proposing to light up Mount Roland with powerful lasers. These new events compliment events such as Mural Fest, Steam Fest and the

Taste of the North-West in attracting visitors and providing economic benefits to Kentish. Council congratulates the organisers of these events on their contribution to the municipality.

Kentish was impacted by natural disasters during the year, with much drier conditions than normal reducing feed for farmers and fires in January 2016 threatening the communities of Lorinna, Claude Road and Paradise. Then state-wide heavy rain on 5th and 6th of June 2016 resulted in major flooding throughout the municipality, causing estimated \$8million damage to council infrastructure. Kentish was the most affected council in Tasmania, and will be re-building bridges and other damaged infrastructure well into 2017. The financial impact of the floods in the 2015/16 financial year is detailed in this report.

Council wishes to thank and acknowledge all of those involved in both the immediate response and ongoing recovery operations relating to these events, including but not limited to: the State Fire Service and volunteers; State Emergency Service (SES); Council staff; the State Flood Recovery Taskforce and the various community groups, volunteers, neighbours and friends of those affected who have all played a role in the ongoing recovery process. Council also thanks those affected by the floods, in particular for their patience and understanding as the ongoing flood repairs progress.

Kentish Council is committed to maximising the value for money provided to its ratepayers and is actively pursuing opportunities to share resources with other councils to increase efficiencies whilst maintaining and potentially increasing the level of service provided.

The University of Technology Sydney (UTS) Centre for Local Government was engaged by the Kentish, Latrobe, Waratah-Wynyard and Circular Head councils to undertake a review of the resource-sharing activities of the councils. The UTS report received in November 2016 and available on Council's website, provides Council with confidence that resource-sharing is effective in increasing value for money. It also provides Council with direction regarding consolidating and extending its resource-sharing activities.

Council has also signed a Memorandum of Understanding with The Minister for Planning and Local Government, the Hon Peter Gutwein and the nine Cradle Coast councils to investigate resource-sharing options for the region.

With the move to a single state-wide Planning Scheme, Council's planners have worked with local communities to introduce new zoning and opportunities for development which will make improved use of land. This proactive development initiative will stand our community in good stead for population and industry growth well into the future.

Thanks to all staff and Councillors for their support and efforts during the year, especially following the floods. The cooperation 'around the table' is much envied by other councils, and relationships between Councillors and staff are very good.

Council is proud of the achievements detailed in this report.

Don Thwaites
MAYOR

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



Mayor Don Thwaites



Gerald Monson

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 6,481, comprised of 3,435 males and 3,046 females with a median age of 44 years.

Overall, 83% 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%).

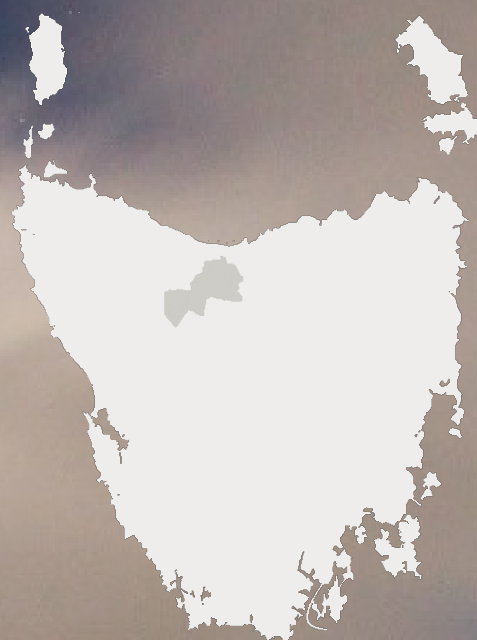
Median employee income for Kentish residents is \$40,084 per annum.

Source: Australian Bureau of Statistic 2014, 2013 and Census 2011.

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, Mersey Lea, 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	104
Rateable Properties	3,770
Value of Properties (AAV)	\$44.01M
Number of Electors	4,558
Operating Expenditure	\$10.6M
Businesses	495
Visits to Sheffield Info Centre	81,657
Visitors to Cradle Mountain	205,584



A Year in Kentish

July 2015

Kentish Tourism Operators Evening

August 2015

Lions Music Hall
Sheffield Community Information Evening
Railton Community Information Evening

September 2015

Sheffield Daffodil and Spring Flower Show
Acacia Hills, South Spreyton & Lower Barrington
Community Information Evening
Wilmot Community Information Evening

October 2015

Oss Foley Memorial Endurance Ride
Sheffield Townscape Planning Meeting

November 2015

Sheffield School Junior Cattle Handlers Show
Triple Top Mountain Run
Community Learning Plan Launch

December 2015

Gowrie Park Wood Chopping Carnival
Christmas Cycling Series
Kentish Council Annual General Meeting

January 2016

Australia Day Celebrations
Picnic in the Park
North-West Fullbore Rifle Open Championships

February 2016

Acacia Hills, South Spreyton and Lower Barrington
Community Information Evening
Sheffield Townscape Planning Meeting

March 2016

Steam Fest
Gowrie Park Rodeo
Kentish Endurance Ride
Ten Days on the Island
Railton Community Information Meeting
Sheffield Community Information Meeting
Cradle Mountain Master Plan Launch

April 2016

Kentish Arts Festival
Taste of the North-West
ANZAC Day Services
National Youth Week Celebrations
Mountain Bike Plan Launch
Wilmot Remembers Project Opening
Wilmot Community Information Evening
Wilmot Planning Meeting
Kentish Museum Discover and Rediscover
Volunteers Annual Dinner

May 2016

National Road Series Cycling
Thank You Function for Tasmanian Fire Service and
State Emergency Service

June 2016

Wilmot Community Planning Meeting
Acacia Hills, South Spreyton & Lower Barrington
Community Planning Meeting
Railton Community Planning Meeting
Sheffield Community Planning Meeting



Members of TRAK accepting the Community Project of the Year Award.

Activity Overview

Australia Day Celebrations

Each year, as part of the Australia Day celebrations, Council presents awards for Citizen of the Year, Young Citizen of the Year and Community Event of the Year. The 2016 event was one of the largest in the past few years with almost 160 people in attendance.

Citizen of the Year was awarded to Leoni Read. Leoni has made a significant contribution to the Kentish community over the past few years, being involved in many events and projects. Leoni was praised for her ability to identify unmet needs within the community and address them by starting a new group or bringing together like minded individuals such as the Kentish Community Choir or the Living Murals Project. Leoni was the key driver behind the establishment of the Kentish University of the Third Age, drawing on her passion for education and community spirit.

Hollie Jackson was awarded Young Citizen of the Year. Hollie received the award in recognition for her involvement in the Australian United Nations Youth Parliament, as a young leader in the community, particularly with the rights of refugees, and for her many other achievements.

Community Event of the Year was awarded to the Kentish Lions Club in recognition of their annual Music Hall event titled 'Bitz of the Blitz'. The event was so successful, additional shows were scheduled to meet demand.

Community Project of the Year was awarded to Tasmanian Regional Arts – Kentish for their mammoth effort in completing the King George V Park Mosaic Pathway.

Capital Works Program

A wide and varied capital works program was undertaken and included the usual resealing and re-sheeting of the road network and scheduled bridge replacements. 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 1km of Nowhere Else Road. The major footpath construction project undertaken was the extension of a concrete path on the northern approach to Railton.

Spreyton School Bus Shelters

Due to the on-going growth of the South Spreyton area and the increase of children of student age, Council installed two bus shelters. One bus shelter is located on the Sheffield Road Reserve, South Spreyton, slightly north of the Cornwall Road entrance; the other on the corner of Grandview Drive and Tarleton Road, South Spreyton.

Implement Sheffield Recreation Ground Master Plan

The implementation of the Sheffield Recreation Precinct Master Plan commenced during 2015/16 with a number of priority developments completed. Works completed included the replacement of the turf cricket wicket, upgrades to the cricket training nets and the installation of an artificial wicket to create a junior oval.

An agreement was made with the Apple Isle Carriage Drivers Inc. for the use of the former tip site for carriage driving, and a project to redesign the change rooms to meet the needs of the cricket and football clubs commenced.

Kentish Arts Strategy

The proposed Mersey region “art trail” has evolved into a regional “art hub” covering the North-West and West Coast. Management of this development is being taken over by the Cradle Coast Authority, following a period of transition from the project being managed solely by Council’s Tourism and Economic Development Officer.

Cradle Coast Authority proposes a development with a much greater scope, intended to develop a strong art industry in the North-West. The “art hub” process will include:

- Linkages with the region’s tourism sector (arts trail, private, public, performing, etc)
- Identifying the needs of the region’s arts communities and artists
- Talking about creating a regional arts industry
- Business development options for the region’s artists
- Links to the retail sector
- Links to the education sector
- Artists in residence
- Outdoor Art Gallery
- Artists on the Spirit of Tasmania ships
- Touring works: local, national and international

Goliath Park Master Plan

In February 2016, Council adopted a master plan to redevelop Goliath Park. Once implemented, the master plan will increase the recreational and leisure opportunities for the community with new infrastructure such as a skate park and picnic facilities, and the replacement of aged infrastructure, including the public toilets and playground.

Youth Events and Activities

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



Youth participant in the Railton Know Your Odds BMX Competition.



Severe Weather Events

January 2016 Bush Fires

Bushfires broke out in early January 2016 following dry lightning strikes. Fires were state-wide with some 70 fires burning at the time. An estimated 124,000 ha was burnt which took a month and a half to extinguish. In Kentish, fires burnt within the Mt Roland Reserve near Paradise, Claude Road and also in the Lorinna area.

Whilst Council did not play an active role on the front-line, Council provided support to other emergency services with road closures, liaison and logistics, as well as keeping communities informed as appropriate. A property at Claude Road became the base for firefighting aircraft.

June 2016 Floods

Sheffield recorded a rainfall of 57.8mm on Sunday 5 June 2016 followed by a further 215.8mm of rain on Monday 6th June resulting in major flooding throughout the municipality.

Major infrastructure loss was experienced across the entire municipality with Merseylea Bridge, Kellys Cage Bridge and Dynans Bridge totally destroyed. Numerous other bridges were damaged and required significant repair works.

Damage also included several landslips impacting on roads and loss of long areas of bitumen seal.

High winds caused havoc during the weather event with many trees falling across roads.

Some residents within the community remained isolated due to the flood damage. Emergency access for residents living in Lorinna included construction of the Wilks Emergency 4WD track and a barge service operating on Lake Cethana.

Other Weather Events

A number of weather events occurred, particularly in the second half of the financial year. Weather events of note included:

3 August 2015 – Heavy snowfall caused the closure of some roads in the Wilmot and Cradle Mountain areas. A small number of trees also fell across roads in these areas.

28 January 2016 – Heavy rainfall (approx. 200mm) fell across the municipality causing minor damage including gravel over roads, blocked culverts and wash outs.

3 May 2016 – Rainfall and winds across the municipality caused minor damage including numerous trees across roads, blocked culverts and a large sink hole on West Kentish Road.

10 May 2016 – High winds across the municipality caused a small number of trees to fall over roads.

22 June 2016 – Rainfall and winds across the municipality caused numerous trees to fall over roads.



Mayor Don Thwaites and Senator Jacqui Lambie at the 2015 Community Achievement Awards.

Awards

Council was a finalist in the 2015 Community Achievement Awards in the category of Innovation in Safety. The award recognised Council's construction of the Road Safety Bike Park and the subsequent delivery of the Traffic and Bike Safety Program to 500 students in 2014.

Community Health Needs Assessment

The Community Health and Wellbeing Needs Assessment (CHNA) was commissioned by Council with Federal Government funding and undertaken by a research team from the University of Tasmania. The study was conducted over a nine month period commencing in August 2014 and concluding in April 2015.

The purpose of the study was to map the health and wellbeing needs of the residents in Kentish. The study considered the contemporary definition of health encompassing social determinants such as social, environmental, cultural, economic and institutional. From the mapping exercise, a Framework for Action was developed.

During the financial year, an Implementation Plan for the Framework for Action was developed by Council and the Project Advisory Committee.

Council will use the Framework for Action and study in the future to bring about positive change. The next step is to seek funding for the services identified as a result of the study. It is important to acknowledge that Council does not have the resources or expertise to fund or provide many of the services requested, but now has the evidence provided in this report to lobby the State and Federal Government who fund many of these services.

Council will seek to enter into partnerships with service providers, both government and non-government, to assist to secure the services needed. Evidence from this report can also be used by other organisations to secure services for their needs.

Kentish Park and Lake Barrington Park Master Plans

Work continued during the financial year to implement the recommendations from the Master Plans.

A number of works were undertaken at Lake Barrington Park, including the widening of the Wilmot Boat Ramp and the building of a car and boat trailer parking area on the camping ground.

Unfortunately, works were mainly held over for Kentish Park. Works will not proceed until a lease agreement is in place for Council to manage and maintain the land which is owned by Hydro Tasmania. New signs at the boat ramps were designed and installed through collaboration of the landholders, to improve dissemination of information. Hydro Tasmania also installed rock walls as an erosion mitigation strategy.

New Tourism Website

The new tourism website went live in April 2016. The site was designed to be compatible with the Kentish Visitor Centre online booking system, compatible with mobile phones and tablets, as well as having a more contemporary feel.

The new-look website can be found at www.sheffieldcradleinfo.com.au.



Laser lights on Mt Roland as part of the Mount Roland Laster Show. Photo Credit: Benita Bell

Events

Mural Fest

Another successful Mural Fest was held in 2016, with Tasmanian artist Gren Freeman taking out the overall title with his mural 'Pondering'. The event continues to go from strength to strength with increased entries from artists and a record crowd in attendance.

Steam Fest

Redwater Creek Heritage and Steam Society's 2016 Steamfest was its biggest on record, breaking the 2015 attendance record. The event, held over the March long weekend, attracted steam enthusiasts from all across the state and mainland.

Taste of North-West

The annual Taste of the North-West was held on 2 April 2016 showcasing some of the North's best food and wine. The event attracted strong crowd numbers again on the back of a growing number of stallholders.

Mount Roland Laser Show

Over two nights in November 2015, Mount Roland was lit up with powerful lasers as part of a proof of concept for a mid-winter Fire and Light Festival. Council supported the event's proponent, Kentish Arts Commerce and Tourism, to test the feasibility of the technology using Mount Roland as a canvas to project images using lasers. The proof of concept was a success, with an estimated 5,000 people turning out to see the laser light display.

Skyfields

On 19 March 2016, the inaugural Skyfields concert was staged in Sheffield. Using Mount Roland as a backdrop, the 2016 event was headlined by nine time ARIA award winner Missy Higgins supported by the Tasmanian Symphony Orchestra. A crowd of 4,000 people turned out for the concert on a cold autumn evening but were not disappointed with the spectacular performances.

Peaks Challenge Cradle Mountain

On 1 November 2015, 550 riders took part in the inaugural Peaks Challenge Cradle Mountain. The event, organised by Bicycle Network, is part of the Peaks Challenges series that includes events on the Gold Coast and at Falls Creek. The Cradle Mountain event is a 235km loop between Devonport and Cradle Mountain taking in the towns of Sheffield and Wilmot.

Kentish Learning Plan and Strategy

Council was provided with a grant of \$30,000 from Primary Health Network Tasmania (PHN Tas) to develop a Community Learning Plan (CLP). The CLP was developed as an action of the Community Health Needs Assessment.

The project was undertaken in partnership with Tandara Lodge Community Care Inc, Glenhaven Family Care (Kentish Family Support) and Sheffield School. Work on the CLP began in early 2016 and was completed in June 2016.

Phase 2 of the project, which includes the development and implementation of strategies, will be completed in 2017.

ANZAC Wilmot Remembers Project – Stage 2

The Wilmot Remembers Project was an initiative of the Wilmot Memorial Committee and the Wilmot community, supported by the Kentish Council.

This initiative was a two stage project with the second stage undertaken during the financial year.

Stage 2 was the installation of a plaque for each of the fallen soldiers from the local community, laid under each tree planted as part of stage 1. During the research for information for the plaques, three additional local fallen soldiers were discovered. Three additional plaques were purchased as part of the project.

The Wilmot ANZAC Memorial Committee constructed memorial concrete plinths and affixed the bronze plaques.

Stage 2 of the project was funded with \$2,112 (incl. GST) under the Tasmanian Government's Department of Premier and Cabinet Centenary of ANZAC Grants Program and matched with \$2,112 (Incl. GST) from the Australian Government's ANZAC Centenary Local Grants Program.

Kentish Mountain Bike Master Plan

Kentish and Latrobe Councils have partnered to be able to deliver a world-class mountain bike experience that links the towns of Devonport, Latrobe, Railton and Sheffield.

The Kentish Mountain Bike Master Plan was developed by consultants TRC Tourism and World Trail in August 2015.

During the year, the project was promoted by both councils as the Wild Mersey Mountain Bike Development. A launch was held at the Railton Bowls Club on 4th April 2016.

Latrobe Council has now adopted a Master Plan for the Warrawee Reserve that includes linking trails to Railton. Both councils are negotiating with various land managers with respect to lease agreements.

Kentish and Latrobe Councils will seek funding from Federal and State Government to assist to develop the trails.

Road Safety Initiatives

The Community Road Safety Committee delivered two initiatives during the year focussed on improving safety on rural roads and improving driver behaviour. The initiatives were the basis for a successful application to the Community Road Safety Grant Program and \$24,294 was received to purchase a variable message sign to assist with delivering road safety messages.



The Wild Mersey Mountain Bike Proposal was launched in April 2016.

Sheffield Refresh - Township Enhancement Project

In mid-2015, Council sought to review a range of matters relating to the design and development of the Sheffield Township, to enhance both its appearance and functionality.

Council engaged Ms Wendy Morris of Ecologically Sustainable Design Pty Ltd to work with council staff and the community to prepare a blueprint for future growth and activity in Sheffield, together with identification of key early actions and investments for Council.

Ms Morris visited Sheffield in July 2015 to view the project and returned in October 2015 to host a community meeting to discuss the initial project brief as well as gather suggestions for changes from the community.

Design workshops were held over a weekend in February 2016 to further explore ideas and issues raised at the October 2015 workshop.

Once finalised, the draft report will be placed on public exhibition for comment. Adoption of the final report by Council is expected to occur during the next financial year.

Railton Flood Mitigation Update

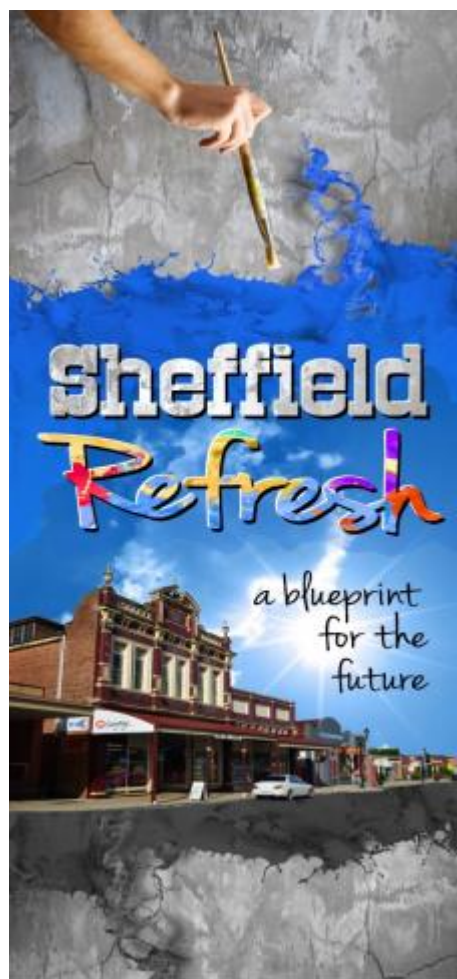
Work was undertaken to prepare projects identified within the recommendations of the Railton Flood Study prepared by SEMF in order to make a funding application under the NDRP (Natural Disaster Resilience Program).

The initial project highlighted limitations to reliably predict and assess rainfall and the fast river level rises that occur in such a small catchment area. These short timeframes make it problematic to appropriately make observations and decisions and to put into place actions to protect and warn property owners and residents of potential impending flooding on a continual and automated basis.

Lorinna Access Update

The State Government advised Council that it would not make available any significant funding towards the potential reconstruction and re-opening of Lorinna Road.

Council subsequently agreed that it was not prepared to contribute approximately \$2.5m towards re-opening Lorinna Road and has been investigating options to provide long-term access to the Lorinna community. Council is committed to making a decision on this very long-term issue by the end of the 2016 calendar year.



Kentish Interim Planning Scheme 2013

The panel appointed by the Tasmanian Planning Commission to consider the submissions received during the public exhibition of the *Kentish Interim Planning Scheme 2013* has published their conclusions and draft recommendations in a staged manner throughout the year.

The Panel's first draft report was released for comment in August 2015 and an urgent amendment, effective from 25 September 2015, was issued based on this report. The amendment covers largely technical matters such as correcting errors or anomalies, removing inconsistencies, making procedural changes and clarifying the operation of the interim planning scheme.

The focus of the Panel's next report will be on specific zoning and related issues with the Kentish Interim Planning Scheme, including the matters raised in representations on the scheme.

Council's planner continued to participate in discussions with the Tasmanian Planning Commission in respect of the submissions received and representors were invited to attend a meeting held specifically for them to present their submissions in person.

Tasmanian Planning Scheme

The State Government has amended the *Land Use Planning and Approvals Act 1993* to provide for the implementation of a single planning scheme for all 29 councils in Tasmania.

On 9 March 2016, the Minister for Planning approved the draft State Planning Provisions (SPPs) for public exhibition. The Tasmanian Planning Commission publicly exhibited the draft SPPs from 15 March 2016 to 18 May 2016. Council lodged a submission in respect of the draft SPPs.

The Commission is considering the draft SPPs and the representations received and must provide a report to the Minister by 9 December 2016.

Once the SPPs have been decided, Council will begin working on its local planning provisions. In preparation for this, a review of land use in all settlement areas including Acacia Hills and South Spreyton is being undertaken.

Resource-Sharing

Resource-sharing is a key strategy of Kentish Council to increase efficiency and effectiveness and maximise value for money for the ratepayers of Kentish. Through the municipal alliance with Latrobe Council, the resource-sharing strategy progressed during the financial year with highlights being;

- refinement of processes following the re-structure of Council's Planning and Building Services departments;
- appointment of a 50/50 resource-shared works manager across the two councils; and
- installation of an integrated telephone system across the two councils, using voice over internet technology.

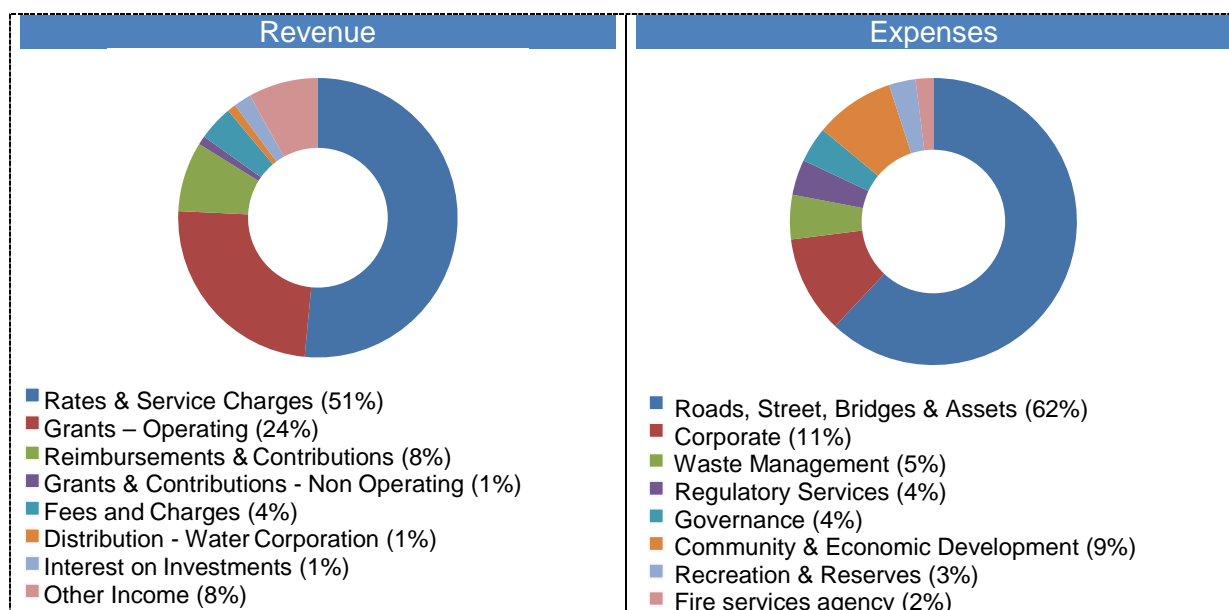
Conservative financial modelling estimates the savings for the two councils from resource-sharing to be at least \$594,000 during 2015/16 and these savings are expected to increase as the resource-sharing strategy is extended and consolidated.

Youth Scholarship

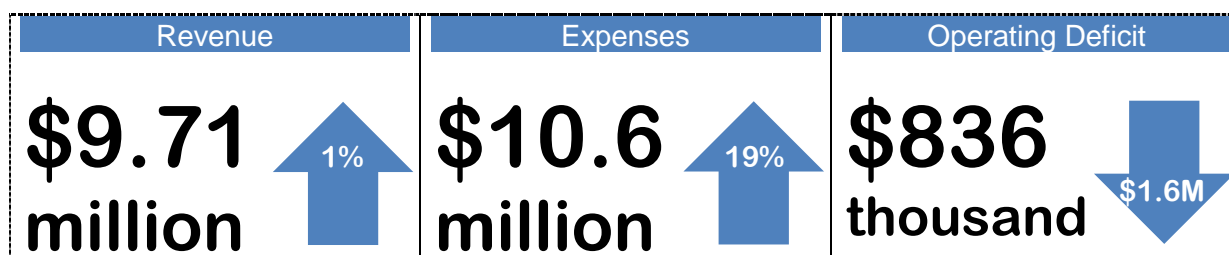
Each year, Council provides a scholarship valued at \$1,250 to assist a Kentish student to further their studies. The 2016 Youth Scholarship was awarded to Jack Slater. Jack is studying a Bachelor of Engineering at La Trobe University. Council wishes Jack all the best with his academic future.

Financial Overview

REVENUE & EXPENDITURE SOURCES

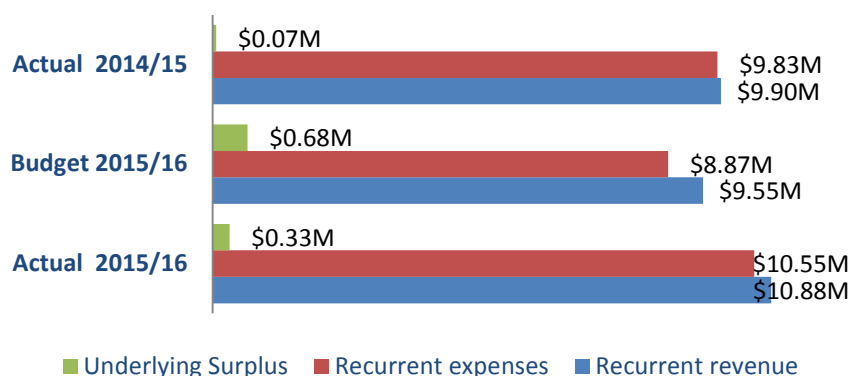


FINANCIAL RESULT COMPARED TO BUDGET



Council's underlying operating surplus was \$330,000 despite the \$1.6 million financial impact of the floods.

UNDERLYING RESULT



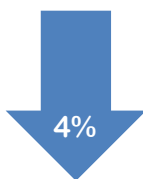
The calculation of Council's underlying result is shown at note 41 to the Financial Report (Page 126)

CAPITAL BUDGET VARIANCES EXPLANATION

Total Capital Expenditure

\$139,000

less
than
budget



\$169 ↑
thousand

**Roads
Streets**

\$169,000 favourable budget variance mainly relates to works on Union Bridge Road and Staverton Road re-allocated to operating expenditure

\$170 ↑
thousand

Bridges

\$170,000 favourable budget variance reflects continued market competition resulting in lower tendered prices

\$308 ↓
thousand

**Land
Buildings**

\$308,000 unfavourable budget variance relates to the unbudgeted strategic purchase of property at 67-69 Main Street, Sheffield approved after the original budget was adopted

\$58 ↑
thousand

**Land
Improvements**

\$58,000 favourable budget variance relates to various budget savings and small projects transferred to operating expenditure

MAJOR CAPITAL EXPENDITURE

\$462 k	Unsealed roads re-sheeting
\$338 k	Road re-sealing
\$311 k	Property purchase Main Street, Sheffield
\$246 k	Re-construction Nowhere Else Road
\$138 k	Re-construction Back Road
\$125 k	Renewed Bridge on Patawalonga Road
\$109 k	Land purchase to extend car park in Sheffield
\$96 k	Renewed Bridge on Beulah Road
\$90 k	Installed solar panels on Council Office
\$86 k	New footpaths in Railton
\$37 k	Renewed deck on Kellys Cage Road Bridge
\$35 k	New footpaths in Sheffield

Comparison of Income Statement to Original Budget

	Actual 2015/16 (\$,000)	Original Budget 2015/16 (\$,000)	\$ Variance (\$,000)	% Variance	Comments
Revenue					
Rates and charges	4,974	4,912	62	1%	Favourable budget variance due to additional rates following supplementary valuations of properties.
Statutory fees and fines	231	205	26	13%	Favourable budget variance mainly due to conservative budgeting.
User fees	205	83	122	147%	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	2,376	3,300	-924	-28%	Unfavourable budget variance mainly due to \$1,277,000 of 2015/16 Commonwealth FAG funds received in advance in 2014/15 after the original budget was finalised.
Reimbursements	749	244	505	207%	Favourable budget variance mainly due to \$439,000 of unbudgeted disaster recovery funding relating to floods in June 2016.
Distribution - water corporation	123	125	-2	-2%	Minor unfavourable budget variance.
Other income	508	531	-23	-4%	Minor unfavourable budget variance.
Interest	198	150	48	32%	Favourable budget variance mainly due to conservative budgeting and higher average cash balances than budgeted.
Share of net profits/(losses) of associates	261	0	261	n/a	Favourable budget variance due to earlier availability of the financial report of Dulverton Waste Management Authority.
Grants specifically for new or upgraded assets	93	96	-3	-3%	Minor unfavourable budget variance.
Total Revenue	9,718	9,646	72	1%	Overall favourable variance

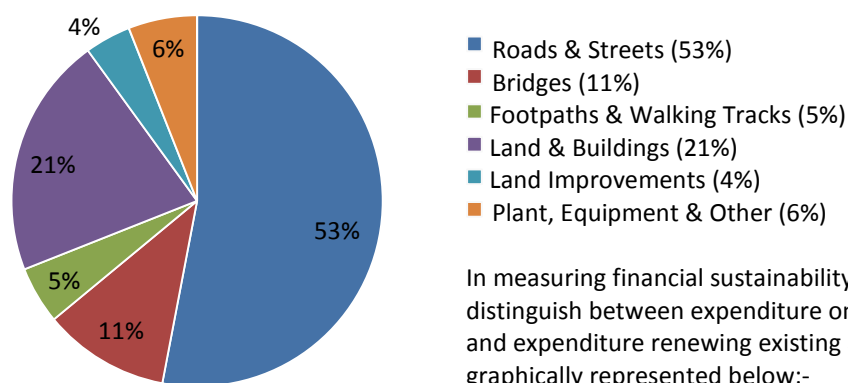
Comparison of Income Statement to Original Budget Cont

	Actual 2015/16 (\$,000)	Original Budget 2015/16 (\$,000)	\$ Variance (\$,000)	% Variance	Comments
Expenses					
Employee Costs	2,681	2,588	93	4%	Unfavourable budget variance mainly due to higher than budgeted contract labour costs.
Materials and Services	3,592	3,029	563	19%	Unfavourable budget variance mainly due to \$735,000 of unbudgeted flood damage repairs relating to the June 2016 floods.
Depreciation and Amortisation	2,700	2,770	-70	-3%	Minor favourable budget variance.
Finance Costs	97	97	0	0%	
Other Expenses	475	388	87	22%	Unfavourable budget variance mainly due to internal on-cost allocation variances.
Net Loss on Disposal of property, infrastructure and plant	1,009	0	1,009	n/a	Unfavourable budget variance mainly due to \$818,000 loss on bridges destroyed by the June 2016 floods and unbudgeted depreciation adjustment relating to re-sealing sealed roads and re-sheeting unsealed roads.
Total Expenses	10,554	8,872	1,682	19%	Overall unfavourable variance mainly due to flood costs.
Net Surplus / (Deficit)	(836)	774	(1,610)	-208%	Overall unfavourable variance

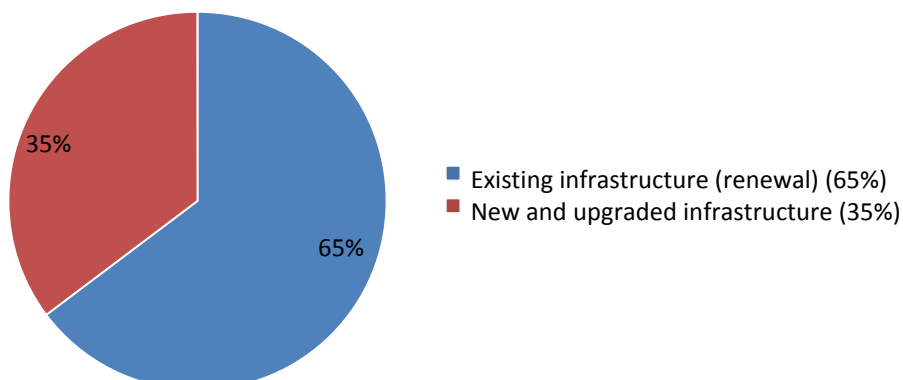
Comparison of Capital Expenditure to Budget

Capital Works Areas	2015/16 Actual (\$'000)	Original 2015/16 Budget (\$'000)	Adjustment to Carry Forward from 2015 (\$'000)	Carried Forward to 2016/17 (\$'000)	Budget Variance (\$'000)
Roads & Streets	1,285	1,939	0	485	-169
Bridges	261	428	3	0	-170
Footpaths and Walking Tracks	121	136	0	0	-15
Stormwater	4	75	0	56	-15
Land & Buildings	514	431	0	225	308
Land Improvements	86	162	0	18	-58
Plant, Equipment and Other	136	378	-2	220	-20
Total Capital Works	2,407	3,550	1	1,004	-139
Represented by:					
Asset Renewal	1,558	2,284	3	595	-134
New / Upgraded Assets	849	1,265	-2	408	-5
Total Capital Works	2,407	3,549	1	1,003	-139

Capital Expenditure by Asset Type 2015/16



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 41 of the Annual Financial Report attached to this Annual Report.

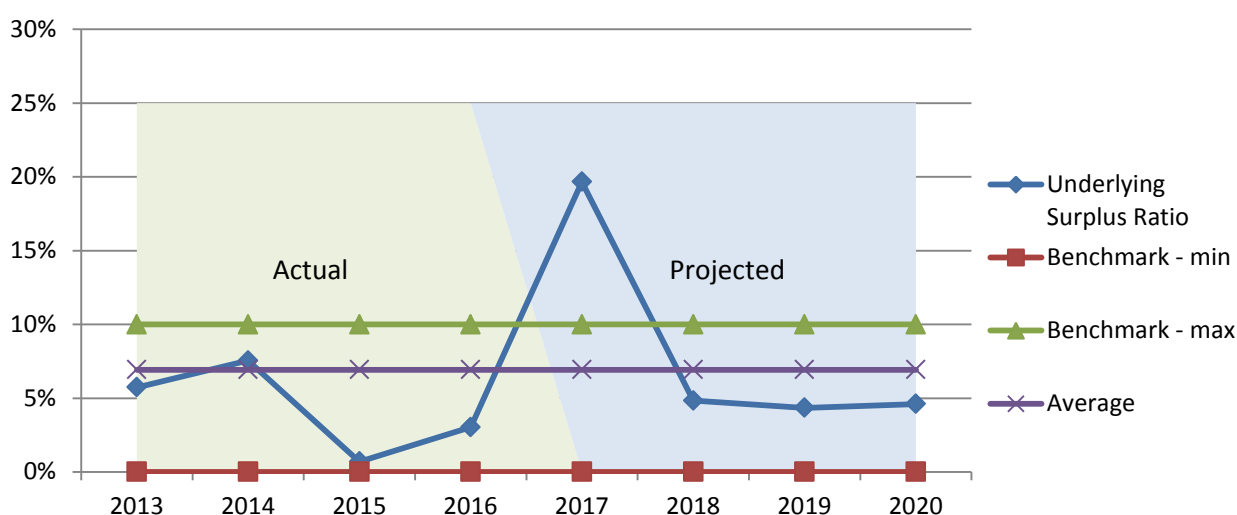
The following graphs and commentary show Council's performance against these indicators over the past four years compared to suggested benchmark results.

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.

	2013	2014	2015	2016	2017	2018	2019	2020	Av.
Underlying Surplus Ratio	5.7%	7.5%	0.7%	3.0%	19.7%	4.8%	4.3%	4.6%	6.9%
Benchmark - min	0	0	0	0	0	0	0	0	0
Benchmark - max	10%	10%	10%	10%	10%	10%	10%	10%	10%
Average	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%
To assess sustainability									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Underlying Surplus (excluding income to fund new or upgraded assets)	491	730	69	330	2,686	455	409	435	701
Recurrent Income	8,566	9,677	9,903	10,884	13,660	9,411	9,407	9,454	10,120

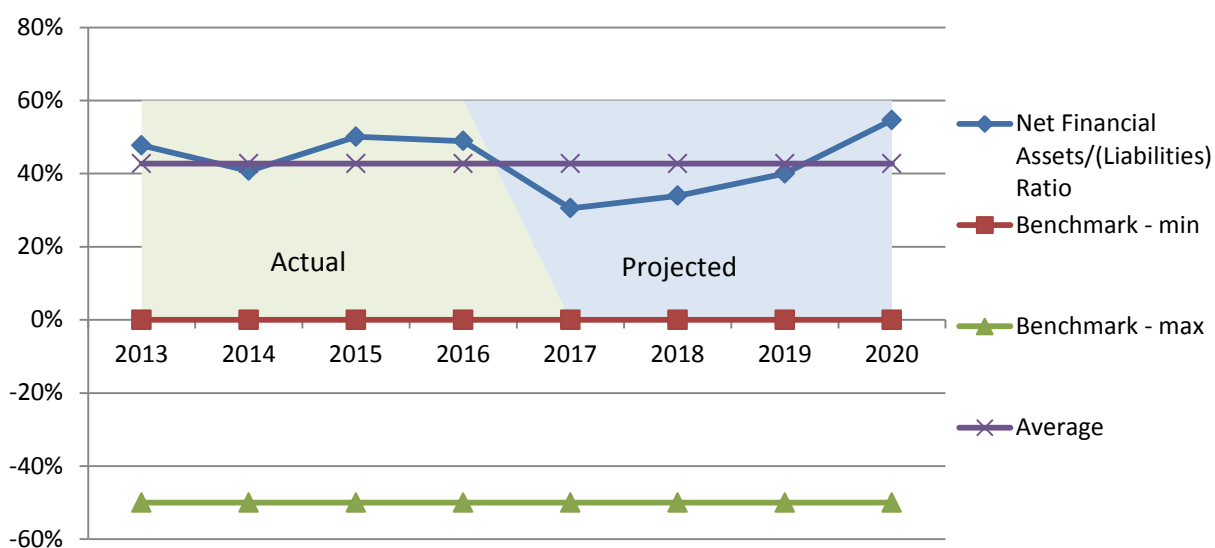


Net Financial Assets/(Liabilities) Ratio

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.

	2013	2014	2015	2016	2017	2018	2019	2020	Av.
Net Financial Assets/(Liabilities) Ratio	47.7%	40.8%	50.1%	48.9%	30.5%	33.9%	40.0%	54.6%	42.7%
Benchmark - min	0	0	0	0	0	0	0	0	0
Benchmark - max	-50%	-50%	-50%	-50%	-50%	-50%	-50%	-50%	-50%
Average	42.7%	42.7%	42.7%	42.7%	42.7%	42.7%	42.7%	42.7%	
To assess the level of debt held by Council									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net Financial Assets/(Liabilities)	4087	3946	4959	5320	4,165	3,192	3,764	5,164	4,325
Recurrent Income	8,566	9,677	9,903	10,884	13,660	9,411	9,407	9,454	10,120

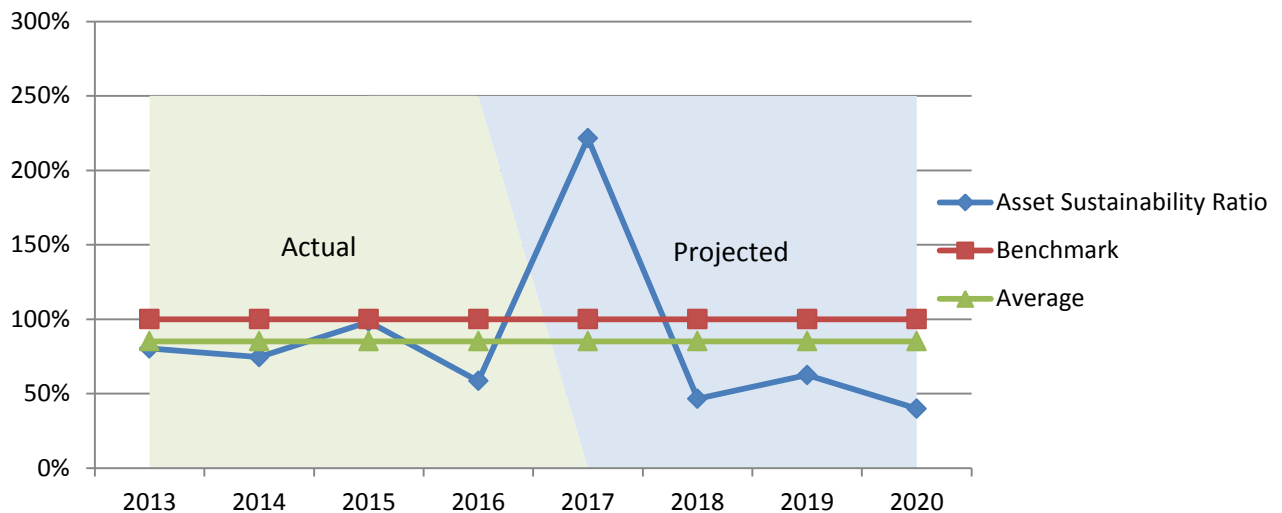


Asset Sustainability Ratio

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 2020 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.

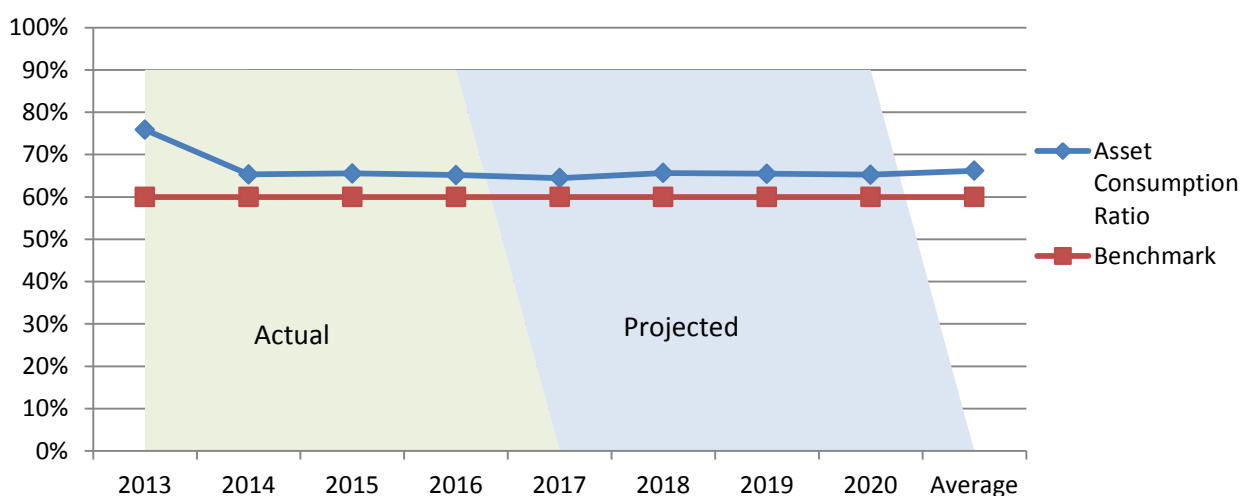
	2013	2014	2015	2016	2017	2018	2019	2020	Av.
Asset Sustainability Ratio	80%	74%	98%	59%	222%	47%	62%	40%	85%
Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average	85%	85%	85%	85%	85%	85%	85%	85%	85%
Indicates if assets are being renewed at the same rate as they are being consumed									
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital expenditure on renewal of existing assets	1,762	1,980	2,627	1,580	6,135	1,303	1,768	1,135	2,286
Depreciation Expense	2,194	2,659	2,674	2,700	2,768	2,795	2,832	2,844	2,683



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 34% into its expected useful life, which explains why there may not currently be a high demand for asset renewals.

	2013	2014	2015	2016	2017	2018	2019	2020	Av.
Asset Consumption Ratio	76%	65%	66%	65%	64%	66%	65%	65%	66%
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	77,485	92,650	99,398	98,108	103,580	101,701	101,415	101,146	96,935
Current replacement cost of assets	102,131	141,806	151,657	150,511	160,674	154,876	154,926	154,993	146,447

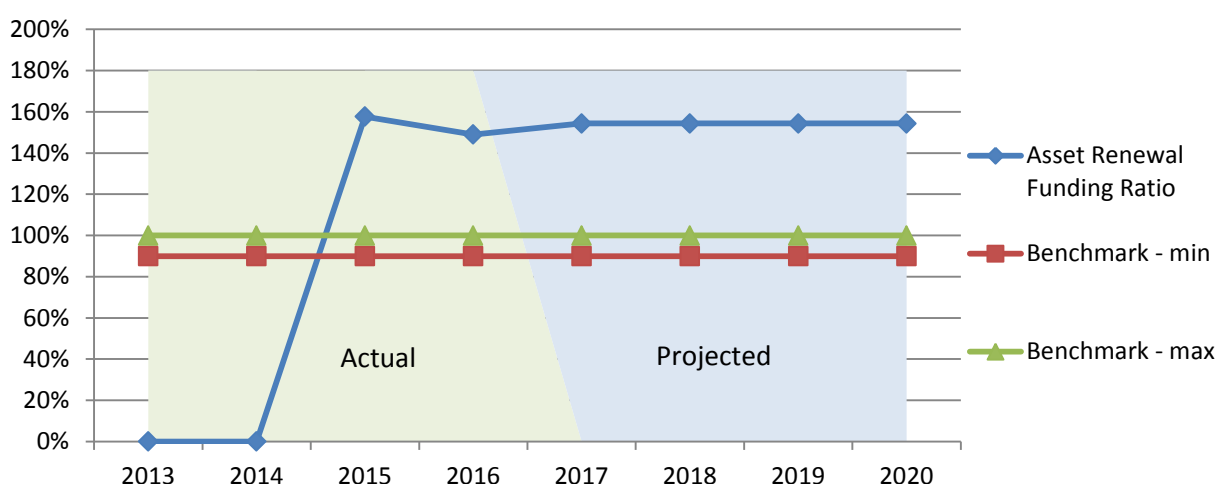


Asset Renewal Funding Ratio

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 2016/17 as will the links between the asset management plans, capital works program and long-term financial plan.

	2013	2014	2015	2016	2017	2018	2019	2020	Av.
Asset Renewal Funding Ratio	n/a	n/a	158%	149%	154%	154%	154%	154%	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	17,380	17,469	17,469	17,469	17,469	17,469	n/a
Net Present Value (NPV) of ten year projected capital renewal expenditure demand	n/a	n/a	11,019	11,726	11,315	11,315	11,315	11,315	n/a





OUR PERFORMANCE

Overview of Performance

The table below provides an ‘at a glance’ overview of Council’s performance against the 2015/16 Annual Plan.

Council’s 2015/16 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 2015/16 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

About this Objective:

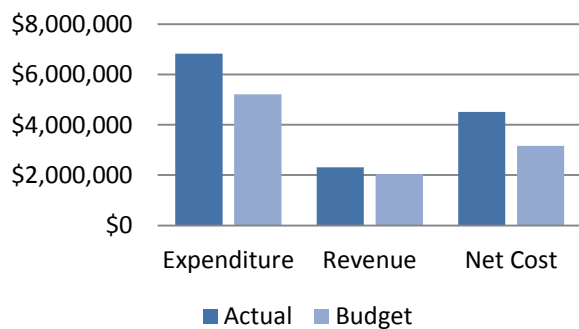
This objective encompasses management of the road network, stormwater infrastructure, parks and gardens and council owned buildings.

Our Scorecard:

Number of Actions	Complete	In Progress	Delayed
60	32	15	13

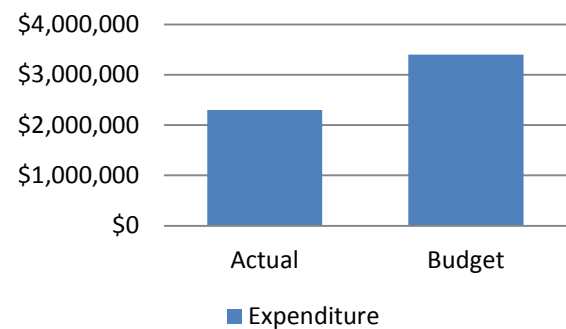
Performance against Budget:

Infrastructure Total – Operating Budget



The net cost of operating and maintaining Council's infrastructure exceeded budget by \$1.3million mainly due to \$1.6million of flood damage to road infrastructure that was only partially offset by National Disaster Relief and Recovery Assistance (NDRRA) of \$439,000.

Infrastructure Total – Capital Expenditure
























Objective 1.1 Roads

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

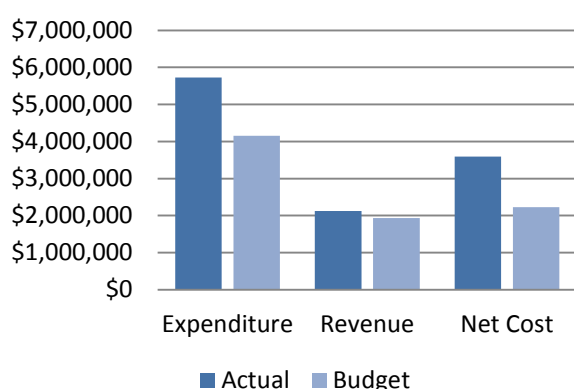
Performance against Annual Plan

Key:  Completed  In Progress  Delayed

2015/16 Annual Plan Actions	Status
Appoint a resource-shared Works Manager to manage the works departments of the two councils in a way that maximizes efficiencies from resource-sharing across the two councils.	
Share equipment and other resources with Latrobe Council where increased efficiency and/or effectiveness can be achieved. Examples of planned shared-resources are roadside slashing equipment and Council's grader.	
Stage two of re-construction of Back Road, Wilmot from Spellmans Road intersection south to Wilmot.	
Road pavement upgrade at Nowhere Else Road.	
Road pavement upgrade at Staverton Road.	
Safety improvements at accident black spots on Union Bridge Road.	
Safety improvements at the intersection of Main Street and Spring Street, Sheffield.	
Complete annual sealed road re-seal program and annual unsealed road re-sheeting program.	
Continue to extend the footpath along Latrobe Road towards Cement Works Road, Railton.	
Extend priority footpaths in Sheffield.	
Continue to seal the Sheffield Walking Track in stages.	
Renew the Patawalonga Road/Dasher River Bridge, renew the Beulah Road/Minnow River Bridge and renew the deck and runners on the Kellys Cage Road/Mersey River Bridge.	
Seek a partnership agreement with the State Government to progress a solution regarding road access to Lorinna.	
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 (CRSP-KLa).	
Consider options to upgrade access to Lorinna.	
Review speed limits through the towns and villages as requested.	
Encourage land owners to maintain nature strips with assistance provided for elderly/disabled persons.	
Investigate the feasibility of community groups being able to maintain Council owned assets.	

Performance against Budget

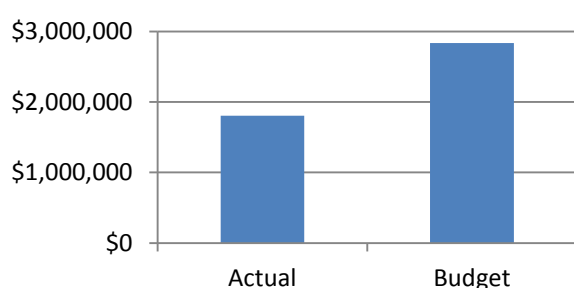
Road Network Management – Operating Budget



Roads expenditure was \$1.6 million higher than budget due to expenses relating to the June 2016 floods being:

- \$818,000 write-off of damaged bridges; and
- \$782,000 initial repairs to roads and related infrastructure relating to the flood damage.

Road Network Management – Capital Expenditure



Capital expenditure on road infrastructure was \$1.03 million lower than budget mainly due to \$485,000 of infrastructure projects and \$200,000 of plant purchases carried forward to the 2016/17 financial year, together with \$170,000 savings on bridge replacement costs and \$237,000 transferred to operating expenditure.

Key Challenges

- The delay noted in the project to 'undertake safety improvements at the intersection of Main Street and Spring Street, Sheffield' has resulted from the commissioning of a town urban design project facilitated by consultants, Ecologically Sustainable Design, to ensure an integrated approach including the proposed upgrades at the Honey Shed and Redwater Creek Railway site.

Plans for the next 12 months

- Renew Council owned road seal, footpath and kerb and channel in Main Street, Sheffield, from Henry Street to Spring Street, including enhancements identified in the Sheffield Township Enhancement Study (\$636,000).
- Road pavement upgrade at Bridle Track Road, west of quarry junction to Sheffield Road (\$240,000).
- Re-align Tassie Trail by constructing a gravel track along Railton Road to improve the link to proposed mountain bike trails (\$10,000).
- Final stage of re-construction of Back Road, Wilmot, south to Wilmot (\$85,000).

Objective 1.2 Stormwater

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

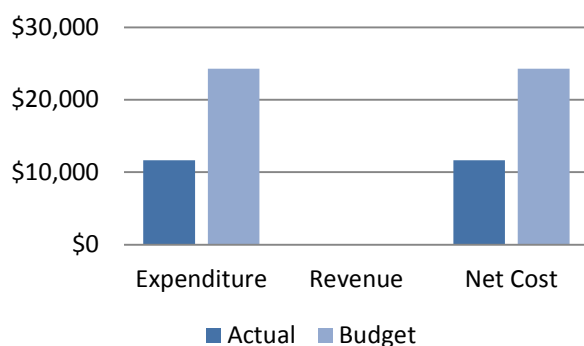
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Continue to implement the first stage of the recommendations from the Railton Stormwater Study completed by SEMF.	✓
Implement a flood early warning system for Railton.	✗
Investigate ground stability adjacent to stormwater infrastructure at the Sheffield Recreation Ground area.	✓
Progress the improvement plan of the Asset Management Plan for stormwater.	✓
Review the Stormwater Asset Management Plan.	↑
Upgrade and extend the Sheffield and Railton stormwater reticulation systems in consultation with TasWater and agreed priority areas.	↑
Develop a policy to improve the open drains and creeks in the Kentish municipality as opportunities present.	↑
Develop a flood action plan for Railton.	✗

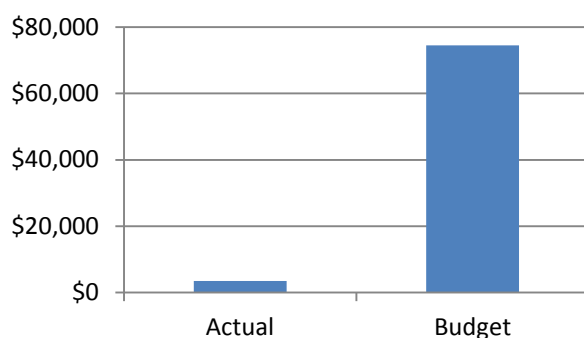
Performance against Budget

Stormwater Infrastructure Management – Operating Budget



Stormwater maintenance expenditure is typically reactive to damage to and failure of stormwater infrastructure. An allowance was made in the budget for such expenditure but fortunately there were relatively few stormwater failures during the year.

Stormwater Infrastructure Management – Capital Expenditure



The majority of the budgeted stormwater capital expenditure relates to the implementation of the recommendations of the Railton Stormwater Study. This implementation has been deferred to 2016/17 and will most likely rely on State and/or Federal funding assistance.

Key Challenges

- The delay noted in the projects relating to flooding in Railton primarily revolve around the limitations to reliably predict and assess rainfall and the fast river level rises that occur in such a small catchment area. These short timeframes make it problematic to appropriately make observations, decisions and to then put into place actions and warn property owners and residents of potential impending flooding on a continual and automated basis.

Plans for the next 12 months

- Continue to implement the first stage of the recommendations from the Railton Stormwater Study completed by SEMF (\$41,000 carried forward from 2015/16).
- Extend Sheffield stormwater system at rear of honey tourism development near junction of Main Street and Spring Street (\$20,000).

Objective 1.3 Buildings

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

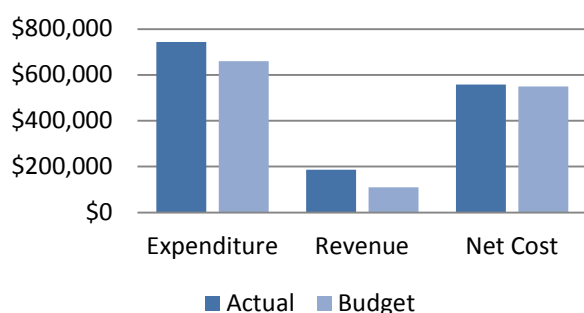
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Installation of solar panels at the council offices in Sheffield.	✓
Energy efficiency measures at the council offices.	↑
Renew the toilets at Goliath Park in Railton.	✗
Install an internal ramp at Kentish Health Care Centre.	✗
Install lighting at O'Neills Park toilets.	✓
Construct a new disabled access toilet and umpires room at Railton Recreation Ground.	✗
Construct a storage room at Wilmot Hall.	↑
Refurbish the Wilmot Hall toilets.	↑
Progress the improvement plan of the Asset Management Plan for buildings and community facilities.	✓
Review the Buildings and Community Facilities Asset Management Plan.	↑
Review Council's Disability Access Plan.	✓
Consider the feasibility of using solar energy and installing LED lights for council buildings.	✓

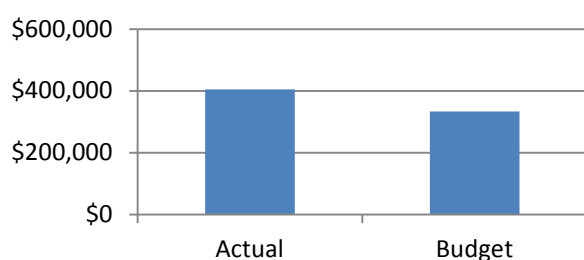
Performance against Budget

Building Management – Operating Budget



The net cost of managing and maintaining Council's buildings and related infrastructure was in-line with budget with additional expenditure largely covered by additional revenue.

Building Management – Capital Budget



\$225,000 of capital expenditure for buildings has been carried forward to 2016/17 pending further assessment of design and scope. This was offset by \$311,000 of originally unbudgeted expenditure for the strategic purchase of a property in Main Street, Sheffield.

Key Challenges

- Engagement of contractors to undertake works in a timely manner is difficult at times as Council competes with other private and government work in the building industry.
- Both changes within facility committee membership and changing committee priorities (the latter a result of balancing community needs and expectations with Council resources) can result in concepts changing dramatically, sometimes leading to delays in drafting plans and project delivery.

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 (\$75,000). \$60,000 to be carried forward from 2015/16 budget.
- Install insulation at Wilmot Hall (\$6,500).
- Renew the toilets at Barrington Hall (\$36,000) with \$10,000 contribution from the Barrington Hall Committee.

Objective 1.4 Parks and Reserves

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

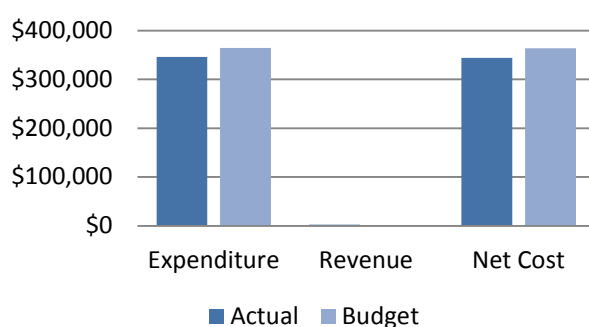
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Extend the path at the Mural Wall of Honour in Mural Park, Sheffield.	✓
Construct bus shelters for the Knox Drive and Grandview Drive areas in South Spreyton.	✓
Replace sections of the perimeter fence at the Kentish Health Care Centre Park in Sheffield.	✓
Improve the main oval, junior oval and cricket nets at Sheffield Recreation Ground in accordance with the recently completed master plan.	✓
Install tourism signs near the entries to Kentish.	↑
Develop a precinct plan for central Sheffield.	↑
Tree avenue project for Sheffield entrances and topiary at Railton entrances.	✗
Upgrade junior cricket ground at Sheffield Recreation Ground.	✓
Contribute towards shore erosion works at Kentish Park.	✓
Remove hardstand adjacent to the Drill Hall and install interpretive signage for the mosaic pathway in King George V Park.	↑
Perimeter planting at Kentish Health Care Centre Park.	✓
Improvements to entrance and vehicle turning circle at Lake Barrington Park.	✗
Install interpretive signage at Mural Park.	✗
Finalise the Parks and Reserves Land Improvements Asset Management Plan.	✗
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.	✗
Prepare a maintenance and improvement plan for each of the four (4) cemeteries.	✗

Performance against Budget

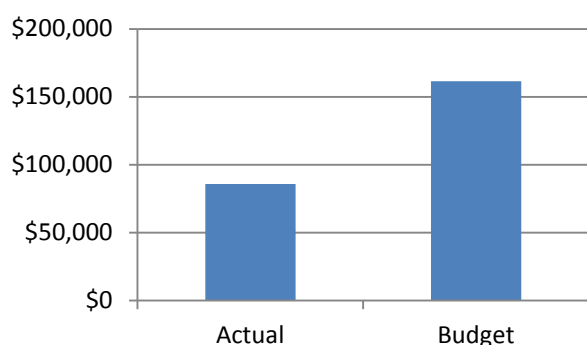
Parks and Reserves – Operating Budget



The net cost of maintaining Council's parks and gardens was around 5% less than originally budgeted.

Performance against Budget cont

Parks and Reserves – Capital Budget



Capital expenditure on infrastructure in Kentish's parks and reserves was \$76,000 less than originally budgeted, mainly due to \$17,000 carried forward to 2016/17 and \$55,000 transferred to operating expenditure.

Key Challenges

- The delay noted in the 'Install tourism signs near the entries to Kentish' project has resulted from additional unplanned community consultation being undertaken by Sheffield Inc with local artists.
- The 'Tree Avenue Project for Sheffield Entrances and Topiary at Railton Entrances' has been put on hold until the Sheffield Township Enhancement Report has been completed to ensure any entrance work is in-line with the recommendations from the report.
- A number of projects listed regarding amenity improvements around Lake Barrington have been put on hold until an agreement has been negotiated between Hydro Tasmania and Council for the management of the Hydro owned land.

Plans for the next 12 months

- Contribution towards a new MAST pontoon to disperse users from boat ramps at Kentish Park subject to MAST grant (\$10,000).
- Landscaping including removal and replacement of trees, surface repairs, weed management and relocation of football goal posts at Goliath Park in Railton (\$35,000).
- Level verge for mowing on Wilmot Main Road (\$5,000).



Strategic Objective 2: Economic and Community Development

About this Objective:

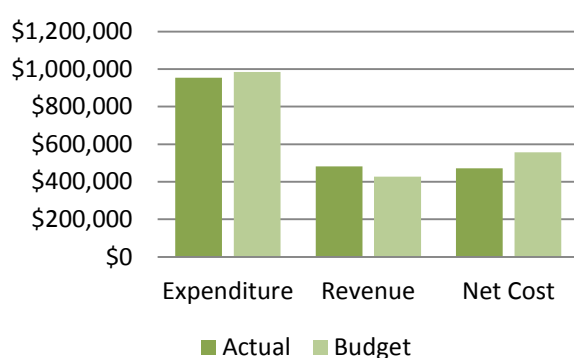
This objective encompasses economic development, tourism, culture, festivals and events and community facilities and services.

Our Scorecard:

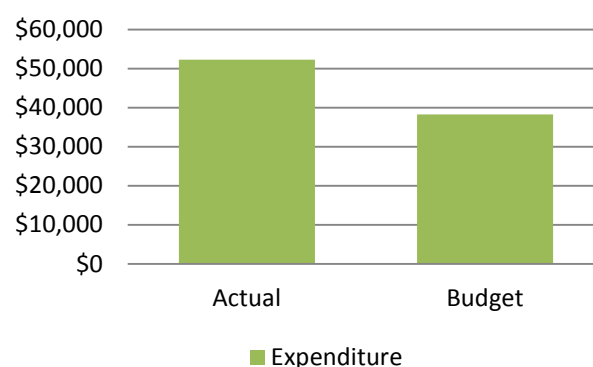
Number of Actions	Complete	In Progress	Delayed
37	31	3	3

Performance against Budget:

Economic and Community Development Total – Operating Budget



Economic and Community Development Total – Capital Expenditure



Capital expenditure for Economic and Community Development exceeded the original budget by \$16,000 mainly due to the \$24,000 purchase of a mobile variable messaging display unit. This unit was funded by a State community road safety grant.

Objective 2.1 Business Development

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

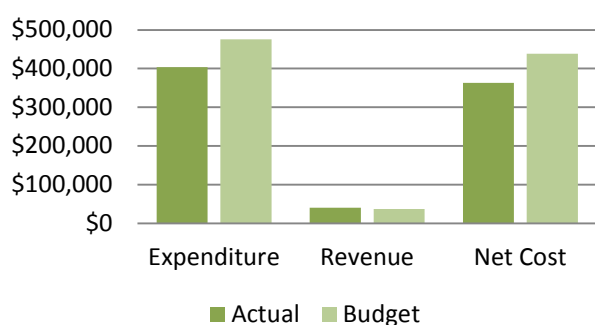
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Advance individual actions identified in the Economic Development Strategy 2015-2020.	✓
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.	✓
Adopt a Procurement Policy that supports local business where practical.	✓
Consider options to encourage economic growth to the areas ('can do' approach for development).	✓

Performance against Budget

Economic Development – Operating Budget



Economic development expenditure was \$72,000 less than budget due to \$27,000 of expenditure carried forward to 2016/17 and \$45,000 of net savings.

Key Challenges

- Limited supply of vacant commercial properties in Sheffield has continued to hamper growth in Sheffield. To address this issue, Council commenced the Sheffield Township Land Use Review.
- Railton businesses could benefit from increased demand to improve business viability. To assist with this issue, as well as bring visitors to the region, Council has embarked on the Mountain Bike Project.

Plans for the next 12 months

- Advance individual actions identified in the Economic Development Strategy 2015-2020.
- Contribute towards the regional bid to host the 2018 Australian Masters Games (\$7,000).

Objective 2.2 Tourism

To promote, develop and support tourism.

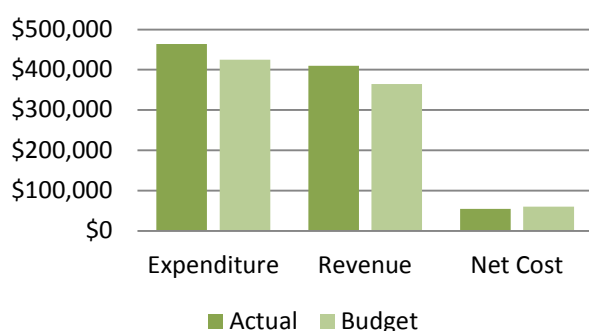
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
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.	✓
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.	✓
Implement recommendations of the current visitor information centre review.	✓
Contribute \$5,000 towards the Cradle Coast Authority – Cradle Mt Revitalisation Plan – Tourism Demand Driver Infrastructure Investment Fund.	✓
Partner with Parks and Wildlife to upgrade tracks and signage for Bell Mt and Kimberley's Lookout.	✗
Actively engage with the Cradle Coast Authority Regional Tourism Organisation.	✓
Review Council's participation in the Tasmanian Visitor Information Network Yellow i program.	✓
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, including retaining 'free' camping at Railton.	↑
Support projects that improve the attraction of towns and villages.	✓
Actively promote Kentish as a visitor destination.	✓

Performance against Budget

Visitor Information Centre – Operating Budget



The net cost of operating the Kentish Visitor Information Centre was \$55,000 being 10% less than originally budgeted due to an increase in bookings taken and retail sales by the centre.

Key Challenges

- The delay noted in the 'Partnership with Parks and Wildlife to upgrade tracks and signage for Bell Mt and Kimberley's Lookout' project has resulted from changing priorities, with the funds allocated for this project being re-directed to upgrades on the Tassie Trail to improve safety.
- Implementation of recommendations from the Visitor Information Centre Review has not progressed as expected due to the nine North-West councils being unable to reach a consensus on the recommendations contained within the review. Council progressed a number of initiatives pertaining to the operation of its own visitor service.

Plans for the next 12 months

- 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.
- 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.
- Contribute towards establishment of free Wi-Fi for visitors to Sheffield (\$6,000).

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

2015/16 Annual Plan Actions	Status
Continue to assist the development and promotion of local community events.	✓
Replace bannerconda flags for Main Street in 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 with a focus on Mural Fest, Steam Fest, Taste of the North West, Gowrie Park Rodeo.	✓
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.	✓

Key Challenges

- Attraction of funding from both State and Federal Government sources has been very difficult for Kentish events due to the perceived size of the events and the number of applications submitted. Council commenced the development of an Events Strategy to assist funding bodies to determine priority funding areas and to map growth strategies for event organisers.

Plans for the next 12 months

- Support the Tasmanian Medieval Festival to be held in September 2016 at the grounds of the Redwater Creek Railway (\$5,000).
- Replace bannerconda flags for the Main Street of Sheffield (\$2,000).
- Support the second "proof of concept" trial for the 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.

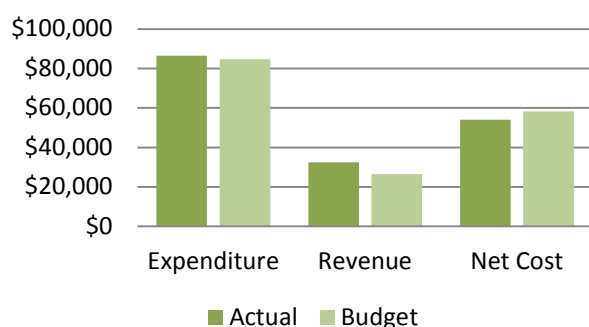
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Design a Mountain Bike Trails Master Plan for Kentish as a blueprint for a world-class mountain bike experience linking Railton and Sheffield with options to link Latrobe and Devonport to complete a loop.	✓
Prepare designs and planning application for Sheffield Recreation Ground clubroom upgrade to ensure the project is 'shovel-ready' for future grant applications.	↑
Apply to MAST for the installation of a third pontoon at Kentish Park, Lake Barrington.	✗
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.	✓
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.	✓
Encourage volunteers through the recognition and celebration of their valuable contribution.	✓

Performance against Budget

Youth Services – Operating Budget



Key Challenges

- The delay noted in the 'Prepare designs and planning application for Sheffield Recreation Ground clubroom upgrade to ensure the project is 'shovel-ready' for future grant applications' project has resulted from community consultations taking longer than anticipated.
- The delay noted in the 'Secure an operator for the Sheffield Health Care Centre gymnasium' project primarily revolves around the ability of a private operator to realise a return on investment in-line with industry expectations. In order to secure an operator, Council made a budget allocation to allow the purchase of gym equipment in order to attract an operator.

Plans for the next 12 months

- 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 (\$75,000).



Strategic Objective 3: Governance and Organisational Development

About this Objective:

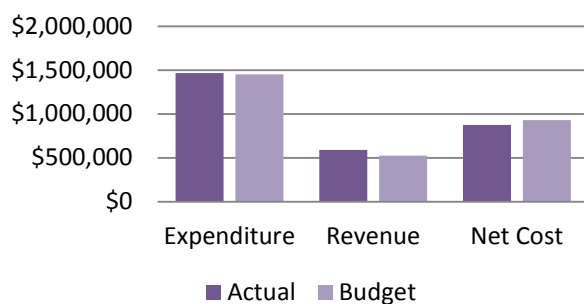
This objective encompasses advocacy and leadership, governance, financial management, employee development and risk management.

Our Scorecard:

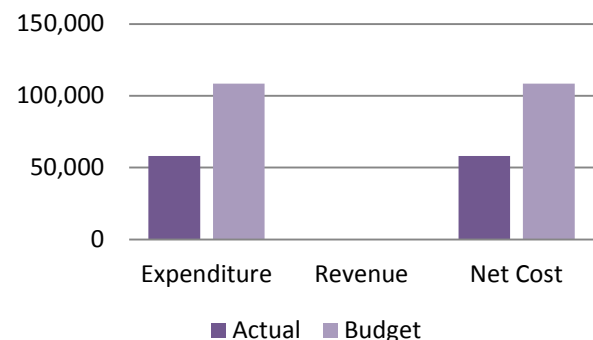
Number of Actions	Complete	In Progress	Delayed
35	32	1	2

Performance against Budget:

Governance and Organisational Development
Total – Operating Budget



Governance and Organisational Development
Total – Capital Expenditure



Governance and Organisational Development capital expenditure was \$50,000 less than budget due to \$20,000 carried forward to 2016/17 and net budget savings of \$30,000.

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.

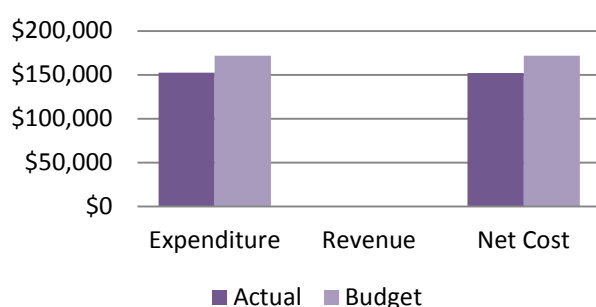
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 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.	✓
Develop and implement the Emergency Management Plan (includes Community Safety Plan).	✓
Support the retention and upgrading of the Mersey Regional Hospital.	✓
Support the retention, 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 area.	✓
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 services providers within the Kentish area (health, police, schools, clubs etc).	✓

Performance against Budget

Elected Members – Operating Budget



Key Challenges

- Determine the priorities of the diverse community.
- Balance community expectation regarding improved level of service against the capacity of the three levels of government to fund.

Plans for the next 12 months

- Participate in discussions with Latrobe Council, Devonport 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.

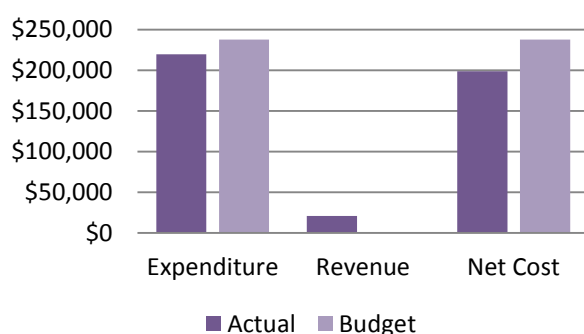
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Participate with Latrobe Council in a detailed study of the benefits of the current and potential future resource-sharing arrangements between the two 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 standardised 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 particularly relating to asset and financial management, workplace health and safety and risk management.

Plans for the next 12 months

- Participate with North-West councils in a detailed study of the potential opportunities for shared services between the councils.

Objective 3.3 Financial Management

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

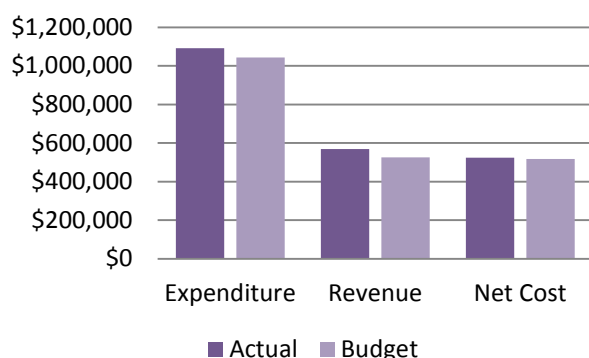
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

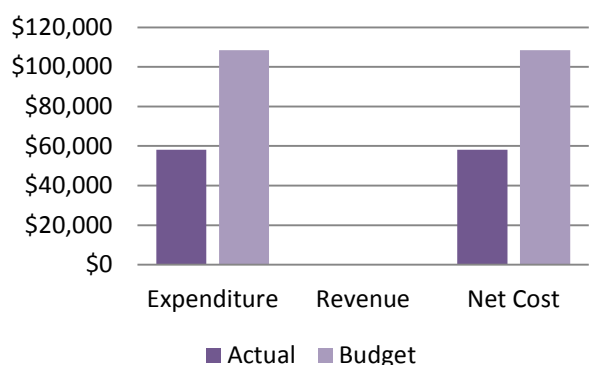
2015/16 Annual Plan Actions	Status
To achieve an underlying surplus over the medium to long term.	✓
To maintain fair and equitable rating levels.	✓
Develop and annually review a financial strategy outlining how Council intends to meet the financial requirements of its Asset Management Plans and other 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.	✗
Software licences, upgrades and annual workstation and printer replacements.	✓

Performance against Budget

Finance and Administration – Operating Budget



Finance and Administration – Capital Expenditure



Finance and Administration capital expenditure was \$50,000 less than budget due to \$20,000 carried forward to 2016/17 and net budget savings of \$30,000.

Key Challenges

- Council's current Asset Management Plans and the Long-Term Financial Plan based on these plans assumes maintenance of current service levels. 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.
- The Commonwealth Government has frozen indexation of Commonwealth Financial Assistance Grants (FAGs) for 2014/15 and the following two financial years. The financial impact of this freeze will be partially offset by additional Commonwealth Roads to Recovery during 2015/16 and 2016/17 but by the time the freeze is removed, Council will receive approximately \$300,000 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 financial performance for the 2015/16 financial year. Initial repair costs of \$735,000 and \$818,000 of losses on bridges destroyed by the floods were only partially offset by National Disaster Relief and Recovery Arrangements (NDRRA) funding of \$439,000, leaving a net cost of \$1,114,000, reducing Council's underlying surplus. Part of this cost will be recovered during the 2016/17 financial year when additional NDRRA funding is received, but, ultimately, Council will fund approximately 25% of the additional expenditure required as a result of the flood damage.

Plans for the next 12 months






- Upgrade the council website (\$10,000) carried forward from 2015/16.
- Implement common enterprise software with Latrobe Council (\$150,000).

Objective 3.4 Employee Development

To develop skilled, experienced, motivated and accountable staff.

Performance against Annual Plan

Key:  Completed  In Progress  Delayed

2015/16 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

- Recruiting staff for specialised positions is difficult in some instances due to the small pool of qualified applicants available and competition for the applicants with the private sector.

Plans for the next 12 months



- Implement a suite of human-resource related policies.

Objective 3.5 Risk Management

To be actively committed to risk management.

Performance against Annual Plan

Key:  Completed  In Progress  Delayed

2015/16 Annual Plan Actions	Status
Maintain and improve our risk management systems and culture.	
Promote community awareness of risk management systems.	

Key Challenges

- Improvement of current WHS system for legislative compliance.

Plans for the next 12 months

- Install CCTV equipment at the corner of Main Street and High Street in Sheffield (\$41,000).



Strategic Objective 4: Planning and Development

About this Objective:

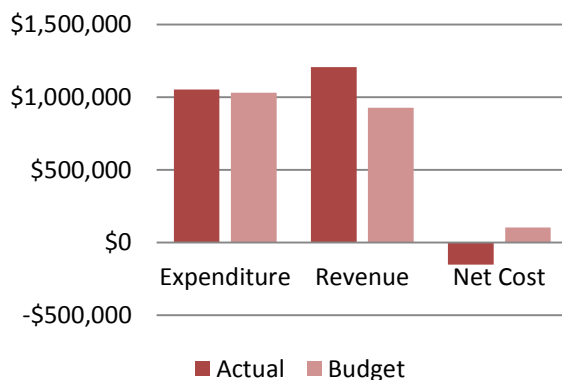
This objective encompasses planning and building services, environmental health services, natural resource management, waste management and animal control.

Our Scorecard:

Number of Actions	Complete	In Progress	Delayed
31	27	3	1

Performance against Budget:

Planning and Development Total – Operating Budget



Objective 4.1 Planning and Building Services

To effectively manage land use planning and building issues.

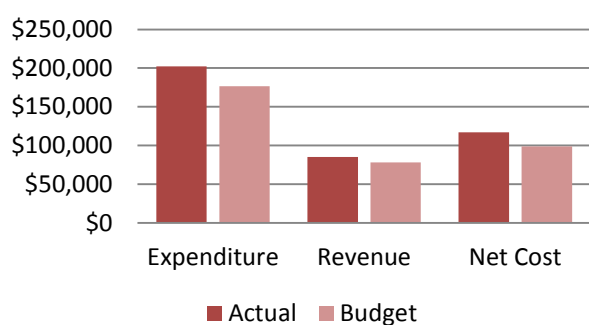
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Develop strategic development plans for key localities within Kentish.	↑
Enforce planning scheme and planning permit requirements.	✓
Meet Council's statutory building services requirements.	✓
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.	↑

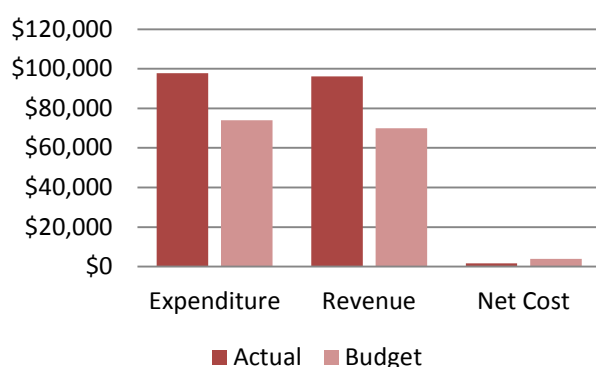
Performance against Budget

Planning Services – Operating Budget



Planning services expenditure exceeded budget by \$26,000 mainly due to unbudgeted strategic planning costs and the initial costs of the Sheffield Township Enhancement Study.

Building Control – Operating Budget



Building services activity was higher than budgeted, but the net cost was in-line with budget.

Key Challenges

- The need to participate in Tasmanian Planning Commission Hearings for the *Kentish Interim Planning Scheme 2013* has resulted in re-allocation of resources.
- The need to provide comment in regard to changes in building and planning legislation and the draft State Planning Provisions has resulted in re-allocation of resources.
- Appointment of new staff members has required allocation of resources to training.

Plans for the next 12 months

- Develop Strategic Development Plans for key localities within Kentish.

Objective 4.2 Environmental Health Services

To promote and maintain public health standards.

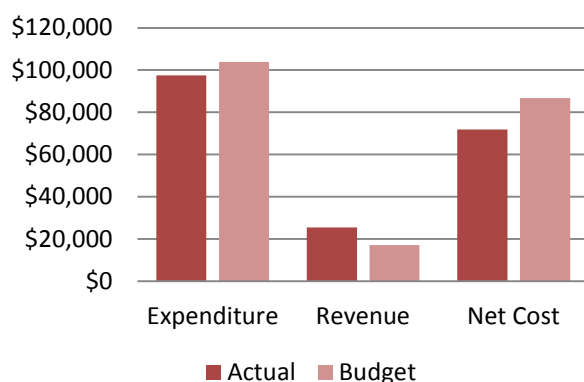
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Design and implement a Community Learning Project as part of the Community Health Needs Assessment Framework for Action.	✓
Prepare a Kentish Council Municipal Health Plan.	✗
Prepare a Kentish Council Municipal Health Report.	✓
Promote healthy eating and lifestyle activities.	✓
Conduct inspections 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 *Public Health Act 1997* came into effect on 1st July 2015 which included amendments to Place of Assembly Licensing (now called Mass Gathering), Private Water Suppliers Licensing and Water Caters Licensing. These amendments resulted in changes to Council processes and administration to meet the requirements of the Department of Health.
- The unfortunate cessation of the resource-sharing agreement with Devonport City Council in July 2015 for the use of Plumbing Inspectors placed great pressure on Council's limited Environmental Health Department to achieve the required 20% inspection rate.

Plans for the next 12 months

- Participate in the Devonport/Latrobe/Kentish and Central Coast Liquor Accord.

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

2015/16 Annual Plan Actions	Status
Support initiatives to reduce weed infestation in the Gowrie Park area.	✓
Support the activities of Mount Roland Rivercare Catchment Inc.	✓
Support a Commonwealth Government funded Green Corps project to address natural resource management issues at Redwater Creek.	✓
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 (KEENER).	✓

Key Challenges

- Government funding for natural resource management activities is not available to the extent seen in previous years, making funding projects more difficult.

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.

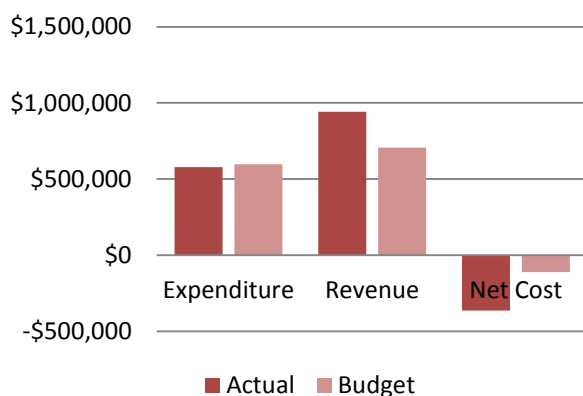
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 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



Revenue from waste management was \$236,000 more than budget due to higher than budgeted returns from Dulverton Waste Management Authority. These funds represent the increase during the year in Council's share in the retained profits of the authority and are not funds that are directly available to Council to spend.

Key Challenges

- Recycling of silage wrap was suspended during the year due to the contractor being unable to make a viable return. Following investigation, Council was pleased to be able to offer the service through a new contractor.

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.

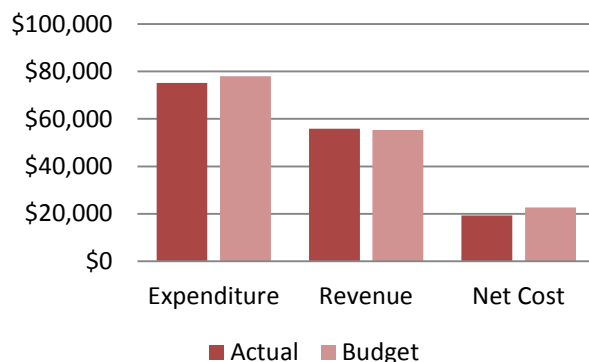
Performance against Annual Plan

Key: ✓ Completed ↑ In Progress ✗ Delayed

2015/16 Annual Plan Actions	Status
Promote responsible dog ownership including compliance with the <i>Dog Control Act 2000</i> 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 where required.	✓

Performance against Budget

Animal Control – Operating Budget



Key Challenges

- Education of the public regarding the legislative requirement to register dogs and the very real consequences of non-compliance.

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.

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
14	102	23	125

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 1st December 2015.

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

The following workshops were held between 16th February and 7th June 2015 to discuss the 2016-17 Budget:

16/02/2016	Municipal bus tour
01/03/2016	Capital Budget forum no. 1
05/04/2016	Capital Budget forum no. 2
03/05/2016	Capital/Draft Budget forum
10/05/2016	Dedicated Draft Budget forum
07/06/2016	Rates Forum and 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 22 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 69 - 71 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.

Council's Audit Panel consists of Mr Ben Coull as the independent Chairman, Cr Tim Wilson and Cr Linda Cassidy.

The audit panel met four times during, and once since, the end of the 2015/16 financial year and work relevant to this annual report completed during that time included review of:

- Council's significant accounting policies
- Draft Annual Financial Report for the year ended 30 June 2016
- Reports by Council's external Auditor, including interim external audit findings for 2015/16
- The status of Council's policies including review of risk management policy and framework, review of fraud and corruption control policies and review of Council's investment policy.
- Council's budget process including review of 2016/17 Draft Annual Plan and Budget

and Draft Long Term Financial Plan 2016-2026

- Reporting on Councillors' expenses.

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

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 three times during the 2015/16 financial year and made recommendations to the respective councils regarding:

- Participation in a review of resource sharing by the Australian Centre for Excellence of Local Government
- The implementation of the updated Information Technology and Community Strategy in relation to common phone systems and ipads.
- Councils to include strategic reviews of their planning schemes into the new draft State-Wide Planning Scheme.

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 2015/16.

Title	Date
Annual Plan & Budget	7 July 15
Meeting Procedure Policy	21 July 15
Kentish Mountain Bike Master Plan	15 Sept 15
Driveway Entrance Policy	15 Sept 15
IPad Policy	15 Sept 15
Significant Accounting Policy	15 Sept 15
Grievance Policy	15 Sept 15
Salary Sacrifice/Superannuation Policy	15 Sept 15
Privacy – Personal Information Policy	15 Sept 15
Customer Service Charter	15 Sept 15
Dog Management Policy	15 Sept 15
Nature Strip Mowing Policy	15 Sept 15
Community Grants Policy	20 Oct 15
Equal Access Policy	20 Oct 15
Recognition of Service Policy	20 Oct 15
Light Vehicle Policy	20 Oct 15
Investment Policy	20 Oct 15
Councillor Allowance & Expenses Policy	20 Oct 15
Fitness for Work Policy	20 Oct 15
Sun Protection Policy	20 Oct 15
Workplace Health and Safety Policy	20 Oct 15
Street Vending Policy	20 Oct 15
Street Dining Policy	20 Oct 15
Waste Management Policy	20 Oct 15
Rates & Penalty Credits Policy	20 Oct 15
Information and Communication Technology Policy	15 Nov 15
Harassment, Bullying and Discrimination Policy	15 Nov 15
Fraud & Corruption Control Policy and Plan	15 Nov 15
Tree Management Policy	15 Nov 15
Directional & Tourism Information Signage Policy	15 Nov 15
Waste & Recycling Collection Policy	15 Nov 15
New Infrastructure Developers in Road Reserve Policy	15 Nov 15
Payment of Councillor Expenses & Provision of Facilities Policy	15 Nov 15
Risk Management Policy & Framework	17 Nov 15
Annual Report	1 Dec 2015
Gifts & Benefits Policy	15 Dec 15
Goliath Park Master Plan	15 Mar 16
Roadside Cattle Grazing Policy	15 Mar 16
Model Code of Conduct	17 May 16
Long Term Financial Plan 2016-2026	21 June 16
Financial Strategy	21 June 16
Rates & Charges Policy	21 June 16
Annual Plan & Budget	21 June 16

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.

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 2016, 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.

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 2015-16 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; and
- Consultation for a range of important plans and strategies including the Goliath Park Master Plan, Mountain Bike Master Plan, Sheffield Township Enhancement Project and Land Use Reviews for Wilmot; Sheffield; Railton; and Acacia Hills, South Spreyton and Lower Barrington.

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



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, Audit Panel, 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



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



Cr Kate Haberle

Cr Haberle was elected to Council in October 2014.

Committee Membership:
Sheffield Recreation Ground
Committee proxy, Sheffield
Musuem 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



Cr Linda Cassidy

Cr Cassidy was elected to Council in October 2014.

Committee Membership:
Railton Recreation Ground
proxy, Kings Hall Committee,
Railton Recreation and
Community Centre, Audit
Panel, Railton Squash Centre
Committee, Railton
Neighbourhood Centre proxy.

M 0417 241 315
E 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



Cr Terry Hughes

Cr Hughes was elected to Council in October 2014.

Committee Membership:
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



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



Cr Rodney Blenkhorn

Cr Blenkhorn was elected to Council in October 2014.

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

M 0448 338 992
E 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 (\$)	34,618	19,728	9,891	9,891	9,891	9,891	9,891	9,891	9,891	123,584
Comm. Equipment Allowance (\$)	500	500	500	500	500	500	500	500	500	4,500
Mobile Phone Costs (\$)	808	-	-	-	-	-	-	-	-	808
Mileage Re-imbursement (\$)	3,306	227	-	570	-	4,196	1,291	1,124	1,436	12,150
Training, Conference, Seminars (\$)	1,007	-	-	686	-	199	1,000	-	-	2,892
Total Councillor Allowance and Expenses (\$)	40,239	20,456	10,391	11,647	10,391	14,787	12,682	11,515	11,827	143,935

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

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

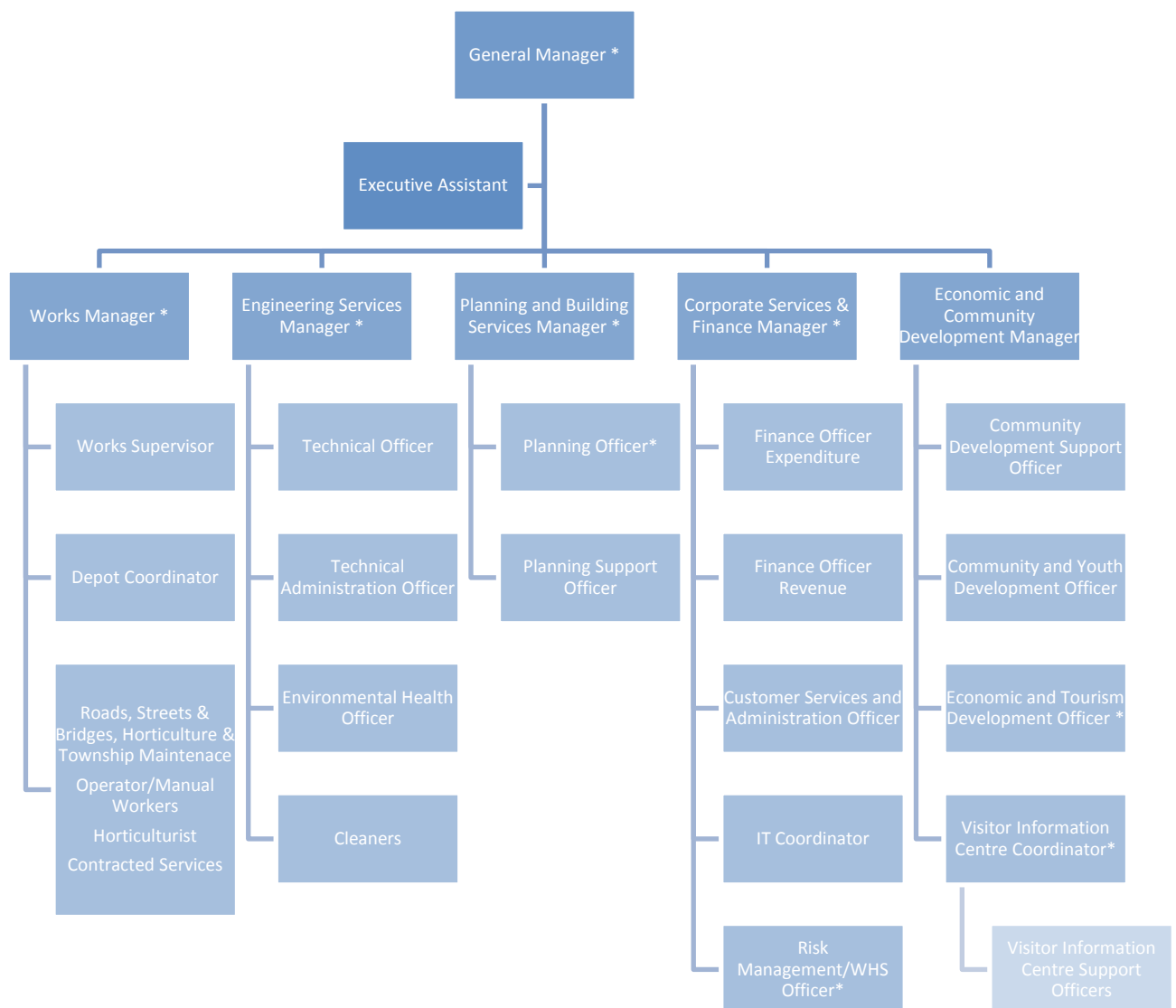
Councillor Attendance at Meetings

Date	Meeting	Cr Thwaites	Cr Wilson	Cr Lane	Cr Willock	Cr Haberle	Cr Cassidy	Cr Richards	Cr Hughes	Cr Blenkhorn
07/07/2015	Special	✓	✓	✓	✓	✓	✓	✓	✓	✓
21/07/2015	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
18/08/2015	Ordinary	✓	✓	✓	✓	x	✓	✓	✓	✓
15/09/2015	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
20/10/2015	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
17/11/2015	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
01/12/2015	AGM	✓	✓	✓	✓	✓	✓	✓	✓	✓
15/12/2015	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
19/01/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
16/02/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
15/03/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
19/04/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
17/05/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
21/06/2016	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓

Our Organisation

Kentish Council's organisational structure consists of 5 departments – Works, 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

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.

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
\$110,000 - \$130,000	3

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.

Employee Profile

As at 30 June 2016, Council employed 32 people in a diverse range of positions. The total of 32 positions comprises 24 full-time, 7 part-time and 1 casual.

The average age of the workforce is 49.8 years (compared with 49.7 as at 30 June 2015). 44% of our employees are aged 50 – 59 years and 31% of employees are aged 40 – 49 years.

The gender profile of the workforce is 41% female and 59% male.

Full Time Equivalent Staff

	2016	2015
Full-Time Equivalent staff at 30 June	28.6	29.8
Plus labour hire adjustments		
Labour hired from Latrobe	3.5	2.1
Labour hired to Latrobe	(1.6)	(1.3)
Other Labour Hire	2.4	1.8
Total	32.9	32.3

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 2015-16 financial year:

- Works Manager (new position).

The Works Supervisor position was also advertised during the year, however the position was not filled.

Two long-serving outdoor employees retired during the year. The positions have yet to be filled in a permanent capacity.

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.

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 2015-16, 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:

- A team of 6 employees from both Kentish and Latrobe Councils participated in the Local Government Management Challenge.
- Stress Management Information Session
- Workplace Bullying Information Session
- Fire Training
- Control Traffic Training.

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 2015-2016. Six employees reached their 5 year anniversary and one employee reached 10 years of continuous service.

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 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 72 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 2015-2016 year including:

- Improvements to Emergency Response;
- Improvements to Incident Reporting and Recording;
- Review of Workplace Health and Safety; Fitness for Work and Sun Protection Policies; and
- Implementation of Contractor Inductions.

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 meets to review WHS procedures, concerns raised by staff and WHS initiatives.

Workplace Injuries

The number of reported workplace injuries in 2015-2016 was 2, with both injuries becoming Workers Compensation Claims.

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 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 2015/2016 financial year.

Cradle Coast Authority

The Authority continues to reinvent itself, working closely with our shareholder councils and in partnership with the community, business and government.

This year saw significant investment in reviewing our organisation's delivery model, corporate systems and procedures. The corporate services staff numbers were reduced from 10.97 to 5.0 FTE with a 25% dividend. These savings were reinvested to establish a Regional Development business unit, focused on economic development and projects of regional significance. As part of this new focus, the Authority met with councils in early 2016 to present the proposal to develop a Regional Economic Development Strategy (REDS). These meetings were an ideal opportunity for the Authority to discuss the barriers and gaps holding the region back and to outline a framework for designing a response in collaboration with the councils, industry and business. In May 2016, representatives approved the REDS.

In an example of the power of collaboration, the Authority teamed up with the Tourism Industry Council of Tasmania, Parks and Wildlife Service and Kentish Council to develop the Cradle Mountain Master Plan. The plan received wide applause from industry, the community and government. In recognition of its economic benefit across the whole region, the Master Plan became the region's principle infrastructure project for the Federal Election. As a result of the councils' solidarity behind the project, it has

received support from both the State and Federal Governments and will continue to be a project of regional significance for the Authority for the year ahead.

The Australian Masters Games (AMG) will be a huge event for the region in October 2017. Events such as the AMG require significant planning and preparation and this started in earnest in 2015-16. In October 2015, a delegation of councillors, alderman and myself attended the Adelaide AMG and witnessed first-hand the potential opportunities that the event presents the region. The most important outcome will be showing our region can host an event of national significance.

Another example of collaboration and partnership between the Authority, councils and community is the renewed focus and commitment to developing the North West Coastal Pathway Network. Working closely with the councils' engineering and economic development teams, the Authority is developing a project prospectus and strategy. The prospectus pulls together a detailed picture of the current and planned investment required to realise the vision. The strategy, to be developed with community stakeholders, will explore the socio-economic opportunities associated with the network.

From this year, I am particularly pleased with the number of events facilitated by the Authority for council officers. The Authority held a number of informal workshops for council officers working in economic development, communications and geographic information systems (GIS). These workshops provided council officers the opportunity to share ideas and explore issues of common interest and is a great example how we can help each other as a region.

In February, the 2015-2020 Cradle Coast Natural Resource Management Strategy was completed. The Strategy aims to achieve sustainable environmental, economic and social outcomes and requires all stakeholders (government, industry, community and nongovernment organisations) to contribute and participate. The Strategy was developed using extensive engagement and consultation with the community and stakeholders.

Finally, in January 2016, the inaugural Chairman, Mr Glynn Williams, resigned from the Authority as a result of a rapidly expanding legal practice.

Mr Williams will be remembered for his insight and strategic vision for the region. I am indebted to Mr Williams for his guidance and support as I navigated the stakeholders and issues specific to the Cradle Coast.

The year ahead is full of exciting opportunities and the Authority looks forward to realising these with each and every one of you.

Brett Smith, Chief Executive Officer, Cradle Coast Authority

Dulverton Waste Management

The 2015/16 Financial Year concluded far stronger than budgeted. The result was influenced by a number of once-off waste stream revenues which could not reasonably have been foreseen and were unbudgeted. Expenditure was also constrained well below budget.

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 Dulverton Waste Management's (DWM) 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 was very proud to be a finalist in the 2015 Worksafe Tasmania Awards in the "Best WHS Initiative" category.

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 Workplace Health and Safety through its operations.

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 future business optimisation. A new

Strategic Plan covering 2015/16 – 2019/20 was developed and approved by the Board and Owner Representatives. The Rules of the Authority were also reviewed and overhauled, 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. Gradco will commence on site on the 31st October 2016. The existing contractor, MDG, leave the site better than when they commenced, and DWM wish them a prosperous future.

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.

Financially, DWM had a positive year with both income and profit exceeding the budget. Expenditure was below budget. DWM was able to fund all 2015/16 capital works from its own funds, including that for the new landfill compactor valued at \$628,650 inclusive of GST. 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 or landfill cell construction.

The total quantity of chargeable waste disposals managed by DWM increased by 11.89% to 75,166 tonnes from 67,178 tonnes in the previous year. The majority of this waste goes to landfill, however, in 2015/16 diversion to the Dulverton Organics Recycling Facility (DORF) for recycling into compost increased from 17% to 49%. This figure does not include approximately 5,628 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 2015/16 financial year, plus Dividends paid, will exceed \$1,300,000. This figure exceeds the previous high set in 2014/15 of \$870,000. Dividends to Owner Councils are forecast into the foreseeable future.

Mathew Greskie, Chief Executive Officer, Dulverton Waste Management

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.

No contracts of \$250,000 or more were entered into or extended during the 2015/16 financial year.

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 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 2015/16 was 7.

Nature of Complaint	No. of Complaints
Product or service	4
Employee or agent	3
Council decision	-

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
Public Health Act 1997		
Mass Gatherings	2	Large music festival and rowing facilities
Private water supplies licenses	37	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	1	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	197	Number of doses administered
Water complaints investigated	1	Water quality from a private supplier
Food Act 2003		
Registered food businesses	80	Annual licenses
Temporary food businesses	9	Events and one-off occasions
Prosecutions	0	
Infringement Notices	0	
Food complaints investigations	5	Investigations conducted regarded foreign matter in food, possible contamination of food, food-borne illness and structural concerns about a food premises.
Other		
Special plumbing permits	21	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	2	Confirmed diseases were Salmonella. Actions were taken to minimise possible illness amongst flood affected residents.
Private Burials	1	Approval for a future private burial
Litter infringement notice	0	No litter infringement notices were issued.
Customer Requests	80	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 2015/2016 financial year are as follows:

GRANTS AND SPONSORSHIP		
Organisation	Purpose	Amount (\$)
Community Events		
Lions Club of Kentish	Triple Top Mountain Race	1,000
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
Caribou Publications	Sheffield Criterion	1,500
Railton Squash Centre	Picnic in the Park	750
Oss Foley Endurance Riders Inc	Oss Foley Endurance Ride	150
Total		21,850
Specific Funding Requests		
Cradle Coast Authority	Cradle Mountain Revitalisation Plan	5,000
Lorinna Community Hall	Roof Replacement	7,205
Kentish Family Support	Community House (carried forward 2014/15)	4,490
Total		16,695
Organisation Funding		
Kentish SES	Operational Costs	10,500
Kentish Museum	Operational Costs	6,600
Wilmot Museum	Operational Costs	1,850
Tandara Lodge	Standing Steady Program	2,556
Mt Roland Rivercare	Operational Costs	6,000
Mt Roland Rivercare	Trust funds for future expenditure	4,000
Tandara Lodge	Mature Age Program	2,645
Total		34,151
Large Community Grants		
Railton Recreation Ground Committee	Fridge	1,365
Claude Road Hall Committee	Acoustic Panelling	2,500
Wilmot Tourist and Progress Association	Display Cases and Mannequin for Wilmot Museum	561
Nook Cricket Club	Toilet Upgrade	1,220
Tasmanian Trail Association	Track Markers	2,500
Total		8,146

Organisation	Purpose	Amount (\$)
Donations and Sponsorship		
North-West Volunteer Firefighters	Annual Volunteer Firefighters Competition	150
Individual	Attendance at Hockey Championships	100
Kentish Men's Shed	Gravel for walkway	500
Rotary Club of Devonport	Annual Children's Film Show	90
Individual	Attendance at Touch Football Championships	100
Boxing Tasmania	Attendance at Boxing Championships	100
Sheffield School	Prize for Presentation Day	100
Sheffield Football Club	Medical and First Aid Supplies	250
Sheffield RSL Sub-Branch	Lighting for Honour Roll	495
Australian Local Government Women's Association	Conference	500
Wilmot Tourist & Progress Association	Christmas Activities	750
Lions Club of Kentish	Christmas Activities	750
Railton & Districts Development Association	Christmas Activities	750
Total		4,635

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
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
Parakaleo Ministries Incorporated	1,830
Wilmot Tourist & Progress Association Inc	678
Lorinna Residents & Ratepayers Association Inc	761
Sheffield Golf Club	1,299
Total	34,794

General Reporting

Development Applications

The number of development applications issued during 2015/16 was 85 which represents a decrease of 10.5% compared to the previous financial year. A breakdown of the types of development applications received during the 2015/16 year is provided below.

Application Type	No.
Dwellings and Dwelling Additions	
Sheffield & Railton zoned General Residential	3
South Spreyton, Acacia Hills area zoned Rural Living	12
South Spreyton, Acacia Hills and peripheral Sheffield and Railton areas zoned Rural Resources;	15
Rural Resource Zone excluding South Spreyton, Acacia Hills area	3
Village zone	0
Outbuildings (buildings incidental to a residence)	
Sheffield & Railton zoned General Residential	1
South Spreyton, Acacia Hills area zoned Rural Living	3
South Spreyton, Acacia Hills and peripheral Sheffield and Railton areas zoned Rural Resources;	14
Rural Resource Zone excluding South Spreyton, Acacia Hills area	7
Agricultural Sheds	6
Subdivision	8
Commercial	2
Industrial	2
Visitor Accommodation	5
Miscellaneous	4
Total Applications	85

Building Applications

The number of building permits issued during 2015/16 was 108 which represents an increase of 2.8% compared to the previous financial year. A breakdown of the types of building applications received during the 2015/16 year is provided below.

Application Type	No.
Dwelling	23
Dwelling additions/alterations	9
Outbuildings	44
Commercial/Industrial	17
Misc. Structures	15
Demolition	0
Total	108
Substantial Compliance/Permit to Proceed	0

Animal Control

Dog Registration: 1,738 dogs were registered in 2015/16.

Customer Requests: 179 customer requests were received including:

- 28 relating to barking dogs
- 25 dog attacks/threats to people
- 16 animals were reported lost
- 32 dogs at large
- 42 relating to straying livestock
- 33 stray dogs
- 3 nuisances

Of the 65 requests received regarding stray/found/at large dogs, 39 dogs were collected and impounded at the Devonport Dogs Home.

2 dogs were declared dangerous during the year and both of these dogs were surrendered by the owner and euthanized.

Waste Management

Waste: 258 large bins and 1,404 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, 1,628 bins were serviced fortnightly throughout the community.

Use of Council Websites and Social Media

Council website

	2014/15	2015/16
Hits	18,241	20,678
Unique Visits	10,863	10,917

Kentish Visitor Information Centre website

	2014/15	2015/16
Hits	26,727	35,551
Unique Visits	20,477	27,174

Youth website

	2014/15	2015/16
Hits	890	507
Unique Visits	836	412

Facebook

	2014/15	2015/16
Post Reach	46,205	257,454
Likes	339	895

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